

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

MINUTES

April 27, 2018  
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1 p.m. on Friday, April 27, 2018, in the East Tennessee Room of the D.P. Culp University Center on ETSU's main campus in Johnson City, Tennessee. The meeting was also livestreamed for those who could not be in attendance.

**I. Call to Order**

Chair Scott Niswonger called the meeting to order.

In his opening remarks, Chair Niswonger welcomed everyone to the sixth meeting of the ETSU Board of Trustees. Chair Niswonger also noted that this particular meeting would include faculty tenure and promotions, budgets and tuition and fees. He took a moment to share some news that had occurred at the university since the last meeting, including ETSU being recognized nationally for its efforts related to combatting the opioid epidemic and the pharmacy school's Generation Rx chapter's national recognition as being the best in the country for the third time in a row. He cited faculty members Drs. Brian Cross and Lee Bidgood, both of whom were selected as Fulbright scholars and noted that the ETSU Foundation Endowment exceeded \$100 million.

**II. Roll Call**

Deputy Secretary Nathan Dugger called the roll, and the following Trustees were in attendance:

Fred Alsop  
Janet Ayers  
David Golden  
Dorothy Grisham  
Linda Latimer  
Scott Niswonger  
Jim Powell  
Ron Ramsey

Nathan Farnor was absent for his final meeting as the student trustee.

**III. Approval of the Minutes of February 23, 2018, Meeting**

Trustee Powell made a motion to accept the minutes of the February 23, 2018, Board of Trustees meeting. It was seconded by Trustee Grisham and unanimously approved.

**IV. Consent Agenda**

Items included on the consent agenda are:

- A. Minutes from the February 23, 2018, and March 29, 2018, Finance and Administration Committee meetings
- B. Minutes from the February 23, 2018, Academic and Student Affairs Committee
- C. Minutes from the February 23, 2018, Audit Committee
- D. Policies from the Academic and Student Affairs Committee
- E. Policies from the Finance and Administration Committee
- F. President Emeritus Report and Continuation
- G. Capital Projects

Chair Niswonger asked if there were any items that any trustee wanted to pull for separate consideration. There were none. Trustee Alsop made a motion for the adoption of the consent agenda. It was seconded by Trustee Ayers and unanimously approved.

**V. Student Trustee Selection Policy**

The Student Government Association, in conjunction with Student Affairs, adopted a process for students to apply for consideration as the student trustee on the Board of Trustees. Those nominated are then vetted through a process supported by the SGA and overseen by the Vice President for Student Affairs. The process was presented to the Board of Trustees for its consideration. ETSU President Dr. Brian Noland said the process was developed through shared governance, with the recommendation ultimately coming to him to then recommend to the Board of Trustees. He explained that this is the formalization of the manner in which the student trustee is selected.

Trustee Latimer moved for the adoption of the policy as outlined. It was seconded by Trustee Golden and unanimously approved.

**VI. Selection of Student Trustee**

On behalf of the students, faculty and staff at ETSU, Dr. Noland presented Ms. Keyana Miller for recommendation as the new student trustee. He noted that Ms. Miller had walked away with the majority of awards at the Student Summit Leadership awards ceremony held recently and noted that she is from Memphis and ultimately pursuing law school after graduation from ETSU. He said it is with great enthusiasm that he recommends Ms. Miller for the position.

Trustee Latimer made a motion to approve the selection of Ms. Miller as the new student trustee. It was seconded by Trustee Grisham and unanimously approved. Following the approval, Ms. Miller joined the other trustees at the meeting tables.

**VII. Resolution for Trustee Farnor**

Chair Niswonger noted that the group would like to express gratitude to the inaugural, outgoing student trustee Nathan Farnor but he was not in attendance because he was in Nashville receiving the Harold Love Service Award from the Tennessee Higher Education Commission.

Trustee Ayers made a motion to approve the resolution. It was seconded by Trustee Golden and unanimously approved. Dr. Noland asked to delay the presentation of a resolution until Mr. Farnor could be present.

