

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE  
APRIL 2023 MEETING

8:00–9:30 a.m. EDT  
Friday  
April 21, 2023

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

**COMMITTEE MEMBERS**

Janet Ayers, Committee Chair  
Charles Allen, Jr.  
Dr. Virginia Foley  
Dr. Linda Latimer  
Melissa Steagall-Jones

—  
**AGENDA**

- I. Call to Order
- II. Roll Call
- III. [Approval of the Committee Minutes from February 17, 2023](#)

**ACTION ITEMS**

- IV. [Promotion and Tenure of Faculty Members – McCorkle](#) (10 minutes)
- V. [Proposed Change of Name: Clemmer College – McCorkle and Scarborough](#) (10 minutes)

**INFORMATION AND DISCUSSION ITEMS**

- VI. [Update on Center for Nursing Advancement – Horsley and Wei](#) (15 minutes)
- VII. [Faculty Research Update: Supporting STEM Education in Northeast Tennessee and Beyond – Lange](#) (15 minutes)
- VIII. [Student Life and Enrollment Update – Sherlin](#) (15 minutes)

## **GENERAL INFORMATION ITEMS**

- IX. Committee Discussions
  - General Discussion
- X. Other Business
- XI. Adjournment

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 21, 2023

ITEM: Approval of the Minutes from February 17, 2023

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the February 17, 2023 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 February 17, 2023 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

February 17, 2023  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic, Research, and Student Success Committee met on Friday, February 17, 2023, at 8:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

Committee Chair Janet Ayers called the meeting to order at 8:00 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green conducted the roll call. Since Committee Chair Janet Ayers participated remotely, in accordance with Tennessee Code § 8-44-108, section (c) (3), Dr. Green asked Committee Chair Ayers 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. She reported that she could hear and that she was alone. Those in attendance stated that they could hear Committee Chair Ayers. Additionally, Dr. Green stated that because a trustee was participating remotely, any votes must be taken by roll call.

Committee members present were:

Committee Chair Janet Ayers, participating remotely  
Trustee Charles Allen  
Trustee Dr. Virginia Foley  
Trustee Dr. Linda Latimer  
Trustee Melissa Steagall-Jones, who arrived after the approval of the minutes

Dr. Green informed the chair that a quorum was present.

Other Trustees who attended the committee meeting included: Allen Archer, Steve DeCarlo, Dr. Lisa Piercey, and Dorothy Grisham

### **III. Approval of the Committee Minutes from November 18, 2022**

The minutes from the November 18, 2022, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Foley making the motion and Trustee Latimer seconding the motion. The motion passed unanimously.

### **IV. Academic Action Notification for Period of August 1, 2022, through December 31, 2022**

Provost Kimberly McCorkle presented an update regarding academic action items covering the period specified above.

A number of items noted in the meeting materials being sent to the Tennessee Higher Education Commission as notifications were presented and included new concentrations within existing programs, name changes to programs and degree concentrations, alterations to certificate credit requirements, along with the inactivation and termination of certificates/concentrations.

Two curriculum items, fully vetted through ETSU's curriculum approval processes, have been submitted to the Tennessee Higher Education Commission as action items. ETSU proposes the establishment of a Bachelor of Science degree program in Mechatronics Engineering, a rapidly emerging field of engineering that will align with ETSU's strategic plan to meet workforce demand in a STEM field. The second item is an academic program modification. ETSU is recommending that the current Master of Science in Human Services degree be changed to a Master of Science in Individual, Family, and Community Sciences.

Provost McCorkle indicated that of the items that have been fully vetted and approved at the university level six of those changes involve admission requirements, and five of them involve revisions to curricula. Two new minors will be created, one in Ethics and the other in Esports. Two articulation agreements will be revised, and culminating examinations will be instituted for undergraduate students completing the BS degree in Engineering Technology.

In response to a question about the authority of the Tennessee Higher Education Commission over academic programs, President Noland expressed concern about legislation proposed by the commission that would give it the authority to terminate such programs. He indicated that more latitude should be exercised by the state so that institutions can meet workforce demand, and not more oversight.

## **V. Annual Institutional Review for Graduate Medical Education**

Dr. David Linville, Associate Vice President for Clinical Affairs, presented to the committee an executive summary of the 2021-22 Annual Institutional Review of Graduate Medical Education. The review is required by the Accreditation Council for Graduate Medical Education (ACGME). The report included specific information about performance indicators, action plans, and monitoring procedures from the accrediting agency.

Dr Linville reported that all such programs at ETSU are fully accredited. The institution received a Letter of Notification from the Accreditation Council for Graduate Medical Education on January 25, 2022, stating Continued Accreditation with no citations or Areas for Improvement. Regarding a letter of notification of April 12, 2022 received by OB/GYN outlining one citation and six Areas for Improvement, Dr. Linville reported that all issues have been resolved.

In response to a question from Trustee Ayers, Dr. Linville indicated that the Tennessee Higher Education Commission has contracted with the state to fund graduate medical education positions in rural settings. He said that two of ETSU's programs are able to expand through this funding. Psychiatry requested and obtained a complement increase from 25 to 29 residents beginning with the 2022-23 academic year. The program successfully recruited seven PGY1s and plans to continue recruiting that same number per year for the foreseeable future. With the same funding, Dr. Linville said, Pediatrics has begun recruiting eight residents per year.

In reviewing 2022-23 Institutional Action Plans, Dr. Linville emphasized the theme of wellness, noting the hiring of an Assistant Dean of Wellness, the creation of a wellness curriculum for residents and fellows, and the establishment of a wellness subcommittee to enhance the wellness curriculum. He concluded that it is vital that medical professionals understand how to take care of themselves as providers.

## **VI. Quality Enhancement Plan (QEP) Update**

Dr. Susan McCracken, Vice Provost for Community Engagement and Director of the QEP, provided a status report on the plan, which is a component of ETSU's reaffirmation of accreditation process with the Southern Association of Colleges and Schools Commission on Colleges. ETSU's QEP involves Community-Engaged Learning, with the theme "Go Beyond"—in this case, going beyond the classroom. Dr. McCracken defined Community-Engaged Learning as a form of experiential education in which students engage in activities that address human and community needs together with structured opportunities for reflection designed to achieve desired learning outcomes. She outlined the key components of Community-Engaged Learning: that it be applied

and experiential, mutually beneficial and reciprocal, and that it provide opportunities for critical reflection.

