

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
NOVEMBER 2021 MEETING

1:00–3:00pm EDT  
Friday  
November 19, 2021

East Tennessee Room  
D.P. Culp Student Center  
412 J.L. Seehorn Road  
Johnson City, TN

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. Public Comments
- IV. [Approval of Minutes from September 17, 2021](#)
- V. Report from the Finance and Administration Committee (5 minutes)
- VI. Report from the Academic, Research, and Student Success Committee (5 minutes)
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Consent Agenda \(5 minutes\)](#)
  - A. [Minutes from September 17, 2021 Finance and Administration Committee](#)
  - B. [Minutes from September 17, 2021 Academic, Research, and Student Success Committee](#)
  - C. [Minutes from September 17, 2021 Audit Committee](#)
  - D. [Letter of Notification Regarding Establishment of a Master of Music Degree](#)
  - E. [FY22 October Revised Budgets](#)
  - F. [D.P. Culp Student Center Debt Service, Operations, and Renewal and Replacement Funding](#)
- IX. [Approval of Standing Committee Membership Appointments – Noland/Latimer \(5 minutes\)](#)
- X. [Approval of Library Fines Rule – Fulks \(5 minutes\)](#)
- XI. [College Spotlight: Gatton College of Pharmacy – Byrd \(15 minutes\)](#)
- XII. [Update on University Marketing and Communications – Vodden \(15 minutes\)](#)
- XIII. [ETSU Research Corporation Update – Golden \(20 minutes\)](#)

- XIV. [NCAA Policy Changes and Implications for ETSU Athletics](#) – *Fulks/Lennon*  
(10 minutes)
- XV. [Key 2021 Performance Indicators](#) – *Hoff* (10 minutes)
- XVI. President’s Report – *Noland* (20 minutes)
- XVII. [Resolution for Mr. Scott Niswonger](#) – *Noland* (5 minutes)
- XVIII. Other Business
- XIX. Executive Session
  - A. Discuss pending legal action (if necessary)
- XX. Adjournment

EAST TENNESSEE STATE  
UNIVERSITY BOARD OF TRUSTEES

ACTION ITEM

DATE: November 19, 2021

ITEM: Approval of the Minutes for September 17, 2021

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green  
Secretary

The minutes of the September 17, 2021 meeting of the Board of Trustees are included in the meeting materials.

**MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.**

**RESOLVED: The reading of the minutes of the September 17, 2021 meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

MINUTES

September 17, 2021  
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1 p.m. on Friday, September 17, 2021 in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also livestreamed.

**I. Call to Order**

Chair Dr. Linda Latimer called the meeting to order and commented on how this was the first time that the Trustees have held a regularly scheduled quarterly Board Meeting in the East Tennessee Room since the renovations to the Culp Student Center had been completed. The Chair noted that it was wonderful to see so many students back on campus. In highlighting major accomplishments at the institution during summer 2021, the Chair reported the following:

- The Center for Applied Research and Evaluation in Women's Health received a \$3.1 million research award that will expand and extend research and evaluation on women's health issues.
- ETSU's Center of Excellence in Inflammation, Infectious Disease, and Immunity, in collaboration with Vanderbilt University, was awarded a \$2.1 million federal grant to fund a study on sepsis.
- ETSU's federal TRIO program was selected by the U.S. Department of Education to receive renewed funding for two of its programs: the Educational Talent Search Program was awarded over \$323,000 each year for the next five years to help middle and high school students in Hawkins, Johnson, and Sullivan counties prepare for and to enter post-secondary education; and the Educational Opportunity Center will receive \$273,000 each year for the next five years to assist adults in obtaining their high school equivalency diplomas and pursuing post-secondary education.
- Ethan Galloway, a senior chemistry student from Surgoinsville, was appointed to the Tennessee Higher Education Commission as a student member.
- ETSU continues to be recognized in numerous national rankings. Among the most recent was a number 1 ranking in Tennessee for ETSU's digital media program in the area of game design. The ranking came from Animation Career Review, which also placed ETSU among the top 20 Game Design and Animation Colleges in the South.

## **II. Roll Call**

Board Secretary, Dr. Adam Green led the roll call. Because Trustee Dorothy Grisham participated remotely, in accordance with Tennessee Code § 8-44-108 section (c) (3), Dr. Green asked Trustee Grisham for the record if she could clearly hear so that she could participate in the meeting, and if she would identify any persons present in the room with her from which she was participating in the meeting. She reported that she could hear and was alone. Those Trustees present in the East Tennessee Room affirmed they were able to hear Trustee Grisham.

Additionally, Dr. Green reported that since a Trustee is participating remotely, should any votes be taken, they must be taken by roll call.

Trustees were present:

Trustee Janet Ayers  
Trustee Virginia Foley  
Trustee Kara Gilliam  
Trustee Dorothy Grisham (participating remotely)  
Trustee Linda Latimer  
Trustee Scott Niswonger  
Trustee Ron Ramsey  
Trustee Melissa Steagall-Jones  
*Absent: Trustee Steve DeCarlo and Trustee Kelly Wolfe*

Secretary Green informed the chair that a quorum was present.

## **III. Public Comment**

No one in attendance at the meeting requested to offer public comment.

## **IV. Approval of Minutes from the April 23, 2021 and June 15, 2021 meetings**

The minutes of the Board of Trustees for April 13, 2021 and June 15, 2021 were approved as submitted, with Trustee Steagall-Jones making the motion to approve, and Trustee Janet Ayers seconding the motion. The motion passed unanimously after a roll call vote.

## **V. Report from the Finance and Administration Committee**

Trustee Ramsey reported that because Trustee DeCarlo was unable to attend today's meeting, he would provide an update from the Finance and Administration Committee. During the committee meeting earlier that day, a financial update was presented by Dr. B.J. King which examined operating expenditures and revenues from the current year as well as the prior year. A comparison of the two years revealed the impact that COVID-19 has had on revenues and expenditures. Dr. King also reviewed contracts from the recent quarter. Karen Glover provided a report on the training provided to business and finance staff on combating fraudulent email scams. This training is required for all business and finance staff, and a recording of the training is also available. Jeremy Ross

provided a report on capital projects and facilities. An update from Pam Ritter on behalf of the ETSU Foundation revealed that the university had undergone a record-year in fundraising, and that the current comprehensive campaign – The Campaign for ETSU – had reached its goal.

#### **VI. Report from the Academic, Research, and Student Success Committee**

Trustee Ayers reported that the committee approved one action item during its meeting. That action was to recommend awarding tenure to Dr. Leann Horsley, the new Dean of Nursing.

Trustee Ayers said she is delighted to welcome Provost McCorkle to ETSU. As part of her report, Provost McCorkle discussed recent curriculum actions taken by the university between January 1, 2021 and July 31, 2021, which included approving four new certificates and 11 new concentrations. A total of 145 curriculum actions took place at the undergraduate level, and 131 actions were taken involving graduate programs.

Provost McCorkle informed the committee that ETSU's current faculty-to-student ratio is 15:1, and she also noted that in the recent Great Colleges to Work For Survey, ETSU had met the Carnegie benchmark for the first time. Research and sponsored programs funding saw an increase from the previous year. In addition, she shared that all academic programs that have an external accrediting body have met the necessary standards. Provost McCorkle added that work is continuing for the SACSCOC review that is less than a year away.

#### **VII. Report from the Audit Committee**

Trustee Steagall-Jones gave an overview of information provided to the Audit Committee earlier that morning from Rebecca Lewis. Ms. Lewis presented the annual audit plan for fiscal year 2021-2022 which was approved. Her report also highlighted recent work performed by the Internal Audit staff which included a follow-up to the state's Sunset Audit. Ms. Lewis discussed memorandum of investigations that were issues, the audit heat map, the August 31, 2021 recommendation log status, a report of audit functions for fiscal year 2021, and operating expenses and employee profiles for the Internal Audit office. The committee approved the salaries for the ETSU Internal Audit staff. University Counsel Mark Fulks presented a draft copy of the Board of Trustee's Conflict of Interest Policy. An amendment was made to put emphasis on the fact in Articles 1 and 2 that employment by faculty and student trustees is permitted by law and is not a conflict of interest.

#### **VIII. Consent Agenda**

Chair Latimer asked members to refer to the materials in the agenda that reflected items discussed during this morning's committee meetings and asked if there were any items on the consent agenda that members would like to have pulled for discussion and consideration by the full board. No requests to have items pulled were made, and a subsequent motion by Trustee Ramsey was made and seconded by Trustee Steagall-Jones

to approve the consent agenda. Dr. Green led the roll call vote, and the motion passed unanimously.

#### **IX. Approval of the ETSU Mission Profile**

Dr. Michael Hoff presented a copy of the ETSU Mission profile. Under the FOCUS Act, each institution must present its mission profile to THEC annually. The current ETSU Mission profile was approved by the University Council. A motion was made by Trustee Ayers, and then seconded by Trustee Steagall-Jones, to approve the ETSU Mission profile. Dr. Green led the roll call vote, and the motion was approved unanimously.

#### **X. Approval of ETSU Mission Statement**

Dr. Hoff stated that the ETSU Mission Statement differs from the ETSU Mission Profile in that the mission statement is intended to articulate what the institution hopes it can achieve. This Mission Statement is necessary for SACSCOC compliance. A motion was made by Trustee Foley, and then seconded by Trustee Ayers, to approve the ETSU Mission Statement as presented by Dr. Hoff. Dr. Green led the roll call vote, and the motion was approved unanimously.

#### **XI. Alumni Update Presentation**

Whitney Goetz, Executive Director of the ETSU National Alumni Association, gave an update on the activities of the alumni association.

- ETSU has just over 100,000 alumni living around the world.
- The largest concentration of ETSU alumni is in Tennessee and in border states. ETSU engages with its alumni through regional clubs, Affinity groups, events and reunions, printed materials and social media.
- Campus partnerships have been extremely beneficial in promoting alumni engagement. Recent activities have been made possible through partnerships with the Clemmer College, University Career and Services, and Athletics.
- This year, a series of alumni town halls were held in cities where a large concentration of alumni resided. President Noland participated in these events and gave a series of updates on recent campus accomplishments and also informed guests about opportunities for alumni to get more engaged.
- Clubs and Affinity groups have been very active. One group, the Blue and Gold Club, traces its roots back to 1926 and provides opportunities for former student athletes to connect with the university.
- Regional clubs are currently active in Knoxville, Nashville, Chattanooga, Atlanta, Washington, D.C., and Asheville. Plans are to launch a club in Charlotte.
- A range of activities already have taken place during the fall semester, including an event in Nashville when the Bucs played Vanderbilt. Other

upcoming events include Homecoming (November 6, 2021) and the National Alumni Awards Banquet (November 19, 2021).

## **XII. College Spotlight: College of Arts and Sciences**

Dr. Joe Bidwell, Interim Dean of the College of Arts and Sciences, gave an overview presentation of the college.

- The College of Arts and Science is the largest college at ETSU with 3,559 students. The college is very diverse with 18 academic departments, with the four largest being Biological Sciences, Media and Communication, Psychology, and Criminal Justice and Criminology. The college has other major units/programs as well as centers of excellence and museums.
- The college currently has 237 full-time faculty; adjuncts are an important part of the team.
- The majority of general education courses are offered through the College of Arts and Sciences. This allows the faculty to interact with the majority of students who matriculate at ETSU
- During the period between 2015 and 2018, there were over 400 peer-reviewed publications, 1,000 performances, 700 presentations, and 40 exhibits.
- Major strategic initiatives for the college are aligned with those at the university. The college recently hired its first associate dean for equity and inclusion.
- Facility upgrades in various stages of planning and completion for the College of Arts and Sciences include plans for the academic building, renovations to Brown Hall, enhancements to Mathes Hall and the dance facilities, and discussions of a dedicated space for Bluegrass/Center for Appalachian Studies and Services.

Dr. Bidwell concluded his presentation with a review of current challenges and opportunities for the college.

## **XIII. President's Report**

President Noland provided the Board of Trustees with a preliminary fall enrollment update highlighting the impact of the COVID-19 pandemic on enrollment across the nation. Overall ETSU enrollment for the fall 2021 semester declined just over 400 students. A contributing factor to this decline is that freshman classes at ETSU have been smaller in recent years. While overall enrollment declined, there was significant growth in the number of new freshmen this fall, which is evidenced by the tremendous work of Admissions staff during the pandemic, he noted. In terms of geographic areas where students are represented, the President said a majority of students enrolled come from Northeast Tennessee. The President completed his enrollment update by discussing the institution's enrollment marketing strategy for the fall, which includes a number of rebranding efforts.



President Noland informed the board that the work of the Committee for 125 Chapter II remains ongoing. The committee first met in April 2021, and the six task forces, with a total of 95 participants, have also met. The task forces are nearing completion of their draft reports.

President Noland provided the Board of Trustees with a brief report on the institution's ongoing response to the COVID-19 pandemic specifically highlighting the following:

- ETSU Health continues to offer vaccine clinics for the region
- Three new contract tracers have been hired
- Outreach efforts, such as the ETSU Vaccine Challenge, have been successful

President Noland concluded his report by noting that ETSU's budget remains balanced and he anticipates no changes to the base budget for this academic year. The President stated that he intends to bring a minimum three percent across-the-board salary enhancement request for consideration. He also noted that the next round of Federal Higher Education Emergency Relief Funds (HEERF) funding distribution will be made to students in the upcoming weeks.

#### **XIV. Selection of New Committee Chairs and Members**

Chair Latimer stated that the FOCUS Act and the Bylaws for the Board of Trustees provide the organization for the Board, including the operations outlined in the structure of standing committees. The standing committees of the Board are the Executive Committee; Academic, Research, and Student Success Committee; Finance and Administration Committee; and Audit Committee. A listing of the committee members and committee chairs was included in the agenda materials. A motion was made by Trustee Foley and seconded by Trustee Grisham to approve the membership. Dr. Green led the roll call vote, and the motion passed unanimously.

#### **XV. Other Business**

There were no other business matters to discuss. Trustee Ron Ramsey made a motion to adjourn the meeting.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: November 19, 2021

ITEM: Consent Agenda

RECOMMENDED ACTION: Approval

PRESENTED BY: Adam Green  
Secretary

The Consent Agenda items presented to the Board of Trustees are routine in nature, noncontroversial, or have been approved by a board committee unanimously. The Board votes on all items by a single motion. Full information about each item on the consent agenda is provided in the meeting materials.

As stipulated in the Bylaws, any Trustee may remove an item from the consent agenda by notifying the Secretary prior to the meeting. Before calling for a motion to approve the consent agenda, the Chair or Vice Chair (or the applicable senior Trustee in their absence) shall announce any items that have been removed from the consent agenda and ask if there are other items to be removed.

Requests for clarification or other questions about an item on the consent agenda must be presented to the Secretary before the meeting. An item will not be removed from the consent agenda solely for clarification or other questions.

**MOTION: I move for the adoption of the Consent Agenda.**

EAST TENNESSEE STATE  
UNIVERSITY BOARD OF TRUSTEES

ACTION ITEM

DATE: November 19, 2021

ITEM: Approval of the Minutes of September 17, 2021

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green  
Board Secretary

The minutes of the September 17, 2021 meeting of the Finance and Administration Committee are included in the meeting materials

**MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.**

**RESOLVED: The reading of the minutes of the September 17, 2021 meeting of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

September 17, 2021  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, September 17, 2021, at 11 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

In the absence of Finance and Administration Committee Chairman Steve DeCarlo, Vice-Chairman Ron Ramsey called the meeting to order at 11 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green led the roll call. Because Trustee Dorothy Grisham participated remotely, in accordance with Tennessee Code § 8-44-108 section (c) (3), Dr. Green asked Trustee Grisham for the record if she could clearly hear so that she could participate in the meeting, and if she would identify any persons present in the room with her from which she was participating in the meeting. She reported that she could hear and was alone.

Additionally, Dr. Green reported that since a Trustee is participating remotely, should any votes be taken, they must be taken by roll call.

Committee members present were:

Trustee Kara Gilliam (non-voting student member)

Trustee Linda Latimer

Trustee Ron Ramsey

Trustee Dorothy Grisham (participating remotely)

*Absent: Committee Chairman Steve DeCarlo and Trustee Kelly Wolfe*

Dr. Green reported to Trustee Ramsey that a quorum was present. In addition to the Committee members, Trustees Janet Ayers, Virginia Foley, and Melissa Steagall-Jones also participated in the meeting.

**III. Approval of the Finance and Administration Committee Minutes of April 23, 2021.**

The minutes of the Finance and Administration Committee of April 23, 2021 were approved as submitted, with Trustee Dorothy Grisham making the motion to approve,

and Trustee Linda Latimer seconding the motion. The motion passed unanimously after a roll call vote.

#### **IV. Quarterly Financial Update**

Dr. B.J. King, Chief Financial Officer for Business and Finance, reviewed tables summarizing financial activities for the university through the fourth quarter of fiscal year 2020-21. The comparison is current year to prior year for the same 12-month period. Dr. King noted that these are not final numbers, but they give a good reflection of 2020-21. She reviewed tables found in the agenda materials including:

- Unrestricted Educational and General (E&G) Revenues & Expenditures by Unit;
- Unrestricted Educational and General (E&G) Revenues & Expenditures by Class;
- Operating Funds Revenues and Expenditures by Fund Type; and
- Operating Funds Revenues by Source and Expenditure by Class.

#### **V. Quarterly Reports of Agreements of \$250,000 or greater**

As an information item, Dr. King provided the committee with a list of contracts and purchase orders that exceed \$250,000, covering the time period of April 2021-June 2021.

