

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
NOVEMBER 2024 MEETING

1:30–3:30 p.m. EST
Friday
November 15, 2024

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 pursuant to [Appearances Before the Board of Trustees Policy](#)
- IV. [Approval of Minutes from September 13, 2024](#)
- 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](#)
 - A. [Minutes from September 13, 2024 Academic, Research, and Student Success Committee](#)
 - B. [Minutes from September 13, 2024 Finance and Administration Committee](#)
 - C. [Minutes from September 13, 2024 Audit Committee](#)
 - D. [Recommendation for Tenure Upon Appointment of Faculty Member](#)
 - E. [Approval of the Expedited Letter of Notification \(ELON\) Regarding the Establishment of a Digital Development, BS Degree](#)
 - F. [Approval of Institutional Accreditation Policy per Tennessee Code § 49-7-187](#)
 - G. [Approval of FY25 October Revised Budgets](#)
 - H. [Revisions to FY25 Audit Plan](#)
- IX. [ETSU Hurricane Helene Response – Sherlin](#) (15 minutes)
- X. [Strategic Agenda Update and KPIs – Hoff](#) (15 minutes)
- XI. President’s Report – *Noland* (20 minutes)
- XII. [Action Item: Resolution of Appreciation for Ms. Pamela Ritter – Noland](#) (5 minutes)
- XIII. Other Business

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

- XV. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 15, 2024

ITEM: Approval of the Minutes from September 13, 2024

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the September 13, 2024 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 September 13, 2024 meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

September 13, 2024
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, September 13, 2024, at 1:00 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

I. Call to Order

Chair Dr. Linda Latimer called the meeting to order at 1:00 p.m. and began by welcoming and congratulating new Student Trustee Trent White.

Trustee Latimer summarized for the board a number of major accomplishments and successes that occurred over the course of the summer:

- ETSU welcomed one of the largest incoming classes in the university's history and the largest number of students ever to live on campus.
- Over the past three years, ETSU has seen nearly a 30 percent increase in new student enrollment, outpacing almost every other college in Tennessee.
- Updates to Burleson Hall are underway, and the renovation of Brown Hall is set to begin soon.
- ETSU Health recently celebrated the opening of a new infectious disease clinic in Kingsport.
- Our Military and Veterans Services Office will create a new AmeriCorps program to support the veteran population both on campus and in the surrounding seven-county area.
- ETSU was named a top employer in Tennessee and one of the best employers for women in the nation.

President Noland recognized two individuals who represent the concepts of partnership and community, Rab and Grant Summers. Dr. Noland pointed to Summers-Taylor Stadium and the presence of the ETSU Alumni Association and the ETSU Foundation in the Model Mill building as examples of the vision of the Summers family. On the programmatic side, Dr. Noland stated that about a year and a half ago, Rab and Grant Summers introduced their vision to build out and strengthen ETSU's Surveying and Mapping program. Dr. Noland then invited Grant and Rab Summers to describe their vision and their reasons for investment in that vision. Grant Summers spoke of the dire need for surveyors across the country and their hope that ETSU's Surveying and Mapping program can be nationally significant. Rab Summers

explained that every time a piece of property is sold and every time a piece of property is developed, a surveyor is involved. He said surveying and mapping are vital to growth and prosperity, adding that ETSU has a great opportunity to be a center of excellence for the entire country. Dr. Noland and Dr. Latimer came forward to express thanks on behalf of the university and the Board of Trustees for the Summers family's investment in our program and the chair in surveying and mapping that they have endowed, which will allow us to attract world-class talent to the campus and produce a pipeline of graduates. Trustee Ramsey, who is a product of that department, added his personal thanks to Grant and Rab Summers for their generosity.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call.

Trustees physically present were:

Chair Dr. Linda Latimer
Trustee Charles Allen
Trustee Janet Ayers
Trustee Dr. Steph Frye-Clark
Trustee Dorothy Grisham
Trustee Ron Ramsey
Trustee Melissa Steagall-Jones
Trustee Tony Treadway
Trustee Trent White

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 Minutes from May 24, 2024

The minutes from the May 24, 2024, meeting of the Board of Trustees were approved as submitted, with Trustee Melissa Steagall-Jones making the motion to approve and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

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

Trustee Janet Ayers reported that the morning's meeting consisted of one action item that was approved by the committee, which was tenure upon appointment for three faculty members and to promote one faculty member along with one correction from the May meeting. Trustee

Ayers stated that Provost McCorkle then presented an update on academic actions for the period of January 1 through July 31, 2024 and an overview of other curriculum actions across the university,

Trustee Ayers stated that the next information item was an update on major initiatives across the Division of Academic Affairs: the implementation of the revision to the academic structure, the launch of the new Compass Core Curriculum, and an update on new curricula recently implemented and planned. Provost McCorkle's report to the committee also included the announcement that a new Dean of Nursing had been hired.

Trustee Ayers then gave a brief summary of Dr. Randy Wykoff's report on research taking place in the College of Public Health as well as the collaborative work in four centers in the college that have greatly contributed to this growth. These centers are all focused on addressing and improving health outcomes in rural areas.

Trustee Ayers concluded her report by summarizing the report made to the committee by Dr. Richard Sander, Director of Athletics.

VI. Report from the Finance and Administration Committee

Trustee Ron Ramsey reported that after a very thorough presentation, the committee approved the new campus master plan. He said the presentation covered short-term and long-term initiatives related to capital improvements and implementation for the main campus and the VA campus, covering such categories as housing, parking, and optimizing of academic space.

Trustee Ramsey said the committee heard a financial report for the last quarter of the fiscal year, as an information item and that the committee reviewed all contracts and agreements of \$250,000 or more for the fourth quarter of FY24.

The committee received an update on initiatives underway in the Division of Business and Finance, including details on the Oracle transition.

VII. Report from the Audit Committee

Committee Chair Melissa Steagall-Jones reported that the Audit Committee reviewed and approved two action items: the audit plan for FY25 and employee profiles for the Department of Internal Audit.

Chair Steagall-Jones reported that there were several information items including audits that have been completed, reports on the recommendation log status, and audit functions within the Department of Internal Audit. Ms. Steagall-Jones reported on the very positive results of a survey sent to campus clients regarding the work of the department.

VIII. Consent Agenda

Chair Latimer called the board's attention to the Consent Agenda that included several routine items as well as items acted upon during the morning's committee meetings. Chair Latimer asked if there were any items on the Consent Agenda that need to be pulled for discussion and consideration by the full board. There were none.

Chair Latimer asked for a motion to approve the full Consent Agenda. Trustee Charles Allen moved that the Consent Agenda be approved, and Trustee Janet Ayers seconded the motion. It passed unanimously.

