

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE  
NOVEMBER 2024 MEETING

9:00–10:15 a.m. EST  
Friday  
November 15, 2024

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. Steph Frye-Clark  
Dr. Linda Latimer  
Tony Treadway

**AGENDA**

- I. Call to Order
- II. Roll Call
- III. [Approval of the Committee Minutes from September 13, 2024](#)

**ACTION ITEMS**

- IV. [Recommendation for Tenure Upon Appointment of Faculty Member – \*McCorkle\* \(3 minutes\)](#)
- V. [Approval of the Expedited Letter of Notification \(ELON\) Regarding the Establishment of a Digital Development, BS Degree – \*McCorkle\* \(10 minutes\)](#)
- VI. [Approval of Institutional Accreditation Policy per Tennessee Code § 49-7-187 – \*McCorkle\* \(5 minutes\)](#)

**INFORMATION AND DISCUSSION ITEMS**

- VII. [Quality Assurance Funding Update – \*McCorkle, Hoff\* \(15 minutes\)](#)
- VIII. [Roan Scholars Leadership Program and Office of Prestigious Awards Update – \*Jeffress, Medley\* \(15 minutes\)](#)

IX. [Annual ETSU Research Corporation Update](#) – *Golden* (20 minutes)

**GENERAL INFORMATION ITEMS**

X. Committee Discussions

- General Discussion

XI. Other Business

XII. Adjournment

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 15, 2024

ITEM: Approval of the Minutes from September 13, 2024

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the September 13, 2024 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the September 13, 2024 meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

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

MINUTES

September 13, 2024  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, September 13, 2024, at 9:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

Trustee Janet Ayers, chair of the committee, called the meeting to order at 9:00 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green conducted the roll call. The following committee members were physically present:

Trustee Janet Ayers  
Trustee Charles Allen  
Trustee Dr. Steph Frye-Clark  
Trustee Dr. Linda Latimer  
Trustee Tony Treadway

Other Board of Trustees members in attendance were Dorothy Grisham, Melissa Steagall-Jones, and Trent White.

**III. Approval of the Committee Minutes from May 24, 2024**

The minutes from the May 24, 2024, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Charles Allen making the motion and Trustee Tony Treadway seconding the motion. The motion passed unanimously.

**ACTION ITEMS**

**IV. Recommendation for Promotion and Tenure of Faculty**

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle presented a request to award tenure upon appointment to three faculty members who were hired this summer. Those faculty members are:

- Dr. Kelly Hall from the Department of Management and Supply Chain in the College of Business and Technology;
- Dr. Anthony Vega, Chair of the Department of Geosciences in the College of Arts and Sciences; and
- Dr. Amy Wright, from the Department of Literature and Language in the College of Arts and Sciences.

In addition, Dr. McCorkle presented a request to promote one faculty member, Ms. Angela Shelton, to Clinical Assistant Professor in the Department of Early Childhood Education in the Clemmer College of Education and Human Development. And Dr. McCorkle noted one correction in the presentation made to the committee in May: Dr. Sivarao Digavalli from the Gatton College of Pharmacy should be listed as an Associate Professor.

Trustee Dr. Steph Frye-Clark made a motion to approve the recommendations as presented, and Trustee Dr. Linda Latimer seconded the motion. It passed unanimously.

#### **V. Academic Notification for Period January 1, 2024, through July 31, 2024**

Provost McCorkle summarized curriculum actions that happened from January 1, 2024, to July 31, 2024. Notifications that require approval by the Tennessee Higher Education Commission include changing the name of the concentration in Environmental Health to Environmental and Occupational Health, within the Master of Public Health program; changing the name of the academic program concentration to MAT in Teacher Education; establishing a new graduate certificate in Qualitative Research Methods; and converting the Master of Public Health Environmental and Occupational Health Concentration to an online delivery mode.

Provost McCorkle then described curriculum modifications that did not require approval by the Tennessee Higher Education Commission. There were 20 such items, 14 of which were related to program policy changes in admission, student progression, and graduation requirements. There were 5 substantive program curricular revisions. Three of them were in Education, to align the programs with teacher licensure requirements in the state of Tennessee. There were revisions to the Master of Science in Chemistry and the Bachelor of Science in Engineering Technology, and there was a change to an articulation agreement. Provost McCorkle underscored the fact that these changes are intended to ensure continued program quality and student success, while meeting accreditation standards and better preparing students for the workforce.

## VI. Provost Update

Dr. McCorkle announced to the committee the hiring of a new Dean for the College of Nursing, Dr. Dena Evans, who currently serves as Vice Dean of Faculty and Academic Affairs at the University of South Florida College of Nursing. She will begin at ETSU in January.

Dr. McCorkle updated the committee on the academic restructuring initiative, which was implemented on July 1. She reported that one college has been renamed—the College of Health Sciences. Two new departments were created, along with seven schools in four different colleges. The Provost reported that directors of those schools would be named by the beginning of October.

Dr. McCorkle reported on a successful year of accreditation activity. Among those accreditations are ones by:

- The Council on Education for Public Health
- The Commission on Collegiate Nursing Accreditation
- The Commission on Accreditation in Physical Therapy Education
- The Council for Interior Design Accreditation
- The Accreditation Council for Pharmacy Education

Dr. McCorkle provided an update to the committee on Compass, the new core curriculum at ETSU. Dr. Matthew Palmatier, Associate Professor of Psychology, is now serving as the Compass Faculty Fellow. Over 100 courses have been approved under the new curriculum.

Dr. McCorkle reviewed recent programmatic launches including the M.S. in Orthotics and Prosthetics; the B.S. in Mechatronics; the M.A. in Music; and the B.B.A. concentration in Hospitality and Tourism. Planned program development includes hospitality and tourism as a stand-alone degree, bioengineering, and a possible masters degree program in athletic training.

In the area of research and scholarship, Dr. McCorkle highlighted these recent awards:

- A \$1.25 million grant from the U.S. Department of Education Office of Special Education Programs to John Wheeler and Pam Mims from the Clemmer College of Education and Human Development
- A \$2.8 million, four-year grant to Michael Meit and the Center for Rural Health and Research to conduct rural health research for HRSA
- A two-year grant totaling \$2 million from the Department of Human Services to Amy Edwards and the Center for Community Outreach
- A total of \$912,000 to Eric Jorgensen and the ETSU Research Corporation from the Department of Defense—Distributed Bioindustrial Manufacturing Program

Dr. McCorkle reported that this semester, 85 new faculty members joined ETSU. She congratulated Dr. Thomas Kwasigroch from the Quillen College of Medicine for winning the Distinguished Faculty Award in Teaching, Dr. Cuihong Jia from the Quillen College of Medicine for winning the Distinguished Faculty Award in Research, and Dr. Andrew Joyner from the College of Arts and Sciences for winning the Distinguished Faculty Award in Service.

Reinforcing the theme “Going Beyond,” Dr. McCorkle announced that the 2024-25 Campus Read is *All the Light We Cannot See* by Anthony Doerr.

Dr. McCorkle told the board that one of this year’s strategic goals is to apply for the Carnegie Community Engagement Classification. An application is now being prepared, with a due date in April.

## **VII. ETSU Research Update: College of Public Health**

Dr. Randy Wykoff, Dean of the College of Public Health, reported to the board that since accreditation in 2009, the college has brought in over \$50 million in externally-funded research, reflecting a 17 percent annual growth rate. Last year saw over \$7 million in research spending. He added that in 2023, over two-thirds of research projects involved students.

Dr. Wykoff highlighted some lessons learned along the way, including focusing on regional challenges, creating centers, and pursuing excellence in all activities. Among those regional challenges are the aging population, environmental changes, lack of access to affordable healthcare, low levels of academic achievement, poor health habits, and poor employment opportunities, especially in rural areas.

Dr. Wykoff emphasized the value of creating research centers in attracting external funding. Among those at ETSU are the Addiction Science Center, the Center for Rural Health and Research, the ETSU/NORC Rural Health Equity Research Center, the Center for Applied Research and Evaluation in Women’s Health, and the Center for Cardiovascular Risk Research. He added that there are three entities in the college that are not technically research centers but show the value of collaboration: the Tennessee Institute of Public Health, the Tennessee Public Health Training Center, and Project EARTH. Dr. Wykoff said the real keys to the success of a center are its national reputation and its regional focus.

Dr. Wykoff noted that the College of Public Health is one of only three schools of public health in the country to have won the national Delta Omega Award for Innovative Curriculum more than once, and college faculty members have won the ETSU Distinguished Faculty Award in Teaching four times in the last thirteen years.

For its community service, the college won the 2024 Harrison C. Spencer Award for Outstanding Community Service, making it one of only two institutions in the country that have won both that award and the Delta Omega Award, the other being Johns Hopkins.

Dr. Wykoff summarized his presentation by saying that to be successful in research, teaching, or community service, colleges must focus on where these functions overlap. A measure of how the ETSU College of Public Health has grown in reputation, he added, is the fact that in the last 10 years, there have been applicants from 75 countries, 49 states, and virtually all of Tennessee's counties.

## **VIII. ETSU Athletics Update**

Dr. Richard Sander, Director of Athletics, began by reviewing the immediate priorities he faced when assuming the role of Interim Athletics Director on August 1, 2022: stabilizing the Athletics Department, evaluating the student-athlete experience, and evaluating Title IX compliance. He indicated that he immediately began to reduce a structural deficit for the department that was over \$3.3 million. By fiscal year 2024, that deficit had been reduced to \$280,951. At the same time, Sander said, changes were taking place in coaching and administrative staffs to align with departmental priorities and values. Eight programs are being led by new coaches. Dr. Sander said the department implemented several sophisticated evaluation processes for personnel and worked on professional development of staff.

To improve the student-athlete experience, Dr. Sander said, the department adopted the mantra "Be GREAT": Be Grateful, Resilient, Excited, All-in, Together. He added that the department now takes a more holistic approach to the development of student-athletes. That approach is yielding results, with a department-wide GPA of 3.358, 46 student-athletes with a GPA of 4.0, 146 on the Dean's List, and 80 on the Honor Roll.

Dr. Sander reported that ETSU now has 388 student-athletes, with 101 of them being incoming freshmen. Of that total number, 251 are from out of state. Dr. Sander then reviewed the amount of tuition, room, and board those student-athletes pay to ETSU.

Dr. Sander shared statistics on ETSU's Title IX-focused initiatives, pointing out the progress that has been made in the last two years. For 2022-23, 59 percent of student-athletes were men. One year later, that number was 51 percent.

Dr. Sander then gave the committee an update on the current state of college athletics, including court cases that have changed the landscape in terms of the transfer portal, Name, Image, and Likeness, roster sizes, scholarship awards, and requirements. He said that in college athletics, change is the only constant.

## **GENERAL INFORMATION ITEMS**

## **IX. Committee Discussions**



There was no further discussion.

**X. Other Business**

There was no other business to come before the committee.

**XI. Adjournment**

The committee adjourned at 10:10 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 15, 2024

ITEM: Recommendation for Tenure Upon Appointment of Faculty Member

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

With her appointment as dean of the College of Nursing on January 1, 2025, Dr. Dena Evans brings valuable expertise from over 20 years of experience as a leader in the field of nursing. Prior to joining ETSU, she served as Vice Dean of Faculty and Academic Affairs as well as a tenured professor in the College of Nursing at the University of South Florida. During her career, she has accrued over \$8.9 million in grant funding, primarily to study the nursing workforce. Dr. Evans's research has been published in *Research and Theory for Nursing Practice*, the *Journal of Higher Education Policy and Management*, and the *Journal of Nursing Scholarship*. Dr. Evans has taught at the graduate and undergraduate levels. Dr. Evans serves on the Commission on Collegiate Nursing Education as part of the nominating committee, assuming the role of chair in 2025. Dr. Evans's honors and awards include nominations as a fellow for the National Rural Health Association and the National League for Nursing Academy of Nursing Education. Dr. Evans earned an MS in Nursing and an MS in Public Health Nursing, Policy, and Leadership from the University of North Carolina at Chapel Hill as well as an EdD in Adult and Higher Education with an emphasis in Health Professions from North Carolina State University. She was also selected as a fellow for the American Association of Colleges of Nursing executive leadership program at the Wharton School of Executive Education, University of Pennsylvania.

With support from the faculty in the college and the President, Dr. Evans is recommended to be awarded tenure and faculty rank of professor in the ETSU College of Nursing Undergraduate and Graduate Programs.

**MOTION: I move that the Board of Trustees adopt the resolution, approving tenure and the rank of professor for Dr. Dena Evans.**

**RESOLVED: Upon recommendation of the Academic, Research, and Student Success Committee, the Board of Trustees awards tenure and rank as outlined above effective upon action of the board.**



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

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

November 15, 2024

Dr. Adam Green  
Secretary of the Board of Trustees  
East Tennessee State University

Dr. Green,

I recommend that the Board of Trustees award the appropriate faculty rank and tenure upon appointment to Dr. Dena Evans, whose accomplishments are described below.

**Recommended for Tenure Upon Appointment**

**Dena Evans**

**Undergraduate and Graduate Nursing Programs  
College of Nursing**

Dr. Dena Evans will begin as the dean of the College of Nursing, effective January 1, 2025. Dr. Evans brings over 20 years of experience to the University as a leader in nursing. Most recently, she served as vice dean of faculty and academic affairs and a tenured professor in the College of Nursing at the University of South Florida. During her career, she has accrued over \$8.9 million in grant funding for studies primarily focusing on the nursing workforce. Dr. Evans's research has been published in *Research and Theory for Nursing Practice*, the *Journal of Higher Education Policy and Management*, and the *Journal of Nursing Scholarship*. Dr. Evans has taught at the graduate and undergraduate levels. She holds a Certified Nurse Educator certification from the National League for Nursing. Dr. Evans serves on the Commission on Collegiate Nursing Education as part of the nominating committee, assuming the role of chair in 2025. Dr. Evans's honors and awards include nominations as a fellow for the National Rural Health Association and the National League for Nursing Academy of Nursing Education. Dr. Evans earned an MS in Nursing and an MS in Public Health Nursing, Policy, and Leadership from the University of North Carolina at Chapel Hill as well as an EdD in Adult and Higher Education with an emphasis in Health Professions from North Carolina State University. She was also selected as a fellow for the American Association of Colleges of Nursing executive leadership program at the Wharton School of Executive Education, University of Pennsylvania.