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

Committee Chair Steve DeCarlo noted that the group had covered next year's budget, processes and procedures during the morning committee meeting. He then asked Ms. B.J. King to present further on:

- A. **2018-19 Salary Increase Proposal** – Ms. King noted that the governor's budget includes a 2.5 percent salary increase, for which the university needed to fund \$1.8 million for the main campus. That will be garnered through a 1.75 percent increase in tuition and fees, she said. This year, the salary increases will be across the board, with a floor of \$500.
- B. **Tuition and Fees** – Ms. King noted that the budget for the next year is based on a decline of 100 students in enrollment and also noted a state appropriation increase of approximately 5 percent over the prior year. She said the state appropriations make up about 25 percent of the university's entire budget. Ms. King shared data regarding increases over the past several years and said that this year, they are proposing an increase that equates to approximately \$262 per year, which is less than last year by about \$80.

She said this process was occurring earlier than previous years because of a desire to let students know the proposed tuition and fee increases before they leave campus for the summer. In all, the increase is 2.91 percent, including both maintenance and mandatory fees. The increase will go toward funding the salary pool, scholarship increases, projected enrollment decline and a small inflationary factor.

Ms. King also addressed non-mandatory fees, noting that they do not impact everyone, but instead only the students involved in those specific courses or units. Of note, she said there is a change to a graduate nursing program that was found to be underpriced compared to competition. The \$150 increase will be completed in two stages of \$75 each over two fall semesters.

Ms. King pointed out there are no increases in housing for the next year and food service will go up 2.3 percent, which is contractually based with the provider. Fee increases of 2 percent and 3 percent are proposed for the colleges of medicine and pharmacy, respectively.

- C. **Approval of the University Budget 2018-19** – Ms. King said the above fee increases as well as the salary increases serve to inform the budget. She said the budgeting process began last September, working to tie the budget to the strategic plan. Departments, colleges and vice presidents all had budget hearings, with the vice presidents ultimately presenting to the budget advisory committee and the president in February. All were based on the budget call.

The budget includes a \$1.3 million increase for scholarships; \$3 million of additional money received going toward the salary pool; and \$500,000 being designated for pools to support promotion and tenure and job audits (\$250,000 each). Ms. King noted that over 50 percent of revenue comes from tuition and fees. She said the budget calls for \$259 million in revenues and the same in

expenses. The total increase of expenditures over the previous year is \$4.1 million. The funds, she said, are going to people.

Dr. Noland added that leaders spent four months moving through the process for the \$1 million to move through the campus, with \$733,000 going toward new positions. He noted that it is not a lot of new money moving through the university, but said they will know in October if enrollment goals are exceeded and how much more could be available.

In summary, Ms. King said that the committee had been going through this material for two months and has put a lot of thought into it. She did note a caveat, saying the budget is based on THEC's binding limit on tuition and fees not changing from its proposed 3 percent cap. THEC meets in May and if it lowers that, the budget would have to be adjusted.

Next, Ms. King noted that the Quillen College of Medicine's budget calls for \$61 million in revenues as well as expenditures, with MEAC providing 39 percent of funding for the medical school. In Family Medicine's budget, both revenues and expenditures were \$17 million. She said Family Medicine receives a state appropriation, has clinic revenue and residency participation agreements. The Bill Gatton College of Pharmacy operates like a private institution, receiving no state appropriations. Its budget is \$11 million.

Ms. King said they have gone through a very thorough process. Chair Niswonger thanked her for her work. Trustee Grisham made a motion to approve all three items (salary increase proposal; tuition and fees; and the budget for 2018-19). It was seconded by Trustee Alsop and unanimously approved.

## **IX. Report from the Academic and Student Affairs Committee**

- A. **Promotion and Tenure of Faculty Members** -- Committee Chair Latimer asked Dr. Bill Kirkwood to present this item. Dr. Kirkwood shared an amended document with the group and said that these decisions are landmarks in the careers of every faculty member. He noted that the university carefully reviews the applications in a multi-step process. First, faculty of the department reviews an application; then the chair of the department reviews; then a faculty committee of the college reviews; next the dean reviews; then the vice president followed by the president and the Board of Trustees. He emphasized that this is not a rubber-stamp process. Trustee Alsop made a motion to grant the promotion in rank and/or the awarding of tenure to the faculty members recommended. It was seconded by Trustee Ayers and unanimously approved.
- B. **Bachelor of Science in Rehabilitative Health Sciences** – Dr. Wilsie Bishop presented this item, noting that the College of Clinical and Rehabilitative Health Sciences is proposing this new degree and it has been vetted through the university process. Following approval from the Board of Trustees, the proposal must go to THEC for approval. Dr. Bishop said a THEC consultant has reviewed the proposal and THEC has given permission for the university to seek approval from its Board of Trustees before it comes back to THEC for approval. Dr. Bishop noted that there are only 11 other universities in the