IX. Go Beyond the Classroom: ETSU's Quality Enhancement Plan Update

Provost McCorkle reminded the board that the Go Beyond Initiative is the university's Quality Enhancement Plan, or QEP. Such a five-year plan is a requirement of the Southern Association of Colleges and Schools Commission on Colleges. ETSU's plan focuses on community-engaged learning. Provost McCorkle said that ETSU officially received approval for our QEP in December of 2023. Year one of the QEP has now been completed. She indicated that our over-arching goal is to be able to say to every ETSU student, "You will have an opportunity to have a curricular experience in the community during your time here as an undergraduate student."

Dr. Susan McCracken, Vice Provost for Community Engagement and Director of the Quality Enhancement Plan provided a report on the first year of the QEP. She told the board that 49 courses have earned the Community-Engaged Learning Course designation, and nearly 1,000 students were enrolled in these courses last year. Dr. McCracken shared several testimonials about the success of the QEP and community engagement thus far.

Dr. McCracken also reported on success in working with ETSU faculty and staff to provide a wide array of professional development opportunities. Some 98 faculty and staff have participated in QEP professional development activities, 49 faculty have earned Community-Engaged Learning designation, and 11 Community-Engaged Learning grants have been funded to date.

In addition, Dr. McCracken stressed the importance of community partners and the ETSU faculty and staff who work with them. She highlighted the ETSU Elevates program as an excellent example of leadership development and community engagement, along with Alternative Spring Break, the Service Plunge, and Service Saturdays.

Dr. McCracken then presented to the board data used to assess the three learning outcomes: connecting, influencing, and contributing. She said the goal for the end of the QEP is that at least 75 percent of students will be at the emerging or proficient levels and that at least 50

percent are at the proficient level after five years. Dr. McCracken pointed out that we have already exceeded those targets this past year.

As for the future, Dr. McCracken stated that we are working on the application for ETSU to be a Community-Engaged Designated University as recognized by the Carnegie Foundation. Work is continuing to establish a campus-wide Community Engagement Committee. Another goal is to increase the number of 1000- and 2000-level courses with a community engagement experience, and plans are to expand faculty and staff professional development to enhance and increase community-engaged research.

X. Enrollment Update

Dr. Joe Sherlin, Vice President for Student Life and Enrollment, reported that from fall 2023 to fall 2024, we are up 120 students on the main campus, which is just under 1 percent. At the graduate level, we experienced a slight drop after record enrollment in fall 2023. Dr. Sherlin said we have been slowly and steadily rebuilding our undergraduate base since the pandemic. Dr. Sherlin indicated that we have seen significant increases in Asian and Latinx student populations. The male-to-female participation gap has remained consistent, paralleling national trends.

Dr. Sherlin pointed out that it has long been our aspiration to achieve a class of 2,100 freshmen, and that aspiration has become reality for the past two years. Since 2020, we have increased the freshman class size by 30 percent, and the academic quality of the class has improved. Our freshman class includes students from over 20 countries. Since 2020, the on-campus residential population has grown by 90 percent.

Speaking about growth in engagement on campus, Dr. Sherlin noted that this fall, we experienced the largest Preview in the history of ETSU, with over 1,900 participants. Record meal plan participation occurred this fall, with a 1,000-meal per day increase. Daily visits to the Center for Physical Activity are up 25 percent, and there has been a 70 percent increase in the number of clubs on campus.

Dr. Sherlin reported that our retention rate has been steadily climbing since the pandemic, and the recent 76 percent is the second highest rate achieved in the past decade. Our six-year graduation rate has increased by 12 percent over the last seven years, which places ETSU in the top quartile of institutions like us across the country. But, Dr. Sherlin said, we have significant ground to cover to achieve goals of 85 percent for freshman retention and 60 percent for graduation.

Dr. Sherlin reviewed major initiatives that will be undertaken this year. They include:

- A one-stop shop for integrated service from Financial Aid, Bursar services, and registration

- An effort to grow enrollment of military-affiliated students
- Creation of a student success center focusing on low-income and first-generation students
- Growth in enrollment from East Tennessee and strategic markets
- Embedding success practices in the first and second year, related to general education redesign and data-informed outreach and support in advising

Dr. Sherlin then highlighted the work of several ETSU people who personified the “Go Beyond” theme during the campus move-in period. Sean Morris, who heads up grounds and landscape, volunteered to lead planning, logistics, and implementation for campus move-in with over 3,000 guests and coordinated over 400 volunteers. Kari Albarado, Director of Campus Recreation, assigned her entire staff team to support move-in and was the official greeter and traffic coordinator at the main campus entrance. And Timothy Lewis, Director of New Student and Family Programs, partnered with Dr. Bonnie Burchett in Housing to grow move-in as a true campus-wide experience. He hosted a Family Welcome event, in addition to identifying students with enrollment challenges and working with First-Year Experience instructors to walk students to offices to get assistance.

XI. President’s Report

President Noland focused his remarks on elements in the strategic plan: access and success, strategic initiatives, the higher education landscape, community stewardship, and campus engagement.

Access and success: Dr. Noland reiterated that we have enrolled the second largest freshman class in the history of the university, in the face of all the federal government’s problems with FAFSA that prevented students from being able to know their financial aid packages until well after the close of their senior year of high school. Dr. Noland noted that enrollment is up across the board, with an increase of 152 students. On the undergraduate level, the top five programs in terms of enrollment are Nursing, Psychology, Computer Science, Management, and Biology. On the graduate level, they are Public Health, Educational Leadership, Nursing, the online Business Administration program, and Social Work. Examining retention, Dr. Noland indicated that we have recovered from the COVID downturn. Incorporating THEC data, our retention rate is at 81 percent. The six-year cohort graduation rate is up year over year (53 percent in 2018 compared to 50 percent in 2017), but there are gaps across demographic groups. Those are being addressed through intervention efforts undertaken by Dr. Sherlin and his staff.

Strategic initiatives: Of the items that the Board of Trustees identified for the university to prioritize in a five-year time period, about half have been accomplished thus far. Those include:

- Enhancing bridge programs for underrepresented students

- Implementing an African American male leadership initiative
- Developing a revised peer group comprised of realistic and aspirational institutions
- Implementing academic department chair training
- Obtaining membership in the Association of Public and Land-Grant Universities
- Brown Hall renovation, Phase I
- Academic Building construction
- Lamb Hall renovation
- Completion of the 2024-2034 Facilities Master Plan
- Creation of innovative programs in health sciences, business and technology, and arts and sciences
- Enhancement of Valleybrook to enable innovation in key research and educational areas
- Enhancement of the general education curriculum

Dr. Noland added that a significant number of items that the board asked us to achieve within a five-to-ten-year time period have been accomplished. They are:

- Undertaking a review of campus branding
- Doubling the volume of externally-sponsored research activity
- Becoming recognized as a “Great College to Work For”
- Improving retention rates for minority students, Pell-eligible students, and other groups to 80 percent
- Improving graduation rates for minority students, Pell-eligible students, and others to 60 percent
- Expanding Access ETSU for neuro- and physically-diverse students
- Maintaining and expanding current funding levels from NIH and increasing research expenditures derived from federal agencies other than NIH
- Beginning construction or renovation of a new residence hall
- Enhancing Sherrod Library to become the key academic collaboration space for ETSU

Dr. Noland reviewed the list of ETSU’s prioritized opportunities, including budget model optimization, the Voyager initiative, enhancing classification and compensation, academic portfolio analysis, a strategic enrollment plan, research administration, and housing transformation. He then reviewed a timeline for the realization of these opportunities.

