

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FEBRUARY 2022 MEETING

1:00–3:00 p.m. EST
Friday
February 18, 2022

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 November 19, 2021](#)
- V. Report from the Academic, Research, and Student Success Committee (5 minutes)
- VI. Report from the Finance and Administration Committee (5 minutes)
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Consent Agenda \(5 minutes\)](#)
 - A. [Minutes from November 19, 2021 Academic, Research, and Student Success Committee](#)
 - B. [Minutes from November 19, 2021 Finance and Administration Committee](#)
 - C. [Minutes from November 19, 2021 Audit Committee](#)
 - D. [Revisions to FY22 Audit Plan](#)
 - E. [Approval of the College of Medicine and College of Pharmacy FY23 Tuition](#)
 - F. [Approval of Housing and Meal Plans for FY23](#)
 - G. [Approval of Bonded Project for Housing and Residence Life](#)
- IX. [Action Item: 2023 Board Meeting Dates – Green \(5 minutes\)](#)
- X. [Trustee Self-Evaluation Report – Green \(10 minutes\)](#)
- XI. [ETSU Committee for 125 Chapter II Update and Strategic Discussion – Noland/Hoff \(60 minutes\)](#)
- XII. President’s Report – *Noland* (20 minutes)
- XIII. Other Business

- XIV. Executive Session
 - A. Discuss pending legal action (if necessary)
- XV. Adjournment

EAST TENNESSEE STATE
UNIVERSITY BOARD OF TRUSTEES

ACTION ITEM

DATE: February 18, 2022

ITEM: Approval of the Minutes from November 19, 2021

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Secretary

The minutes of the November 19, 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 November 19, 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

November 19, 2021
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, November 19, 2021, at 1:00 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

I. Call to Order

Board Chair Dr. Linda Latimer called the meeting to order at 1:00 p.m. She reflected upon the beautiful fall season on campus, which provided a perfect setting for ETSU's Homecoming Celebration earlier in the month. The Board Chair noted that Homecoming was a resounding success and thanked the students and staff who participated in planning the week's activities.

In highlighting events and accomplishments during the fall, the Board Chair reported the following:

- Charles Allen, Jr. was welcomed as the newest member of the Board of Trustees.
- Former Board Chair Scott Niswonger has been appointed to the Research Corporation Board.
- November 18, 2021, the Department of Theatre and Dance opened its first show of the season, "Men on Boats," which is also the first production in the Bert C. Bach Theatre at the Martin Center for the Arts.
- Ballad Health announced a \$10 million investment to establish the Appalachian Highlands Center for Nursing Advancement at ETSU.

Dr. Latimer also asked the Board to consider an enhanced strategy for the university in the new year based on the work of the Committee for 125 Chapter II. She encouraged the Board to be prepared to pursue state and federal resources by leveraging relationships with public and private partners; to be ready to explain how ETSU will provide a critical return on investment for our students and the region as a whole; explore and pursue opportunities to deepen our partnership with Ballad Health, expanding the Academic Health Sciences Center across the Ballad Health system to enhance and best serve the needs of our entire region; and to increase research and innovation on the ValleyBrook

campus with a focus on bioengineering and synthetic biology, artificial intelligence, and entrepreneurship.

Board Chair Dr. Latimer asked the Board to tell ETSU's story and be a champion for the University.

II. Roll Call

Board Secretary Adam Green led the roll call and confirmed to Board Chair Dr. Latimer that a quorum was present.

Trustees present were:

Trustee Charles Allen
Trustee Steve DeCarlo
Trustee Virginia Foley
Trustee Kara Gilliam
Trustee Dorothy Grisham
Trustee Ron Ramsey
Trustee Melissa Steagall-Jones
Trustee Kelly Wolfe
Board Chair Dr. Linda Latimer
Absent: Trustee Janet Ayers

III. Public Comment

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

IV. Approval of Minutes from September 17, 2021

The minutes from September 17, 2021, were approved as submitted, with Trustee Melissa Steagall-Jones making the motion and Trustee Virginia Foley seconding the motion. The motion passed unanimously.

Immediately following the approval of the minutes, Board Chair Dr. Latimer requested that the Board move to agenda item XVII: Resolution for Mr. Scott Niswonger.

V. Report from the Finance and Administration Committee

Committee Chair Steve DeCarlo reported that the Finance and Administration Committee reviewed and approved the following action items:

- FY 2021-22 October Revised Budgets provided in the Board consent agenda pages 62-66. The budgets were presented by Dr. B.J. King, Chief Finance

Officer, and include increases in expenditure budgets that arise from a “carry forward” of funds from the prior year and became available after the university closed the financial accounts for the prior fiscal year.

- Reallocation of the D.P. Culp Student Center debt service fees to operations, and renewal and replacement funding for student-focused projects, as outlined in the Board's consent agenda. Dr. King noted that when the project was bonded, the annual debt service levels were less than what was entailed within the original project budget. The reallocation of the fees will be used for operations of the D.P. Culp Student Center and student-funded auxiliary renewal and replacement projects.

Committee Chairman DeCarlo also reported that Dr. King reviewed the following information items with the committee:

- Unaudited budgets for June 30, 2021 – The audit is nearing completion, and the exit conference will be scheduled with the Audit Committee. The Comptroller of the Treasury will email links with an electronic audit report to each Trustee when the reports are made available to the public.
- Quarterly report of revenues and expenditures – Summary of financial activities for the university through the first quarter of FY 2021-2022.
- Tuition Transparency Act Report – Provided to the Office of Legislative Budget Analysis for distribution to the General Assembly, the report includes information regarding expenditures of revenue derived from any tuition and fees increase in the previous full academic year. The report will be delivered to the Office of Legislative Budget Analysis on behalf of the ETSU Board of Trustees.
- Quarterly Report on Agreements totaling \$250,000 or greater for the period of July 2021 – September 2021.

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

In the absence of Committee Chair Janet Ayers, Trustee Virginia Foley provided the Academic, Research, and Student Success Committee report. Trustee Foley stated that the committee reviewed and approved the following action item:

- Approval of a Master of Music Degree Program—The new program is designed to serve a regional need to provide advanced training to students seeking to earn a graduate degree in music education, which includes studies in areas such as performance, composition, conducting, and teaching. The Letter of Notification was included in the consent agenda.

Trustee Foley noted that two presentations were made to the committee:

- Dr. Robert Pack, Director of ETSU Addiction Science Center and Associate Dean for Academic Affairs at the College of Public Health, presented an overview of the ETSU Addiction Science Center.
- Dr. Nick Hagemeyer, Interim Vice Provost for Research, briefed the committee on current initiatives in the Office of Research and Sponsored Programs.

