

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
SEPTEMBER 2023 MEETING

1:30–3:30 p.m. EDT  
Friday  
September 15, 2023

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call
- III. Public Comments
- IV. [Approval of Minutes from April 21, 2023 and May 19, 2023](#)
- V. Report from the Academic, Research, and Student Success Committee (5 minutes)
- VI. Report from the Finance and Administration Committee (5 minutes)
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Consent Agenda \(5 minutes\)](#)
  - A. [Minutes from April 21, 2023 Academic, Research, and Student Success Committee](#)
  - B. [Minutes from April 21, 2023 Finance and Administration Committee](#)
  - C. [Minutes from April 21, 2023 Audit Committee](#)
  - D. [Recommendations for Tenure of Faculty Members](#)
  - E. [Approval of Board of Trustees Professional Development Policy](#)
  - F. [Approval of Appearance Before the Board of Trustees Policy](#)
  - G. [Audit Plan for FY24](#)
  - H. [Internal Audit Employee Profiles](#)
  - I. [Approval of ETSU Mission Profile](#)
  - J. [Approval of Juneteenth as an Official Administrative Holiday](#)
- IX. [Action Item: Approval of Standing Committee Membership – Noland and Latimer \(5 minutes\)](#)
- X. Athletics Update – *Sander* (20 minutes)
  - A. [Action Item: Approval of New Women’s Athletic Team – Sander](#)
  - B. [Action Item: Naming of the Football Field – Noland and Sander](#)
- XI. [Enrollment Update – Sherlin \(15 minutes\)](#)

- XII. [Voyager ERP Update](#) – *King, Erickson, and Graham* (15 minutes)
- XIII. [Strategic Agenda Update and KPIs](#) –*Hoff* (15 minutes)
- XIV. President’s Report – *Noland* (20 minutes)
- XV. Other Business
- XVI. Executive Session
  - A. Discuss pending legal action (if necessary)
- XVII. Adjournment

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Approval of the Minutes from April 21, 2023 and May 19, 2023

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the April 21, 2023 meeting and May 19, 2023 special called meeting of the Board of Trustees are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the April 21, 2023 and May 19, 2023 meetings of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

MINUTES

April 21, 2023  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, April 21, 2023, at 1:33 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

**I. Call to Order**

Board Chair Dr. Linda Latimer called the meeting to order at 1:33 p.m. Dr. Latimer told the board that there are a number of reasons to celebrate as the spring semester comes to an end:

- Students from ETSU's Bill Gatton College of Pharmacy received a national award for their work in educating the community about prescription drug misuse.
- The university's cybersecurity team placed third in the regional round of the 2023 Southeast Collegiate Cyber Defense Competition.
- For the 13<sup>th</sup> consecutive year, ETSU secured the Military Friendly School designation.
- The ETSU Marching Bucs will be one of only ten marching bands in the nation to perform in the 2024 Macy's Thanksgiving Day Parade.
- During ETSU's recent reaccreditation review by the Southern Association of Colleges and Schools-Commission on Colleges, the onsite peer review team was incredibly complimentary and informed ETSU that they would recommend reaffirmation of accreditation.

Dr. Latimer expressed gratitude on behalf of the entire university community to two members of the Board of Trustees participating in their final regular quarterly board meeting: Faculty Trustee Dr. Virginia Foley and Student Trustee Allen Archer.

**II. Roll Call**

Board Secretary Dr. Adam Green led the roll call.

Trustees present were:

Trustee Charles Allen  
Trustee Allen Archer  
Trustee Janet Ayers  
Trustee Steve DeCarlo  
Trustee Dr. Virginia Foley

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

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

### **III. Public Comments**

No individuals were signed up to speak to the board during the public comment period.

### **IV. Approval of the Minutes from February 17, 2023**

The minutes from the February 17, 2023, meeting of the Board of Trustees were approved as submitted with Trustee Dr. Virginia Foley making the motion to approve and Trustee Janet Ayers seconding the motion. The motion passed unanimously.

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

Trustee Ayers reported on the following activities of the Academic, Research, and Student Success Committee from the morning:

- Approved promotion and/or tenure for 56 faculty members.
- Approved a name change for the Clemmer College to the Clemmer College of Education and Human Development.
- Received a report on the Appalachian Highlands Center for Nursing Advancement that is addressing critical pipeline and retention issues in the field of nursing.
- Heard about the work of the Center of Excellence in STEM Education at ETSU and its collaborative relationships across the region.
- Received a report on several encouraging enrollment trends at ETSU while also recognizing, as is the case nationwide, that student mental health issues continue to be a concern, which ETSU is addressing on a number of fronts.

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

Committee Chair Steve DeCarlo reported the following from the committee:

- The spring estimated budget for fiscal year 2023 and the proposed July budget for fiscal year 2024 were reviewed and discussed at the called Finance and Administration committee meeting held on March 28, and the materials were included in the board's consent agenda.
- The committee reviewed operating revenues and expenditures from the current year to the prior year and contracts and purchase orders that exceeded \$250,000, for the period of January through March 2023.

- The committee approved the capital budget submittals and disclosures for fiscal year 2024.
- Review of recommended tuition and mandatory fees for 2023-24 took place during the committee's February and March meetings. Ms. Christy Graham, Chief Financial Officer, presented those figures to the board.
- Ms. Graham reported the following to the board:
  - The Tennessee Higher Education Commission's model was built on flat enrollment with a 7.7 percent outcomes growth and inflationary adjustment, for \$9.7 million. Governor Lee's proposed budget for an expenditure increase and a partially funded 5 percent salary pool was \$8 million.
  - Tuition and fees did not increase in FY23. A comparison of tuition and mandatory fees demonstrates that ETSU remains below the state university average.
  - ETSU continues to conduct ongoing analysis of all academic and administrative units to identify areas to improve services, reduce costs, or allow assets to be used more effectively for students.
  - THEC proposed a zero to three percent tuition and mandatory fee limit at its November 2022 meeting. The commission is projected to vote on binding limits at its May meeting.
  - Other factors that were considered in structuring fees at ETSU were projected student enrollment and university enrollment goals; market and cost factors for higher education; new program or new facility costs; and costs related to operations, programs of study, or individual courses.
- Ms. Graham indicated that ETSU is proposing a 2.85 percent increase in total tuition and mandatory fees for all classes of undergraduate and graduate students on the main campus: 2.95 percent in tuition and 2.45 percent in mandatory fees, for a total increase to the full-time undergraduate student of \$114 per semester. The resulting revenue will help fund ETSU's portion of the salary pool, as well as inflationary costs, the Student Government Association wellness initiative, and faculty promotion.
- Ms. Graham added that on March 28, the university posted a notice for public comment regarding the proposed tuition and mandatory fees for the academic year 2023-24. Comments were accepted through April 13. Overall, the university received 33 comments, 20 of which were from respondents who self-identified as students. She said 24 of the comments opposed the increase because of a concern for students' financial situation; three opposed because of a concern that it would not improve facilities; and six comments were of a general nature.
- Trustee DeCarlo made a motion that the proposed tuition and mandatory fees be approved. Trustee Grisham seconded the motion. It passed unanimously.

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

Trustee Steagall-Jones reported that the Audit Committee conducted the following business:

- Recommended no changes in three charters and four policies that are required to undergo review.
- The committee approved the revised 2022-23 audit plan, which included the addition of one case involving a possible fraud, waste, and abuse concern.
- Two audits were recently completed, for public radio station WETS-FM and a randomly selected audit of the ETSU Department of Obstetrics and Gynecology.
- Trustee Steagall-Jones concluded her report by thanking the ETSU staff for the work that led to the issuance of an unqualified opinion in the most recent audit by the Tennessee Comptroller of the Treasury, for the fiscal year ending June 30, 2022.

### **VIII. Consent Agenda**

With no requests for any items to be pulled from the consent agenda for discussion and consideration by the full board, the Board of Trustees approved the consent agenda with a motion from Trustee Steagall-Jones, seconded by Trustee Foley. The motion passed unanimously.

### **IX. Trustees Self-Evaluation Report**

Board Secretary Dr. Adam Green presented a brief summary of the Board of Trustees self-evaluation, which members had completed earlier in the spring semester. There were ten surveys sent, and the response rate was 100 percent. Dr. Green reported that the evaluation demonstrates a well-functioning board. Two items that received the highest ratings were: “adheres to its comprehensive code of ethics” and “promotes trust among board members through a culture of respect.” Both were rated five out of a possible five. The categories of board function, board operations, board role, board meetings, and board communication received strong ratings as well.

### **X. ETSU Army ROTC Update**

LTC Kent Monas presented the following update:

- This year marks 70 years of leadership excellence. In 1953, East Tennessee State College’s ROTC program held its first commissioning ceremony. Since then, ETSU ROTC has commissioned over 1,600 men and women as U.S. Army second lieutenants. Ten ETSU ROTC alumni have given their lives while serving in the U.S. Army on active duty. Nine of these alumni died in the Vietnam War and one during Desert Storm.
- The Buccaneer Battalion partners with the University of Virginia’s College at Wise, Emory & Henry College, King University, and Milligan University to recruit, educate, train, and commission leaders of excellence for the U.S. Army. A total of 111 cadets are participating from these five schools.

- The Buccaneer Battalion is one of the Army’s premier SROTC programs providing more opportunities to attend Army schools (Airborne, Air Assault, Sapper, SCUBA, and Mountain Warfare), have strong cohesion and esprit de corps, and commission into the component and branch of their choice.
- A total of \$748,309 has been allocated for scholarships for academic year 2023-24.
- Of the 2023 commissioning class, three ranked in the top 10 percent Active Duty in the nation, and there were five Distinguished Military Graduates, placing ETSU in the top 20 percent in the nation. Advanced Camp 2022 statistics ranked ETSU the number-one school in Tennessee, and number two overall in the Brigade.

## **XI. Digital Media Update**

Marty Fitzgerald, former Chair of Digital Media, introduced the presenters: Dr. Todd Emma, the new chair of the department, and Assistant Professor Greg Marlow. Their presentation focused on the Digital Animation Concentration within the department.

- Based on an analysis by AnimationCareerReview.com, ETSU’s program ranks number one in Tennessee and number seven nationally, among bachelor’s degree programs in Animation.

The presenters stressed the rigorous nature of the ETSU curriculum.

- Students in production courses have placed in the top 10 nationally three out of the last five years in the National Student Advertising Competition.
- The first four MFA graduates in the program will be awarded their diplomas during spring commencement.
- ETSU graduates have done work on Fortnite, Lightyear by Pixar, Stranger Things, Kung Fu Panda, Creed 3, Thor, The Last Jedi, The Walking Dead, a Taylor Swift video, Discovery Network, and more.

## **XII. ETSU State of the University Survey Overview**

Dr. Michael Hoff, Vice Provost for Decision Support and University Chief Planning Officer, reported on the results of the ETSU State of the University Survey that was administered in the fall of 2022 by the ETSU Applied Social Research Lab.

The survey was sent to all ETSU students, faculty, and staff. It was launched on November 2, 2022, and closed on December 19. There were 2,935 responses.