country offering this degree program, with no others offered in Tennessee at this time. She said it will be attractive to high school students and community college transfers. Two new faculty members will be hired, she added. Trustee Ayers made a motion to approve the new degree program. It was seconded by Trustee Latimer and unanimously approved.

- C. **Renaming of the Clemmer College of Education** – Dr. Greg Aloia presented this item, noting that the college of education is what started the entire university, but it has since become much more complex as a college and its mission has changed. The college now includes six departments, five centers of excellence and four major themes: counseling, education, sport and leadership. The new mission is not just to train teachers. Dr. Aloia noted that health, poverty and education interconnect with what the college has to do and added that referring to it as the “college of education” was limited in what the college actually does. Dr. Aloia proposed the college be named Clemmer College and added that the college will aspire to become the best at what it does. Trustee Latimer made a motion to approve the name change. It was seconded by Trustee Ayers and unanimously approved.
- D. **Use of Campus Property and Facilities** – Mr. Troy Perdue and Dr. Jeff Howard presented this item. Dr. Howard noted that the campus use policy had gone out for public comment and was approved by University Counsel. He said the policy is a revision and includes an expanded definition of an “affiliated” person. Public speaking areas increase from three to four and hours are expanded to 7 a.m. through 7 p.m. for reservations. He emphasized that the policy does not limit affiliated people to only use those spaces. Mr. Perdue noted that there are two substantive cases in the state over the past five years that have caused evaluation as well as a new law as of January 1. The policy also requires the approval of the Attorney General, the General Assembly and the Secretary of State. Trustee Ramsey made a motion to approve the adoption of the policy. It was seconded by Trustee Latimer and unanimously approved through a roll call vote.

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

Committee Chair Golden reported that the Audit Committee met that morning and reviewed the audit committee charter with no changes proposed and also approved some minor changes in the Internal Audit charter. The group also reviewed two policies, approved revisions to the 2017-18 audit plan and reviewed audits performed since the last meeting. The committee also received an update on the Quality Assurance Improvement Program. They received and reviewed audit financial statements from the comptroller of the Treasury, which had excellent findings. The report had two minor findings, one of which has a root cause in a discrepancy between how Banner accounts for accumulated depreciation, which was identified and corrected. The other had to do with support for students who withdrew from school during a semester and how to count days.

With no motion required, the full Board of Trustees unanimously approved the amended Internal Audit Charter and in a separate vote unanimously approved the amended Internal Audit policy.

## **XI. Adobe Partnership**

Chairman Niswonger introduced and asked Dr. Stephen Marshall, chair of the Department of Media and Communication, to come up and present. Dr. Noland noted that the trustees have asked for spotlights of partnerships and Dr. Marshall would be providing a spotlight on ETSU's partnership with Adobe. He called it a unique program and one of only a few like it in the country.

Dr. Marshall began by saying that this partnership is possible thanks to the leadership of Drs. Noland, Bach and Karen King as well as others, including Dean Gordon Anderson. He told the trustees more about himself, noting that he has served the university for more than a decade and is also a digital marketer working for Creative Energy for five years. He also works with Adobe to train its digital marketing customers around the world. He is also the digital marketing expert for higher education for Adobe. As such, he is out in the field listening to what other universities are doing to digitally transform their campuses for stakeholders, he pointed out.

He discussed experiences as the foundation of what he wanted to talk about, noting that the goal of what his team tries to do is to focus on building "T-shaped" people who have a breadth of experience, knowledge and sectors and also the depth in world-class skills in one discipline. In other words, these are individuals with a great general education university background, great global citizens and critical thinkers but also they have something distinct to bring to the job market. He said he really believes in that global citizen, but also wants his students to get really great jobs and that is why he is trying to put both of those things together.