VII. Report from the Audit Committee

Committee Chair Melissa Stegall-Jones reported that Rebecca Lewis, Chief Audit Executive, reviewed the following information items with the committee:

- Review of Audit Committee Responsibilities based on State Law, Requirements of State Audit, the Audit Committee Charter, and/or the Internal Audit Policy
- Review of audit work performed September through October 2021 that included a follow-up to the FY 2020 State Audit; an audit of Softball Expenditures completed upon the resignation of the Head Coach; an annual audit of the President's Expenses for FY 2021; and an update on completed investigations;

Dr. Mark Fulks, University Counsel, reviewed the Employee Code of Conduct and Conflict of Interest and Commitment policies as required annually. No other business items were discussed. Chair Stegall-Jones stated that the Committee went into Executive Session to discuss active audits and no action was taken during that session.

VIII. Consent Agenda

With no requests for any items to be removed from the consent agenda, Trustees unanimously approved the consent agenda with a motion from Trustee Wolfe seconded by Trustee Grisham.

IX. Approval of Standing Committee Membership Appointments

The Focus Act and the Bylaws for the ETSU Board of Trustees provide the organization for the Board, including the operations outlined in the structure of standing committees. With the recent appointment of Trustee Allen to the Board and a request by Trustee Gilliam to serve on the Academic, Research, and Student Success Committee (in addition to the Finance and Administrative Committee), the Board was required to take action. Board Chair Dr. Latimer called for a motion to confirm the selection of committee

members as outlined in the agenda materials. The motion passed unanimously with Trustee Wolfe making the motion and Trustee Foley making the second.

X. Approval of Library Fines Rule

Dr. Mark Fulks, University Counsel, presented the Library Fines Rule as originally drafted for the Board's consideration. As required by the Administrative Procedures Act and Notice of Rulemaking Hearing, the Library Fines Rule was filed with the Secretary of State and published on their website on September 7, 2021. A public hearing was conducted at the university on Friday, October 22, 2021 where no comments or questions were received.

The motion for the rule passed unanimously by roll call vote with Trustee Wolfe making the motion and Trustee Ramsey making the second.

XI. College Spotlight: Gatton College of Pharmacy

Dr. Debbie Byrd, Dean of the Gatton College of Pharmacy, provided an overview of the college. Highlights of the presentation included:

- 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.
- The Gatton College of Pharmacy offers the 4-year Doctor of Pharmacy (PharmD) degree, an undergraduate degree completion with a B.S. 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.
- The presentation included 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, including potential state funding.

XII. Update on University Marketing and Communications

Jessica Vodden, Chief Marketing and Communications Officer, provided an update on the work of the Office of University Marketing and Communications. Highlights of the presentation included:

- The Office of University Marketing and Communications has restructured and aligned their work to the goals and objectives emerging from the work of the university's strategic plan and the Committee for 125 Chapter II.
- Marketing and communication efforts have been completely integrated across the staff, with an emphasis on developing integrated campaigns that include public relations, design, marketing, advertising, relationship building, and telling ETSU's story at a higher level.
- Staff have worked to create integrated dashboards with Student Life and Enrollment to provide real-time data to determine each campaign's impact on recruitment.
- A committee to "Paint the Region Blue and Gold" has been established to showcase the institution's spirit.
- University Marketing and Communications is engaging students to contribute relevant social media content.
- The office is working closely with the Research Corporation, Facilities, Athletics, and Student Life to expand branding efforts.
- Advocacy resources will be provided for the campus, such as a social media toolkit, templates and assets, video and photo galleries, and a messaging library.

XIII. ETSU Research Corporation

Professor David Golden, Chief Executive Officer of the ETSU Research Corporation, provided the Board with an update on the work of the Research Corporation. Highlights of the presentation included:

- Four new board members have been appointed to the Research Corporation – Carol Anne Clayson, Bryan Daniels, Denise Grant, and Scott Niswonger.
- The Research Corporation's partnership with the Entrepreneurial Alliance of the Appalachian Highlands has recruited several early-stage companies.
- The Research Corporation leveraged engagements on campus including the World Underwater Robotics Championship and the Bands of America Regional Competition.
- The Research Corporation continues to explore innovative research and entrepreneurial opportunities for the ValleyBrook Campus.

XIV. NCAA Policy Changes and Implications for ETSU Athletics

Dr. Mark Fulks, University Counsel, presented a report on NCAA policy changes and implications for ETSU Athletics. Highlights of the presentation included:

- Name, Image, and Likeness – The NCAA enacted legislation on June 30, 2021 that permits student-athletes to receive financial compensation for their name, image, and likeness. The Tennessee General Assembly House Bill No. 1351, commonly known as the Name, Image, and Likeness law, will take effect on January 1, 2022. Due to the timing of House Bill No. 1351, it was necessary for ETSU to enact an emergency policy.
- National Labor Relations – According to a memo issued by the National Labor Relations Board's General Counsel, university football players at private colleges are considered employees under the National Labor Relations Act. Because the National Labor Relations Act does not apply to public universities or state employees, it has no direct impact on ETSU, but it does have implications for the NCAA.
- The NCAA Constitutional Convention – A special constitutional convention was convened in November. The constitutional committee is charged with presenting a final draft to the NCAA Board of Governors by December 15, 2021 that will be ratified at the 2022 NCAA Convention in Indianapolis.

XV. Key 2021 Performance Indicators

Dr. Michael Hoff, Vice Provost for Decision Support and University Chief Planning Officer, provided an update to the Board on the institution's Key Performance Indicators. After the current strategic plan was approved in 2016, these indicators were chosen to measure ETSU's performance. These high-level indicators drive the performance management system for the university. Indicators of note include:

- First-time freshmen applications saw a significant increase and transfer applications increased as well.
- In terms of research activities, the goal was \$60 million, and ETSU reached \$82 million in total sponsored activities. Research expenditures were slightly down due to the impact of the COVID-19 pandemic.
- Graduation rates improved to 51 percent.
- Faculty satisfaction rate is high as measured by the Best Colleges to Work for survey.

Dr. Hoff noted that additional information could be found in the Board's meeting materials.

XVI. President's Report

President Noland began his update by providing the Board of Trustees with a fall enrollment update. According to President Noland, ETSU's year-over-year increase in first-time freshmen is the highest of any traditional public university in the state of Tennessee.

President Noland also provided the following updates related to recent actions taken by the Tennessee Higher Education Commission (THEC):

- THEC is recommending \$5.5 million of new resources for ETSU, with approximately \$197,000 based on outcomes.
- THEC's recommendation to support the Quillen College of Medicine is about a four percent increase year-over-year.
- Brown Hall is the No. 1 capital priority in the State of Tennessee and this two-phase renovation entails a \$90 million investment.
- The No. 3 project on the THEC list is the Integrated Health Services Building.
- In addition to the Brown Hall and the Integrated Health Services Building projects, the Academic Building is still moving through the planning process.

