

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

MINUTES

November 10, 2017  
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1:15 p.m. on Friday, November 10, 2017, in the East Tennessee Room of the D.P. Culp University Center on ETSU's main campus in Johnson City, Tennessee. The meeting was also livestreamed for those who could not be in attendance.

**I. Call to Order**

Chair Scott Niswonger called the meeting to order, welcoming everyone to the fourth meeting of the ETSU Board of Trustees.

In his opening remarks, Chair Niswonger commended the ETSU staff for positive enrollment growth at the university, including significant increases in the freshman class. He said 2,050 freshmen began at ETSU this academic year, representing an increase of 10 percent over last year. The class is well prepared academically with an average GPA of 3.5. Chair Niswonger encouraged staff to continue to work the plan that was presented to the trustees in September as the institution works toward its goal of 18,000 students. Chair Niswonger also addressed student success, noting that the fall-to-fall retention rate of 75.9 percent is the highest in the history of ETSU and increased 10 percent from the 2012-13 academic year. He said no single initiative or individual is responsible for this success, but rather it is a collective endeavor. From the grounds crews to the faculty to the counseling staff to financial aid to the Board of Trustees, all are committed to student success. Chair Niswonger said to keep pushing because the Board of Trustees is expecting similar results this next fall.

Chair Niswonger also talked about the impending merger between Mountain States Health Alliance and Wellmont Health System, noting that there has been considerable action among individuals in the room to ensure the realization of the merger. A byproduct of the merger will be investments in residencies and research at ETSU and Chair Niswonger said it is critical that the university review its existing structure to be sure it can reap the merger benefits. He charged President Brian Noland to present to the trustees at their next meeting a staffing structure and operations that may need to be made to ensure success in the post-merger environment.

In terms of athletics, Chair Niswonger said he recognized the need for ETSU to review its Title IX compliance as preparations begin for new women's programs. He charged Dr. Noland with working with ETSU Athletic Director Scott Carter to review the strategic plan to be sure of Title IX compliance and present at the summer quarterly meeting of the Board of Trustees.

**II. Roll Call**

Secretary David Linville called the roll, and Trustees in attendance were:

Fred Alsop  
Steven DeCarlo  
Nathan Farnor  
David Golden  
Dorothy Grisham  
Linda Latimer  
Scott Niswonger  
Jim Powell  
Ron Ramsey

\*\* Janet Ayers – Trustee Ayers joined the Board of Trustees meeting via telephone later in the meeting. Her joining the meeting is reflected in the minutes just prior to item VI on the agenda.

### **III. Approval of the Minutes of September 8, 2017**

Trustee Golden made a motion to accept the minutes of the September 8, 2017, Board of Trustees meeting. It was seconded by Trustee Grisham and unanimously approved.

### **IV. Consent Agenda**

Chair Niswonger asked if anyone had an item they wished to have pulled from the consent agenda for full board consideration. Trustee Farnor asked that item F (Academic Calendars for 2018-19 and 2019-20) be pulled for further discussion.

Items that remained on the consent agenda were:

- A. Minutes from the September 8, 2017, Finance and Administration Committee
- B. Minutes from the September 8, 2017, Academic and Student Affairs Committee
- C. Minutes from the September 8, 2017, Audit Committee
- D. Finance and Administration Policies from the Finance and Administration Committee
- E. Medical Student Center Debt Service and Activity Fee
  
- G. Proposal to Pilot Alternative Out-of-State Tuition Models

Trustee Jim Powell made a motion to accept the remaining items on the consent agenda. It was seconded by Trustee Ramsey and unanimously approved.

In discussing Item F, the academic calendars for 2018-19 and 2019-20, Trustee Farnor said he is not directly opposed to the proposed calendars but had overheard comments from several faculty, students and staff specifically around pushing back fall break. Trustee Farnor said the month of November is one of the most strenuous for faculty and, with the proposed changes, there would be a three-week period where students would be out of class at least part of each week (for example, fall break is on Nov. 1 and 2 in the 2018-19 year, Veterans Day and Thanksgiving break).

Dr. Noland responded, noting that a committee met to work on the calendar because up until this year, ETSU has had to operate under the calendar developed by the Tennessee Board of Regents. The proposed recommendations came from the committee and were shared with Faculty Senate, Staff Senate and the Student Government Association and Dr. Noland said no concerns were raised at any of those meetings. He added that he met just yesterday with the executive committee of Faculty Senate and Staff Senate and the calendar was not an issue. Trustee Farnor asked how the calendar compares to other schools' calendars, to which Dr. Noland said spring break was moved back to more closely reflect when it takes place at other colleges.