Dr Noland thanked the board for its approval of the Facilities Master Plan, which will now be submitted to the state and then to the State Building Commission.

The higher education landscape: Dr. Noland said that for many higher education institutions across the country, the dominant issues are declining enrollment and how to protect affordability and value. He shared national statistics on college aspirations for students, who report that they choose to attend college to be able to make more money, to be able to get a better job and/or a promotion, to have more job security, and to get training for a specific

career. Students wish to find degrees and majors that put them in a position to realize a return on investment. He noted that non-traditional students are focused on on-the-job training.

Dr. Noland shared the results of a 2024 EAB national survey of thousands of college students. The top criteria that the freshman class of 2024 considered when making college decisions were location, financial aid offered, affordable tuition, and campus beauty. These elements, Dr. Noland noted, are elements that the ETSU Board of Trustees included in our strategic plan. Shifting student expectations post-COVID include easy access to online study material, flexible schedules to work part-time, and the ability to view recorded classes later. As far as college preparedness is concerned, first-generation students and underrepresented students do not feel well prepared for college, meaning that they want enhanced advising, enhanced tutoring, and enhanced academic support. They also want a sense of safety, a sense of belonging, and a sense of place. Dr. Noland said these are some of the reasons that mental health is included in our strategic plan. The survey showed, further, that about one-third of students do not feel that college is worth the cost. However, Dr. Noland shared statistics indicating that, post-pandemic, tuition and fees are actually less than the pre-pandemic period when adjusted for inflation.

Community stewardship: In describing ETSU's sound financial condition compared to many other institutions nationwide, Dr. Noland stressed the importance of realizing that behind those numbers are people. In particular, he praised the work of Dr. Heather Levesque in Admissions and Ms. Jess Vodden in Marketing and Communications and reiterated the commendation expressed earlier for Sean Morris and his staff for their work on our grounds and their help on move-in day.

Emphasizing the importance of our role in raising levels of educational attainment, Dr. Noland then shared national statistics from the Federal Reserve. A survey of over 16,600 respondents indicates that most people feel they are not doing as well as they were a few years ago. But those who feel the most sound in their finances are those with college degrees. Those who feel the least stable in their finances are those with less than a high school diploma. The survey showed that Americans right now are struggling with basic living expenses, and in our region, housing. Dr. Noland noted that in 2021, the average price of a home in Johnson City was \$299,000. Now that same home is \$379,000—a trend that affects our students and our faculty and staff.

Campus engagement: Dr. Noland expressed hope that everyone on the board would be in attendance for the next day's football game versus North Dakota State, the number-two team in the country. Dr. Noland also invited the board to take part in Founders Week. Among the week's activities are BUCS Stuff the Bus to provide school supplies for at-risk schools; the ETSU Elevates competition; ETSU Remembers; a Presidential Lecture on the life of President Burgin E. Dossett; the State of the University Address; and the football game with Samford.

XII. Other Business

There was no other business to come before the board.

XIII. Executive Session

There was no need to convene in executive session.

XIV. Adjournment

Trustee Ramsey moved to adjourn the meeting at 2:14 p.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: November 15, 2024

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: 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: Approval of the Minutes from September 13, 2024

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the September 13, 2024 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 September 13, 2024 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

September 13, 2024
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, September 13, 2024, at 10:21 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Trustee Ron Ramsey, substituting for Chair Steve DeCarlo, called the meeting to order at 10:21 a.m.

II. Roll Call

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

Trustee Charles Allen
Trustee Dorothy Grisham
Trustee Dr. Linda Latimer
Trustee Ron Ramsey
Trustee Trent White

Other Trustees in attendance were Janet Ayers, Dr. Steph Frye-Clark, Melissa Steagall-Jones, and Tony Treadway.

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

The minutes from the May 24, 2024, meeting of the Finance and Administration Committee were approved as submitted, with Trustee Charles Allen making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

IV. Action Item: Approval of the Facilities Master Plan

Chief Operating Officer Jeremy Ross told the committee that development of the new master plan has been an 18-month process with thousands of people involved. Some of the major themes that emerged were:

- A sense of belonging and its critical role in the on-campus undergraduate experience
- The shortage of available housing
- The projected increase in the number of graduate students
- Parking and mobility across campus
- The need to reimagine Sherrod Library
- The need to strengthen connections to the community

Mr. Ross then introduced and thanked the members of the master planning team and turned the presentation over to Neal Kessler, a member of the SMITHGROUP. Mr. Kessler first reviewed the master plan principles and how they align with ETSU's strategic plan. Those principles are: reimagine campus space, optimize resources, support student success and belonging, enhance the character of the campus, and strengthen partnerships.

Mr. Kessler summarized some of the types of data that form the basis of the plan, including classroom utilization and space needs. The team also looked at facility conditions, the housing shortage on campus, and where parking can be added or moved. Mr. Kessler then presented some of the highlights of the master plan, beginning with projects currently underway such as Brown Hall renovation, the new academic building, renovation of Powell and Yoakley halls, and the second phase of the Campus Commons. Among the short-term projects that the team identified are adding to Wilson-Wallis Hall, renovation of Lucille Clement Hall, and better use of Sherrod Library space. Mr. Kessler then mentioned possible new housing opportunities. Among short-term circulation projects to be considered are changes to Gilbreath Drive to enhance visitors' first view of the campus and create more of a pedestrian core, as well as John Robert Bell Drive enhancements, since it is one of the most heavily-used pedestrian routes.

Mr. Kessler then discussed several possibilities for longer-term projects, including additions to the stadium, additional residence halls if growth continues, parking structures as surface parking is reduced, creation of a health sciences corridor, and further development of West Walnut Street linkages. Mr. Kessler concluded his presentation by sharing cost estimates for various capital improvement projects included in the master plan.

Trustee Allen made a motion that the master plan be approved as presented. Trustee Grisham seconded the motion. It passed unanimously.