Among the major findings:

- 62.7 percent of respondents feel a sense of belonging at ETSU
- 70.5 percent believe ETSU is headed in the right direction
- 89.4 percent are optimistic about the future growth of ETSU



- 95.5 percent believe ETSU improves the lives of people in this region
- 92.3 percent believe ETSU has the resources to support physical health and wellness
- 76.8 percent believe ETSU has the resources to support mental health and wellness
- 84 percent of respondents would choose to enroll at ETSU again

### **XIII. President’s Report**

President Noland’s presented the following:

#### The State of Higher Education

The results of a 2023 survey of college and university presidents conducted by *Inside Higher Education* to ascertain critical issues facing the academy were shared. Among the findings:

- In answering the question “Why is your institution less financially stable now than it was in 2019?”, 73 percent of respondents cited decreased net tuition revenue; 72 percent cited increased salary and benefits expenses; and 67 percent cited increased purchasing costs due to inflation.
- In answering the question “Why is your institution more financially stable now than you expect it will be in 2024?”, 75 percent said labor costs will rise; 71 percent cited the impact of inflationary pressures; and 54 percent said they expected enrollment to be lower.
- In answering the question “What do you think are the major causes of turnover at your institution?”, 86 percent cited competitive offers elsewhere; 55 percent cited natural career progression; and 52 percent cited burnout.
- 40 percent of respondents said they used the pandemic period and its aftermath to make difficult but transformative changes in core structure and operations to better position their institutions for long-term sustainability.
- In responding to a question about changes made because of the pandemic that will be permanent, 77 percent pointed to increased online learning options.

#### Legislative and Budget Update

President Noland reported that the appointments of Trustees Ramsey and Steagall-Jones to the ETSU Board of Trustees were confirmed by the General Assembly.

He indicated that the recent legislative session was an active one, with focus on curricular issues across the K-12 and post-secondary landscape. Operating enhancements, a 5 percent salary pool, and base operating support for non-formula units were included in Governor Bill Lee’s budget. That budget directed an additional \$3.43 million to the medical units, of which \$503,000 was allocated to the Quillen College of Medicine. President Noland also noted support for deferred maintenance projects such as ADA/life safety, roof repair projects, and HVAC work.

President Noland reported that for the first time in its history, the Gatton College of Pharmacy will become a non-formula unit and will receive \$2.5 million in recurring state appropriations.

Looking ahead to the fall semester, President Noland shared general enrollment information showing that freshman applications received are up by 3.25 percent and acceptances are up by 1.15 percent. Transfer applications received are up by 16.76 percent and acceptances are up by 8.72 percent. The fall enrollment projection for undergraduates shows an increase of 76 students. The fall budget was based on a projected 100 FTE decrease. Dr. Noland then reviewed several marketing strategies the institution is using in its student recruitment efforts, including branded pizza boxes in Nashville and billboards in Knoxville and Chattanooga.

### Campus Update

President Noland informed the board about a number of successes and accomplishments recently taking place on campus:

- During this year's Day of Giving, 1,060 gifts were received for a total of \$358,300, a 12 percent increase.
- An on-site reaffirmation review team from the Southern Association of Colleges and Schools-Commission on Colleges visited the campus in April. The team made no recommendations, and no further reporting is required. Reaffirmation by the SACSCOC board is anticipated for December 2023.
- The Voyager project, which will greatly streamline many office and departmental procedures, is set to go live in December.
- Much work is needed to address gender-based equity, which is a nationwide problem as men constitute the lowest share of college enrollments in history.
- Planning is continuing on the university's new academic building, as the latest renderings presented to the board show.
- ETSU has been designated a "Voter Friendly" campus.
- The Tennessee Intercollegiate State Legislature has named ETSU "Best Delegation."
- The *East Tennessean* student newspaper has celebrated its 100<sup>th</sup> anniversary.
- The Quillen College of Medicine achieved a 100 percent match rate.
- The American Pharmacists Association-Academy of Student Pharmacists presented its Chapter Achievement Award to the Gatton College of Pharmacy.
- On March 27, the ETSU Division of Veterans Affairs held the largest veteran-centered event to take place in the region.
- The ETSU Marching Bucs, 283 members strong, are already making plans for their participation in the 2024 Macy's Thanksgiving Day Parade in New York City. Almost one-third of the band members are first-generation college students. A total of 53 different academic programs are represented in the band.

President Noland then introduced Mason Mosier, who thanked Dr. Noland and the Board of Trustees for the leadership opportunities he has been given, as President of the Student Government Association and as a member of the board.

**XIV. Action Item: Selection of Board Chair**

Trustee Grisham made a motion that Trustee Dr. Linda Latimer be reelected as Chair of the Board of Trustees. Trustee Ayers seconded the motion. The motion passed unanimously.

**XV. Action Item: Selection of Board Vice Chair**

Trustee Latimer made a motion that Trustee Steve DeCarlo be reelected as Vice Chair of the Board of Trustees. Trustee Grisham seconded the motion. The motion passed unanimously.

**XVI. Action Item: Selection of Executive Committee Member**

Trustee Ramsey made a motion that Trustee Melissa Steagall-Jones be named to the board's Executive Committee. Trustee Ayers seconded the motion. The motion passed unanimously.

**XVII. Action Item: Resolution of Appreciation for Dr. Virginia Foley**

Trustee Grisham made a motion to pass a resolution honoring and thanking Dr. Virginia Foley for her dedicated service to the university and the Board of Trustees. Trustee Ayers seconded the motion. The motion passed unanimously.

**XVIII. Action Item: Resolution of Appreciation for Mr. Allen Archer**

Trustee Steagall-Jones made a motion to pass a resolution honoring and thanking Mr. Allen Archer for his dedicated service to the university and the Board of Trustees. Trustee DeCarlo seconded the motion. It passed unanimously.

**XIX. Action Item: Student Trustee Selection**

President Noland asked the board for its approval of Mr. Aamir Shaikh as the new Student Trustee. Mr. Shaikh was nominated for the post by the ETSU Student Government Association, which he had formerly served as President. He is a rising second-year student at the Quillen College of Medicine. Trustee Foley made a motion to appoint Mr. Shaikh as Student Trustee. Trustee Grisham seconded the motion. The motion passed unanimously.

**XX. Other Business**

There was no other business to come before the board.

**XXI. Executive Session**

There was no need for an executive session.

**XXII. Adjournment**

Trustee Ramsey made a motion to adjourn the meeting at 3:28 p.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
SPECIAL CALLED MEETING

MINUTES

May 19, 2023  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met for a special called session on Friday, May 19, 2023, at 11:05 a.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

**I. Call to Order**

Board Chair Dr. Linda Latimer called the meeting to order at 11:05 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green led the roll call.

Trustees present were:

Trustee Janet Ayers  
Trustee Steve DeCarlo  
Trustee Dr. Virginia Foley  
Trustee Dorothy Grisham  
Trustee Aamir Shaikh  
Trustee Melissa Steagall-Jones  
Board Chair Dr. Linda Latimer

Trustees absent were: Charles Allen and Ron Ramsey.

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

**III. Action Item: Approval of Gatton College of Pharmacy Tuition for FY24**

Ms. Christy Graham, ETSU Chief Financial Officer, said that in light of the historic appropriation of \$2.5 million in recurring state funding received during the 2023 session of the Tennessee General Assembly, the Gatton College of Pharmacy is requesting a commensurate decrease in tuition rates for the 2023-24 academic year. Consistent with discussions that transpired during the legislative session, these funds will be designated toward making the cost of a degree more affordable and to support student success. Ms. Graham told the board that:

- The proposed rates will decrease the cost for in-state students to \$27,000 per academic year, for a reduction of over 30 percent.
- The cost for out-of-state students will decrease to \$33,000 per academic year, for a reduction of approximately 15 percent.
- The decreases will save in-state students \$46,696 over the course of their program, and out-of-state students will save \$22,696.
- In addition to the tuition reduction, a scholarship pool of \$720,000 is being proposed to further reduce out-of-pocket costs for students. A total of 36 four-year scholarships at \$5,000 per year will be funded, meaning that every incoming Tennessee student will receive a \$5,000 scholarship starting in academic year 2023-24 and carrying forward throughout their four-year program. That will bring their tuition cost to \$22,000. The remaining scholarships will be used for incoming students, primarily based on financial need and merit.
- The remaining \$200,000 will fund three new student success coordinators to directly support student success and retention.

Trustee Steagall-Jones made a motion to approve the tuition rates as presented. Trustee Foley seconded the motion. It passed unanimously.

President Noland said it is important to recognize the historic significance of the action just taken by the board, which places the Gatton College of Pharmacy in a position of competitiveness with respect to tuition and fees. He expressed thanks to Governor Bill Lee and his administration and to State Representatives Rebecca Alexander, Gary Hicks, and Tim Hicks and Senators Rusty Crowe and Jon Lundberg. Dr. Noland also applauded the work of Dr. Debbie Byrd, Dean of the Gatton College of Pharmacy, for the thorough and tireless grassroots advocacy campaign that helped make this outcome possible.

#### **IV. Action Item: Immunization Rule**

University Counsel Mark Fulks presented to the board a proposed change to the university's Student Immunization Requirements Rule. He told the board that, as part of the rulemaking process, a public hearing was held on August 23, 2022. Mr. Fulks included in the board's packet a summary of public comments from the hearing. He indicated that it is the staff's recommendation that the revised rule be approved. The revision involves deletion of the following sentence: "Unless otherwise exempted by this rule or by other law, additional immunizations may be required in accordance with the Centers for Disease Control and Prevention recommended immunization schedule in response to an epidemic, pandemic, or emergent communicable disease outbreak."

Because this involves a rule, a roll call vote is required.

Trustee Steagall-Jones made a motion to adopt the rule change. Trustee Grisham seconded the motion. Dr. Green then conducted a roll call, and the motion passed unanimously.

**V. Other Business**

Trustee Steagall-Jones asked a process question about President Noland's employment contract. Chairman Latimer responded that a process is in place and that Vice Chair DeCarlo will be reviewing the contract with President Noland, along with university legal counsel. She added that any input from the board is welcome.

**VI. Executive Session**

There was no need for an executive session.

**VII. Adjournment**

The meeting was adjourned at 11:12 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: September 15, 2023

ITEM: Consent Agenda

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

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

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

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

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

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



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Approval of the Minutes from April 21, 2023

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the April 21, 2023 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the April 21, 2023 meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

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

MINUTES

April 21, 2023  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, April 21, 2023, at 8:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

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

**II. Roll Call**

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

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

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

**III. Approval of the Committee Minutes from February 17, 2023**

The minutes from the February 17, 2023, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Latimer making the motion and Trustee Foley seconding the motion. The motion passed unanimously.

**ACTION ITEMS**

**IV. Promotion and Tenure of Faculty Members**

After briefly describing the promotion and tenure processes, which begin in the fall semester, Provost Kimberly McCorkle presented to the committee the names of 56 ETSU faculty members being recommended for promotion and/or tenure. Trustee Foley made a motion that the recommendations be approved as presented, and Trustee Steagall-Jones seconded the motion. The motion passed unanimously.

#### **V. Proposed Change of Name: Clemmer College**

In presenting the rationale for a proposed name change, Clemmer College Dean Janna Scarborough said Clemmer currently includes 10 undergraduate majors/concentrations, 16 minors, 23 graduate degree programs including three doctoral programs, 16 graduate certificate programs, four research and practice centers, University School, and a Community Counseling Center. Dean Scarborough said the college is best known for educating thousands of the region's teachers, but about half of the college's graduates do not go into teaching. She described the various kinds of careers that Clemmer graduates are pursuing.

Dean Scarborough told the committee that in 2017, the college engaged in a renaming process, with the name Clemmer College put forward in 2018. However, instead of reflecting the variety and complexity of the college, that name change created vagueness and confusion. Thus began a strategic visioning process to reexamine the name, with a desire for representation, clarity, and connections. College faculty and staff examined peer universities for ideas and trends, reviewed the most popular names previously put forward by faculty and staff, and reopened a naming survey. The name that received the most support among constituent groups of the college and achieved consensus within the college's leadership team was: Clemmer College of Education and Human Development.

Trustee Foley made a motion that the board approve the new name, *Clemmer College of Education and Human Development*. Trustee Latimer seconded the motion. The motion passed unanimously.

### **INFORMATION AND DISCUSSION ITEMS**

#### **VI. Update on Center for Nursing Advancement**

Committee members received a status report on the Appalachian Highlands Center for Nursing Advancement from Dr. Leann Horsley, Dean of the ETSU College of Nursing, and Dr. Holly Wei, Associate Dean for Research and Scholarship.