Dr. McCracken told the committee that ETSU aspires to incorporate a Community-Engaged Learning experience for 50 percent of all freshmen during their first year and for 75 percent of all seniors prior to graduation. Dr. McCracken described several examples of going beyond the classroom that have taken place recently at ETSU, including community-based internships in Film and Media Studies and Public Health; alternative break experiences in Environmental Conservation in Charleston, South Carolina; and community-engaged learning classes through the course “Art and Public Space.”

Dr. McCracken underscored the importance of Community-Engaged Learning as a way to help address the region’s economic and workforce needs and as a way to help prepare students for the career demands of the future.

Trustee Ayers commented that Community-Engaged Learning is a great example of the university’s goal of encouraging its graduates to remain in the region. Trustee Latimer stressed the need to create even more community partnerships throughout the area served by ETSU.

## **VII. Student Mental Health and Wellness Update**

Presenters on this topic were Dr. Michelle Byrd, Dean of Students; Sarah Bedingfield, Associate Director of the Counseling Center; and Vanessa Smith, Practice Administrator for the University Health Clinic and the Johnson City Community Health Center. Dr. Byrd described a “mental health tsunami” on American college campuses, created, in large part, by the fears of the COVID-19 era, and a resulting renewed focus on mental health challenges. She told the committee that in a 2022 poll asking college presidents what their top three challenges were, two of the three were related to mental health. After COVID, she said, there is higher demand for student mental health services, and in many cases, a higher severity of need.

The presenters described an increasing level of collaboration on the ETSU campus to address these needs, pointing to the involvement of units such as the University Health Center, the Counseling Center, Wellness Corner, Campus Recreation, the Multicultural Center, the office of the Dean of Students, the Department of Intercollegiate Athletics, and academic departments—specifically Psychology, Social Work, and Counseling. In an effort to provide students with holistic and wellness-focused care and support, those collaborative relationships cover all nine dimensions of wellness: emotional, physical, spiritual, cultural, intellectual, financial, environmental, occupational, and social. The group reported that the partnership approach has involved implementation of a stepped care model and an integrated behavioral health collaborative care model; inclusion of exercise as medicine; workshops that address various dimensions of wellness; and

building communities of support around students. Future plans are to increase peer education programming through mental health ambassadors, wellness coaches, and the use of resident assistants. Additional faculty and staff training is needed in the areas of suicide prevention and trauma-informed practices.

Trustee Ayers told the presenters that she is proud of the depth of what is happening in mental health at ETSU. In response to questions from President Noland about numbers of students visiting the Counseling Center, the University Health Clinic, and other units, it was concluded that approximately one-third of all ETSU students are seeking such help.

Trustee Foley suggested that this presentation be given before the ETSU Faculty Senate.

### **VIII. Research and Synthetic Biology Update**

Dr. Nick Hagemeyer, Vice Provost for Research, and Dr. Robert Pack, Executive Vice Provost, provided an update on ETSU's research activities as well as the implementation of initiatives related to synthetic biology. Dr. Hagemeyer reported a significant increase in research and development funds secured through grants and private investments. For fiscal year 2022, R&D funds are projected to exceed \$23.3 million, compared to \$18.5 million for the prior fiscal year. Dr. Hagemeyer told the committee that federal funds make up the largest single category in the pie chart. He added that at the close of FY22, there were over 500 active research studies at ETSU. These successes and other factors now place ETSU among the top 300 R2 research universities in the country, for the first time since 2003. Dr. Hagemeyer said this progress is consistent with the goal articulated by the ETSU Committee for 125 Chapter II: that ETSU be recognized, through funding and program rankings, as one of the premier R2 research universities in the nation. To realize that vision, Dr. Hagemeyer said, ETSU must continue to invest in research operations; integrate research into the educational experience; integrate research into clinical care; integrate research and engagement efforts; build business partnerships; and name its priorities. One of those priorities, he said, should be to play a large role in development of the rural bioeconomy.

Dr. Pack followed with an update on synthetic biology at ETSU. He indicated that several of the goals of the Synthetic Biology Task Force have been met. Those include curricular development, the hiring of faculty, creation of a faculty fellowship in synthetic biology, grant activity, expansion of connections to the BioBuilder organization, and progress toward improvement of laboratory spaces at ETSU/Eastman Valleybrook for bio-industrial manufacturing.

Dr. Pack reported that a synthetic biology minor has been approved by the ETSU Academic Council and that it will be in the catalog for fall. The ETSU Research Corporation is working on a landing page and a video for high school students who may



be interested in STEM programs and related science. The Corporation played a major role in hosting the Growing the Bioeconomy Symposium in October 2022. In addition, the BioBuilder curriculum, originally developed by MIT, will soon be in 19 area school districts, in collaboration with the Niswonger Foundation. Also included in Dr. Pack's presentation were planning timelines for a Bioengineering program and infrastructure for an Institute for Biotechnology.

**IX. Committee Discussions**

No further discussions were held.

**X. Other Business**

There was no other business to come before the committee.

**XI. Adjournment**

The committee was adjourned by Trustee Ayers.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 21, 2023

ITEM: Promotion and Tenure of Faculty Members

RECOMMENDATION: Approve

COMMITTEE: Academic, Research, and Student Success

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

Promotion in rank recognizes the past achievements of a faculty member and expresses confidence in the person's ability to achieve greater accomplishments and assume increasing responsibility. Tenure is foundational to the principles of academic freedom. Academic freedom is necessary for the creation, distribution, and application of knowledge. The assurances that accompany tenure allow university faculty to responsibly engage in professional and community service, teach students to engage with empirically-sound information, and conduct research that contributes to society. In this respect, tenure and promotion are essential to the University's mission to improve the quality of life in the region and beyond. The University awards tenure to faculty whose professional abilities and accomplishments warrant the degree of recognition and permanence afforded by academic tenure.

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

**RESOLVED: Promotion in rank and/or the awarding of tenure is granted to the faculty members recommended by the President in the particular unit, department or college as outlined in the meeting materials.**



**East Tennessee State University  
Office of the President**

Box 70734 • Johnson City, Tennessee 37614-1710 • (423) 439-4211 • Fax: (423) 439-4004

March 31, 2023

Adam Green, Ed.D.  
Secretary to ETSU Board of Trustees

Dr. Green:

I recommend the Board of Trustees award tenure and/or promotion to the faculty indicated on attachment A. Faculty who were awarded tenure upon appointment and previously presented to the Board this academic year are included in the faculty listed in attachment A. Attachment B provides numbers of ETSU faculty with tenure and by professorial rank in 2022-2023.