V. Quarterly Financial Update

Chief Financial Officer Christy Graham presented an update for the period ending June 30, 2024, beginning with unrestricted E&G revenue. The main campus increased by \$19 million or 7.28 percent. There was also an 8.29 percent increase in Medicine revenue and a reduction in Pharmacy revenue of 3.38 percent. E&G revenue by source shows that tuition and fees are nearly flat while state appropriations increased by almost 11 percent. Expenditures ended the year up 11.57 percent. Expenses by functional classification show a growth in instruction of

almost 6 percent. A 49.29 percent increase in public service includes the Martin Center. Ms. Graham added that personnel is still the university's largest expense category, accounting for 73 percent of E&G expenditures.

Ms. Graham reported that total revenue increased by almost 5 percent and total expenditures are up 7 percent. Auxiliary revenue increased by about 10 percent due to the increased number of students in our residence halls.

Current operating revenue by source reflects a small change in tuition and fees, the 10.76 percent increase in state appropriations, and a 21.19 percent increase in other revenue, reflecting interest earnings.

Current operating expenditures by natural classification show an increase of 6.05 percent in salaries and benefits while operating expenses increased almost 16 percent.

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

Ms. Graham reported five contracts and three RFP's in process.

VII. CFO Update

Ms. Graham focused her update on Oracle, first thanking President Noland and the Board of Trustees for allowing the university to step back and regroup on the project, which she said would make a significant difference in how Oracle is implemented. She summarized changes in data analytics that will make the system far more effective. Ms. Graham reported that the first testing cycle will take place in October, and that it will last into November. There will be four more testing cycles, followed by training of the campus community.

VIII. Other Business

There was no other business to come before the committee.

IX. Adjournment

Trustee Ramsey adjourned the meeting at 11:06 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 15, 2024

ITEM: Approval of the Minutes of September 13, 2024

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

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

The minutes of the September 13, 2024 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 September 13, 2024 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

September 13, 2024
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, September 13, 2024, at 11:14 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 11:14 a.m.

II. Roll Call

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

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

Other trustees in attendance were Charles Allen, Janet Ayers, Dr. Steph Frye-Clark, and Trent White.

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

The minutes from the May 24, 2024, meeting of the Audit Committee were approved as submitted with Trustee Ron Ramsey making the motion and Trustee Tony Treadway seconding the motion. The motion passed unanimously.

IV. Action Item: Audit Plan for FY25

Ms. Becky Lewis, Director of Internal Audit, pointed out that the audit plan includes several different types of audits. First are the required audits, as mandated by the Division of State Audit or by state statute, and the annual audit of WETS-FM, which is required by the Corporation for Public Broadcasting. Follow-up reviews are also included in the plan, and each year, several special requests arise. The audit plan also includes investigations that were in

process at the beginning of the fiscal year and allots time for unscheduled investigations. The final category includes risk-based audits.

Trustee Ramsey made a motion that the audit plan be approved as presented. Trustee Grisham seconded the motion. It passed unanimously.

V. Audits and Investigations Performed May through August 2024

Ms. Lewis reported that since April, her office has completed three audits and one investigation.

An audit was conducted of the Center for Nursing Advancement, at the request of management. Operational and travel expenditures under the department's control were reviewed. Ms. Lewis reported that it appears the expenditures complied with applicable policies and procedures, and the audit contained no findings or observations.

An audit was conducted of the ProCard system within the U.S. Bank Online System, as a follow-up to a prior audit. It focused on the new system for documenting and approving purchases. One observation and two findings resulted from the audit. Ms. Lewis indicated that the first finding was primarily related to the compliance with university policies regarding approvals and documentation. There were 6,407 ProCard transactions during the three-month audit period. Of these, 908 were not approved by the cardholder in the online system, and 1,508 were not approved by the supervisor in the online system. In addition, 574 ProCard purchases totaling approximately \$150,000 did not have supporting documentation scanned into the online system. Of that total, 550 were not approved by either the cardholder or the supervisor. In the second finding, a total of 275 transactions were selected for detailed testwork. Some of the issues discovered included incomplete, inaccurate, or un-itemized receipts, receipts for items that could be considered personal or unallowable, and travel authorizations that were missing or approved late for airfare and registration payments. Ms. Lewis added that Accounts Payable is working diligently to correct these deficiencies.

During this period, there was a follow-up to the Financial and Compliance Audit Report issued February 26, 2024, for FY23. ETSU's financial statement audit for the year ending June 30, 2023, contained one finding. As required, the Department of Internal Audit performed a follow-up review of actions taken in response to the finding. No concerns were identified.

Ms. Lewis reported that her office conducted one investigation on unauthorized bank accounts in ETSU's name. Two were identified. One was a dormant account in the Department of History. That account has since been closed, with the funds deposited into the department's ETSU Foundation account. The second account was an active account in the Department of Literature and Language, funded by departmental employees' personal money and used for such things as student worker or executive aide gifts, wedding presents, and flowers for funerals. The chair of the department has been instructed to close the account.

VI. Recommendation Log Status as of August 31, 2024

Ms. Lewis presented a table indicating the status of prior audit recommendations. Actions are progressing in a timely fashion for five of the six items, with additional corrective action pending related to ProCard issues.

VII. Report on Audit Functions for FY24

Ms. Lewis called the committee's attention to the Department of Internal Audit 2023-24 Annual Report, highlighting specifically a breakdown of how the office allocates its time. She reported that her office completed eight audits during the year and five investigations, as well as a total of 15 follow-ups. The office sent out 23 customer service surveys. Sixteen were returned, all with positive feedback.

VIII. Action Item: Internal Audit Employee Profiles

Ms. Lewis told the committee that her office currently includes four full-time staff members. Salaries of those staff members, which were included in Board of Trustees' packets, require board approval.

Trustee Ramsey made a motion that these profiles and salaries be approved as presented. Trustee Grisham seconded the motion. It passed unanimously.

IX. Internal Audit Operating Expenses

As an information item, Ms. Lewis presented the travel and operating budgets for the Department of Internal Audit for FY25.

X. Other Business

There was no other business to come before the committee.

XI. Executive Session to Discuss Active Audits, Enterprise Risk Management, and Review University Risks and Related Internal Controls

The committee adjourned at 11:31 a.m. to go into executive session.