I am honored to recommend Dr. Dena Evans for tenure and the rank of professor.

Sincerely,

Brian Noland  
President

CC: Kimberly D. McCorkle, Provost and Senior Vice President for Academic Affairs  
Human Resources

Dena Adele Evans, EdD., MPH, MSN, RN, CNL, CNE

## **EDUCATION**

AACN Wharton Fellow (2019)

The Wharton School of Executive Education, University of Pennsylvania

Doctor of Education (2010)

College of Education, North Carolina State University, Raleigh, NC

Concentration: Adult and Higher Education with emphasis in Health Professions

Master of Science in Nursing, Clinical Nurse Leader (2014)

School of Nursing, University of North Carolina, Chapel Hill, NC

Concentration: Health Systems

Master of Science in Public Health Nursing, Policy, and Leadership (2000)

Gillings' School of Public Health, University of North Carolina, Chapel Hill, NC

Concentration: Public Health Nursing

## **CERTIFICATIONS**

Certified Nurse Educator (CNE)

National League for Nursing 2008-Present

## **HONORS AND AWARDS**

National Rural Health Association Fellows Program [Competitive] [Nominee]

North Carolina Future of Nursing Action Coalition Advancement Co-Chair [Competitive]

Phi Kappa Phi [Competitive]

National League for Nursing Academy of Nursing Education Fellow [Competitive] [Nominee]

National League for Nursing Mary Adelaide Nutting Award for Outstanding Teaching or Leadership in Nursing Education [Competitive] [Nominee]

President, North Carolina Council on Higher Education in Nursing [Competitive]

University Honors Faculty [Competitive]

AACN Wharton Fellow [Competitive]

Niner Research Recognition Award [Competitive]

Niner Research Recognition Award [Competitive]

Great 100 [Competitive] [Nominee]

Emerging Leaders Institute, UNC Charlotte, [Competitive]

Leadership Charlotte, [Competitive]

Outstanding Teaching Award, UNC Pembroke, [Competitive]

North Carolina Board of Governors Excellence in Teaching [Competitive] [Nominee]

Elizabeth Scott Carrington Academic Award, UNC Chapel Hill, [Competitive]

Most Valuable Professor, UNC Pembroke, [Competitive]

Most Valuable Professor, UNC Pembroke, [Competitive]

Spirit of Nursing Award, UNC Pembroke, [Competitive]

Blee-Warick-Hayes Award for Public Health Nursing, UNC Chapel Hill, [Competitive]

Faculty of the Year, Richmond Community College, [Competitive]

Faculty of the Year, Richmond Community College, [Competitive]

Teacher of the Year, Richmond Community College, [Competitive]

## **ACADEMIC EXPERIENCE**

Vice Dean of Faculty and Academic Affairs

Professor, College of Nursing

The University of South Florida, January 2024-present

Vice Dean of Academic Affairs

Professor, College of Nursing

The University of South Florida, January 2023-present

Emeritus Professor

The University of North Carolina at Charlotte, 2022

Associate Academic Dean & Director, School of Nursing

The University of North Carolina at Charlotte, 2018- 2022

Associate Director, Associate Professor (tenured) Undergraduate Division

The University of North Carolina at Charlotte, 2015-2018

Associate Professor (tenured), Department of Nursing

The University of North Carolina at Pembroke, 2006-2015

Coordinator, Learning Enhancement Center, Department of Nursing

The University of North Carolina at Pembroke, 2007-2013

Academic, Research, and Student Success Committee

November 15, 2024

Dean, Health Sciences Division  
Richmond Community College, 2003-2006

## TEACHING EXPERIENCE

### Graduate:

- Rural Health Care: Theoretical Foundations
- Advanced Pathophysiology
- Epidemiology and Global Health
- Advanced Concepts of Pharmacology in Nursing
- Research Methods for Evidence Based Practice
- Leadership in Clinical Microsystems
- Care Environment and Clinical Outcomes Management
- Leadership and Project Planning
- Program Improvement and Evaluation

### Undergraduate:

- Transition to Professional Nursing
- Foundations of Professional Nursing Practice
- Pharmacology for Clinical Practice
- Nursing Research and Theory
- Leadership in Nursing
- Community Health Nursing
- Adult Health Nursing
- Transition to Professional Nursing Practice

## SELECT THESES and DOCTORAL COMMITTEES

**Evans, D. (Committee Member).** (2022-present). *Through the lens of Deleuze's philosophy of difference: Exploring faculty experiences teaching minority students- A phenomenological study.* PhD Student: M. Jacobs. The University of Memphis.

Lynch, S. (Chair), & **Evans, D. (Co-Chair).** (2018-2020). *The Effect of an EBP Education Intervention on Nurses' Knowledge, Skills, and Attitudes of EPB.* Student: D. McGuffin.

Jordan, K. (Chair) & **Evans, D. (Co-Chair).** (2017-2019). *Incorporating interprofessional education in continuing education courses.* Student: L. McInnis

**Evans, D. (Committee Member).** (2017-2022). Doctoral candidate student in Counselor Education and Supervision. Student: A. Pulliam

**Evans, D. (Chair).** (2014). *Exploring the use of TEAM STEPPS to effect change in a long-term care unit with a Veteran's Affairs facility.* Students: Hickman, K. and Cash, R.

## PUBLICATIONS: ‡

Mentee § Student

## PEER REVIEWED

Troutman-Jordan, M, **Evans, D.**, Davis, B., & Woods, S. (in press). *Gerotranscendence, hope and coherence in the face of life adversity*. Research and Theory for Nursing Practice.

**Evans, D.**, § Granson, M., Langford, D., & § Hirsch, S. (2023). *Autism spectrum disorder: Reconceptualizing support for neurodiverse students in higher education*. Journal of Higher Education Policy and Management, 45:2, 243-257, DOI: 10.1080/1360080X.2023.2180168

**Evans, D.** (2022). *An examination of the influence of select non-cognitive variables on the intention of minority baccalaureate nursing students to compete a baccalaureate nursing program*. Sigma Nursing.

**Evans, D.**, Langford, L., & Lynch, S. (2019). *The occupational hazard of workplace violence*. North Carolina Nurses Association  
<https://www.ncnurses.org/education/learn/ce-for-nurses/articles/>

**Evans, D.** (2017). Categorizing the magnitude and frequency of exposure to uncivil behaviors: A new approach for more meaningful interventions, *Journal of Nursing Scholarship*, 49(2), 214-222.

‡ Johnson, J., Beard, J. & **Evans, D.** (2017). Caring for Refugee Youth in the School Setting. *NASN School Nurse*, 32(2), 122-128.

**Evans, D.** (2012). Examining the influence of non-cognitive variables on the intention of minority baccalaureate nursing students to complete their program of study. *Journal of Professional Nursing*, 29(3).

**Evans, D.** & Curtis, A. (2011). Animosity, antagonism and avatars: Teaching conflict management in Second Life®. *Journal of Nursing Education*, 50(11), 653-55. doi: 10.3928/01484834-20110729-03

## **In Process**

**Evans, D.**, Maye, J., & Jordan, K. *Sporadic Inclusion Body Myositis: A case report*.

Lyles, A., Rinaldi, K., Aul, K., Zombroski, C., **Evans, D.** *A faculty-designed alternative to the use of commercially available standardized testing evaluate proficiency in dosage calculations*.

## SELECT ADMINISTRATIVE PRODUCTS

**Evans, D.**, Langford, D., & McGuffin, K. (2022). *Commission on Collegiate Nursing Education: Doctor of Nursing Practice Self-Study*, pp 1-381.

Crane, P., & **Evans, D.** (2021). *Innovations in Health Care Delivery Across Continuums to Affect Disparate Health Outcomes*. UNC Charlotte R1 Commission Proposal for Area of Future Opportunity and Investment.

**Evans, D.** (2021). *Proof of Concept Proposal for Collaborative Partnership with Conexus Medstaff*.

**Evans, D.** (2021). *The University of North Carolina System: New Academic Degree Request to Establish*, pp 1-80.

**Evans, D.**, Shue-McGuffin, K., Langford, D., & Murphy, M. (2020). *Commission on Collegiate Nursing Education: Dual Doctor of Nursing Practice Self-Study*, pp 1-411.

**Evans, D.**, Lynch, S., Langford, D., Anderson, T., & Troutman-Jordan, M. (2020). *Commission on Collegiate Nursing Education: Baccalaureate, Masters, and Post-Graduate Advanced Practice Programs Self-Study*, pp 1-390.

## FUNDED GRANTS

### ‡ MENTORED

**2024:** “Empowering the nursing workforce to advance health equity.” Health Resources and Services Administration [HRSA]. PI: Usha Menon. Role: Academic Liaison. Project period: 7/2022-5/2026, [**3.8 million**]

**2023:** Menon, U., & **Evans, D.** Linking Industry to Nursing Education [LINE] fund. Florida Department of Education [**\$382,500**]

2023: Menon, U., & **Evans, D.** Linking Industry to Nursing Education [LINE] fund. Florida Department of Education [**\$857, 944**]

**2023: Evans, D.** (Project Manager). *Nurse Faculty Loan Payment*. Health Resources & Services Administration. [**\$200,000**]

‡ **2022:** Lynch, S., Magennis, L., & Evans, D. (Cop-I). *NC AHEC Clinical Partnership Project* [**\$15,000**]

**2022:** Wassell, A. B., & **Evans, D.** (Cop-I) Hearst Foundation Grant: *Pathway for Diverse Healthcare Professionals* [**\$200,000**]

‡ **2022: Evans, D.** (PI), Troutman-Jordan, M., & Brandon, J. *Cultivating critical consciousness while promoting health equity through high-impact educational practices*. [**\$20,000**]

**2021:** Ries, M., **Evans, D.** (Cop-I), Howard, V., & Wilmoth, P. *Establishing a Nursing Workforce Task Force to Examine the Workforce Shortage*. In Collaboration with the North Academic, Research, and Student Success Committee



Carolina Institute of Medicine. The Duke Endowment.

‡ **2021:** Johnson, J., Ventura, A., Stone, M., & **Evans, D.** (Cop-I). *First Semester Nursing Student Transitions: Expectations versus Reality*. [**\$1250.00**]

**2020:** Prescott, B., & **Evans, D.** (Cop-I) Hearst Foundation Grant: *Pathway for Diverse Healthcare Professionals* [**\$125,000**]

**2018: Evans, D.** (PI): *Partnering with CMS and University City Partners/University City Connect to improve the health and well-being of disadvantaged students in the Charlotte region* (AHEC). [**\$10,000**]

**2018: Evans, D.** (PI): *Improving Student Mental Health and Enhancing Academic Success through Interdisciplinary Collaboration: A Collective Impact on Autism Spectrum Disorder* (North Carolina University System, General Administration). [**\$30,000**].

**2017: Evans, D.** (PI): *Partnering with CMS and University City Partners/University City Connect to improve the health and well-being of disadvantaged students in the Charlotte region* (AHEC). [**\$10,000**]

**2016: Evans, D.** (PI): *Crossing Borders: Making Connections* HRSA (Grant 530182) [**\$979,953.00**]

**2016: Evans, D.** (PI): *Scholarships for Disadvantaged Students* HRSA (Grant D19HP26968) [**\$2.3 million**]

**2015: Evans, D.** (PI): Clinical Site Improvement Grant. *Fostering communication and collaboration between nurses and physicians*. [**\$10,000.00**]

**2012: Evans, D.** (PD): Assessment Technologies (ATI) Grant. [**\$20,000.00**]

**2012: Evans, D.** (PI): AHEC Clinical Site Enhancement Grant [**\$10,000.00**]

**2012: Evans, D.** (PI): UNCP Community Engagement Grant [**\$1000.00: Funded**]**2011: Evans, D.** (PI): Native American Serving Non-Tribal Institutions Grant. [**\$1000.00**]

**2007: Evans, D.** (PI): Public Health, and Liberal Education Grant. [**\$2000.00**]

#### NOT FUNDED

**2023:** Rossiter, A., Beldon, C., **Evans, D.**, Phillip, A., & Roman, J. U.S. Department of Labor, Employment and Training Administration: *Creating Access to Registered Nurse Education for Veterans* [**\$2,238,158**]

‡**2020: Evans, D.** (PI), Lynch, S., Langford, D., & ‡ Anderson, H. *HRSA: Scholarships for Disadvantaged Students* [**\$3.1 million**]. Scored, not funded.

‡ **2019:** Anderson, H., **Evans, D.** (Cop-I), Langford, D., & Lynch, S. *HRSA: Advancing Nursing Education Nurse Practitioner Residency Program* [**\$2.1 million**]. Recommended, not funded]

**2018:** Marrs, T. & Evans, D. (Co-I), *William Randolph Hurst scholarships for minority students* [\$125,000].

**2017:** Evans, D. (PI): *Enhancing Opportunities for Disadvantaged Students to Shape Diversity Workforce Diversity and Improve Healthcare Outcomes* (HRSA-17-063). [\$2.0 million].

**2016:** Evans, D. (PI): *Scholarships for Disadvantaged Students* (HRSA-16-069). [Recommended, not Funded].

**2011:** Evans, D. (PI): *AHRA-Equipment to enhance training for health professionals: Nursing workforce diversity*. [Recommended, not funded].

### SELECT GRANT REVIEWS

December 2021 “Service Area Competition.” (HRSA-22-006)

March 2021 “Nursing Workforce Development Program.” (HRSA-21-020)

June 2020 “Supporting Fetal Alcohol Spectrum Disorders Screening and Intervention” (HRSA- 20-111)

### MEDIA

**Citty, W. (2022).** Professor starts online test prep center for international nurses. UNC Charlotte Communications.

**Solender, M. (2022).** UNC Charlotte School of Nursing uses high-tech, high-touch innovations to improve nursing practice. The Charlotte Ledger, Charlotte, N.C.

**Soloff, K.P. (2022).** Charlotte nurses are stretched thin. Axios, Charlotte, N.C.

**Haskins, B., & Evans, D. (2022).** Innovative idea gets health on wheels program rolling at UNC Charlotte. North Carolina Biotechnology Center, Charlotte, N.C

**Buffo, N. (2022, August 13).** North Carolina nursing programs face instructor shortages. Spectrum News, Charlotte, N.C.