#### **VI. Business and Finance Fraud Training**

Ms. Karen Glover, Associate Vice President/Comptroller, presented an overview of annual fraud training, conducted in June 2021, for employees of the Business and Finance Division. Employees were educated in ways to identify fraudulent emails and actions that should be avoided when they receive a fraudulent email. The training was provided through Zoom sessions allowing the employees to view the presentation containing real life examples on their screen. She noted that an added benefit this year was the fact that the training sessions were recorded so that they can be viewed by new employees.

President Brian Noland thanked Ms. Glover and her staff for their work in this area.

#### **VII. Capital Projects and Facilities Update**

Mr. Jeremy Ross, Chief Operating Officer, presented an update on Capital Planning and Design and Campus Operations.

He began his presentation with a brief discussion of Capital Maintenance, totaling \$13.6 and Capital Disclosures, totaling \$76.6 million. He explained that the Capital Disclosures projects are those that we are not seeking state funding for at this time.

He also discussed Housing, totaling \$30 million. His presentation included conceptual plans and snapshots for housing renovations currently under way and those to take place. Renovations are planned for Lucille Clement, Stone Hall, Powell Hall, and Buc Ridge. Conceptual plans included plans to transform group bathrooms to updated “spa bathrooms” and adding multipurpose spaces, gathering areas, kitchens, and other collaborative spaces for students.

He also provided an update on three capital outlay requests, totaling \$139.3 million:

- **New Academic Building:** \$51.8 is requested to construct a new academic building. \$3.25 million has been approved for planning. Future funding for construction and completion will be sought when matching funds of \$3.3 million is in hand.
- **Brown Hall Renovation:** \$45.8 is requested to renovate ETSU’s largest and most-utilized academic building.
- **Integrated Health Services Building:** \$41.7 million is requested to construct a new building and renovate backfill spaces at Innovation Park. This building could be a gateway to Innovation Park and a centerpiece of community outreach and workforce development. The project was submitted to the state just six weeks ago when the state announced that they would take new building proposal submissions that focus on workforce development and outreach.

President Noland clarified that the Academic Building, the Integrated Health Services Building, and Brown Hall renovations projects have not yet been funded by the State of Tennessee. Mr. Ross noted that the planning for the Academic Building has been funded and the project has been approved by the State Building Commission. President Noland thanked the Board of Trustees for its leadership in assisting with the acquisition of planning funds for the Academic Building and stated that he is optimistic that the University will receive full funding for the Academic Building through the Governor’s 2022 budget process.

Mr. Ross concluded his presentation with a discussion of expectations versus reality in the time of COVID-19. He mentioned challenges, including labor shortages, supply chain delays, and other variables affecting projects and operations on campus. He followed this with stories of how ETSU employees and the ETSU community are remaining committed to the mission of the university despite the challenges they are currently facing. He commended them for prioritizing people and for continuing their good work in difficult times.

## **VIII. Foundation Update**

Ms. Pam Ritter, Vice President for University Advancement, provided an update to the Committee on the status of the Foundation, including investment portfolio information and expenditures on behalf of the University.

Ms. Ritter provided an update on the four units of the University Advancement Office: University Development, National Alumni Association, ETSU Foundation, and the Martin Center. In her ETSU Foundation Financial Overview, she commended the work of investment manager Goldman Sachs over the past year and a half. She mentioned that the market continues to grow, and as of Aug. 31, 2021, the endowment was slightly over \$119 million, up from \$84 million experienced in March 2020.

Ms. Ritter reviewed assets by fund type and classification and also compared FY incomes from 2020 and 2021. She mentioned that the incomes are higher this year than last year. She reviewed earnings required for distribution, stating that the Foundation Board approved a 2/3/4 earnings distribution again this year. She also covered the FY21 transfers to and payments on behalf of ETSU.

Finally, Ms. Ritter provided an update on the Foundation's five-year Comprehensive Campaign: The Campaign for ETSU. The Foundation's goal was \$25 million per year by 2026. In 2020-21 they raised \$35 million. She added that the Campaign for ETSU's total goal was \$120 million by June 30, 2022. By Sept. 15, 2021, the campaign had already exceeded the goal and raised \$122.3 million.

## **IX. Other Business**

No other business was brought before the Committee.

## **X. Adjournment**

Trustee Dorothy Grisham made a motion to adjourn the meeting. Trustee Linda Latimer seconded the motion.

EAST TENNESSEE STATE  
UNIVERSITY BOARD OF TRUSTEES

ACTION ITEM

DATE: November 19, 2021

ITEM: Approval of the Minutes of September 17, 2021

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green  
Board Secretary

The minutes of the September 17, 2021 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials

**MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.**

**RESOLVED: The reading of the minutes of the September 17, 2021 meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC, RESEARCH AND STUDENT SUCCESS COMMITTEE

MINUTES

September 17, 2021  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research and Student Success Committee met at 9:45 a.m. on Friday, September 17, 2021, in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

Dr. Linda Latimer, outgoing chair of the Academic, Research and Student Success Committee, called the meeting to order at 9:45 a.m. and asked Trustee Janet Ayers to preside over the meeting as the new chair of the committee.

**II. Roll Call**

Board Secretary Adam Green led the roll call. Committee members present were:

Trustee Janet Ayers  
Trustee Virginia Foley  
Trustee Melissa Steagall-Jones  
Trustee Linda Latimer

In addition to Committee members, Trustees Kara Gilliam, Ron Ramsey, and, Dorothy Grisham participated.

**III. Approval of Minutes of the Academic, Research and Student Success Committee  
April 23, 2021**

The minutes for the April 23, 2021, Academic, Research and Student Success Committee meeting were reviewed. Trustee Steagall-Jones made a motion for approval, and Trustee Foley seconded the motion. The minutes were unanimously approved.

**IV. Recommendation for Tenure upon Appointment**

Provost and Senior Vice President for Academics Kimberly McCorkle presented a recommendation to grant Dr. Leann Horsley, Dean of the College of Nursing, tenure

upon appointment based upon her experience from previous appointments (*see meeting materials*).

Trustee Foley made a motion that the committee recommend adoption of the proposal by the Board of Trustees. The motion was seconded by Trustee Steagall-Jones and passed unanimously.

#### **V. Academic Action Notifications for the Period of January 1- July 31, 2021**

Provost McCorkle presented the academic actions associated with curriculum development or revision taken by the university between Jan. 1-July 30, 2021 as outlined in the agenda materials. Actions included new graduate certificates and concentrations; program name changes; inactivation and termination of concentrations; program consolidation; new minors; and more.

#### **VI. Fall 2021 Provost Update**

Provost McCorkle gave a presentation highlighting the current state of the academic enterprise at ETSU, detailing ways in which the university is providing a distinctive, mission-focused educational experience despite the challenges of the COVID-19 pandemic and continuing to meet its mission.

Provost McCorkle noted that ETSU has a 15:1 student-to-faculty ratio, with average class sizes of nine students at the graduate level and 21 at the undergraduate level, which gives students close contact with faculty. ETSU has a proper balance in tenure-track faculty, and instructors have a promotion ladder available to the level of senior lecturer. The Provost noted that ETSU has made improvements between 2015 and 2021 in the Great Colleges to Work For survey, and this year, matched the overall Carnegie benchmark for the first time.

In the area of enrollment, ETSU is down approximately 400 students. However, this 2021-22 marks the largest incoming class for the Quillen College of Medicine, and other areas seeing growth include the MFA in Digital Media, as well as the health sciences and computer science. ETSU also has a strong freshman class. These enrollment figures are comparable to the other Locally Governed Institutions (LGIs) in Tennessee, with undergraduate numbers showing declines and graduate numbers remaining mostly flat.

Provost McCorkle said ETSU is seeking new opportunities to expand its research efforts, and two colleagues – Mr. David Golden leading the new ETSU Research Corporation and Dr. Nick Hagemeyer serving as Interim Vice Provost for Research – are making strides toward that goal. Provost McCorkle noted that within the past year, the university has increased the amount of sponsored programs activity despite the pandemic.

ETSU submitted its required documentation regarding Quality Assurance Funding to THEC in late July, and when the university receives the final results, those will be

presented to the Board of Trustees. These reports ensure that universities are meeting their stated priorities that are outlined in the 2015-2025 Master Plan, which is guided by the Drive to 55. The purpose of Quality Assurance Funding is also to demonstrate that the institution is maintaining academic integrity. She pointed out that in Standard 3, Academic Programs: Accreditation and Program Evaluation, ETSU reported on recent gains in disciplinary accreditations that were reviewed this year, including AACSB (Association to Advance Collegiate Schools of Business) for the business programs, ABET (Accreditation Board for Engineering and Technology) in the Engineering Technology program, CAEP (Council for the Accreditation of Educator Preparation), and, for the first time, NASPA (National Association of Student Personnel Administrators) for the public administration program.

Provost McCorkle included an update on preparations for Southern Association of Colleges and Schools Committee on Colleges (SACSCOC) Reaffirmation. The university's final report to SACSCOC is due Sept. 9, 2022, documenting the university's judgment of compliance with select Core Requirements and Standards for accreditation, and the Provost gave a timeline of steps the university will take in that process leading up to the deadline.

Provost McCorkle also discussed the pipeline for new academic program development at the undergraduate, graduate and non-credit levels. She stated that she has been in discussions with deans and faculty regarding new programs in growth areas as defined by state-level data and data from the Bureau of Labor and Statistics. New graduate programs already in the pipeline for a master's degree in applied data science that could launch as soon as Fall 2022 and a Master of Music degree slated to begin in Fall 2022. A new STEM (Science, Technology, Engineering and Mathematics) focus is being examined for the MBA program. At the undergraduate level, a hospitality program is being explored, as are new concentrations in biomedical science, entrepreneurship, and cybersecurity. New certificates are being planned in Public Health and in Clinical and Rehabilitative Health Sciences. There are also areas for growth in social work and mental health counseling. In response to a question by Trustee Ayers, Dr. Bill Flora stated that entrepreneurship could be addressed at both the undergraduate and graduate levels based on market projections. Trustee Foley commended Dr. Flora and his team for making it easier for new academic programs to be processed through the university's various shared governance entities.

## **VII. Committee Discussions**

Trustee Ayers opened discussion. She began by noting that ETSU will enhance its retention and completion rates by providing individualized, one-to-one academic and student support services—similar to a concierge service model. She also said the research has great opportunities for growth.

Student Trustee Kara Gilliam said she was encouraged to see a variety of new programs being offered, which may lead to diversity of thought, strength and personality on campus. President Noland said that one area being examined by the Committee for 125

Chapter II is identifying opportunities and gaps in the curriculum, and the university will bring more to the Board for review and approval. Conversations with regional employers have revealed themes in the health sciences, particularly in areas related to STEM.

President Noland also acknowledged Board members' desire for a deeper engagement for our students. Trustee Ayers compared the student success area to a social work model, which doesn't mean that a point of contact knows everything but knows where to go to help students get the services they need. She said every student presents a unique set of circumstances and a social work model can provide that. Trustee Foley noted that the university does that well in some programs and said it is a matter of identifying where to scale up. She mentioned ETSU's Military Friendly designation and Bridge Program as examples of success.

Trustee Latimer asked how this could also translate to high school students as the university looks to bring them into the pipeline, and Trustee Ayers added that the university could also reach out more to adult learners. She expressed the need to find ways to recruit, retain, and place all students into high-paying jobs in the region.

## **VIII. Adjournment**

The committee meeting was adjourned by Chair Ayers at 10:34 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 19, 2021

ITEM: Approval of the Minutes of September 17, 2021

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA  
Chief Audit Executive

The minutes of the September 17, 2021 meeting of the Audit Committee are included in the meeting materials

**MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.**

**RESOLVED: The reading of the minutes of the September 17, 2021 meeting of the Audit Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
AUDIT COMMITTEE

MINUTES

September 17, 2021  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, September 17, 2021, at 8 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

Committee Chairperson Melissa Steagall-Jones called the meeting to order at 8 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green led the roll call. Because Trustee Dorothy Grisham participated remotely, in accordance with Tennessee Code § 8-44-108 section (c) (3), Dr. Green asked Trustee Grisham for the record if she could clearly hear so that she could participate in the meeting, and if she would identify any persons present in the room with her from which she was participating in the meeting. She reported that she could hear and was alone. Those Trustees present in the East Tennessee Room affirmed they were able to hear Trustee Grisham.

Additionally, Dr. Green reported that since a Trustee is participating remotely, should any votes be taken, they must be taken by roll call.

Committee members present were:

Trustee Ron Ramsey  
Trustee Dorothy Grisham (participating remotely)  
Trustee Melissa Steagall Jones

Dr. Green reported to Trustee Steagall-Jones that a quorum was present. In addition to the Committee members, Trustees Virginia Foley and Linda Latimer were also present.

**III. Minutes of the Audit Committee Meeting from October**

The minutes from October 21, 2020 and April 23, 2021 were reviewed. Trustee Ramsey made a motion for the minutes to be approved. Trustee Grisham seconded the motion. The motion passed unanimously upon a roll call vote.

#### **IV. Annual Audit Plan for FY 2022**

Ms. Rebecca Lewis presented the Annual Audit Plan which is developed by Internal Audit through a risk assessment process. In addition to risk-based audits, the proposed plan also includes required audits, special requests, follow-up reviews, and audits/investigations in progress from the prior fiscal year. Once the plan is approved, it is submitted to the Comptroller of the Treasury, Division of State Audit. All revisions to the audit plan must be approved throughout the year by the Audit Committee.

Trustee Ramsey made a motion for the plan to be approved. Trustee Grisham seconded the motion. The motion passed unanimously upon a roll call vote.

#### **V. Audit Work Performed April through August 2021**

Ms. Lewis reported that Internal Audit has completed one audit and two investigations since the last committee meeting.

An audit related to the Performance Audit of the Board of Trustees issued by the Comptroller of the Treasury was completed. This follow up focused on the additional controls that were put in place since the audit related to the Clery Daily Crime Log. Based on the review, Ms. Lewis felt that significant improvements have been made to help ensure the accuracy of the daily crime log entries.

Investigation into allegations involving the Ronald E. McNair Post-Baccalaureate Achievement Program was conducted. The main portion of the audit was related to a claim that payments were not accurately paid to participants. According to Ms. Lewis, this was primarily unsubstantiated. These payments do, however, go through financial aid and could affect the amount of aid.

An investigation into Slocumb Galleries was also conducted. This involved the sale of donated artwork. Various policies involving the acceptance of the gifts and the subsequent sale did not follow university policies. Corrective action has been identified by the college to help prevent future policy violations from occurring.

A copy of the Audit Heat Map was included in agenda materials and presented to committee members.

#### **VI. Recommendation Log Status as of August 31, 2021**

Committee members reviewed the recommendation log and offered no changes.

## **VII. Report of Audit Functions for FY 2021**

Ms. Lewis discussed the annual report on the internal audit function. During FY 2020, her office completed 12 audits or investigations as well as nine follow-up reviews. Approximately 70 percent of audit time was spent in the areas of “Instruction and Academic Support” and “Financial Management.”

## **VIII. Internal Audit Employee Profiles**

Ms. Lewis presented the departmental profiles, which include salaries, professional certification, and years of experiences for each member of the ETSU Internal Audit team. A new employee, Bryan Brockwell, joined the team a month ago. In accordance with the Audit Committee Charter, these profiles must be approved by the Audit Committee annually. Trustee Ramsey made a motion for approval. Trustee Grisham seconded the motion. The motion passed unanimously upon a roll call vote.

## **IX. Internal Audit Operating Expenses**

A copy of the departmental budget was shared with the Audit Committee.

## **X. Board of Trustees’ Conflict of Interest Policy**

Dr. Mark Fulks, University Counsel, presented a draft copy of the Conflict of Interest Policy for the Board of Trustees. Dr. Fulks stated the policy, which replaces the current policy which was carried forward from the Tennessee Board of Regents, provides a framework for defining potential conflicts of interests, obligates disclosure of any actual or perceived conflicts of interests, outlines prohibited conduct, and requires periodic review of the policy by the Audit Committee.

Trustee Foley raised a question regarding the need for clarification in the policy that employment at ETSU by the faculty and student trustees is permitted and does not reflect a conflict of interest. The committee agreed that this adjustment to the language within the policy should be made.

Trustee Ramsey made a motion for the policy to be approved as amended. Trustee Grisham seconded the motion. The motion passed unanimously upon a roll call vote.

## **XI. Other Business**

There were no other business items to discuss. A motion was made and seconded to adjourn to Executive Session. Chair Steagall-Jones stated that no actions will be taken while the committee is in Executive Session, and that the committee will not reconvene.



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 19, 2021

ITEM: Approval of the Letter of Notification (LON) Regarding the Establishment of a Master of Music Degree

COMMITTEE: Academic, Research, and Student Success

RECOMMENDATION: Approve

PRESENTED BY: Kimberly McCorkle  
Provost and Senior Vice President for Academics

The Letter of Notification (LON) for the Master of Music (MM) is presented to the East Tennessee State University Board of Trustees (Board) as a review protocol necessary for the establishment of a new academic program. This item has been properly vetted through the internal curriculum process, including approval by Academic Council, University Council and President Noland. Pending approval by the Board, this LON will be sent to the Tennessee Higher Education Commission (THEC) where it will be posted for public comment, reviewed by external academic evaluators, and subsequently recommended for approval by the Commission. Unless substantial curricular or fiscal changes are made to this academic program proposal, as a result of the THEC and external review process, no additional action by the Board will be required.

