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11-18-2022

### 2022 November 18 – Board of Trustees Agenda and Minutes

East Tennessee State University

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EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
NOVEMBER 2022 MEETING

1:30–3:30 p.m. EST  
Friday  
November 18, 2022

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call
- III. Public Comments
- IV. [Approval of Minutes from September 16, 2022](#)
- V. Report from the Academic, Research, and Student Success Committee (5 minutes)
- VI. Report from the Finance and Administration Committee (5 minutes)
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Consent Agenda \(5 minutes\)](#)
  - A. [Minutes from September 16, 2022 Academic, Research, and Student Success Committee](#)
  - B. [Minutes from September 16, 2022 Finance and Administration Committee](#)
  - C. [Minutes from September 16, 2022 Audit Committee](#)
  - D. [Expedited Letter of Notification](#)
  - E. [Revisions to FY23 Audit Plan](#)
  - F. [FY23 October Revised Budgets](#)
  - G. [Naming of the Millennium Center Building](#)
  - H. [Standing Committee Membership Appointment](#)
- IX. [Action Item: Approval of ETSU Strategic Agenda, KPIs, and Peer Institutions – Hoff](#)  
(20 minutes)
- X. [Enterprise Resource Planning System Update – King](#) (15 minutes)
- XI. [Bluegrass, Old-Time, and Roots Music Studies 40<sup>th</sup> Anniversary Update – Roach/Boner](#)  
(10 minutes)
- XII. President’s Report – *Noland* (20 minutes)

- XIII. [Action Item: Resolution of Appreciation for Dr. B.J. King – Noland](#) (10 minutes)
- XIV. Other Business
- XV. Executive Session
  - A. Discuss pending legal action (if necessary)
- XVI. Adjournment

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: Approval of the Minutes from September 16, 2022

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the September 16, 2022 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 16, 2022 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 16, 2022  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, September 16, 2022, at 1:30 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

**I. Call to Order**

Board Chair Dr. Linda Latimer called the meeting to order at 1:30 p.m. and thanked those attending. The chair distributed a document outlining significant university accomplishments, highlighting the following:

- 2,056 first-year students joined the campus community less than a month ago, making ETSU's incoming class one of the largest in the institution's history.
- The University recently welcomed more than 60 new faculty members during its annual Faculty Convocation ceremony. At the event, the distinguished awards for teaching, research, and service were afforded to Dr. Cerone Foster, Dr. Kate Beatty, and Ashley Sergiadis respectively.
- ETSU continues to deepen its research efforts across a variety of disciplines.
- ETSU was named by Forbes Magazine as one of America's Best Employers.
- The ETSU Research Corporation will be hosting a Bioeconomic Symposium on October 27th. The chair encouraged trustee participation to learn more about this emerging technology.

**II. Roll Call**

Board Secretary Dr. Adam Green led the roll call.

Trustees present were:

Trustee Charles Allen, Jr.  
Trustee Allen Archer  
Trustee Janet Ayers  
Trustee Steven DeCarlo  
Trustee Dr. Virginia Foley

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

Dr. Green informed Board Chair Dr. Latimer that a quorum was present.

### **III. Public Comment**

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

### **IV. Approval of Minutes from April 22, 2022**

The minutes of the Board of Trustees Meeting of April 22, 2022, were approved as submitted, with Trustee Ayers making the motion to approve and Trustee Steagall-Jones seconding the motion. The motion was passed unanimously.

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

Committee Chair Janet Ayers provided an overview of the items presented to the Academic, Research, and Student Success Committee including:

- Provost Kimberly McCorkle presented a recommendation for tenure upon appointment for three faculty members. The committee unanimously approved this recommendation.
- The committee received an update on academic actions occurring between January 1 and July 31, 2022. Through the university's curriculum review process, 37 actions were reviewed and approved.
- Dr. David Linville presented an executive summary of the Annual Institutional Review for Graduate Medical Education, including the years 2019-20 and 2020-21.
- Provost Kimberly McCorkle and Dr. Cheri Clavier updated the committee on the timeline and process for the university's reaffirmation of accreditation with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).
- An overview of the university's support for Military and Veterans Services affiliated students was provided by Col. (R) Dan Bishop.
- Mr. David Golden and Dr. Stephen Marshall presented an update on the ETSU Research Corporation.

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

Committee Chair Steven DeCarlo presented the Finance and Administration Committee's report to the board including:

- The committee received an update from Dr. Heather Levesque on the passage of the HOPE Expansion Bill that led to a change in the tuition rate for Dual Enrollment students. The committee approved a new hourly tuition rate of \$538.65. The committee also authorized the university president to adjust fees and tuition for Dual Enrollment courses in response to Tennessee Student Assistance Corporation actions.
- On behalf of the Quillen College of Medicine, staff requested revised summer term tuition rates beginning in the summer of 2023. A rate of \$2,200 for two equal, short summer terms and \$4,000 for a longer, more complex course was approved.
- Dr. Joe Sherlin and Ms. Laura Bailey provided an update related to residence halls. Housing rates for fiscal years 2024-27 were presented and approved by the committee with the understanding that future adjustments to rates will be proposed based on renovation schedule and market and inflation analysis. Staff reserve the right to bring future rate adjustments to the Board of Trustees based upon changing market conditions.
- Staff provided a financial update comparing operating revenues and expenditures from June 2021 to June 2022 and reviewed contracts and agreements over \$250,000 for the fourth quarter of fiscal year 2022.
- Staff provided an update of the ETSU Foundation revealing a record year of giving in fiscal year 2022.
- Staff provided an update on capital projects and facilities.

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

Committee Chair Steagall-Jones presented the Audit Committee report noting the following:

- Ms. Rebecca Lewis presented the audit plan for 2023, which the committee approved.
- The committee received a summary of audits and investigations conducted from April to August 2022 as well as an annual report on Audit Functions for FY 2022.
- ETSU Internal Audit employee profiles were presented and approved by the committee, and the operating budget for the Office of Internal Audit was shared as an information item.
- Committee members received an update on the Institute of Internal Auditors requirement that the Office of Internal Audit undergo an external evaluation every five years. Committee Chair Steagall-Jones stated that she is comfortable with the self-assessment, barring any other suggestions from the committee.

## **VIII. Consent Agenda**

With no requests for any items to be removed from the consent agenda, the Board of Trustees approved the consent agenda with a motion from Trustee Dr. Foley seconded by Trustee Steagall-Jones. The motion was passed unanimously.

## **IX. Action Item: Library Fines Rule**

Dr. Mark Fulks, University Counsel, presented the Library Fines Rule. The rule, background, and previous board approval were fully detailed in the agenda materials. The Library Fines Rule was approved as submitted, with Trustee Grisham making the motion and Trustee Ramsey seconding the motion. After a roll call vote, the motion passed unanimously.

## **X. Roan Scholars Leadership Program Update**

LTC (R) Scott Jeffress, Executive Director of the Roan Scholars Leadership Program, provided an update on ETSU's premier leadership-focused scholarship program. Since Mr. Louis Gump, the founder of the Roan Scholars Leadership Program, first introduced the idea for the program in 1997, its mission has been to challenge, inspire, and connect Roan Scholars so they can realize their potential to impact the region and beyond in a positive manner. In the fall of 2000, the first Roan Scholars arrived on campus. There are 91 Roan alumni and 31 Roan Scholars currently on campus. Highlights from the presentation included:

- The scholarship is available for students from Northeast Tennessee, Southwest Virginia, and Western North Carolina.
- More than 300 students applied for the program this year, and nearly 120 were interviewed. Even though fewer than 10 of the 120 candidates were selected for the program, almost two-thirds enrolled at ETSU this fall.
- Of the 91 Roan alums, 60 percent live and work in the Appalachian Highlands, and more than 90 percent have made a gift to the program.
- Through programs such as Alternative Breaks, Summer of Service, leadership conferences, corporate site visits, study abroad, and mentorship, the Roan Development Model emphasizes high-impact, hands-on learning for the whole year. Class-based programs include the Outdoor Leadership Challenge, Roan seminars, and leadership learning experiences.
- All-Scholar programs include Roan Impact Focus, Physical Vigor Weekend, and Leadership Voices.
- Rising juniors and seniors can now apply for the Extraordinary Opportunity Grant, thanks to a generous contribution from Eastman Credit Union. This grant will help them



pursue meaningful experiences outside the classroom that will help advance their career and personal goals while removing financial barriers.

- Future plans call for increasing the number of Roan Scholars per class to ten, expanding geographically to a 250-300 mile radius, refining the development model, and securing the financial future.

Mr. Gump intended for the Roan Scholars Program to be primarily self-funded. Today, the endowment (\$6.5 million), combined with university support (which provides matching scholarship funds), helps maximize donor contributions.

## **XI. ETSU Peer Institutions and KPIs Discussion**

Dr. Michael Hoff, University Chief Planning Officer, presented the process used to select the preliminary list of peer institutions and Key Performance Indicators (KPIs) for the board's consideration. As part of the implementation efforts associated with the work of the Committee for 125 Chapter II, the Board of Trustees suggested creating a new set of institutional peers. These peer institutions will be used to measure and assess institutional progress around a series of performance metrics that are present and aspirational in nature and aligned with the vision of the Committee for 125.II.

The proposed ETSU peer group for 2022 was included in agenda materials, and the peer selection process included the following methodology:

- Quantitative analysis using peer data set from IPEDS data submissions – produced 18 potential peers
- Formal presentation of potential peers and methodology to various stakeholders with discussion and feedback
- Revised peer group of 23 institutions circulated among university leaders, faculty, and staff for ranking
- Combined analysis produced 15 peers for consideration

When asked to elaborate on the methodology and the process used to identify the peers selected, Dr. Hoff stated that staff utilized a clustering method, which examines each institution based on those 38 criteria, assesses them on all variables using a three-year average, and then groups them around statistically comparable institutions. Dr. Hoff stated that follow-up analysis could be provided. President Noland added that the overall level of funding is not included when calculating peers. The institution does not pick peers with similar levels of state support per FTE; it is looking at peers of a similar size, degree mix, and regional clustering, which drives the outcome.

Next, Dr. Hoff discussed Key Performance Indicators (KPI) development. Potential categories include enrollment, student success, post-graduation outcomes, equity and inclusion, research, faculty/staff, finance, and facilities. Proposed KPIs and post-graduation outcomes for the class of 2020 were included in agenda materials. The next steps are to finalize operational definitions of KPIs, develop a dashboard of KPIs, ensure internal metrics of performance are aligned with institutional KPIs, and provide a report of institutional performance at every board meeting. The final peer set and KPIs will be provided for approval at the November 2022 Board of Trustees meeting.

Dr. Hoff was asked to name the three most important KPIs that indicate the need for action. From the institution's perspective, he said the three things he thinks about the most are first-time freshmen, graduation rates, and net revenue. Dr. Hoff was also asked if an online enrollment KPI should be included as one of the points of delineation. He responded that the university needs to be more committed and specific about developing online programs and coding students as online students. Currently, a number of courses are taken online by students who are not typically considered online students. Some institutional effort will be required to include this in the KPI. Further discussion ensued regarding KPI variables.

## **XII. Community Update and Discussion**

Mr. Joe Wise, Mayor of Johnson City, and Ms. Cathy Ball, City Manager, presented a community update providing an overview of multiple initiatives underway across Johnson City including:

- The West Walnut Street Taskforce was established nearly 10 years ago, community and business leaders recognized the significance of the corridor between ETSU and downtown Johnson City. Significant progress has already been accomplished, and ETSU has actively participated in this project.
- Ms. Ball presented a report on the city's infrastructure investments and opportunities in the West Walnut Corridor. Johnson City has invested \$41 million in this corridor to take utilities underground, make stormwater improvements, and build infrastructure. Smart poles, pedestrian walkways, bike paths, and green spaces are among the many proposed improvements. The city manager also displayed several architectural renderings of how the corridor might look once the project is completed.
- The Model Mill Project was a significant investment by Summers-Taylor Inc., and the anchor space on West Walnut Street will serve as a catalyst for future development along the corridor.
- Ms. Ball also spoke about the Ashe Street Courthouse. The Governor included \$5 million in the FY 2022 budget for the historic building's restoration. This space is intended as an incubator and accelerator for rural health research. There are numerous

opportunities for the city and ETSU to collaborate with the community while ensuring this space is used for the public's benefit while meeting the Governor's requirements. Work is already underway on this project.

- Presenters also noted that resources exist to help make the area more attractive for redevelopment. The entire corridor is contained within an opportunity zone allowing businesses to defer capital gains until 2026. Gain forgiveness can eliminate 15 percent of the gain forever, with the remaining 85 percent deferred until 2026. Tax-free appreciation of investments will be deferred until 2047.

President Noland welcomed the opportunity to hear from Mayor Wise and Ms. Ball about how the university can help the city bring this project to fruition. The mayor emphasized the uniqueness of the opportunity zone for those who have a philanthropic interest in ETSU but also have tax considerations; there is a \$41 million public investment opportunity by way of right-of-way and infrastructure, with the federal tax programs that can incentivize. The city manager added that now is the perfect time to sit down with other stakeholders along the corridor and discuss how to make this happen.