I am honored to recommend for tenure and/or promotion the faculty named on the documents accompanying this letter.

Sincerely,

Brian Noland  
President

Attachments

CC: Kimberly D. McCorkle, Provost  
Human Resources

## Attachment A: Tenure and Promotion Recommendations for 2023-2024

*(those in italics are information items)*

College/Faculty Name	Department	Rank <sup>1</sup>	Tenure Location <sup>2</sup>
<b>Arts and Sciences</b>			
	Andrade, Roy	Appalachian Studies	Professor
	<i>Arnold, Junko</i>	<i>Literature &amp; Language</i>	<i>Master Lect</i>
	Bidgood, Lee	Appalachian Studies	Professor
	Bright, Candace	Sociology & Anthropology	Associate
PT	Chroust, Alyson	Psychology	Associate
	Ernenwein, Eileen	Geosciences	Associate
	<i>Flanary, Adriane</i>	<i>Communication &amp; Performance</i>	<i>Master Lect</i>
	Glennon, Colin	Political Sc, Intl Affairs, Public Adm	Professor
	Henson, Gary	Physics & Astronomy	Professor
	McCusker, Catherine	Chemistry	Associate
	<i>Negrisanu, Raluca</i>	<i>Literature &amp; Language</i>	<i>Master Lect</i>
	<i>Smith, Karen</i>	<i>Music</i>	<i>Master Lect</i>
	<i>Sproles, Jamie</i>	<i>Communication &amp; Performance</i>	<i>Master Lect</i>
	<i>Storie, Melanie</i>	<i>History</i>	<i>Master Lect</i>
	Wessels, Chelsea	Literature & Language	Associate
<b>Business and Technology</b>			
	Afrin, Samia	Engineering, Engin Tech, Surveying	Engineering, Engin Tech, Surveying
	Khan, Mohammad	Computing	Associate
	Kim, Sookhyun	Management & Marketing	Professor
<b>Clemmer College</b>			
	Atiles, Julia	Early Childhood Education	Professor
PT	Channing, Jill	Educ Leadership & Policy Analysis	Associate
	Davis, Thomas	Sport, Exercise, Rec, & Kinesiology	Associate
	Facun-Granadozo, Ruth	Early Childhood Education	Associate
	Fisher, Stacey	Curriculum & Instruction	Professor
P	Lange, Alissa	Early Childhood Education	Professor
	Ledbetter, Jennifer	University School	University School
	Reis, Lisa	University School	University School
	Robinson, Megan	University School	University School
	Sims, April	University School	University School
	Swindle, Elbert Jean	Educ Foundations & Special Educ	Associate
PT	Ward, Natalia	Curriculum & Instruction	Associate
<b>Clinical and Rehabilitative Health Sciences</b>			
	Bourassa, Allison	Rehabilitative Sciences	Associate
	Boynewicz, Kara	Rehabilitative Sciences	Associate
	Bramlette, Shannon	Audiology & Speech Lang Pathology	Associate
	Burford, Michael	Social Work	Associate
	Mullins, Mary	Social Work	Professor
	Tate, Jeremiah	Rehabilitative Sciences	Associate
	Thibeault, Deborah	Social Work	Associate
<b>Graduate and Continuing Studies</b>			
	Fox-Horton, Julie	Cross-Disciplinary Studies	Associate
<b>Library</b>			
A	<i>Jones, Elizabeth Blair</i>	<i>Library Administration</i>	<i>Associate</i>
	Sergiadis, Ashley	Library Administration	Associate
	Young, Jennifer	Library Administration	Associate

## Tenure and Promotion Recommendations for 2023-2024

*(those in italics are information items)*

College/Faculty Name	Department	Rank <sup>1</sup>	Tenure Location <sup>2</sup>
<b>Medicine</b>			
Blankenship, Stephen	Medical Education	Professor	
Gass, Justin	Biomedical Sciences		Biomedical Sciences
Gibson, Jennifer	Pediatrics	Professor	
Hall, Jennifer	Biomedical Sciences	Associate	Biomedical Sciences
Isaza, Luis	Psychiatry & Behavioral Sciences	Associate	
Jia, Cuihong	Biomedical Sciences	Associate	Biomedical Sciences
Johnson, Kiana	Pediatrics		Pediatrics
Tolliver, Robert	Pediatrics	Associate	
Youssef, Dima	Internal Medicine	Professor	
<b>Nursing</b>			
Carnevale, Teresa	Nursing Graduate Programs	Associate	Nursing Graduate Programs
Haddad, Lisa	Nursing Graduate Programs	Associate	
A Wei, Holly	<i>Nursing Graduate Programs</i>	<i>Professor</i>	<i>Nursing Graduate Programs</i>
<b>Pharmacy</b>			
Hagemeier, Nicholas	Pharmacy Practice	Professor	
<b>Public Health</b>			
A Alali, Walid	<i>Biostatistics &amp; Epidemiology</i>	<i>Associate</i>	<i>Biostatistics &amp; Epidemiology</i>
T Smith, Michael G	Health Services Management & Policy	Associate	Health Services Management & Policy

1 - if recommended for promotion; 2 – if recommended for tenure; A – *tenure upon appointment approved this past year*; Master Lect=Master Lecturer promotion for ETSUBT information; P – recommended for promotion by exception; T – recommended for tenure by exception

**Attachment B**

<b>ETSU 2022-2023 Faculty by Rank</b>						
<b>College</b>	<b>Faculty Rank</b>					
	<b>Professor</b>	<b>Associate Professor</b>	<b>Assistant Professor</b>	<b>Instructor</b>	<b>Lecturer</b>	<b>Grand Total</b>
College of Arts and Sciences	93	65	47	3	34	<b>242</b>
College of Business and Technology	27	28	19	4	15	<b>93</b>
Clemmer College	23	23	23	43	4	<b>116</b>
College of Clinical and Rehabilitative Health Sciences	13	17	30			<b>60</b>
College of Nursing	5	13	25	32	1	<b>76</b>
College of Public Health	10	18	20	4	6	<b>58</b>
College of Graduate and Continuing Studies	1	1	2			<b>4</b>
Gatton College of Pharmacy	6	10	6	1		<b>23</b>
Quillen College of Medicine	72	47	82	4		<b>205</b>
University Libraries	1	4	5			<b>10</b>
<b>Grand Total</b>	<b>251</b>	<b>226</b>	<b>259</b>	<b>91</b>	<b>60</b>	<b>887</b>