**Terry, T. (2021, January 11).** **UNC Charlotte** School of Nursing offers assistance to the hospitals in the region as they are dealing with the surge of COVID cases. WSOC-TV, Cox Media Group, Charlotte, N.C.

**Jones, R. (2021, February 4).** Nursing School Applications Increase Despite Pandemic. Spectrum News, Charlotte, N.C.

**Latos, A. (2020, April 15).** The impact of COVID-19 on the current and future nursing shortages. WSOC-TV, Cox Media Group, Charlotte, N.C.

### PODIUM PRESENTATIONS [Invited]

**Evans, D. (2023).** *Harnessing the Research and Student Success Community Partnerships to Fuel the*

*Nursing Pipeline: Translating Words into Actions*. USF Health College of Nursing CNO Mastermind Meeting, 2023, Tampa, Florida.

**Evans, D.** (2023). *Leveraging community partnerships to develop successful grant proposals. An exemplar*. Academic Progression Conference, North Carolina AHEC.

‡ Johnson, J., Stone, M., Ventura, A., & **Evans, D.** (2022). *Virtual Podium: First Semester Nursing Student Transitions: Expectation versus Reality*. Sigma International Congress, 2022. Edenborough, Scotland.

‡ Johnson, J., ‡ Stone, M., ‡ Ventura, A., & **Evans, D.** (2021). *First Semester Nursing Student Transitions: Expectation versus Reality*. Sigma Theta Tau International 46<sup>th</sup> Biennial Convention, Indianapolis, Indiana.

**Evans, D.** (2021). *Faculty Recruitment/Retention and Succession Planning*, 2021 Academic Progression Conference: Innovative Approaches to Nursing Education During Uncertain Times.

**Evans, D.** (2018). *Mitigating faculty turnover*. N.C. Regional Deans and Directors, Charlotte, N.C ‡

Johnson, J., & **Evans, D.** (2018). *Concept Care Mapping Across the Curriculum: Development of the Expert Thinker*. 7<sup>th</sup> International Nurse Education Conference, Banff, Canada.

**Evans, D.** (2018). *Incivility and lateral violence in the classroom, clinical and online*. The NC AHEC Nurse Council Annual Academic Progression Meeting, Greensboro, N.C.

**Evans, D.** (2017). *Categorizing the Magnitude and Frequency of Exposure to Uncivil Behaviors: A New Approach for More Meaningful Interventions*. 13<sup>th</sup> Annual Southeastern Nursing Staff Education Symposium (SENSES). October 20-21, 2017. Charlotte, N.C.

Johnson, J. & **Evans, D.** (2012). *Refugee Health: A Toolkit for Best Practice*. American Academy of Nurse Practitioners National Convention Orlando, Florida.

## POSTER PRESENTATIONS

**Evans, D.**, ‡ Pierce, M., ‡ Atmore, A., ‡ Montegrigo, J., & ‡ Enweana, I. (2022). *Creating an Academic-corporate partnership to support international nurses transitioning to the US healthcare system*. 16<sup>th</sup> Annual Southeastern Nurse Educator Symposium,

Asheville, NC. October 27, 2022.

Evans, D., † Pierce, M., † Atmore, A., † Montegricono, J., & † Enweana, I. (2022). *Creating an Academic-corporate partnership to support international nurses transitioning to the US healthcare system*. Nursing World Conference 2022, Orlando, Florida. October 28, 2022.

† Shue-McGuffin, K., Cornelius, J., **Evans, D.**, Langford, D., Woods, S., Abel, W., & Whitaker-Brown, C. (2021). *Bridge Pathway to a PhD in Nursing: A Needs Assessment*. American Association of Colleges of Nursing, Doctoral Education Conference, Naples, FL.

† Johnson, J., & **Evans, D.** (2018). *Concept mapping across the curriculum*. 2018 Elsevier Nursing Education Conference, Las Vegas, Nevada.

† Toth, C. & **Evans, D.** (2017). *An Examination of Barriers and Bridges to Success: Results of an Innovative Recruitment and Retention Program to Increase Diversity and NCLEX-RN Success*. National ATI Nurse Educator Summit, Orlando, FL.

**Evans, D.** & † Hepler, M. (2014). *Ensuring the Acquisition of Leadership Skills through the use of Simulation*, NLN Summit, Phoenix, AZ.

**Evans, D.** (2014) *Acquiring key leadership skills through the use of simulation and Nurses' Touch™*, National ATI Summit, Orlando, FL.

§ Smith, J., and **Evans, D.** (2014) *Exploring Potential Barriers to Success for LGBTQ students in Baccalaureate Nursing Programs*. Pembroke Undergraduate Research Center (PURC) Symposium, Pembroke, NC [winner].

**Evans, D.**, & Synowicz, B. (2012) *Journey to NCLEX-RN success*. The 39<sup>th</sup> Annual National Conference on Professional Nursing Education and Development

**Evans, D. (2011).** *Animosity, antagonism, and avatars: Teaching conflict management in Second Life®*. ATI National Nurse Educator Summit, Orlando, FL.

**Evans, D. (2011).** *Teaching Conflict Management*, National Teaching Learning and Technology Conference.

**Evans, D. & Graham, M. (2009).** *Audience Response Systems*. Southern Regional AHEC national SENSES convention, Myrtle Beach, SC

## **PROFESSIONAL SERVICE:**

### **State Level**

#### Florida Nurses' Association

- Member, 2023-present

#### Florida Organization for Nursing Leadership

- Member, 2023-present

#### North Carolina Future of Nursing Action Coalition Board Member

- Chair, Advancement (2022)

#### North Carolina Institute of Medicine

- Member, Taskforce to Examine Nursing Workforce Issues in North Carolina (2021-2022)

#### North Carolina Nurses Association (NCNA)

- Member, Council on Gerontological Nursing (2021-present)
- Member, Southern Nursing Research Society (2021-present)
- NCNA Leadership Academy Task Force (2020)
- Member, NCNA Leadership Development Committee (2018-2020)
- Chair, NCNA Mary Lewis Wyche Scholarship Committee, Triad Region (2018-2019)
- Co-Chair, NCNA Leadership Development Council (2017-2020)
- Chair, Committee C, NCNA Nurses on Boards 2020 (2017-2019)
- Member, North Carolina Nurses' Association (2006-2022)

#### North Carolina Council on Higher Education in Nursing

- Secretary, North Carolina Council on Higher Education in Nursing (2023)
- President, North Carolina Council on Higher Education in Nursing (2020-2022)
- Member, North Carolina Council of Higher Education in Nursing (2017-2022)

#### North Carolina League for

##### Nursing Board

Member (2008-2010)

#### Other

- Academic Practice Workgroup, Atrium Health (2022)
  - Legislative Concerns Committee

- Faculty and Programmatic Needs Committee
- Nursing Pipeline Collaborative, Novant Health (2022)
- Consultant, CCNE Self-Study, University of West Florida (2022)
- Consultant, CCNE Self-Study, Fayetteville State University (2020-2022)
- Editor, Journal for Health Professions Diversity (2016-2017)
- Member, North Carolina Alliance for Health Professions Diversity (2016-2018)

### **National Level**

Commission on Collegiate Education (CCNE)

- Chair, Nominating Committee (begins 2025)

Commission on Collegiate Nursing Education (CCNE)

- Nominating Committee (2024-2025)

American Association of Colleges of Nursing (AACN)

- Nurses with Disabilities Working group
- AACN State Grassroots Liaison (2017-2023)
- Member, American Association of Colleges of Nursing (2006-present)

National Rural Health Association (NHRA)

- Member, Research and Education Constituency Group

### **Other**

Member, American Nurses' Association (2006-present)

### **International**

Reviewer, Journal of Professional Nursing (2024)

Reviewer, Journal of Higher Education and Policy Management (2022-present)

Reviewer, Geriatric Nursing (2022-present)

Reviewer, The Journal of School Nursing (2021-present)

Reviewer, International Editorial Review Board of Journal of Nursing Education and Practice (2013-2018)

Reviewer, Journal of Nursing Management (2020-present)

### **SERVICE**

Faculty Senate, Council on Educational Issues and Policy (2023-present)

The University of South Florida Student Success Metric Group (2023-present)

CON Recruitment Committee (2024-present)

USF Health Operations (2023-present)

USF Health Academic Council (2023-present)

USF Associate Deans Council (2023-present)

Academic Research and Student Success Committee  
November 15, 2024

National League for Nursing Center of Excellence Self-Study Committee (2023-present)

Executive Leadership Council (2023-present)

Graduate Recruitment and Retention Committee (2023)

Graduate Metrics Sub-Committee (2023)

CON Internal Expansion Committee (2023-present)

Faculty Council (2023-present)

Holistic Admissions Working Group (2023-2024)

Baccalaureate Curriculum Committee (2023-present)

Graduate Curriculum Committee (2023-present)

## **ACADEMIC SERVICE UNC CHARLOTTE**

### **Chaired Committees**

Internationalizing Nursing Research Committee, (2022)

CCNE DNP Accreditation Committee, (2021-2022)

US News & World Report Strategic Planning Committee, (2021) [Co-Lead]

Faculty Scholarship of Teaching and Learning (SoTL) Grants Committee, (2020-2022)

CCNE Dual DNP Accreditation Ad Hoc Committee, (2020-2022)

CCNE BSN, MSN, and Graduate Programs Accreditation Ad Hoc Committee, (2019-2022)

Comprehensive Review Committee, Senior Associate Dean, (2019)

### **Committee Membership**

Competitive Grants Committee (2022-2022)

Faculty Grievance Committee (2022-2023)

Comprehensive Review Committee, Director of Applied Physiology, Health, and Clinical  
Services, (2021)

Faculty Welfare Committee (2021-2022)

US News & World Report Online Rankings Workgroup (2021-2022)

COVID-19 Community-Based Learning Workgroup, (2020)

Honors College Faculty (2019-2022)

Dean Search Committee (2019)

CHHS Executive Council (2017-2022)

CHHS Academic Affairs Council, (2017-2022)

Academic Integrity Board, (2017-2019)

Student Success Working Group, (2016-2019)

Graduate Metrics Taskforce, (2016-2018)

Undergraduate Curriculum Committee, (2015-2022)

Undergraduate Admissions Committee, (2015-2022)



EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 15, 2024

ITEM: Approval of the Expedited Letter of Notification (ELON)  
Regarding the Establishment of a Digital Development, BS  
Degree

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

The Expedited Letter of Notification (ELON) for the BS degree in Digital Development is presented to the Board of Trustees (BOT) for review before submission to the Tennessee Higher Education Commission (THEC) to begin the process of establishing a new academic program. Pending approval by the BOT, the notification of the proposal to develop a new degree program will be sent to the THEC, where it will be posted for public comment, reviewed by external academic evaluators, and subsequently recommended for approval by the Commission unless substantial curricular or fiscal changes are made to the proposal. If THEC approves, no further action will be required of the BOT. This proposal has been appropriately vetted through the internal curriculum process, including approval by the Academic Council and President Noland.

This innovative STEM program will allow students to develop broad skills needed for digital development, including programming, design of the computer-user interface, and project management. This rapidly advancing field requires skills across both computing and digital design. By combining elements from programs in each of these departments, an array of subjects, such as programming languages, web development, database management, user experience (UX), project management, and user interface (IX) design, will provide students with fundamental technical proficiencies and vital skills essential for successful teamwork and project execution. This program will also include opportunities for experiential learning where students will engage in real-world problem-solving. The full proposal is outlined in the supporting materials.

A recent Tennessee state report on improving the pipeline for Tennessee’s workforce identifies web developers and other fields related to digital development as in-demand occupations in one or more Tennessee regions. The Bureau of Labor Statistics (BLS) indicates that employment of web developers and digital designers is projected to grow 23 percent over the decade from 2021 to 2031, much faster than the average for other occupations. The proposed Bachelor of Science in Digital Development will

feature full stack and game development, which are fields with expanding entrepreneurial and workforce growth across the region, state, and nation.

Across the region, students have access to two-year college programs specializing in various aspects of web design and development. However, students often face a dilemma when pursuing a bachelor's degree. They must choose between two distinct majors: digital media or computing. Neither of those majors perfectly aligns with the specific needs and aspirations of students seeking professional opportunities in the growing area of digital design. Moreover, there are currently no bachelor's degrees in digital development in the state. By developing this program, ETSU will be a leader in the digital industry and provide opportunities for students that do not currently exist at other Tennessee institutions. Digital Media department programs are accredited by the National Association of Schools of Art and Design (NASAD), and this program will be included in future NASAD accreditation reaffirmation.

Attachments:

- Expedited Letter of Notification
- THEC Financial Projections Form

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

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



# EAST TENNESSEE STATE UNIVERSITY

EXPEDITED LETTER OF NOTIFICATION (LON)

## B.S. Digital Development

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# EAST TENNESSEE STATE UNIVERSITY

## Section I: Overview

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Institution Name: East Tennessee State University  
Proposed Academic Program: Digital Development  
Degree Designation: BS  
Proposed CIP Code: 11.0205  
CIP Code Title: Computer Programming, Specific Platforms.

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

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

### Proposed Implementation Timeline:

*Provide a timeline that includes the following items:*

- *Proposed dates for the external judgment site visit*  
**January 2024**
- *Estimated date of submission of the external review report to THEC and the institution (within 30 days following the site visit)*  
**March 2024**
- *Estimated date of institution's response to external review (within 30 days of receiving the external reviewer's report)*  
**April 2024**
- *Estimated timeline for proposed programs that will seek programmatic accreditation*  
**The program will apply for NASAD (<https://nasad.arts-accredit.org/>) accreditation, this is the same organization that currently accredits our Digital Media Program. The typical timeline is to apply for accreditation at program review. (2029-2030)**
- *Proposed date (month and year) of the institutional governing board's meeting to consider the proposed academic program for approval*  
**November 2024**
- *Proposed date (month and year) of the Tennessee Higher Education Commission meeting to consider the proposed academic program for approval*

**It is anticipated that the full ENAPP would be complete and ready for consideration at the May 2025 Commission meeting.**

- *Proposed implementation date (semester and year) when students will enroll in the proposed academic program*

**The program could begin accepting students in the Fall semester 2025**

## Section II: Background and Overview

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### Background narrative

Twenty-five years ago, the ETSU Department of Digital Media was established. As of fall 2023 the department has grown to enroll 280 undergraduate students in concentrations focused on Animation, Game Design, Visualization, and Visual Effect. Currently, 16 graduate students are enrolled in the Master of Fine Arts in digital media program. Graduates of the Digital Media Department have gone on to work on very notable regional, national, and international projects including *Kung Fu Panda* (animation), *World of Warcraft* (video game), marketing campaigns for Pals (visualization), and *The Star Wars: The Last Jedi* (visual effects).