Dr. Wei pointed out that among the issues prompting the formation of the center are nurse well-being and the need for a healthy work force, given the fact that nurses are at the front and center of our health care system.

Addressing these needs and many others, the Tennessee Center for Nursing Advancement was established by the General Assembly and was charged with:

- Developing a statewide plan for nurses based on a detailed analysis of workforce needs;
- Establishing and maintaining a database of nursing workforce needs;
- Routinely convening representatives of nursing professionals, healthcare professional organizations, business and industry leaders, and others to solicit their views and recommendations for the Center;
- Recognizing nurses and the accomplishments of nurses and conveying a positive image of nursing to Tennessee; and
- Increasing the pipeline for nursing education.

Dean Horsley then reviewed the history of the Appalachian Highlands Center for Nursing Advancement. The center's four foci are: building a pipeline for CNA, LPN, and RN quality education in all areas of Tennessee; innovative clinical and academic models; nurse well-being; and developing, aggregating, and increasing accessibility to nursing data. Primary objectives of the center for 2023 include:

- Establish well-being baselines and identify trends relating to recruitment and retention across 30 trial hospitals;
- Test programs within the region and demonstrate activity with a positive impact on recruitment and/or retention; and
- Establish organizational strategy, structure, systems, and partnerships, ready for 2024 within approved budget.

Discussion took place about strategies to recruit more nursing students and how to retain them in the region once they graduate. Committee members stressed the need for nurse well-being in addressing these pipeline issues.

## **VII. Faculty Research Update: Supporting STEM Education in Northeast Tennessee and Beyond**

Dr. Alissa Lange, Director of the Center of Excellence in STEM Education at ETSU, spoke to the committee about the collaborative nature of the work currently occurring both on the campus and beyond.

Dr. Lange indicated that growth in STEM-related jobs will continue to be strong, with an eight percent increase expected by 2029, compared to all other jobs at under four percent. Yet, she said, opportunities are not equal. To illustrate that point, she shared a map showing origins of inventors and patent rates by area where children grew up. The lowest numbers are in the southeastern United States. However, she asserted, this can be

changed through several priorities: to engage in equity, to focus on innovation, to empower educators, to cultivate partnerships, and to expand our reach.

As examples of those priorities, she highlighted:

- Libraries Count, a three-year applied research project focusing on mathematics for diverse young children and their families
- Coding camps for elementary and middle schoolers led by Washington Elementary and ETSU
- STEM collaboration involving the university, area schools, and communities that has already resulted in 19 publications that will be part of STEM curricula
- STEM education-work force partnerships “from cradle to career”
- A three-year grant exceeding \$5 million awarded to ETSU’s Dr. Chih-Che Tai by the Institute of Education Sciences to improve computational thinking and literacy for school leaders

Dr. Noland described the commonality between this presentation and the previous one on the nursing profession as they are two vital pipeline programs. As an example, he told the committee that the U.S. needs some 300,000 more nuclear engineers than we currently have in the workforce. He said the foundation for these careers, and careers in nursing, starts in STEM. He added that Dr. Tai’s grant is “transformational.”

## **VIII. Student Life and Enrollment Update**

Dr. Joe Sherlin, Vice President for Student Life and Enrollment, told the committee that ETSU’s efforts to attract new students focus on four pillars, from recruitment through orientation: academic quality, experience, affordability, and location. He said that data collected since the pandemic indicate we are succeeding:

- Individual campus tours are up 27 percent and group tours 200 percent
- Counselor Connect events are up 104 percent
- Intents to enroll are up 56 percent
- Nashville area admits are up 33 percent as ETSU expands its footprint
- Preview attendance is up 30 percent

Furthermore, Dr. Sherlin announced the availability of Navigate Student, a virtual one-stop shop to schedule appointments with advisors and tutors, view course schedules, and look up information for over 80 ETSU resources.

In the vital area of student well-being, student CARE team reports are up 107 percent over the last five-year period. Mental health reports are up 200 percent during that same

period. And this year, the amount of food distributed through Bucky’s Pantry is up 20 percent, at 11,000 pounds.

In the category of student engagement, Dr. Sherlin reported the following:

- Buctainment participation for the fall semester of 2022 was up 28 percent
- The Student Government Association concert series is on track to surpass 10,000 attendees
- Peer involvement mentoring is up 70 percent over the last five years
- ETSU VOTES was recognized by the Tennessee Secretary of State for its 2022 voter registration efforts
- Volunteer ETSU is partnering with over 150 nonprofit agencies
- The *East Tennessean* student newspaper observed its 100<sup>th</sup> anniversary this year

Dr. Sherlin told the committee that student mental health continues to be one of the most serious challenges faced by ETSU and colleges and universities all across the country. He said the most cited stressors among college students are anxiety, depression, and isolation. In a nationwide survey, 40 percent of undergraduates expressed feelings of emotional stress and have considered dropping out of school in the last six months. Persistent feelings of sadness or hopelessness have increased almost 10 percent in high school males and over 20 percent in high school females over the last 10 years. In addition, 60 percent of parents say the pandemic had a negative effect on their college students’ learning, and almost half think the effect is ongoing. Rural, underserved, and low-income communities are disproportionately affected.

Dr. Sherlin said ETSU is addressing these challenges through holistic, relationship-rich support and by closing equity gaps. ETSU leads the state in improvement of six-year, first-time, full-time graduation rates. Complicating the situation in our region, however, are downward trends in college-going rates. In particular, beginning with 2017 and going through 2021, Dr. Sherlin noted Washington County’s decrease of almost 21 percent, Sullivan’s decrease of 11 percent, and Carter’s drop of over 15 percent. He added that these figures are a call for P20 efforts.

Trustee Ayers added that Unicoi County is not seeing these kinds of decreases and lauded that county’s “one student at a time” approach as a major reason why.

## **GENERAL INFORMATION ITEMS**

### **IX. Committee Discussions**

No further discussions were held.

**X. Other Business**

There was no other business to come before the committee.

**XI. Adjournment**

The committee was adjourned by Trustee Ayers at 9:37 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Approval of the Minutes from April 21, 2023

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the April 21, 2023 meeting of the Finance and Administration Committee are included in the meeting materials

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

**RESOLVED: The reading of the minutes of the April 21, 2023 meeting of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

April 21, 2023  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, April 21, 2023, at 9:48 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

Committee Chair Steve DeCarlo called the meeting to order at 9:48 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green conducted the roll call. All committee members were physically present.

Committee members attending were:

Committee Chair Steve DeCarlo  
Trustee Charles Allen  
Trustee Allen Archer  
Trustee Dorothy Grisham  
Trustee Dr. Linda Latimer (who joined after the approval of the minutes)  
Trustee Ron Ramsey

Trustee Dr. Virginia Foley also attended the meeting.

**III. Approval of the Committee Minutes from February 17, 2023, and March 28, 2023**

The minutes from the February 17, 2023, meeting of the Finance and Administration Committee and the March 28, 2023, called meeting of the committee were approved as submitted, with Trustee Ron Ramsey making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

**IV. Action Item: Approval of Spring Estimated and July Proposed Budgets**

ETSU Chief Financial Officer Christy Graham reminded the committee that the spring estimated budget for fiscal year 2023 and the proposed July budget for fiscal year 2024 were

reviewed and discussed in detail at the called Finance and Administration committee meeting held on March 28.

Ms. Graham summarized, for the committee, a series of budget considerations:

- Budget hearings are being conducted all across campus this spring.
- The main campus, the College of Medicine, and Family Medicine were provided an appropriation for a salary pool in Governor Bill Lee’s budget.
- For the main campus, state appropriations fund approximately 55 percent of the salary pool.
- The Tennessee Higher Education Commission’s binding tuition increase for undergraduate education is recommended between 0 percent and 3 percent for FY 24. The rate will be confirmed in May.

Ms. Graham reviewed budget summaries for the main campus, the College of Medicine, Family Medicine, and the Gatton College of Pharmacy.

Ms. Graham told the committee that the College of Pharmacy budget shows a decrease in revenue due to enrollment, and there is a reduction of two positions. She introduced Dr. Debbie Byrd, Dean of the Gatton College of Pharmacy, who announced that, the day before the ETSU Board of Trustees meeting, the Tennessee General Assembly allocated \$2.5 million in recurring funding for the college. It is the first such state funding for the college. Dean Byrd expressed thanks to the Board, the Northeast Tennessee legislative delegation, faculty, staff, students, and community members for writing letters and supporting the quest for state funding.

Dr. Noland added that a great deal of “behind-the-scenes” work will transpire to adjust the College of Pharmacy budget accordingly and that a revised budget will be presented to the Board at a called meeting later this spring.

Trustee Grisham made a motion that the spring estimated budget for fiscal year 2023 and the proposed July budget for fiscal year 2024 be approved as submitted, with the realization that some adjustments will be needed. Trustee Ramsey seconded the motion, and it passed unanimously.

## **V. Quarterly Financial Report**

Ms. Graham presented the quarterly financial report as of the end of February 2023. The report compares operating revenues and expenditures from the current year to the prior year. Changes for revenues and expenditures continue to be in alignment with the October budget revisions. Revenue is up overall. The table “Revenue & Expenses by Fund Type Through 2-28-23” indicates a 7.59 percent increase in total revenue and a 1.27 percent increase in total expenditures.

## **VI. Quarterly Report of Agreements \$250,000 or Greater**

Mr. Ryan Roberts, Director of Procurement and Contracts, reported on contracts/purchase orders that exceed \$250,000, for the period of January through March 2023 found in the meeting materials.

Mr. Roberts informed the committee of two requests for proposals that are in process: LiveNation, to serve as the first booking agency for the Martin Center, and Axis Security, for security services campus wide.

## **VII. Action Item: Capital Budget Submittals and Disclosures**

Mr. Jeremy Ross, Chief Operating Officer, submitted the Capital Budget and Disclosures list for FY2023-24 for the committee's consideration.

In addition, Mr. Ross provided the following updates:

- A temporary certificate of occupancy has been issued for Lamb Hall.
- University Commons is projected to be completed by fall of 2024, with the project being affected by materials shortages.
- Ross Drive: Outdoor areas will be completed soon.
- Mr. Ross traveled to Boston in February to accept an international award from the ACUI for the transformation of the Culp Center.
- Mr. Ross shared with the Board a series of concepts of the new academic building, which, because of inflationary increases, has been resubmitted to the state at a total cost of \$62.5 million. It is expected to be completed by the fall of 2025.

Trustee Allen made a motion that the capital budget submittals and disclosures be approved as presented. Trustee Grisham seconded the motion. It passed unanimously.

## **VIII. Other Business**

There was no other business to come before the committee.

## **IX. Adjournment**

The meeting was adjourned at 10:48 a.m. by Trustee DeCarlo.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Approval of the Minutes of April 21, 2023

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

The minutes of the April 21, 2023 meeting of the Audit Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the April 21, 2023 meeting of the Audit Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
AUDIT COMMITTEE

MINUTES

April 21, 2023  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, April 21, 2023, at 11:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

Committee Chair Melissa Steagall-Jones called the meeting to order at 11:00 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green conducted the roll call. All committee members were physically present.

Committee members attending were:

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

Other Trustees who attended the committee meeting included: Charles Allen, Allen Archer, Janet Ayers, Steve DeCarlo, and Dr. Virginia Foley.

**III. Approval of the Committee Minutes from February 17, 2023**

The minutes from the February 17, 2023, meeting of the Audit Committee were approved as submitted with Trustee Ron Ramsey making the motion and Trustee Dr. Linda Latimer seconding the motion. The motion passed unanimously.

**IV. Annual Review of Charters**

Ms. Becky Lewis, Chief Audit Executive, reported that her office has reviewed all three charters currently subject to review: the Audit Committee Charter, the Internal Audit Charter, and the Compliance Charter. In addition, the Office of University Counsel and the Office of

Compliance reviewed the Compliance Charter. Ms. Lewis indicated that no changes are needed in any of these charters.