<b>ETSU 2022-2023 Faculty by Tenure Status</b>								
<b>College</b>	<b>Tenure Status</b>							<b>Grand Total</b>
	<b>Tenure</b>	<b>On Tenure Track</b>	<b>Research Track</b>	<b>Clinical Track</b>	<b>Coordinator</b>	<b>Ineligible</b>	<b>Term Contract</b>	
College of Arts and Sciences	160	40		1		41		<b>242</b>
College of Business and Tech	48	19		3		23		<b>93</b>
Clemmer College	71	32		5		8		<b>116</b>
College of Clinical and Rehabilitative Health Sciences	24	15		21				<b>60</b>
College of Nursing	17	13		26		20		<b>76</b>
College of Public Health	25	9	11	7	2	4		<b>58</b>
College of Graduate and Continuing Studies	2	2						<b>4</b>
Gatton College of Pharmacy	3	3		16		1		<b>23</b>
Quillen College of Medicine	56	10	17	120		1	1	<b>205</b>
University Libraries	5	2		3				<b>10</b>
<b>Grand Total</b>	<b>411</b>	<b>145</b>	<b>28</b>	<b>202</b>	<b>2</b>	<b>98</b>	<b>1</b>	<b>887</b>

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 21, 2023

ITEM: Proposed Change of Name: Clemmer College

RECOMMENDATION: Approve

COMMITTEE: Academic, Research, and Student Success

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

Janna Scarborough  
Dean of Clemmer College

In 2018, the Claudius G. Clemmer College of Education was renamed to Clemmer College. This renaming was an attempt to develop an aspirational presence that was inclusive of all of the programs in the college. Since that time, there has been little support from the college or community as a whole for the current name, and it has not been viewed as being representative of the mission of the college. As a result of issues with the inculcation of the name, the process of renaming was revisited.

The proposed new name of the college is **Clemmer College of Education and Human Development**, which provides a description of the academic programs housed in the college. Over the past academic year, all stakeholders in the college were engaged in the process of research and development associated with the recommended name. This process is delineated in the supporting materials.

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

**RESOLUTION: The name of Clemmer College shall be changed to Clemmer College of Education and Human Development effective July 1, 2023 to better reflect its mission. The University is directed to submit a notification of this change to the Tennessee Higher Education Commission and complete any additional steps required by THEC for implementation of this recommendation.**



EAST TENNESSEE STATE  
UNIVERSITY

# Clemmer College Renaming

Our history, our present, and our future

## ETSU's Core Values, Consistency in Mission

Purpose of the Normal School Law of 1909: 'For the education and professional training of teachers for the public schools of the state.' In a broader sense, the act focused squarely on improving living conditions in the regions of the three normal schools.

Four general principles recognized by our first president, Sidney Gilbreath:

1. Support goal of regional service
2. Scholarship
3. The study of education as a science, practice in teaching
4. A knowledge of the conditions and needs of the State.



*Sidney Gilbreath*

*1911 – East Tennessee State Normal School*

*1952 – School (later College) of Education formed*

*2004 – College named for Claudius G. Clemmer*





# Living our mission while evolving...

*While from its beginning in 1911 the school has sought to adapt itself to conditions in the area and thereby render its best service, yet the administration has kept in mind that changing conditions make new demands and call for growth and development internally as well as externally.*

— David Sinclair Burleson, History of the East Tennessee State College, 1947



## Academics, Research, and Service



- 9 Undergraduate majors/concentrations
- 16 Minors
- 23 Graduate degree programs (including 3 doctoral programs)
- 16 Graduate Certificates
- 4 Research and Practice Centers
- University School
- Community Counseling Center



## Professional Careers

- Elementary and Secondary School Teachers (early childhood, special education, PE, reading specialists, etc.)
- Childcare professional
- Early interventionist
- Mental health technicians
- Professional counselor
- National park ranger
- Students in professional schools for PT, OT, MD, and chiropractic programs
- Foster care family intervention specialist
- Family support specialist
- Personal trainer
- Athletic coach
- Strength and conditioning specialist
- Managers for international and major sport programs
- School superintendent
- State park Seasonal Interpretive Recreator
- College student advisor
- Hospice counselor
- Child Life Specialist



## Primary Reasons for Name Change

- “Claudius G. Clemmer College of Education” did not fully reflect variety of programs, research strands, interests, or specializations within the college
  - The various academic programs and career opportunities could not easily be identified
- 2018 – Clemmer College –
  - rather than achieving the intent of encompassing the variety and complexity of the college – its vagueness resulted in confusion
- Strategic Visioning Process
- Desire for representation, clarity, and connections



## Process

- Examined peer universities and others for names of similar colleges; Trends in expanding names of similar colleges
- Reviewed most popular names previously put forward by faculty and staff – reopened survey
- Two names emerged – surveys sent to alumni, current students, faculty, staff – split results
- Name put forward to Leadership Team – consensus achieved
- Shared with faculty and staff at all-hands meeting – received support
- Shared with university deans and Academic Council



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# CLEMMER COLLEGE *of* EDUCATION *and* HUMAN DEVELOPMENT

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EAST TENNESSEE STATE UNIVERSITY



# Education and Human Development

- Education
  - The act or process of imparting and acquiring general, or particular, knowledge, developing the powers of reasoning and judgement, and generally of preparing oneself and others intellectually for a mature life.
  - Education as a discipline –The study of various factors, methods, and elements involved in the process of educating. The task is to bring out or develop potential. This occurs at across levels of development from early childhood through adult learning. There are also cross-overs to domains of coaching, counseling, and leading as educating
- Human Development
  - Human development refers to the physical, cognitive, and psychosocial development of humans *throughout the lifespan*. Human development is multidisciplinary.
  - Development – a process that creates/promotes growth, progress, positive change.... Education, Coaching, Counseling, Training, Leading, Managing, etc. – are forms of development in their own ways.
- Education and Human Development
  - Centers a focus on the person(s) while attending to context and systems.
  - Education and human development “strive to optimize” the elements that help people live healthy and fulfilling lives from birth to death.