XII. Adjournment

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

Board of Trustees

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

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.** (Co-I), Langford, D., & Lynch, L. *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 Power of Academic Corporate 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 46th 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*. 7th 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*. 13th 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*. 16th 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 39th Annual National Conference on Professional Nursing Education and Development (PNEG), Villanova University, Philadelphia, PA

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)

Board of Trustees
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

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

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

[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** ^{~2} **.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** ^{~1}

- 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...](#)

[View similar jobs with this employer](#)

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,

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

Northeast State Community College
A Tennessee Board of Regents Institution
425 Highway 75, P.O. Box 246
Bloomington, TN 37617
423.323.3191
www.NortheastState.edu

We're here to get you there

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

Section III: Accreditation

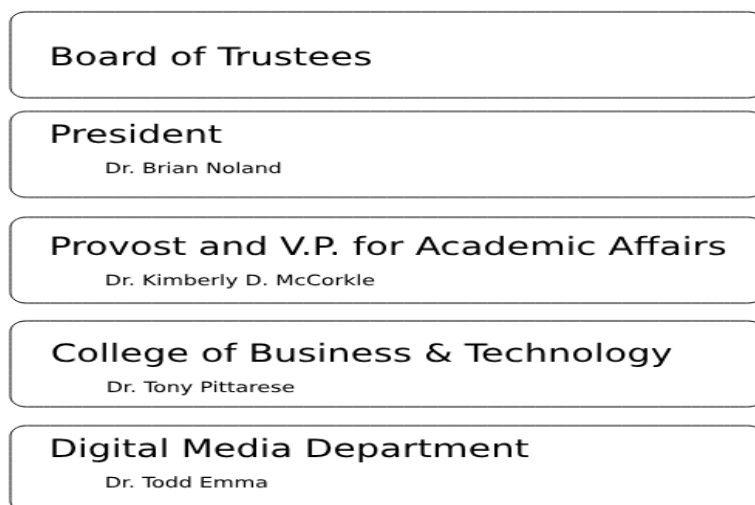
Accreditation

- 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.

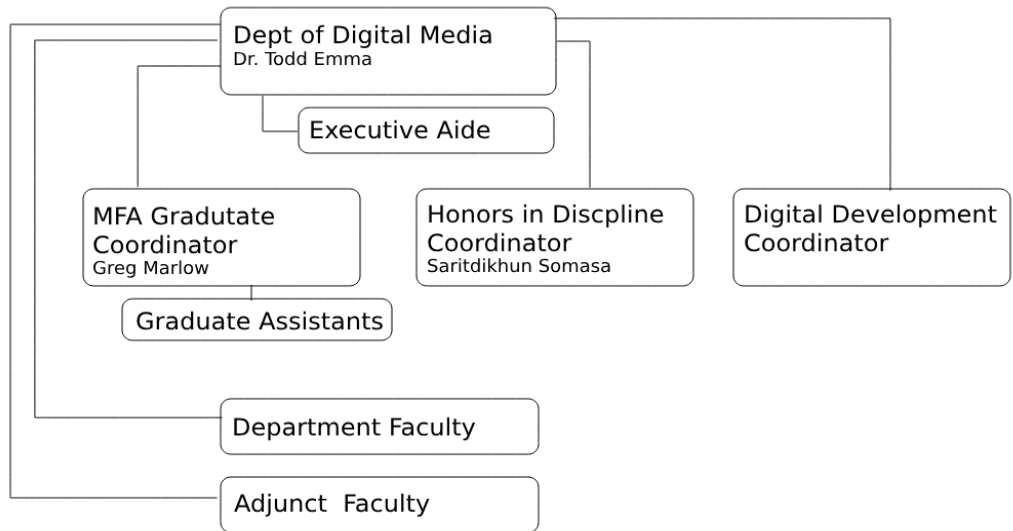
Section IV: Administrative Structure

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

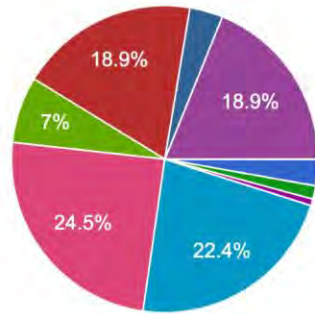
Department (group)	Academic Term	
	Fall 2022	Fall 2023
Computing	11,471	12,097
Digital Media	2,353	2,453

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

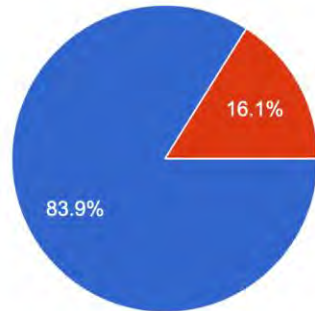


- Computing Major, B.S. (Computer Sci...
- Computing Major, B.S. (Cybersecurity...
- Computing Major, B.S. (Information S...
- Computing Major, B.S. (Information Te...
- Computing Major, B.S. (Undecided ab...
- Digital Media Major, B.S. (Digital Anim...
- Digital Media Major, B.S. (Digital Gam...
- Digital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

▲ 1/2 ▼

Are you interested in web or game development?

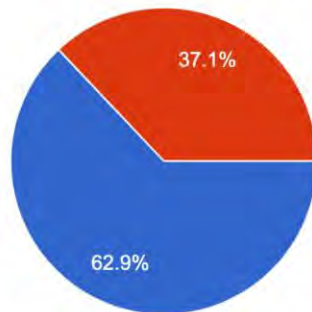
143 responses



- 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
I. Expenditures							
A. One-time Expenditures							
New/Renovated Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-
Consultants	4,000	-	-	-	-	-	-
Travel	2,000	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Sub-Total One-time	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B. Recurring Expenditures							
Personnel							
Administration							
Salary	\$ 5,000	\$ 5,300	\$ 5,609	\$ 5,927	\$ 6,255	\$ -	\$ -
Benefits	-	-	-	-	-	-	-
Sub-Total Administration	\$ 5,000.00	\$ 5,300.00	\$ 5,609.00	\$ 5,927.27	\$ 6,255.08	\$ -	\$ -
Faculty							
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							
Sub-Total Faculty	\$ 90,000	\$ 92,700	\$ 95,481	\$ 98,345	\$ 101,296	\$ -	\$ -
Support Staff							
Salary	\$ -				\$ -		
Benefits	-	-	-	-	-	-	-
Sub-Total Support Staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Graduate Assistants							
Salary							
Benefits	-	-	-	-	-	-	-
Tuition and Fees* (See Below)							
Sub-Total Graduate Assistants	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -

Operating							
Travel	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000		
Printing	1,000	1,000	1,000	1,000	1,000		
Computing						-	-
Other	-	-	-	-	-	-	-
Sub-Total Operating	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -
Total Recurring	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ -	\$ -
TOTAL EXPENDITURES (A + 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 ¹	202,810	322,110	441,410	560,710	560,710		
Institutional Reallocations ²						-	-
Federal Grants ³	-	-	-	-	-	-	-
Private Grants or Gifts ⁴	-	-	-	-	-	-	-
Other ⁵	-	-	-	-	-	-	-
BALANCED BUDGET LINE	\$ 96,810	\$ 219,110	\$ 335,320	\$ 451,437	\$ 448,159	\$ -	\$ -

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.