The ETSU Department of Computing was founded in 1976 and currently offers undergraduate programs in Computing with concentrations in Computer Science (CS), Information Systems (IS), Information Technology (IT), and Cybersecurity and Modern Networks (CSMN). As of fall 2023, over 440 undergraduate students and over 80 graduate students are pursuing degrees in Computing

The Digital Media and Computing departments are dynamic leaders in their fields. Neither department currently provides a program to address the complete demands of digital development. To bridge this gap, we are proposing an innovative partnership uniting the expertise of the Computing and Digital Design departments to offer a program in Digital Development.

The role of a full stack developer has become increasingly critical, necessitating a specialized educational program to meet industry expectations. By bringing together the strengths of both departments, our aim is to craft a curriculum that is tailored to the ever-evolving market needs. At its core, this collaboration centers on harnessing the inherent capabilities of the existing courses within the Computing and Digital Design departments. This strategic approach empowers us to construct a degree program that aligns with industry demands, ensuring that students are well-equipped to excel in the role of a full stack developer and game developers.

The curriculum encompasses an expansive spectrum of subjects, embracing programming languages, web development, database management, user experience (UX) and user interface (UI) design, and project management. This holistic approach guarantees that students not only gain technical proficiency but also cultivate the vital soft skills essential for teamwork and effective project execution.

The Digital Development program integrates experiential learning and opportunities for students to engage in real-world projects. These immersive experiences allow students to apply their knowledge and skills in practical scenarios, thereby enhancing their readiness for the dynamic field of full-stack development, game development and other emerging fields that combine scripting, programming and visual development.

Across the region, students have access to two-year college programs specializing in various aspects of web design and development. However, when it comes to pursuing a bachelor's degree, students often find themselves faced with a dilemma. They must choose between

two distinct majors: digital media or computing. Unfortunately, neither of these majors may perfectly align with the specific needs and aspirations of students, adding extra time to their years in college while looking to carve out careers in the expansive realm of digital development and design.

Employment of web developers and digital designers is projected to grow as various forms of online commerce continues to expand. The continued use of mobile devices to search the web is expected to generate demand for web developers and digital designers to create websites and interfaces that work on mobile devices with many different screen sizes.

The proposed Bachelor of Science in Digital Development will focus on Full Stack Development and Game Development. This will equip graduates in a field with expanding entrepreneurial and employment opportunities in the region. Students in Digital Media and Computing already contribute to existing jobs in Tri-Cities, Knoxville, and Nashville. However, many companies still outsource this work to businesses outside the region or state. The new Bachelor of Science in Digital Development Degree would enable local companies and individuals to offer higher quality services and compete to retain this work in the region.

The proposed Digital Development degree combines digital design, project management, computer programming, creativity and analytical skills into one degree. Students will be able to utilize backend and frontend software development tools, utilize skills to create and manage e-commerce sites, as well as analyze and predict trends in digital development.

**Digital Development** is a 120-credit program that is comprised of 41-42 credits of general education, and 79 credits of major courses. The degree will be comprised of 33 credits of computing courses and 35 credits of digital media courses. The program will be offered on-ground, hybrid and online.

**Degree Summary**

General Education	41-42
Major Core	26
CSCI/ DIGM Courses	35
Guided Electives	<u>17-18</u>
Total	120

**Justification for consideration of expedited policy**

The THEC master plan states that “A critical finding of the Future of Work taskforce was the need to develop more diverse Computer Science and Data Analytics course offerings across public higher education”. The Digital development program will open access to courses for students who are interested in a program that blends programming with content development and creativity. In addition, the program will allow the development of new course offerings

The TN state report Improving the pipeline for Tennessee's workforce identifies Web Developers and other fields related to digital development as in-demand occupations in one or more Tennessee regions.

#### Career Growth

Overall employment of web developers and digital designers is projected to grow 23 percent from 2021 to 2031, much faster than the average for other occupations. About 21,800 openings for web developers and digital designers are projected each year, on average, over the next decade. Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force.

#### Employment

Employment of web developers and digital designers is projected to grow as e-commerce continues to expand. As retail firms keep increasing their online offerings, demand for these workers is expected to grow. In addition, the continued use of mobile devices to search the web is expected to generate demand for web developers and digital designers to create websites and interfaces that work on mobile devices with many different screen sizes.

<https://careers.academy.com/us/en/job/R254165/Digital-Development-Manager>

#### Future Scope of Full-Stack Developers

According to a LinkedIn report, the demand for full-stack developers has increased by 35% yearly since 2015. According to another report from the US Bureau of Labor Statistics, the number of available jobs for these professionals will increase from 135,000 to over 853,000 by 2024. So, in addition to the numerous job opportunities available, this particular career path is among the highest-paying.

<https://www.bls.gov/ooh/computer-and-information-technology/web-developers.htm#tab-6>

<https://skill-lync.com/blogs/future-scope-of-full-stack-development-industry-in-the-next-10-years>

<https://www.selectusa.gov/media-entertainment-industry-united-states>

#### A sampling of local and regional job openings at the time of writing

At the time of writing there are over 25 full stack developer positions advertised within 100 miles of Knoxville TN, these listings include:



**Developer - Full Stack - JAVA** ⋮

**CGI** CGI Group, Inc. **3.6**  
Knoxville, TN 37902 (Downtown Knoxville area)

📄 Estimated \$91K - \$115K a year 👤 **Full-time**

- You will also support projects using Agile methodology in a **Full stack** engineering model.
- You will be responsible for crafting, developing, deploying and...

Active 14 days ago

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[View similar jobs with this employer](#)

**Full-Stack C++ Software Engineer** ⋮

**RKF Engineering Solutions LLC**  
United States

📄 Estimated \$89K - \$113K a year 👤

➤ [Easily apply](#)

- RKF is seeking an enthusiastic, driven engineer with experience in full-stack web development with C++ back-end and/or algorithms experience who is looking for...

Posted 30+ days ago

**Full Stack Java Developer with Vue.js** ⋮

**Infosys 3.8**  
Remote in United States

📄 Estimated \$96.1K - \$122K a year 👤

➤ [Easily apply](#)

- Infosys is seeking a **Full Stack Java Developer** with Vue.js. This position's primary responsibility will be to provide technical expertise and coordinate for...

Posted 29 days ago

new

**Full Stack .Net Developer (East Tennessee)** ⋮

**Premier Staffing Partners 3.1**  
Remote in Knoxville, TN

📄 \$90,000 - \$110,000 a year **Full-time** **Monday to Friday** <sup>~2</sup> **.NET: 3 years**

**Work authorization**

➤ [Easily apply](#) 🔴 **Urgently hiring**

- Participate in the **full SDLC** from requirements gathering to testing and delivery.
- This is a remote direct hire position.

Active 3 days ago

**Intentional Full Stack Software Developer** ⋮

**CampLife**  
Remote in Knoxville, TN

📄 \$74,000 - \$80,000 a year **Full-time** **Day shift** <sup>~1</sup>

- As a **Developer**, your primary role is to create and maintain web-based applications through the **full development lifecycle**, contributing to features and...

Active 5 days ago 👤 [More...](#)

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**Full Stack Developer** ⋮

**ITR**  
Oak Ridge, TN 37831

📄 Estimated \$102K - \$129K a year 👤

- A minimum 3 years' experience developing within LAMP stack.
- This position will work closely with other engineers and **developers** to test and deploy solutions.

Posted 30+ days ago 👤 **25+ applications in progress** 👤 [More...](#)

---

[View similar jobs with this employer](#)

### **Existing programs of study at the institution**

The proposed ETSU BS in Digital Development program is not being developed from an existing ETSU Digital Development program. The College of Business and Technology (CBAT) houses both the Department of Computing and the Department of Digital Media. The Digital Development program will be comprised of aspects of both of these and will be housed in the current Department of Digital Media.

The Digital Development program is combining computing courses and Digital Media courses to fulfill a growing niche for individuals who can do both front and backend development. Currently, students interested in this area are forced to choose between computer science and digital media at the expense of the other. By creating a pathway base on the extensive use of existing courses at ETSU (90% of the program courses), we will be able to offer a new choice for students opening up new recruitment opportunities as well as new careers pathway for the program's graduates.

### **Community and industry partnerships**



June 30, 2023

East Tennessee State University Curriculum Committee,

As Dean of Humanities at Northeast State Community College, I have the pleasure of writing in strong support of East Tennessee State University's proposal for the Digital Development and game Development programs between the Digital Media and Computer Science departments.

Northeast State Community College and East Tennessee State University have established articulation agreements in both Digital Media and Computer Science fields and are eager to continue and build upon this strong partnership. This cross-institutional support provides multiple opportunities for the students of our region to continue their educational endeavors and as such, are of utmost benefit.

At Northeast State, there continues to be a demand for Digital Media classes and with the new Articulation, the hiring of a full time Digital Media instructor, and a new Digital Media lab, we are confident that our department will grow as our relationship with East Tennessee State University's Digital Media department grows. This opinion is shared by the Dean of Technologies as she was also interested and encouraged by these new programs. The expansion of this innovative programming and collaboration between two departments will serve our students well.

Thank you for the opportunity to send this letter of support for building new programs that will serve not only East Tennessee State University Students, but Northeast State Students as well.

Sincerely,

A handwritten signature in black ink, appearing to read "Elizabeth P. McKnight".

Elizabeth P. McKnight, MFA, MBA  
Northeast State Community College  
Dean of Humanities  
Associate Professor of Theatre  
[epmcknight@northeaststate.edu](mailto:epmcknight@northeaststate.edu)  
423-354-2541

*We're here to get you there*

Northeast State Community College  
A Tennessee Board of Regents Institution  
425 Highway 75, P.O. Box 246  
Bloomville, TN 37617  
423.323.3191  
[www.NortheastState.edu](http://www.NortheastState.edu)

- Attachment A Letter from North East State Community College
- Attachment B Letter from Industry

### Section III: Accreditation

#### Accreditation

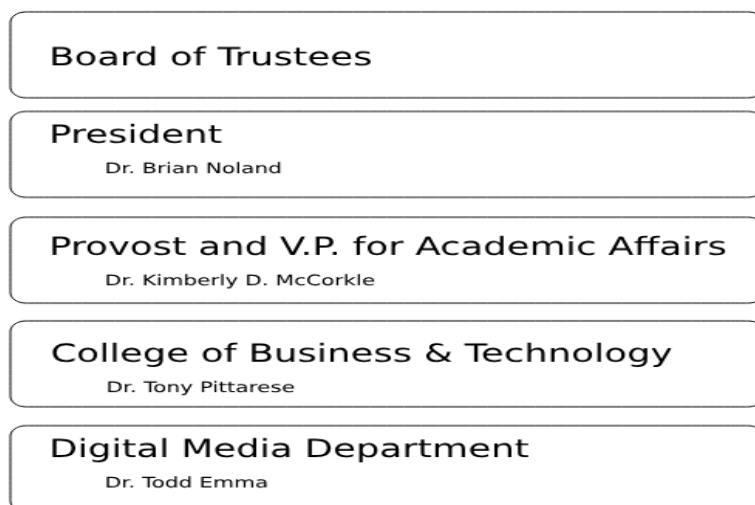
- Digital Media is accredited by the National Association of Schools of Art & Design (NASAD). Digital Media is going up for reaccreditation in the 2029-2030 school year, and this proposed curriculum will be part of the self-study.
- Once approved NASAD will be updated of the new Majors as required by NASAD.
- There will be no additional costs beyond current NASAD accreditation costs.

### Section IV: Administrative Structure

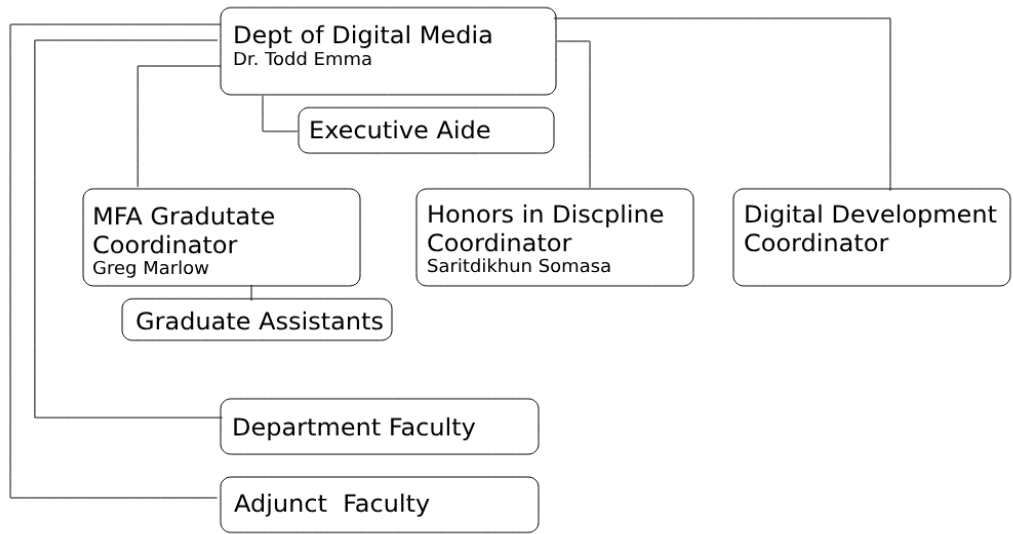
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#### Administrative Structure

ETSU has, within the College of Business and Technology, a well-established Department of Digital Media. There will not be a need to establish a new academic unit for the proposed Digital Development program. Note below, the current organizational flow chart for the College of Business and Technology.



Note below, the proposed organizational flow chart for the Digital Development Program.



## Section V: Enrollment and Graduation Projections

### Enrollment and Graduation Projections

Students will be admitted in Fall 2024. No new facilities or hardware will be needed at that time.