## **V. Annual Review of Policies**

Ms. Lewis said that these four policies must undergo an annual review:

- Internal Audit Policy
- Preventing and Reporting Fraud, Waste, and Abuse Policy
- Conflict of Interest Policy
- Employee Code of Conduct Policy

Reviews were conducted by Internal Audit, Human Resources, and the Office of University Counsel. No adjustments were identified, nor did the Audit Committee suggest any adjustments.

## **VI. Action Item: Revisions to the FY 2022-2023 Audit Plan**

Ms. Lewis asked that the committee approve one revision to the FY 2022-2023 audit plan: one potential fraud, waste, and abuse concern that has arisen since February 2023.

Trustee Grisham made a motion that the item be added to the plan. Trustee Ramsey seconded the motion. It passed unanimously.

## **VII. Audits and Investigations Performed February 2023 Through March 2023**

Ms. Lewis reported the completion of two audits during this period: the annual financial statement audit of public radio station WETS-FM, which is required by the Corporation for Public Broadcasting, and a randomly selected audit of the ETSU Department of Obstetrics and Gynecology. Both of those audits are referenced in the Office of Internal Audit's Heat Map of Completed Audits from February 1, 2023, to March 31, and both are weakness discovered were minor.

## **VIII. Recommendation Log Status as of March 31, 2023**

The log presented by Ms. Lewis lists 14 different recommendations. She indicated that all are progressing in a timely fashion.

## **IX. Review of Audited Financial Statements from the Comptroller of the Treasury**

This report was presented by Ms. Christy Graham, Chief Financial Officer. The Tennessee Comptroller of the Treasury, Division of State Audit, issued a final audit report of ETSU's financial statements for the fiscal year ending June 30, 2022.

The two findings in the report have been addressed. The first was a repeat from a prior audit: that university staff in the Bursar's Office and College of Nursing did not conduct proper collection procedures on accounts receivable. Ms. Graham pointed out that management has taken several steps to ensure that staff adhere to policies to ensure timely collections. The other finding in the report was that the ETSU Office of Financial Aid and Scholarships did not adequately monitor the eligibility of Title IV financial aid recipients. Ms. Graham reported that management has implemented procedures to confirm student eligibility for financial aid. She added that this finding involved only a very small number of students, and she commended the Office of Financial Aid and Scholarships for compliance in excess of 99 percent.

**X. Other Business**

There was no additional business to come before the committee. The committee adjourned to go into executive session at 11:22.

**XI. Executive Session to Discuss Active Audits and Enterprise Risk Management**

**XII. Adjournment**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Recommendation for Tenure Upon Appointment of  
Faculty Member

RECOMMENDATION: Approve

COMMITTEE: Academic, Research, and Student Success

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

The University awards tenure to faculty whose professional abilities and accomplishments warrant the degree of permanence afforded by academic tenure. Faculty rank recognizes the past achievements of a faculty member and expresses confidence that the faculty member is capable of even greater accomplishments and increased levels of responsibilities that support the mission of the University.

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

**RESOLVED: Faculty rank and the awarding of tenure is granted to the faculty member recommended by the President as outlined in the meeting materials.**





East Tennessee State University  
Office of the President

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

September 15, 2023

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. Rodney Handy](#), whose accomplishments are described below.

**Recommended for Tenure upon Appointment**

**Dr. Rodney Handy**

**Environmental Health**

College of Public Health

Dr. Rodney Handy was appointed to serve as professor and chair in the Department of Environmental Health in the College of Public Health on July 1, 2023. During his career, he has secured funding for over 175 projects that resulted in a total of \$15 million awarded. He led the master's program in occupational health with an emphasis in industrial hygiene through ABET re-accreditation and led over 75 continuing education sessions for companies or government entities. Dr. Handy comes to East Tennessee State University from the University of Utah where he held the position of Interim Vice Chair of Education and Research, tenured professor, and Director of Industrial Hygiene, Occupational and Environmental Health programs in the Department of Family and Preventative Medicine. Dr. Handy earned his Ph.D. in Environmental Engineering Sciences from the University of Florida. He earned his M.B.A. from Ball State University, a B.S. in Mechanical Engineering from Purdue University, and an A.A.S. in Mechanical Engineering Technology from Purdue University. He has held special faculty status at the University of North Carolina at Chapel Hill as well as tenured positions at Western Kentucky University and Purdue University. Dr. Handy holds national distinction in his field and is recognized for his leadership, consultation, and scholarly work in industrial engineering.

I am honored to recommend Dr. Handy for tenure at the rank of professor.

Sincerely,

Brian Noland  
President

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

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Approval of Board of Trustees Professional Development Policy

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

Dr. Mark Fulks  
University Counsel

In compliance with T.C.A. § 49-8-201(f)(8)(C), staff recommends that the ETSU Board of Trustees adopt a policy that facilitates professional development for its members.

**MOTION: I move that the Audit Committee recommend the adopting the following Resolution by the Board of Trustees:**

**RESOLVED: Upon the recommendation of the Audit Committee, the Board of Trustees adopts the Policy on Professional Development as outlined in the agenda materials.**



<b>POLICY ON PROFESSIONAL DEVELOPMENT FOR ETSU BOARD OF TRUSTEES</b>	
Responsible Official: <b>Secretary of the Board of Trustees</b>	Responsible Office: <b>Board of Trustees</b>

### Policy Purpose

The purpose of this policy is to facilitate ongoing professional development for board members.

### Policy Statement

The Board recognizes the importance of ongoing professional development and training for its members and will provide professional development opportunities for them.

- I. Such development opportunities may include but are not limited to informational sessions on topics deemed appropriate by the Chair or the Executive Committee.
- II. The Chair or the Executive Committee may consider and schedule other types of professional development opportunities to ensure ongoing professional development for Board members.
- III. New Board members are expected to complete any State of Tennessee required Board orientation (i.e. Tennessee Higher Education Commission Board Training). Additionally, the President shall establish an orientation program for new members, which shall include information related to the operations of the Board and administration of East Tennessee State University (ETSU).
- IV. The Board chair or their designee has the final authority to interpret the terms of this policy.

Authority: T.C.A. § 49-8-201(f)(8)(C)

Previous Policy: New

## Defined Terms

## Policy History

### Effective Date

- a. Initial:
- b. Revised:

## Procedure

## Procedure History

### Effective Date

- a. Initial:
- b. Revised:

## Related Form(s)

Primary:

Secondary:

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Approval of Appearance Before the Board of Trustees  
Policy

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

Dr. Mark Fulks  
University Counsel

In compliance with T.C.A. § 49-8-203, T.C.A. § 49-8-208, and T.C.A. § 8-44-113, staff recommends that the ETSU Board of Trustees adopt a new policy that specifies a standard process for members of the University community and the general public to address the Board of Trustees during full Board meetings.

**MOTION: I move that the Audit Committee recommend the adopting the following Resolution by the Board of Trustees:**

**RESOLVED: Upon the recommendation of the Audit Committee, the Board of Trustees adopts the Policy on Appearances Before the Board of Trustees as outlined in the agenda materials.**



APPEARANCES BEFORE THE BOARD OF TRUSTEES	
Responsible Official: <b>Secretary of the Board of Trustees</b>	Responsible Office: <b>Board of Trustees</b>

### Policy Purpose

This policy specifies a standard process for members of the University community and the general public to address the Board of Trustees (Board) during full Board meetings.

### Policy Statement

In accordance with the Tennessee Open Meetings Act, the ETSU Board of Trustees (Board) provides the opportunity for members of the University community and the general public to address the Board on matters germane to actionable items listed on full Board meeting agendas. A portion of public full Board meetings will be reserved for individuals who wish to address the Board.

- This policy does not apply to full Board meetings for which there are no actionable items on the agenda.
- This policy does not apply to committee meetings.
- This policy does not apply to a Board meeting, or a portion thereof, wherein a disciplinary hearing, grievance, or appeal is being conducted for a person or persons subject to the Board’s jurisdiction.
- This policy does not apply to: pending or threatened litigation involving the University or University officials; the employment status of any specific individual; statements concerning the private activities, lifestyles or beliefs of any individuals; and/or proposals or bids for contracts.

Authority: T.C.A. § 49-8-203, T.C.A. § 8-44-108, and T.C.A. § 8-44-113

Previous Policy: Appearances Before the Board of Trustees

### Defined Terms

## Policy History

### Effective Date

- a. Initial: 04/26/2019
- b. Revised:

## Procedure

### I. Procedures for Addressing the Board

This process provides for reasonable access to the Board of Trustees, while also preserving the Board's orderly business operations.

- A. Individuals desiring to address the Board must preregister by providing the following to the Board Secretary at least 3 days (72 hours) prior to the start of the full board meeting:
  - a. Contact information (Name, Address, Email Address, and Phone Number);
  - b. Your role (Student, Faculty Member, Staff Member, Alum, Member of General Public); and
  - c. The germane actionable agenda item topic for which the individual wishes to provide comment.
  - d. The amount of time you wish to speak. This amount of time must not exceed 3 minutes.
- B. Individuals should provide the above information by emailing [trustees@etsu.edu](mailto:trustees@etsu.edu)
- C. Persons who have preregistered to speak on permissible subjects in compliance with this policy will be scheduled on a "first come, first served" basis until a fifteen (15) minute period has been scheduled, except that no more than two (2) speakers will be scheduled to speak on the same subject. Scheduled speakers who are unable to attend the meeting may not send a substitute.
- D. The Board Secretary will acknowledge receipt of requests and confirm logistical details for the public comment period.
- E. If a full Board meeting is conducted by electronic or virtual means of communication, then an individual who has preregistered and has been confirmed to speak before the Board at that meeting will be permitted to participate or provide comment by electronic or virtual means of communication. The Board Secretary will confirm logistical details

on such occasion.

II. Limitations

- A. A Person addressing the Board will have a maximum of 3 minutes for any comments. Exceptions to this time period will only be allowed at the discretion of the Board Chair at the time of the meeting.

The aggregate time for all public comments at a meeting will not exceed fifteen (15) minutes in total. Exceptions to this time period will only be allowed at the discretion of the Board Chair at the time of the meeting.

- B. Only one (1) individual will be permitted to speak at a time.
- C. Individuals addressing the board are not permitted to use audio and/or visual presentation equipment during their remarks.

**Procedure History**

**Effective Date**

- a. Initial: 04/26/2019
- b. Revised:

**Related Form(s)**



EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023  
ITEM: Audit Plan for FY 24  
COMMITTEE: Audit Committee  
RECOMMENDED ACTION: Approve  
PRESENTED BY: Rebecca A. Lewis, CPA  
Chief Audit Executive

The 2023-24 annual audit plan was developed through a formal risk assessment process. Risk factors include previous audit results, internal control systems, policy or personnel changes, size, sensitivity, and external audit coverage. Special requests by Board of Trustees and university management are also considered when scheduling audits. The audit plan is developed at the beginning of each fiscal year and is subject to revision throughout the year. The approved plan is also submitted to the Comptroller of the Treasury, Division of State Audit.