This innovative program is designed to provide students advanced studies in areas such as performance, composition, conducting and teaching. This degree provides an opportunity for music educators in the region to fulfill continuing education requirements for the maintenance of a teaching license. The degree allows students to spend most of the time in the program improving performance and pedagogical skills required for further academic pursuit. The MM degree is often considered a minimum credential for university and conservatory instructional positions. Students will receive preparatory skill development that will also prepare them for completion of a doctoral program with a focus on musicianship.

Tennessee is home to one of the largest recording industries in the nation. The reputation for high quality music extends far beyond the genres of country and bluegrass. The Bureau of Labor Statistics (2018) indicates that Tennessee is a state with the highest concentration of musicians per capita and the Recording Industry Association of America US Jobs Benefit Report (2020)

indicates that Tennessee is among the six highest employer states for musicians. The Occupational Outlook Handbook estimates an increase of 11 percent in musician job growth over the next 10 years. Having a MM degree in the ETSU portfolio of academic offerings will provide enhanced opportunities for student growth and success in the field of music across the state, region, and nation. Although there are a few MM programs in the state, there are currently no programs in Northeast Tennessee. The newly completed Martin Center facility will also serve as a draw for students interested in this program as it is a premier arts center in the region. It is expected that this new program will bring additional enrollment to the university and will produce alumni that will strengthen the greater ETSU community.

Since the Department of Music already offers both a Bachelor of Music (BM) and Bachelor of Arts in Music (BA) with both programs having several concentration areas, the initial cost to begin a Master of Music program will be minimal. As enrollment builds in both existing undergraduate programs and in this graduate program, there may be opportunities to fund additional faculty, graduate assistants, and other program related expenditures.

Additional information about ETSU's music department may be found [here](#).

Attachments:

- Letter of Notification
- THEC Financial Projections Form

**MOTION: I move that the Academic, Research and Student Success Committee recommend adoption of the following Resolution by the Board of Trustees:**

**RESOLVED: The Establishment of a Master of Music degree is approved by the ETSU Board of Trustees as outlined in the meeting materials. The University is directed to submit the Letter of Notification to the Tennessee Higher Education Commission. Should THEC support the proposal during the post-external judgment determination, the University is instructed to complete any and all additional steps required by THEC and ETSU for full implementation of this new academic program.**



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# EAST TENNESSEE STATE UNIVERSITY

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LETTER OF NOTIFICATION (LON)

MASTER OF MUSIC



# EAST TENNESSEE STATE UNIVERSITY

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# EAST TENNESSEE STATE UNIVERSITY

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## Academic Program Name, Degree Designation, Proposed CIP Code, and CIP Code Title:

Name:	Master of Music
Designation:	MM
Proposed CIP Code and Title:	50.0901 Music, General

## Proposed Implementation Date:

Spring 2023

## Academic Program Liaison (APL) Name and Contact Information:

Kimberly McCorkle  
Provost and Senior Vice President for Academics  
P.O. Box 70733  
Johnson City, TN 37614  
(423) 439-4811  
mccorklek@etsu.edu

## Background Concerning Academic Program Development

The ETSU Department of Music has grown substantially over the past five years. The number of undergraduate music majors and minors has increased each year, despite extreme circumstances such as the COVID-19 pandemic. As our department has grown, we have also received an increasing number of requests from current students, alumni, and community members for a graduate degree program to further their education. The department receives inquiries on a regular basis regarding a Master of Music program. As a result of these inquiries and the expectations of an increasing job market for program completers, the music faculty, following prior discussions of the addition of a graduate degree, believe that now is the time to move forward with this program. Interest in enrollment, the interest and support among faculty, and new facilities in the Martin Center make this the ideal time to pursue the addition of the Master of Music in our department.

A committee was convened in the fall of 2019 to research the largest market areas of interest for Master of Music concentrations. The committee researched Master of Music degree programs in peer institutions and innovative programs across the country. The committee found that most Master of Music programs in the nation offer flexibility in choosing an academic focus (such as music performance, conducting, music history, etc). We will follow a similar model with one Degree Program, the Master of Music, with several concentrations. The committee developed a draft plan of study that was proposed and approved by the faculty at the start of the semester in spring 2020. The pandemic halted the continued movement of this proposal until the current semester (fall 2021), but we have now returned to the plans for adding the Master of Music to our department offerings. We hope to begin recruitment in the spring of 2023 and have our first graduate students matriculate in the fall semester of 2023.

The committee notes that there was a Master of Music Education degree offered in the 1980s and 1990s, but the degree was deleted in 1999. It was determined at that time there was not enough faculty to sustain both the undergraduate and graduate teaching requirements. Since that time the department faculty has increased from eleven to twenty-three, more than doubling our number of faculty and meeting all criteria for accreditation. Additionally, the new M.M. will offer a broader range of concentration areas and will be more marketable in our region than a specific Master of Music Education degree.

## Purpose and Nature of the Proposed Academic Program

Description of the academic program	The Master of Music degree provides students with an opportunity to pursue advanced study in specialized areas of music. This may include music performance, conducting, music education, or other areas within the broad field of music.
Target audience	The Master of Music degree is targeted at students who wish to hone their skills before auditioning for professional performance jobs and for music educators that need continuing study to maintain their certification.
Purpose	The Master of Music serves to primary purposes. For some students, it is preparatory for the pursuit of graduate studies at the doctoral level with a core focus on developing musicianship. In contrast, undergraduate degree programs like those at ETSU are designed to expose the student to many areas of study, which is reflected in the diversity of our general education requirements. The

	<p>Master of Music allows the student to spend the majority of their time improving performance and pedagogical skills that are required for admission to doctoral programs of study. We have many students from our own undergraduate program at ETSU and from universities throughout the state and region that are interested in the M.M. for this purpose.</p> <p>Another important purpose for offering the Master of Music is to help music educators in the region fulfill their continuing education requirements to maintain teaching licensure. We have hundreds of music educators in our region who are interested in taking graduate coursework directly related to music education and not generic education classes. The M.M. will provide these music educators with an opportunity for career-focused continuing education and a way to simultaneously increase their salary scale. We plan to offer the music education concentration classes at times that allow educators to pursue the degree while keeping their teaching position. This will include summer classes, evening and weekend offerings, and even some asynchronous online courses.</p>
Program outcomes	The Master of Music will prepare students to audition for doctoral programs, perform at a higher level, and to learn better methodologies for teaching in public schools and in private studios.
Delivery method (on-ground, online, hybrid, etc.)	The primary method for delivery will be on-ground and on the ETSU main campus. Music performance is best taught when faculty can give immediate feedback to students. Some classes, such as music history, music theory, and research methodologies, may be taught in hybrid formats to allow students that are maintaining a job while in graduate school to participate more easily.
Any other pertinent information	The performance and conducting concentrations will primarily be “traditionally” structured degree programs that require on-ground participation on a weekly basis. The music education concentration will be structured to allow for more evening and summer classes with the understanding that many of the students enrolled in this program will continue to hold a full-time teaching position while pursuing the Master of Music.

**Alignment with State Master Plan and Institutional Mission**

The Master of Music offers an opportunity for advanced studies in one of our state’s signature industries: music business. Tennessee is home to one of the largest music recording industries in the nation. Many persons believe Tennessee is only a country music hub, but in reality, music of all genres and types is recorded in Nashville and throughout the state. We have outstanding classical orchestras, choirs, and bands here in Tennessee that recruit performers from across the nation.

We have an opportunity to train students here at ETSU to be professional musicians and remain in Tennessee. The [Bureau of Labor Statistics found that in 2018](#) Tennessee and Hawaii have the highest concentrations of musicians in the United States per capita. Rather than import musicians from other parts of the country, we can prepare students to be a part of our state’s thriving music industry. Tennessee currently only offers graduate degree programs in music at a few state institutions, none of them in northeast Tennessee. We are uniquely situated to help grow the musician economy right here in our region. [The Recording Industry Association of America \(RIAA\) U.S. Jobs Benefit Report 2020](#) identifies six state economies that benefit significantly from the music industry (California, New York, Pennsylvania, New York, Florida, and Tennessee). The music industry contributes 1.8% to the annual state GDP in Tennessee, the highest of any of the top six states (p. 28) and in 2020 employed 61,617 people in the state (p. 29). ETSU has a huge opportunity to provide education for one of our state’s most important industries. Many of our undergraduate students finish Bachelor’s degrees here, then go out of state for a graduate degree, then return to work in Tennessee. We can offer them a place to study and stay in the state in which they want to find employment.

Additionally, music educators need continuing education credits each year to maintain their state teaching license. Our Master of Music program will allow us to work with music educators from throughout the region to develop their skills and become better educators. Building these relationships with current high school teachers provides a secondary benefit by increasing our contact time with educators that send high school students to ETSU. These relationships increase the number of high school students they will advise to consider ETSU for undergraduate study. The M.M. provides an opportunity for increased undergraduate recruitment through these channels. This aligns with the institution’s goal of outreach in the community and a continued path for undergraduate student growth.

### **Institutional Capacity to Deliver the Proposed Academic Program**

The Master of Music will only have a positive impact on student enrollment. There is great opportunity for student enrollment in this program, and no competition with other current graduate degree programs at the university. Further, our contact with current music educators who are pursuing the M.M. will help us to build relationships with high school teachers and grow our undergraduate numbers accordingly. This is a gain in every way for ETSU.

### **Existing Programs Offered at Public and Private Tennessee Institutions**

Degrees Conferred:

<b>Institution</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Austin Peay State University: M.M.U.	12	14	6	6
Middle Tennessee State University: M.M.	7	9	10	19
University of Memphis: M.M.U.	22	20	20	22
University of Tennessee, Chattanooga: M.M.			2	6
University of Tennessee, Knoxville: M.M.	31	28	37	30
Belmont University: M.M.	Private Institution – Not available			

Source: IPEDS



## Feasibility Study

Student Interest	Faculty and administration have tracked contacts regarding a graduate degree program for the past several years. On average, we have at least twenty contacts made to the department each year from persons outside the university that are interested in pursuing the M.M. Further, we have current undergraduates that express interest each year in staying at ETSU for the M.M. degree instead of applying to other institutions. We send approximately 15-20% of our undergraduates each year to M.M. degree programs at other institutions. We have great student interest throughout the region.
Local and Regional Need/Demand	There is great demand in our region from music educators that need continuing education credits and wish to pursue the Master of Music to advance their salary. We also have many undergraduates who pursue the M.M. at other institutions after ETSU. There is a need for the M.M. both in our region and throughout the state for those that are interested in pursuing graduate music study. Over the course of five to seven years, we send many of our undergraduates to M.M. programs at other institutions. We should be able to offer that here at ETSU.
Employer Need and Demand	Tennessee is home to one of the nation's largest music industry businesses. We have the opportunity to train studio musicians, classical performers, and music educators here at ETSU and fill positions in one of our state's signature markets. We have graduates from our undergraduate program working in the music industry Nashville and throughout the state. Almost all have pursued the M.M. at some other institution to be qualified for these jobs. ETSU should be situated to provide the M.M. and provide students with an opportunity to be qualified for these employer needs.
Future Sustainable Need and Demand	The letters of support for this program demonstrate that there is both a considerable current need for the M.M. and there will be a continued need for the degree program. The music industry growth in Tennessee continues annually, and there is a considerable increase in the need for qualified musicians to record and perform. Additionally, there will always be a need for continuing education credits among our music educators in the region. We have a unique opportunity to fill a very large void in our region.

Letters of Support: See Appendix A, beginning on pg. 14

Name	Business/Organization	Position
Robert Seebacher	Johnson City Symphony Orchestra	Conductor
Cornelia Laemmler Orth	Symphony of the Mountains	Conductor
J. Scott Eddlemon	Symphony of the Mountains	Executive Director
Ben Adamo	Full Sail University	Associate Course Director
Matthew Brickley	Cherokee Elementary School	Music Teacher
Clinton Long	Lyle Creek Elementary School	Music Teacher

Nick Routh	West Ridge High School	Band Director
Amber Moore	Hampton High School	Band Director
Isaac Saults	Johnson County High School	Band Director
Hunter Mullins	University School	Band Director/Elementary
Jean Burkhart	Seymour High School	Choir Director
Derrick Epps	Northwest Middle School	Choir Director
Brandon Woods	North Greene High School	Band Director
David Semones	Tennessee High School	Band Director
Cory Seguin	Austin Peay University	Grad Student
Jacob Pitts	East Ridge Middle School	Band Director
Allie Mitchell	Volunteer High School	Band Director
Jensen Gonzalves	Johnson County High School	Woodwind Teacher
Jessilyn Slagle	Holston Middle School	Music Teacher
Morgan Tingle Sharp	Nashville Elementary	Music Teacher

### Program Costs/Revenues

The M.M. has a relatively low startup cost. All required equipment is already owned by the university as part of the undergraduate program. Offices will be repurposed in Mathes Hall. We will need funds for two new faculty computers and office equipment. Marketing and recruitment will be handled by the same staff and processes in place for our undergraduate marketing and recruitment. Accreditation by the National Association of Schools of Music (NASM) will not require additional fees.

We are requesting two tenure track faculty lines to meet the teaching needs of the degree program. The associated salaries and benefits are listed accordingly. The addition of the M.M. will allow our current faculty more flexibility in their teaching loads through utilization of graduate students in undergraduate instruction. This is a synergistic benefit that allows us to add the M.M. with minimal faculty hires in the first few years of the program. We will add the first new faculty line in year two of implementation and the second in year four.

We will appoint one faculty member as the Director of Graduate Music Studies and increase their contract time to ten months from nine months for the appropriate salary amount. This faculty member will also be given teaching load release time.

We are requesting five GA positions the first year, with an additional added the next three years. We are requesting eight GA positions from year four forward. The stipend and fees are listed below.

Revenue will be generated through tuition and fees. Additionally, though not listed in the following tables, we anticipate increased undergraduate enrollments when we add the graduate program. Grad students can teach some undergraduate courses and lessons, and they will also assist with recruiting coordination efforts at local schools. This is not easy to reflect in the charts below, but there will be additional indirect revenues with the addition of the M.M.

## Projected Enrollments

Projected Enrollments by Year Break Down							
Year	1	2	3	4	5	6	7
Incoming	5	8	10	12	14	16	18
Continuing	0	5	8	10	12	14	16
TOTAL	5	13	18	22	26	30	34

## Determination of Calculations

These numbers were determined based on current student interest in the region and based on areas of study. In the performance area we expect at least one to two students to enroll each year per instrument/voice. That means one in violin performance, one in piano performance, one in trombone performance, one in vocal performance, etc. Additionally, we anticipate one to two new students each year in choral conducting and instrumental conducting, plus at least three to four new students in music education each year. Based just on a single student enrolling in each area, we can achieve an annual enrollment of ten new students by year three.

## Expenses

One-Time Expenditures		
Item	Expenditure Description	Total Expenditure
New/Renovated Space	N/A	\$
Equipment	Faculty and graduate assistant computers/technology -Assuming implementation in fall 2023, this will be purchased in summer 2023	\$3500
Library	N/A	\$
Consultants	One day	\$1000
Other	N/A	\$
TOTAL	One-Time Expenditures	\$4500
Recurring Expenditures		
Item	Expenditure Description	Total for Years 5
Administration Salary	Director of Grad Studies – contract extension from 9 months to 10 months. Depending on appointee, this will be a percentage of current salary.	\$5,500

Administration Benefits	20%	\$1,100
Faculty Salaries	Two new tenure track faculty lines One will start the SECOND year of the program One will start the FOURTH year of the program	\$100,000
Faculty Benefits	Two tenure track faculty line benefits packages, starting as stated above	\$50,000
Support Staff Salary	N/A	\$
Support Staff Benefits	N/A	\$
Graduate Assistants	Based on 8 GA positions from year 4 forward  Year one will be 5 GA Year two will be 6 GA Year three will be 7 GA	\$60,000 (for 8 stipends)  \$6,000 Benefits  \$70,272 (for 8 waivers)
Operating	Annual expense estimate, starting fall 2023	\$10,000
TOTAL	Recurring Expenditures from year 5 forward	\$302,872

## Revenues

Item	Revenue Description	Total Revenue
Tuition and Fees (tuition)	\$8784 per student (for 18 hours per year), 26	\$228,384
Course Fees	\$10 per hour/\$180 a year (18 hours per year) Additional \$250 lesson fee each semester/\$500 a year \$680 in fees per year/34 enrolled students (no fee waivers)	\$17,680
Institutional Reallocations		\$26,808
Grants/Gifts	\$15,000 Year 1, \$22,500 Year 2, \$30,000 Years 3+	\$30,000
TOTAL	Revenues	\$302,872

## Expenditure/Revenue Summary

Year	Expenditure	Revenue
1	\$95,170 (startup costs/annual expenses/5 GA)	\$271,270, 5 enrolled
2	\$193,804 (annual expenses/6 GA)	\$291,304, 13 enrolled
3	\$210,838 (annual expenses/7 GA)	\$315,838, 18 enrolled
4	\$302,872 (annual expenses/8 GA)	\$332,872, 22 enrolled
5	\$302,872 (annual expenses/8 GA)	\$332,872, 26 enrolled
6	\$302,872 (annual expenses/8 GA)	\$332,872, 30 enrolled
7	\$302,872 (annual expenses/8 GA)	\$332,872, 34 enrolled

## THEC Financial Projection Form

**Tennessee Higher Education Commission**  
**Appendix A: THEC Financial Projections Form**  
**East Tennessee State University**  
**Master of Music**

*Seven-year projections are required for doctoral programs.*

*Five-year projections are required for baccalaureate and Master's degree programs*

*Three-year projections are required for associate degrees and undergraduate certificates.*

*Projections should include cost of living increases per year.*

*Planning year projections are not required but should be included when appropriate.*