Since the proposal came from a committee, a motion was not needed to approve the academic calendars. The trustees unanimously approved the academic calendars as proposed.

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

Committee Chair DeCarlo reported on the happenings of the Finance and Administration Committee as follows:

- Approved October budget revisions as presented. The revisions reflect the new enrollment numbers. Chair DeCarlo thanked Dr. BJ King and her staff for their hard work and tolerating all of the committee's questions.
- Five policies were presented and approved as part of the continued review. The policies were: Delegation of Authority/Signature Authorization; Disposal of Surplus Personal Property; Equipment/Moveable Property Inventory Control; Memberships and Subscriptions; and the Alcohol Policy.
- Approved reduction of Quillen College of Medicine fees by \$100 beginning in July 2018.
- Reviewed unaudited financial statements. The audit report will be released in the spring.
- Reviewed the Composite Financial Index.
- Discussed increasing reserves as part of the strategic plan.
- Discussed the new budget model and its implementation this year.
- Reviewed quarterly report of agreements of \$250,000 or higher. All purchases were routine.
- Received a brief update on campus construction and heard about the potential for the funding of a new humanities building on campus.

As the Board of Trustees moved on to the next agenda item, Trustee Ayers joined the meeting via telephone.

**VI. Report from the Academic and Student Affairs Committee**

Committee Chair Latimer reported on the happenings of the Academic and Student Affairs Committee as follows:

- Dr. Michael Hoff, associate vice president for Planning & Decision Support and chief planning officer, reviewed with the committee the THEC Outcomes Based Funding Formula.
- Athletic Director Scott Carter reviewed success metrics.
- Mr. Scott Jeffress presented on the Roan Scholars Leadership Program.

- Dr. Bert Bach, provost and vice president for Academic Affairs, presented the THEC Productivity Report.
- The majority of the committee's meeting was based around the consent agenda items presented at the full board meeting in item IV.

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

Committee Chair Golden reported on the happenings of the Audit Committee as follows:

- Covered several audits finished as well as a couple of investigations. Unlike previous audits related to tennis that involved services not rendered, tennis audits discussed this time revolved around expenses for services that have been rendered but the correct processes were not followed, he noted.
- Looked at heat map of audits.
- Reviewed recommendation log.
- Ms. Becky Lewis, director of Internal Audit, talked about the Quality Assurance and Improvement Program. Essentially, this is about the auditors getting audited. The Office of Internal Audit will go through an audit during the first half of next year.
- The committee went into executive session for a discussion around active audits and risk assessment.

## **VIII. October Budget Revision**

Dr. BJ King explained that the university submits two major budgets to the Tennessee Board of Regents that then move to THEC and the state. The revised budget represents an increase in the budget of \$3,938,400 from enrollment increases over projections. Additionally, ETSU is receiving more money through TCRS, University School's addition of a class has led to additional funding from Washington County, and sales and services increased by \$471,400. In all, the revised budget totals slightly more than \$7 million in increased revenues.

Dr. King also addressed expenditures, noting that the \$15 million sum in expenditures relates to doing carry-forward funds for fees not fully expended in the previous year (for example, the technology access fee). Dr. King said it has to be put in the expenditure budget but it is being paid through the fund balance. She also touched on the Student Services line being down \$3.1 million, explaining that this money represented athletic scholarships that were moved to a different line. The scholarship line went up to \$6.2 million, which includes that athletics scholarship number as well as additional funding for expanded scholarship offerings this year going forward. Institutional support went up because of carry-forward fees and the same happened with academic support.

The operating expenses show an increase of \$10 million, but Dr. King said this is where the majority of carry-over funds are housed. Then, budget managers in every budget area across campus have access to that budget in operating expenses and are given the ability to do adjustments throughout the year (and can move funds to travel, temporary staff, etc.). The money basically is parked there and budget managers do adjustments throughout the year based on needs in the unit. In April when the actual

budget is being prepared for May submittal, these numbers get trued up. The Auxiliaries activity also went up as a result of housing and dining services going up.

In terms of the College of Medicine budget, Dr. King said revenue is up just slightly. She noted a \$2 million transfer to balance the budget and said that, in the spring, we will probably see it go back out to the R & R fund. Family Medicine, meanwhile, is expecting to increase its clinical activity and the College of Pharmacy has reported a little reduction in revenue, but nothing to be concerned about, Dr. King said.