President Noland reminded the Board that the majority of the University's revenue sources come from non-state appropriated funds including tuition, fees, grants, and contracts. Specifically, the President noted the following:

- Employees account for 72 percent of the University's budget.
- Student scholarships are fixed at 11 percent.
- ETSU is at a lower price point than other public universities in the state and its peer institutions, leaving a 10 percent gap in terms of our market price against the market price for peers.
- Since creation of the Board, growth in reserves has increased to more than \$9 million.

President Noland also provided the following general campus-related updates to the board:

- National searches for the Deans of the College of Arts and Sciences and the College of Business and Technology will be announced soon.
- Staff is actively exploring operational structures that support the Research Corporation, including facility staffing and system integration.

- The institution continues to focus on enrollment growth and the launch of revised recruitment initiatives post-COVID.
- The Committee for 125 Chapter II Task Forces will present their recommendations to the Committee for 125 later this fall.
- Staff will continue to pursue state funding for the Gatton College of Pharmacy.

President Noland concluded his report by reflecting on what the University has accomplished in the past 10-years expressing gratitude to the Board, faculty and staff, and the community for their support and efforts to transform the institution into where it is today.

XVII. Resolution for Mr. Scott Niswonger

Former ETSU Board of Trustees Chairman Mr. Scott Niswonger was presented with a resolution from President Noland thanking him for his contributions to the ETSU Board of Trustees. The entire East Tennessee State University community is eternally grateful to him for his service on our Board of Trustees.

Mr. Scott Niswonger was unanimously approved by the Board to be given the honorary title of Inaugural Chairman Emeritus in recognition of his contributions, with Trustee Wolfe making a motion and Trustee Stegall-Jones seconding the motion.

XVIII. Other Business

No other business was discussed.

XIX. Executive Session

Since there was no need for the Board to convene in executive session, Board Chair Latimer requested a motion to adjourn. The motion was unanimously approved, with Trustee Ramsey making the motion and Trustee Grisham making the second.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: February 18, 2022

ITEM: Consent Agenda

RECOMMENDED ACTION: Approve

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.

RESOLVED: The Board of Trustees adopts the Consent Agenda as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 18, 2022

ITEM: Approval of the Minutes of November 19, 2021

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Board Secretary

The minutes of the November 19, 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 November 19, 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

November 19, 2021
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research and Student Success Committee met on Friday, November 19, 2021, 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. Trustee Ayers welcomed the newest member of the Board, Trustee Charles Allen.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call and confirmed to the Committee Chair that a quorum was present.

Because Committee Chair 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 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 Committee Chair Ayers. 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 Charles Allen
Trustee Virginia Foley
Board Chair Dr. Linda Latimer
Trustee Melissa Stegall-Jones
Committee Chair Janet Ayers
Absent Trustee Kara Gilliam (non-voting student member)

III. Approval of the Academic, Research, and Student Success Committee Minutes from September 17, 2021

The minutes from September 17, 2021, were approved as submitted, with Trustee Melissa Steagall-Jones making the motion and Trustee Virginia Foley seconding the motion. A vote was taken by roll call, and the motion passed unanimously.

IV. Approval of Letter of Notification Regarding Establishment of a Master of Music Degree

Provost and Senior Vice President for Academics, Dr. Kimberly McCorkle, presented a Letter of Notification for the Master of Music Degree to the Committee as a review protocol necessary for the establishment of a new academic program. This item had been properly vetted through the internal curriculum process, including approval by Academic Council, University Council, and President Noland. Pending approval by the Board, this Letter of Notification will be sent to the Tennessee Higher Education Commission, 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.

Dr. McCorkle continued her presentation by covering the highlights of the Master of Music program. She noted that a detailed description was included in the agenda materials.

The Letter of Notification Regarding Establishment of a Master of Music Degree was approved as submitted with Trustee Virginia Foley making the motion and Trustee Melissa Stegall-Jones seconding the motion. A vote was taken by roll call, and the motion passed unanimously.

V. Research Update

Dr. Robert Pack, Associate Dean for Academic Affairs College of Public Health and Director of the ETSU Addiction Science Center, provided an update on the Center's research and work.

Dr. Pack reported that the ETSU Addiction Science Center was created in 2016 to partner with affected communities in Central Appalachia to advance the science of substance abuse prevention and treatment. Building on longstanding relationships forged over frequent and ongoing collaboration for more than nine years, the ETSU

Addiction Science Center's faculty, University affiliates, and community partners have submitted 44 addiction-focused proposals (19 of which have been funded for more than \$10 million). The Addiction Science Center has published more than three dozen peer-reviewed journal articles and made over 150 educational and scientific presentations to community, regional and national audiences. The Center's faculty have trained dozens of students in community-based participatory research methods focused on sustained positive impact, which furthers the mission of the University. In his presentation, Dr. Pack described the process he and his colleagues used to develop the ETSU Addiction Science Center team and provided a high-level overview of their ongoing work.

Dr. Nick Hagemeyer, Interim Vice Provost for Research, updated the Board on the latest research efforts across the University. He reported that collaborations between the College of Public Health, Gatton College of Pharmacy, Quillen College of Medicine, and the College of Arts and Sciences have been integral to the research success experienced here at ETSU. The Committee for 125 Chapter II articulated a vision for ETSU to be recognized as a nationally preeminent research institution. Dr. Hagemeyer's priority for the Office of Research and Sponsored Programs has been to instill a top-notch culture in support of communications with, advocates for, and champions of research at the Institution. He explained ways the Office of Research and Sponsored Programs can better serve the research community and meet the vision of the Committee 125 Chapter II.

VI. Enrollment Update

Deferred to a later date due to time limitations.

VII. Student Success at ETSU

Deferred to a later date due to time limitations.

VIII. Committee Discussion

Committee members discussed the roles of Office of Research and Sponsored Programs versus the ETSU Research Corporation. In response, President Noland informed the Board that a strategic plan has been prepared by the 125 Chapter II Research Taskforce and will be presented to the Committee for 125 Chapter II at the end of November. The final document will be presented to the Board at the February meeting.

IX. Other Business

No other business items were discussed.

X. Adjournment

The Committee was adjourned with Board Chair Linda Latimer making the motion and Trustee Virginia Foley making the second.

EAST TENNESSEE STATE
UNIVERSITY BOARD OF TRUSTEES

ACTION ITEM

DATE: February 18, 2022

ITEM: Approval of the Minutes from November 19, 2021

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Board Secretary

The minutes of the November 19, 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 November 19, 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

November 19, 2021
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, November 19, 2021, at 11:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

XI. Call to Order

Committee Chair Steve DeCarlo called the meeting to order at 11:00 a.m.

XII. Roll Call

Board Secretary Dr. Adam Green led the roll call and confirmed to the Committee Chair that a quorum was present.

Committee Members present were:

Trustee Charles Allen
Trustee Kara Gilliam
Trustee Dorothy Grisham
Board Chair Dr. Linda Latimer
Trustee Ron Ramsey
Trustee Kelly Wolfe
Committee Chair Steve DeCarlo

Trustees Virginia Foley and Melissa Stegall-Jones also participated in the meeting.