## Go beyond...

### College of Education

A professional training college for teachers focused on improving the quality of life in the region.



CLEMMER COLLEGE of  
EDUCATION and  
HUMAN DEVELOPMENT  
EAST TENNESSEE STATE UNIVERSITY

### Clemmer College of Education and Human Development

A college focused on improving the quality of life of the region and beyond through professional preparation programs emphasizing teaching and learning, physical and mental health, and leadership, management, and coaching. Our academic programs, K-12 laboratory school, and four research and practice Centers all provide opportunities for research and professional outreach.

Collectively we serve to facilitate the potential of individuals, communities, and systems.



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: April 21, 2023

ITEM: Update on Center for Nursing Advancement

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Leann Horsley  
Dean of the College of Nursing

Dr. Holly Wei  
Professor and Associate Dean for Research and Scholarship

This presentation will provide an update on the history and future plans of the Center for Nursing Advancement. Included in this presentation will be an overview of the strategy to maximize the use of the funds provided by Ballad Health to ETSU for the Appalachian Highlands region, and by the State of Tennessee to address the nursing shortage in the state and region. The presentation will also include an overview of the strategy to sequence and integrate the four foci for the primary outcomes of interest of recruitment and retention of skilled nurses and healthcare workers across the pipeline of the professional career in nursing and healthcare. Strategies and methods of operational implementation that will be reviewed are drawn from the business plan. This business plan was developed collaboratively by members of advisory boards, using input from the Board of Nursing leadership, the Tennessee Nurses Association, and several stakeholder interviews conducted in early 2023.



EAST TENNESSEE STATE  
UNIVERSITY

## The Center for Nursing Advancement

Appalachian Highlands Center for Nursing Advancement (AHCNA) and Tennessee Center for Nursing Advancement (TCNA)

### A Plan to Differentiate

Prepared and Presented by: John Nelson, PhD, MS, RN  
Executive Director for The Center for Nursing Advancement

## Purpose of Presentation

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- Identify issues in the field that prompted formation of the Center for Nursing Advancement
- Review highlights of history of the Center for Nursing Advancement
- Current plan for the Center for Nursing Advancement



# Issues Central to Mission of Center

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- Shortage of nurses
- Cost to:
  - Pay overtime for nurses to staff properly due to shortage
  - Hire and train new nurses
  - Replace with travel nurses
  - Loss of productivity from losing experienced nurses
- Acutely felt and reported need to assess wellbeing and how this relates to recruitment, retention, and outcomes of nurses



# Highlights of History of Center

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- Ballard Health gift to ETSU to establish Center
- Early conversations about leadership with Ballard
- Listening sessions across the state of Tennessee, selecting seven strategic sites with two meetings each
- Formation of work groups
- Hiring of analyst to conduct statistics of needs for nursing



## History Helped Form Mission Statement:

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Create an experience and associated data about wellbeing for nurses that promotes recruitment, retention, and innovation along the entire continuum of a career in nursing.



## The Foundation

Four Foci, Documents, and Collaboration





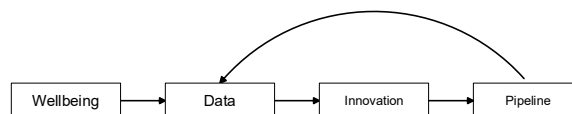
## Four Foci

- **Wellbeing:** Permeates all four foci, to ensure the flow of joy in the experience
- **Data:** Development of data that is based on the operational story of the nurse and state of affairs of current day (i.e., needs in nursing)
- **Innovation:** Programs identified in the analytics that relate to recruitment and retention
- **Pipeline:** Attracting and retaining the best talent of care along the entire professional trajectory of nursing.



## Foci Model

- Foci are sequential and interdependent



## Documents

1. Foundational documents, including Grant Agreement and State of Tennessee Senate Bill 2401
2. Historical documents revealing challenges from previous Tennessee center in 2008
3. Listening session report that included link to May 18 presentation revealing founding vision



## Collaboration

1. Interviews of 50 individuals from:
  1. Advisory Board (both Appalachian Highlands and across Tennessee)
  2. Committee Chairs
  3. Leadership across ETSU
2. In person meeting as much as possible
3. Other wellbeing centers
4. Key individuals
  1. CEO of Board of Nursing
  2. Director of TN Nurses Association
  3. TN Hospital Association

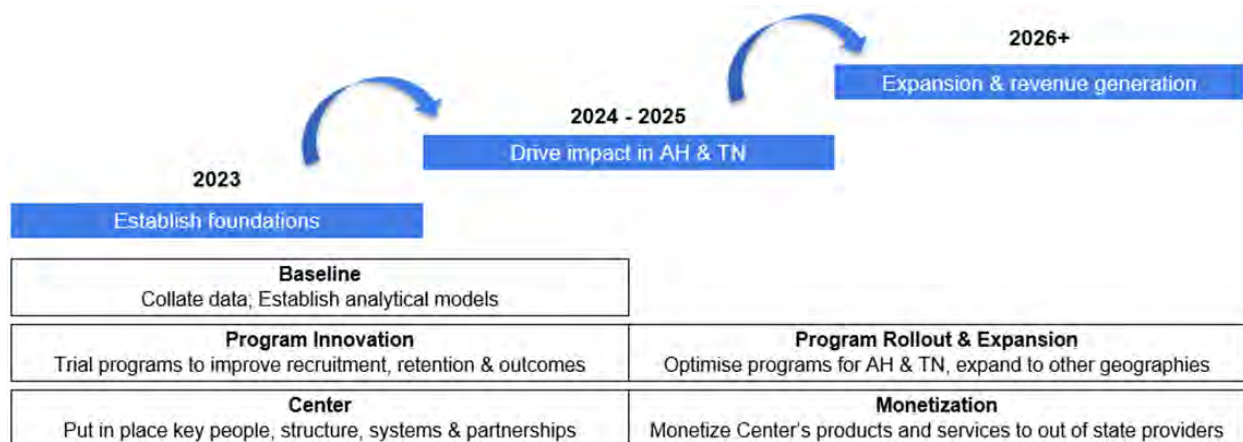


# The Plan

A 5-Year Business Plan that Includes Short-, Mid-, and Long-term Goals



## Our 5-Year Goal



# Our 3 Primary Objectives in 2023

- 1 Establish wellbeing baselines and identify trends relating to recruitment and retention across 30 trial hospitals, then all remaining hospitals in AH & TN
- 2 Trial >5 programs within AH & TN and demonstrate activity with a positive impact on recruitment & / or retention
- 3 Establish organizational strategy, structure, systems and partnerships, ready for 2024, within approved budget