With no questions from the trustees, a roll call vote was required to approve the October revised budget. Prior to the vote, Secretary Linville asked Trustee Ayers if she could hear everyone in the room, to which she said yes. She also informed Secretary Linville that she was in a room by herself. The trustees at the meeting confirmed they could hear Trustee Ayers as well. The revised budget was approved unanimously via the roll call vote.

#### **IX. Wellmont Memorandum of Understanding**

Dr. Wilsie Bishop, vice president for Health Affairs, explained that she had come before the Board of Trustees in June with a Memorandum of Understanding with Mountain States Health Alliance and this MOU was similar but with Wellmont Health System. She informed the trustees that the university had approximately \$8 million in contracts, residents, salaries and services with Wellmont in FY2016. All health sciences colleges place students in Wellmont facilities in both Kingsport and Bristol as well as Greeneville. She said the College of Medicine's activities with Wellmont are a little different than the activities with Mountain States. The College of Medicine has residencies at Wellmont within Family Medicine, Internal Medicine, Surgery, and Pulmonary and Critical Care (fellowship). Dr. Bishop shared several ways in which ETSU works with Wellmont. (For example: Surgery residents at Holston Valley Medical Center staff the Level 1 Trauma Center. At Holston Valley Medical Center and the Bristol Regional Medical Center, ETSU's Family Medicine folks from Kingsport and Bristol work with Wellmont Health System. Residents are in house 24/7 in Kingsport, available for codes, back-up, etc.)

The MOU affirms a mutual commitment to providing medical and health profession education. Dr. Bishop talked about the reason to create the MOU even with the proposed merger ongoing. She said the MOU was initiated before COPA approval was received and the university agreed to do an MOU with both health systems. She said that a meeting with the Academic Health Sciences Center deans and Wellmont leaders revealed that there was a lot they didn't know about each other. The relationship had grown and conversations were needed about the relationship so that when an MOU for the new Ballad Health System comes, the same conversations will have occurred between ETSU and both health systems. Dr. Bishop said the Wellmont MOU is more focused on communication and coordination and less focused on governance than the Mountain States MOU. It does have the provision for a coordinating council that includes a representative from the Board of Trustees along with a representative from Wellmont. It is a larger council, but it takes the place of the clinical coordinating council. She noted that this puts the university in the best position to move forward with both systems should the merger not happen and, when

the merger does occur, it also puts the university in the best position to move forward with a Ballard MOU. The trustees unanimously approved the Wellmont MOU.

## **X. Legislative Agenda**

Ms. Bridget Baird, associate vice president for Community & Government Relations, began her presentation by sharing a little about herself. She grew up on a dairy farm and began her career at Duke Power in Charlotte before returning to Tennessee to work for the TVA. Her public service career began in 1997 when she went to work for then-Congressman Bill Jenkins. She also worked for Senator Bob Corker in his first term and part of his second term.

She joined ETSU over four years ago and acts as the liaison between the institution and elected officials. Her goal is to engage with local, state and federal officials. At the federal level, she visits Washington, D.C., a couple times a year to tell elected officials what is happening at ETSU and engage with them. At the local level, she said the partnership with Johnson City to use Freedom Hall began with conversations through her role as a liaison, as did ETSU's move to the academic center in Kingsport and the nursing partnership with Wellmont at Holston Valley Medical Center. At the state level, Ms. Baird spends significant time in Nashville during the legislative session each year. There she interfaces with leaders, attends meetings and listens to legislation. She also began a legislative luncheon and encourages students to interact with legislators as well. Last year, there were five student interns working in Nashville, with two of them now holding jobs in House member offices in Nashville. Ms. Baird has also established a Government Relations Advisory Council.

Ms. Baird went over the 2017 Legislative Review. The university's legislative agenda included support for the following: fully funding the outcomes formula and salary enhancements; deferred maintenance projects; capital projects, including \$23 million for Lamb Hall renovations; and FOCUS implementation. The university also enacted major policy changes that impact access, veterans and free speech. She noted we already were in compliance with the free speech legislation that passed.