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

**RESOLVED: The Audit Plan for 2023-24 is approved as presented in the meeting materials.**

**East Tennessee State University  
Internal Audit Plan as of 08/21/2023  
Fiscal Year Ended June 30, 2024**

Rank	Type	Area	Audit
Required by State Audit	R	FM	Cash Counts/Inventories
Brought Forward Required by State Statute	R	FM	President's Expense FY 2023
Required by Many	R	FM	Risk Assessments
Required by CPB	R	FM	WETS-FM
Required by Contract	R	FM	NET
Required by State Statute	R	FM	President's Expense FY 2024
Required by State Audit	R	FM	Follow-Up: State Audit
Brought Forward Follow-Up	F	IT	Follow-Up Off Campus Domestic/International Pgms
Brought Forward Follow-Up	F	IS	Follow-Up Dependent/Spouse Tuition Discount
Brought Forward Follow-Up	F	IA	Follow-Up Human Patient Simulation Laboratory
Brought Forward Follow-Up	F	AT	Follow-Up: Men's Basketball Expenditures
Follow-Up	F	IA	Follow-Up: Health Services (missing petty cash)
Follow-Up	F	IA	Follow-Up: College of Nursing
Follow-Up	F	IA	Follow-Up: Center of Excellence in STEM Education
Follow-Up	F	IA	Follow-Up: Access ETSU
Follow-Up	F	RS	Follow-Up: RDC Grants
Follow-Up	F	AT	Follow-Up: Athletic Ticket Office
Follow-Up	F	FM	Follow-Up: College of Nursing Health Clinics
Follow-Up	F	FM	Follow-Up: Family Medicine Timekeeping
Follow-Up	F	SS	Follow-Up: Guest and Group Housing
Brought Forward Invest	I	RS	Investigation 22-05 Internal Medicine
Brought Forward Invest	I	FM	Investigation 23-07 Psychology (Venmo)
Brought Forward Invest	I	FM	Investigation 23-08 CESSCE (Gift Cards)
Brought Forward Invest	I	FM	Investigation 23-10 Medical Library Timekeeping
Brought Forward Invest	I	FM	Investigation 23-11 CoN Instructiderm
Investigations	I	FM	Investigation 24-01 Chemistry (Procard)
Investigations	I	FM	Unscheduled Investigations
Consulting	C	IS	General Consultation
Consulting	C	FM	Procard Consulting
Project	P	IS	Board of Trustees (Prep for Meetings, Meetings, etc.)
Special Request	S	FM	Executive Level Audit FY 2024
Special Request	S	RS	R15 Research Grants
Special Request	S	FM	Center for Nursing Advancement
Brought Forward Risk Based	A	IA	Minors on Campus
Brought Forward Risk Based	A	SS	Guest and Group Housing
Risk Based	A	AT	Athletics Revenue
Risk Based	A	IT	ITS General Controls
Risk Based	A	PP	Emergency Preparedness
Risk Based	A	AD	Donor Gift Processing
Risk Based	A	AX	Auxiliary Enterprises
Risk Based	A	PP	Facility, Chemical, and Environmental Safety
Risk Based	A	PP	Access Controls
Risk Based	A	IA	Grade Changes
Risk Based	A	FM	Procard System Procedures (includes Follow Up)

Estimate-Hours Available For Audits = 4,768

**Audit Types:**

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review

**Functional Areas:**

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Internal Audit Employee Profiles

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

The Board of Trustees must annually approve the salaries of those individuals working in the Department of Internal Audit. A table of salaries is provided in the meeting materials. This also provides information regarding the professional certifications and years of service.

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

**RESOLVED: The salaries of the Internal Audit staff are approved as presented in the meeting materials.**

## ETSU Internal Audit Employee Profile - FY 2024

Name	Position	Professional Certification	Current Annual Salary	Years of Professional Experience	Years of Experience at ETSU
Becky Lewis	Chief Audit Executive	CPA	\$ 111,946	29	25
Martha Winegar	Associate Director	CPA	\$ 73,195	18	11
Bryan Brockwell	Internal Auditor	-	\$ 51,366	4	4
Bridgett Maupin	Internal Auditor	-	\$ 51,366	7	1

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Approval of the ETSU Mission Profile

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Michael Hoff  
Vice Provost, Planning and Decision Support

The ETSU Board of Trustees is annually required to provide to the Tennessee Higher Education Commission, a Mission Profile that accurately describes the institution and those it serves. Staff is recommending no change to the current Mission Profile since last approved by the Board of Trustees on 9/16/2022.

**ETSU Mission Profile:**

“East Tennessee State University is a traditionally selective institution located in Johnson City, part of the Northeast Tennessee region. Undergraduate students represent approximately 78 percent of headcount enrollment; students in graduate and professional programs constitute the remaining 22 percent, a result of programmatic growth and responsiveness to community and workforce needs. The university educates significant numbers of low-income students, first-generation students, adult students, and students pursuing degrees in the basic and clinical health sciences. ETSU awards degrees in over one hundred baccalaureate, masters and doctoral programs, including distinctive interdisciplinary programs. An emphasis on the clinical and health sciences, with respect to doctoral and professional programs supporting research and clinical service delivery, is a distinctive feature of the university. ETSU's enrollment profile displays a clear focus on Tennessee and Southern Appalachia. The university is especially committed to serving rural populations throughout the region and around the world; it does this through a commitment to teaching, research, and service that supports the needs of Tennessee and Southern Appalachia first then sharing that knowledge to improve outcomes in similar communities around the world. ETSU is an R2 Research University according to the Carnegie Foundation classification (Doctoral University: High Research Activity). Additionally, ETSU has a Carnegie Undergraduate Program classification of "Professions plus arts & sciences, high graduate coexistence" and a Graduate Program classification of "Research Doctoral: Professional – dominant.”

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

**RESOLVED: The Board of Trustees for submission to the Tennessee Higher Education Commission approves the Institutional Mission Profile for East Tennessee State University.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Approval of Juneteenth as an Official Administrative Holiday

RECOMMENDED ACTION: Approval

PRESENTED BY: Dr. Adam Green  
Board Secretary

On May 5, 2023, Tennessee Governor Bill Lee signed a bill into a law that recognizes Juneteenth as an official holiday. Juneteenth, also known as Emancipation Day or Freedom Day, commemorates the emancipation of the last remaining enslaved African Americans in the United States. The law requires all state offices to close on June 19th in recognition of the holiday.

Staff recommends that the ETSU Board of Trustees approve Juneteenth as an administrative holiday. The institution would be closed on June 19<sup>th</sup> of each year. In accordance with existing policy, should the 19<sup>th</sup> fall on a Saturday, the institution will be closed on the preceding Friday. Should the 19<sup>th</sup> fall on a Sunday, the institution will be closed the following Monday.

**MOTION: I move that the Board of Trustees adopt the resolution, approving of Juneteenth as an official administrative holiday.**

**RESOLVED: The Board of Trustees approves Juneteenth as an official administrative holiday.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Standing Committee Membership

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that sets policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in TCA § 49-8-101. The Bylaws for the Board of Trustees provide the organization for the Board, including the operations outlined in the structure of standing committees. The standing committees of the Board include the Executive Committee. The Executive Committee is composed of the Board Chair, Vice Chair, and a third Board member that shall be elected by the Board to serve for two years. The Executive Committee was elected by the Board of Trustees on April 21, 2023.

In addition to the Executive Committee, other standing committees include: Academic, Research, and Student Success Committee; Finance and Administration Committee; and Audit Committee.

As provided in the Bylaws, committee appointments are recommended by the Chair of the Board of Trustees and shall be made for a two-year term. The chair of each standing committee shall be designated by the Board for a two-year term upon the recommendation of the Chair of the Board of Trustees.

Competencies and professional or business expertise of members and previous Board and committee experience of Trustees, together with any special qualifications required by the Bylaws for certain committees, will be considered in committee and chair appointments. If a vacancy occurs in a committee or chair position prior to expiration of the two-year term, the Board shall, upon the recommendation of the Chair, appoint a Trustee to fill the remainder of the term. The Chair of the Board shall be an ex officio, voting member of all standing committees and, except for the Audit Committee, shall be counted for quorum purposes.

**MOTION: I move that the Board of Trustees adopt the proposed Standing Committee Membership as outlined below and as recommended by the Chair.**

**RESOLVED: The Board of Trustees adopts the proposed Standing Committee Membership as outlined in the agenda materials.**



<b>Academic, Research, and Student Success Committee</b>
<b>Trustees</b>
Janet Ayers (Chair)
Charles Allen, Jr.
Dr. Linda Latimer (Ex-Officio)
Dr. Steph Frye-Clark
Tony Treadway

<b>Finance and Administration Committee</b>
<b>Trustees</b>
Steve DeCarlo (Chair)
Charles Allen, Jr.
Dorothy Grisham
Dr. Linda Latimer (Ex-Officio)
Ron Ramsey
Aamir Shaikh (Not Voting)

<b>Audit Committee</b>
<b>Trustees</b>
Melissa Steagall-Jones (Chair)
Dorothy Grisham
Dr. Linda Latimer (Ex-Officio)
Ron Ramsey
Tony Treadway

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Addition of Women’s Acrobatics and Tumbling

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Richard Sander  
Athletics Director

During the November 2019 meeting of the Board of Trustees, a report was provided detailing the analysis and consideration of sponsoring an additional NCAA women’s sport to the portfolio of programs sponsored by the university. However, those plans related to sponsoring an additional women’s sport were paused due to the pandemic.

During the 2022-23 academic year, a second review of the prospect of adding Acrobatics and Tumbling was conducted by the Athletics Senior Leadership team. The findings from this review are provided in the agenda materials that follow. In light of the findings in this report, staff proposes that ETSU Athletics sponsor Women’s Acrobatics and Tumbling, which will become the 19<sup>th</sup> athletic program within the university.

**MOTION: I move that the Board of Trustees approve the sponsorship of Women’s Acrobatics and Tumbling.**

**RESOLVED: The Board of Trustees approves the sponsorship of Women’s Acrobatics and Tumbling.**

# Acrobatics and Tumbling



EAST TENNESSEE STATE  
UNIVERSITY

# Proposal of New Sport

- Overview of 2018 and 2019 Reports
- Pause due to Pandemic
- 2022-2023 Athletics Department Review
- Recommendation to sponsor NCAA emerging sport of Acrobatics and Tumbling

# Sport Overview

- Team has up to 28 competitors on their game-day roster and compete in six events throughout the meet, including: Compulsory, Acro, Pyramid, Toss, Tumbling, and Team.
- Participation and scholarship numbers count in EADA reporting, Title IX compliance, and NCAA required sport sponsorship minimums.

# Emerging Sport Status

- In 2020, Acrobatics and Tumbling reached NCAA emerging sport status in all three divisions.
- Plans are in place to submit legislation in 2024 to the NCAA for the sport to become an NCAA Championship Sport.
- Of the 56 participating schools, 19 are in Tennessee, North Carolina, South Carolina, and West Virginia.



Operating Expenses	FY 24	FY 25	FY 26	Home Events	FY 24	FY 25	FY 26
				Officials Pay & Travel			\$6,000
Equipment & Facilities				General Meet Expenses			\$2,000
Mats		\$15,000					
Uniforms, Shoes, Practice Gear		\$35,000	\$20,000	Professional Dues/Memberships			
Acro Blocks, Training Mats		\$4,000		NCATA Divison-1 Dues		\$8,500	\$8,500
Locker Room		\$60,000	\$10,000	USA Gymnastics Dues		\$3,000	\$3,000
Office & Office Equipment		\$10,000	\$2,000				
				Miscellaneous Expenses			
Travel				Miscellaneous	\$10,000	\$5,000	\$2,000
Team		\$20,000	\$45,000	Scholarships		\$100,000	\$250,000
Recruiting	\$15,000	\$20,000	\$15,000				
Coaches Training/Professional Development	\$2,000	\$2,000	\$4,500	Operating Expenses Subtotal	\$27,000	\$282,500	\$368,000

Salary Expenses			
Head Coach Salary	\$30,000	\$60,000	\$60,000
Benefits	\$8,000	\$15,000	\$15,000
Graduate Assistant Coach			\$25,000
Salary Expenses Subtotal	\$38,000	\$75,000	\$100,000



## Proposed Timeline

- FY 2024
  - Board of Trustees Vote Fall 2023
  - Announce Launch of Acrobatics and Tumbling
  - Spring 2024 Open Search for Head Coach (hires are typical made at the end of the championship season)
  - Head Coach begins recruiting in Summer 2024



## Proposed Timeline

- FY 2025
  - Fall 2024:
    - First scholarships signed during the NCAA Fall NLI signing period
  - Spring 2025:
    - Potential Enrollment of Transfers in Spring (TBD by Coach)
  - Order Equipment
  - Create Locker Room

## Proposed Timeline

- FY 2026
  - Fall 2025: First Freshman Recruiting Class Enrolls
  - Spring 2026: Limited Spring Competition Schedule
- FY 2027
  - Fall 2026: Second Recruiting Class Enrolls
  - Spring 2027: Inaugural Championship Season

# Questions?



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 15, 2023

ITEM: Naming of the Football Field

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Brian Noland  
President

Dr. Richard Sander  
Athletics Director

Over the past year, ETSU Athletics has been in discussion with Bank of Tennessee regarding a major gift to ETSU Athletics. As part of the gift, ETSU has agreed to name the football field at William B. Greene, Jr. Stadium the “Bank Of Tennessee Field.” Bank of Tennessee will be emblazoned on the Field.