## Sub-Objectives for 2023

Goal	End state description for short term (end 2023)	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Ongoing in 24 / 25
Establish wellbeing baseline data across 30-50 hospitals, formulate insights and lessons learned...	Identify tools to collect, store and analyse data for AH & TN and ensure compatibility with long term solution	█																
	Collect wellbeing data & operational stories from targeted hospitals and staff - phase 1		█	█	█													
	Analysis of baseline data, including development of models, programmes of work and enhancements for rollout					█	█											
	Data discovery, including collection of data sets from hospital systems (e.g. EHR) and inform future process					█	█											
... then rollout baseline assessment to additional 30-50 hospitals across AH & TN	Report back to hospitals and analyse, refine models, compile lessons learned							█	█	█								
	Identify and develop scalable automated processes for future rollout				█	█	█											
	Collect wellbeing data & operational stories from targeted hospitals and staff - phase 2								█	█	█							
	Analysis of baseline data, including development of models, programmes of work and enhancements for rollout											█	█	█				
Trial >5 programs within AH & TN and demonstrate activity with a positive impact on recruitment & / or retention	Report back to hospitals and analyse, refine models, compile lessons learned - phase 2													█	█	█		
	Launch >1 'quick win' initiative (possible via website)					█	█	█	█	█								
	Run >3 initiative trials in AH & TN in 2023										█	█	█	█	█	█	█	█
Establish organization	Develop foundations to enable running of 5+ trials and rollout of >1 initiative across AH & TN																	█
	Execute against resource and capability plan	█	█	█	█	█	█											
	Increase internal awareness through website and marketing, x% know of center and goals		█	█	█	█	█	█	█	█	█							
	Gain approval for 5 yr strategy, associated FY 23/24 budget & product strategy / business cases	█	█	█	█	█												
	Develop partnerships and external awareness of Center to aid future delivery of strategy	█	█	█	█	█	█	█	█	█	█							
Define and agree future corporate structure - share ownership etc.	█	█	█	█	█													

# What is Needed to Achieve Objectives

	People	Technology	Comms	General & Admin
<b>The Center</b>	Leadership (John N) Strat & Ops (Jon H) 4 Nurse Scientists 1 Data Scientist 1 Security Officer Contractors (TBD)	Student project partnerships	Website management services  Copywriting and design services	Travel  Office Expenses  Administrative support
<b>3rd party services</b>	Seed fund - Belmont University Other seed funds tbc	Wellbeing assessment technology & content (3 tech specialists, program mgr, leadership)	None	None



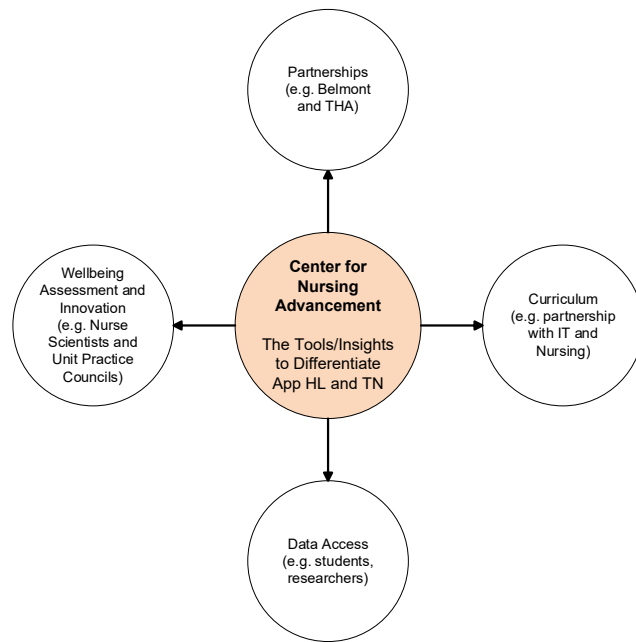
## Tools/Insights

“The knowledge, data, and programs generated by the Center will result in tools/insights for the entire area of Appalachian Highlands and the state of Tennessee”

Leadership kickoff meeting, May 18, 2022



## Four Primary Strategies to Differentiate the Center for Nursing Advancement



## The Launch

### Health Systems to Step Forward:

- Appalachian Highlands include the 22 hospitals from Ballad Health to launch assessment of wellbeing in May
- Tennessee:
  - Middle Tennessee: 8 hospitals have stepped forward to launch in late July or early August
  - West Tennessee: Yet to be identified
  - East Tennessee: Yet to be identified



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: April 21, 2023

ITEM: Faculty Research Update: Supporting STEM Education in  
Northeast Tennessee and Beyond

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Alissa Lange  
Director, Center of Excellence in STEM Education  
Clemmer College

Dr. Lange will provide an overview of her recent work and that of the ETSU Center of Excellence in STEM Education. Her research focuses on early childhood STEM education. Dr. Lange's innovative and impactful research and programs have spanned formal and informal education spheres, federally- and foundation-funded initiatives, local and national scales, and have included numerous educators from Northeast Tennessee, faculty, and ETSU students as collaborators and co-authors. Dr. Lange will share how programs and grants at the Center of Excellence in STEM Education and the Northeast TN STEM Innovation Hub are working to empower educators with knowledge and resources they need to be successful in providing high quality STEM education for the next generation of students at ETSU.

# Supporting STEM Education in Northeast Tennessee and Beyond

Dr. Alissa A. Lange, Director  
Center of Excellence in STEM Education

etsucese



STEM RESOURCES  
FOR PK-12  
EDUCATORS

WE PROVIDE:

- LENDING LIBRARY!  
(NE TN ONLY)
- WORKSHOPS!
- MUCH MORE!