Ms. Baird shared that ETSU hosted the state's opioid task force for a forum on campus earlier this year, which marked the task force's first meeting outside of Nashville. She added that leaders at the institution were a little disappointed when a \$500,000 budget amendment for ETSU's research related to prescription drug abuse got cut at the last second, but she said she is hoping to secure that funding in 2018. She also reported that a legislative lunch was held at the Gray Fossil Site in October.

Additionally, Ms. Baird reported on 2018 initiatives SLIDE that include the support of the outcomes formula; scholarships for the Gatton College of Pharmacy; the new humanities building; ETSU efforts to combat the opioid epidemic; deferred maintenance projects; campus safety issues; and the merger and university research funds.

She concluded by noting that we have a fabulous opportunity to work together with the Board of Trustees, faculty, staff, students and legislative leaders to make this a quality region to live now and in the future.

Dr. Noland informed the trustees that, earlier in the week, he presented the budget on behalf of the six independent universities. Within that conversation, he said he is hopeful that there will be significant support for outcomes and noted that THEC is going to recommend a 5 percent increase in outcomes funding at next week's meeting. Also at the commission meeting, he said we will present to THEC a proposal around scholarships that the trustees had discussed at the last meeting. He also touched on the humanities building, noting that in the former process this would have taken much longer. The new process, he said, involves independently scoring projects based upon their own merits. He also said he is hopeful there will be funding for pediatric subspecialists included in the governor's budget. He said it is approximately \$600,000 for four pediatric subspecialists at Niswonger Children's Hospital. Dr. Noland said that if the humanities building project gets funded and the merger takes place, calling it a transformative year for the university would be an understatement.

Dr. Noland thanked Mr. Jeremy Ross for his presentation to THEC on the humanities building, including a slide that included photos of hallways and restrooms. Dr. Noland said it was a pretty powerful presentation and noted that, if the project is funded, he would be asking the trustees for permission to name a portion of the restroom after Mr. Ross. He said Mr. Ross did a fantastic job making the case for the new building and that pushed the project into the Top 10, something Dr. Noland said he "never in a million years thought would happen." Trustee Ramsey jokingly asked if there needed to be a motion to name part of the bathroom for Mr. Ross.

## **XI. Markov Chain: Background and Enrollment Projections**

Dr. Mike Hoff, associate vice president for Planning & Decision Support and chief planning officer, said he arrived at ETSU in August of 2013 and in September of that year, the president asked for an enrollment projection for the next fall within 5 percent. He set about looking for a valid model for enrollment projections. He said people running an institution might not be able to tell you why something is happening, but if you get relatively good at knowing when and how they're going to happen, we can go about changing the direction. Enrollment projections, Dr. Hoff pointed out, allow us to test recruitment and retention scenarios. We can get some idea of impact proposed changes should have on the projection. It also allows for testing of things in markets when it comes to recruitment. Dr. Hoff said he tries to expand the projection every year in an area where it hasn't been before. For example, it started with university-level enrollment, then moved down to college-level enrollment and now has moved down to the credit hour. Eventually, Dr. Hoff hopes to get down to market demographics that offer even more precise control when it comes to freshmen and transfer students. The projections are also used to set goals and inform the budget.

He addressed the assumptions – consistent external environment, student behavior happens the same way it does every year (because we have a lot of rules and have to follow a specific pathway, which makes them relatively predictable). Also assumed is that enrollments at the College of Medicine and College of Pharmacy are approximately stable.

The Markov Chain model is a time-series model that looks at past practice to predict future outcome. For enrollment modeling, it tracks students by status from year to year, allowing for the calculation of recruitment rate and dropout rate by class.

In addressing why the Markov Chain is used as the projection method utilized, Dr. Hoff said it is used by similar institutions and uses only institutional data. It is shown to be accurate for one-year projections. He said he tried other methods and could not get as close as he gets with the Markov Chain.

To validate, data was collected by year for 2008-2013. (Banner started in 2008.) Dr. Hoff then went back and calculated enrollment periods up through 2010. He found a 95 percent confidence interval +/- 2 percent and a 99 percent confidence interval +/- 2.4 percent. From a statistical analysis perspective, this means 99 percent of the time, the number he comes up with is going to be within 2.4 percent – unless we change or the external environment changes.

In October 2013, he projected enrollment for 2014 and was off by just four students. ETSU started to change though and he became less accurate. (In 2014, he projected 14,430 students; actual was 14,434. In 2015, he projected 14,292; actual was 14,334. In 2016, he projected 14,349; actual was 14,024. In 2017, he projected 13,840; actual was 14,352.)