XIII. Approval of the Finance and Administration Committee Minutes from September 17, 2021

The minutes from September 17, 2021, were approved as submitted, with Trustee Ron Ramsey making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

XIV. Approval of Fiscal Year 2022 October Revised Budgets

As an action item, Chief Financial Officer Dr. B.J. King presented the October 2021 revisions to the FY 2021-22 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). 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. Original and revised budgets were outlined in the committee agenda materials.

In response to questions and comments regarding salary trajectories, President Noland informed the Committee that THEC has made their 2022 budget recommendation and their inflation factor rate is based on a Core Consumer Price Index of 4.2 percent. In comparison, the majority of THEC higher education institutions are implementing an inflation factor of more than six percent.

The recommendation, if adopted, will establish a salary pool, with the Board having discretion over how the funds are distributed. The state will cover approximately one-half of the salary pool and the University will have to fund the remainder from internal resources.

The FY 2022 October Revised Budgets were approved as submitted, with Trustee Kelly Wolfe making the motion and Trustee Ron Ramsey seconding the motion. The motion passed unanimously.

XV. Presentation of Fiscal Year 2021 Unaudited Financial Statements

The Fiscal Year 2021 Unaudited Financial Statements included in the agenda materials were presented as an information item. Dr. King informed the Committee that the University's fiscal year 2021 accounting records had been closed, and the fiscal year financial statements had been forwarded to State Audit for review. A finalized audit report should be available by the April Board of Trustees meeting.

XVI. Quarterly Financial Update

Dr. King next provided Trustees with an overview of financial activities for the University through the first quarter of the fiscal year including an overview of: (1) Unrestricted E&G Revenues and Expenditures by Unit; (2) Unrestricted E&G Revenues by Source and Expenditures by Class; (3) Operating Funds Revenues and Expenditures by Fund Type; and (4) Operating Funds Revenues by Source and Expenditures by Class. Detailed information may be found in the committee agenda materials.

XVII. Presentation of Tuition Transparency Report

Dr. King presented the Tuition Transparency Report as an information item. Each governing Board reports to the Office of Legislative Budget Analysis information regarding expenditures of revenue derived from any tuition and fees increase in the previous full academic year.

There was no tuition increase in the prior year.

XVIII. Quarterly Report on Agreements over \$250,000

The Quarterly Report on Agreements over \$250,000 was presented as an information item.

XIX. Approval of the D.P Culp Student Center Debt Service, Operations, and Renewal and Replacement Funding

Dr. King presented a request for modification of the D.P. Culp Student Center debt service fee to shift 25 percent of the fee to operations and renewal and replacement funds in a manner consistent with the precedent established in the Quillen College of Medicine debt service adjustment in 2017 for the COM Student Center. The debt service would continue to be funded by 75 percent of the fee. Residual 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 repurposed debt service fees would be effective for the FY22 budget year.

The proposal passed unanimously, with Trustee Grisham making the motion and Trustee Ramsey seconding the motion.

XX. Other Business

No other business items were discussed.

XXI. Adjournment

The Committee was adjourned with Board Chair Dr. Linda Latimer making the motion and Trustee Virginia Foley making the second.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 18, 2022

ITEM: Approval of the Minutes of November 19, 2021

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

The minutes of the November 19, 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 November 19, 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

November 19, 2021
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, November 19, 2021, at 9:15 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 9:17 a.m.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call and confirmed to the Committee that a quorum was present.

Committee members present were:

Trustee Dorothy Grisham
Board Chair Dr. Linda Latimer
Trustee Ron Ramsey
Committee Chair Steagall-Jones

Trustees Virginia Foley, Charles Allen, and Steve DeCarlo also participated in the meeting.

III. Approval of the Audit Committee Minutes from September 17, 2021

The minutes from September 17, 2021, were approved as submitted, with Trustee Ron Ramsey making the motion and Trustee Virginia Foley seconding the motion. The motion passed unanimously.

IV. Review of Audit Committee Responsibilities

Ms. Rebecca Lewis provided an annual overview of the Audit Committee responsibilities, which are based on State Law, Requirements of State Audit, the Audit Committee Charter, and/or the Internal Audit Policy. These requirements are used to determine the agenda of each audit committee, including such things as audit plans and reports, fraud, waste and abuse responsibilities, and the department's Quality Assurance and Improvement Program.

V. Policy Review

The Audit Committee is charged with reviewing the institution's policies on Employee Code of Conduct and Conflicts of Interest and Commitment annually.

A review of the ETSU Employee Code of Conduct was presented by Dr. Mark Fulks, University Counsel. The purpose of this policy specifies expectations of Employees to conduct themselves in a responsible and ethical manner during their employment with ETSU.

Dr. Fulks also reviewed the Conflicts of Interest and Commitment policy. This policy specifies how a Covered Employee should disclose Conflicts of Interest or Conflicts of Commitment and how a conflict is evaluated.

VI. Audit Work Completed September to November 2021

Ms. Lewis reported that Internal Audit had completed three audits and two investigations since August.

Internal Audit completed a follow-up of the most recent financial statement audit issued by State Audit. The original finding indicated that controls were inadequate in three areas. The details of the findings were issued as a Limited Official Use Report and considered confidential under state law. Internal Audit also released their follow-up as a Limited Official Use Report. It was concluded that based on the examination, it appears management has taken appropriate steps to implement proper controls and procedures in these three areas.

An audit of Softball Expenditures was completed upon the resignation of the Head Coach. No notable concerns were discovered during this review.

An annual audit of the President's Expenses for FY 2021 was completed. State Law requires this audit. No concerns were identified during the audit.

An investigation into the Health Sciences petty cash fund was conducted. This fund, held by a faculty member in Health Sciences, was believed to be missing when they failed to respond to the Bursar's Office inquiries. The cash was later returned by the department. The audit also addressed concerns regarding temporary employees who also volunteered for the same supervisor after the grant ended.

A College of Nursing investigation involved discrepancies and inconsistencies in overload pay for faculty and assistant deans. Management has begun implementing corrective actions to help ensure transparency and consistency related to overload pay within the college.

President Noland informed the Audit Committee that it is customary for both the Softball Expenditures Audit and the College of Nursing Investigation to be performed due to management changes.

VII. Recommendation Log Status

A recommendation log included in the Board of Trustees materials contained a listing of issues found in prior audit reports. The Internal Audit office performed follow-up audits to ensure corrective actions have been taken. Those follow-up reviews completed in September and October are shown in blue on the recommendation log. Ms. Lewis explained that corrective actions for those reviews have been implemented.

VIII. 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: February 18, 2022

ITEM: Revisions to the FY 2021-2022 Audit Plan

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

Ms. Lewis will provide a listing of additions and deletions to the fiscal year 2021-2022 Audit Plan since the last meeting.