Table 1 - Projected Enrollments and Graduates

Projected Enrollments and Graduates				
Year	Academic Year	Projected Total Fall Enrollment	Projected Attrition	Projected Graduates
1	2025-2026	17	7	0
2	2026-2027	27	7	0
3	2027-2028	37	7	0
4	2028-2029	47	7	10
5	2029-2030	47	7	10

Projections assume students will complete studies in four years for incoming freshmen and three years for Community College students.

### Institutional Alignment and Demand

#### Alignment with State Master Plan and institutional mission profile

The New Foundational Skills of the Digital Economy as laid out by Burning Glass Technologies and the THEC Master Plan focus heavily on the skills that are intrinsic to the Digital Development program including:

- digital design,

- project management,
- computer programming,
- managing data,
- communication,
- creativity,
- collaboration,
- analytical skills.

The Master Plan goes on to highlight the need for a more diverse Computer Science and Data Analytics offering, establishing concentrations that encourage useful computer science and data analysis skills. Digital Development exemplifies this idea by blending digital design and computer programming.

The Drive to 55 initiative aims to establish educational opportunities for non-traditional students and drive economic development in the state and region. The University's strategic plan emphasizes the importance of economic growth and diversity. These goals align with the proposed Bachelor of Science in Digital Development.

The Bachelor of Science in Digital Development program places a strong emphasis on two key areas: Full Stack Development and Game Development. These foci points not only define the program's core areas of expertise but also open up exciting entrepreneurial prospects within the region.

Currently, students majoring in Digital Media and Computing are already making significant contributions to the job market in Tri-Cities, Knoxville, and Nashville. Nevertheless, it's worth noting that numerous companies in the region continue to outsource their digital development needs to businesses located outside our local boundaries and even the state. The introduction of the new Bachelor of Science in Digital Development degree aims to change this dynamic.

By offering this degree program, we empower local companies and individuals with the capabilities to provide higher-quality services, effectively competing to retain these outsourced projects within our region. This not only enhances the overall quality of digital development work produced locally but also strengthens the regional economy by keeping these opportunities closer to home.

Digital game development, is a prosperous industry that generated \$116 billion in the US in 2018, provides a platform for small indie developers to create and monetize their own intellectual property. These innovative economic models are shifting the game industry from major metropolitan areas to regions like Tennessee, often overlooked as "flyover country." Nashville has witnessed modest growth in the establishment of small game studios like Digital Hero Games, Trenga Games, and Blackbox Realities. In Johnson City, Windy Hill Studio successfully kickstarted a single-person game production, raising \$36,888 with 1,146 backers. The game received positive reviews upon its launch on the Steam platform in October 2018. East Tennessee, with its affordable cost of living and growing support for the arts, provides an ideal environment to nurture small game productions that could evolve into thriving businesses. By offering a professional degree in digital development, graduates can acquire game development skills to support this potential growth.

Increasing diversity is also a key objective in the University's strategic plan. The game industry has a disproportionately low representation of females and minorities compared to the overall US workforce with only 30% of the game industry employees reporting as female according to the IGDA 2021 report. Industry leaders are actively striving to enhance diversity and provide opportunities for underserved and underrepresented individuals in this creative field. The Digital Media department shares this goal and plans to actively recruit and promote the completed Bachelor of Arts in Digital Development program to address the diversity gap at ETSU and within the industry's future.

ETSU's Vision statement aspires to create a world-class environment that fosters student success and improves the quality of life in the region and beyond. Many of our students and even faculty members have overcome poverty and benefited from the undergraduate program in Digital Media and Computing, which has shown them that they can pursue a career in the high-tech industry. Graduates from our program have contributed to notable films such as Star Wars: The Last Jedi, Avatar, and Kung Fu Panda, as well as popular games like World of Warcraft, Halo, and Overwatch. They have also created local and regional projects for companies such as Eastman, Pals, Siemens, Eastman, and even ETSU. We believe that the Bachelor of Arts in Digital Development will further enhance student success and improve the quality of life in the region and beyond, aligning with our university's vision.

### Student interest

Currently both the Digital Media Department and the Department of Computing are growing as can be demonstrated by a recent survey of credit hours being delivered by the departments.

**Fall Credit Hour Production, Day vs. Day Comparison**  
**Compares Current Term Date with Same Day in Prior Years**  
 Data Dates: 8/14/2019 12:00:00 AM, 8/13/2020 12:00:00 AM, 8/13/2021 12:00:00 AM and 2 more  
 Prepared 8/13/2023 11:36:04 AM

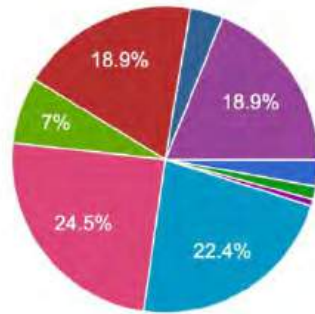
Department (group)	Academic Term	
	Fall 2022	Fall 2023
Computing	11,471	12,097
Digital Media	2,353	2,453

A digital survey was sent out to potential incoming students and current students with over 143

responses demonstrating a strong interest in both concentrations.

Please indicate which concentration area you are currently pursuing.

143 responses

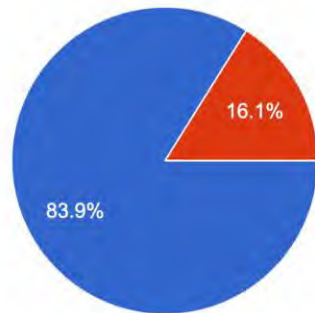


- Computing Major, B.S. (Computer Sci...
- Computing Major, B.S. (Cybersecurity...
- Computing Major, B.S. (Information S...
- Computing Major, B.S. (Information Te...
- Computing Major, B.S. (Undecided ab...
- Digital Media Major, B.S. (Digital Anim...
- Digital Media Major, B.S. (Digital Gam...
- Digital Media Major, B.S. (Digital Visu...

▲ 1/2 ▼

Are you interested in web or game development?

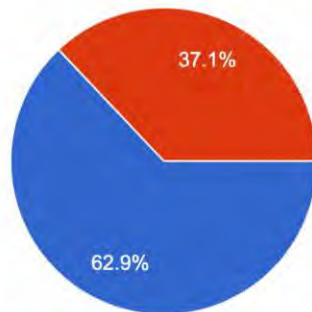
143 responses



- Yes
- No

Would you be interested in a degree for web or game development?

143 responses



- Yes
- No



**Existing programs offered at public and private Tennessee universities**

<i>Public and Private Institution</i>	<i>CIP</i>	<i>Program</i>	<i># of Degrees Awarded for last 3 years</i>

There are a number of two-year programs specifically designed to specialize in web and mobile design and development but a non-exhaustive search did not result in any Tennessee state universities offering a similar degree program

**Articulation and transfer**

The areas of study for the degree cover web development, game development, programming, content management, and will have curriculum components that are interdisciplinary to digital media and computing. Students with interest in web design, e-commerce, analytics and digital design can benefit from this program. The proposed Digital Development program will accept appropriate, transferable credits from other AAS and AS degree programs. Students in the following associate of science pathway may also benefit from the degree, Computer Science, Mathematics, Art, Design, Web Design and or any STEM-focused pathway.

Chattanooga State Community College, Columbia State Community College, Pellissippi State Community College, and South West Community College have programs in the area of Web design and programming that can be articulated for transfer into the proposed bachelor’s program.

In addition, ETSU has articulated transfer with Walter State and Northeast State Community College for other programs and will work with schools to provide students with a pathway to a four-year degree. A letter from Northeast State Community College has been included in the package demonstrating the high potential for continued growth in articulation with the addition of the proposed program.

**Tennessee Higher Education Commission  
THEC Financial Projections  
East Tennessee State University  
Bachelors of Science in Digital Development**

Seven-year projections are required for doctoral programs.

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

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

Projections should include cost of living increases per year.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>I. Expenditures</b>							
<b>A. One-time Expenditures</b>							
New/Renovated Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-
Consultants	4,000	-	-	-	-	-	-
Travel	2,000	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Sub-Total One-time</b>	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>B. Recurring Expenditures</b>							
<b>Personnel</b>							
<b>Administration</b>							
Salary	\$ 5,000	\$ 5,300	\$ 5,609	\$ 5,927	\$ 6,255	\$ -	\$ -
Benefits	-	-	-	-	-	-	-
<b>Sub-Total Administration</b>	\$ 5,000.00	\$ 5,300.00	\$ 5,609.00	\$ 5,927.27	\$ 6,255.08	\$ -	\$ -
<b>Faculty</b>							
Salary	\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 84,413	\$ -	\$ -
Benefits	15,000	15,450	15,914	16,391	16,883	-	-
Course release time							
<b>Sub-Total Faculty</b>	\$ 90,000	\$ 92,700	\$ 95,481	\$ 98,345	\$ 101,296	\$ -	\$ -
<b>Support Staff</b>							
Salary	\$ -	-	-	-	\$ -	-	-
Benefits	-	-	-	-	-	-	-
<b>Sub-Total Support Staff</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Graduate Assistants</b>							
Salary							
Benefits	-	-	-	-	-	-	-
Tuition and Fees* (See Below)							
<b>Sub-Total Graduate Assistants</b>	\$ -	-	\$ -	\$ -	\$ -	\$ -	\$ -

<b>Operating</b>							
Travel	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000		
Printing	1,000	1,000	1,000	1,000	1,000		
Computing						-	-
Other	-	-	-	-	-	-	-
<b>Sub-Total Operating</b>	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -
<b>Total Recurring</b>	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ -	\$ -
<b>TOTAL EXPENDITURES (A + B)</b>	\$ 106,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ -	\$ -

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

Base Tuition and Fees Rate  
 Number of Graduate Assistants

**II. Revenue**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Tuition and Fees <sup>1</sup>	202,810	322,110	441,410	560,710	560,710		
Institutional Reallocations <sup>2</sup>						-	-
Federal Grants <sup>3</sup>	-	-	-	-	-	-	-
Private Grants or Gifts <sup>4</sup>	-	-	-	-	-	-	-
Other <sup>5</sup>	-	-	-	-	-	-	-
<b>BALANCED BUDGET LINE</b>	<b>\$ 96,810</b>	<b>\$ 219,110</b>	<b>\$ 335,320</b>	<b>\$ 451,437</b>	<b>\$ 448,159</b>	<b>\$ -</b>	<b>\$ -</b>

**Notes:**

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

Based on 6 hours annually of CSCI -with a \$60 course fee per hour  
 Based on 12 hours annually of DIGM with a \$135 course fee per hour  
 Based on 15 hours a semester with a maintenance fee of \$9950 annually

**(2) Please identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.**

**(3) Please provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.**

**(4) Please provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).**

**(5) Please provide information regarding other sources of the funding.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 15, 2024

ITEM: Approval of Institutional Accreditation Policy per  
[Tennessee Code § 49-7-187](#)

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

The Institutional Accreditation Policy specifies the accrediting agencies or associations that may serve as an accreditor for ETSU. The Board of Trustees is required pursuant to [Tennessee Code § 49-7-187](#) to adopt a policy on accreditation before December 31, 2024.

**MOTION: I move that the Board of Trustees approve the Accreditation Policy.**

**RESOLVED: The Board of Trustees approves the Accreditation Policy as presented.**



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EAST TENNESSEE STATE  
UNIVERSITY

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## **Institutional Accreditation**

**Policy Effective Date:** To be inserted upon Board approval  
**Procedure Effective Date:** N/A

# Policy Name: Institutional Accreditation

## Policy Purpose

This policy specifies the accrediting agencies or associations that may serve as an accreditor for ETSU.

## Responsible Official, Office, and Interpretation

The Academic, Research, and Student Success Committee of the Board of Trustees is responsible for the review and revision of this policy. For questions about this policy, please contact the Secretary of the Board of Trustees. The Board of Trustees, in consultation with the Office of University Counsel, has the final authority to interpret this policy.

## Defined Terms

*A defined term has a specific meaning within the context of this policy.*

### Approved Accrediting Agency

An accrediting agency or association recognized by the US Department of Education that ETSU may use for accreditation purposes and includes: (1) Higher Learning Commission (HLC); (2) Middle States Commission on Higher Education (MSCHE); (3) New England Commission of Higher Education (NECHE); (4) Northwest Commission on Colleges and Universities (NWCCU); (5) Southern Association of Colleges and Schools Commission on Colleges (SACSCOC); and (6) Western Association of Schools and Colleges Senior College and University Commission (WSCUC).

**Policy Effective Date:** To be inserted upon Board approval  
**Procedure Effective Date:** N/A

# **Policy Name: Institutional Accreditation**

## **Policy**

ETSU is free to choose any Approved Accrediting Agency, as appropriate, for the programs offered by the institution. The ETSU President shall communicate the selected institutional accreditor to the Board of Trustees.

## **Authority and Revisions**

**Authority:** T.C.A. §§ 49-8-203; 49-7-187

**Previous Policy:** N/A

The ETSU Board of Trustees is charged with policy making pursuant to TCA § 49-8-203, et seq. This policy may only be revised by the Board of Trustees. Before a substantive change to the policy section may take effect, the requested changes must be: (1) presented to the Academic, Research, and Student Success Committee of the Board of Trustees for review and approval; and (2) if approved by the Academic Committee, presented for a vote of the Board of Trustees and approved by a majority of the Board of Trustees. The Secretary of the Board will provide a notification to the Board of Trustees if a technical revision to this policy is implemented or a revision to the procedure section is implemented.

**Policy Effective Date:** To be inserted upon Board approval  
**Procedure Effective Date:** N/A



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 15, 2024

ITEM: Quality Assurance Funding Update

COMMITTEE: Academic, Research, and Student Success

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

Dr. Michael Hoff  
Vice Provost, Planning and Decision Support

Staff will provide an update regarding the status of the Quality Assurance Funding 2020-25 cycle. The update will cover the history of Tennessee Higher Education Commission (THEC) Quality Assurance Funding (QAF) program and ETSU's performance. Tennessee was the first state to utilize quality and academic performance metrics in state funding; for over 40 years, QAF, previously known as Performance Funding, has provided incentives for all public colleges and universities to measure student learning and institutional effectiveness as part of the continuous improvement process. Institutions may earn an additional 5.45 percent over their base operating budgets predicated on performance across a series of metrics particular to their sector and aligned to the Tennessee Higher Education Master Plan. Traditionally, these metrics assess student learning outcomes, program viability, student and alumni satisfaction, and a variety of other academic quality metrics.