The headcount projection for 2018 is 14,525 +/- 2.4 percent, with a low-end margin of error of 14,176 and a high-end range of 14,874. Both exclude medical residents. Ninety-nine percent of the time, if we don't change and the environment doesn't change, we are going to be within 2.4 percent of that projection. Lower enrollment is possible but would mean a deviation from the norm and the same goes for higher enrollment.

To project credit and FTE enrollment, Dr. Hoff uses an induced course load matrix, which is essentially a chart that looks at the head count college of a student and the credit hour college of a student. For example, he looks at biology majors who take courses in public health and figures out what percent of the time that happens. The rules of the institution are what allow Dr. Hoff to know what courses a student is supposed to be taking if they are taking courses in the major they say they are in. This projection is important, especially with the decentralized budget model. To have an efficient decentralized budget model, you need good budget projections at the level you are going to decentralize to. You need to know how those numbers impact each other, and that is what an induced course load matrix allows you to do. So far, we've been able to become as accurate with the FTE as we were with the head count.

In terms of projections and goals, Dr. Hoff said enrollment projections are only good if you set goals to exceed expectations. In talking about how the projections are used, Dr. Hoff said the projections are used to determine staffing, to set budgets and to drive actions on goals. They are also used to assess effectiveness in a scientific manner.

Dr. Hoff noted that, for ETSU to change enrollment, it has to do something where it had never done it before or do something done well in a place it has never done it before. Disruptive initiatives have included online growth, scholarship opportunities, athletics, research, student activities, recruitment, college/department-level action, capital projects, focusing on employee needs, a new budget model and more to come in 2017-18. In terms of the new budget model, Dr. Hoff said this new model allows,



for the first time, the ability to budget for more than one year and that helps with strategic planning. Yields from the disruption for Fall 2017 include an increase of 164 first-time freshmen (without sacrificing quality); the largest student FTE increase among state public universities; record graduate enrollment; highest recorded retention rate; and best recorded campus climate. This year, in the Great Colleges to Work For Survey, we were only a few points off of the average.

Dr. Hoff again reminded the trustees of the fall 2018 projection of 14,525 students and noted that the number used to create the budget will be less than that.

Trustee DeCarlo asked about Dr. Hoff projecting a decline last year and seeing an increase and then, this coming year, projecting an increase. He wondered if variables had changed to make Dr. Hoff's projection go from declining in 2017 to increasing in 2018. Dr. Hoff explained that retention going up by four points and enrollment increasing by double digits are driving it north. Those numbers are the highest we've ever had, making it new territory for the person making projections. Dr. Hoff said he just has to believe that the recruitment and retention strategies of the university in the past year have changed the paradigm.

Just before the conclusion of Dr. Hoff's presentation, Trustee Golden left the meeting.

## **XII. President's Report**

Dr. Noland began his presentation to the Board of Trustees by noting that he and his staff are trying to be very prescriptive in approaching the business aspects of the institution. He said this fall has been outstanding in terms of enrollment and shared a couple of fun facts to further showcase the success. [In 2015, the ETSU cafeteria, on average, served 900 meals per day. This fall, the cafeteria is serving 3,212 per day. In 2015, there was one food truck delivery per week to the cafeteria and now there are four per week.] The ability to continue this momentum, Dr. Noland, requires the university to stay focused on the plan, working the plan and keeping our foot on the gas pedal. He said other institutions across the state are looking at ETSU's playbook and also referenced other challenges, including North Carolina instituting its version of Promise. He thanked the trustees for their approval of the scholarship pilot and noted a recent Greensboro, North Carolina, newspaper article addressing out-of-state tuition trends showed ETSU as among the top places students there are going in terms of out-of-state schools.

**Student Success:** In terms of student success, Dr. Noland mentioned the 75.9 percent fall-to-fall retention rate and also emphasized that enrollment is more than advising, undergraduate research, study abroad. He said it is a complete university initiative and so is student success. At an open house last weekend, Dr. Noland said he overheard a Memphis parent saying to her husband, if ETSU takes this good care of its grounds, then the institution is going to take care of their child. Dr. Noland encouraged members of the Board of Trustees to join him at the holiday lighting on Nov. 13, saying that those types of events create connections and contribute to a culture of student success.