Topics of discussion are included:

- Presenters were asked about the completion date for the West Market Street Corridor. According to Ms. Ball, new construction in the corridor can occur alongside ongoing projects. Property owners regularly communicate with the city; however, their eagerness to move forward with new construction is a factor. The mayor said it is important to distinguish between the right-of-way, infrastructure, Ashe Street Courthouse, and other tracks when looking at a timeframe. Some aspects of the plan are outside the city and task force's control, and Mayor Wise estimates the project could take five to 10 years longer than anticipated.
- Ms. Ball was also asked to elaborate on Rural Health Research as related to the Ashe Street Courthouse renovation. Ensuring that the project improves the rural health of the community is a top priority, and the city is committed to it, stated Ms. Ball. Discussions are in progress with ETSU regarding the plan, and a request for proposals will be extended to interested parties.

### **XIII. President's Report**

President Noland's address to the board offered an update on ETSU's progress with the Committee for 125 Chapter II strategic plan focused on Access, Success, and Impact.

Access updates included:

- The President affirmed that the university had launched the Enhance Bridge programs for underrepresented students that couple pre-enrollment services with mentoring throughout the freshman and sophomore years. The program's participation was expanded in the fall, and the program participants had a retention rate of 85 percent, which was higher than the traditional undergraduate population.
- The number of Military-Affiliated students at ETSU is currently 750, while the number at Middle Tennessee State University is 1,100. Col. Bishop is looking to drive performance in this area to surpass MTSU. In-state tuition has been restructured, and the Office of Military and Veteran Services has rebranded.
- Capital Plan projects underway include Brown Hall, construction of the academic building, the ETSU Health facility on the Innovation Campus, and Lamb Hall. All other projects are expected to move forward within the next four years.
- Within the next year and a half, the Board will be presented with proposals for innovative programs such as health care administration, mechatronics, hospitality and tourism, and synthetic biology.
- Provost McCorkle is actively engaged with college deans to identify a third-party partner to assist the university in taking online degree programs to market.
- The Appalachian Highlands Center for Nursing Advancement, funded by Ballad Health, will develop pipeline programs for high school students across the region.
- Dr. Block in the Quillen College of Medicine recently launched the EQUIP program, designed to position students from rural and underserved areas who are interested in attending ETSU.
- In the spring of 2023, a P-20 initiative will be launched to improve college-going rates, K12 principal leadership, and transfer and articulation with the university's CTC partners.

Success updates included:

- ETSU received nearly \$11 million this summer for seven USDOE TRIO grant programs to support the center. middle schoolers, high schoolers, college students, adults, and veterans can participate. ETSU has 10 TRIO grants and is one of five colleges that offer all seven TRIO programs.
- Planning for the Comprehensive Student Success Center will align with ETSU's Moonshot initiative—efforts to close achievement gaps and enhance student success.
- The peer selection process is underway, and final institutional peers and KPIs will be presented to the Board of Trustees at their fall 2022 Quarterly Board meeting.
- Staff is working on updating the Strategic Facilities Master Plan, which will be presented to the Board of Trustees for approval in 2023.

- In the next few months, Provost McCorkle will start a process to redesign and update the general education curriculum.
- According to the Great Colleges to Work For Survey, ETSU has the highest level of employee satisfaction across all categories that faculty and staff have ever reflected at the institution. Additionally, ETSU was named to Forbes' list of America's Best Employers in 2022.

Impact updates included:

- Huron consultants have spent the majority of this year reviewing the university's budget model to identify areas for assessment and improvement. The Huron Phase I study will be presented to campus in the coming weeks. The Huron Phase II report will be presented to the campus in the middle of the semester. ETSU will begin the phased implementation of process and structural efficiencies during the 2022-23 academic year.
- The Oracle ERP implementation process is underway.
- ETSU has been accepted as a member of the Association & Land-Grant Universities, effective summer 2022.
- Staff will recommend a four percent across-the-board salary increase for the Board's consideration in November 2022.

Next, President Noland invited Mr. David Golden, CEO of the ETSU Research Corporation, to provide a summary of current economic development work led by the Research Corporation. A few years ago, the Research Corporation predicted that bioindustrial manufacturing and synthetic biology would be the next big deal. The Research Corporation collaborated with BioBuilder to add synthetic biology to conventional biology education. In addition, they worked with the Niswonger Foundation to develop a high school biology course that is currently offered in 19 high schools in Northeast Tennessee. ETSU is the only institution in the world to do this. As a result, this university made headlines at SynBioBeta, the largest conference event of its sort in Silicon Valley. Mr. Golden also spoke about partnerships with Omega, a non-profit bioindustrial manufacturing initiative started by the Department of Defense, and BioMADE, a bioindustrial manufacturing innovation institute.

President Noland concluded his remarks by reading a letter he received regarding the death of Dr. Thomas Townsend noting the impact Dr. Townsend had on the lives of families across the region.

**XIV. Other Business**

No other business was discussed.

**XV. Executive Session**

There was no need for the board to convene in an executive session.

**XVI. Adjournment**

Committee Chair Dr. Latimer adjourned the meeting at 3:56 p.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: November 18, 2022  
ITEM: Consent Agenda  
RECOMMENDED ACTION: Approve  
PRESENTED BY: Dr. Adam Green  
Secretary

The Consent Agenda items presented to the Board of Trustees are routine in nature, noncontroversial, or have been approved by a board committee unanimously. The Board votes on all items by a single motion.

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

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

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

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

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: Approval of the Minutes from September 16, 2022

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green  
Board Secretary

The minutes of the September 16, 2022 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 16, 2022 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 16, 2022  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic, Research, and Student Success Committee met on Friday, September 16, 2022, at 8:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

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

**II. Roll Call**

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

Committee members present were:

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

*\*Note: Arrived moments after the roll call was taken.*

**III. Approval of the Academic, Research, and Student Success Committee Minutes from April 22, 2022**

The minutes from April 22, 2022, were approved as submitted, with Trustee Foley making the motion and Board Chair Dr. Latimer seconding the motion. The motion passed unanimously.

#### IV. Action Item: Recommendation for Tenure upon Appointment

Provost Kimberly McCorkle presented a recommendation for tenure upon appointment of three new faculty members including: Dr. Walid Alali from the Department of Biostatistics and Epidemiology in the College of Public Health, Ms. Elizabeth Blair Jones from the Sherrod Library, and Dr. Holly Wei from the College of Nursing.

The committee voted to approve the faculty rank and the awarding of tenure to the faculty members recommended by the President, in the particular unit, department, or college as outlined in the meeting materials. Trustee Foley made the motion, and Board Chair Dr. Latimer seconded the motion. The motion passed unanimously.

#### V. Academic Action Notification for Period of January 1, 2022, through July 31, 2022

Provost McCorkle updated the committee on academic actions taken between the period of January 1, 2022 through July 31, 2022.

A summary of action items that required notification to the Tennessee Higher Education Commission (THEC) included:

<i>Type of Action – THEC Notification</i>	<i>Quantity</i>
Academic Program Modification	1
Revise Curriculum Substantive – Credit Change	2
Establish New Certificate Undergraduate	1
Establish New Certificate Graduate	1
Establish New Concentration in an Existing Program	1
Change Name/Title of Academic Program or Concentration	2

A summary of action items that required approval through ETSU’s shared governance process included:

<i>Type of Action – University Level Approval</i>	<i>Quantity</i>
Establish Academic Unit: Center or Institute	2
Revise Curriculum Substantive	8
Establish Academic Minor	1
Revise Academic Minor	1
Establish Articulation Policy (Degrees & Certificates)	2
Establish Program Policy	1

Revise Program Policy - Admission	13
Revise Program Policy - Progression	1
Revise Articulation Agreement	2

Provost McCorkle noted that all curricular changes and modifications described in the meeting materials are made to ensure program quality, student success, accreditation standards, enrollment goals, or better preparation of students for the workforce.

Topics of discussion among Trustees included:

- Brewing and Distillation Studies—Given the growing number of breweries in Appalachia, it is anticipated that community members interested in professional growth will welcome the change in the Brewing and Distillation Studies Certificate. The interaction of the fermentation process and scientific research was also discussed, noting economic progress opportunities.
- Modifications in B.B.A. Supply Chain Management—Changes to this program are timely nationally and locally. Along with Brewing and Distillation Studies, they represent a balanced approach to attracting and retaining talent in the region and embracing Appalachian culture in a positive light.
- Provost McCorkle added that the faculty is looking to expand the minor and the certificate into a standalone bachelor’s program for Brewing and Distillation Studies. There is considerable interest from students and employers in the region, and this is one of the planned curriculum expansions.

**VI. Annual Institutional Review for Graduate Medical Education**

Dr. David Linville, Associate Vice President for Clinical Affairs, presented a report on the annual institutional review for the Quillen College of Medicine (COM) residency and fellowship training programs, also known as Graduate Medical Education (GME) programs. The 2019-20 and the 2020-21 reports were included in the agenda materials.

**VII. SACSCOC Reaffirmation Update**

Provost Kimberly McCorkle and Dr. Cheri Clavier, Director of Institutional Effectiveness and Accreditation Liaison, updated the committee on the reaffirmation of accreditation with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Dr. Clavier explained the timeline and process for reaffirmation of accreditation:

- The compliance certification for ETSU’s differentiated review, which included ETSU’s narrative response and supporting evidence, was submitted to SACSCOC on September 8, 2022.
- An off-site reaffirmation review committee consisting of a chair and eight peer evaluators will conduct a review on November 1-November 2, 2022.
- The Quality Enhancement Plan (QEP) and focused report to address any findings of the off-site reaffirmation review committee are due on February 23, 2023.
- An on-site reaffirmation review committee consisting of a chair and eight to ten peer evaluators, plus a QEP lead evaluator, will conduct a focused evaluation from April 3-6, 2023.
- The SACSCOC Board of Trustees will make the final accreditation decision, which will be announced on December 5, 2023.

Dr. Clavier summarized her report by stating that she believes ETSU is compliant with all of the core requirements and standards and is confident that the university will receive reaffirmation in December 2023.

### **VIII. Office of Military and Veterans Services Update**

Col. (Ret.) Dan Bishop, Director of Military and Veteran Services, provided an overview of the university's support for military and veteran students. He discussed the office's roles and responsibilities, the spring/summer 2022 initiatives, and the unit strategy for the 2022-23 academic year including: Certification; Recruiting; Retention; Post-Graduation Employment; and Engagement

Col. Bishop reported that since he became Director of Military and Veteran Services six months ago, the following outcomes have been achieved:

- A successful compliance inspection at Gatton College of Pharmacy.
- Approval of an in-state tuition rate for the majority of ETSU students affiliated with the military has been authorized.
- ETSU has proactively engaged with the Virginia National Guard, requesting that Guardsmen be allowed to use their DoD federal tuition assistance match at ETSU.

Topics of discussion among Trustees included:

- Tennessee Strong (Support, Training, and Renewing Opportunity for National Guardsmen). This is the tuition assistance program for the state.
- The opportunity for ETSU to have a physical presence at off-base military education centers and ETSU online opportunities would allow service members to be directly integrated on campus after they are discharged.

- The challenges for veterans who are balancing part-time or full-time work, families, and education (Ninety percent or higher work full-time).

## **IX. ETSU Research Corporation Update**

David Golden, CEO of the ETSU Research Corporation, updated the committee on the organization's efforts to fulfill its mission of expanding ETSU's impact in research and innovation across disciplines. According to Mr. Golden, an imperative of the Research Corporation is reimagining research; it is not just the typical approach of entering a lab or field with a hypothesis in mind, observing, gathering evidence, and approving one or the other. This effort requires using data to anticipate what the world will do in the future. It also assumes the university can forecast the future and does so faster and better than its competitors. ETSU would benefit from a competitive advantage. This type of forward focused analysis is an example of the work that the Research Corporation hopes to explore in the near future.

Dr. Stephen Marshall, CMO of ETSU Research Corporation, discussed the activities occurring within the Rugged Buc Labs Content Studio (RBL), an experiential media marketing venue accessible to all students on campus. The following are included under the umbrella of Rugged Buc Labs:

- Dr. Marshall's association with the Brand Storytelling Network, a digital network connecting filmmakers and brands, resulted in a brand film certification for professionals.
- RBL's partnerships with NETNHub and Create Appalachia encourage workforce development and regional branding. With these collaborators, a weekly TV program featuring the Appalachian area is in development, providing an opportunity to tell the region's story while involving students from across the institution.
- “Trailblazer” is an apprenticeship/masterclass program with world-class instructors. In this program, students create brand storytelling, cinematic, and cinema graphic content where they tell the story of the research occurring at ETSU.

Dr. Marshall also spoke about the Woods Hole Oceanographic Institution and the opportunity they have provided to work on a character-driven brand film that shows their unique multidisciplinary innovation and research.