Dr. Marshall said experiences matter and that they connect the campus. It is about making a more personalized and integrated student experience through a digital transformation that takes a holistic approach to the campus. There needs to be a 360-degree view of the student that encompasses the moment we are courting them all the way through 5-10 years after graduation when we are asking them to donate to us. Next, he talked about digital literacy and students who really understand and assess the information they read on social media and what they put out there about themselves.

He said his team works on the AMEN model – Applied Marketing and Media Education Norm. They take theory-based learning and apply software to activate those outcomes. They build in opportunities to learn and earn certifications as they are earning their degree, which differentiates them in the marketplace. Then, they are activating learning outcomes with project-based learning through industry partnerships but also on campus. In 2016, ETSU became the first and only ones in the world with the specific Adobe partnership we have. He talked about the Creative Cloud, but also Experience Cloud. Currently, we are the only university in the country teaching the Experience Cloud portion of Adobe's offerings. He shared a list of Adobe Experience Cloud customers, noting that they are ETSU's partners as well as companies actively looking for people to hire because universities are not putting out the people they need.

The funding model for the project is based on students recruited for Dr. Marshall's program. The enterprise-level software has been funded by students he

recruits for the program. It is available to all stakeholders at the university and is there for their use, Dr. Marshall said. In the fall, four teams will be assigned to four initiatives on campus, working on key performance indicators around admissions goals for these specific things. It will be scaled as they become more successful.

In terms of outcomes, Dr. Marshall cited a Forrester story in 2016 that lists ETSU as “doing it right” in terms of investing in the next-generation technology skills required for digital business. At the end of Year Two of the program, recruitment is up 150 percent. Outcomes also include more than 60 industry partnerships with such organizations as Coca-Cola, NBC Universal, Facebook and HGTV as well as local companies like Eastman and Ballad Health. Partnerships include guest speakers as well as other activities. In one project, students have helped take creative arts scholarship inquiries from 30 to 300 incrementally over time via an email marketing effort.

Two weeks ago, the group won the National Student Advertising Competition, beating numerous teams from the southeast region of the country. Out of 150 schools, we are now one of 19 competing for eight national championship spots. In terms of academic wins, Dr. Marshall cited program growth and added that the interdisciplinary approach is very important. He also cited ETSU as a thought leader in this arena. Dr. Marshall also shared his ideas of institutional opportunities, including scaling the Experience Cloud to create exceptional experiences, preparing all students for digital literacy regardless of discipline and creating revenue-generating corporate training opportunities.

Dr. Marshall showed his department’s website redesign created by the students, noting that it could be taken across the university because of the enterprise license. The four sites will be working off the template with hopes to scale it to others. The sites are designed to get people to either visit campus or apply. He also noted that they started a Brand and Media strategy graduate program that launched in the fall with 23 students and now has 80 in the pipeline for the upcoming fall. Graduate students have also been working on the website redesigns.

Chair Niswonger thanked Dr. Marshall and said this was exactly what the trustees were looking to hear about. He also noted something Dr. Marshall touched on in the beginning of his talk about students donating later in life. Chair Niswonger said a student could have had a great experience at ETSU, but if he didn’t get a good job coming out of college, it will be difficult to get him to give back to the university.

## **XII. President’s Report**

Dr. Noland began by noting that the Board of Trustees created history today by approving budgets, tuition and fees this early.

**Enrollment** – Dr. Noland cited several signing ceremonies, regional recruiting events, high school visits and other activities under way in this area. He said we remain within confidence intervals and early indicators are positive, however there is some uncertainty such as the impact of the Culp Center renovations. He added that housing applications continue to trend higher than last year.

**Research** – Dr. Noland said the university continues to move forward with making a more robust and specific research agenda for the institution but noted that the pace has slowed a bit to ensure we remain in concert with Ballad Health. He said

he expects the pace to pick up again between now and the next Board of Trustees meeting.

**Millennium Centre** – Dr. Noland said he planned to provide a full update on the collaboration with the city at the September meeting of the Board of Trustees. He noted that part of the plan is for computer science to be housed at the Millennium Centre.

**Athletics** – Dr. Noland noted that the tennis team had won its 12<sup>th</sup> consecutive conference championship and NCAA appearance. He also noted that there are 106 student athletes scheduled to graduate in May, with 86 of them receiving All-American Academic Honors. He also noted that ETSU student athletes had participated in 73 programs of community service.