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>I. Expenditures</b>						
<b>A. One-time Expenditures</b>						
New/Renovated Space <sup>1</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment		\$ 3,500	\$ -	\$ -	\$ -	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants		\$ 1,000	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total One-time</b>	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ -

<b>B. Recurring Expenditures</b>						
<b>Personnel</b>						
<b>Administration</b>						
Salary		\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
Benefits	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
<b>Sub-Total Administration</b>	\$ -	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
<b>Faculty</b>						
Salary	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000
Benefits	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 50,000	\$ 50,000
<b>Sub-Total Faculty</b>	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 150,000	\$ 150,000
<b>Support Staff</b>						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Support Staff</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Graduate Assistants</b>						
Salary	\$ -	\$ 37,500	\$ 45,000	\$ 52,500	\$ 60,000	\$ 60,000
Benefits	\$ -	\$ 3,750	\$ 4,500	\$ 5,250	\$ 6,000	\$ 6,000
Tuition and Fees* (See Below)	\$ -	\$ 43,920	\$ 52,704	\$ 61,488	\$ 70,272	\$ 70,272
<b>Sub-Total Graduate Assistants</b>	\$ -	\$ 85,170	\$ 102,204	\$ 119,238	\$ 136,272	\$ 136,272
<b>Operating</b>						
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Printing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<b>Sub-Total Operating</b>	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<b>Total Recurring</b>	\$ -	\$ 101,770	\$ 193,804	\$ 210,838	\$ 302,872	\$ 302,872

<b>TOTAL EXPENDITURES (A + B)</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
	-	106,270	193,804	204,238	302,872	302,872

**\*If tuition and fees for Graduate Assistants are included, please provide the following information.**

Base Tuition and Fees Rate	\$	\$	\$	\$	\$
	8,784.00	8,784.00	8,784.00	8,784.00	8,784.00
Number of Graduate Assistants	-	5	6	7	8

Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
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**II. Revenue**

Tuition and Fees <sup>2</sup>	\$ -	\$ 47,320	\$ 123,032	\$ 170,352	\$ 208,208	\$ 246,064
Institutional Reallocations <sup>3</sup>	\$ -	\$ 43,950	\$ 48,272	\$ 10,486	\$ 64,664	\$ 26,808
Federal Grants <sup>4</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts <sup>5</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Other <sup>6</sup>	\$ -	\$ 15,000	\$ 22,500	\$ 30,000	\$ 30,000	\$ 30,000

<b>BALANCED BUDGET LINE</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
	-	106,270	193,804	210,838	302,872	302,872

**Notes:**

<b>(1) Provide the funding source(s) for the new or renovated space.</b>
Not applicable
<b>(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.</b>
2023-2024 (if approved on schedule)
<b>(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.</b>
Funds from university, College of Arts and Sciences, and College of Graduate Studies
<b>(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.</b>
Not applicable
<b>(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).</b>
Not applicable
<b>(6) Provide information regarding other sources of the funding.</b>
There are multiple organizations in the community that are interested in partnering with the university to give graduate music students professional experiences. In exchange, these organizations are willing to fund graduate assistantships for our students. These ongoing conversations have been started with the Johnson City Symphony Orchestra, the Mountain Empire Children's Chorus, several local churches, and local music teaching programs. We believe there are four potential GA funding organizations within the first three years.

## Appendix A: Letters of Support



September 15, 2021

To the Administration of East Tennessee State University:

I write you today in enthusiastic support of a graduate program in music at East Tennessee State University. The growth of the Department of Music in recent years has been extraordinary. The world-class caliber of the faculty, prime location in a thriving community, and the already stellar undergraduate program in Music make ETSU an incredibly strong candidate for granting graduate degrees in music.

In my capacity as Music Director of the Johnson City Symphony Orchestra, I can attest, firsthand, how professional, virtuosic, and capable the music faculty is at ETSU. All of them hold advance degrees in their field of study and are committed to the growth of every student and ensemble. Truly, the JCSO would not exist at its currently high artistic level without the faculty from ETSU. Adding graduate students to these illustrious faculty members' studios and classrooms will allow for further mentorship opportunities as well as strengthen the overall educational experience in Mathes Hall.

The quality of instruction at the graduate level will be unmatched at ETSU. There are countless

opportunities at the University and in the community for these students. I would be proud to employ ETSU's graduate students with the Johnson City Symphony Orchestra and look forward to possible collaborative and internship possibilities. In short, being a graduate student at ETSU will mean a quality, relevant education with many chances for professional experience all while being mentored by the finest music faculty in East Tennessee. When compared to other institutions of similar size and scope, the Music Department at ETSU already outcompetes its peer and aspirant schools. The only missing component are graduate degrees.

Paramount to a successful graduate program, I believe ETSU's graduate students in music will secure fulfilling, lucrative careers after commencement. These students will feed deserving students back to the University and will, undoubtedly, enhance alumni and donor relations. Simply stated, the existence of graduate studies in music will have far-reaching benefits to ETSU and the Tri-Cities community.

Indeed, the growth of the ETSU Music Department has been nothing short of exemplary over the past 7 years. I respect the faculty, staff, and administration in the Department greatly and have worked with the products of their studios. The undergraduate students are highly skilled, competitive, and equipped to enter any profession of their choosing upon graduation. Should ETSU begin educating musicians at the graduate level, they will be able to enter the worldwide community of professional musicians and educators confident that their knowledge and foundational skills are solid, complete, and immensely desirable.

I can be reached at 859-489-8664 should you require any additional information. I thank you for your kind support and consideration of a graduate program in music at East Tennessee State University.

Sincerely:

Robert J. Seebacher, D.M.A.

*Director of Instrumental Programs, Assistant Professor of Music: Centre College*

*Music Director/Conductor: Johnson City Symphony Orchestra*

*Assistant Conductor: The National Chorale (New York)*



Cornelia Laemmler Orth  
100 Intermont Lane  
Bristol, TN 37620  
claemmler@aol.com  
973 618 6521



Bristol, TN. September 12, 2021

To whom it may concern.

In my capacity as Music Director of the Symphony of the Mountains, I have had the pleasure of working with ETSU Music Department's faculty and students for the past fifteen years.

The growth of the department in size and even more so in quality over the past few years is remarkable.

Therefore, I would like to express my support for establishing the M.M in Performance and Music Education.

Dr. Matthew Potterton and ETSU's leadership have brought in highly talented new faculty members who in addition to their work as performers and teachers, distinguish themselves through their personalities. Their reliability, interpersonal and communication skills with conductors, fellow musicians, as well as with students are exemplary.

Symphony of the Mountains is a fully professional regional orchestra based in Kingsport, TN. In the past five years our partnership with the ETSU Department of Music has substantially grown. The chair of the department Dr. Matthew Potterton is the director of the Voices of the Mountains, SOTM's own choir. Dr. David Kovac is the director of Symphony of the Mountains' Youth Orchestras. ETSU's choir and string orchestra programs are now at such a high level, that collaborations between them and our orchestra take place every season. The faculty's willingness to accept extra work gives their students the opportunity to learn and perform in a professional setting.

ETSU's music faculty also plays a crucial role in the "music education" of our rural area. They have the skills to develop programs that speak to people of all ages and backgrounds. Learning this skill will be crucial for the success of the students in their future communities.

Also, all the new faculty members (Lisa Perry, Clarinet; Brett Long, Trumpet; Justin Waller, Trombone; Stephanie Frye-Clark, Tuba; David Kovac, Violin/Viola; Sean Hawthorne, Violoncello; Matthew Geiger, Percussion) plus some of their best students perform with Symphony of the Mountains on a regular basis. When working with these young musicians, it is obvious that they are getting an outstanding education. They not only know the music very well, but also have a clear understanding of musical styles, history, and context of the work, plus show a high level of professional behavior.

Unfortunately, many students who would love to take advantage of ETSU's high class music education for a master's degree are forced to study somewhere else. Clearly there is a need for the M.M program!

Without any hesitation, I would highly recommend ETSU for the M.M in Performance and Music Education. Please feel free to contact me for any further information.

Sincerely,

**Cornelia Laemmler Orth**

Music Director Symphony of the Mountains, Kingsport, TN  
Music Director Cayuga Chamber Orchestra, Ithaca, NY

# Symphony<sup>of the</sup> Mountains™

*Entertaining, Educating, Enriching*

September 2, 2021

East Tennessee State University  
Department of Music  
Box 70661  
Johnson City, TN 37614-1701

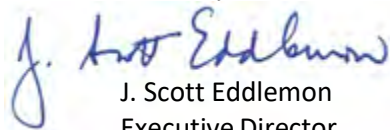
To Whom it May Concern:

I am writing in support of the creation of a Master's Degree Program in Music at ETSU. Symphony of the Mountains is a regional orchestra serving NE Tennessee, SW Virginia and W North Carolina. Our orchestra currently draws two thirds of our musicians from out of the region. A Master's Program at ETSU would draw qualified musicians to the area who could bolster our orchestra both as students and after graduation, enabling us to continue to build the orchestra with local musicians.

Over the years we have enjoyed a close relationship with ETSU and would certainly welcome this addition to the music department.

Please let me know if you have any questions, or if there is anything else I can do to help establish this valuable program.

Sincerely,



J. Scott Eddlemon  
Executive Director

1200 East Center Street • Kingsport, TN 37660 • 423.392.8423  
[www.SymphonyoftheMountains.org](http://www.SymphonyoftheMountains.org)

To Whom It May Concern:

I am an alumnus from ETSU's music education bachelor's program and was part of the department during a time of transition. As Dr. Thomas Jenrette, the head of choral activities, retired, the department began reshaping itself. Within several years they had two new choir directors, a wide variety of choirs and student-led ensembles, and various changes in department leadership and faculty. Simultaneously, ETSU itself was changing: under the direction of Dr. Brian Noland, the university regained its football team, built a new stadium, added a marching band, and lost its status as being a majority-commuter campus. Moreover, Johnson City has seen similar changes in the past decade with the drastic revitalization of the downtown area and businesses.

As part of Appalachia, the East Tennessean region is one that has historically fed into itself. Most students prefer to stay close-to-home and the availability of a large state college on their doorsteps makes ETSU an attractive school within the region. However, as the school has undergone changes in its culture (partially detailed above), it also entered the much larger collegiate arena – attracting more students than only those from the region. As the college's overall culture evolves, so to must the departments within.

With the addition of the school's new performing arts building, the music department looks towards *the next step*. How does the department continue to improve, grow, and make professional-tier music? The answer comes with the addition of a graduate music program. With a master's program, ETSU will retain and hone their competitive edge: attracting students from across the country, rather than only from the region. Moreover, I personally believe that graduate students are incredibly important members of the collegiate ecosystem. Not only due to their extracurricular efforts such as serving as graduate assistants, but because they are student leaders who are in the program thanks to their experience, dedication, professionalism, and knowledge.

I wholeheartedly believe that with a graduate degree path, the music department will continue to expand, and will better serve not only University and the region, but the student body, both present and future. Under the department's leadership, the addition of a master's program will undoubtedly be an incredible addition to what is already a wonderful program.

With Warm Regards,

Ben Adamo

Associate Course Director

Music Production

Phone 423.525.6308

Full Sail University

3300 UNIVERSITY BLVD. WINTER PARK, FL 32792

September 14th, 2021

To Whom it May Concern,

I am writing to you today to express my support for the addition of a Masters of Music degree program at East Tennessee State University. ETSU and the Appalachian Highlands region are known for their excellence in fine arts, most notably, music. ETSU and its Department of Music is one of the driving reasons for the plethora of musical talent we can enjoy in this area. ETSU was dedicated in 1911 to educate the people of this region so that we all may have a better quality of life. To continue that mission, we must explore how we can innovate and expand the educational opportunities for those in our area. I believe an addition of a Master of Music degree program at ETSU would benefit this region most by providing professional development to local educators like myself, so that we can in return educate the citizens of this region for generations to come.

I am a life-long citizen of East Tennessee. My life is centered around music. I began studying piano at the age of seven. I am now an alum of ETSU. I teach music to elementary students in Johnson City, as well as serve as organist in a local church. I have connections with musicians from all over the region. We all share the same passion for music education. We strive to be lifelong learners. We believe music is vital to the human experience. It is our passion to share the joy of music with all we are privileged to teach.

My time at ETSU is where many of the most inspiring musical experiences occurred. I was drawn to ETSU's music program because of the highly qualified faculty, ETSU's designation as an All-Steinway piano school, and the vast options for scholarship funding based on musical talent. My educational experience was personal. The course work and performance opportunities were something you would expect from a much larger institution. During my time at ETSU I was able to perform all over the world, compete in piano competitions throughout the US, and learn from guest artists of world renown.

At the completion of my Bachelors studies, I pursued options for graduate study. Due to several circumstances (one of them being I did not want to relocate) I decided not to enroll in a program. At that time, and currently, ETSU has a gap in its degree offerings. There are no graduate degree programs for music at ETSU. It is time to reinstate the graduate degree programs for music. I, along with several others from our region, would be interested in enrolling in such a program if it were to be offered. My educational experience at ETSU is not unique. ETSU has provided me with the best knowledge and experience to live out my calling as an educator and musician. The Department of Music continues to boast an environment that is welcoming to all. I have no doubt that the drive for excellence and the passion for music lives on in all the faculty currently serving in the Department of Music at ETSU. Their goal of expanding degree offerings would continue to provide excellent training in music for all in this region.

Sincerely,

**Matthew Brickey**

Bachelor of Music, ETSU '14

Music Teacher, Cherokee Elementary School

Organist & Music Associate, Munsey United Methodist Church

September 9, 2021

To Whom It May Concern:

As a proud alumnus of the East Tennessee State University Department of Music, I frequently think about the quality faculty that I had the tremendous opportunity to study under. The Department of Music truly has some world class educators with the pedigree to support many facets of learning which are sorely limited by the degree offerings at ETSU. The music faculty of this department is uniquely qualified and tenaciously passionate enough to take on offering higher degrees in music. As an alumnus, my hope is that the department will be ever growing in not only number of students, but quality of musician that it not only attracts but produces as well. Offering a master's program through ETSU Department of Music would certainly accomplish both of these goals.

My current position allows me to teach many various aspects of music. Every faculty member in the music department played a vital role in developing me musically to educate future lifelong musicians. That being said, in the field of music there are so many special subject areas such as conducting, music education, and performance that in a baccalaureate music education degree can only disseminated to a certain extent. Further training in the form of master's degree not only allows a lifelong learner to specialize in an area of music, but to hone that craft of being a music educator. It did not take me long to realize as a new music teacher that I did not know everything. I had been given a broad and thorough foundation in my undergraduate degree, but quickly recognized the need to keep learning and study certain areas more at a deeper level of understanding.

As I explore what my next steps to seeking a high degree in the subject area I love, I am torn that my alma mater does not offer a master 's degree in music. There were many classes that I can recall that I wish we could spend a whole semester on the related topics that were being taught and discussed. There was not enough time glean all of the knowledge ETSU Department of Music faculty possessed. Creating opportunities for this outstanding faculty to dive deeper and continue to mature music professionals such as myself is a logical choice. Please consider approving a Master 's in Music degree program for ETSU so that Buccaneers(and future ones) feel they can always continue learning at an institution they care deeply about. The entire region would benefit from a broader reaching ETSU Department of Music.

Sincerely,

**Clinton Long**

ETSU BM 2019  
Music Teacher: Lyle Creek Elementary School  
Conover, North Carolina.

# WEST RIDGE HIGH SCHOOL

September 13, 2021

To Whom It May Concern,

My name is Nick Routh, and I have been an area music educator for six years. I have spent the past five years working in Sullivan County Schools where I just received the award of Teacher of the Year for the entire system for this past 2020-2021 school year. I am currently at the new West Ridge High School serving as the assistant band director. I graduated from East Tennessee State University in December of 2014 with a bachelor's in music education. It is my hope that ETSU develops a Master of Music degree in Performance and Conducting.

Earning a master's in music prepares individuals to take on leadership roles in music classrooms, band and choir halls, orchestra pits, and one-on-one lesson environments. In addition to furthering essential musicianship skills in areas of orchestration and arrangement, music history, and music theory, a master's in music develops vital educational skills in areas of instructional design, academic research, technology, and contemporary teaching methods.

For certified teachers, a master's degree can increase their competitiveness in the job market and enhance their current abilities. Deciding whether to enroll in a program on-campus or online can depend heavily on a teacher's present situation. There are numerous local music educators who would heavily benefit from ETSU offering a masters degree designed around the working professional, such as myself. I am currently in my dream teaching position - one that I would rather keep than give up to pursue a master's that would not allow me to keep my present job. Having East Tennessee State University offer this degree would be a huge benefit to me and many educators in the music field.

I sincerely thank you all for considering a Master of Music degree at ETSU. I strongly believe that it would be a huge benefit for this area's educators and/or anyone looking to continue their education in music. As an ETSU alumnus, I would personally love to acquire another degree from your university. If you have any questions, please do not hesitate to contact me.

**Nick Routh**

Assistant Band Director  
West Ridge High School  
nick.routh@sullivank12.net

Hampton High School  
766 1st Ave  
Hampton, TN 37658

To whom it may concern,

I graduated summa cum laude from East Tennessee State University at the end of the spring semester in 2019 with a bachelor's degree in music education. I wanted to pursue a master's degree. So, upon graduation, I left my home here in east Tennessee and moved 8 hours northeast of here to the University of Delaware to further my education. I graduated there in the spring of this year and moved back home to teach. I plan to continue my education through a second master's degree and/or a doctoral degree. This, unfortunately, would mean I would have to leave home again.