Mr. Golden continued the presentation by discussing plans related to partnerships focused on the bio-engineering curriculum. Advances in biological science, computing, automation, and artificial intelligence are fueling a new wave of innovation. Four arenas of biological innovation include biomolecules, biosystems, biomachine interfaces, and biocomputing.

Mr. Golden also noted that on October 27, 2022, at 9:00 a.m., the ETSU Research Corporation is hosting “Growing the Future: Symposium on Innovation and Education for the Bioeconomy” in ETSU’s Mary B. Martin Center for the Arts. This event will bring together industry leaders to highlight global bioeconomy opportunities and initiatives in the Appalachian Highlands.

Lastly, a report on the Appalachian Highlands Rural Innovation and Entrepreneurship Alliance for healthcare, science, and business development was presented. Ballad Health has seeded the new center with a one-million-dollar grant.

**X. Committee Discussions**

There were no further committee discussions.

**XI. Other Business**

No other business was brought before the committee.

**XII. Adjournment**

The committee was adjourned, with Trustee Allen making the motion and Trustee Foley making the second.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: Approval of the Minutes from September 16, 2022

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the September 16, 2022 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 16, 2022 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 16, 2022  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, September 16, 2022, at 9:45 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

Committee Chair Steven DeCarlo called the meeting to order at 9:45 a.m.

**II. Roll Call**

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

Committee members present were:

Trustee Charles Allen  
Trustee Allen Archer (*non-voting student member*)  
Trustee Dorothy Grisham  
Board Chair Dr. Linda Latimer  
Trustee Ron Ramsey  
Committee Chair Steven DeCarlo

**III. Action Item: Approval of the Finance and Administration Committee Minutes from April 22, 2022**

The minutes from April 22, 2022, were approved as submitted, with a motion by Trustee Grisham and a second by Trustee Ramsey. The motion passed unanimously.



#### **IV. Action Item: Approval of Dual Enrollment Tuition and Fee Adjustment**

Dr. Heather Levesque, Director of Undergraduate Admissions, provided the committee with an update on the passage of the Hope Expansion Bill, which made changes to the tuition reimbursement scholarship structure for the state's Dual Enrollment programs. The ETSU Board of Trustees approved an increase in the Dual Enrollment fee to \$181 per credit hour or \$543 for a three-hour course in April 2022. After the April meeting, the HOPE Expansion Bill changed the dual enrollment grant to \$538.65, which includes \$513 in tuition and a \$25.65 Dual Enrollment Access Fee for five courses. ETSU has been applying an institutional scholarship of \$4.35 to offset this difference.

The proposed adjustment in tuition for Dual Enrollment courses to \$538.65 for a three credit hour course was approved as submitted, with Board Chair Dr. Latimer making the motion and Trustee Grisham seconding the motion. The motion passed unanimously.

#### **V. Action Item: Approval of Delegation of Authority for Dual Enrollment Tuition and Fee Adjustments**

Dr. Levesque also presented a proposal to the committee for consideration of the delegation of authority to change Dual Enrollment tuition and fees at the institutional level when TSAC changes the state funding rate. Such action would be taken upon a recommendation from the Office of Undergraduate Admissions and approved by the University President.

The proposed recommendation was approved as submitted, with Board Chair Dr. Latimer making the motion and Trustee Grisham seconding the motion. The motion passed unanimously.

#### **VI. Action Item: Approval of College of Medicine Summer Term Tuition**

Dr. B.J. King, Chief Financial Officer, presented a proposal to the committee for approval of the Quillen College of Medicine's (COM) summer term tuition. In the February 2022 meeting, the Board approved a new curriculum and tuition structure for the COM that was aligned with peer institutions. The curriculum and tuition were implemented for the 2022-23 academic year. Quillen leadership has determined that the college needs to create a summer term at the conclusion of the academic year to ensure the timely progression of students toward degree completion.

The College is requesting tuition of \$2,200 for the two short terms or \$4,000 for the entire term. This requested tuition has been determined by considering the current tuition structure and the fees charged by similar institutions for their summer term.

The proposed summer term tuition for the COM was approved as submitted, with Trustee Ramsey making the motion and Trustee Grisham seconding the motion. The motion passed unanimously.

## **VII. Action Item: Campus Housing Five-Year Prospective**

The Campus Housing five-year prospective was presented by Dr. Joe Sherlin, Vice President for Student Life and Enrollment, and Laura Bailey, Associate Vice President, Facilities and Capital Planning. Housing rates for FY 2024-27 were also presented for approval.

The presentation included an overview of on-campus housing goals, as summarized below:

- The occupancy target for campus housing is 3500 students by 2026.
- Over the next several years, existing housing facilities will be renovated to make them more competitive and to enhance student living conditions.
- The housing program and student experience will encourage student involvement and success by promoting relationships with the institution, peers, and faculty.

Next, a summary of progress since the fall of 2020 was presented to the Trustees as follows:

- In fall 2022, housing occupancy increased from 45 percent to 100 percent capacity.
- Campus meal plan participation is at an all-time high of over 257 students.
- 150 beds that had been used for administrative purposes during the pandemic have been reclaimed. To support ETSU's learning communities, five faculty members, including the Honors Dean, have taken up housing in residence halls.
- A \$25 million renovation plan has been approved, focusing on existing facilities to bring them up to contemporary standards.
- The freshmen class size has increased by approximately 20 percent over the last two years.

Ms. Bailey stated that two independent consultants evaluated ETSU's housing portfolio and concluded that it merits an investment. The structures have solid construction and excellent infrastructure. Ms. Bailey also discussed recent renovations to Stone and Carter Halls. Future challenges as the university moves forward with the renovation and deferred maintenance plan, as noted below, were also discussed:

- Residence halls are currently at full capacity and ETSU will need to move into the occupancy management phase.

- The university will explore long-term lease agreements with off-campus partners to assist students in finding off-campus housing, particularly for upper-class students.
- Project management will be complex due to supply chain delivery delays.
- Powell Hall will undergo extensive renovations.
- High housing occupancy will be necessary to generate sufficient revenue for future building projects. Rental rates will remain low. Because ETSU's housing rates are significantly lower than those of its institutional peers, reasonable rate increases could be considered. A reduction in TSSBA debt service over the next few years will also provide additional funding for new construction opportunities and a new residence facility.
- COVID procedures for housing were discussed. At this time, students testing positive for COVID are encouraged to isolate at home, and if this is not possible, a number of rooms have been held in stock for students to isolate.
- Supply chain issues are leveling off, but it is expected that the university will continue to see challenges through the next two years.
- The university will lose a few rooms over the course of the renovations because ETSU is enhancing community spaces and providing for the overall experience.
- The university is observing an increase in graduate student and professional housing demand. This matter is being discussed and public/private partnerships for graduate and professional housing are under consideration.
- A discussion ensued around a suggestion to look at other universities and their public/private partnership models for off-campus housing and real estate. President Noland stated that Ms. Cathy Ball, the new city manager of Johnson City, and the leadership team would be presenting at the Board of Trustees meeting later in the day to walk through the development plan for the West Walnut Street Project. It is anticipated that Ms. Ball and her leadership team would discuss factors such as zoning regulations and other constraints on the corridor.

The proposed plan for housing rate increases for FY 2024-27 was submitted for approval. Furthermore, the proposed five-year prospective for Campus Housing was approved with the understanding that future adjustments to rates will be proposed based on renovation schedule and market and inflation analysis. Trustee Ramsey made the motion and Trustee Grisham seconded the motion. The motion passed unanimously.

## **VIII. Quarterly Financial Report**

Dr. King presented the Quarterly Financial Reports as an informational item comparing information from June 2021 to June 2022.

A report of Financial Activities for State Educational and General Funds included:

- Revenue for unrestricted funds—Tuition and fee revenues decreased on both the Main Campus due to the out-of-state tuition reset and at the College of Pharmacy due to enrollment declines. State appropriations increased for all appropriation units. Revenues for grants and contracts increased.
- Expenditures for unrestricted funds—Salaries and benefits decreased due to actuarially determined pension expenses based on FY 2021. An increase in on-ground campus activities led to a rise in operating expenses. Capital expenditures increased due to in-kind gifts. Scholarship expenditures decreased primarily due to the out-of-state tuition and scholarship reset.

Financial Activities for Current Operating Funds (Unrestricted, Restricted, Auxiliaries funds) include:

- Revenues— Tuition and fees declined on main campus and College of Pharmacy. State Appropriations increased for three units. Other sources of income increased with the reopening of athletics operations and medical clinics. Auxiliaries increased.
- Expenditures - Salaries and benefits declined, driven by the pension expense entry that is based on actuarial data from FY21. Operating expenditures increased with campus-based activities. Capital decreased, primarily in restricted funds. Scholarships increased with student emergency HEERF grants.

The Statement of Net Position was presented to the committee with the following as items of emphasis:

- Cash and investments increased.
- Accounts receivable decreased due to HEERF payment for student outstanding balances in December 2021.
- Net pension asset is based on FY21 actuarial data and increased with the first-time recording of a net pension asset in the closed pension plan.
- Capital assets reflect a change in equipment and library holdings.
- Other assets include accrued loan interest receivable for the Perkins Loan funds, which are in the close-out phase.
- Deferred outflows for pensions and other post-employment benefits (OPEB) is based on FY 2021 performance. The primary driver for the change is the assumptions in the actuarial calculations.
- Accounts payable and accrued liabilities slightly increased.
- Student deposits increased.
- Long-term liabilities decreased with bond payments.
- Deposits held for others increased with hosting camps, conferences, and career fairs.
- Net pension liability was eliminated with the creation of net pension assets.

- Net position increased due to HEERF funds and pension activity.

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

Ryan Roberts, Director of Procurement and Contract Services, presented a list of agreements with amounts totaling \$250,000 or greater for the period of April-June, 2022.

## **X. Annual Foundation Update**

Pam Ritter, Vice President for University Advancement, provided an update on the status of Foundation activities, including investment portfolio information and expenditures on behalf of the University. Highlights from the ETSU Foundation overview included:

- The net production goal for giving in FY 2021-22 was \$19.1 million. By raising \$24 million, the objective was surpassed by 26 percent (this did not include private giving). Private support gifts were \$18.9 million, bringing the total funds raised for FY 2021-22 to \$42.5 million.
- The Model Mill suites were purchased on a five-year lease-to-own basis, approximately equal to five years. The ETSU Foundation has also executed an agreement to purchase the University Plaza shopping complex located at 1735 West State of Franklin Road.
- The comprehensive campaign was completed in 2021-22 with a goal of \$120 million. The goal was exceeded, and the final numbers were revealed at the DPT/Campaign Celebration on October 7, 2022.
- Mini-campaigns to support infrastructure projects have begun.
- The market value for Foundation investments was \$102.7 million as of June 2022.

## **XI. Capital Projects and Facilities Update**

Chief Operating Officer Jeremy Ross presented the committee with an update on Capital Planning and Design and Campus Operations. Mr. Ross presented information regarding ongoing design and construction projects including the East-West Axis, University Commons, Lamb Quad, Lamb Hall, New Academic Building Massing Concepts, Brown Hall, and Integrated Health Services Building.

Mr. Ross also noted that the Tennessee Higher Education Commission (THEC) requires public universities to engage in a master planning process every 10 years. The purpose of a campus master plan is to articulate the multi-year facility needs of an institution in order to accomplish the vision, goals, and objectives established within the institution's strategic

plan. He indicated that feedback would be sought from Board members during the planning process.

**XII. Other Business**

There were no other business items to discuss.

**XIII. Adjournment**

Committee Chair Steve DeCarlo adjourned the meeting at 10:20 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: Approval of the Minutes of September 16, 2022

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

The minutes of the September 16, 2022 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 16, 2022 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 16, 2022  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, September 16, 2022, at 11:30 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 11:30 a.m.

**II. Roll Call**

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

Committee members present were:

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

**III. Action Item: Approval of the Audit Committee Minutes from April 22, 2022**

The minutes from April 22, 2022, were approved as submitted, with Trustee Ramsey making the motion and Trustee Grisham seconding the motion. The motion passed unanimously.

**IV. Action Item: Audit Plan for FY 2023**

Chief Audit Executive Rebecca A. Lewis, CPA, presented the FY 2023 Audit Plan included in agenda materials. The plan included required audits, follow-up audits, projects, special requests, investigations, and risk-based audits.

The FY 2023 Audit Plan was approved as submitted, with Trustee Grisham making the motion and Trustee Ramsey seconding the motion. The motion passed unanimously.