**Construction** – Dr. Noland said the Culp Center groundbreaking would take place after today's Board of Trustees meeting. He said Lamb Hall is in the design and planning phase; Building 60 will be open for the fall; and steel framing is going up on the Martin Center. He mentioned Mr. Jeremy Ross' work in these projects, also noting that Mr. Ross is leading an overhaul of the Human Resources department as well as a search for a new police chief.

**Title IX** – Dr. Noland said Dr. Richard Sander is leading this review, which was requested by the Board of Trustees, and a complete review would be provided to the trustees at their September meeting.

**Legislature** -- Dr. Noland said it had been a relatively benign session for ETSU, but significant for higher education as a whole in Tennessee. He thanked legislators Hicks, Crowe and Lundberg for their support of a budget note that was approved, giving \$500,000 to the university to support its opioid research efforts. Dr. Noland said the funding would be used as seed money to recruit faculty. He also said that we were unable to get the \$2.5 million for pharmacy students at ETSU this year, but that he felt there was a recognition of the need to change policy for the ETSU Bill Gatton College of Pharmacy.

**Media and Branding** – Dr. Noland read from a story on media and branding that was featured in the Tri-Cities Business Journal in which the branding expert called ETSU a “random liberal arts commuter school.” He asked for help in cross-branding the institution, noting as an example that there is no cross branding in Ballad facilities despite ETSU's significant involvement in those hospitals.

**Upcoming Events** – Dr. Noland said a Board of Trustees retreat has been scheduled for July 12-13 in Greeneville at the General Morgan Inn. He also shared commencement activities, including May 4 events for ROTC and the colleges of pharmacy, medicine and nursing. He said 2,163 students were expected to graduate on Saturday, with Trustee Golden serving as the 10 a.m. speaker and Dr. Harry Williams serving as the 2 p.m. speaker.

**Briar Worley** – Dr. Noland noted that this past spring, several students visited Shelbridge for dinner events. At one of those events, Dr. Noland spoke with a student who came to ETSU from halfway across the state. He asked that student, Briar Worley, to come up and talk about her experience.

Ms. Worley said she is an undergraduate student pursuing a mass communication degree with a minor in digital media. She said she is from Sardis, a small town in West Tennessee. From her sophomore year in high school, she said she knew she

wanted to attend ETSU and she has grown so much as a person since coming to ETSU, some 400 miles from her hometown. Ms. Worley noted that education is expensive and she did not immediately appreciate the impact of scholarships. She has received \$16,000 from the Ayers Foundation and expressed immense gratitude to Trustee Ayers for helping to change her life. She said she has been afforded incredible opportunities thanks to Trustee Ayers. Trustee Ayers called the moment the highlight of her life so far and noted that it makes her know what she does is worth it.

**Recognition of Dr. Celia McIntosh** – Dr. Noland presented outgoing Graduate Studies Dean Celia McIntosh with a resolution in recognition of her dedication as dean. He noted that she is not leaving ETSU, but instead going back to her lab to do more research. Dr. McIntosh called it an honor to be the Graduate Studies dean.

**Thank you** – Dr. Noland thanked the Board of Trustees for its patience today, noting that some adjustments had to be made after Dr. Bert Bach suffered a leg injury and was unable to attend the meeting. He assured the group that Dr. Bach was still hard at work, answering calls and emails from his hospital bed. Chair Niswonger asked that people keep Dr. Bach in their prayers as well as Trustee Powell's wife, who is recovering from surgery.

### **XIII. Other Business**

Trustee Golden reported that the Executive Committee met just prior to the full board meeting and determined that, with the transition from the TBR to the Board of Trustees, a work stream needed to be developed related to the evaluation and compensation of the university president. He recommended that duty be assigned and delegated to the Executive Committee, which would then bring any decisions back to the full board for its approval. Trustee Ayers made a motion to accept this plan. It was seconded by Trustee Alsop and unanimously approved.

### **XIV. Executive Session (if necessary)**

An executive session was not necessary.

### **XV. Adjournment**

Chair Niswonger adjourned the meeting.

Respectfully submitted,



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David Linville  
Secretary of the Board of Trustees

Approved by the Board of Trustees at its September 21, 2018 meeting.