**Merger:** In terms of the merger, Dr. Noland thanked several trustees, including Chair Niswonger and trustees Latimer and Golden, for their work in supporting the university as we worked with Mountain States and Wellmont to keep the merger

moving along. He also thanked Chair Niswonger for the charge related to the Research Foundation. He said the chance to realize investments from the merger have the opportunity to change the face of the institution.

**Budgeting:** Dr. Noland noted that budgets on college campus are confusing, explaining that we build a budget in July based on projections and then, in October, are looking at carry-forward funding and actual enrollment numbers. He said a lot of conversation has occurred around how best to invest the additional revenue and noted that it is incumbent on the institution to build its reserves for that inevitable rainy day. He said there is currently \$7 million in reserves, but it should be at \$25 million. He said there is plan for an annual \$1 million payment into reserves, but also recognized the need to reward colleges by sending revenues back for enrollment growth. Seventy percent of the new revenue is being sent back to the colleges after the investment in reserves, he said. Dr. Noland also said there is a need to invest in campus security and a complete inventory across campus is underway.

Chair Niswonger asked Dr. Noland to remind the board of what percentage of the budget comes from the state. Dr. Noland said that of the \$250 million in unrestricted funds, less than 25 cents on the dollar comes from the state of Tennessee. That, he said, is why it is so important to model the budget process on enrollment.

**Facilities:** Dr. Noland reported that THEC meets on Wednesday and will affirm the process of severance. ETSU will be the first of the six institutions to be approved in the capital severance process and will be the only institution the state will approve at this time. The severance means ETSU can select designers, architects and others locally. ETSU is also the first institution to go through the procurement severance and, ultimately, will be the first institution to be officially severed.

Dr. Noland said he wanted to temper expectations on capital, noting that if the humanities building does make the top 10 list, it will still take several years for that project to come to fruition. By the year 2023, though, Dr. Noland said many things likely will be different on campus with the completion of such projects as the Culp Center renovation, work on a new parking garage, the Martin Center, a new addition to Lamb Hall, renovations at Mathes and Rogers-Stout halls and the new humanities building. He called the \$74 million humanities building project a “game changer” for the institution.

**Athletics:** Dr. Noland said it is critical to begin the process to ensure Title IX compliance. He also noted that it has been an outstanding fall for athletics, specifically noting success by the volleyball and men’s soccer teams. Women’s basketball, he noted, begins tonight at home while the men’s team kicks off its season tonight at Northern Kentucky. He also said it was a wonderful fall on campus and it was rewarding to open and close the football season in the new stadium with wins.

**Legislation:** In addressing campus safety, Dr. Noland brought up two major incidents that have given him concern – a shooting threat at the mini-dome and a shooting threat at University School. He said the institution has learned things from both of these incidents and noted that Mr. Jeremy Ross is conducting a threat assessment as it relates to safety. Chair Niswonger chimed in, telling Dr. Noland, “Do not wait on us with any issue related to safety. When you see it, fix it.”

**Board Operations:** Dr. Noland said he hoped the trustees enjoyed the Veterans Day ceremony earlier in the day. He encouraged consideration of a board retreat and

options related to location and date. He also said he'll plan more deep dives for different aspects of the university.

**Closing:** In closing, Dr. Noland discussed an event he attended a month ago to say thank you to a person who has transformed lives at ETSU. It was a birthday party (for Trustee Powell) at Munsey church. During the party, ETSU chorale students sang for 45 minutes, and at the end, every one of them said they had received Powell scholarships. Next, an alumni group sang, and 75 percent of them had also received Powell scholarships. Then, the 2012 12BucsWorth performed, including a member who has since suffered an aneurysm. Dr. Noland said the coming together that night of teaching, research and service happens because of the generosity of people in this room and faculty and others. He thanked Trustee Powell for allowing him to be a part of that celebration. Chair Niswonger asked the room for a round of applause for Trustee Powell.

**XIII. Other Business**

Trustee Alsop requested a comparative review with the goal of updating ETSU's STEM labs. He asked that the university look at surrounding schools' labs and see what is offered/provided to students, noting that it impacts the university's ability to recruit good STEM students, to engage undergraduate research. He said Brown Hall was added to in the 1960s and the labs have not changed since he arrived at ETSU in 1972. He requested they be reviewed on a comparative basis.

**XIV. Executive Session**

None

**XV. Adjournment**

Trustee Jim Powell made a motion to adjourn.

Respectfully submitted,



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David Linville  
Secretary of the Board of Trustees

Approved by the Board of Trustees at its February 23, 2018 meeting.