EAST TENNESSEE STATE
UNIVERSITY

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

ACTION ITEM

DATE: November 15, 2024

ITEM: Approval of FY25 October Revised Budgets

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

In compliance with Tennessee Code Annotated 49-8-203 (a) (10 (C)), ETSU Budget Control Policy requires three budgets be prepared each year and submitted to the Board of Trustees for approval. The university prepares budgets for the one formula funded unit (Main Campus), three non-formula units (College of Medicine, Family Medicine, and College of Pharmacy). The three budgets prepared each year are:

- 1) The proposed budget to fund the fiscal year beginning July 1;
- 2) The revised fall budget that is prepared after the fall enrollment cycle and financial statement preparation for the prior fiscal year; and
- 3) The estimated spring budget that is submitted at the same time as the proposed budget for the next fiscal year.

The Board will consider the October 2024 revisions to the 2024-25 budgets for the one formula funded unit and three specialized units. During the May 24, 2024 meeting, the Board of Trustees adopted the proposed 2024-25 budgets for the university. The proposed budgets for the fiscal year are based on the estimates for revenue and expenditures as of the time the budget is prepared. The fall enrollment and adjusted appropriation figures for revenue budgets have been received, along with adjustments from fiscal year-end closing that provides for the carryforward of budgets for operational expenses. Contained within the October 2024 revised budgets is a 3% salary enhancement for ETSU regular employees, with an increase of a minimum wage to \$15.00 per hour and a ceiling of \$7,000. Also embedded within the revised budget is an additional 2% salary pool to be focused on FLSA requirements, as well as targeted market-based salary enhancements for faculty and staff. The Quillen College of Medicine and the Gatton College of Pharmacy revised budget contains a 3% salary enhancement with a raise of the minimum to \$15.00 per hour. The details of the original and revised budgets are outlined in the following materials.

MOTION: I move that the Board of Trustees adopt the October revisions to the 2024-25 university budget.

RESOLVED: Upon the recommendation of the Finance and Administration Committee, the Board of Trustees approves the university's October revisions to the 2024-25 university budget.

	Actual 23-24	Original 24-25	October Revised	Increase (Decrease)	Addition of Carryforward	Total October Revised Budget
Revenue	\$319,197,301	\$318,102,000	\$319,894,200	\$1,792,200	\$0	\$319,894,200
<u>Expenditures and Transfers</u>						
Instruction	\$115,368,571	\$124,486,500	\$125,276,230	\$789,730	\$15,000,070	\$140,276,300
Research	5,642,020	6,365,300	6,250,530	(114,770)	7,221,770	13,472,300
Public Service	5,476,717	5,196,100	5,091,530	(104,570)	1,671,670	6,763,200
Academic Support	24,327,016	27,581,000	27,583,430	2,430	5,666,270	33,249,700
Student Services	30,378,216	33,000,100	33,465,160	465,060	2,217,040	35,682,200
Institutional Support	30,115,124	23,514,300	23,376,820	(137,480)	14,469,380	37,846,200
Facilities	23,169,590	22,419,900	25,785,310	3,365,410	1,516,690	27,302,000
Scholarships	25,743,476	29,933,300	27,936,860	(1,996,440)	48,740	27,985,600
Total before transfers	260,220,730	272,496,500	274,765,870	2,269,370	47,811,630	322,577,500
Debt Service	6,162,041	6,166,900	6,089,600	(77,300)	0	6,089,600
Non-Mandatory Transfers	18,697,810	2,885,800	6,573,800	3,688,000	4,750,000	11,323,800
Total	\$285,080,581	\$281,549,200	\$287,429,270	\$5,880,070	\$52,561,630	\$339,990,900
Auxiliaries Exp & Tnfrs	31,306,068	36,224,200	36,806,300	582,100	0	36,806,300
Total	\$316,386,649	\$317,773,400	\$324,235,570	\$6,462,170	\$52,561,630	\$376,797,200

FT Unrestricted and Auxiliary Positions	Original 24-25	October Revised	Increase (Decrease)
Faculty	732	731	-1
Administration	40	39	-1
Maint/Tech/Support	435	427	-8
Professional Support	587	598	11
Sub Total	1,794	1,795	1
Auxiliaries	47	47	0
Total	1,841	1,842	1

Quillen College of Medicine October Revised Budget

	Actual 23-24	Original 24-25	October Revised	Increase (Decrease)
Revenue	78,245,308	79,329,500	90,594,000	11,264,500
<u>Expenditures and Transfers</u>				
Instruction	45,855,172	59,290,900	60,921,700	1,630,800
Research	3,394,488	3,925,100	7,157,100	3,232,000
Academic Support	7,489,658	8,803,900	8,355,900	(448,000)
Student Services	3,048,980	4,771,600	4,915,100	143,500
Institutional Support	4,216,552	4,036,400	4,112,900	76,500
Facilities	5,443,784	7,419,800	7,675,100	255,300
Scholarships	255,000	260,000	260,000	-
Total before transfers	69,703,634	88,507,700	93,397,800	4,890,100
Debt Service	116,225	106,400	106,400	-
Non-Mandatory Transfers	13,844,825	(9,284,400)	(7,739,600)	1,544,800
Total	83,664,684	79,329,700	85,764,600	6,434,900

FT Unrestricted Positions	Original 24-25	October Revised	Increase (Decrease)
Faculty	165	165	0
Administration	5	5	0
Maint/Tech/Support	105	101	-4
Professional Support	109	112	3
Total	384	383	-1

Family Medicine October Revised Budget

	Actual 23-24	Original 24-25	October Revised	Increase (Decrease)
Revenue	21,755,616	21,774,200	22,224,200	450,000
<u>Expenditures and Transfers</u>				
Instruction	14,409,337	15,464,100	17,457,300	1,993,200
Research	123,238	399,100	309,000	(90,100)
Academic Support	3,860,845	4,295,500	4,746,500	451,000
Institutional Support	1,445,106	1,939,700	1,814,300	(125,400)
Facilities	422,672	412,500	636,100	223,600
Total before transfers	20,261,198	22,510,900	24,963,200	2,452,300
Non-Mandatory Transfers	3,691,703	(719,210)	(4,173,590)	(3,454,380)
Total	23,952,901	21,791,690	20,789,610	(1,002,080)

FT Unrestricted Positions	Original 24-25	October Revised	Increase (Decrease)
Faculty	33	33	0
Administration	-	-	0
Maint/Tech/Support	50	52	2
Professional Support	32	30	-2
Total	115	115	0