## V. **Audits and Investigations Performed April 2022 through August 2022**

According to Ms. Lewis, the Office of Internal Audit completed four audits and two investigations between April 1 and August 31, 2022 including:

- **Men’s Basketball Expenses Audit** — An audit of Men’s Basketball Expenditures within the Department of Intercollegiate Athletics was conducted by Internal Audit personnel. In March 2021, concerns were raised regarding the financial records maintained by the Director of Basketball Operations (DBO). Shortly thereafter, the Head Coach (Coach) for Men’s Basketball resigned. At the request of administration, the Office of Internal Audit conducts audits of head coaches at the end of their employment. The DBO also resigned in April 2021. Therefore, this audit serves a dual purpose.
- **ID Buc\$ Program Audit** — An audit of the ID Buc\$ Program managed by Campus ID Services was conducted by Internal Audit personnel in accordance with the Annual Audit Plan. ID Buc\$ is a debit card program for students, staff, and faculty members. Funds can be deposited onto the ID card and then used around campus for food, printing services, books and supplies, vending, various fees, and laundry. In addition, several off-campus locations accept ID Buc\$ as a method of payment.
- **Procards System Audit** — A system audit of Procurement Cards (Procards) within the US Bank Online System was conducted by Internal Audit personnel in accordance with the Annual Audit Plan. This audit focused on the new system used for documenting and approving purchases made using procards.
- **Sim Lab Follow-up Audit Review** — The College of Medicine: Human Patient Simulation Laboratory Audit report issued January 19, 2021 contained two findings. As required, Internal Audit has performed a follow-up review of actions taken in response to these findings. The follow up revealed that appropriate action has not been taken related to one of the two finding.
- **Men’s Basketball Investigation** — An investigative review into the possible forged signatures on meal per diem forms involving the Intercollegiate Athletics’ Men’s Basketball Team at East Tennessee State University (ETSU) was conducted by the Department of Internal Audit. In March 2022, the Office of Financial Services received a document to support petty cash disbursements for meal money which appeared forged. Internal Audit conducted an investigation of all petty cash transactions involving Men’s Basketball. The primary objectives were to investigate the validity of the issues identified during the review, determine the extent of any violations of university policies and State law, and evaluate the adequacy of internal controls.
- **Clemmer College Investigation Access ETSU** — An investigative review into a fundraiser entitled “Access the Groove” hosted by Clemmer College’s Access ETSU was conducted by the Department of Internal Audit. After the fundraiser

event was completed, the Project Director contacted the Foundation to inquire about next steps. During these conversations Foundation Accounting became aware that a Square device was used to receive payments at the event. Square allows smart phone or tablet owners to accept and receive debit/credit card payments. These funds are then held by Square until transferred to a bank account or uploaded to a debit card. The use of Square is not an approved method for accepting university payments. Internal Audit conducted an investigation of all transactions related to the fundraiser. Based on the test work performed, financial fraud was not discovered. However, several violations of laws, policies, and procedures occurred.

**VI. Recommendation Log Status as of August 31, 2022**

Ms. Lewis reported that her office continues to perform follow-up reviews to ensure that prior recommendations have been addressed. A status of prior audit recommendations as of August 31, 2022 was included in the agenda materials.

**VII. Report on Audit Functions for FY 2022**

The Annual Report for the Department of Internal Audit for the 2022 fiscal year was presented to committee members. This report fulfills the annual reporting requirements (T.C.A. § 4-14-102) and provides information to the Board of Trustees concerning the 2022 audit efforts of Internal Audit. Committee Chair Steagall-Jones noted that the report was also sent to the State of Tennessee.

**VIII. Action Item: Internal Audit Employee Profiles**

The ETSU Internal Audit Employee Profiles were approved as submitted, with Trustee Ramsey making the motion and Trustee Grisham seconding the motion. The motion passed unanimously.

**IX. Internal Audit Operating Expenses**

For informational purposes, the operating budget for the Office of Internal Audit was included on page 31 of the agenda materials.

**X. Quality Assurance and Improvement Program**

The Institute of Internal Auditors requires the Office of Internal Audit to undergo an external evaluation every five years. There are two options for this external evaluation:

1. Self-Assessment with Independent Validation
2. Full External Assessment

After discussing the advantages and disadvantages with Ms. Lewis and learning more about the full external assessment process, Committee Chair Steagall-Jones noted that, barring any additional proposals from the committee, she is comfortable with a self-assessment with independent validation. The chair suggested inviting the lead of the external evaluation to address the committee at a future meeting.

**XI. Other Business**

No other business was brought before the committee.

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

At the request of the Committee Chair, the Audit Committee adjourned to Executive Session to discuss active audits and enterprise risk management.

**XIII. Adjournment**

The meeting was adjourned at the conclusion of the Executive Session.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: Approval of Expedited Letter of Notification Regarding  
Establishment of a B.S. in Mechatronics Engineering

COMMITTEE: Academic, Research, and Student Success

RECOMMENDATION: Approve

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

The Expedited Letter of Notification (ELON) for the Bachelor of Science in Mechatronics Engineering is the first step in a series of review protocols necessary for the establishment of a new academic program. This item has been approved internally, including approval by Academic Council and President Noland, according to established academic approval processes. Pending approval by the Board of Trustees, the ELON will be sent to the Tennessee Higher Education Commission (THEC) where it will be posted for public comment. Upon completion of all required program development processes, the new program will be presented to the Board as a notification item before the proposed program implementation in Fall 2023.

The College of Business and Technology proposes to establish a B.S. in Mechatronics Engineering. This new program will reside in the current Department of Engineering, Engineering Technology and Surveying. Mechatronics Engineering is an interdisciplinary branch of engineering bringing together elements of mechanical engineering, electrical engineering, product engineering, electronic engineering systems, and a combination of robotics, computer science, systems, and controls.

The Tennessee Department of Labor projects engineering to be an area of strong employment demand through the year 2030. This demand translates to approximately 541 annual openings for engineers per year in the near future. In general, there is an anticipated 21.6 percent increase in STEM occupations through 2026. The proposed degree in mechatronics engineering will allow students to graduate and move directly into employment in an area of high demand.

The establishment of this stand-alone degree in mechatronics engineering will be a welcomed addition to the ETSU academic portfolio and will increase enrollment in the Department of Engineering, Engineering Technology and Surveying.

Attachments:

- Expedited Letter of Notification (ELON) for B.S. in Mechatronics Engineering

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

**RESOLVED: The Expedited Letter of Notification (ELON) regarding the establishment of a Bachelor of Science in Mechatronics Engineering degree is approved by the Board as outlined in the meeting materials. The University is directed to submit the ELON with the Board's decision to the Tennessee Higher Education Commission for its consideration. Should THEC support the proposal during the post-external judgment determination, the University is instructed to complete any and all additional steps required by THEC and ETSU for full implementation of this new academic program.**



# EAST TENNESSEE STATE UNIVERSITY

EXPEDITED LETTER OF NOTIFICATION (LON)

## BS Mechatronics Engineering

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

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

November 2, 2022

Dr. Emily House  
Executive Director  
404 James Robertson  
Parkway Suite 1900  
Nashville, TN 37243

Dear Dr. House:

In accordance with Tennessee Higher Education Commission Policy A 1.6 section 1.6.4A, I am submitting this request for consideration to utilize the Expedited Academic Approval Process for the development of a Bachelor of Science, Mechatronics Engineering degree, at East Tennessee State University.

This degree is aligned with the definition of programs subject to approval for an expedited review as identified in section 1.6.2A. Mechatronics Engineering is in the identified CIP code area of 14-Engineering, on the THEC Expedited Letter of Notification checklist as a high-demand program in Science Technology, Engineering, and Mathematics (STEM).

Mechatronics combines mechanical and electrical engineering with robotics and systems controls. According to the U.S. Bureau of Labor Statistics, mechatronics engineering is expected to grow through 2026 at an above-average rate of 6.4 percent. The estimated annual salary for a mechatronics engineer is approximately \$99,040 per year. Substantial demand for mechatronics engineers exists within business and industry in Northeast Tennessee as well as across the state and nation. This program would greatly enhance ETSU's academic portfolio and would align with state and local efforts to increase high-quality employable graduates while enhancing the quality of life in our region.

Thank you for your consideration of this request and I look forward to your response.

Sincerely,

Brian Noland  
President

cc: Dr. Julie Roberts, THEC Chief Academic Officer  
Dr. Kimberly McCorkle, Provost and Senior Vice President for Academics, ETSU  
Dr. Tony Pittarese, Dean, College of Business and Technology, ETSU



EMILY HOUSE  
*Executive Director*

BILL LEE  
*Governor*

STATE OF TENNESSEE  
**HIGHER EDUCATION COMMISSION**  
**STUDENT ASSISTANCE CORPORATION**  
312 ROSA L. PARKS AVENUE, 9<sup>TH</sup> FLOOR  
NASHVILLE, TENNESSEE 37243  
(615) 741-3605

October 17, 2022

Dr. Brian Noland  
President  
East Tennessee State University  
P.O. Box 70734  
Johnson City, TN 37614

Dear President Noland:

Thank you for the submission of a formal request for consideration to utilize the Expedited Academic Approval Process for the proposed Mechatronics Engineering, Bachelor of Science (BS) program at East Tennessee State University.

After reviewing your letter, I approve ETSU's request to move forward to the Expedited Letter of Notification (ELON) stage for the proposed program. Please ensure the ELON is in alignment with THEC Academic Policy A1.6 – Expedited Academic Programs: Approval Process.

Best of luck in the continued development of this program.

Sincerely,

A handwritten signature in black ink, appearing to read "Emily House".

Emily House, PhD

cc: Kimberly McCorkle, ETSU Provost and Senior Vice President for Academics  
William Flora, ETSU Associate Provost for Curriculum  
Julie A. Roberts, THEC Chief Academic Officer  
Katherine Bracket, THEC Director of Academic Affairs





# EAST TENNESSEE STATE UNIVERSITY

## Overview

### **Institution name proposed academic program, degree designation, proposed CIP code, and CIP code title:**

Institution Name: East Tennessee State University

Proposed Academic Program: Mechatronics Engineering

Degree Designation: BS

Proposed CIP Code: 14.4201

CIP Code Title: Mechatronics, Robotics, and Automation Engineering

### **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:**

- ***Proposed date (month and year) of the institutional governing board's meeting to consider the proposed academic program for approval:***  
It is anticipated that the ETSU Board of Trustees will consider this degree proposal at the November 2022 meeting.
- ***Proposed dates for the external judgment site visit:***  
The external site visit will be in January of 2023.
- ***Estimated date of submission of the external review report to THEC and the institution (within 30 days following the site visit):***  
The external review report would be due in February of 2023.
- ***Estimated date of institution's response to the external review (within 30 days of receiving the external reviewer's report):***  
The ETSU institutional response to the external review would be submitted in March 2023.
- ***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 2023 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 (August) 2023

- ***Estimated timeline for proposed programs that will seek programmatic accreditation***
- The program will apply for ABET ([www.abet.org](http://www.abet.org)) accreditation. This is the same organization that currently accredits our Engineering Technology and Engineering Programs. The typical timeline is to apply for accreditation review after the first graduates have completed the degree which is anticipated to be *May 2027*.

## Background and Overview

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### Background narrative:

The proposed degree program is a Bachelor of Science in Mechatronics Engineering. This degree and its cross-content infrastructure has recently become in demand by manufacturing. At ETSU our regional industry has shared the need to provide a workforce capable of implementing advanced manufacturing methods to remain competitive in a global economy. In Tennessee the number of employees in the manufacturing area accounts for 15.32% of the total output in the state, employing 11.47% of the workforce in 2018. Total output from manufacturing in Tennessee was \$56.01 billion in 2018. In addition, there were an average of 357,000 manufacturing employees in Tennessee in 2019, with an average annual compensation of \$70,521.26 in 2018.<sup>1</sup>

Manufacturing is changing, and a new workforce is needed to implement these changes in the way we produce goods and materials. The accepted term for this seed change is “Industry 4.0”– which effectively states that to become competitive industry must adopt new production methods employing advanced technologies.<sup>2</sup> The generally accepted content areas needed to support the industry as it relates to the production of goods and materials in this new environment require advanced manufacturing techniques. This degree will support the workforce needs of Tennessee manufacturers. The areas of study for the degree include robotics, automation, advanced sensors systems, control systems, and other areas that when employed make manufacturers more competitive and able to produce goods at high quality with reduced labor costs. A formal definition is:

Mechatronics Engineering is an interdisciplinary branch of engineering that focuses on the integration of mechanical, electrical, and electronic engineering systems, and also includes a combination of robotics, electronics, computer science, telecommunications, systems, control, and product engineering.<sup>3,4</sup>

The program of study will have the same credit hour requirements of other engineering degrees – 128 credit hours. The program will include math and science requirements inherent in engineering programs. The courses in the degree area will be related to robotics, automated production control, advanced sensor, security of production systems, production modeling, and other related areas with a core of Mechatronics courses comprising somewhere between 60 and 70 credits of the degree content. A review of other Mechatronics degree programs both in Tennessee and in other states shows that this is a standard allocation of credit hours needed for the degree area.<sup>5,6</sup> While the Bureau of Labor Statistics only has data for Mechatronics Technology degrees the general area of Mechatronics Engineering is new and growing. A recent paper, June 2020, made the following findings:

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<sup>1</sup> Tennessee 2020 Manufacturing Facts, National Association of Manufacturers, September .2020

<sup>2</sup> Manufacturers’ Guide to Industry 4.0 Technologies, NIST.gov, <https://www.nist.gov/mep/manufacturing-reports/current-state-manufacturing> , Sourced Oct. 2, 2022

The field of Mechatronics and Robotics Engineering (MRE) is emerging as a distinct academic discipline. Previously, courses in this field have been housed in departments of Mechanical Engineering, Electrical Engineering, or Computer Science, instead of a standalone department or curriculum. More recently, single, freestanding courses have increasingly grown into course sequences and concentrations, with entire baccalaureate and graduate degree programs now being offered. The field has been legitimized in recent years with the National Center for Education Statistics creating the Classification of Instructional Programs (CIP) code 14.201 Mechatronics, Robotics, and Automation Engineering. As of October 2019, ABET accredits a total of 9 B.S. programs in the field: 5 Mechatronics Engineering, 3 Robotics Engineering, 1 Mechatronics and Robotics Engineering, and none in Automation Engineering.<sup>3</sup>

The final curriculum to be submitted in a later document will address the specific direction and scope of past successful programs. Course and lab delivery will be on-ground, although some course content can be offered online.