EAST TENNESSEE STATE  
UNIVERSITY

# **ETSU 2023-2024 Quality Assurance Funding Review**

Dr. Kimberly D. McCorkle

Dr. Michael Hoff

# Overview

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- Quality Assurance Funding (QAF), previously known as Performance Funding, provides incentives for public colleges and universities to improve student learning and institutional quality
- Institutions may earn an additional 5.45% beyond Outcomes Formula funding
- QAF Standards are evaluated every five years
  - QAF Advisory Committee is comprised of governing board members, institutional leadership, and THEC staff.
- Final standards approved by the Tennessee Higher Education Commission



# General Education Assessment

- **Points Available:** 10
- **Purpose:** This standard is designed to provide incentives to institutions for improvements in the quality of their undergraduate general education program as measured by performance of graduates on an approved standardized test of general education.

Sector	2020-21	2021-22	2022-23	2023-24	2024-25
<b>Institution Mean</b>	16.4	16.88	16.66	17.1	TBD
<b>National Mean</b>	15.4	15.12	15.12	14.8	TBD
<b>Difference</b>	1	1.76	1.54	2.3	TBD
<b>% Institution to National Mean</b>	10%	100%	100%	100%	TBD
<b>Points Awarded</b>	<b>10</b>	<b>10</b>	10	10	TBD



# Major Field Assessment

- **Points Available:** 15
- **Purpose:** This standard is designed to provide incentives for institutions to improve the quality of major field programs as evaluated by the performance of graduates on approved examinations.

MFT	2020-21		2021-22		2022-23		2023-24		2024-25	
Program Type	N	Points	N	Points	N	Points	N	Points	N	Points
Licensure	6	14	6	14	6	15	6	15	6	TBD
Non-Licensure	8		8		8		8		8	



# Academic Programs

- **Points Available:** 35
- **Purpose:** This standard is designed to provide incentives for institutions to achieve and maintain program excellence and accreditation.

Evaluation of Standards						
Programs (Level)	Points Available	2020-21	2021-22	2022-23	2023-24	2024-25
Undergraduate	10	9	9	9	9	
Graduate	10	7	8	9	9	
Accreditable	15	15	15	14	14	



# Institutional Satisfaction Studies

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- **Points Available:** 10
- **Purpose:** This standard is designed to provide incentives for institutions to improve the quality of their undergraduate programs as evaluated by surveys of undergraduate students, recent graduates, and faculty.

Cycle Year	Satisfaction Study	Points Earned
2020/21	National Survey of Student Engagement (NSSE)	7
2021/22	Qualitative Report	10
2022/23	PEG Alumni Survey	10
2023/24	National Survey of Student Engagement (NSSE)	10
2024/25	Comprehensive Satisfaction Study Report	



# Equity

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- **Points Available:** 10
- **Purpose:** This standard is designed to provide incentives for institutions to increase the number of graduates from select populations.
- **Focus population:** First-Generation students
  - Quantitative (6 points): Compares the 3-year rolling average of full-time fall to fall retention with the retention rate in that year
  - Qualitative (4 points): Landscape report of current initiatives

Year 4	3 Yr Avg (2019-20 to 2021-22)	2022-23	Percent	Points (Max. 6)	Points (Max. 4)	Total (Max. 10)
	68.4%	68.7%	100.4%	6	4	10





# Focus Populations

- **Points Available:** 20
- **Purpose:** This standard is designed to provide incentives for institutions to increase the number of graduates from select populations.

Year 3: 2022-23

Focus Population	2019-20	2020-21	2021-22	3 Yr Avg	2022-23	Percent Attained	Points Earned
Bachelor Graduates with Associate Degree	637	730	669	678.7	651	95.9%	4
High Need Academic Programs, Graduate	405	357	370	377.3	365	96.7%	5
High Need Academic Programs, Undergraduate	1,030	1,141	1,097	1,089.3	1,164	106.9%	5
Low Income*	25.6	28.1	28.3	27.3	29.26	107.1%	5

\*Calculated as awards per 100 FTE

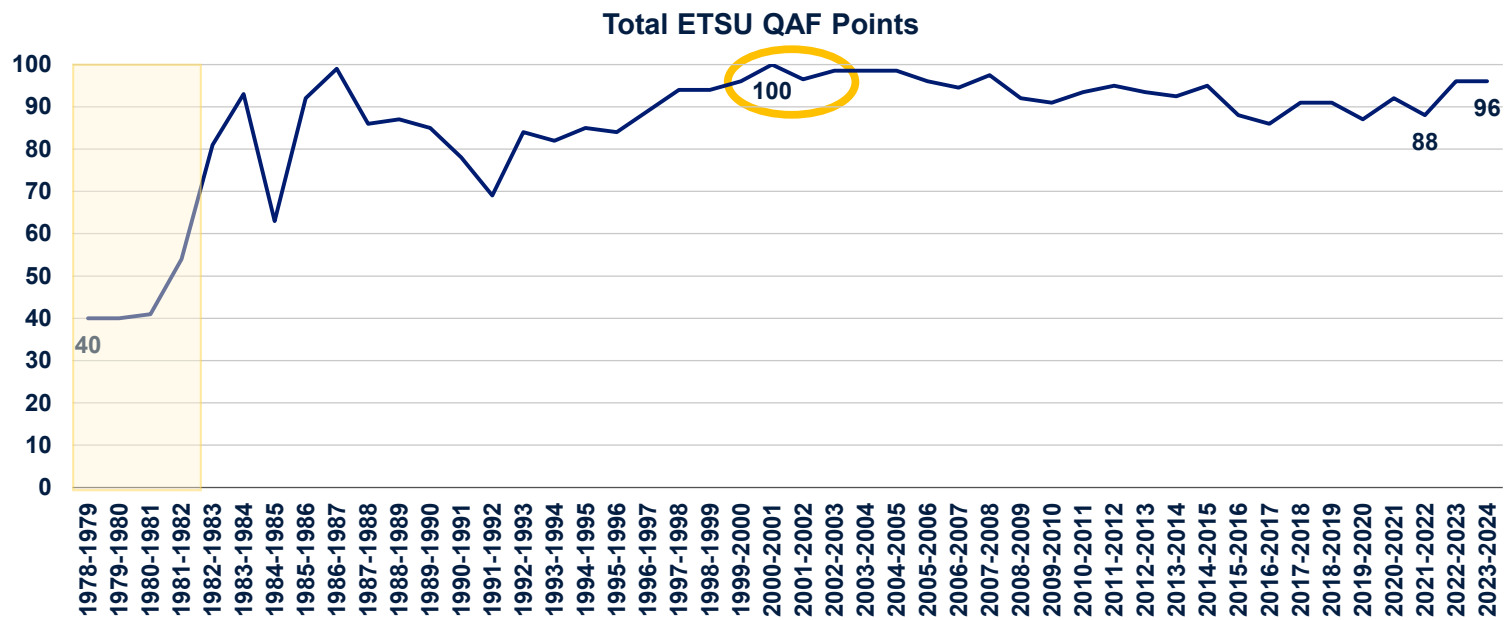


# Summary – Year 3 of the 2020-25 QAF Cycle

Quality Assurance Funding Standard	Maximum Points	2020-21	2021-22	2022-23	2023-24	2024-25
1. General Education Assessment	10	10	10	10	10	
2. Major Field Assessment	15	14	14	15	15	
3. Academic Programs	35	31	32	32	32	
<i>Specialty Accreditation</i>	15	15	15	14	14	
<i>Undergraduate Program Review</i>	10	9	9	9	9	
<i>Graduate Program Review</i>	10	7	8	9	9	
4. Institutional Satisfaction	10	7	10	10	10	
5. Student Equity	10	10	4	9	10	
<i>Quantitative</i>	6	6	2	5	6	
<i>Qualitative</i>	4	4	2	4	4	
7. Student Access and Success	20	20	18	20	18	
<b>Total</b>	<b>100</b>	<b>92</b>	<b>88</b>	<b>96</b>	<b>96</b>	



# Overall Trend: 1978-2023



# Next Steps

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- **General Education Assessment**
  - Encourage serious student participation and engage faculty with respect to teaching critical thinking
- **Major Field Assessment**
  - All licensure programs tested every year, and eight non-licensure programs (not previously tested) will participate
- **Academic Programs**
  - Encourage all creditable programs to seek accreditation (87 programs accredited by 25 different accreditors)



# Next Steps

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- **Institutional Satisfaction Studies**
  - Comprehensive Satisfaction Study Report
- **Equity**
  - Focus on success initiatives of first-generation students
- **Focus Populations**
  - Continue to identify and implement strategies that improve the probability of graduation for each population of focus



# Questions

**Dr. Kimberly D.  
McCorkle**  
Provost and  
Senior Vice President

**Dr. Michael Hoff**  
Vice Provost



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 15, 2024

ITEM: Roan Scholars Leadership Program and Office of  
Prestigious Awards Update

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: LTC(Ret) Scott Jeffress  
Executive Director, Roan Scholars Leadership Program

Dr. Carson Medley  
Director, Office of Prestigious Awards & Scholar  
Development

The Roan Scholars Leadership Program provides selected undergraduate students with out-of-the-classroom experiences and opportunities designed to challenge, inspire, and connect scholars so they can realize their potential to lead, serve, and positively impact our region. Established in 1997 by Mr. Louie Gump with the intent of attracting exceptional students from the region to ETSU, the first class of Roan Scholars entered in fall 2000. Today, there are 105 Roan alumni and another 37 Roan Scholars are currently enrolled at ETSU. LTC(Ret) Jeffress will provide an update on recent Roan initiatives and highlights, as well as key focus areas as the Roan looks forward to celebrating its 25<sup>th</sup> year in 2025.

The Office of Prestigious Awards promotes an inclusive campus culture of award opportunities related to research, education abroad, and public service that develop competitive students, personally and professionally, for life beyond ETSU. Empowering students to recognize and articulate their professional ambitions by advising them through the critically reflective application process, staff help create confident graduates who are masters of their story. Dr. Medley will provide an overview of the Office of Prestigious Awards and its origins on campus, and will share some recent success stories from the past year.



**Roan Scholars  
Leadership Program and  
Office of Prestigious Awards**

**Update to ARSS Committee  
November 15, 2024**



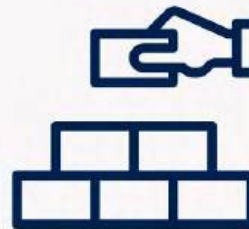
# Looking to **the Future**



Growing the Number  
of Roan Scholars



Geographic  
Expansion



Securing the Roan's  
Financial Future

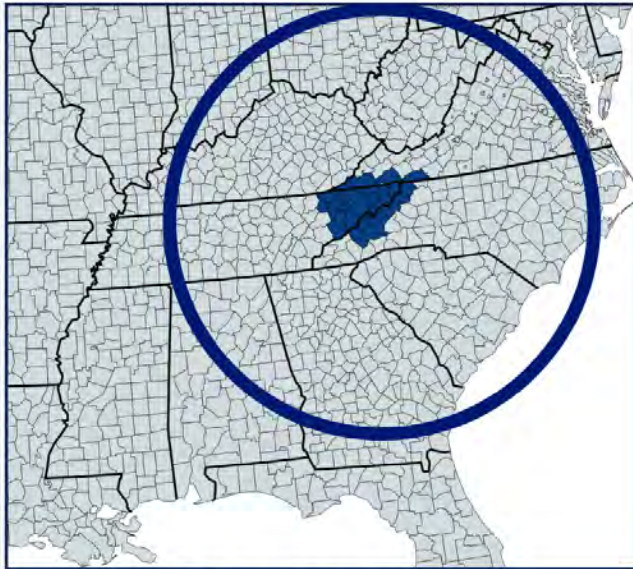


Refining the Scholar  
Development Model

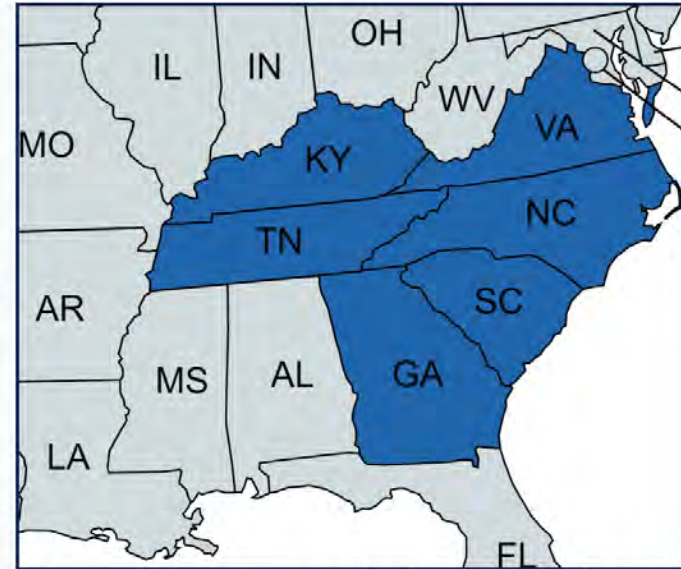
**Presented at September 2022 Board of Trustees meeting**



# Roan Expansion Initiative - Eligibility



27 counties  
Our 'core area'



6 states ~ original vision  
+ new opportunities





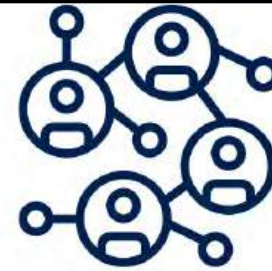
# Growth



Fall 2022                      Fall 2024  
**\$6.5M → \$11M**  
Endowment balance

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Since its founding, the Roan has  
been primarily supported by  
**DONOR GIFTS.**



Engaged  
donor base



Need for  
continued growth





# The Roan Experience

Excellence – Impact - Gratitude







## (Some) Roan Highlights

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Rhodes Finalist

Truman Scholar

Governor's Management Fellowship

Volunteer Tennessee Commission

ETSU Elevates

Johnson City Junior Council (JC2)





# Roan Impact

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EAST TENNESSEE STATE  
UNIVERSITY

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Office of Prestigious Awards





**OXFORD-LAFAYETTE COUNTY HOSPITAL**  
OXFORD, MISSISSIPPI

**CARSON DAVID MEDLEY**  
Mr. and Mrs. Michael Medley are the proud parents of their first child, a son, born on Jan. 27 at the Oxford-Lafayette County Hospital.  
The baby, Carson David, weighed seven pounds and 13 and one half ounces at birth. Grandparents of the new arrival are Mrs. Mary Davidson of Springhill, La., and Mr. and Mrs. L. Roy Medley of Jackson.