Service to the community and the people of Northeast Tennessee has been a cornerstone of Mr. Greene’s business career, and his support of the university and the athletic programs is unwavering. ETSU Athletics is grateful for the generous support of Mr. Greene, Dr. Linda Latimer and the Bank of Tennessee. This gift will provide support for ETSU Athletics as it moves forward with the “Be GREAT” Student-Athlete Success Paradigm.

In recognition of this generous gift, staff proposes the football field at William B. Greene, Jr. Stadium be named the Bank of Tennessee Field.

**MOTION: I move that the Board of Trustees approve the naming of ETSU’s football field the Bank of Tennessee Field.**

**RESOLVED: The Board of Trustees approves the naming of ETSU’s football field the Bank of Tennessee Field.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 15, 2023

ITEM: Enrollment Update

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

Dr. Sherlin will provide an update of Fall 23 enrollment trends and statewide comparisons. He will highlight institutional enrollment characteristics and discuss enrollment opportunities and challenges.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 15, 2023

ITEM: Voyager ERP Update

PRESENTED BY: Lori Erickson  
Assistant Vice President for Human Resources

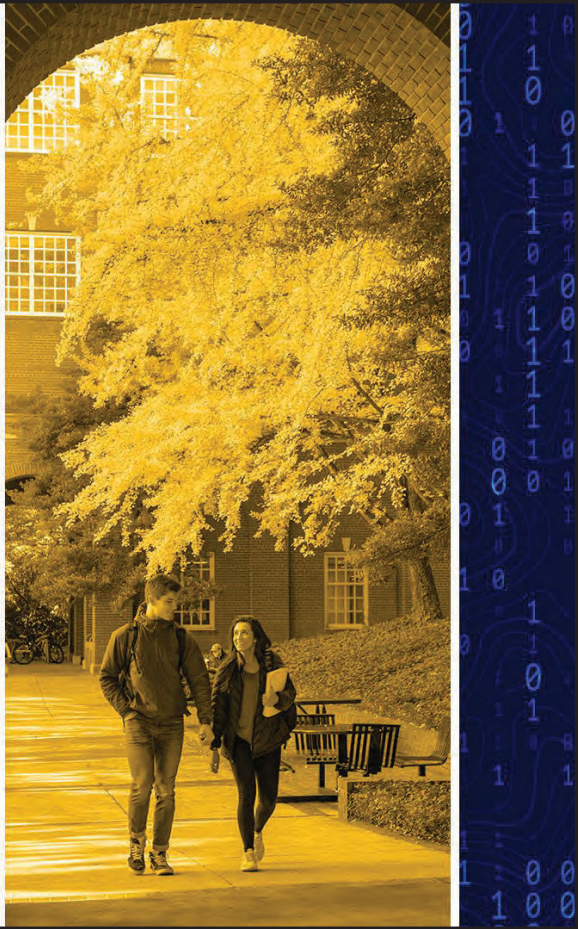
Christy Graham  
Chief Financial Officer

Voyager project sponsors will provide an update to the ETSU Board of Trustees on a major initiative to transform the University's Human Capital Management and Finance systems. Voyager is the name selected for this new system and represents ETSU's continuing journey toward operational excellence. The new system is based on Oracle's industry leading Fusion Cloud platform and includes a modern suite of cloud-based applications encompassing human resources, finance, supply chain, and payroll abilities. The system will be efficient, intuitive, and easy to use. This presentation will focus on major changes the system will have on the way the University conducts its core business.

**VOYAGER**  
CHARTING OUR COURSE

**BOARD OF TRUSTEES**

  
**EAST TENNESSEE STATE  
UNIVERSITY**



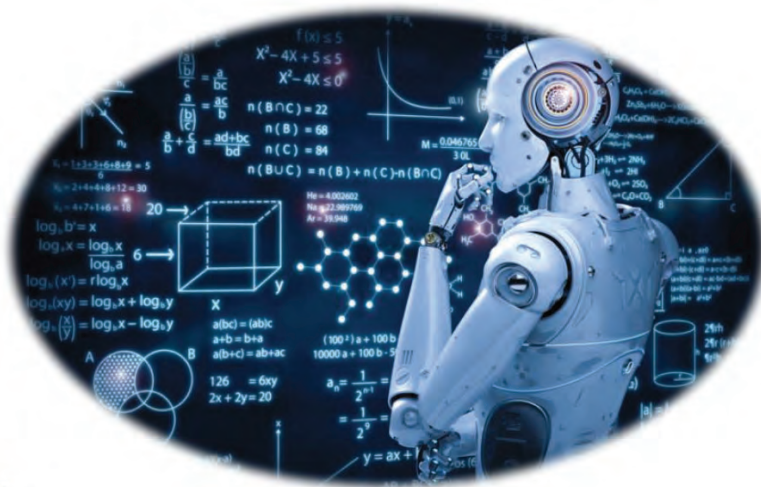


*Predictors:*

1. Initiatives beyond mainstream higher education
2. Students seek from colleges the same thing they get from music, movie, and news industries
3. Institutions adopt new approaches to remain competitive







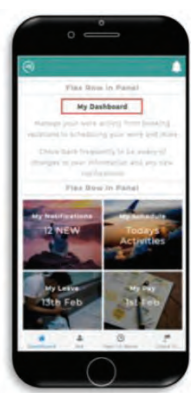
- Operational cost reduction
- Resource management improvement
- Increase process efficiencies
- Expand technology integration



### Single Data Entry



### Mobile Access



### Cloud Quarterly Updates

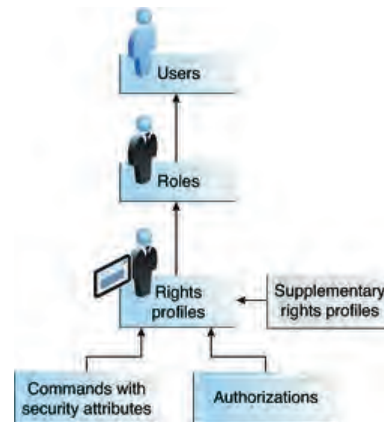




### Automated Workflow



### Role-Based Security



### Single source of data



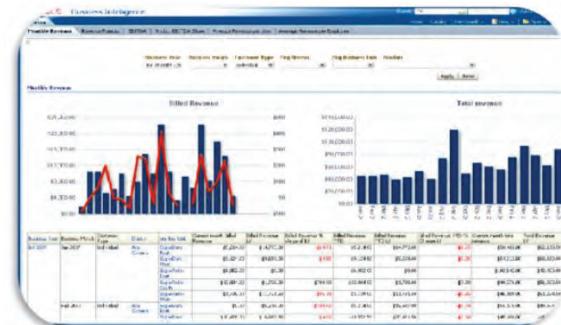
## Finance and HR Integration



## Analytics



## Real Time Data Reports



# Funding



## Thank You Governor Lee and General Assembly

The State appropriated \$170,000,000 in Fiscal Year 2022-23 to upgrade the Enterprise Resource Management (ERP) systems at the University of Tennessee System and the Locally Governed Institutions (LGI).

- The intent of this appropriation is to support institutions in the purchase of a common ERP vendor across the state.
- Of this \$170,000,000, \$50,000,000 has been designated for the UT system purchase and implementation and \$20,000,000 to each LGI.
- Funding will be held by Finance and Administration (F&A) and allocated to individual institutions as the systems are acquired and implemented. Any unallocated funds will remain in F&A until ready for disbursement.



# Voyager Budget Impact



Expense Category	Annual Expense (average)	Ten Year Total
HCM/FIN	\$830,000.00	\$8,664,404.48
SCM	\$116,665.00	\$1,089,061.12
Ellucian CRM Advance	\$123,873.00	\$1,162,740.00
Deployment Partner	\$475,000.00	\$8,272,860.00
Change Orders	\$825,000.00	\$825,000.00
Electronic Signatures	\$74,263.53	\$861,571.00
Tax Services	\$26,000.00	\$238,500.00
Additional Salaries	\$361,935.00	\$3,619,350.00
Total Expenditures		\$24,733,486.60
Total Savings		\$6,200,000.00
Balance		\$1,466,513.40

**Total Budget  
\$20 million**



# Recruitment and Onboarding



- Dynamic job site
- Integrated hiring and onboarding process
- Cost of hiring and turnover will be transparent
- Targeted marketing of positions and recruitment for hard-to-fill positions
- User friendly interface



# Compensation and the Future

- Current State:
  - Antiquated point-factor system for classifying positions
  - Pay grades that have not been reviewed since 2004
  - Little to no flexibility in the Compensation Plan for in-range increases
  - Reclassification process that is cumbersome and slow
- Future State:
  - Market ranges for positions by job family
  - Market ranges can be updated easily
  - Compensation policy that allows in-range increases
  - Reclassifications should occur less frequently
  - Yearly Compensation statements that capture the total value of working at ETSU





# Payroll Changes



- Monthly/Semi-monthly to Bi-weekly
- Includes all faculty, staff, graduate students, and student workers
- Alignment with best practices
- Employees have access to the funds earned more frequently
- Minimize retroactive salary corrections



# Business Process Improvements

- Bank Reconciliation
  - Automated matching and clearing of transactions
- Expense Report
  - Mobile App will allow employee to upload receipt by picture
- Workflow
  - Paper forms (i.e. check requests) will now flow through the system
  - Journal entry process will be streamlined



# Business Process Improvements

- Real-time access for Business Managers
  - End-users will have the same view as Finance
  - New KPIs will be available for Business Managers
- EPM Budget Module
  - Will allow Business Managers to see detailed personnel budget information
  - Will allow Business Managers to scenario plan
- Inventory
  - Real-time access to supply inventory quantities
  - Automated PO process to restock inventory



# Business Process Improvements



- Projects Module
  - Grants will be able to invoice from the projects module
  - Allows for projects that cross fiscal years to continue without interruption
  - Indirect Costs will calculate daily instead of monthly
- General Ledger
  - Will allow for more detail reconciliation to student accounts
  - Streamlined with more subledgers included in the projects module
- Reporting
  - Simplified reporting process



# Thank You



EAST TENNESSEE STATE  
UNIVERSITY



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 15, 2023

ITEM: Strategic Agenda Update and KPIs

PRESENTED BY: Dr. Michael Hoff  
Vice Provost, Planning and Decision Support

During the 2022 calendar year, the Board of Trustees adopted the East Tennessee State University Committee for 125 Chapter II Strategic Vision followed by the adoption of a revised strategic agenda, associated key performance indicators (KPIs), and list of peer institutions.

Staff will provide a presentation and comparative review of the First Destination Survey results from 2018-19 and 2021-22. This survey is used to ascertain the post-graduation activity of recent graduates.