**Justification for consideration of expedited policy:**

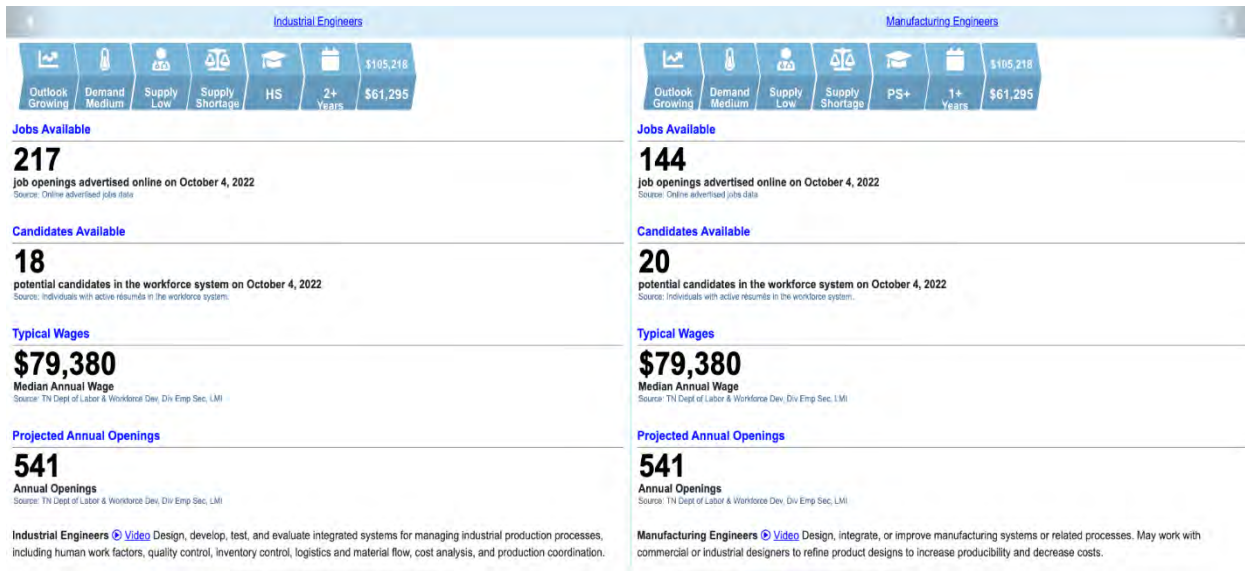
A 2017 article in the *Tennessean* entitled “Tennessee manufacturers need skilled workers” noted Tennessee has a current deficit of technically skilled workers. According to the article, in 2017 nationally 47% of manufacturing requires additional skilled workers while for Tennessee that number was 60%. This number is further impacted by the large number of employees in manufacturing areas who will be retiring over the next 10 years. Another source indicates that Tennessee is shifting manufacturing practices and that currently employment concentration in advanced manufacturing is 31% above the national average for our manufacturing concerns in Tennessee.

Currently, in Tennessee, there is a shortfall of engineers in the areas related to manufacturing support (Industrial and Manufacturing Engineering). The Tennessee Department of Labor’s system to identify current openings versus available employees shows the overall need for developing more engineering programs and graduates to fill the needs of the state, shown in Figure 1. Further detail based on the Tennessee Department of Labor and Workforce Development shows that for Industrial engineering and Manufacturing engineering:

Growth plus replacement needs for Industrial Engineers in Tennessee are estimated to average about 541 openings per year from 2020-2030. Of these estimated 541 openings per year, 29.2% are due to growth (new positions) and 25.0% are due to exits (workers leaving the labor force), and 45.8% are due to transfers (workers changing occupations).

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<sup>3</sup> Mechatronics and Robotics Education: Standardizing Foundational Key Concepts, ASEE, June 2020, Perma Link: <https://peer.asee.org/34966>



Furthermore, a report produced by the Tennessee Department of Labor provided the need for additional growth for STEM graduates with the following commentary:

Tennessee will experience significant growth in STEM occupations over the decade through 2026. In 2016 there were 138,100 STEM employees. The level will increase to 167,950 in 2026. The 29,850 additional STEM jobs will make up 8.44 percent of the jobs being added in the state through 2026. Additionally, STEM occupations are projected to grow nearly twice as rapidly as all occupations in Tennessee. New STEM jobs as a whole are expected to grow by 21.6 percent from 2016 to 2026, while growth rate for all jobs is expected to be 11.4 percent. Although less than 10 percent of all new jobs in the state, STEM jobs are important because many are faster growing, high wage occupations for which significant shortages of job candidates exist and which are vital to the burgeoning information economy.<sup>4</sup>

In summary, Tennessee is facing shortages of engineers and STEM related jobs projecting into 2026. STEM related jobs will grow at twice the rate of all other occupations. In the upper East Tennessee region, specifically, manufacturing represents a large portion of employers. This degree will support both the workforce needs as well as provide graduates who are ready to adopt the latest technologies to optimize manufacturing output. This degree program will meet industry needs as well as offer graduates across the state, and especially those in northeast Tennessee and the Appalachian Highlands region, the credentials to compete for high-paying jobs.

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

The proposed ETSU BS Mechatronics Engineering program is not being developed from an existing

<sup>4</sup> Tennessee Department of Labor, STEM Jobs Report 2019, <https://www.jobs4tn.gov/admin/gsipub/htmlarea/uploads/LMI/Publications/STEMReport2019Updated.pdf>, sourced Oct 5, 2022

ETSU engineering program. The College of Business and Technology (CBAT) already houses engineering programs in the Department of Engineering, Engineering Technology and Surveying. The Mechatronics program will be housed in the current Department of Engineering, Engineering Technology and Surveying.

**Community and industry partnerships:**

Letters of support are included in the appendix, beginning on page 14. The letters are from the following ETSU partner organizations: Cross Company, Northeast State Community College, Siemens Industrial Automation, Inc., JTEKT North American Corporation, and SKF Lubrication Management.

**Accreditation**

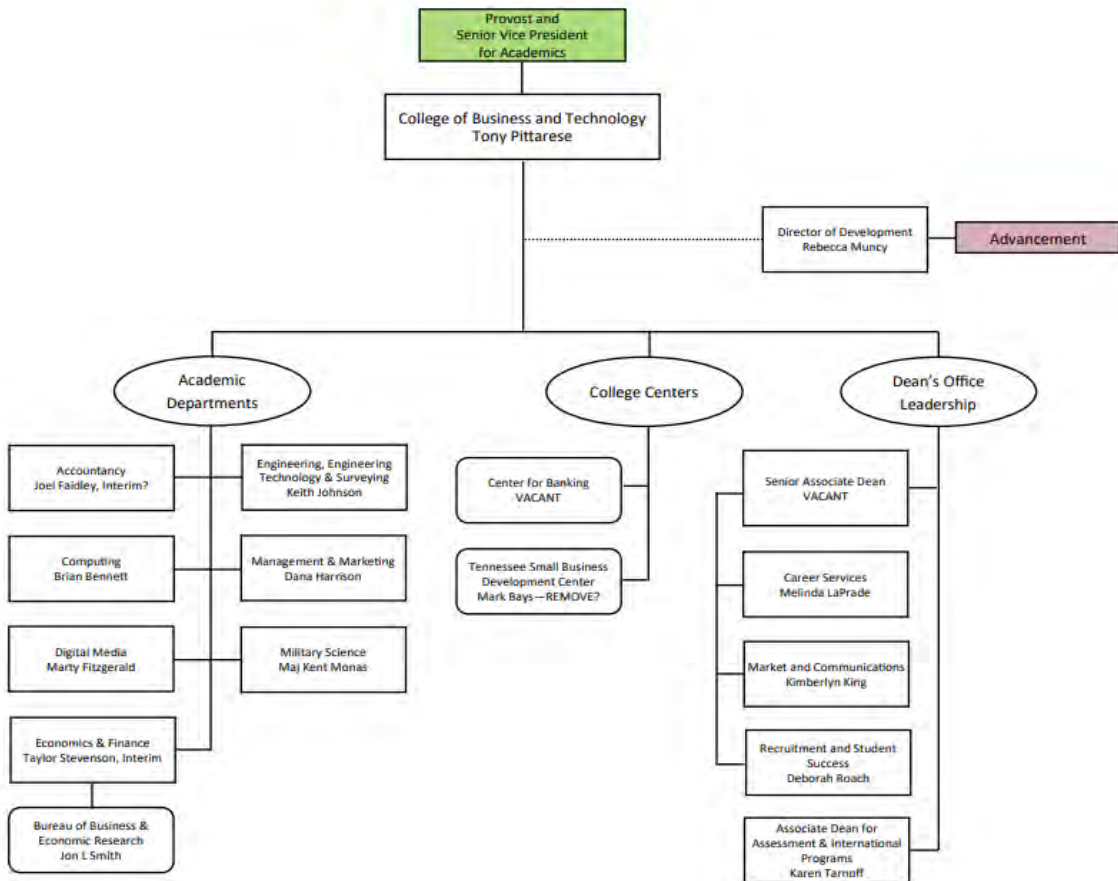
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**Accreditation:**

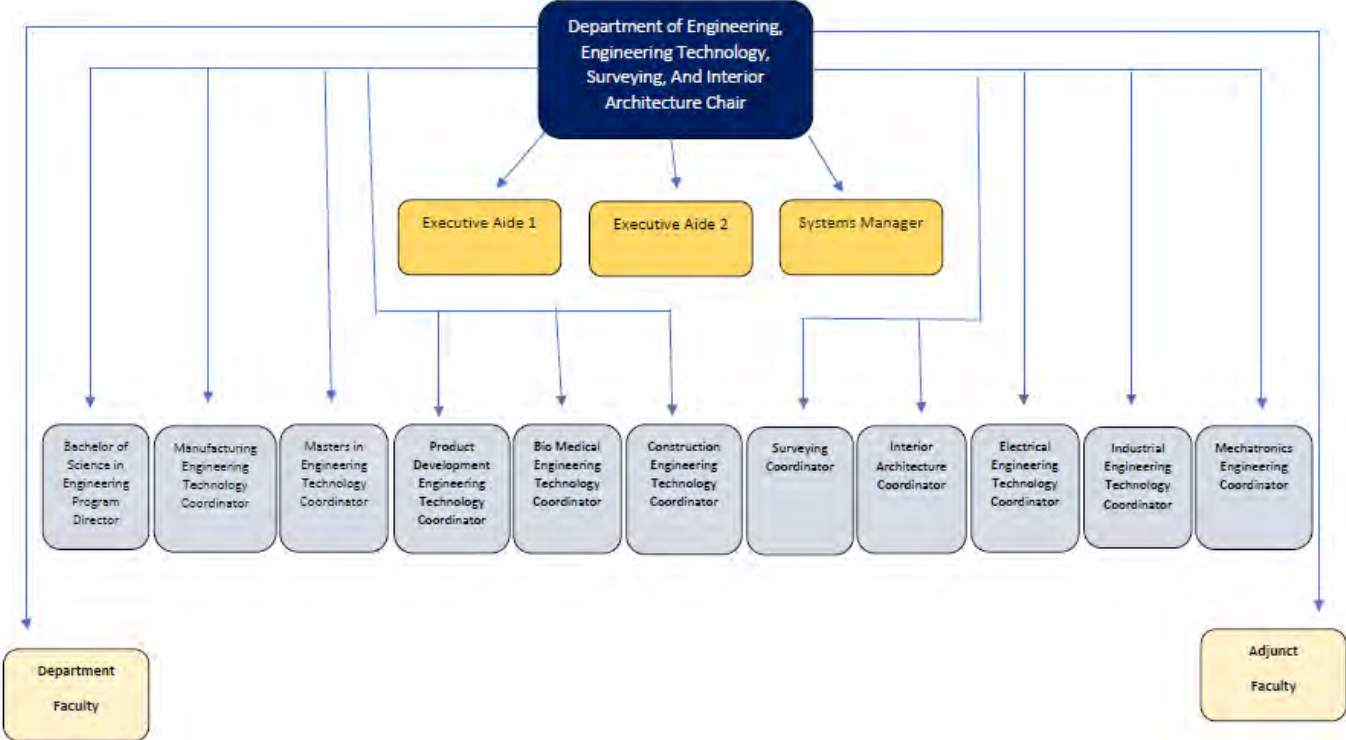
The program will apply for ABET ([www.abet.org](http://www.abet.org)) accreditation. This is the same organization that currently accredits our Engineering Technology and Engineering Programs. The typical timeline of application for accreditation is to apply for review after the first graduates have completed the degree. Therefore, after four years of student participation in the program and after the first seniors have graduated an application will be made to ABET seeking accreditation. ABET will then conduct an onsite review of the program in the following Fall and then issue findings in the Summer. ETSU has never had an EAC/TAC program fail to gain or maintain ABET accreditation.