To clarify, I enjoyed my time in Delaware, but I wish I had the opportunity to stay here and further my education in my home with professors I knew would take care of me. I don't think I have to explain myself when I say there is just something special about the faculty and staff here at ETSU. My music education degree here was five years and I spent every moment with faculty that really took the time to get to know me and work hard to help me succeed.

I have been informed that the department wishes to start up a master's program here at ETSU. I cannot recommend and support this decision enough. If I had the opportunity to stay here when I was looking for a graduate program, I would have absolutely jumped on the idea. Even now, I wouldn't hesitate to get a second master's degree if ETSU began to offer them. In addition to my own personal benefits from this, I strongly believe that this would make a huge difference in this area. To the best of my knowledge, the closest master's program to this area is a minimum of 2 hours from here. I believe offering a master's degree this close to home would open doors not only for graduating bachelor's students to stay in Johnson City or the surrounding area, but it would also allow current music educators in this area to further their education potentially without even leaving their current jobs. In addition to this, having graduate music students around could help the undergraduate students. At UD, the graduate students pushed the undergraduate students and were able to tutor them. Graduate students also create a new level of performance that can be achieved by creating even more friendly competition within studios and ensembles.

I believe starting this program would be immensely beneficial to all music students and professionals in the area. I would have stayed in Tennessee if this had been an option to me, and I am very interested in continuing my studies here again if I had the option. It would benefit not only me personally, but other students and educators in this area, and I firmly believe it would breathe new life into the music life in upper east Tennessee.

Please feel free to reach out to me with any further questions.

Thank you,

**Amber Moore**

Band Director  
Hampton High/Elementary School

September 4, 2021

To whom it may concern,

It has been brought to my attention the possibility of ETSU offering a master's program in music. I believe that this is a wonderful idea and opportunity for this school and this area. ETSU is my alma mater and I greatly appreciated the education I received from this school as it prepared me to become a band director. I received the tools and skills necessary to succeed in this profession. If ETSU offers a master's program I would certainly be interested in returning back to receive that. It would be convenient and accessible for me to do this living in the area and working full time. I am certain that this would be a robust and successful program having studied under the faculty of ETSU in the past. I look forward to seeing this course of study come to this school. Thank you for your time and consideration.

Best regards,

***Isaac Saults***

Band Director

Johnson County High School

[isaults@jocoed.net](mailto:isaults@jocoed.net)



Hunter Mullins  
3934 Skyland Drive  
Kingsport, TN 37664

September 9, 2021

ETSU Department of Music  
216 Sherrod Drive  
PO Box 70661  
Johnson City, TN 37614

To Whom It May Concern:

I am writing this letter in support for the development of a Master's program in the department of music. As a former student and current colleague, I feel that this is a worthy and appropriate step for the department. I ended up pursuing a Master's degree at another school after completing my undergraduate work at ETSU. I would have likely pursued this degree at ETSU had it existed at that time. Over the last 10-15 years I have also heard many regional music educators express the desire for ETSU to offer this kind of opportunity. My observation is that there would be both a strong initial and sustainable interest in the program.

Sincerely,

**Hunter Mullins, Ed.D**

Instructor of Elementary and Instrumental Music  
University School, ETSU

September 2, 2021

To Whom It May Concern:

It has been a pleasure to watch the music program grow leaps and bounds, especially the last few years. The choral and a cappella work that is currently being done at ETSU is second to none. I do, however, consider the fact that there is no opportunity for students to further their studies and earn a master's degree in music to be a serious weakness in the music program at ETSU. While serving as the choral director at Seymour High School, I strongly encouraged my students to seriously consider attending ETSU. Most of my students were very interested in ETSU, but the fact that there is no opportunity for them to go on and earn a master's degree in music often served as a deterrent to them.

At other universities, students can earn a bachelor's in music and then immediately continue their studies and earn a masters before entering the teaching profession. I support the decision to get a master's degree as quickly as possible because a beginning teacher's salary without a master's degree is fairly low. In addition, it is often difficult for music teachers to go back and work towards a master's degree because most music positions require a great deal of overtime, including weekends. Many music teachers also serve as choir directors at their church and usually have family obligations as well, so finding time to pursue a degree under these circumstances is extremely challenging.

I hope that you will seriously consider implementing a Master of Music Degree at ETSU. I truly believe adding this would provide a great service to both your current and future music students.

Sincerely,

**Jean Burkhart**

Retired Seymour High School Choral Director 1994 - 2021

September 10, 2021

To whom it may concern,

My name is Derrick Epps and I am a proud ETSU Alumni Class of 2017. I graduated with my Bachelors in Vocal Music Education and accepted a position teaching choral music at Northwest Middle School in my hometown of Travelers Rest, South Carolina. I have been fortunate to grow our choral program from approximately 80 students my first year to now averaging approximately 200 students involved in my music classes annually in my fifth-year teaching. I was also blessed to be chosen as Teacher of the Year for the 2021-2022 school year. I attribute my success to the valuable education, experiences, relationships, and skills I was equipped with during my time in the ETSU music department.

While achieving goals with my music students, I also have personal goals for myself as a music educator. One of these goals is to pursue a graduate degree in music, either in conducting or music education. If it were available, it would be a great honor to be able to return to ETSU, whether in person or online, as a student and continue to further my education and improve my craft. If it had been a possibility for me to pursue this opportunity immediately after graduating with my bachelors, I would assuredly have applied and sought to join that program.

I believe in music education and the power it has to improve the lives of students in our schools. I love East Tennessee State University and I hope that the opportunity to add a graduate music degree in the music department is implemented to better the lives of the people of the region and beyond.

Sincerely,

Derrick Epps  
Northwest Middle School, Travelers Rest, South Carolina

To whom it may concern,

My name is Brandon Woods, and I am a 2011 alumnus of the ETSU School of Music with a Bachelor's degree in Instrumental music education. I have since been teaching 10 years, going on my 11th year currently in public education. I graduated in 2017 from Liberty University with my Master of Arts in Music Education.

I consider the music education I received from ETSU very valuable, and I was more than prepared for my master's degree. I am writing this letter to voice my support of the ETSU adding a master's degree in music at ETSU. I believe that there is a need for this in our area, and that others will sign up and enroll in it. I know that if it had been around when I started on my master's degree, I would have come back to ETSU instead of going through Liberty.

I absolutely loved my time and education at Liberty, but it was chosen primarily because it was an online degree that I could do while continuing to teach. If my alma mater had offered something similar, I would have done that, as I still live local. I have many friends in the area with master's degrees from other institutions that indicated to me they would have enrolled at ETSU as well, had it been available.

If you need any more information, I am more than willing to speak to anyone about this and I appreciate your time.

Sincerely,

**Brandon D. Woods**

-----

**Director of Bands  
North Greene High School  
North Greene Middle School**

To Whom it May Concern,

My name is David Semones and I am the band director at Tennessee High School in Bristol. Just to give you some background information, I graduated from ETSU in 2004, and have taught for 16 years - 5 in Washington County, VA and 11 in Bristol, TN. I also currently teach private conducting lessons to potential drum major candidates across the region. I am a lifelong Buccaneer supporter (with many of my former students in your band program) and proud alumnus. I am extremely encouraged to see all the great things happening at ETSU! You have a wonderful faculty, facilities, marching band program, and things just keep getting better!

I have always been interested in conducting, having been drum major for the Marching Bucs in 2000 and 2001. I was also a student conductor for the basketball pep band in 2003. During my third year teaching, I enrolled in the ETSU conducting symposium taught by Dr. Zembower and Dr. Jack Stamp. This symposium encouraged me to take a private wind literature class with Dr. Zembower that same year. I had always hoped, and waited, for ETSU to begin its own conducting master's program in which I could enroll - unfortunately, it never happened for me. I have much respect for Dr. Zembower and his credentials, and I think he is the perfect person to assist with spearheading this program. My hope is that this program gets off the ground soon! I would have certainly enrolled in a graduate conducting program at ETSU if it had been option for me.

Because ETSU did not have this program, and because my passion for conducting had not changed since high school, I enrolled in the Master's of Music in Wind Conducting program at Messiah University (Mechanicsburg, PA) last fall (2020). My expected graduation date is December of 2022. I am loving this program and its flexibility with band directors working full-time jobs. Messiah's program is mostly online with a few summer intensive classes. As a current Master's in Conducting student, if you would like my input concerning how my current program operates, or ideas for your new program, I would be honored to provide you with feedback.

I truly believe that a conducting program at ETSU would be extremely successful with candidates such as myself who have an interest in conducting but wish to study locally. I also feel that with the faculty you currently have, your program would be a huge draw for non-local candidates as well. The potential benefits of this program would not only help ETSU, but also local secondary band programs. Having more experienced, local professionals learning from your faculty would provide a positive trickle-down effect into local public schools; and these effects could serve as a huge recruitment advantage for ETSU in search of potential music majors.

Thank you for taking the time to read this e-mail. Should you have any questions for me, please do not hesitate to send me an e-mail ([semonesd@btcs.org](mailto:semonesd@btcs.org)) or call me at (423) 773-3522. My hope is that this program will begin soon and that it will grow to become yet another feather in the cap for the ETSU Department of Music!

Sincerely,  
David Semones

**David F. Semones**

*Tennessee High School, Director of Bands*  
1112 Edgemont Avenue  
Bristol, TN 37620  
(423) 652-9315 (office)  
[semonesd@btcs.org](mailto:semonesd@btcs.org)

August 26, 2021

To Whom It May Concern:

My name is Cory Seguin, and I received my degree in music education from East Tennessee State University in 2019. Since graduating from ETSU, I went on to pursue my master's degree in clarinet performance from Austin Peay State University. I finished my master's degree in May 2021 and am currently working as a woodwind instructor for the Kingsport City Schools band programs and have a private studio based in Kingsport, TN.

I believe that a master's program at ETSU would be a very beneficial program for the school and the region. As an alumnus, I would have taken the opportunity to continue my education at ETSU. My last year at ETSU was when Dr. Lisa Perry got the position as the clarinet professor. Unfortunately, I only got a year with her before I graduated, but she helped find a great masters professor to help me get to where I am today. If I had the option to continue my studies with her, I would have taken that opportunity. I also believe that having a masters program would help to elevate the level of music education in the region. More teachers would be able to pursue a masters degree, which would great impact the overall music education in the region. With the growth that the ETSU music depart has seen over the years, I believe a masters program would be a huge draw for people in the region, or even across the state of the Tennessee.

Thank you,

Cory Seguin

September 3, 2021

To whom it may concern:

My name is Jacob Pitts, and I graduated from East Tennessee State University with a bachelor of music degree in the fall of 2010. Since then, it has always been my goal to pursue a master's degree in my field of study to better myself as a musician and an educator. However, with my established career of more than ten years as a band director, both time and distance have been major obstacles to achieving that goal. I have often thought if there were such a program offered at ETSU that would allow me to continue teaching and keep me from having to travel long distances, it would be ideal. The education I received from ETSU has served me well, and I would greatly desire to earn my advanced degree from the same music department. If you have any questions or desire any further input, please feel free to contact me.

Sincerely,

Jacob Pitts  
Director of Bands,  
East Ridge Middle School  
Meadowview Middle School  
[pittsj@hcboe.net](mailto:pittsj@hcboe.net)  
(423) 946-5219

September 8, 2021

To Whom It May Concern:

It is with sincerity that I write a letter in support of ETSU's Department of Music launching a Master of Music degree in Performance and Conducting. In fact, I am disappointed that I will not have the opportunity to participate. Having already completed my Master's in Music degree from another university, I do not currently have plans to enroll in a second Master's degree. However, if ETSU had offered this degree program back in 2016 when I began applying for a Master's degree, I would have, without a doubt, attended ETSU for my Master's in Music degree (upon acceptance).

Although I am not seeking an additional Master's degree at this time, I would potentially be interested in this degree program in the future because its concentration is different than my other Master's degree in music education. Studying a concentration in Performance and Conducting is of great interest to me, and I would consider enrolling in some of these classes if I were given the opportunity. I look forward to seeing this program be developed and introduced at ETSU because I believe there is a multitude of interested candidates locally, regionally, and abroad. I am confident the exceptional faculty and staff at ETSU would produce top notch educators, performers, and conductors that would enhance our area's music scene in both the classroom communities and on stages in performances.

Most sincerely,

**Allie Mitchell, B.A., M.M.**

Director of Bands-Surgoinsville Middle School  
Director of Bands-Church Hill Middle School  
Assistant Director of Bands-Volunteer High School  
Phone: (423) 202-8754  
Email: [allison.mitchell@hck12.net](mailto:allison.mitchell@hck12.net)  
Address: 1462 Valley St, Kingsport, TN 37660



To Whom it May Concern,

My name is Jensen Gonzalves, and I am a recent graduate from East Tennessee State University with my degree in Music Education. I currently work for Isaac Saults as his woodwind instructor for his marching band at Johnson County High School.

It has come to my attention that there is a possibility that ETSU will be offering a master's degree in music, and I wanted to display my interest in the idea. I originally attended James Madison University for many years before transferring and completing my degree at ETSU. One of the reasons I choose JMU was the possibilities that the school had with furthering education with master's degrees in music. It was appealing because I would be able to get to know the professors over many years of instruction and performance. The idea that the professors would not only know my name on their rosters but also get to know me personally and be able to see my love for music was special to me. I personally enjoy getting to know my professors enough to have conversations with them about music deeper than what is in a textbook.

Transferring to East Tennessee State University was one of the best decisions that I could have made, and it has made me a better person than I was before 2019. If ETSU were to offer a master's program in music I would be very interested in enrolling and would enjoy getting to work with my professors again if the opportunity were to come around.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jensen Gonzalves', with a long horizontal flourish extending to the right.

Jensen Gonzalves

To Whom It May Concern,

My name is Jessilyn Slagle. I am currently the middle school chorus director at Sullivan Central Middle School in Blountville, TN. I am also an alumnus of ETSU. I graduated with my Bachelor's Degree in Vocal Music Education in December of 2018. Regarding the music program offered at ETSU, I can only offer my highest praise. Coming into the music program, I had little to no knowledge of music content knowledge or of any teaching pedagogy. I can now say with full confidence, that after graduating from ETSU's music program, I was fully prepared to enter the work force and become not only an effective educator, but also an effective musician. I was able to obtain a teaching job only short a month after graduating, and I feel that is all due to the wonderful program I went through at my time with ETSU.

ETSU's music program was filled with talented, caring and extremely knowledgeable staff. They took someone like me, who had no music background but a desire to learn, and taught me, challenged me, pushed me into becoming the music educator that I am today. They offered guidance and counsel, rigorous but effective courses, and musical experiences that have changed me for a lifetime in the best way possible. The ETSU Department of Music has all of my respect and gratitude and I would quickly recommend their program to anyone aspiring to become a musician of any kind.

With all of the admiration I have for the Music Department, I want to personally highly advocate the need for a Master's program to be offered. Many of my colleagues had to travel to other schools to obtain any sort of masters in the field that was relevant to their degree. I personally, would have loved to have further pursued my education if their had been a masters program offered at ETSU. The idea of going somewhere unfamiliar to obtain my masters did not appeal to me and so I have settled for my bachelor's. However, if a masters program became available through the ETSU music program, I would even consider going back and obtaining my masters now through this new program. The staff at the Department of Music is amazing group of educators and I have full faith that they would do amazing things with a masters program. As you are considering creating this program, please understand that I have no doubt there would be numerous students that would continue their music education beyond a bachelor's at ETSU if they were given the chance to do so. I know I would have loved that opportunity during my time at ETSU. Those years in the ETSU Music Department were some of the best of my life and looking back, I would have loved to have continued that experience and continued to grow in my passion for music and for teaching.

Thank you so much for your time reading this letter,

**Jessilyn Slagle**

August 29, 2021

To whom it may concern,

My name is Morgan Tingle Sharp and I am a proud graduate of the Music Program at East Tennessee University. I was in the Music Program getting my bachelor's degree in Music Education from 2012-2017. I'm writing this letter in support of the addition of a Master of Music degree within the Music department at ETSU. I currently teach K-5 Music in Clarksville Montgomery County, and on this side of the state, and around the country, having a master's degree certainly gives you an advantage in pay, knowledge, and job acquisition. I've been wanting to go back to school for my master's in Music for some time, but it is certainly hard to drop everything once you have joined the work force to go back to school.

If there had been an option for me to continue forward in a Master of Music Degree program directly after earning my bachelor's when I was at ETSU, I would certainly have done so, for Education, Conducting and Vocal Pedagogy. I encourage everyone I know in college, to go straight on to graduate school if it is their desire to earn a master's or a Doctorate in Music. It gives you more time to develop your voice or your instrument, and it is an easier transition to that next step from there. I certainly wish ETSU had a Master of Music degree when I was there. The professors there are wonderful, knowledgeable, supportive, and caring, and I would have loved to continue to study Music with their guidance.

Adding a Master of Music will make ETSU competitive with the other Universities in the state and will be a big draw for new students considering ETSU. I hope you can make this possibility a reality for the Music Program at ETSU, the Professors and Students deserve it, for all of their hard work and dedication.

Thank you for your time and consideration.

**Morgan Tingle Sharp**  
Nashville Elementary

**Tennessee Higher Education Commission  
Appendix A: THEC Financial Projections Form  
East Tennessee State University  
Master of Music**

Seven-year projections are required for doctoral programs.  
Five-year projections are required for baccalaureate and Master's degree programs  
Three-year projections are required for associate degrees and undergraduate certificates.  
Projections should include cost of living increases per year.  
Planning year projections are not required but should be included when appropriate.