**TRAILERS SCATTERED**—Mabil City Trailer Park near Oxford was in shambles last night after being hit by one of several tornadoes which whipped across the state yesterday. Damage was reported to all trailers in the park, with many totally damaged.



Commencement Program  
**MURRAH**  
HIGH SCHOOL  
JACKSON, MISSISSIPPI




MISSISSIPPI COLLEGIUM  
Monday, June 12, 1989  
7:00 p.m.

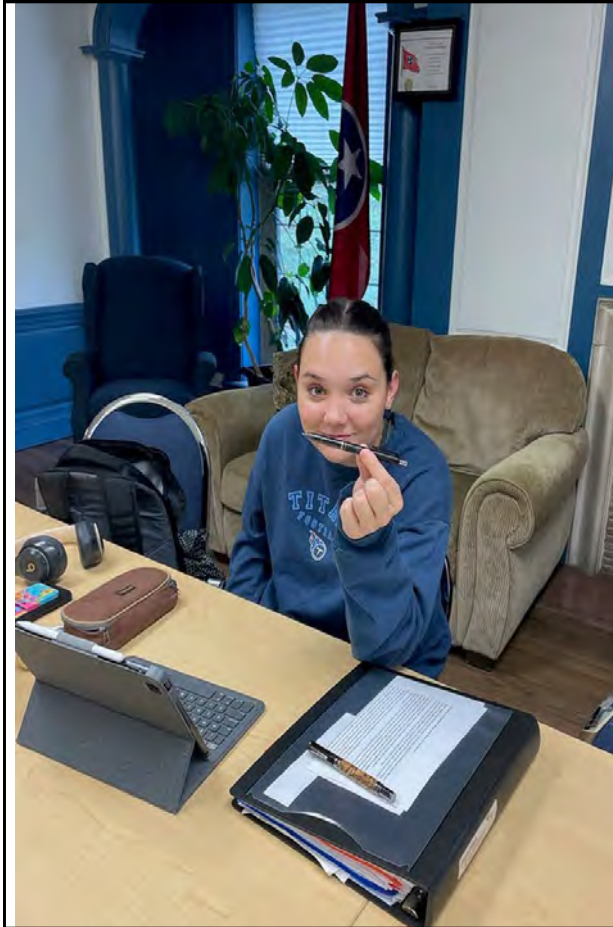


The California Alumni Association  
in recognition of outstanding  
leadership and scholastic achievements  
hereby designates

*Carson Medley*

AS AN  
**ALUMNI SCHOLAR**  
University of California, Berkeley





# Mission

The Office of Prestigious Awards promotes an **inclusive campus culture** of award opportunities related to research, education abroad, and public service that develop competitive students - personally and professionally - for life beyond ETSU.

We empower students to recognize and articulate their professional ambitions by advising them through the critically reflective application process, creating confident graduates who are **masters of their story**. Our efforts extend to curating a caring and engaged **campus community** of faculty, staff, and scholarship committees with sustained outreach to expand the ETSU students' networks and provide them with optimal mentorship.





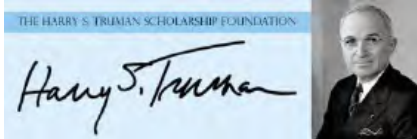
# Vision

The Office of Prestigious Awards will become Tennessee's higher education **leader** in guiding students through the process of **applying for** and **securing** nationally and globally competitive awards.



# CC to ETSU to Gilman to Jet





# Process





# Fall 2024 Applicants



## Fulbright U.S. Student Program (5)

Scholars (2) - Sri Lanka and Hungary  
Fogarty Public Health Fellowship (1) - Peru  
Open Study/ Research (1) - Hungary  
ETA (1) - Taiwan

## Gilman Scholarship Program (8)

Greece (1)  
Ireland (1)  
Spain (1)  
South Korea (2)  
Japan (3)

## Critical Language Scholarship (12)

Arabic (1)      Swahili (1)  
Hindi (1)      Turkish (1)  
Indonesian (1)      Chinese (1)  
Portuguese (1)      Japanese (1)  
Russian (1)



# Questions?



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 15, 2024

ITEM: Annual ETSU Research Corporation Update

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: David Golden  
CEO ETSU Research Corporation

Staff will update the Board on recent progress related to building connections between the University and industry partners in order to advance regional prosperity and entrepreneurialism. The presentation will describe the current initiatives including StoryCollab, the Center for Bioindustrial Manufacturing, the Innovation Lab, the Center for Innovation and Entrepreneurship, and K-12 initiatives and partnerships. The presentation will demonstrate the ways that the ETSU Research Corporation is working to achieve its mission to research, innovate, and activate as it helps to expand ETSU's impact across disciplines and the Region.



ETSU Board of Trustees  
Academic, Research, and Student Success Committee  
November 15, 2024  
David A. Golden, JD  
CEO, ETSU Research Corporation  
Allen & Ruth Harris Chair of Excellence in Business

# Our Team



**David A. Golden**  
CHIEF EXECUTIVE  
OFFICER



**Dave Clark**  
VP FOR  
ENTREPRENEURIAL  
ECOSYSTEM  
DEVELOPMENT



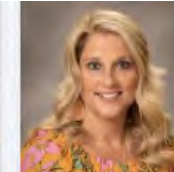
**Eric Jorgenson**  
VP OF  
BIDMANUFACTURING  
DEVELOPMENT



**Audrey  
Depelteau**  
ETSU INNOVATION  
LAB DIRECTOR



**Bill Heise**  
RESEARCH  
CORPORATION  
FELLOW



**Betsy  
Cunningham**  
DIRECTOR OF  
OPERATIONS



**Allison Myers**  
EXECUTIVE  
DIRECTOR OF  
STORYCOLLAB



**Jon Wood**  
CHIEF IP OFFICER



**Stephen  
Marshall**  
CHIEF MARKETING  
OFFICER



**Mark Bays**  
DIRECTOR FOR THE  
SMALL BUSINESS  
DEVELOPMENT  
CENTER AND STRIVE



**Maame Aba  
Afful**  
MARKETING  
MANAGER



**Mary Ann  
McNair**  
STORYCOLLAB



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## Our Board



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HOLE OCEANOGRAPHIC  
INSTITUTION



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FOUNDER/CHAIR,  
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**David A. Golden**  
RESEARCH CORPORATION  
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STRATEGIES



**Kimberly McCorkle**  
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ACADEMICS

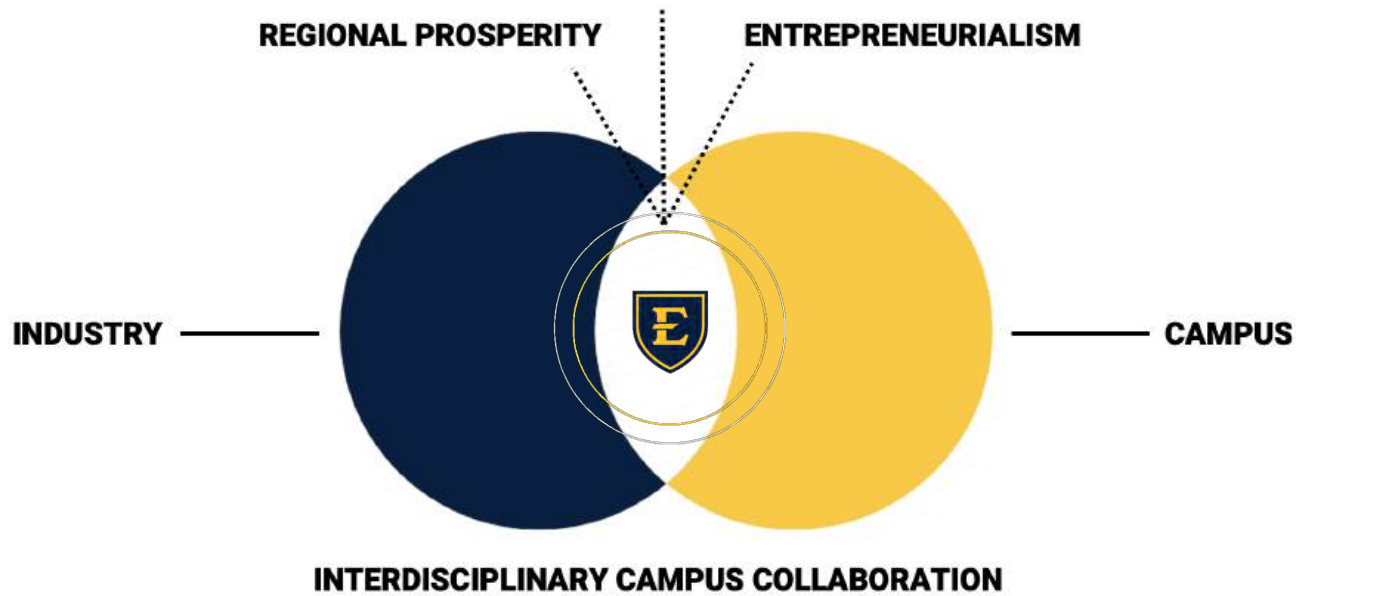


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## World-Class in a Rural Setting



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We convene partners like these to innovate for our state and region.



We have 100+ partners and growing.

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The image is a screenshot of a news article. On the left, the word "LOCAL" is in white on a black background. Below it, the headline "Polysilicon maker to invest \$850M, bring 400-plus jobs to Hawkins County" is written in large white font. Underneath the headline, it says "by: Jeff Keeling", "Posted: Jun 14, 2024 / 05:15 PM EDT", and "Updated: Jun 14, 2024 / 05:15 PM EDT". On the right side of the screenshot is an aerial photograph of a river valley. A blue banner at the top of the photo reads "OVER \$800 MILLION INVESTED INTO NEW FACILITY HAWKINS COUNTY". A yellow callout box points to a specific area on the riverbank, labeled "SOLAR FACILITY" in yellow text, with the subtitle "East Tennessee to build" below it. A road labeled "Highway" and a "35" shield are also visible in the photo.

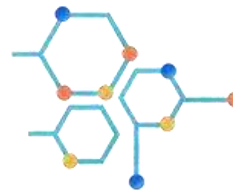
We recruit partners like these to innovate for our state and region.

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Healthcare



Science



Business Development



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**Center for Innovation Organization**

Create the MVP for the "Center." Formulate and Create the Organizational, Administrative, and Operational capabilities.

**Valleybrook Synbio Industrial Manufacturing Facility and Programs**

Provide support to renovate facility and assist in development of research/manufacturing programs.

**B-TECH Accelerator**

Identify, Recruit, Nurture and Promote promising Early-stage and Small Scalable Companies to support Regional Economic Development and Academic Programs. Organize accelerator cohorts around sponsored programs and capabilities.

**Entrepreneurial software**

Develop StartupETSU software to support Academic Programs and help grow companies enrolled in B-Tech Accelerator.

**Micro Venture Fund**

Provide early-stage access to capital

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The ETSU Innovation Lab is a high-tech business incubator that assists aspiring entrepreneurs develop emerging technologies from concept through commercialization. **95% Occupancy | 22 companies | 18 Industry Verticals**



InBIA is a global non-profit with over 1,200 members that lead entrepreneurship support organizations in 30 countries. InBIA provides industry best practices through education while enabling collaboration, mentorship, peer-based learning, and the sharing of innovative ideas for entrepreneurs across the globe.



Get the resources and expertise you need to start, grow, and sustain your business. Our partnership with the SBDC amplifies your effort to grow. We invite you to see for yourself what SBDC can do for you.



## Soft Landings and Other Companies at the i-Lab.



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# Select USA Summit

- 5,000+ attendees
- 1,000+ economic development organization representatives attended
- 2,500+ international delegates
- All 56 U.S. states and territories represented
- 96 international markets represented
- 19 U.S. Ambassadors and Chiefs of Mission led foreign delegations to the Investment Summit
- 11 U.S. state and territory governors and 1 Mayor (DC, CO, IL, IN, MA, MI, NC, NJ, NV, OK, VA; TERR: GU)
- 3 Cabinet members (Labor, State and Transportation)
- 165+ speakers



**STEM Education INNOVATION**



**WFD INNOVATION**



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## RC Supports and Drives K-12 Education Initiatives in the Appalachian Highlands.

WORLD CHAMPIONSHIP  
MATE ROV COMPETITION

- STREAMWORKS
  - Robot Drone League (RDL) (over 2,000 students)
  - Regional MATE Underwater Robotics Development (
  - MATE Super Regional (2<sup>nd</sup> largest in the USA)
  - Summer Camps
  - Student Experiential Learning
- BioBuilder Learning Lab NSF Grant Application
- ETSU Buccaneers Underwater ROV Team (13<sup>th</sup> place finish in World Championship)
- 2024 World Championship MATE ROV Competition Held in our Region June 2024.
- Music for All Regional Championship on the ETSU Campus (October 19, 2024)
  - 4,100+ students
  - 8 states (including Ohio and Arkansas)
- Feeder Program for the University
- Working with Dr. Lang and the ETSU Center of Excellence in STEM Education

BioBuilder

Music for All

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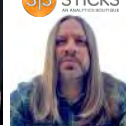

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A collaborative student/professional content engine highlighting regional stories around research, innovation, and life in the Appalachian Highlands.