Additions

- Men's Soccer – At the request of administration, the Office of Internal Audit will conduct an audit of Men's Soccer. This is a common practice when a head athletic coach departs.
- Football – At the request of administration, the Office of Internal Audit will conduct an audit of Football. This is a common practice when a head athletic coach departs.
- FWA 22-04 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

Deletions

- None

MOTION: I move that the Audit Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The revisions to the Audit Plan for 2021-2022 are approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 18, 2022

ITEM: Approval of the College of Medicine and College of Pharmacy FY23 Tuition

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: B.J. King
Chief Financial Officer

The Colleges of Medicine and Pharmacy are proposing tuition increases for the 2022-23 academic year. The academic calendars for these units require that the campus assess fees at an earlier date than for the main campus students. It should be noted that both Colleges have had no tuition increase over the past two academic years.

Quillen College of Medicine

In addition to the proposed fee increase, the Quillen College of Medicine is proposing a material change to the manner in which they have historically assessed fees for FY23. The College has been on the current system since 1978, charging the same rate for M1, M2 and M4 students, and an increased rate for M3 students based on how curriculum was delivered. This is depicted in the chart below.

Current Fee Assessment Model - Medicine		
Year	Tuition/Fees	Months
M1	\$32,834/\$2,178	10
M2	\$32,834/\$2,178	9
M3	\$43,670/\$2,896	12
M4	\$32,834/\$2,178	11

The College conducted a benchmark review of curriculum and fee assessment and has determined the following:

- The conditions which caused the M3 students to be assessed higher cost will be eliminated through a curricular change

- Ten peer institutions were examined as part of the curriculum restructure, and nine were found to have equal pricing for tuition for all classes.

The proposed new fee rate scheduled is presented in the chart below:

Proposed Fee Assessment Model - Medicine		
Year	Tuition/Fees	Months
M1	\$38,658	18 Months pre-clerkship
M2	\$38,658	
M3	\$38,658	12
M4	\$35,712*	14

*M4 proposed tuition/fees reflects the current rates plus two percent. It is anticipated that the M4 total will equal that of the other classes beginning in the 2023-24 academic year. The tuition/fees presented above are for in-state students; a thirty percent premium is charged for out-of-state students.

Bill Gatton College of Pharmacy

The Bill Gatton College of Pharmacy is proposing a two percent fee increase as shown in the chart below:

Current/ Term	Proposed/ Term	Increase	Prior Increase	Annual Revenue Generated	Justification
\$18,958	\$19,337	\$379	0% for two years	\$171,790	Cost study conducted

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed tuition for the College of Medicine and the College of Pharmacy for 2022-23 is approved as presented in the meeting materials contingent on the approval of the Governor’s budget.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 18, 2022

ITEM: Approval of Housing and Meal Plans for FY23

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: B.J. King
Chief Financial Officer

In order to promote affordability and remain competitive with local market forces, staff is not recommending fee increases for student housing. However, due to cost increases based on consumer price index for meals, it is necessary that meal plan fees be adjusted to reflect these costs. The proposed adjustment to meal plan rates is based on market increases as projected by Sodexo, ETSU’s food service provider. It should be noted that the increases below do not fully fund inflationary costs.

FY22-23 Auxiliary Unit Non-Mandatory Charge Request						
Description	Current	Proposed	Increase	Prior Increase	Revenue Generated	Justification
Residence Halls	\$2,035 - \$5,340	\$2,035 - \$5,340	\$0	\$40-\$100/term		Housing is a 100% auxiliary enterprise operation.
Apartment	\$2,990 - \$4,070	\$2,990 - \$4,070	\$0	\$60-\$75/term		Housing is a 100% auxiliary enterprise operation.
Silver 7 day Any Time Meal Plan	\$1,860	\$1,915	\$55/term – 2.95%	\$54/term	Revenue passed through to Sodexo	The Sodexo contract increase is 4.37 to 6.01% and is based on the consumer price index for Meals Away From Home.

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed rates for Housing and Food Service for 2022-23 is approved as presented in the meeting.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 18, 2022

ITEM: Approval of Bonded Project for Housing and Residence Life

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: B.J. King
Chief Financial Officer

Housing and Residence Life is requesting approval of a \$29.8 million bonded project for renovations and maintenance upgrades in multiple buildings. The request comes forward following a review of our current housing stock and national and regional housing trends. The Division of Housing and Residence Life has the existing revenue capacity to fund the debt service for these renovations.

The proposed project will address improvements in Stone Hall, Dossett Hall, West Hall, Luntsford Apartments, and Lucille Clement Hall. If approved by the Board of Trustees, staff will advance the project and secure required approvals from appropriate state agencies including the State Building Commission and the State School Bond Authority.

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The Board of Trustees approves the \$29.8 million bonded project for renovations and maintenance upgrades as described herein.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 18, 2022
ITEM: 2023 Board Meeting Dates
RECOMMENDED ACTION: Approve
PRESENTED BY: Adam Green
Secretary

The Focus on College and University Success Act (FOCUS Act), requires quarterly meetings of the East Tennessee State University Board of Trustees. In accordance with these requirements, the following calendar is proposed for regularly scheduled quarterly meetings for 2023.

Proposed Board of Trustees 2023 Meeting Schedule:

Friday, February 17, 2023
Friday, April 21, 2023
Friday, September 15, 2023
Friday, November 17, 2023

The Standing Committees of the Board of Trustees may meet telephonically as necessary and will hold standing meetings in conjunction with the quarterly meetings of the full Board.

MOTION: I move that the Board of Trustees adopt the resolution for the 2023 Board of Trustee Meeting dates.

RESOLVED: The Board of Trustees adopts the meeting 2023 Board of Trustee Meeting dates calendar as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 18, 2022

ITEM: Trustees Self-Evaluation Report

PRESENTED BY: Adam Green
Secretary

During the spring 2021 semester, the East Tennessee State University Board of Trustees completed their annual self-evaluation. The evaluation consisted of ten questions. Five of the questions asked Trustees to respond utilizing a Likert scale (1 = poor, 2 = fair, 3 = satisfactory, 4 = very good, and 5 = excellent) and five of the questions provided the option for Trustees to provide written comments.

There were ten surveys distributed and eight completed responses for a response rate of 80 percent.