SCAN QR CODE FOR MORE INFO

 CENTER of EXCELLENCE  
in STEM EDUCATION  
EAST TENNESSEE STATE UNIVERSITY

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## Who We Are

- Collaborative Center
  - CBAT
  - CAS
  - Clemmer
- Lead of the NE TN STEM Innovation Hub





Try This



**Which One  
Doesn't Belong?**



See also: <https://www.amazon.com/Which-One-Doesnt-Belong-Playing/dp/1580899463> & from Erikson Institute's Early Math Collaborative



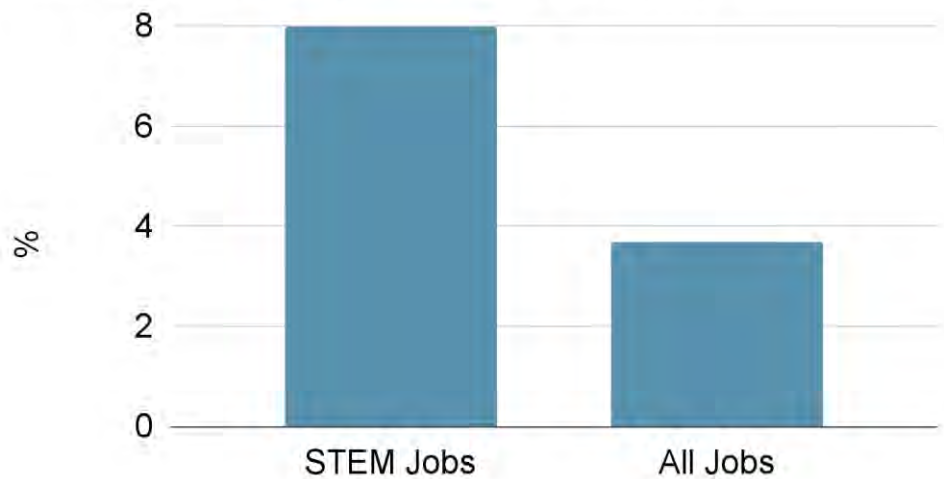
# Why



## STEM Matters

- Later learning
- Scientific literacy
- Jobs

## Job Opportunity Growth by 2029



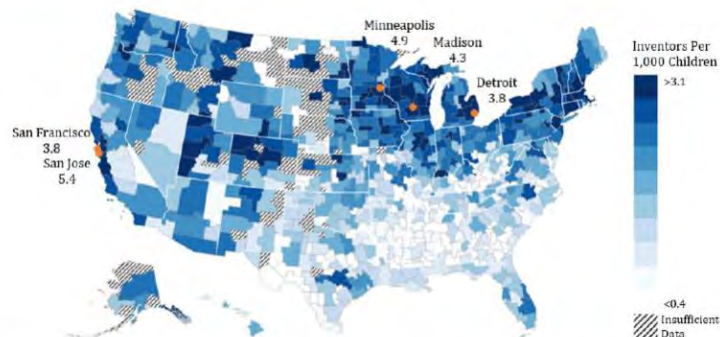
US Bureau of Labor Statistics: <https://www.bls.gov/opub/btn/volume-10/why-computer-occupations-are-behind-strong-stem-employment-growth.htm>

## Opportunities Are Not Equal

“The ability to be an innovator doesn’t vary across race, gender, or income groups...” but it does vary by circumstances”

Source:  
<https://mitsloan.mit.edu/ideas-made-to-matter/lost-einsteins-us-may-have-missed-out-millions-inventors>

**Figure 3. The Origins of Inventors: Patent Rates by Area Where Children Grow up**



*Darker colors denote areas where more children grow up to become inventors. The five cities that produce the most inventors per capita in America are highlighted.*

We can change this

### Priorities

- Engage in Equity
- Focus on Innovation
- Empower Educators
- Cultivate Partnerships
- Expand our Reach



# Engage in Equity



## Libraries Count

- 3-year, applied research project
- Focus: math for diverse young children and families
- 10-state team
- Federally-funded, \$467,000
- Free, national program for libraries

[www.librariescount.com](http://www.librariescount.com)

More EC STEM Lab programs:  
[www.ecstemlab.com](http://www.ecstemlab.com)

# Focus on Innovation

## Innovative Program Highlights



- **Coding Camps for Elementary & Middle Schoolers**, led by Washington Elementary and ETSU
- **DEI in Science Curriculum Materials Book Study**, led by Chris Bowen, JC Schools
- **Integrating PBL in 6-8th Grade**, workshop led by Brittney Rhoton, Hawkins County
- **Robotics in Grades 6-12**, workshop led by Dennis Courtney and team, STREAMWORKS
- **Problem-Based Learning, K-12**, workshop led by DBXL, STEM Designated School, Kingsport

## Cutting Edge Tech

- Autonomous vehicles
- CNC Machines
- Bioengineering
- Musical Coding with Python



## Empower Educators



# STEM Collaboration

- University-School-Community partnership
- 19 [pubs](#), incl. OER
- 6 years
- >\$17,000
- 3 departments
- >500 pre-service teachers

[www.ecstemlab.com/pre-service-teachers.html](http://www.ecstemlab.com/pre-service-teachers.html)



  
**CENTER of EXCELLENCE  
in STEM EDUCATION**  
EAST TENNESSEE STATE UNIVERSITY

Access to robots, textbooks,  
and other high-quality  
resources to support STEM  
teaching and learning.



**Lending  
Library**

**FREE Pre-K-12 STEM  
resources available to  
regional educators  
within the TSIN Hub  
Districts.**

Use the QR Code below to  
check out our website and  
apply to loan from us today!



Contact us:  
[cese.etsu@gmail.com](mailto:cese.etsu@gmail.com)

## Lending Library



# Cultivate Partnerships

## ***Cradle to Career: STEM Education-Workforce Partnerships***

- **“NET-STEM Works”**  
initiatives
- **STEM Education  
Workforce** survey,  
spring 2023

Stay tuned:

[www.netstemworks.org](http://www.netstemworks.org)



## **New** - CBAT and CAS Faculty Affiliates



- **TJ Jones**, Biology, CAS:  
NE TN - STEM Workforce Survey
- **Christel Young**, Computing, CBAT:  
Coding with Music Camp @Langston  
Centre
- **Biju Bajracharya**, Computing, CBAT:  
Cybersecurity Workshop for Teachers

Expand our Reach

## Grants: iSLICEE-SL Project



- 3-year
- IES-funded, >\$5M
- Computational thinking and literacy for school leaders
- NE TN focus, K-5
- Dr. Chih-Che Tai, PI

<https://sites.google.com/view/islicee/home>

A promotional poster for a 'Spectacular Space Science!' event. The background is black with colorful circles and stars. A large pink circle contains the title 'Spectacular Space Science!' in a cursive font. Below the title, it says 'Preschool STEM Institute', 'June 23, 2023', '8:30am-4:00pm', and 'Hosted on Zoom'. A smaller pink box contains text: 'Preschool coaches, directors, master teachers, &amp; teacher educators- Join us for our 3rd Preschool STEM Institute for a deep dive into the "S" in STEM! Cost is \$150 per person Includes materials &amp; training'. At the bottom, there is a QR code and a logo for 'tsr' (Tennessee State Research).