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>I. Expenditures</b>								
<b>A. One-time Expenditures</b>								
New/Renovated Space <sup>1</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment		\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants		\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total One-time</b>	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>B. Recurring Expenditures</b>								
<b>Personnel</b>								
<b>Administration</b>								
Salary		\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500		
Benefits	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ -	\$ -
<b>Sub-Total Administration</b>	\$ -	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ -	\$ -
<b>Faculty</b>								
Salary	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000		
Benefits	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 50,000	\$ 50,000		
<b>Sub-Total Faculty</b>	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 150,000	\$ 150,000	\$ -	\$ -
<b>Support Staff</b>								
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Support Staff</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Graduate Assistants</b>								
Salary	\$ -	\$ 37,500	\$ 45,000	\$ 52,500	\$ 60,000	\$ 60,000		
Benefits	\$ -	\$ 3,750	\$ 4,500	\$ 5,250	\$ 6,000	\$ 6,000	\$ -	\$ -
Tuition and Fees* (See Below)	\$ -	\$ 43,920	\$ 52,704	\$ 61,488	\$ 70,272	\$ 70,272	\$ -	\$ -
<b>Sub-Total Graduate Assistants</b>	\$ -	\$ 85,170	\$ 102,204	\$ 119,238	\$ 136,272	\$ 136,272	\$ -	\$ -
<b>Operating</b>								
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Printing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000		
<b>Sub-Total Operating</b>	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -
<b>Total Recurring</b>	\$ -	\$ 101,770	\$ 193,804	\$ 210,838	\$ 302,872	\$ 302,872	\$ -	\$ -
<b>TOTAL EXPENDITURES (A + B)</b>	\$ -	\$ 106,270	\$ 193,804	\$ 210,838	\$ 302,872	\$ 302,872	\$ -	\$ -

**\*If tuition and fees for Graduate Assistants are included, please provide the following information.**

Base Tuition and Fees Rate	\$ 8,784.00	\$ 8,784.00	\$ 8,784.00	\$ 8,784.00	\$ 8,784.00
Number of Graduate Assistants	5	6	7	8	8

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>II. Revenue</b>								
Tuition and Fees <sup>2</sup>	\$ -	\$ 47,320	\$ 123,032	\$ 170,352	\$ 208,208	\$ 246,064		
Institutional Reallocations <sup>3</sup>	\$ -	\$ 43,950	\$ 48,272	\$ 10,486	\$ 64,664	\$ 26,808	\$ -	\$ -
Federal Grants <sup>4</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts <sup>5</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other <sup>6</sup>	\$ -	\$ 15,000	\$ 22,500	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -
<b>BALANCED BUDGET LINE</b>	\$ -	\$ 106,270	\$ 193,804	\$ 210,838	\$ 302,872	\$ 302,872	\$ -	\$ -

**Notes:**

**(1) Provide the funding source(s) for the new or renovated space.**

Not applicable

**(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.**

2023-2024 (if approved on schedule)

**(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.**

Funds from university, College of Arts and Sciences, and College of Graduate Studies

**(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.**

Not applicable

**(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).**

Not applicable

**(6) Provide information regarding other sources of the funding.**

There are multiple organizations in the community that are interested in partnering with the university to give graduate music students professional experiences. In exchange, these organizations are willing to fund graduate assistantships for our students. These ongoing conversations have been started with the Johnson City Symphony Orchestra, the Mountain Empire Children's Chorus, several local churches, and local music teaching programs. We believe there are four potential GA funding organizations within the first three years.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 19, 2021  
ITEM: October 2021 Revised Budgets  
COMMITTEE: Finance and Administration Committee  
RECOMMENDED ACTION: Approve  
PRESENTED BY: B.J. King, Chief Financial Officer

In compliance with Tennessee Code Annotated 49-8-203 (a) (10 (C)) ETSU Budget Control policy requires three budgets be prepared each year and submitted to the Board of Trustees for approval. The university prepares budgets for the one formula funded unit (Main Campus), two non-formula units (College of Medicine and Family Medicine) and one self-funded unit (College of Pharmacy).

The three budgets prepared each year are:

- 1) the proposed budget to fund the fiscal year beginning July 1;
- 2) the revised fall budget that is prepared after the fall enrollment cycle and financial statement preparation for the prior fiscal year; and
- 3) the estimated spring budget that is submitted at the same time as the proposed budget for the next fiscal year.

The Board of Trustees will consider the October 2021 revisions to the 2021-22 budgets for the one formula funded unit, two non-formula units and one self-funded unit. During the April 23, 2021 meeting, the Board of Trustees adopted the proposed 2021-22 budgets for the university. The proposed budgets for the fiscal year are based on the estimates for revenue and expenditures known at the time the budget is prepared. The fall enrollment and adjusted appropriation figures for revenue budgets have been received along with adjustments from fiscal year-end closing that provides for the carryforward of budgets for operational expenses. Details of the original and revised budgets are outlined in the following materials.

**MOTION: I move that the Board of Trustees adopt the October revisions to the 2021-22 university budget.**

**RESOLVED: Upon the recommendation of the Finance and Administration Committee, the Board of Trustees approves the university's October revisions to the 2021-22 university budget.**

**Main Campus October Revised Budget**

	Actual 20-21	Original 21-22	October Revised	Increase (Decrease)
Revenue	\$ 257,646,700	\$ 271,968,800	\$ 266,760,600	\$ (5,208,200)

Expenditures and Transfers

Instruction	\$ 101,757,538	\$ 111,077,600	\$ 121,844,100	\$ 10,766,500
Research	3,382,885	4,038,600	7,581,800	3,543,200
Public Service	2,545,371	2,781,300	3,178,700	397,400
Academic Support	22,245,924	24,667,200	28,580,000	3,912,800
Student Services	24,615,706	25,178,400	26,082,500	904,100
Institutional Support	17,075,965	18,559,000	22,025,100	3,466,100
Facilities	15,003,038	17,958,000	18,846,200	888,200
Scholarships	33,302,817	35,340,500	33,926,200	(1,414,300)
Total before transfers	219,929,244	239,600,600	262,064,600	22,464,000
Debt Service	5,775,895	5,861,900	5,658,600	(203,300)
Non-Mandatory Transfers	7,323,449	3,123,400	2,667,600	(455,800)
Auxiliaries Exp & Tnfrs	18,478,984	23,178,800	24,624,600	1,445,800
<b>Total</b>	<b>\$ 251,507,572</b>	<b>\$ 271,764,700</b>	<b>\$ 295,015,400</b>	<b>\$ 23,250,700</b>

FT Unrestricted and Auxiliary Positions	Original 21-22	October Revised	Increase (Decrease)
Faculty	711	714	3
Administration	40	39	(1)
Maint/Tech/Support	473	467	(6)
Professional Support	525	536	11
Sub Total	1,749	1,756	7
Auxiliaries	44	44	0
<b>Total</b>	<b>1,793</b>	<b>1,800</b>	<b>7</b>

Personnel details –

Faculty	CON 4; GSL 1; Reclassified Prof Supp (2)
Administration	Reclassified Prof Supp (1)
Maint/Tech/Prof	Sevier Cty 1; Reclassified Prof Supp (7)
Prof Support	Reclassified 10; Media & Comm 1; Advisement 1; IRB (1)

**Quillen College of Medicine October Revised Budget**

	Actual 20-21	Original 21-22	October Revised	Increase (Decrease)
<b>Revenue</b>	\$ 63,264,277	\$ 66,740,400	\$ 67,711,700	\$ 971,300
<b><u>Expenditures and Transfers</u></b>				
Instruction	\$ 40,364,981	\$ 47,075,200	\$ 50,384,400	\$ 3,309,200
Research	1,762,046	3,965,900	5,164,300	1,198,400
Academic Support	6,315,672	7,682,700	7,624,400	(58,300)
Student Services	1,590,230	1,679,900	2,072,500	392,600
Institutional Support	3,376,912	3,496,200	3,827,300	331,100
Facilities	4,270,562	6,799,100	6,980,600	181,500
Scholarships	255,000	260,000	265,000	5,000
Total before transfers	57,935,403	70,959,000	76,318,500	5,359,500
Debt Service	95,894	105,000	105,000	-
Non-Mandatory Transfers	7,191,249	(4,379,300)	(8,090,900)	(3,711,600)
<b>Total</b>	\$ 65,222,546	\$ 66,684,700	\$ 68,332,600	\$ 1,647,900

<b>FT Unrestricted Positions</b>	Original 21-22	October Revised	Increase (Decrease)
Faculty	158	158	-
Administration	7	7	0
Maint/Tech/Support	110	108	(2)
Professional Support	88	90	2
<b>Total</b>	363	363	0



**Family Medicine October Revised Budget**

	Actual 20-21	Original 21-22	October Revised	Increase (Decrease)
<u>Revenue</u>	\$ 18,214,550	\$ 18,191,400	\$ 18,448,600	\$ 257,200
<u>Expenditures and Transfers</u>				
Instruction	\$ 12,399,769	\$ 12,298,300	\$ 12,820,300	\$ 522,000
Research	184,398	286,400	251,400	(35,000)
Academic Support	3,488,543	3,882,300	3,936,900	54,600
Institutional Support	1,376,403	1,627,300	1,727,700	100,400
Facilities	407,260	499,200	423,000	(76,200)
Total before transfers	17,856,373	18,593,500	19,159,300	565,800
Non-Mandatory Transfers	336,313	(397,000)	(269,000)	128,000
<u>Total</u>	\$ 18,192,686	\$ 18,196,500	\$ 18,890,300	\$ 693,800

FT Unrestricted Positions	Original 21-22	October Revised	Increase (Decrease)
Faculty	35	35	-
Administration	-	-	-
Maint/Tech/Support	52	52	-
Professional Support	29	29	-
<u>Total</u>	116	116	-

**Gatton College of Pharmacy October Revised Budget**

	Actual 20-21	Original 21-22	October Revised	Increase (Decrease)
<b>Revenue</b>	\$ 10,624,894	\$ 9,610,800	\$ 9,974,700	\$ 363,900
<b><u>Expenditures and Transfers</u></b>				
Instruction	\$ 6,323,887	\$ 6,538,200	\$ 7,158,600	\$ 620,400
Research	122,609	112,500	480,800	368,300
Academic Support	1,190,306	1,181,500	1,358,000	176,500
Student Services	559,914	655,800	711,400	55,600
Institutional Support	533,977	566,300	630,200	63,900
Facilities	483,345	341,700	487,100	145,400
Scholarships	418,314	13,000	213,700	200,700
Total before transfers	9,632,352	9,409,000	11,039,800	1,630,800
Debt Service	676,668	675,000	675,600	600
Non-Mandatory Transfers	(450,773)	(473,200)	855,800	1,329,000
<b>Total</b>	\$ 9,858,247	\$ 9,610,800	\$ 12,571,200	\$ 2,960,400

<b>FT Unrestricted Positions</b>	Original 21-22	October Revised	Increase (Decrease)
Faculty	35	33	(2)
Administration	1	2	1
Maint/Tech/Support	14	12	(2)
Professional Support	15	12	(3)
<b>Total</b>	65	59	(6)

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 19, 2021

ITEM: D.P. Culp Center Debt Service, Operations, and Renewal and Replacement funding

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: B.J. King, Chief Financial Officer

The D.P. Culp Center Renovation Fee was approved by the Tennessee Board of Regents (TBR) in 2015 to provide funding for the renovation and expansion of the main campus student center. The building renovation costs were \$45,000,000 and were funded in part through \$39,000,000 in bonds. An additional \$5,000,000 of funding was provided through food service and book store auxiliary units. These bonds are being paid from an approved student fee for the debt service which is charged at a rate of \$120 per term.

In November 2017, the College of Medicine submitted a request to the ETSU Board of Trustees to repurpose debt service fees from debt to operations for the COM Student Center. The fees were approved to be split 62% for debt service and 38% for operations. The request for modification of the D.P. Culp debt service fee is to shift 25% of the fee to operations and renewal and replacement funds in a manner consistent with the precedent established in the Quillen debt service adjustment. The debt service would continue to be funded by 75% of the fee. Residual auxiliary fees associated with debt service from the D.P. Culp Center should be directed to student focused auxiliary renewal and replacement projects. This reallocation will allow for improved budgeting for operations of the facility and allow ETSU to plan ahead for renewals and replacements which will be needed for future student projects.

The proposal to repurpose the debt fee would be effective for the FY22 budget year if approved.

**MOTION: I move that the Board of Trustees approve reallocation of the D.P. Culp Center debt service fee to operating and renewal and replacements for student focused projects.**

**RESOLVED: Upon recommendation of the Finance and Administration Committee, the Board of Trustees approves the reallocation of a portion of the D.P. Culp Center debt service fees to operating and renewal and replacements.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 19, 2021

ITEM: Standing Committee Membership Appointments

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Linda Latimer  
Board Chair

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that establishes policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in TCA § 49-8-101. The Bylaws for the Board of Trustees provide the organization for the Board, including the operations outlined in the structure of standing committees. The standing committees of the Board are the Executive Committee; Academic, Research, and Student Success Committee; Finance and Administration Committee; and Audit Committee.

**MOTION: I move that the Board of Trustees approve the additional standing committee membership appointments as outlined below and recommended by the Chair.**

<b>Academic, Research, and Student Success Committee</b>
<b>Trustees</b>
Charles Allen, Jr.
Kara Gilliam

<b>Finance and Administration Committee</b>
<b>Trustee</b>
Charles Allen, Jr.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 19, 2021

ITEM: Library Fines Rule (Roll Call Vote Required)

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Mark Fulks  
University Counsel

The Library Fines rule outlines the fines and procedures related to overdue and lost library items.

The Office of University Counsel conducted a public rulemaking hearing on Friday, October 22, 2021 with options to attend in-person or via Zoom pursuant to TCA 4-5-202. As required, the rule was posted on the Secretary of State website starting September 7, 2021 and on ETSU's Office of University Counsel website. Members of the public had the option to submit their questions or comments via email prior to the meeting. University Counsel presented a summary of the rule at the public hearing. No questions or comments were received via email prior to or during the hearing.

**MOTION: I move that the Board of Trustees adopt the resolution, approving the rule as outlined in the meeting materials.**

**RESOLVED: The Board of Trustees adopts the Library Fines Rule advancing the rule in the emergency rulemaking process.**

# Library Fines Rule



## Purpose of the Rule

- The ETSU Library Fines Rule specifies:
  - Fees and procedures related to overdue items and lost items.
  - Placement of holds on students, faculty and staff accounts
  - The loss of library privileges



# Applicable Law

- The rule is required to be created in accordance with the Uniform Administrative Procedures Act.
- Process:
  - Office of Attorney General (AG) Review
  - Publication of rule on Secretary of State's website and ETSU University Counsel website and Notice of Public Hearing
  - Public Hearing
  - Roll Call Vote by ETSU Board
  - Final Rule filed with AG for approval
  - Final Rule filed with Secretary of State
  - Review by General Assembly



## Summary of 0240-06-06 Library Fines-Sherrod & QCOM Libraries

- **Section 0240-06-06-.01** outlines definitions for terms used within the rule.
- **Section 0240-06-06-.02** states:
  - there are no fines for overdue items that are from the regular book collection, the audiovisual collection, the reserve section, or for library equipment. An overdue item is one that is not returned within seven (7) calendar days of the identified return date.
  - If an item is not returned within seven (7) calendar days of the identified return date, the item is deemed lost. The borrower is assessed the replacement cost of the lost item and a \$10 processing fee per lost item.



## Summary of 0240-06-06 Library Fines-Sherrod & QCOM Libraries

- Section 0240-06-06-.03 outlines the process for:
  - Placing holds on GoldLink accounts of student, faculty, and staff for charges associated with lost items until the obligations are paid in full.
  - The revocation of a borrower's library privileges until obligations of lost items are paid in full. For the purposes of this rule, a borrower is defined as any ETSU faculty, faculty emeriti, retired faculty, staff, student, Library Guest Cardholder or Tennessee Academic Library Collaborative borrower.



## Public Hearing

- As required, a notice of rulemaking hearing was filed with the Secretary of State and published to their website on September 7, 2021.
- A public hearing was held on Friday, October 22, 2021 with the option to attend in-person or via zoom.
- No comments or questions were received.





Questions?



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 19, 2021

ITEM: Bill Gatton College of Pharmacy Spotlight

PRESENTED BY: Debbie C. Byrd, PharmD, MBA  
Dean and Professor

The Bill Gatton College of Pharmacy was founded in 2005 as a result of the community uniting in a common purpose to establish a pharmacy school to train students across the Appalachian Highlands. ETSU is unique in that Gatton is a private college of pharmacy within a public university (one of a kind in the country) receiving no state funding. Over the last decade, the college has grown and matured from a regional to a national presence and has enrolled high quality students from across the country. Gatton students, faculty, and student organizations are the proud recipients of national awards and accolades for service, scholastic achievement, and clinical training.

The Gatton College of Pharmacy offers the 4-year Doctor of Pharmacy (PharmD) degree, an undergraduate degree completion with a BS in Pharmacy Studies, along with the opportunity to complete dual degrees (PharmD/MBA, PharmD/MPH). Additionally, the college offers post-graduate year one and two pharmacy residency programs and a research fellowship. The college's structure includes two departments and four offices, with a total of 53 faculty and staff, and an enrollment of 254 student pharmacists.

This spotlight includes the Gatton College of Pharmacy's mission, vision and major initiatives focused on student recruiting and retention, providing a healthy environment, engaging with the community, delivering an outstanding educational experience, and ensuring financial viability. Dr. Byrd will present an update on the college as well as an overview of future opportunities.