## Administrative Structure

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



Below is an additional flow chart for the Department of Engineering, Engineering Technology and Surveying indicating that Mechatronics Engineering will be within the structure of the current department.



**Enrollment and Graduation Projections**

*Table 1 - Projected Enrollments and Graduates*

Projected Enrollments and Graduates				
Year	Academic Year	Projected Total Fall Enrollment	Projected Attrition	Projected Graduates
1	2024-2025	8	2	0
2	2025-2026	15	3	0
3	2026-2027	25	5	0
4	2027-2028	40	7	6
5	2028-2029	55	9	12

## Institutional Alignment and Demand

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

The proposed ETSU BS Mechatronics Engineering degree aligns with the central theme of the THEC master plan which is to support Tennessee students and institutions toward greater success in workforce alignment while increasing the level of educational attainment across the state. Mechatronics is an emerging field of engineering that is identified as an occupational area considered to be above average in growth over the next decade. This program will enable students to access a high-quality education in a field that will have not only strong employment opportunities but will also have strong average salaries. Tennessee has a strong labor market for engineering related jobs and will have growth in that area with the Blue Oval plant, being built by Ford. Moreover, in Northeast Tennessee, a local partner, Eastman, Siemens, SKF, and other local employers are supportive of this program and the potential for graduates in this field. The BS Mechatronics degree will give graduates a competitive edge in the marketplace as well as enhance educational attainment across the region and state.

The East Tennessee State University's vision and mission statements center on providing educational opportunities for students not only to learn and grow but to be professionally prepared for employment. It is also central to the mission of the university to improve the quality of life in the region. The Mechatronics Engineering program will prepare students for post-graduation in the region and across the state and nation. Jobs in this field pay above-average wages and students will not only have individual opportunities but will also participate in growing the quality of life in the region.

The BS Mechatronics Engineering degree will enhance the ETSU portfolio of offerings and produce employable graduates that will make a positive difference in the region, state, and nation.

### **Student interest:**

Student interest in all STEM-related areas is on the rise in the state. The Tennessee Department of Education is actively working to increase student interest in STEM-related fields. A 2019 report outlined growth and efforts to increase growth in student interest, the report noted the following:

In the 2016-2017 school year, 118 schools in Tennessee responded to the demand to grow local talent in emerging STEM fields and instituted special programs of study in the STEM cluster. District data from SY 17-18 suggest that 104 schools will implement a STEM program of study at the beginning of the SY.19 These figures demonstrate that there is an appetite among schools—and students—to explore STEM at the high school level, which bodes well for the growing number of postsecondary institutions to offer STEM-related programs.

This investment in STEM education for K-12 students will present itself as an increase in demand for STEM education in higher education institutions within the state. An article in the January 12, 2022 edition of the *Knoxville News Sentinel* noted that the Tennessee Higher Education Commission is incentivizing STEM education at Tennessee's colleges and universities. The following quote shows that the need is growing and Tennessee is responding by valuing STEM Education:

To meet demand for STEM and health care workers over the next decade, Tennessee may soon incentivize its community colleges and universities to recruit and graduate students in those fields.



The Tennessee Higher Education Commission is proposing a change to its funding formula that would give more money to colleges for students majoring in high-need academic fields. About a quarter of all associate degrees, a third of all bachelor degrees and over half of community college certificates would qualify for this premium, according to the Tennessee Higher Education Commission. Gov. Bill Lee asked the commission to adjust the formula to be more responsive to the workforce demands ahead in the next 10 years. The extra money will help community colleges and universities afford creating and supporting high-cost degrees like engineering and other STEM programs.

Governor Bill Lee and the TN Dept. of Education released in the Fall of 2021 a presentation showing the effects of growing STEM demand in the State. Currently there are 61 high schools that are designated as STEM priority schools. The reality is that if STEM offerings are not increased in higher education, we will soon not have enough offerings to support the demand that is being grown in K-12 systems for STEM, which could result in these capable students leaving the state to meet their higher education goals. This ELON has shown that the demand for new STEM related programs in general and more specifically this application for a new Mechatronics Engineering program is growing in both directions from the K-12 schools who are creating more STEM related curriculums and from the manufacturers and industry in the state who need a very specialized high-tech workforce to remain competitive – “if we don’t build it someone else will” - and that may be other states.

In addition, areas like Mechatronics are popular choices for students who return to college to complete their degrees. A recent report on exemplary degree completion programs highlighted the public-private partnerships that Northeastern University developed with a diverse group of industries to provide degree completion options for their employees.<sup>5</sup> One area of great interest for industry and returning students was mechatronics. ETSU has demonstrated its ability to forge public-private partnerships such Blue Sky with Blue Cross Blue Shield of Tennessee. While we do not have partnerships identified at this time, ETSU will be poised to meet industry demands for upskilling current employees who may need to return to college to complete their degree, which aligns with THEC’s Drive to 55 goals.

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

- Middle Tennessee University BS Mechatronics Engineering CIP 09.14.4201.00  
Graduation: 2019/20 – 59 graduates  
2020/21 – 59 graduates  
2021/22 – 64 graduates
- University of Tennessee, Chattanooga BAS Mechatronics Engineering Technology CIP 09.15.0403.00  
Graduation: 2019/20 – 9 graduates  
2020/21 – 10 graduates  
2021/22 – 11 graduates
- Vanderbilt University a focus area in Mechatronics within the BE Mechanical

Mechatronics engineering is a new and emerging field and although there are engineering programs at most Tennessee universities, programs specific to Mechatronics are limited.

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<sup>5</sup> Hanover Research. Degree Completion Programs. January 2022 report. p.5

Due to the ABET accreditation process this program will have similar content areas to engineering degrees in the same CIP code. This program will vary with course offerings that are specific to the needs of regional partners and to the distribution of content across areas such as automation, controls, and computing. An example would be the focus of computing on control process to enhance hardware and software security, an overlapping area of engineering and cyber security. Recently network security has become a large concern for manufacturers to isolate equipment operations, control systems, and manufacturing data from hacking.<sup>6</sup>

### **Articulation and transfer**

The areas of study for the Mechatronics Engineering degree cover the areas of robotics, automation, advanced sensors systems, control systems, and will have curriculum components that are interdisciplinary such as product engineering, computer science, and electronics. Students with background in math, physics, computer science and automation can benefit from this program. The proposed Mechatronics engineering program will accept credits from the Engineering Tennessee Transfer Pathway (TTP), appropriate credits from the Engineering Technology and other TTPs, and 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, Physics, and Imaging Sciences or any STEM-focused pathway.

Chattanooga State Community College and Jackson State Community College have pathways for Civil Engineering, Electrical Engineering and Engineering Technology that can be articulated for transfer into the proposed bachelor's program.

In addition, ETSU has articulated transfer with Walters State and Northeast State Community College for the current engineering technology program and joint engineering program. We anticipate offering similar articulation agreements for the Mechatronics Engineering degree.

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<sup>6</sup> Cybersecurity for smart factories, Tools for managing cyber threats to manufacturing, Sean Peasley, Deloitte & Touché, 2019.

# Appendix

## ETSU Letters of Support BS Mechatronics

## Appendix-A



Hello,

Cross Company is always looking for someone with a computer, electrical, or a systems degree. Our Field Service Engineers work with a wide variety of Process Control Systems, or sometimes called Industrial Control Systems. Part of the job would be to communicate with devices that measure and control pressure, flow, temperature, gas detection, and level. In this role, they perform risk assessments, troubleshoot, repair, maintain, adjust system components and replace defective parts. Additional responsibilities include quality calibrations on a wide variety of precision measurement equipment, adhering to corporate quality standards and procedures. Below are some of the duties and responsibilities.

- Engineering services to support the installation, start-up, maintenance and operation of process control systems.
- Verification and validation of Control Systems; Safety Instrumented Systems (SIS), Distributed Control Systems (DCS), Supervisory Control and Data Acquisition (SCADA) and Programmable Logic Controller (PLC).
- Low voltage electrical work to support installation, commissioning, troubleshooting, and minor repairs. No conduit installation or high voltage work is required.
- Experience with communications protocols and industrial networking is required. These should include 4-20mA/HART, Modbus, Profibus, Ethernet, etc.
- Familiarity and/or experience with final control devices such as industrial control valve actuators, variable frequency drives, and mechanical relays
- Limited Calibration, installation, and perform preventive maintenance, repair or replacement on a variety of instruments including but not limited to various flow types, D/P, Mass, volumetric, Various level types, Pressure, Temperature both RTD and TC and Vibration.

We have worked with David Ward, an ETSU graduate, and have been very pleased and impressed with his knowledge and ability to pick up things quickly. David had a very good base of knowledge, but could have greatly improved his initial skills with more in depth training on the applicable skills needed in today's industrial world

Best Regards,  
Todd Barnette

A handwritten signature in black ink that reads 'Todd Barnette'.

PSG Service Engineering Manager  
Todd.Barnette@crossco.com

Appendix - B



October 12, 2022

Dr. Joseph Sims, Director/Professor  
Engineering, Engineering Technology and  
Surveying East Tennessee State University  
PO Box 70552  
Johnson City, TN 37614

Dear Dr. Sims:

Northeast State Community College would like to express its support for East Tennessee State University's proposal to develop and implement a Bachelor of Science of Engineering in Mechatronics.

Northeast State recognizes the need for a four-year degree pathway for our students as they pursue promotions within regional and global companies. Currently, placement rates of our Associate degree graduates and students completing technical certificates are exceeding expectations. However, we value partnerships where students can engage in additional education, such as this one with East Tennessee State University. Our student population in Computer Science, Electrical Engineering, and Manufacturing degree programs have the potential to benefit in transfer opportunities with ETSU.

We look forward to the progress the university makes in developing a Bachelor of Science of Engineering in Mechatronics and future discussions of articulation opportunities that can benefit both Northeast State and ETSU students.

Sincerely,

*Donna Farrell*

Donna Farrell, Ed.D.  
Dean, Technologies Division  
*We're here to get you there*

Northeast State Community College  
A Tennessee Board of Regents Institution  
2425 Highway 75, P.O. Box 246  
Blountville, TN 37617  
423.323.3191 Fx 423.279.7636  
[www.NortheastState.edu](http://www.NortheastState.edu)

**Appendix - C**

**SIEMENS**

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Siemens Industrial Automation, Inc.  
One Internet Plaza  
Johnson City, Tn. 37604

October 17, 2022

Mr. Paul Sims Ph.D.  
Professor and Director  
East Tennessee State University  
Wilson Wallis Hall  
Johnson City, TN 37614

Mr. Sims,

This correspondence is regarding East Tennessee State University's proposal to add a Mechatronics Engineering degree to your engineering program offerings.

The Siemens site here in Johnson City has a product development team (>100) that design and develop a host of automation products and software.

As you might imagine, it is very beneficial for our potential employment candidates to have knowledge of Automation, Programmable Logic Controllers, Computer Science, Communications, Systems, and other related technologies.

Our experience with past candidates holding an ETSU degree has been very positive. We currently have employment openings with requirements that your proposed Mechatronic Engineering degree would support very well.

I sincerely hope ETSU is successful with adding a Mechatronics Engineering degree to its course offerings. I feel that it would greatly benefit our local Siemens development team and other local technology companies here in the Johnson City region.

Best of Luck!

Regards,



Ned Cox  
Director of Engineering  
[Ned.cox@siemens.com](mailto:Ned.cox@siemens.com)

Appendix – D



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Matt Raby  
5932 Commerce Blvd  
Morristown, TN 37814 10/3/2022

Dearest Dr. Paul Sims:

I have it on good faith that a Mechatronics Engineering degree is under development at East Tennessee State University. This knowledge assures me of a bright future for manufacturing in our region and I wish to offer my assistance in furthering this effort.