Gatton College of Pharmacy October Revised Budget

	Actual 23-24	Original 24-25	October Revised	Increase (Decrease)
<u>Revenue</u>	\$ 8,523,080	\$ 8,408,2000	\$ 8,778,600	\$ 370,400
<u>Expenditures and Transfers</u>				
Instruction	\$ 3,662,485	\$ 3,665,900	\$ 3,944,400	\$ 278,500
Research	224,835	325,900	690,400	364,500
Public Service	448,174	470,000	710,100	240,100
Academic Support	1,716,542	2,274,500	2,429,200	154,700
Student Services	827,113	897,900	950,000	52,100
Institutional Support	545,181	569,000	715,800	146,800
Facilities	393,119	439,600	533,700	94,100
Scholarships	221,465	375,000	464,700	89,700
Total before transfers	8,038,914	9,017,800	10,438,300	1,420,500
Debt Service	670,976	671,000	671,600	600
Non-Mandatory Transfers	(395,648)	(1,280,600)	(386,600)	894,000
<u>Total</u>	\$ 8,314,242	\$ 8,408,200	\$ 10,723,300	\$ 2,315,100

FT Unrestricted Positions	Original 24-25	October Revised	Increase (Decrease)
Faculty	30	30	-
Administration	1	1	-
Maint/Tech/Support	12	12	-
Professional Support	11	11	-
<u>Total</u>	54	54	-

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 15, 2024
ITEM: Revisions to FY25 Audit Plan
COMMITTEE: Audit
RECOMMENDED ACTION: Approve
PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

Ms. Lewis will provide a listing of additions and deletions to the fiscal year 2024-2025 audit plan since the last meeting.

Additions

FWA 25-03 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

FWA 25-04 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

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

RESOLVED: The revisions to the Audit Plan for 2024-25 are approved as presented in the meeting materials

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 15, 2024

ITEM: ETSU Hurricane Helene Campus Response

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

Staff will provide a brief overview of the institutional response to support the university community and the region in the aftermath of Hurricane Helene. Staff will introduce a panel of student leaders to provide personal perspectives into the development, engagement and impact of the campus response by discussing their leadership roles and experiences.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 15, 2024

ITEM: Strategic Agenda Update and KPIs

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

The university is focused on implementing the strategic agenda approved by the Board to achieve the mission of the institution.

Staff will provide the Board with a presentation and comparative review of the university's performance on key performance indicators and provide insight into where the university plans to be next year.

The presentation will also include a summary of major initiatives the university is working on this year.



EAST TENNESSEE STATE
UNIVERSITY

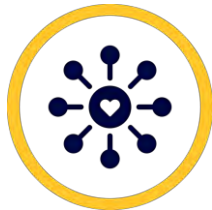
ETSU Key Performance Indicators Fall 2024

Dr. Michael Hoff

Strategic Planning Framework



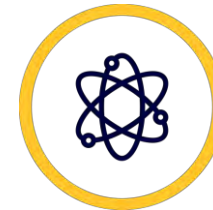
Access & Success



Equity & Inclusion



Excellence in Teaching



Research & Innovation



Community Stewardship



Employee Empowerment



Operational Sustainability



Strategic Planning Pillars

Operational Environment



Access

Metric	2022	2023	2024	Trend
Freshman Applications	9,607	9,902	10,049	On-Track
Enrollment	13,717	13,827	13,979	On-Track
Out-of-State Enrollment	2,918	2,997	3,057	On-Track
Percent Non-White	26.30	27.80	29.3	On-Track
Percent Male	37.3	37.7	38.5	At-Risk
Military Affiliated	996	1,040	1,050	On-Track



Student Success

Metric	2022	2023	2024	Status
Retention Rate	72.0%	73.9%	75.6%	On-Track
Graduation Rate	55.3%	49.8%	53.2%	On-Track
Post-Graduation Outcomes – Percent Working or Continuing Education	90.0%	91.4%	82.1%	On-Track



Institutional Impact

Metric	2022	2023	2024	Trend
Research and Sponsored Program Funded Activity	\$63,400,000	\$70,200,000	\$70,300,000	On-Track
Research Expenditures	\$18,500,000	\$23,300,000	42,300,000	On-Track
Philanthropic Giving	\$42,457,933	\$40,494,665	\$40,744,125	On-Track
ETSU Health (Patient Visits)	337,983	369,219	382,112	On-Track
ETSU Service Hours	14,352	23,144	TBD	On-Track
Attendance at Athletic Events	133,688	121,279	112,631	On-Track
Attendance at Martin Center	26,465	42,912	40,007	On-Track



Operational Environment

Metric	2022	2023	2024	Trend
Employee Satisfaction				
Great Colleges to Work For (Percent Favorable Rating)	72.9%	69%	72%	Complete
Voluntary Staff Turnover	10.6%	11.6%	10.6%	At-Risk
Educational Environment				
Facilities (Deferred Maintenance)	\$9,180,00	\$10,950,000	TBD	On-Track
Percent of Courses Taught by FT Faculty	72.6	72.3	69.55	On-Track
Finance				
Composite Financial Index (Goal of 3 or Greater)	4.47	4.56	6.12	On-Track



ETSU Enrollment Projections 2011-2025

* COVID-19 Impacted Enrollment

Year	Projected	Actual	Error	% Error
2011	15,188	15,250	-61	0.41%
2012	15,428	15,133	295	1.95%
2013	14,967	14,691	276	1.88%
2014	14,430	14,434	-4	0.03%
2015	14,292	14,334	-42	0.29%
2016	14,349	14,024	325	2.31%
2017	14,700	14,608	92	0.6%
2018	14,769	14,574	195	1.3%
2019	14,532	14,435	97	0.7%
2020*	14,273	13,961	312	2.2%
2021*	13,897	13,546	351	2.6%
2022*	13,256	13,717	-462	3.4%
2023	13,916	13,822	94	0.7%
2024	14,021	13,981	-40	0.3%
2025	14,438	TBD	TBD	TBD



Progress Toward Strategic Initiatives: 1-5 Year Goals

Timeline	Objective	Results
Years 1-5	Launch a comprehensive student support center	
Years 1-5	Enhance bridge programs for underrepresented students	✓
Years 1-5	Implement an African American male leadership initiative	✓
Years 1-5	Double the number of Hispanic and Latinx students on campus	
Years 1-5	Implement an enhanced budget process	
Years 1-5	Develop a revised peer group comprised of realistic and aspirational institutions	✓
Years 1-5	Implement academic department chair training	✓
Years 1-5	Obtain membership in the Association of Public & Land-Grant Universities	✓
Years 1-5	Brown Hall renovation (Phase I)	✓
Years 1-5	Academic Building Construction	✓
Years 1-5	College of Business and Technology addition	
Years 1-5	Dedicated marching band space	
Years 1-5	Football stadium expansion	
Years 1-5	ETSU Health Facility	
Years 1-5	Lamb Hall renovation	✓
Years 1-5	Planning process for Warf-Pickel renovations	
Years 1-5	Complete the 2024-2034 Facilities Master Plan	✓
Years 1-5	Create innovative programs in health sciences, business and technology, and Arts & Sciences	✓
Years 1-5	Expand presence in downtown Kingsport and open new off-campus locations	
Years 1-5	Enhance Valleybrook to enable innovation in key research and educational areas	✓
Years 1-5	Through implementation of the Quality Enhancement Plan create a Center for Community Engagement	
Years 1-5	Enhance the general education curriculum	✓
Years 1-5	Continue to expand degree pathways for military veterans, dependents, ROTC Cadets, and active duty service members	