# BILL GATTON COLLEGE *of* PHARMACY

EAST TENNESSEE STATE UNIVERSITY

College Spotlight  
ETSU Board of Trustees  
November 19, 2021

## Programs Offered

### Degrees

Doctor of  
Pharmacy  
(PharmD)

- 4-year professional degree

Dual  
Degrees

- PharmD/MBA
- PharmD/MPH

BS in  
Pharmacy  
Studies

### Post-Graduate Training

PGY1 Community Pharmacy Residency

PGY2 Ambulatory Care Residency

PGY2 Internal Medicine Residency

Community Pharmacy Practice Research Fellowship



BILL GATTON  
COLLEGE *of* PHARMACY  
EAST TENNESSEE STATE UNIVERSITY

## Admission

### Pre-Requisites

- 60 hours **minimum** required (2 years)

### Pathways

- Early Admission Program
- 3+1 Degrees
  - Biology
  - Chemistry
  - Health Sciences

## Structure

### Departments

- Department of Pharmaceutical Sciences
- Department of Pharmacy Practice

### Offices

- Dean
- Academic Affairs
- Student Affairs
- Experiential Education

## Personnel and Students

35 Faculty and  
18 Staff

400+  
Pharmacist  
Preceptors

254 Student  
Pharmacists  
(60-65 per class)



## by the numbers

**+1/3**

STUDENTS ARE FROM RURAL ZIP CODES

**1/2**

APPROX. 1/2 OF OUR  
STUDENTS ARE 1ST GENERATION

# STRATEGIC PLAN 2017-2022



## MISSION

To develop progressive, team-oriented pharmacists that improve healthcare, focusing on rural and under-served communities

## VISION

To become a recognized national leader in pharmacy education

## INITIATIVES

**A:** Recruit and retain high quality students into the pharmacy profession

**B:** Foster a healthy environment to work, grow, and live

**C:** Effectually engage our communities

**D:** Deliver the best educational and developmental experience for learners

**E:** Ensure financial viability of college



BILL GATTON  
COLLEGE of PHARMACY  
EAST TENNESSEE STATE UNIVERSITY

# Initiatives



RECRUITING AND  
RETENTION



HEALTHY  
ENVIRONMENT



COMMUNITY  
ENGAGEMENT



EDUCATIONAL  
EXPERIENCE



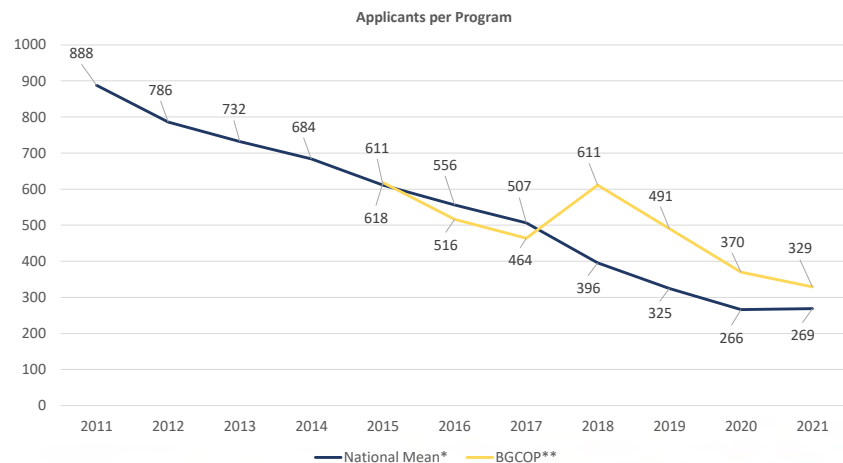
FINANCIAL  
VIABILITY



BILL GATTON  
COLLEGE of PHARMACY  
EAST TENNESSEE STATE UNIVERSITY

# Recruiting & Retention

## Recruiting and Retention – Applications



## Recruiting and Retention – GPA

Mean GPA on Matriculation



## Healthy Environment



# GATTON WELLBEING PROGRAM



**Bishop Bears**  
**Calhoun Cougars**

**Stanton Eagles**  
**Wilson Wolves**

## Community Engagement

# COVID-19 impact



assisted with

# 29,000+

COVID-19 vaccinations



**BILL GATTON**  
**COLLEGE of PHARMACY**  
EAST TENNESSEE STATE UNIVERSITY

**COMMUNITY  
PHARMACY  
INITIATIVE**

## VISION

To become a national leader  
in the transformation of  
community pharmacy education

## MISSION

To champion progressive community  
pharmacy practice and to enhance the impact of  
innovative initiatives through collaboration at the  
local, state, regional, and national level

## STRATEGIC PLAN

**A**

Ensure workforce  
preparedness

**B**

Promote the development  
of innovation-oriented  
practice environments

**C**

Promote collaboration and  
partnerships between the  
college, community-based  
providers, and external  
stakeholders

**D**

Expand community-based  
practice research

## Rural Health Initiative

Core Education – Strategic Partnerships

Specialized Opportunities – Scholarship & Assessment



*In each didactic year (P1-P3), students complete rural/underserved service hours and participate in at least one high-impact learning experience to achieve ACRE competencies*

## Rural impact



**2,500+**  
volunteer hours





**GenerationRx**  
Safe medication practices for life.

**#1 in 2021**  
**4<sup>th</sup> national win**

**APhA-ASP**  
AMERICAN PHARMACISTS ASSOCIATION  
ACADEMY OF STUDENT PHARMACISTS



**Division AAA Chapter Achievement Award winner or 1<sup>st</sup> or 2<sup>nd</sup> Runner-Up 6 years in a row**



# STUDENT NATIONAL PHARMACEUTICAL ASSOCIATION

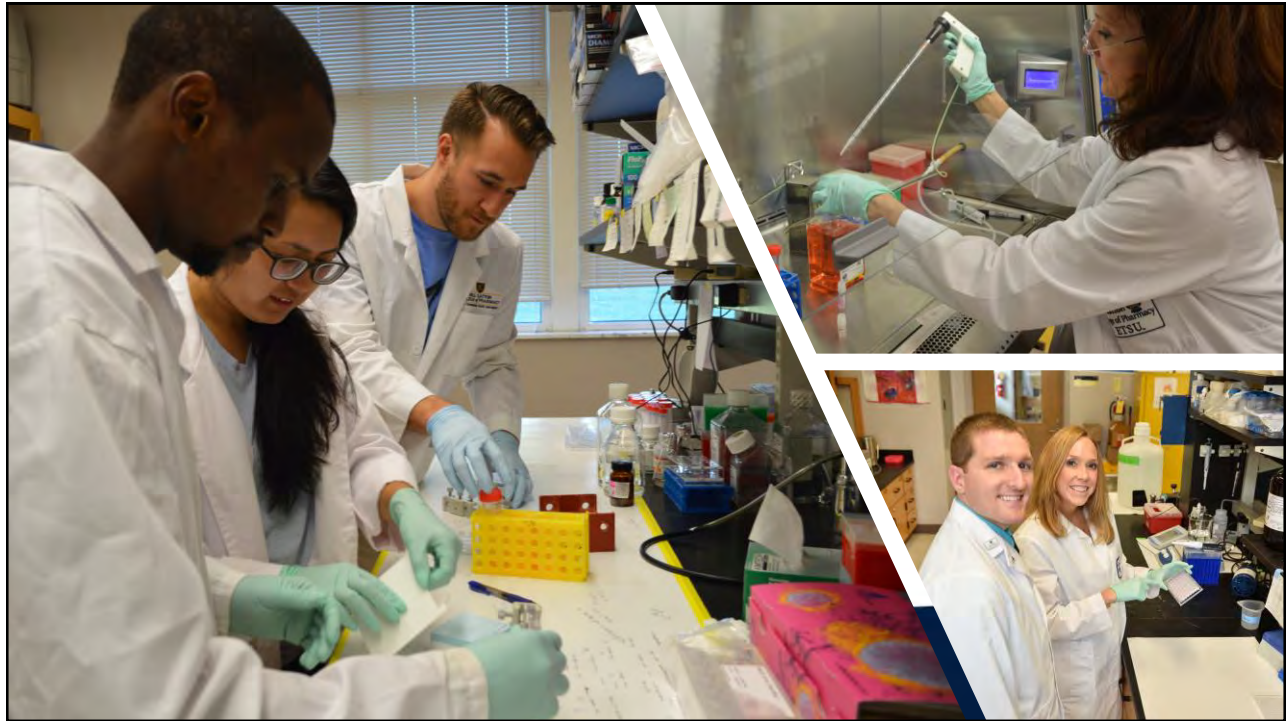


- 2021** National Scrapbook Competition winner
- 2019** Overall Chapter of the Year  
Mid-Size Chapter of the Year
- 2018** Small Chapter of the Year  
Chapter President of the Year

# Educational Experience

 **BILL GATTON**  
**COLLEGE of PHARMACY**  
EAST TENNESSEE STATE UNIVERSITY





**quick facts**

**NAPLEX RESIDENCY  
EXAM MATCH  
PASS RATE SUCCESS**

Consistently above national average

# Financial Viability

## Opportunities

Ballad Health – ETSU  
BGCOP Center for  
Pharmacy Education,  
Advocacy and Outreach

Close the Tuition Gap

# Initiatives



RECRUITING AND  
RETENTION



HEALTHY  
ENVIRONMENT



COMMUNITY  
ENGAGEMENT



EDUCATIONAL  
EXPERIENCE



FINANCIAL  
VIABILITY



BILL GATTON  
COLLEGE *of* PHARMACY  
EAST TENNESSEE STATE UNIVERSITY



BILL GATTON  
COLLEGE *of* PHARMACY

EAST TENNESSEE STATE UNIVERSITY

College Spotlight  
ETSU Board of Trustees  
November 19, 2021



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 19, 2021

ITEM: Update on University Marketing and Communications

PRESENTED BY: Jessica Vodden  
Chief Marketing and Communications Officer

ETSU's Office of University Marketing and Communications is undertaking a transformation and restructure of its operations designed to better align the University's marketing and communications efforts with the institution's strategic goals.

This update will provide the Board of Trustees with information regarding these efforts including: initiatives to increase brand visibility and community engagement, improve operational efficiency, drive collaboration and amplify messaging, and better support the university's strategic growth agenda.



EAST TENNESSEE STATE  
UNIVERSITY

# UNIVERSITY MARKETING & COMMUNICATIONS

ETSU Board of Trustees Meeting • November 19, 2021

## GOALS

### Do the right things

- Align marketing and communications efforts with the University's strategic goals
- Empower stakeholders to help tell ETSU's story

### Do things right

- Integrate marketing and communications efforts
- Focus resources on high-impact initiatives
- Refine work processes to increase efficiency
- Facilitate collaboration across campus
- Measure, evaluate, and improve



# STRATEGIC ALIGNMENT

UMC is primarily focused on accomplishing an annual Statement of Work approved by the President's Office.

The [Statement of Work](#) is aligned to the goals outlined in ETSU's [Strategic Plan](#) and includes measurable objectives to evaluate our progress and impact. The SOW is intended to help us make the most of our limited resources and support ETSU's mission of improving the quality of life for people in the region.



## Annual Statement of Work

Office of University Marketing and Communications  
July 1, 2021 - June 30, 2022

### Goals and Objectives

Goal 1: Support a strategic growth agenda that maximizes the student experience both inside and outside the classroom

The Office of University Marketing and Communications (UMC) has a crucial role to play in supporting the institution's strategic growth, particularly in regards to enhancing the student life experience and supporting recruitment and enrollment.

#### 5-Year Objectives:

By 2025...

- ETSU's enrollment on campus, online, or at branch locations will top 18,000
- Out-of-state and international enrollment will exceed 3,500
- Transfer student enrollment will top 2,000
- 60% of first-time, full-time, degree-seeking students will graduate within six years.
- 85% of first-time, full-time, degree-seeking students will persist from fall to fall
- ETSU will receive at least 12,000 freshman applications annually.



# IMPACT AND ROI



Note: For example only; data are not current



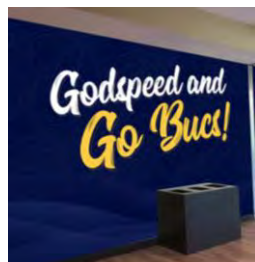
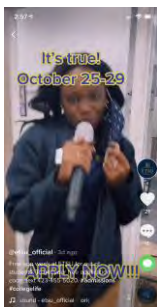
# INTEGRATED MARKETING & COMMUNICATIONS

**Marketing and Communications are no longer distinct functions in the UMC office.**

- Partnership managers = single points of contact
- Staffing changes and organizational restructure
- Project management and workflow system



# NEW & EXPANDED PARTNERSHIPS



- Biomedical Communications (BMC)
  - Support for design and production overflow
- MarCom Network
  - Professional development & shared learning
  - Action agenda
- Committee to Paint the Region Blue & Gold
  - Community visibility & engagement
- “Buc Beat” Student Group
  - Social media influencers & content creators
- Cross-pollination
  - Alumni Office & Research Corporation supporting recruitment efforts
  - Facilities, Athletics, Student Life collaborating on branding efforts



# ADVOCACY RESOURCES



- New brand templates and assets
- Messaging library
- Image, video, & audio galleries
- Social media toolkits



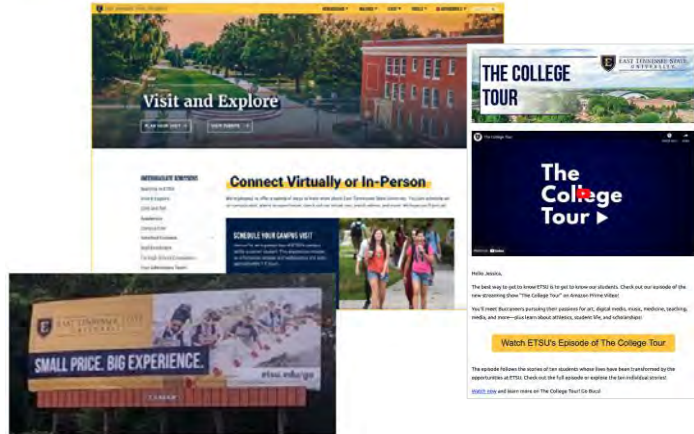
# HOW CAN WE BETTER ENGAGE THE COMMUNITY?

Up Next... Recruitment Marketing



# INTEGRATED RECRUITMENT MARKETING

- First-Time Freshmen
- Transfer
- Graduate



# TARGET MARKETS

Primary	Secondary	Tertiary
<b>Yield</b> <ol style="list-style-type: none"> <li>1. Asheville</li> <li>2. Chattanooga*</li> <li>3. Eastern TN (rural)</li> <li>4. Knoxville</li> <li>5. Morristown</li> <li>6. Southwest VA*</li> <li>7. Tri-Cities</li> <li>8. Upstate SC*</li> <li>9. Western NC*</li> </ol>	<b>Consideration</b> <ol style="list-style-type: none"> <li>1. Nashville*</li> <li>2. Southwest VA*</li> <li>3. Upstate SC*</li> <li>4. Western NC*</li> <li>5. Chattanooga DMA*</li> </ol>	<b>Awareness</b> <ol style="list-style-type: none"> <li>1. Atlanta</li> <li>2. Nashville DMA*</li> <li>3. Southeast KY*</li> </ol>

\* Select counties in the DMA or region



# MESSAGING



Selling Point	Quality	Affordability	Experience	ROI	Community
Keywords	Accredited	Financial Aid	Adventure	Return on investment	Purpose
	Nationally Ranked	Promise Plus	Outdoors	Investment	Diverse
	Nationally Recognized	Free Tuition	Mountains	Career	Inclusive
	Hands-On	APS	Recreation	Job placement	Family
	Field Experience	Scholarships	Sports	Lifelong success	Personal
Pride Points	Cutting-Edge	Debt-free	Clubs	Affordable	Vibrant
	ETSU students participate in international field experiences.	92% of students receive financial assistance.	ETSU has over 250 student organizations to choose from.	ETSU students have interned at Disney, Google, and the FBI.	Most of ETSU's classes have no more than 20 students at a time.
		46% of students graduate debt-free.	ETSU has over 250 miles of the Appalachian Trail at our back door.		The Pride Center offers education and resources to support the LGBTQ+ community.



# NEW CHANNELS & MORE STORYTELLING

## New Channels

- TikTok & Reels
- Podcasts
- OTT
  - Twitch
  - YouTube
  - News
- Niche publications

## More Stories

- Alumni stories
  - ROI
  - Personal fulfillment
- Faculty stories
  - Quality
- Student stories
  - Experience
  - Affordability



# HOW CAN WE BETTER REACH YOUNG, RURAL MEN?



## CONTACT

**Jessica Vodden**

Chief Marketing and Communications Officer

(423) 439-4317

[vodden@etsu.edu](mailto:vodden@etsu.edu)

3<sup>rd</sup> Floor, Burgin Dossett Hall







# Annual Statement of Work

Office of University Marketing and Communications

July 1, 2021 - June 30, 2022

## Goals and Objectives

**Goal 1: Support a strategic growth agenda that maximizes the student experience both inside and outside the classroom**

The Office of University Marketing and Communications (UMC) has a crucial role to play in supporting the institution's strategic growth, particularly in regards to enhancing the student life experience and supporting recruitment and enrollment.