It is my opinion that automation and innovation are the cornerstone concepts underlying the future of American manufacturing. Collaborative robotics, machine vision, A-I computing, and database /part traceability will be core constructs added to traditional manufacturing methods. It seems that this new degree would encapsulate all these requirements.

At all JTEKT locations throughout East Tennessee, we have seen students from ETSU hit the ground running as your programs prepare them with real-world, hands-on experiences. They quickly adapt to our manufacturing situation and are often able to implement new methods that improve throughput and productivity. It excites me to know that soon I would have an even better choice of prepared graduates ready to make my company stronger.

Please let me know how I can assist in any manner.

Regards,

Matt Raby

Production Engineering Supervisor

**JTEKT North America Corporation**

Mobile: (423) 312-9632

Appendix - E



October 6, 2022

To: Tennessee Higher Education Commission

Re: Letter of Support  
ETSU - Mechatronics Engineering

To Whom It May Concern:

It has come to our attention that ETSU has been given permission to pursue a **B.S. Engineering in Mechatronics**. Furthermore, it is our understanding that this program is intended to be an interdisciplinary branch of engineering that focuses on the integration of mechanical, electrical and electronic engineering systems, and also includes a combination of robotics, electronics, computer science, telecommunications, systems, control, and product engineering.

The SKF Lubrication Business Unit, with a factory location under the Alemite brand in Johnson City, Tennessee is a leader in the design, manufacture, and supply of highly engineered automatic lubrication systems as well as lubrication tools and equipment. SKF worldwide has employees in 130 countries developing bearing technology and services that make rotation more reliable and sustainable. At our factory location in Johnson City, TN, we recently hired 2 graduates from ETSU with a B.S. in Engineering Technology.

From an industry standpoint, future focus will be on robotics, controls, instrumentation, and advanced manufacturing processes. At SKF Lubrication in Johnson City, we absolutely believe we could use someone from this program in the next few years, especially with our planned migration to Fanuc robots and program driven machining. Like many employers in this area, we need hi tech workers and workforce development is critical to success. For that reason, please consider this our letter of support for ETSU's development of a new engineering degree with focus on Mechatronics.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel Leathers".

Daniel Leathers  
Manufacturing Engineering Manager

A handwritten signature in blue ink, appearing to read "Nancy McGinty".  
Nancy McGinty  
Human Resources Manager

**SKF Lubrication Management**  
**Alemite, LLC**  
**167 Roweland Drive**  
**Johnson City TN 37601**



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: Revisions to the FY 2022-2023 Audit Plan

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

Ms. Lewis will provide a listing of additions and deletions to the fiscal year 2022-2023 audit plan since the last meeting.

**Additions**

FWA 23-02 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

FWA 23-03 – 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 2022-2023 are approved as presented in the meeting materials.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: Approval of Fiscal Year 2023 October Revised Budgets

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. B.J. King  
Chief Financial Officer

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), two non-formula units (College of Medicine and Family Medicine) and one self-funded unit (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 2022 revisions to the 2022-23 budgets for the one formula funded unit, two non-formula units and one self-funded unit. During the April 22, 2022 meeting, the Board of Trustees adopted the proposed 2022-23 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 2022 Revised budgets is a four percent salary enhancement for ETSU regular employees, with a floor of \$1,200 and a ceiling of \$7,000. Additionally, 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 2022-23 university budget.**

**RESOLVED: Upon the recommendation of the Finance and Administration Committee, the Board of Trustees approves the university's October revisions to the 2022-23 university budget.**

**Main Campus October Revised Budget**

	Actual 21-22	Original 22-23	October Revised	Increase (Decrease)
<b>Revenue</b>	<b>\$267,701,640</b>	<b>\$276,650,300</b>	<b>\$283,651,600</b>	<b>\$7,001,300</b>
<b><u>Expenditures and Transfers</u></b>				
Instruction	\$102,953,064	\$113,653,400	\$ 131,197,100	\$17,543,700
Research	3,329,497	5,290,900	9,953,600	4,662,700
Public Service	2,790,112	3,190,600	4,482,200	1,291,600
Academic Support	22,137,645	24,881,500	30,636,900	5,755,400
Student Services	25,423,013	26,210,900	29,561,300	3,350,400
Institutional Support	22,586,451	19,267,000	29,273,200	10,006,200
Facilities	19,671,648	19,354,000	20,373,800	1,019,800
Scholarships	30,457,781	29,994,400	29,811,900	(182,500)
Total before transfers	229,349,211	241,842,700	285,290,000	43,447,300
Debt Service	5,844,368	5,658,600	6,193,900	535,300
Non-Mandatory Transfers	(4,636,517)	2,972,500	3,160,500	188,000
Auxiliaries Exp & Tnfrs	25,572,161	25,926,000	28,631,700	2,705,700
<b>Total</b>	<b>\$256,129,223</b>	<b>\$276,399,800</b>	<b>\$ 323,276,100</b>	<b>\$46,876,300</b>

FT Unrestricted and Auxiliary Positions	Original 22-23	October Revised	Increase (Decrease)
Faculty	730	726	(4)
Administration	38	37	(1)
Maint/Tech/Support	467	460	(7)
Professional Support	551	561	10
Sub Total	1,786	1,784	(2)
Auxiliaries	45	45	-
<b>Total</b>	<b>1,831</b>	<b>1,829</b>	<b>(2)</b>

Personnel details –

Faculty	CAS (1); CBAT (1); Reclassified Prof Supp (2)
Administration	Provost (1)
Maint/Tech/Prof	Martin Ctr 2; Reclassified Prof Supp (9)
Prof Support	Reclassified 11; Coordinators (1)

**Quillen College of Medicine October Revised Budget**

	Actual 21-22	Original 22-23	October Revised	Increase (Decrease)
Revenue	\$67,535,014	\$73,117,500	\$73,737,200	\$619,700
<u>Expenditures and Transfers</u>				
Instruction	\$36,901,487	\$47,647,400	\$57,168,800	\$9,521,400
Research	3,151,176	7,350,900	4,185,700	(3,165,200)
Academic Support	6,949,023	9,277,700	9,759,800	482,100
Student Services	1,809,899	2,488,700	3,306,500	817,800
Institutional Support	3,452,723	3,935,700	4,368,500	432,800
Facilities	5,215,527	7,164,600	7,582,200	417,600
Scholarships	260,000	260,000	260,000	-
Total before transfers	57,739,835	78,125,000	86,631,500	8,506,500
Debt Service	95,407	105,900	105,900	-
Non-Mandatory Transfers	6,265,115	(5,213,200)	(11,340,400)	(6,127,200)
Total	\$64,100,357	\$73,017,700	\$ 75,397,000	\$2,379,300

FT Unrestricted Positions	Original 22-23	October Revised	Increase (Decrease)
Faculty	161	165	4
Administration	6	5	(1)
Maint/Tech/Support	108	108	-
Professional Support	96	96	-
Total	371	374	3

**Family Medicine October Revised Budget**

	Actual 21-22	Original 22-23	October Revised	Increase (Decrease)
<u>Revenue</u>	\$19,596,819	\$18,526,700	\$19,368,500	\$841,800
<u>Expenditures and Transfers</u>				
Instruction	\$12,856,016	\$12,651,200	\$ 13,790,400	\$1,139,200
Research	134,414	287,500	263,700	(23,800)
Academic Support	3,476,060	3,902,400	3,989,800	87,400
Institutional Support	1,476,966	1,663,400	1,648,600	(14,800)
Facilities	387,633	405,000	657,900	252,900
Total before transfers	18,331,089	18,909,500	20,350,400	1,440,900
Non-Mandatory Transfers	1,183,000	(372,700)	(856,100)	(483,400)
<u>Total</u>	\$19,514,089	\$18,536,800	\$19,494,300	\$957,500

FT Unrestricted Positions	Original 22-23	October Revised	Increase (Decrease)
Faculty	32	30	(2)
Administration	-	-	-
Maint/Tech/Support	52	51	(1)
Professional Support	30	31	1
<u>Total</u>	114	112	(2)

**Gatton College of Pharmacy October Revised Budget**

	Actual 21-22	Original 22-23	October Revised	Increase (Decrease)
<b>Revenue</b>	\$10,168,630	\$8,286,500	\$8,447,100	\$160,600
<b><u>Expenditures and Transfers</u></b>				
Instruction	\$5,575,416	\$5,782,400	\$ 6,421,800	\$639,400
Research	123,827	99,800	461,500	361,700
Public Service	-	-	470,000	470,000
Academic Support	1,361,854	1,466,100	1,567,500	101,400
Student Services	559,468	663,300	841,000	177,700
Institutional Support	509,084	515,400	548,600	33,200
Facilities	396,872	343,400	446,700	103,300
Scholarships	185,372	13,000	-	(13,000)
Total before transfers	8,711,893	8,883,400	10,757,100	1,873,700
Debt Service	675,123	672,900	673,100	200
Non-Mandatory Transfers	849,956	(1,269,800)	(498,800)	771,000
<b>Total</b>	<b>\$10,236,972</b>	<b>\$8,286,500</b>	<b>\$ 10,931,400</b>	<b>\$2,644,900</b>

<b>FT Unrestricted Positions</b>	Original 22-23	October Revised	Increase (Decrease)
Faculty	30	29	(1)
Administration	2	1	(1)
Maint/Tech/Support	12	12	-
Professional Support	12	12	-
<b>Total</b>	<b>56</b>	<b>54</b>	<b>(2)</b>

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: Naming of the Millennium Center Building

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Pam Ritter  
Vice President for University Advancement

Graduates from the ETSU College of Business and Technology have achieved prominent roles in business, industry, and technology including, one of ETSU's most distinguished graduates, Mr. James Brinkley.

Mr. Brinkley attended the University School at ETSU, and it was on our campus where he first met his future wife, Nellie. He began his academic journey at what was then East Tennessee State College. His education was interrupted by service in the United States Navy, and after serving in the Pacific and receiving an honorable discharge, he returned to campus and completed his undergraduate degree in business administration in 1960. For 25 years, James worked with the Social Security Administration in Tennessee, Alabama, and Florida, and Nellie became a real estate agent.

The Brinkleys were awarded the 2010 Tennessee Board of Regents' Award for Excellence in Philanthropy for their devoted support to ETSU. In 2012, James was honored with the Outstanding Alumnus award from ETSU, and was later inducted into the College of Business and Technology Hall of Fame.

The lifetime giving of James and Nellie Brinkley to ETSU is approximately \$8 million. Through their estate planning, both James and Nellie have provided scholarship opportunities to ETSU students, particularly those who struggle to meet their educational costs. Staff recommends that the Millennium Center, home to programs offered by the College of Business and Technology, be renamed as the *James and Nellie Brinkley Center* in honor of their steadfast philanthropic support.

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



**RESOLVED: Upon the recommendation of the Finance and Administration Committee, the name of the East Tennessee State University Millennium Center shall be the James and Nellie Brinkley Center in recognition of the significant contributions of the Brinkleys.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022  
ITEM: Standing Committee Membership Appointment  
RECOMMENDED ACTION: Approve  
PRESENTED BY: Dr. Linda Latimer  
Board Chair

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that establishes policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in TCA § 49-8-101. The Bylaws for the Board of Trustees provide the organization for the Board, including the operations outlined in the structure of standing committees. The standing committees of the Board are the Executive Committee; Academic, Research, and Student Success Committee; Finance and Administration Committee; and Audit Committee.

**MOTION: I move that the Board of Trustees approve the additional standing committee membership appointment as outlined below and recommended by the Chair.**

<b>Finance and Administration Committee</b>
<b>Trustee</b>
Dr. Lisa Piercey

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: ETSU Strategic Agenda, KPIs and Peer Institutions

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Michael Hoff  
University Chief Planning Officer  
Vice Provost of Planning and Decision Support

Following the Board’s approval of the new strategic vision derived from the ETSU Committee for 125 Chapter II, staff have revised the 2016-2026 strategic plan to incorporate new and revised action items.

This revised strategic agenda includes updated priorities, revised goals, updated key performance indicators (KPIs) and a new set of peer institutions.

There are seven key pillars of the revised strategic agenda, keeping the original six, and adding a pillar regarding fiscal sustainability. Given the fiscal climate and increasing pressure to remain affordable it was imperative the implementation of any strategic initiatives be within the context of ensuring a fiscally sustainable university.

Dr. Hoff will present the revised strategic agenda, key performance indicators, and peer institutions, as well as outline the processes for the development of each.