**Industry Advisors**

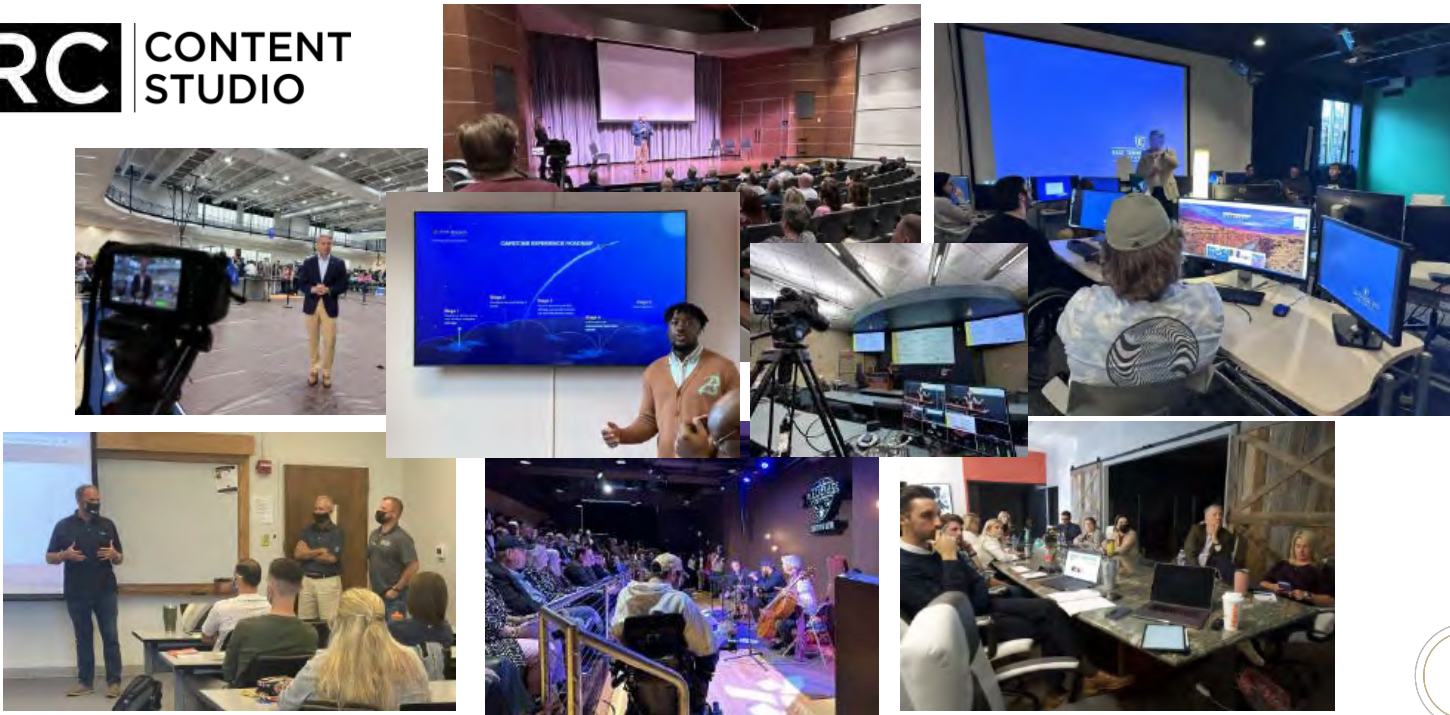
 <b>NETFLIX</b>	 <b>Tombras</b>	 <b>plan A</b>	 <b>JESSIE JAMES</b>	 <b>3B STICKS</b> <small>AN APPALACHIAN STORY ENGINE</small>	 <b>STORYCOLLAB</b>
Ty Warren Production	Clay Prewitt Creative	Chusy Filmmaking	Scott Andrew Entrepreneurialism	Jason Thompson Analytics	Allison Myers Storytelling

The mission of the *RC Content Studio* is to provide elite students the opportunity to apply theory and build skills to get them hired.

Revenue-producing business model.



**RC** | **CONTENT  
STUDIO**





**RC Campaigns:** Support of the RC with UMC collaboration on marketing initiatives.

- Website support
- Support *Center for Innovation* branding and campaign launch
- Social media management and content creation
- LinkedIn Campaigns for Valleybrook

**Better Workplaces Tennessee:** Support Tennessee Department of Health Initiatives.

- Website support
- Support marketing plan
- Social media management and content creation
- LinkedIn Campaigns for recruitment leads

**StoryCollab:** Supporting media needs for StoryCollab storytelling initiatives.

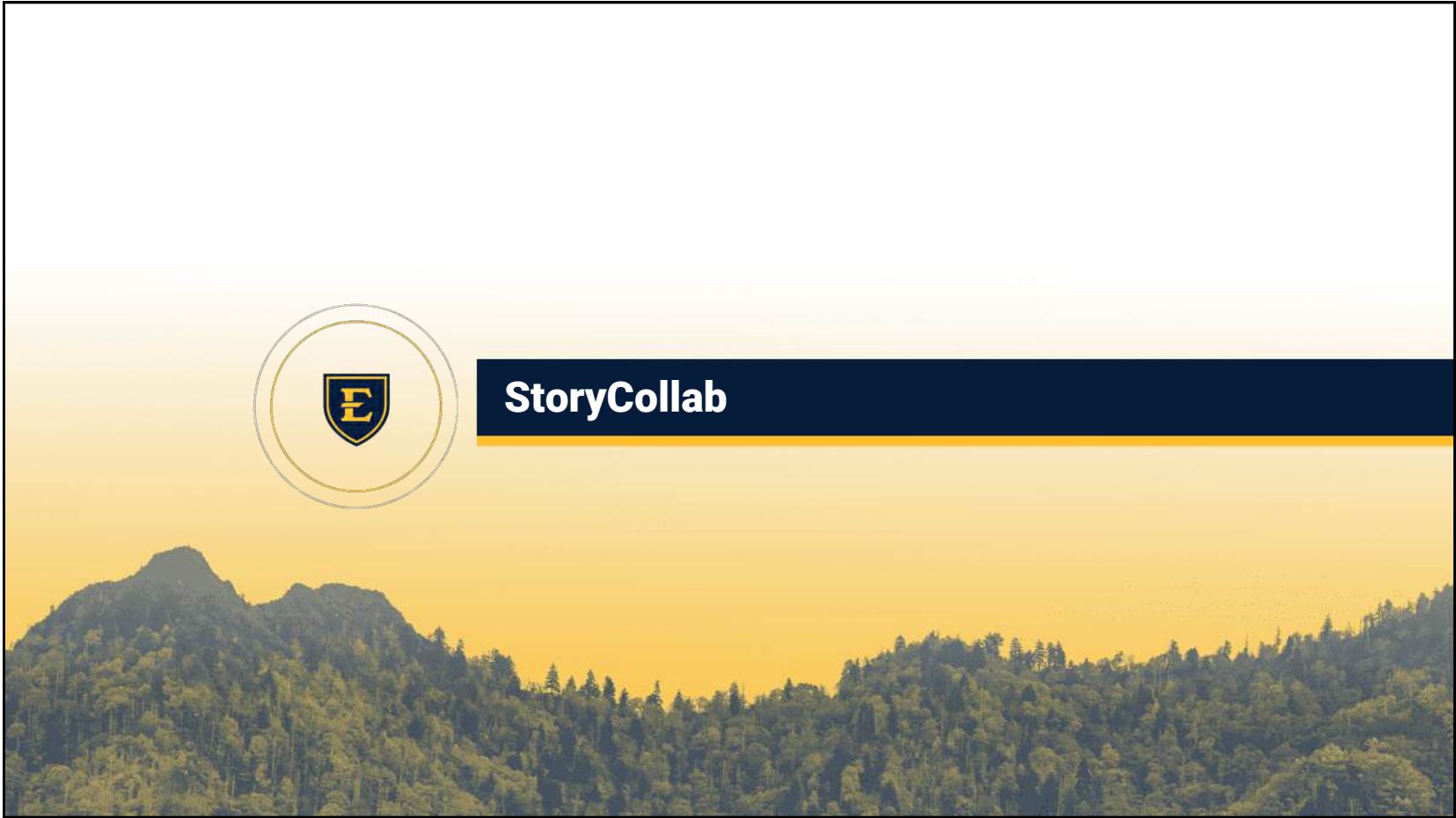
- Website support
- Support marketing plan
- Social media management and content creation
- LinkedIn Campaigns for Valleybrook and StoryCollab

**NETN Music Initiative:** Community pilot for a statewide music community initiative.



**NORTHEAST  
TENNESSEE  
MUSIC CENSUS** 







StoryCollab is an RC start-up harnessing the power of first-person narratives and brand storytelling to generate meaningful impact organizational impact.

Allison Myers brings a wealth of experience spanning two decades across a robust network. Her extensive body of work encompasses engagements with over 120 prominent, global entities along a spectrum of domains, including academia, governmental bodies, nonprofit organizations, social justice initiatives, publicly traded corporations, and public health agencies.

A platform for public and tailored workshops providing organizations research, creative, and community-building value.



## StoryCollab Update



### **Nurse Narratives Initiative (ongoing):**

- 3 digital storytelling workshops with 26 Ballad Health nurses
- 1 digital storytelling workshops with 8 ETSU nursing faculty (second faculty workshop and first student workshops are in process)
- 5 Story / Listening Sessions with 75 Ballad Health nurses
- Premiere of first 18 stories attended by 150 people
- [Partial playlist of Nurse Narratives Initiative stories](#)

### **Virginia Neonatal Perinatal Collaborative**

Focus on maternal health deserts/limited access and healthcare disparities and improving health equity.

- 1 digital storytelling workshop for maternal healthcare providers in Virginia
- 1 digital storytelling workshop for mothers in rural SW Virginia
- [Miracle's story](#)

### **Community College Initiative Program (U.S. Department of State)**

- Workshop with international students highlighting their leadership and learning experience in the US
- [Playlist of CCI stories](#)

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## StoryCollab Update



### Houston Community Colleges

- 2 podcasting workshops with faculty

### Indiana Department of Health, Office of Maternal Health

Part of a maternal health innovations project funded by HRSA (Health Resources and Services Administration). Focus on maternal health disparities and improving health equity.

- Podcast training for staff
- ongoing consulting and production for 20 episodes
- 2 digital storytelling workshops with mothers

### ETSU Office of University Marketing and Communications

- Digital storytelling workshop with 5 ETSU students
- <https://www.etsu.edu/etsutoday/summer-2024/story-collab.php>

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## StoryCollab Update



### **National Health Services Foundation Trust (UK)**

Patient and Public Engagement, heart, lung, and critical care

- Digital storytelling workshop with staff

### **Bring Your Brave**

Project with CDC and NACCHO (National Association of County and City Health Officials)

- Digital storytelling workshop with breast and ovarian cancer survivors
- Red carpet premiere (stories with CDC and NACCHO)

### **Vanderbilt University Medical Center and American College of Radiology**

• Series of stories for online educational modules centered around improving patient care for diverse populations. Learners include doctors, nurses, techs, students.

### **BioBuilder**

- Digital storytelling workshop for students and science teachers

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## StoryCollab Update



The **ETSU Research Corporation**, the Niswonger Foundation, Ballad Health and StoryCollab are partnering to launch "Stories from the Storm: Reflections on Appalachian Resiliency," offering eight weeks of listening sessions for those impacted by Hurricane Helene to share their stories in a virtual community space.

The "Stories from the Storm" sessions are not just for those directly impacted, but for anyone with stories of strength, generosity, kindness, courage and resilience – an opportunity for the community to share stories that help people better understand the collective experiences of the region.

By sharing stories together, people who have experienced traumatic situations can help build resilience, offer solidarity and enable collective healing. Studies highlight social support as a crucial factor in recovery, helping to restore a sense of normalcy and hope, ETSU officials said.

Writing and sharing personal stories has also been shown to be therapeutic, helping individuals make sense of their trauma, gain new perspectives and experience emotional release. Research shows that storytelling can be a powerful healing tool for survivors of trauma, as it helps them process their experiences and reclaim a sense of control over their narratives.

"Even people who weren't directly impacted by Hurricane Helene have been telling stories about someone they know who lost their home, or a loved one. Or, how neighbors and strangers alike have shown up in extraordinary ways," said Allison Myers, executive director of StoryCollab. "Many I've spoken with have survivor's guilt and are looking for ways to help. Sharing stories of not only what was lost, but also about bravery, resiliency, generosity and resourcefulness are important for healing and hope."

Starting Oct. 22 and running through Dec. 11, they will be hosting free bi-weekly 90-minute listening sessions for health care professionals/first responders and the community at-large.

During these listening sessions, people will be invited to explore moments from their experience that have challenged them deeply or uplifted their spirits in the aftermath of this unprecedented natural disaster.

StoryCollab facilitators will draw on their years of experience with trauma-informed methods as they support the work of documenting everyday stories in these unprecedented times.

October 20, 2024

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## Center for Bioindustrial Manufacturing



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**Center for Bioindustrial  
Manufacturing**

- Synthetic Biology is a disruptive technology.
- Estimated \$1-2 Trillion growth annually globally over next 1–20 years.
- Scale-up bottleneck is now a national security issue.
- Significant innovation opportunities in marketing, strategy, commercialization, AI, and supply chain management.



# Progress Update



U.S. Department of Defense

News




Multimedia

Spotlights

About

RELEASE  
IMMEDIATE RELEASE

## DoD Releases 12 Awards for Distributed Bioindustrial Manufacturing Program

Sept. 13, 2024 |   

The Department of Defense today announced 12 additional awards to bioindustrial firms via the Distributed Bioindustrial Manufacturing Program (DBIMP). This announcement brings the DBIMP to 25 awards to date totaling \$42 million.

The awardees include Air Protein in San Leandro, California; Algenesis Corporation in San Diego; Bluestem Biosciences in Omaha, Nebraska; C16 Biosciences in New York City; Cellibre in San Diego; Danimer Scientific in Bainbridge, Georgia; Erg Bio in Dublin, California; Eastern Tennessee State University Research Corporation in Johnson City, Tennessee; FERMWORX in Columbus, Georgia; Müssel Polymers in Bethlehem, Pennsylvania; Onego in San Diego; and Savor Foods in San Jose, California.

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## Progress Update

- DoD special project, ETSU RC is lead, subcontractors are industry-leading, \$913,000
- Appalachian Regional Commission equipment grant for biomanufacturing startups to scale, \$715,000
- BioMADE workforce development for downstream processing \$3.6 million
- Provisional patent and potential JDA in the works with an international equipment manufacturing company
- Successful bioprocess prototype to produce a high-demand material in a yeast chassis.
- Successfully repaired bioreactors no longer supported by OEM and discarded by another University. Estimated \$100,000 value and currently functional.

**Total Grants the Research Corporation has obtained in the last three years:  
\$5.84 million**

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