EAST TENNESSEE STATE  
UNIVERSITY

# ETSU Strategic Agenda Progress and KPIs

Michael Hoff

Vice Provost, Planning and Decision Support

9/15/2023

# Agenda

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## Focused KPI

- Review of First Destination Survey Results
- Next Steps



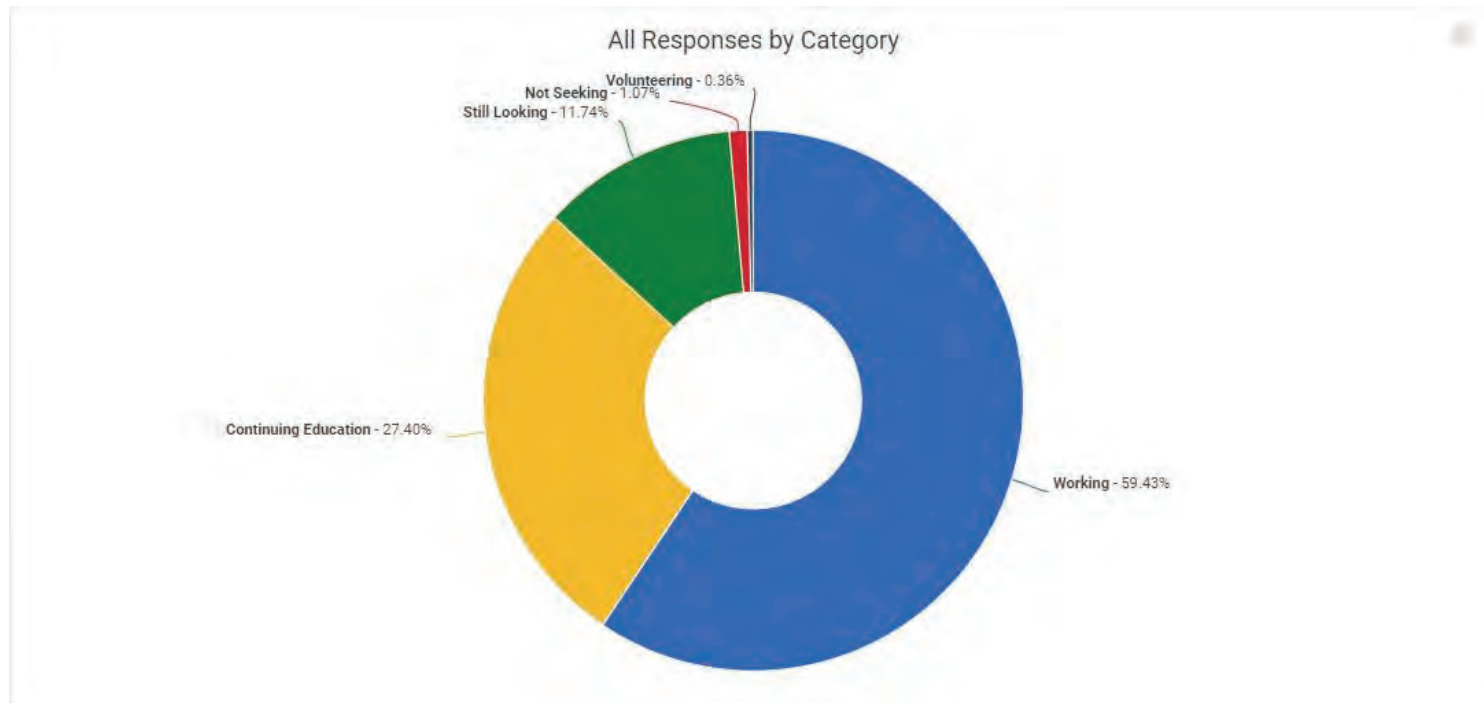


# What is a First Destination Survey

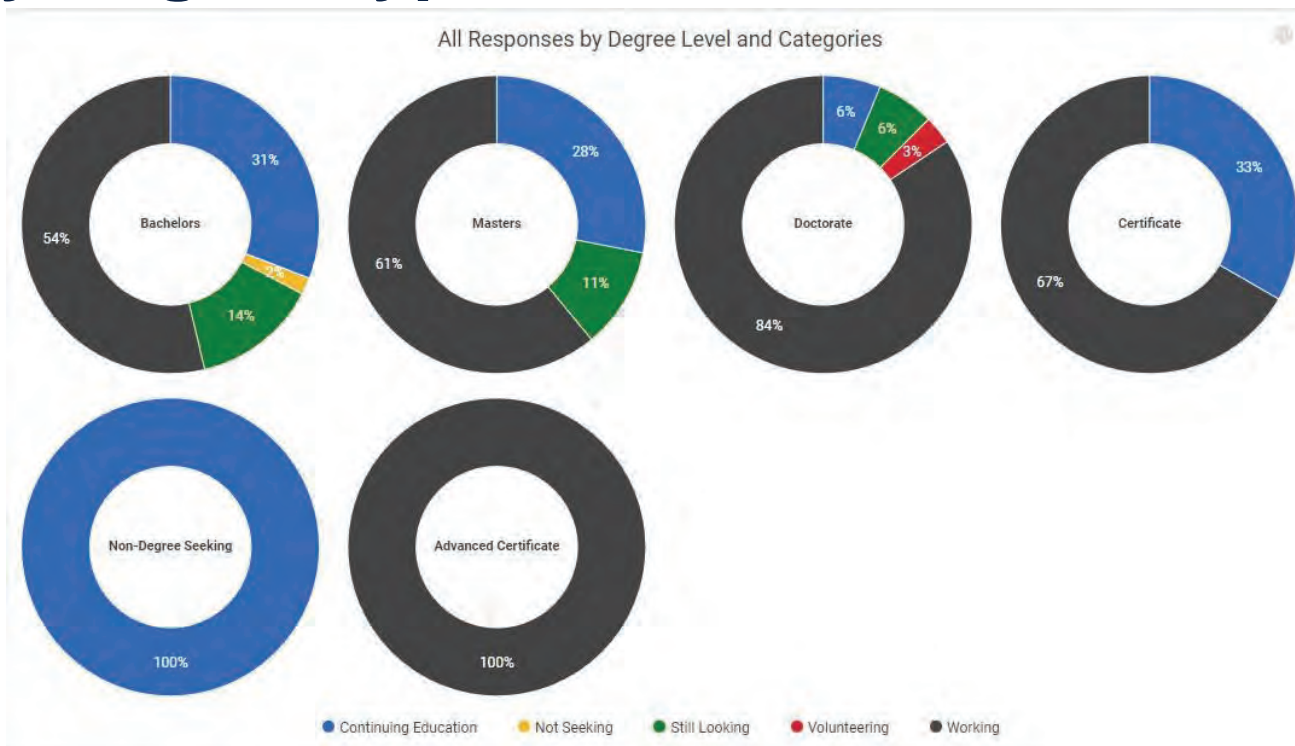
- “A First Destination Survey is used to capture information regarding how new college graduates fare in their careers within six months of graduation”
- ETSU uses the Handshake system to conduct the surveys, Handshake is also one of many resources students have available to them to search for jobs
- The surveys are conducted after each graduation period and often reports are aggregated for annual classes to provide overall results
- The Office of Career Services manages Handshake for ETSU



# ETSU 2018-19 First Destination Survey



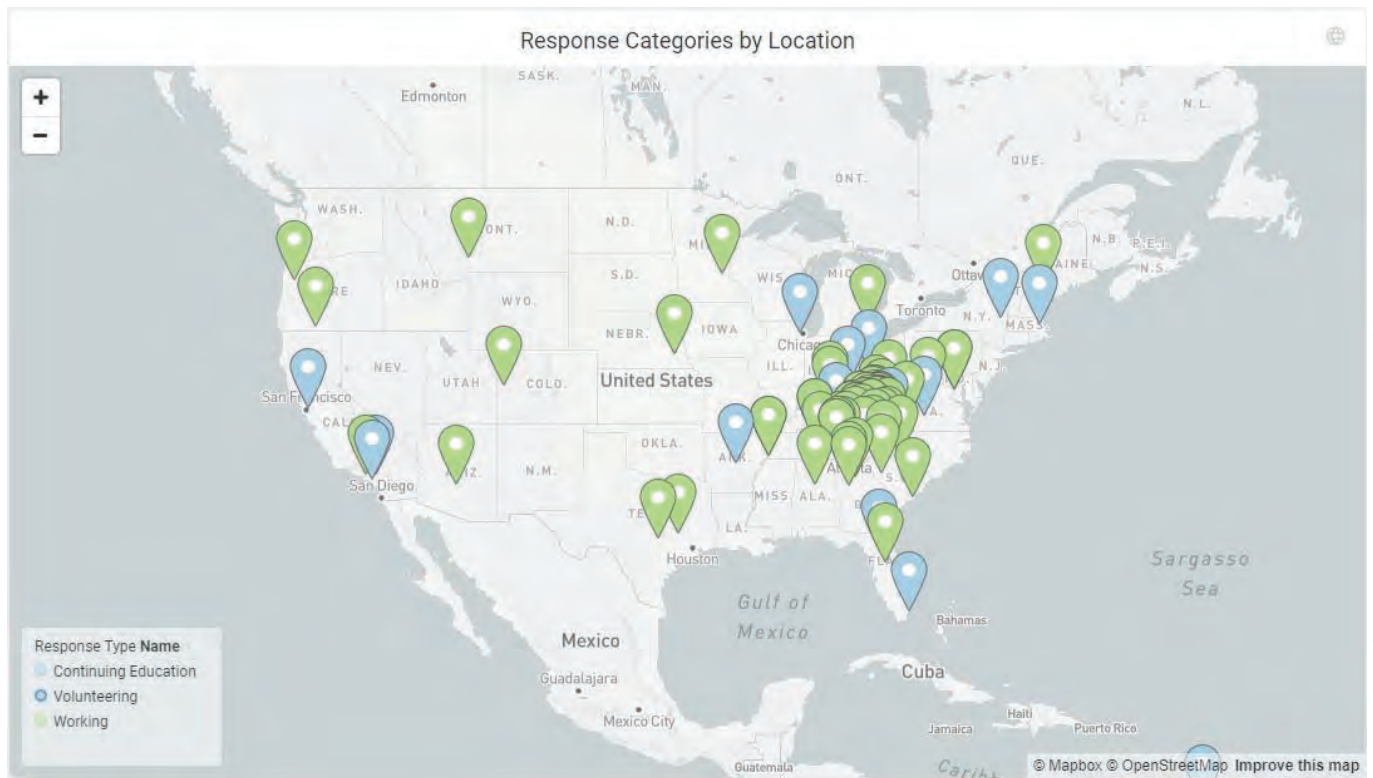
# ETSU 2018-19 First Destination Survey – by Degree Type



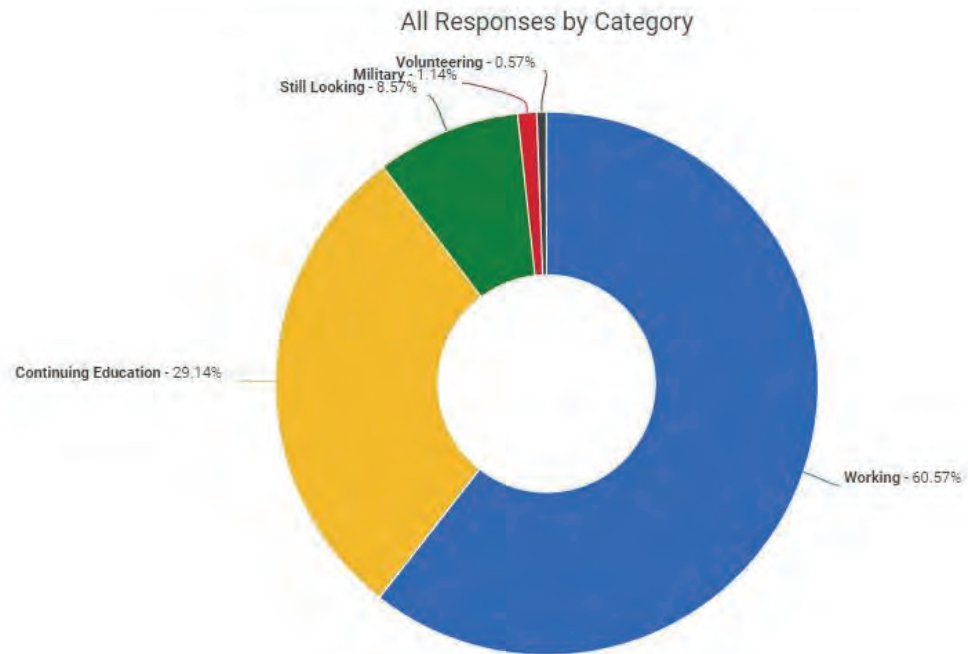
# ETSU 2018-19 First Destination Survey – Average Salary