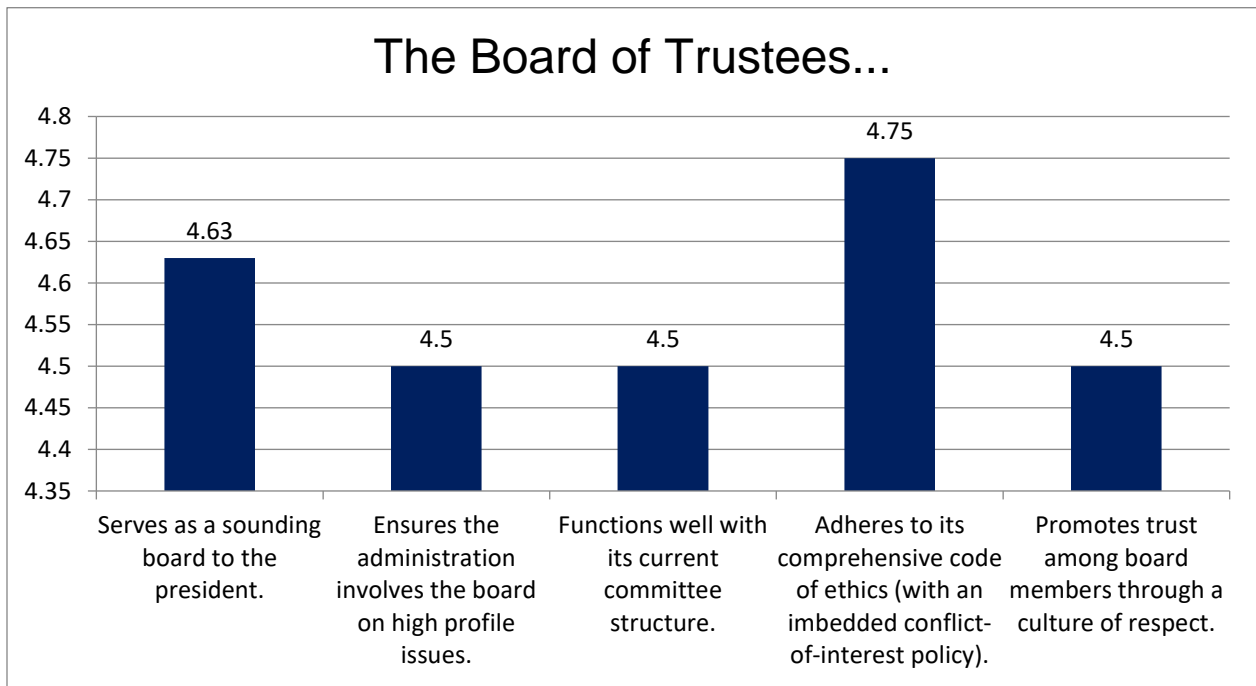
Overall the evaluation demonstrates a well-functioning board. The item that requires the most attention is related to the ‘... succession plan should the president depart.’ Three items that received the unanimous ratings of *excellent* include:

1. Approves revised and proposed ETSU Policies, when appropriate.
2. Grants tenure and/or promotion to eligible members of the faculty upon the positive recommendation of the president.
3. Approves the final operating and capital outlay budgets for each fiscal year.

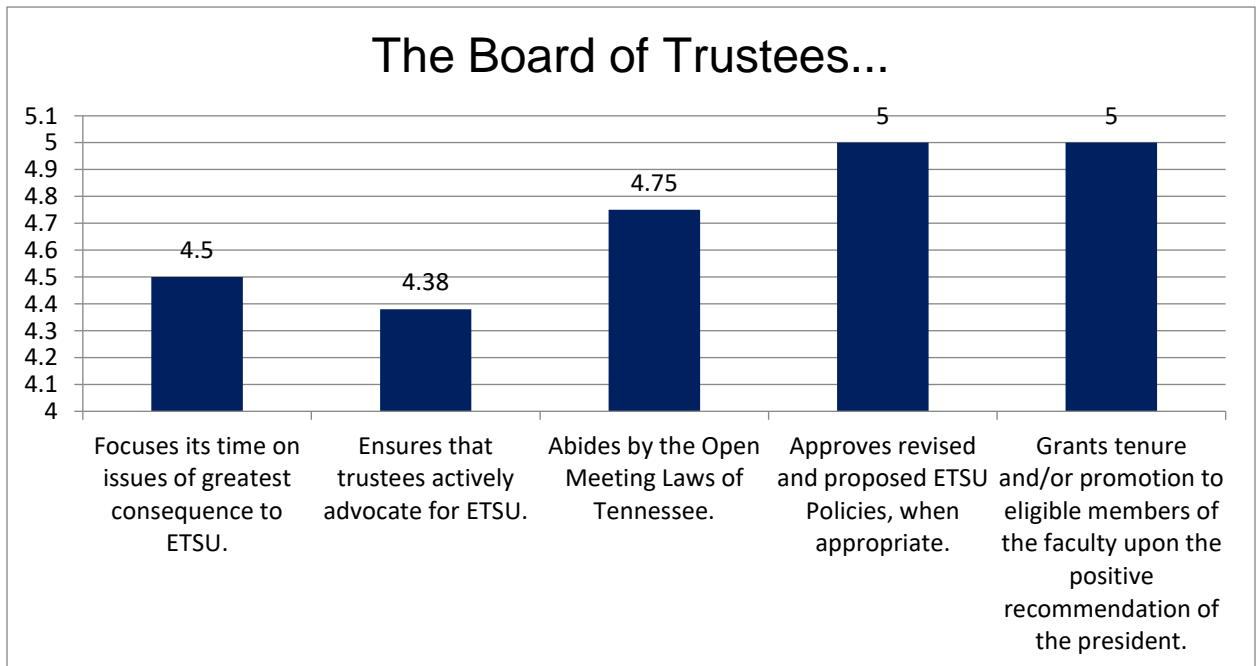
Trustees will be asked to complete the 2022 Self-Evaluation Report in the coming weeks.

Results:

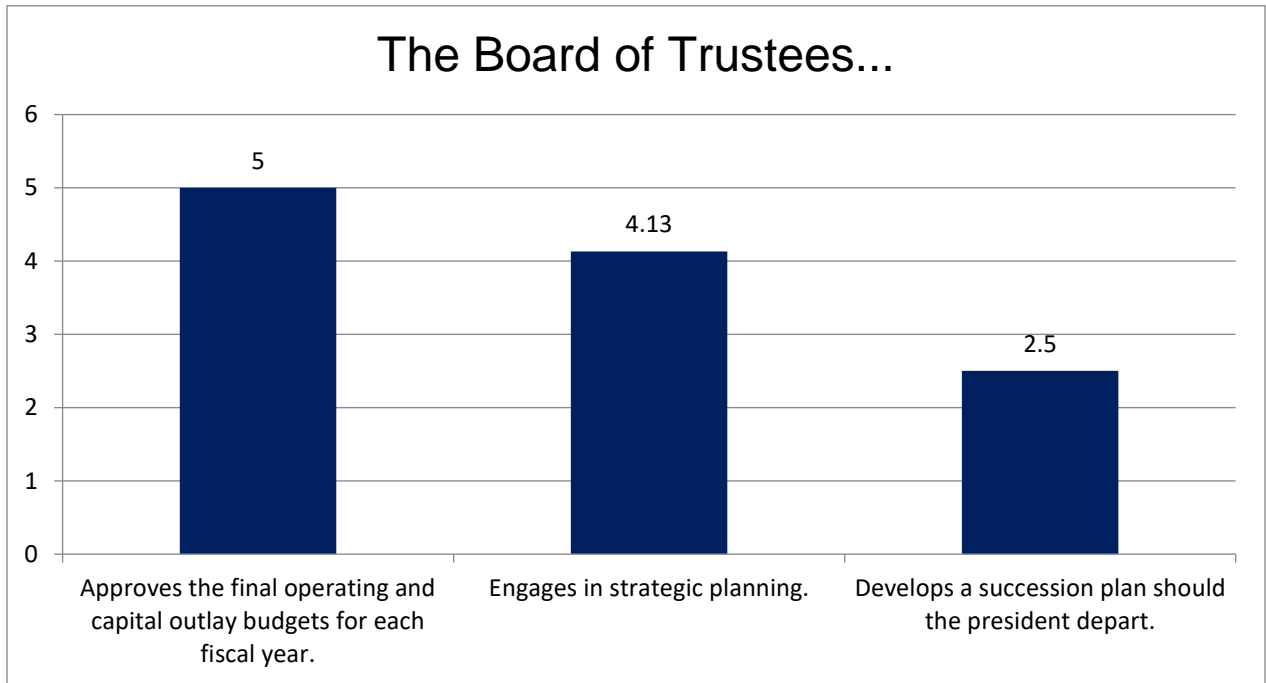
Question 1: Board Function



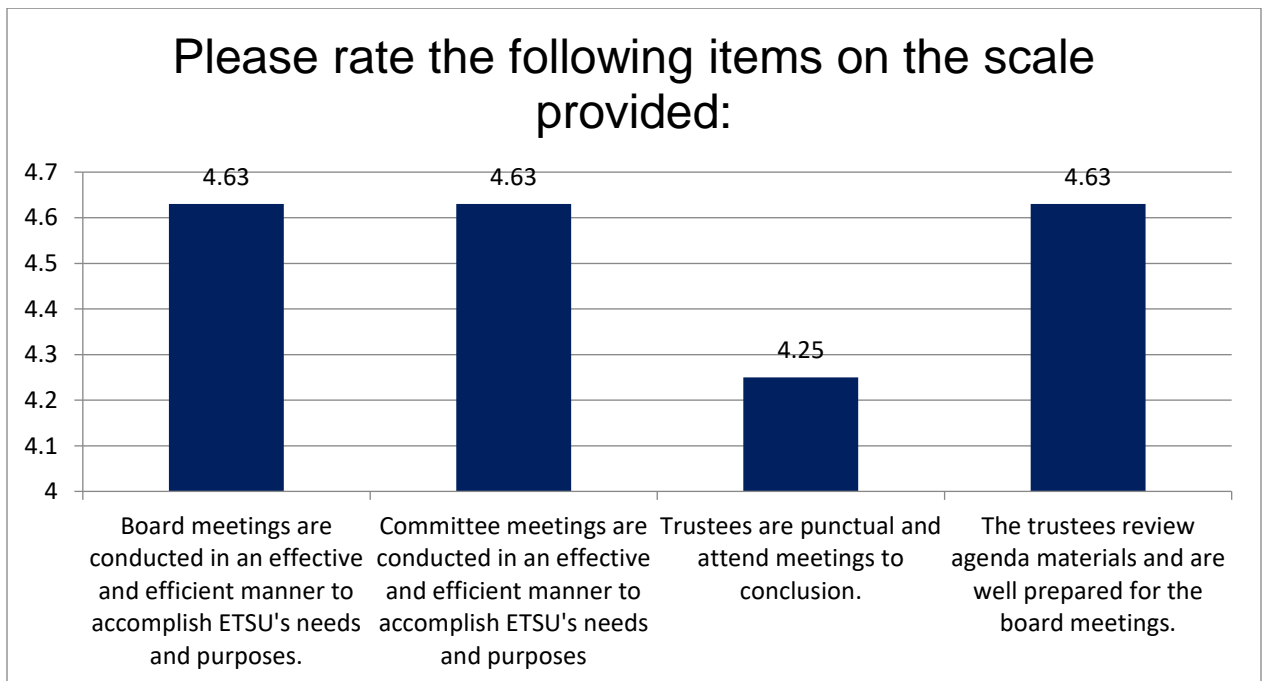
Question 2: Board Operations



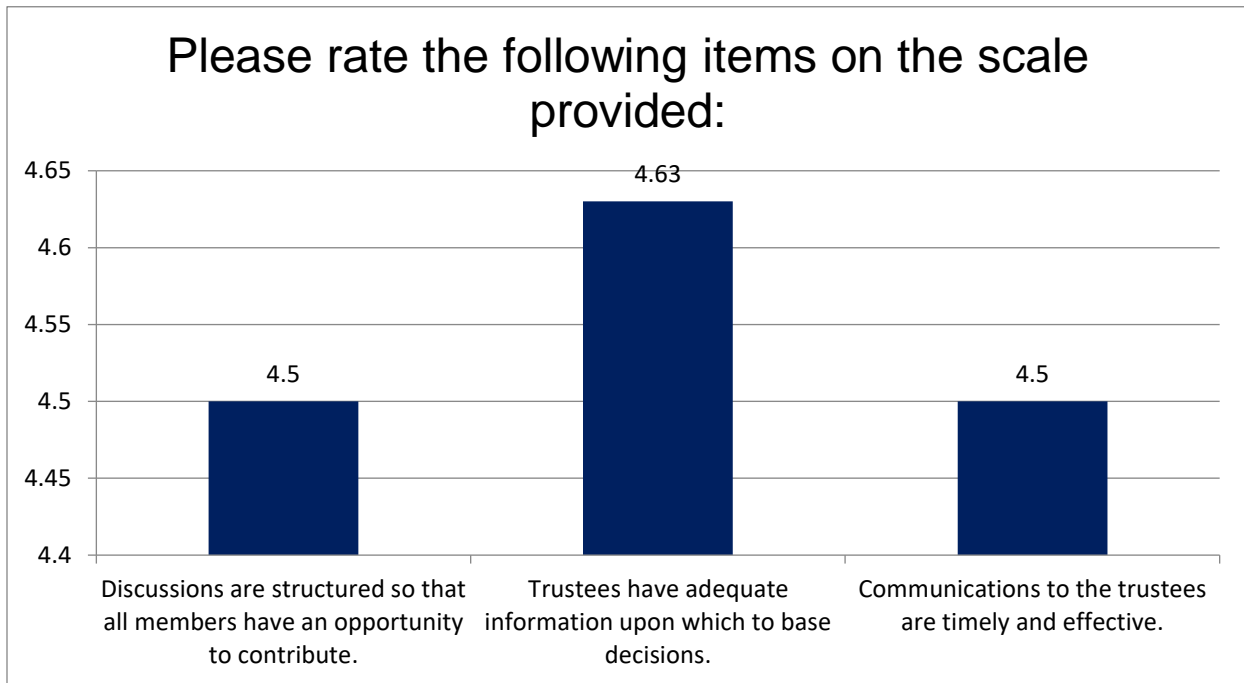
Question 3: Board Role



Question 4: Board Meetings



Question 5: Board Communication



Question 6: What has been your greatest satisfaction or moment of pride as a trustee?