Progress Toward Strategic Initiatives: 5-10 Year Goals

Timeline	Objective	Results
Years 5-10	Expand and revitalize Continuing Education, offering opportunities in Johnson City and at Allandale/downtown Kingsport sites	
Years 5-10	Launch a competency-based education program targeted toward the needs of adults across the region	
Years 5-10	Double the number of online undergraduate programs and grow enrollment in online programs	
Years 5-10	Undertake review of campus branding	✓
Years 5-10	Improve faculty and staff salaries to a level equivalent to the peer average by year five	
Years 5-10	Double the volume of externally sponsored research activity	✓
Years 5-10	Start a new women's athletic program	
Years 5-10	Be named as a HEED award recipient for equity and inclusion	
Years 5-10	Be recognized as a "Great College to Work For"	✓
Years 5-10	Improve retention rates for minority students, Pell-eligible students, etc. to 80%	✓
Years 5-10	Improve graduation rates for minority students, Pell-eligible students, etc. to 60%	✓
Years 5-10	Ensure 90% of students participate in an internship or other real-world experiences	
Years 5-10	Expand Access ETSU for neuro- and physically diverse students	✓
Years 5-10	Develop multiple pre-college academies for middle-high school students	
Years 5-10	Double the number of adaptive learning classroom spaces in each building	
Years 5-10	Train ETSU faculty and staff in resiliency, diversity and equity, and neurodiversity best practices	
Years 5-10	Increase the total number of diverse faculty hired and retained by 20 percent	
Years 5-10	Make at least five cluster hires in existing or potential growth areas of research and broader scholarship, particularly focused on health sciences	
Years 5-10	Maintain and expand current funding levels from NIH and increase research expenditures derived from federal agencies other than NIH (National Sciences Foundation, USDA, etc.)	✓
Years 5-10	Establish at least three fixed-term endowed chairs of excellence in identified strength or growth areas of scholarship	
Years 5-10	Begin construction or renovation of a new residence hall	✓
Years 5-10	Create five new interdisciplinary programs	
Years 5-10	Develop co-curriculum for "soft skills" (e.g. teamwork, diversity & inclusion, global awareness, communication, leadership, etc.) that can be documented on an experiential or co-curricular transcript and via badges	
Years 5-10	Partner with a local high school with a high-risk population to develop the first cooperative high school opportunity in our region to provide a seamless transition from high school to college	
Years 5-10	Increase research access to Little Bucs and University School students	
Years 5-10	Enhance Sherrod Library to become the key academic collaboration space for ETSU	✓
Years 5-10	Update Alexander Hall (University School)	

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ETSU Prioritized Opportunities

Budget Model Optimization	Re-establish the base budgets and further simplify the performance-driven adjustments		Yield Cost Savings and Efficiencies
Voyager (ERP)	Modernizing ETSU's systems and processes		Advance Career Pathing and Enhance Training and Engagement
Enhancing Services / Title Class & Comp.	Design a sustainable organizational structure to increase quality control		Enhance Brand Recognition and Community Engagement
Academic Portfolio Analysis	Evaluate current cost to educate, enhance program offerings, and align current academic offering positioning within the market		Make Data-Driven Decisions
Strategic Enrollment and Student Success Plan	Develop a robust strategic enrollment plan to allow ETSU flexibility and growth within the enrollment market, considering both the recruitment and retention components of enrollment		Build Towards Strategic Goals Through Increased Input
Research Administration	Optimize research administration operations to further ETSU's Strategic Plan and associated research goals		
Housing Transformation	Continue to identify areas of opportunity for the student experience (including housing)		



Questions

Dr. Michael Hoff
Vice Provost



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 15, 2024
ITEM: Resolution of Appreciation for Pam Ritter
RECOMMENDED ACTION: Approve
PRESENTED BY: Dr. Brian Noland
President

MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Ms. Pamela S. Ritter.

RESOLVED

WHEREAS

Pamela S. Ritter joined the East Tennessee State University administration in the summer of 2015 as Vice President for University Advancement and CEO of the ETSU Foundation; and

WHEREAS

One of her first major priorities was bringing the fundraising campaign to completion for the Martin Center for the Arts, which broke ground in September 2017; and

WHEREAS

The Martin Center for the Arts, which is under the leadership of University Advancement, has enriched the arts in our region by hosting national and international artists throughout the year and has launched a successful Broadway season; and

WHEREAS

Ms. Ritter guided the planning of the comprehensive capital campaign “The Campaign for ETSU,” which launched its public phase in spring 2019 with the goal of raising \$120 million in support for new student and faculty opportunities, new academic programs, and campus enhancements; and upon completion of the largest and most successful capital campaign in university history more than \$163 million had been raised; and

WHEREAS

The University Advancement team led the “Bucs Help Bucs” campaign, which raised thousands of dollars to support students during the COVID-19 pandemic; and

WHEREAS

The Day of Giving campaign at ETSU has continued to set new records, with 957 donors contributing over \$462,000 in April 2024; and

WHEREAS

Ms. Ritter provided crucial leadership in establishing college-level fundraisers and securing The Model Mill as the new home for University Advancement, the Alumni Association, and the ETSU Foundation; and

WHEREAS

Under her guidance, ETSU received \$17 million in new gifts and pledges during the 2023-24 year; and

WHEREAS

Ms. Ritter facilitated a multi-million dollar planned gift to the university that included the naming of the Brinkley Center for the College of Business and Technology; and

WHEREAS

Ms. Ritter and the University Advancement team have supported ETSU through an unprecedented era of expansion and growth by raising funds to support major building and renovation projects, including Lamb Hall, the D.P. Culp Student Center, the Martin Center for the Arts, the Academic Building, Brown Hall, Burleson Hall, Gilbreath Hall, and the Integrated Health Services Building.

THEREFORE, BE IT RESOLVED that the East Tennessee State University Board of Trustees extends its deepest appreciation for Ms. Ritter's visionary leadership and unwavering commitment to advancing the university's mission. Her efforts have significantly strengthened the ETSU Foundation, enriching the university's capacity to serve its students and the region for years to come.