### 5-Year Objectives:

#### By 2026...

- ETSU's enrollment on campus, online, or at branch locations will top 18,000
- Out-of-state and international enrollment will exceed 3,500
- Transfer student enrollment will top 2,000
- 60% of first-time, full-time, degree-seeking students will graduate within six years.
- 85% of first-time, full-time, degree-seeking students will persist from fall to fall.
- ETSU will receive at least 12,000 freshman applications annually
- ETSU's annual freshman applicant pool will have an average ACT score of 24 or higher

### Initiatives:

- Work closely with undergraduate recruitment leaders to develop and implement comprehensive 12-month recruitment marketing campaigns targeting traditional, transfer, international, adult learner, and veteran/service member students.
  - Undergraduate lead and application generation campaigns

- Campaigns to promote Open Houses, regional recruitment events, and campus tours
  - Yield campaigns
  - Orientation push campaign
- Work closely with the Office of Graduate and Continuing studies to develop and implement comprehensive recruitment marketing campaigns for both graduate programs and summer and winter sessions.
- Support the ETSU Online team in marketing online programs.
- Develop and lead a brand awareness effort to elevate the University's profile in the region and beyond including growth markets such as Nashville, Greenville/Spartanburg, and nearby counties in the five states surrounding east Tennessee.
  - Lead "Committee to Paint the Region Blue and Gold"
  - Develop comprehensive strategic public relations campaigns
  - Develop and implement comprehensive social media strategies
  - Develop comprehensive libraries of creative assets including videos, photos, audio messages, and "pride points" to share with the campus community
- Provide marketing and communications support to enhance the student experience
  - Provide communications support for Fall and Spring commencement events
  - Provide marketing support for major events including the SGA concert series
  - Showcase campus life through social media and other channels
  - Provide support for retention and re-enrollment campaigns
  - Provide communications support for Preview and Week of Welcome events

## Goal 2: Ensure the diversity and inclusion of people and ideas

As the institution's leading communicators, UMC must demonstrate exemplary leadership in actively promoting diversity and inclusion and fighting against society's systemic biases and prejudices.

### 5-Year Objectives:

#### By 2026...

- ETSU will be recognized for "Higher Education Excellence in Diversity" by Insight Into Diversity

### Initiatives:

- Support the annual Equity and Inclusion Conference by creating promotional materials and campaigns.
- Encourage multicultural learning and inclusiveness by promoting events hosted by the Multicultural Center, the Pride Center, and others providing multicultural experiences.

- Publish regular student spotlight stories sharing the diverse backgrounds and experiences of ETSU students.
  - Provide marketing and communications support for the annual Civility Week initiative.
- 

## **Goal 3: Empower employees to make ETSU a great place to learn, work, and grow**

Effective communication and the ability to persuade audiences are the bedrock of success for any organization. To fully support the institution and scale its impact, the UMC team must empower the campus community to serve as advocates and storytellers who amplify ETSU's brand narrative.

### **5-Year Objectives:**

#### **By 2026...**

- ETSU will be recognized by the Chronicle of Higher Education as a "Great College to Work For"

### **Initiatives:**

- Support efficient and effective internal communications through regular updates to campus including the Weekly Update email, the Weekly Events newsletter, the monthly Accent newsletter, and the President's Notepads newsletter.
  - Provide training workshops, toolkits, and best practices in marketing and communications for members of the campus community
- 

## **Goal 4: Support Excellence in Teaching**

To support the institution's goal of promoting excellence in teaching, the UMC office will help ensure effective communication and the sharing of ideas and resources across academic disciplines and departments. Additionally, UMC will support the institution's annual giving goals, which will help ensure the availability of adequate academic resources.

### **5-Year Objectives:**

#### **By 2026...**

- Annual giving will top \$25 million
- ETSU's alumni giving rate will top 10%

## **Initiatives:**

- Produce the ETSU Today, Gatton RX, Quillen, and ETSU Health magazines.
  - Provide marketing and communications support for staff and faculty recognition events and initiatives.
  - In collaboration with the Provost's office, launch and produce a podcast focused on excellence in teaching.
- 

## **Goal 5: Expand the foundation for scholarly excellence and innovation in all disciplines**

To support institutional leaders in attracting talent and funding for research and innovation initiatives, UMC will amplify the university's successes and outcomes at the local, regional, and national levels as outlined in ETSU's [Strategic Plan for Research](#). Additionally, UMC will support the institution's annual giving goals, which will help ensure the availability of adequate academic resources.

## **5-Year Objectives:**

### **By 2026...**

- ETSU will secure \$60 million for research and other extramurally sponsored activities
- Annual giving will top \$25 million
- ETSU's alumni giving rate will top 10%

## **Initiatives:**

- Provide marketing and communications support for the institution's annual Day of Giving campaign.
- Provide marketing and communications support as needed for the university's Comprehensive Campaign.
- Provide marketing and communications support for the Distinguished President's Trust and the President's Circle events.
- Publish regular news stories sharing the institution's contributions to research and innovation.
- Work closely with the ETSU Research Corporation to support community innovation initiatives.
- Help produce the Roan Scholars annual report
- Provide communications and marketing support for ETSU Elevates.
- Provide communications and marketing support for the 1911 Society initiative.

---

## **Goal 6: Lead the region forward through community engagement and service**

The UMC office plays a critical role in fostering community relations both as a conduit for two-way communication and as a driver of conversation and engagement. Additionally, UMC will support the institution's annual giving goals, which will help ensure the availability of adequate academic resources.

### **5-Year Objectives:**

#### **By 2026...**

- ETSU will attain the Carnegie Community Engagement Classification from the Carnegie Foundation
- 3,500 students will leave on campus with another 2,500 living within two miles of campus
- ETSU will secure \$60 million for research and other extramurally sponsored activities
- Annual giving will top \$25 million
- ETSU's alumni giving rate will top 10%

### **Initiatives:**

- Provide thought leadership and community-focused updates through management of the University's main social media channels.
- Support the university's executive leaders in communicating ideas, issues, and initiatives with the community.
- Publish regular news stories sharing the institution's impact on the community.
- Provide marketing and communications support for the university's Festival of Ideas event.
- Develop and launch a public relations campaign to promote early college planning.

---

## **Goal 7: Ensure operational excellence and fiscal responsibility**

The UMC team will support the operational efficiency of the institution by fostering strong internal communications and facilitating ongoing collaboration. Additionally, the UMC office will support the financial health of the institution by ensuring positive ROI on marketing efforts.

### **Objectives:**

- Investments in recruitment marketing campaigns will demonstrate a return above and beyond the cost.

### **Initiatives:**

- Provide transparent communication regarding institutional governance including providing updates on Board of Trustees meetings, coordinating responses to open records requests, and assisting in production of the Annual Report, and the State of the University address.
- Work closely with the Office of Institutional Research and others on campus to develop dashboards to track marketing effectiveness.
- Facilitate stronger collaboration by leading the University Marketing and Communications Council.

## **Goal 8: Provide a net-positive revenue stream to support the institution and its goals**

The UMC team will, through its trademark and licensing initiatives, serve as a source of revenue for the institution.

### **Objectives:**

- Revenue from Trademark and Licensing will increase annually.

### **Initiatives:**

- Develop new retail and licensing partnerships
- Protect and promote ETSU brand assets

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 19, 2021

ITEM Research Corporation Update

PRESENTED BY: David Golden  
Research Corporation President/CEO

During the February 19, 2021 Academic, Research, and Student Success Committee Meeting, Professor David Golden shared opportunities for the ETSU Research Foundation to coordinate the portfolio of ETSU organizations and facilities that include the Innovation Laboratory (I-Lab), the Tennessee Small Business Development Center (TSBDC), the Institute of Computation and Research and Data Science (CaRDS), Valleybrook, and Intellectual Property and Technology Transfer. Since that time, significant progress has been achieved in the restructuring the Research Corporation.

During this meeting, Professor Golden will provide the full Board of Trustees with a Research Corporation update.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 19, 2021

ITEM: NCAA Policy Changes and Implications for ETSU Athletics

PRESENTED BY: Dr. Mark Fulks, University Counsel  
Kay Lennon-McGrew, Assistant University Counsel

With the unanimous ruling by the Supreme Court in the NCAA vs. Alston case, the changes to NCAA legislation and enactment of Tennessee law related to student-athletes' name, image, and likeness; the National Labor Relations Board memorandum regarding certain student-athletes ability to unionize; and, the recent NCAA constitutional convention, University Counsel will provide a briefing on how these issues impact ETSU and its intercollegiate athletics department.

**Name, Image, and Likeness**

- On June 30, 2021, the NCAA [enacted legislation](#) permitting student-athletes to receive financial compensation for their name, image, and likeness. The legislation went into effect July 1, 2021.
- On January 1, 2022, Tennessee General Assembly [House Bill No. 1351](#), commonly known as the Name, Image, and Likeness law, will take effect.
- Due to the timing of the NCAA's actions and the fact that House Bill No. 1351 will not take effect until January 1, 2022, it was necessary for ETSU to enact an [emergency policy](#).

**National Labor Relations Board Memo**

On September 29, 2021, the National Labor Relations Board General Counsel (NLRB GC) asserted in Memorandum GC 21-08 (which also reinstated Memorandum GC 17-01) that collegiate scholarship football athletes at private institutions and other similarly situated collegiate athletes are employees under the National Labor Relations Act (NLR Act). The memo further stated the NLRB GC will take the legal position in future NLRB investigations and litigation that the aforementioned athletes are employees under the NLR Act. In addition, the memo stated that the NLRB may pursue a misclassification action against conferences and other associations that misclassify collegiate athletes. The NLRB GC invited the submission of cases involving such "misclassification" to the NLRB.



For the moment, ETSU is not subject to the issues of whether student-athletes: (1) can unionize; and (2) are employees because the NLR Act does not apply to state governments, including public schools.

### **NCAA Constitutional Convention**

Due to recent developments, the NCAA Board of Governors decided to schedule a special constitutional convention. A [twenty-three member constitutional committee](#) was formed and a [charter](#) was issued. The special constitutional convention was convened on-line on Monday, November 15, 2021. During the convention, the membership was shared feedback on the draft proposed constitution. The constitutional committee is charged with presenting a final draft to the NCAA Board of Governors by December 15, 2021 with the hopes that a vote will occur at the January 2022 NCAA Convention in Indianapolis.

EAST TENNESSEE STATE  
UNIVERSITY BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 19, 2021

ITEM: ETSU Key 2021 Performance Indicators

PRESENTED BY: Michael Hoff,  
University Chief  
Planning Officer

Dr. Hoff will provide an overview of the current list of, and university of performance related to, Key Performance Indicators and their relationship to the pillars of the ETSU 2016-2026 Strategic Plan. The presentation will also cover the peer group used to set goals and monitor institutional performance and how both the KPIs and peer group could change as a result of the Committee for 125 Chapter II process.

Highlights of university Key Performance Indicators for 2021 include:

- Applications for admission are strong and trending in toward the goal set in the strategic plan.
- Enrollment overall was impacted by COVID-19 but freshmen enrollment was up over 200 students – a good indicator that the changes in recruitment and marketing are beginning to show results.
- International enrollment remains low and is inhibiting the university from reaching enrollment targets.
- Research and Sponsored programs have increased performance and represents and emerging strength of the university at a faster pace than anticipated by the planning group in 2016.
- Fundraising is exceeding targets.
- Student success is at an all-time high.
- Faculty and staff satisfaction are greatly improved from 2016.

# ETSU Key Performance Indicators

Michael Hoff  
Planning and Decision Support



## Overview

- KPI overview
- KPI 2021 review
- How we use KPIs and Peer Groups



## KPI Overview

- In 2014 RPK Group conducted an analysis of ETSU and provided:
  - List of target peers
  - Exhaustive list of Key Performance Indicators
- Since that time ETSU has worked to:
  - Set strategies in place to improve outcomes
  - Develop internal KPIs that drive action



## Student Experience

- Applications
  - UG and GR
- Enrollment
  - Dual Enrollment, First-time Freshmen, First-time Transfers, Retention, UG total, GR total, Professional total, and Residency Placements



## Diversity and Inclusion

- Enrollment by:
  - Gender
  - Race and Ethnicity
- Graduation rates by:
  - Gender
  - Race and Ethnicity
- Staff/faculty by:
  - Gender
  - Race and Ethnicity



## Empowering Employees

- Employee Satisfaction
  - Favorability scores from Great Colleges To Work For
  - Voluntary Turnover Rate



## Excellence in Teaching

- Graduation Rate
- Faculty Size by Type
- Student-to-Faculty Ratio



## Research and Grant Activity

- Value of Proposals Submitted
- Awards Received
- Value of Research Expenditures
- Total value of Research and Sponsored Programs Activity



## Regional Stewardship

- Total Service Hours
- Patient Encounters
- Total Funds Raised
- Percent Alumni Giving




## How we use KPIs


- Track progress of items central to the university's performance toward achieving our mission
- Identify major gaps in university performance
- Devise strategies to improve performance or sustain success



East Tennessee State University Strategic Plan Tracking Dashboard November 2021				
Category/Metric	Value 2016	Value 2021	Goal 2026	Status
<b>University Enrollment</b>				
Freshmen Applications	6,672	8,565	12,000	↑
First-year Average ACT Score	23.2	23.4	24	↑
First-time Freshmen	1,886	1,856	3,000	↔
First-time Transfers	1,027	1,137	2,000	↑
Undergraduate Enrollment	11,065	10,309	15,800	↓
Graduate Enrollment	2,354	2,425	2,854	↑
Out-of-State Enrollment	2,180	2,252	2,500	↑
International Enrollment	646	265	1,000	↓
Overall University Enrollment	14,285	13,543	18,000	↓
<b>Research and Service</b>				
Research Expenditures	\$11,395,380	\$11,119,000	TBD	↑
Externally Sponsored Research	\$7,653,066	-	TBD	↑
Extramural Funding Proposals - Submitted	\$94,438,572	-	TBD	↑
Extramural Funding Proposals - Funded	\$38,811,378	-	\$60,000,000	↑
<b>Stewardship of Place</b>				
Number of Service Hours	48,707	-	TBD	-
Patient Encounters	414,493	356,170	TBD	↔
Total Funds Raised - Giving	\$7,400,000	\$35,075,947	\$25,000,000	↑
Percent Alumni Giving	3.5%	2.9%	10%	↓


**EAST TENNESSEE STATE UNIVERSITY**

East Tennessee State University Strategic Plan Tracking Dashboard November 2021				
Category/Metric	Value 2016	Value 2020	Goal 2026	Status
<b>Student Success</b>				
Retention Rate	71.3%	67.0%	85%	↑
Graduation Rate	40.1%	51.0%	60%	↑
Graduation Rate - Male	37.2%	42.7%	60%	↑
Graduation Rate - Female	42.3%	57.1%	60%	↑
<b>Equity and Inclusion</b>				
Student Race/Ethnicity % Non-White	18.7%	23.9%	33.0%	↑
Graduation Rate Non-White	31.4%	38.9%	60.0%	↑
Students - Percent Female	58.2%	63.5%	TBD	↔
Students - Percent Male	41.8%	36.5%	TBD	↔
Full-time Staff - Percent Female	57.4%	58.0%	TBD	↔
Full-time Staff - Percent Non-White	15.3%	13.0%	TBD	↔
<b>Teaching Environment</b>				
Total Instructional Faculty - Main Campus	942	926	TBD	↑
Percent Full-time Faculty - Main Campus	62.0%	62.0%	TBD	↑
Student-to-Faculty Ratio - Main Campus	15.9	16	18	↔
<b>Empowering Employees</b>				
Great Colleges to Work For Rating	61.0%	70.0%	77% Favorability	↑
Voluntary Staff Turnover	9.2%	10.6%	TBD	↓


**EAST TENNESSEE STATE UNIVERSITY**



## Internal Dashboards

- Implementing EAB's Edify system
  - provides data to colleges and departments to better understand student and academic program performance
- Implementing two products from Watermark
  - Faculty Success: allows faculty to track progress toward tenure and promotion and provides key data to chairs, deans, and provost on effort in the academic enterprise
  - Planning and Self Study: a system designed to collect and report information related to institutional effectiveness and a key tool in being able to demonstrate compliance to SACSCOC



## ETSU Peer Group



## Peer Development Questions

- Is the current peer group the right group?
- How many peers should we have?
- Should we have more than one peer group?
- Should the peer group be aspirational and/or comparable peers?
- Should we split medical and non-medical peers like IPEDS data collection?
- Should region or location be a factor?



## Current Peer Group

- Ball State University
- Central Michigan University
- East Carolina University
- Florida Atlantic University
- Georgia Southern University
- Indiana State University\*
- Marshall University
- Oakland University
- Old Dominion University
- Sam Houston State University\*
- Southern Illinois University – Edwardsville\*
- Texas Woman's University\*
- University of Arkansas at Little Rock
- University of Missouri – Kansas City
- University of North Carolina at Charlotte
- University of North Carolina at Greensboro
- University of Northern Colorado\*
- University of South Alabama
- Wright State University – Main Campus



# Peer Group from Carnegie

- Ball State University\*
- Baylor University
- Bowling Green State University-Main Campus
- Central Michigan University\*
- East Carolina University\*
- Eastern Michigan University
- Kent State University at Kent
- Louisiana Tech University
- Marshall University\*
- North Carolina A & T State University
- North Dakota State University-Main Campus
- Northern Illinois University
- Ohio University-Main Campus
- Rowan University
- Southern Illinois University-Carbondale
- Texas A & M University-Corpus Christi
- Texas Christian University
- University of Maryland-Baltimore County
- University of Massachusetts-Lowell
- University of North Carolina at Charlotte\*
- University of North Carolina at Greensboro\*
- University of North Dakota
- University of Rhode Island
- University of Wyoming
- Western Michigan University
- Wright State University-Main Campus\*

The Committee for 125 Chapter II process allows for review and recommendations for changes related to our peer group and KPI list



# Questions



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 19, 2021

ITEM: Resolution of Appreciation for Mr. Scott Niswonger

RECOMMENDED ACTION: Approve

PRESENTED BY: Brian Noland  
President

**MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Mr. Scott Niswonger for his leadership and service to the ETSU Board of Trustees.**