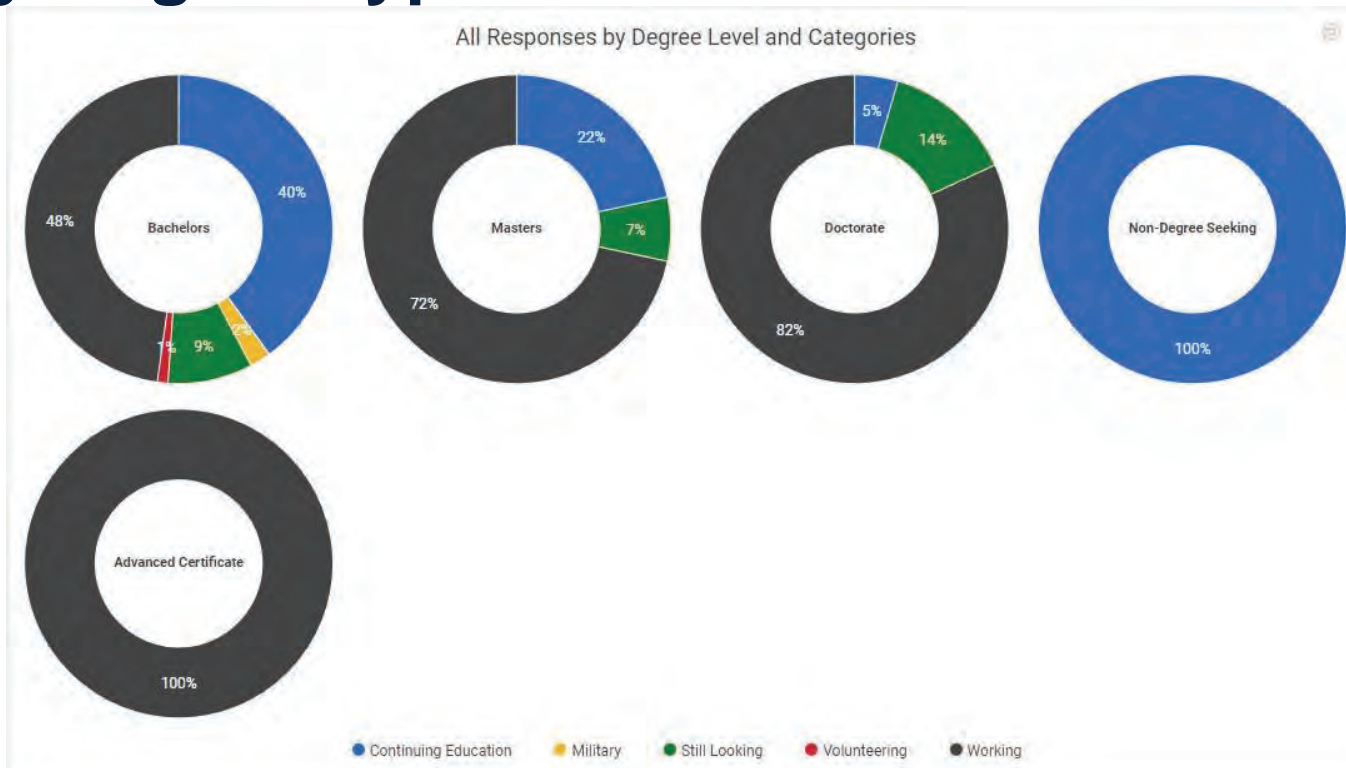
# ETSU 2018-19 First Destination Survey – Where?



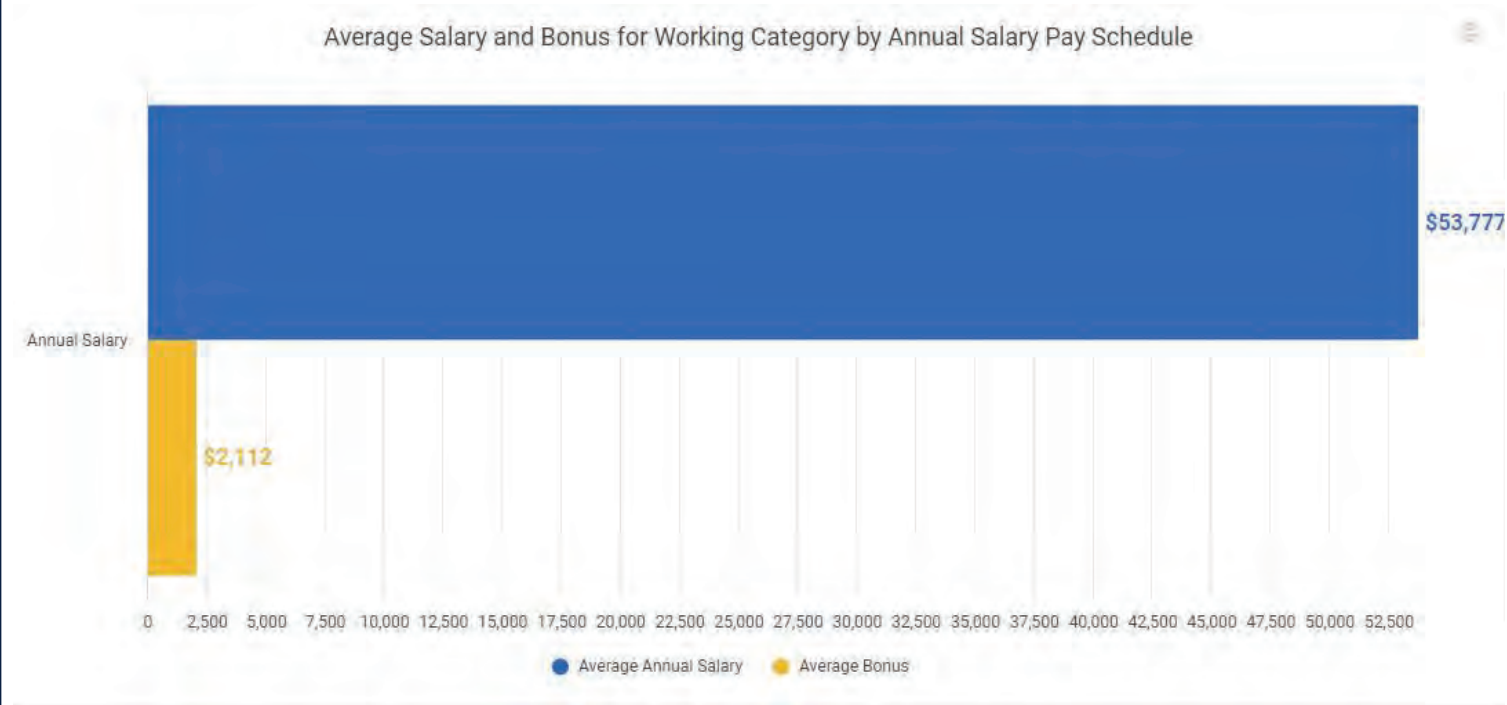
# ETSU 2021-22 First Destination Survey



# ETSU 2021-22 First Destination Survey – by Degree Type

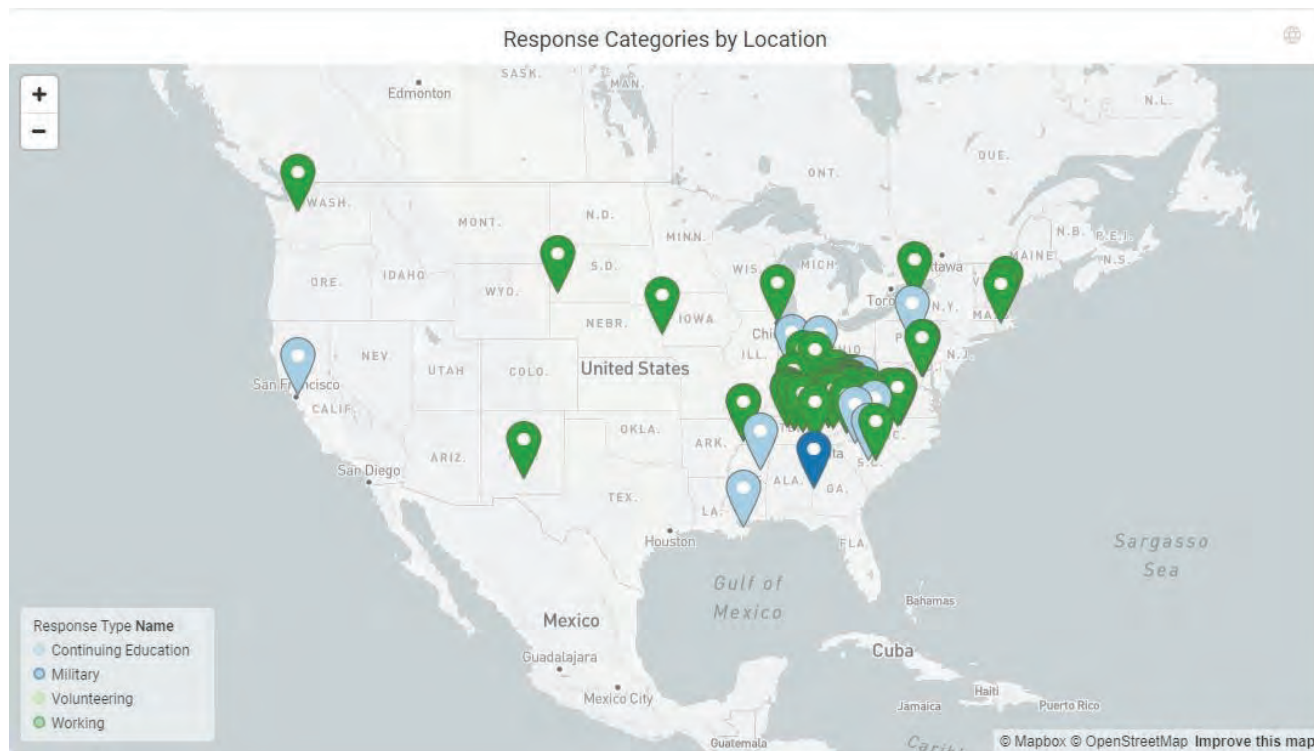


# ETSU 2021-22 First Destination Survey – Average Salary





# ETSU 2021-22 First Destination Survey – Where?



# Review

- First Destination Results:
  - 3.3% increase in graduates working/continuing education
  - 10% increase in average salary
  - Continue to see large percentage of graduates stay in the region to pursue life after college
- Next Steps
  - Continue First Destinations surveys and engage with providers of non-survey employment capture
  - Dr. Chappell, Director of IR remains engaged with state agencies to ensure we are involved in the next iteration of data analysis that uses wage records to provide even more detail
- Broader KPI updates will be available in October and presented to the board in November



# Questions

**Michael Hoff**  
Vice Provost, Planning  
and Decision Support