1. Trying to create a process to find a health system partner for Quillen and the entire ETSU health science programs.
2. The creation of the Research Corporation.
3. Valued input.
4. Capital improvements on campus.
5. Ability to advocate for ETSU during controversies.
6. I remain very pleased with the plan that was assembled by the administration that we adopted managing the horrible consequences of COVID upon the previous school year.

Question 7: Over the next year, in your role as trustee, how could you better help ETSU achieve its mission?

1. Educate myself more by talking to the president, staff, students and faculty about a myriad of topics.
2. Continue to be community focused and relevant.
3. Advocate for the University.
4. Discuss concerns with the President, not the public.
5. Through my service with Committee for 125 Chapter II.
6. To be more involved in things going on campus as we return to pre-pandemic norms.

Question 8: How can we better prepare new trustees for service?

1. Enhance orientation.
2. I did not feel unprepared because Dr. Noland spent time with me personally.

Question 9: Other comments:

1. We still have no plan to replace president.
2. All Trustees need to be reminded that Board Chair speaks for the Board and President speaks for the University.

Question 10: If you have additional comments please upload a PDF or Word file here.

1. No responses received.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 18, 2022

ITEM: ETSU Committee for 125 Chapter II Update and Strategic Discussion

PRESENTED BY: Dr. Brian Noland
President

Dr. Michael Hoff
Chief Planning Officer

East Tennessee State University is in the fifth year of the [current strategic plan](#), and ten years removed from the development of the institution’s current strategic vision. Broad landscape shifts have transpired across virtually all sectors of the academy as the result of the COVID-19 pandemic. In line with the rich history of long-range planning at the institution, and in response to these shifts, ETSU embarked upon the development of the next strategic vision that will drive planning and resource allocation decisions for the coming decade. To ensure that the institution drew upon the broadest possible set of perspectives, the Committee for ETSU 125 Chapter II was comprised of a diverse group of local, regional, and national leaders, and driven by the vision and aspirations of ETSU’s faculty, staff, and students. A central question framed the work of the Committee: “How can we build on the challenges and lessons learned from the pandemic to build a purposeful 15-year plan that ensures the ETSU of 2036 thrives and continues to be a generative presence in Appalachia?”

This question led to rich and dynamic discussions among the members of the Committee for 125 Chapter II (C125.2) that, while considering practical limitations, did not hesitate to set a daring vision for a thriving East Tennessee State University in 2036. As it has been throughout its history, the University strives to be recognized for its commitment to stewardship of place and the transformational impact it has on educational attainment and economic development in the Appalachian Highlands. Through nationally ranked programs, a deep commitment to arts and culture, expansion and innovation in health sciences, and a comprehensive research portfolio, ETSU aims to become one of the premier institutions in the Southeast. The world-class faculty members of the institution will excel at maintaining academic quality, while also deploying cutting-edge student interventions, resulting in the highest level of student success in the history of the institution.

A driver of these aspirational outcomes is the campus itself, which through focused master planning will become a destination campus with a state-of-the art academic building, a new integrated health services building, and the world class Martin Center for the Arts. The investments made in athletic facilities, primarily William B. Greene Jr. Stadium, will bring the community to campus and result in ETSU becoming even more tightly woven into the cultural fabric of the region.

The Committee for 125 Chapter II envisions a student body that comes from a variety of backgrounds, yet is able to succeed in a uniform fashion because of the concierge-like support that has come to define the experience of obtaining an ETSU education. This vision includes an enhanced general education curriculum that prepares students for lifelong learning and professional success resulting in a post-graduation experience that expands the ETSU brand, one graduate at a time, throughout the world.

The story of ETSU over the next decade is one best told by the community it serves, a community that strives for economic and population growth, improved educational attainment, diverse opportunities for all citizens, and expanded cultural experiences driven by the commitment of all faculty, staff, and students to the principles implemented at its founding in 1911.

Committee for 125 Chapter II

The Committee for 125 Chapter II planning process was formally initiated in March of 2021. Members of the Committee for 125 Chapter II included:

Mr. Scott Niswonger, Former Chair, ETSU Board of Trustees
Dr. Linda Latimer, Chair, ETSU Board of Trustees
Ms. Melissa Steagall-Jones, Member, ETSU Board of Trustees
Mr. Louis H Gump, Former Chair, Committee for 125 Chapter I
Rev. Lester D. Lattany, Pastor, Friendship Baptist Church
Mr. Alan Levine, President, Ballad Health
Dr. Rob Anderson, President, SHEEO
Mr. Scott Jenkins, Strategy Director, Lumina Foundation
Dr. Mildred Garcia, President, AASCU
Dr. Alisa White, President, Sam Houston State
Dr. James Votruba, President Emeritus, Northern Kentucky University
Dr. Brian Noland, President, ETSU (Committee Chair)
Dr. Mike Hoff, Chief Planning Officer, ETSU (Staff Lead)

The C125.2 visioning process was conducted in four phases, commencing with project launch, task-force proceedings and data gathering, and constituent engagement. The final phase, focused on the draft vision and plan development, was focused on articulating what was learned in the first three phases. The entire 125 Chapter II process was facilitated by former THEC

Director Mike Krause, now serving in a consulting role with ETSU.

Board Discussion

During the Board of Trustees fall 2021 planning retreat, staff presented a series of guiding questions that framed both their discussion, as well as the work of the campus in the following months. President Noland and Dr. Hoff will utilize the following question sets to frame the discussion with the Board regarding the work of the Committee for 125 Chapter II, thereby moving the campus toward the culmination of this strategic visioning process.

Current Issues in Higher Education

1. How can the BOT partner with other LGI's to advance the mission of higher education across the state?
2. What can ETSU do to better serve the needs of the state?
3. How can we align our institutional initiatives with Governor Lee's higher education agenda?
4. Is ETSU properly positioned to maximize any one-time or emergency funding from government agencies?

Current and Future Considerations for ETSU

1. What are our major achievements of the past decade?
2. What are areas of unrealized potential at ETSU this past decade?
3. As we look forward, what are your aspirations for the university?
4. What do you see as the strengths, challenges, and opportunities of the campus as we embark upon 2036?
5. What new community related efforts and partnerships should the university undertake?

These questions reach to the core of the values that undergird the planning process and compel the campus to explore opportunities to maximize access, success, and impact. As the campus explores and deepens its impact on the region and beyond, the discussion of research, health care, partnerships, entrepreneurship, and other key themes will speed innovation.

Staff will provide additional information to inform this discussion in advance of the meeting.