## Serving Teachers of Younger Children

- Preschool STEM Institute
  - 3rd year
  - 2022: 43 attendees to coach over **1,000** preschool teachers
- Preschool STEM Workshop Series
  - 30-60 teachers/event
  - 6th year



## Priorities

- Engage in Equity
- Focus on Innovation
- Empower Educators
- Cultivate Partnerships
- Expand our Reach



Streamworks' Robot Drone League event @ CPA, 2/5/2023

## Thank You & Questions

### Northeast TN STEM Innovation Hub - Regional Gathering

Free!

Wednesday, May 3, 2023, 4:30pm  
@ Hands-On Discover Center/Gray  
Fossil Site

Alissa Lange, [langea@etsu.edu](mailto:langea@etsu.edu)

<https://www.etsu.edu/coe/stem-education/innovation-hub/meetings.php>



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: April 21, 2023

ITEM: Student Life and Enrollment Update

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Joe Sherlin  
Vice President for Student Life and Enrollment

The Division of Student Life and Enrollment partners across both the university and the community to support the institution's recruitment, access and success mission. Staff will provide an update of division initiatives related to student recruitment, academic success, student well-being, and student engagement. Staff will also review challenges facing the ETSU student population, as well as strategies and initiatives designed to address those challenges.

*Student Life & Enrollment*

*With our students every step of the way*

Academic, Research, and Student Success Committee  
East Tennessee State University Board of Trustees

April 21, 2023

*Student Life & Enrollment*

*Every step of the way . . .*

**Recruitment,  
admission, orientation**

**Academic success**

**Student well-being**

**Student engagement**



## Recruitment thru Orientation: 2022 v 2021

Individual tours **up 27%**; groups **up 200%**

Counselor Connect events **up 104%**

Intents to enroll **up 56%**

Expanded footprint: Nashville area admits **up 33%**

Preview attendance **up 30%**

## Lasting impressions



Our tour guide was such a great representative of your school. He was informative, upbeat, funny, and encouraging. . . .

Now both of my daughters want to attend ETSU. (One of them is only 14, haha)

Our tour guide was a fantastic ambassador for ETSU. After our lunch, he stopped by our table to see if we had any additional questions.

After he left, my husband said, "That kid is going to run the world."

*Student Life & Enrollment*

*Impact -Freshmen Class % Growth 2020-2022*

ETSU **+24.7%**

UTK **+23.6%**

TTU **+20.0%**

UTC **+1.6%**

UTM **+0.6%**

APSU **-1.2%**

Memphis **-4.8%**

MTSU **-10.4%**

*Student Life & Enrollment*

*Academic success, fall 22 v fall 21*

Students with CFAA academic coaches **up 115%**

**>200** early-term meetings with freshmen (NEW)

**~18,000** questions for Bucky Bot (NEW)

Freshmen with BIG peer mentors **up 15%**

Freshmen enrolled in an FYE course **up 61%**



From your phone or tablet . . .

- ➔ Schedule appointments with advisors, tutors, others
- ➔ View your course schedule
- ➔ Look up information for over 80 ETSU resources

Counseling Center

CPA

The Wellness Corner

Disability Services

Dean of Students Office

## *Dean of Students Office*

Student CARE Team reports up **107%** over last 5 year period

Mental Health Reports up **200%** over last 5 year period

Bucky's Pantry: **~up 20% this year** in food distributed **>11000lbs**

**~\$22,000** in emergency grants, 44 students (22/23 ay)

**>\$80,000** in retention/completion grants, 46 students (22/23 ay)

## *Completion grants in action*

Maria . . .

- Double major—Sport Management; Media & Communication
- Active in the Multicultural Center
- Bilingual
- Helped other students find their way
- Internship at Bristol Motor Speedway

Registered for 10 credits to graduate, but she'd used all her financial aid and had a balance of over \$4,000.

**With a \$2,000 microgrant and support from Equity & Inclusion, she graduated and is doing great work in the world.**

*Student Life & Enrollment*

## *Student Engagement – “We’re Back!”*

Buctainment participation in Fall 22 **up 28%** with over **18,000** engagements

SGA Concert Series on track to surpass **10,000 attendees**

Peer Involvement Mentoring **up 70%** over last 5 years with over 900 students served in F22

**ETSU VOTES** recognized by Tennessee Secretary of State for 2022 voter registration efforts and the **state’s first on campus voting site**

**Volunteer ETSU partners** with United Ways of Northeast TN on ETSU Serves platform with **over 150 non-profit agencies**

Student Media – **The East Tennessean Turns 100**

*Student Life & Enrollment*

## *The East Tennessean turns 100*



Jordan Hensley

*East Tennessean* 2015 to 2017:  
staff writer, social media editor,  
news editor

2017 (BS mass communication)

Public information specialist,  
Kentucky Legislative Research  
Commission, Frankfort, Kentucky.

## *The East Tennessean turns 100*



Garrett Tumlin

*East Tennessean* 2015-2019: athletics reporter and editor, news editor

2017 (BS journalism), 2019 (MS brand & media strategy)

Digital marketing manager, ONE DAYTONA (NASCAR), Daytona Beach, Florida.

## *The East Tennessean turns 100*

*East Tennessean* 1999-2000: sports editor, executive editor

2000 (BS mass communication)

Director of communications and marketing, City of Johnson City



Keisha Shoun

## *East Tennessee State University Challenges Ahead*

- Mental Health
  - **Partnership/Community Model**
  - **Early Connection**
- Pandemic Effects
  - **Holistic Support**
  - **Relationship Rich Environment**
- Equity Gaps (Underserved, Rural, Low-Income, First Generation, Veterans)
  - **MoonShot**
- Choosing No College/Training
  - **P 20 Strategy**
  - **QEP – Go Beyond**



**EAST TENNESSEE STATE  
UNIVERSITY**

*With our students every step of the way*