**MOTION: I move for the adoption of the revised strategic agenda, associated key performance indicators, and list of peer institutions.**

**RESOLVED: The Board of Trustees approves the revised strategic agenda, associated key performance indicators, and list of peer institutions.**



EAST TENNESSEE STATE  
UNIVERSITY

## East Tennessee State University *Strategic Agenda Update*

East Tennessee State University  
November, 2022



### Overview

- **Purpose of higher education**
  - The purpose of any non-profit organization is to demonstrate public value
- **Summary of Process**
- **Revised Strategic Agenda**
  - Pillars
  - Initiatives
  - Key Performance Indicators
- **Implementation 2022-2023**



## Public Purpose of Higher Education

- **Access:** All students should have access to public post-secondary education
- **Equity:** Barriers to participation should be removed
- **Affordability:** Federal, state, and institutional financial aid policies should promote affordable access to post-secondary education
- **Quality:** Students should have the highest quality educational system affordable to them
- **Public Service:** Institutions should provide services to local communities to support broad societal needs
- **Research and Economic Development:** Institutions should serve as the driver of the current economy and vehicle for expansion of the knowledge economy



## ETSU Strategic Plan 2016-2026 Process History

- **March 24, 2017:** Board approves ETSU 2016-2026 Strategic Plan
- **November 15, 2019:** Strategic Plan Progress and KPIs
- **February 21, 2020:** Strategic Plan Progress and KPIs
- **November 13, 2020:** ETSU 125 Chapter II and Strategic Plan Update
- **February 19, 2021:** ETSU 125 Chapter II Update and KPIs
- **March 2021:** ETSU Committee for 125 Chapter II Launch
- **September 16, 2021:** ETSU Board Retreat (C125.2)
- **November 19, 2021:** Key Performance Indicators
- **February 18, 2022:** ETSU C125.2 Update and Strategic Discussion
- **April 22, 2022:** Board approves C125.2 Final Report
- **September 16, 2022:** BOT Discussion of New KPIs and Peer Institutions



## ETSU Strategic Plan: Go Beyond

### Access and Success

Supporting a strategic growth agenda that maximizes the student experience

#### Teaching Excellence

Ensuring excellence in the student-to-faculty environment and celebrating great teachers

#### Empowered Employees

Empowering employees to pursue excellence and innovation and helping them build fulfilling careers at ETSU

#### Community Stewardship

Providing educational opportunities within the community that benefit both students and the region

#### Equity and Inclusion

Creating parity across demographic groups and cultivating a sense of belonging

#### Fiscal Sustainability and Operational Excellence

Harnessing the power of people, processes, and technology to achieve operational excellence and efficiencies

#### Research and Innovation

Enhancing research administration and supports and bridging the humanities and sciences



## Pillar I: Access and Success

*Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom. Given the decline in college-going rates and stagnate educational attainment rates, the university is focused on ensuring access to higher education regardless of location, resources, and/or educational background.*

### Initiatives

- Brand Development
- Moon Shot for Equity
- Facilities Master Planning
- Strategic Enrollment Planning
- Wraparound Advising
- Updating the Academic Portfolio
- Housing Transformation



## Access and Success – Key Performance Indicators

- **Undergraduate Enrollment**
  - Freshmen Applications
  - First-Year Average ACT
  - First-Time Transfers
  - First-Time Freshmen
  - Dual Enrollment
- **Graduate Enrollment**
  - Graduate
  - Professional
- **Overall Enrollment**
  - International Enrollment
  - Out-of-State Enrollment
  - Percent Female/Male
  - Percent Receiving Financial Aid
  - Veteran Students
  - Percent of Students Living on Campus



## Pillar II: Teaching Excellence

*In the next decade, faculty excellence will be the factor that will separate successful institutions from those that fail to meet their missions. Ensuring excellence in the academic environment will benefit every student who attends the university.*

### Initiatives

- QEP: Community-Engaged Learning
- Moon Shot for Equity
- Facilities Master Planning
- SACSCOC and Discipline Specific Accreditation
- Updating the Academic Portfolio



## Teaching Excellence – Key Performance Indicators

- **Student Success**
  - First-Time Freshmen Retention Rate
  - Credit Progression (30/60/90)
  - First-Time Freshmen Graduation Rate
  - Licensure Pass Rates
  - Post-Graduation Outcomes (Employment and Continuing Education)
- **Campus Environment**
  - Great Colleges to Work For Survey Results
  - Student-to-Faculty Ratio
  - Percent Full-Time Faculty



## Pillar III: Empowered Employees

*ETSU is a complex organization that is best served when employees at all levels feel empowered and trained on how best to implement their purpose and encourage innovation. Additionally, workforce changes make clear the need to have career ladders and succession plans that ensure staff and faculty who begin at ETSU can have fulfilling lifelong careers.*

### Initiatives

- Moon Shot for Equity
- Organizational Structure
- Salary Enhancements
- Training and Professional Development





## Empowered Employees – Key Performance Indicators

- **Campus Environment**
  - Great Colleges to Work For Survey Results
  - Voluntary Staff Turnover
  - Salary Equity



## Pillar IV: Research and Innovation

*Given the broad program portfolio, the university is uniquely positioned to drive both scholarly activity and funded research. Ensuring adequate support and staffing strategies will ensure the university becomes a leader in the research and development fields, particularly when we develop ways the humanities and sciences can work together.*

### Initiatives

- Enhanced Research Administration
- Updating the Academic Portfolio
- ETSU Research Corporation



## Empowered Employees – Key Performance Indicators

- **Research & Service**
  - Externally Sponsored Awards
  - Research Awards
  - Value of Proposals Submitted
  - Value of Proposals Funded
  - Research Expenditures (HERD)



## Pillar V: Equity and Inclusion

*With a focus on being more inclusive and accessible, the goal is to create parity across demographic groups and provide students with the best possible learning experience.*

### Initiatives

- Moon Shot for Equity
- Training
- Multicultural Center
- Bridge Programs
- Employee Recruitment
- Strategic Enrollment Plan



## Equity and Inclusion – Key Performance Indicators

- **Student Success**
  - First-Time Freshmen Retention Rate
  - Credit Progression (30/60/90)
  - First-Time Freshmen Graduation Rate
  - Licensure Pass Rates
- Post-Graduation Outcomes (Employment and Continuing Education)
- **Campus Environment**
  - Great Colleges to Work For Survey Results
  - Voluntary Staff Turnover



## Pillar VI: Community Stewardship

*Regional public institutions cannot achieve their mission without direct community involvement. The next five years at ETSU will be focused on community-engaged learning, whereby students are provided educational opportunities within the community that benefit both students and the regional areas around all ETSU educational sites.*

### Initiatives

- QEP: Community Engaged Learning
- Integrated Academic Health Science Center
- ETSU Research Corporation
- Moon Shot for Equity
- Brand Development
- Higher Education Research Center



## Community Stewardship – Key Performance Indicators

- **Research & Service**
  - Externally Sponsored Awards
  - Research Awards
  - Value of Proposals Submitted
  - Value of Proposals Funded
  - Research Expenditures (HERD)
- **Stewardship of Place**
  - Service Hours
  - Patient Visits
  - Martin Center Ticket Sales and Events
  - Attendance at Athletic Events
  - Total Funds Raised (Giving)
  - Post-Graduation Outcomes (Employment and Continuing Education)



## Pillar VII: Fiscal Responsibility and Operational Excellence

*The economic drivers that impact higher education and our students are changing rapidly. To ensure ETSU can respond to the volatility, the university will make considerable changes to financial mechanisms and operational environments to ensure ETSU continues to be synonymous with a high-quality, affordable education.*

### Initiatives

- Budget Model Update and Resource Alignment
- Salary Enhancements
- Facilities Master Planning
- SACSCOC Accreditation
- Strategic Enrollment Plan
- Oracle ERP Transition



## Fiscal Responsibility and Operational Excellence – Key Performance Indicators

- **Fiscal Sustainability**
  - Composite Financial Index
  - Net Revenue
  - Reserves As A Percent of E&G
  - Discount Rate
  - Deferred Maintenance Value
  - Total Funds Raised – Research and Giving



## ETSU Peer Group 2022

Institution	Average Rank
University of South Alabama*	4.38
University of North Carolina at Greensboro*	4.33
Marshall University*	4.19
Northern Illinois University	4.13
Western Carolina University	4.12
University of Memphis	4.00
Wright State University - Main Campus*	4.00
University of Louisiana at Lafayette	4.00
University of Tennessee - Chattanooga	3.96
East Carolina University*	3.93
Central Michigan University*	3.88
The University of Montana	3.85
Wichita State University	3.85
University of Missouri - Kansas City*	3.85
Arkansas State University	3.78

*\*Indicates previous peer*

- **Peer Selection Process**

- Quantitative analysis using peer data set from IPEDS data submissions – produced 18 potential peers
- Formal presentation of potential peers and methodology, to various stakeholders with discussion and feedback
- Revised peer group of 23 institutions circulated among university leaders, faculty, and staff for ranking
- Combined analysis produced 15 peers for consideration



## Implementation 2022-2023

- Continue implementation and ensure alignment of unit level strategic plans
- Develop and implement recommendations regarding budget model redesign and operational efficiency – with a focus on student service and development
- Complete Campus Master Plan
- Finalize and submit ETSU Quality Enhancement Plan: Community Engaged Learning
- Develop and implement web-based display of key performance indicators



EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 18, 2022

ITEM: Enterprise Resource Planning System Update

PRESENTED BY: Dr. Karen King  
Chief Information Officer

The Enterprise Resource Planning (ERP) system at ETSU has been in place for more than fifteen years. In 2019, the President directed an assessment of the current Banner system to determine the efficacy and efficiency of the system. Leading ERP systems deliver real time information for real time analysis. These systems must function on mobile devices, serve numerous reporting needs and stakeholders, enable one system with effective business processes that are consistent across the university, and provide the ability to utilize a cloud platform that integrates all aspects of the enterprise application.

The selection of an ERP system is the single most important decision made by colleges and universities today and will have a profound impact for universities in the future. The strategic goals driving the selection of a new ERP include:

- Identify and support industry best practices regarding business processes and effective business process analysis
- Provide effective consolidated business intelligence, analytics, and reporting
- Promote streamlined processes, efficiencies, and associated cost reductions for the entire university

Based upon the results of this assessment process, the campus began its consolidated efforts to move from Banner to a new operating system. Working in conjunction with the University of Tennessee system, the campus selected Oracle as the new operating platform. Through the support of our legislative delegation, Governor Lee included funding for this initiative in his 2022 budget proposal. This presentation will provide an overview of the assessment, funding, procurement, and implementation progress of a new ERP system.



EAST TENNESSEE STATE  
UNIVERSITY

## Enterprise Resource Planning

# Board of Trustees Overview

East Tennessee State University | November 2022

## Enterprise Resource Planning (ERP)

**Manage and integrate all businesses processes.**

**Successful when all processes are integrated within a single system.**

**Includes planning, purchasing, inventory, sales, marketing, finance, human resources, etc.**

**Project Name**

**Assessment History**

**Funding**

**Implementation Progress**



# VOYAGER

CHARTING OUR COURSE

## 2019

- ERP Planning Proposal approved by President's Cabinet
- Vendor Demonstrations
- Record Feedback
- Oracle Presentations
- Workday Presentations
- UT State of ERP Systems
- Evaluation of Business Processes (third party)
- Additional Ellucian Training
- ITS Evaluation (third party)
- Discussions with CIOs

## 2020

- ITS Evaluation (third party)
- CIO Discussions
- EAB Consultation
- Leadership Feedback
- Summary of Actions and recommendations to President's Cabinet
- Approval to develop Business Case
- THEC/LGI/TBR/UT Discussions

## 2021

- Campus Communication
- ERP RFP Task Force Development
- Additional Vendor Demos
- RFP Requirements completed
- LGI President's Meeting
- Emergence of State Funding Possibility
- UT Announces RFP in September
- LGI Presidents discuss with TBR and UT
- Readiness Assessment Preparation
- UT Issues RFP
- Oracle and Workday Responded
- Ellucian Banner did not Respond
- UT Announces Intent to Award to Oracle

## 2022

- Regular Meetings for Executive Sponsors
- Task Force to develop an RFP for Deployment Partner
- RFP Issued in February
- Project Manager Search
- Oracle Meetings
- Oracle Fusion Platform purchased with Oracle Guided Learning, Premium Cloud Support, and Oracle Analytics
- Reviewed Oracle SOC 2 Report
- Meetings with Vanderbilt and Baylor
- State Funding Approved
- Campus Communication
- Oracle Contract Secured
- Highstreet Selected as Deployment Partner

## Funding

The State appropriated \$170,000,000 in Fiscal Year 2022-23 to upgrade the Enterprise Resource Management (ERP) systems at the University of Tennessee System and the Locally Governed Institutions (LGI). The intent of this appropriation is to support institutions in the purchase of a common ERP vendor across the state. Of this \$170,000,000, \$50,000,000 has been designated for the UT system purchase and implementation and \$20,000,000 to each LGI. Funding will be held by Finance and Administration (F&A) and allocated to individual institutions as the systems are acquired and implemented. Any unallocated funds will remain in F&A until ready for disbursement.

# Key Project Objectives

1. Leverage industry best practices available in a modern cloud system
2. Deliver a system without customization
3. Improve business process and continuity
4. Improve employee engagement and hiring process
5. Leverage technical advancements and innovations available in a cloud solution
6. Leverage real time data analytics
7. Utilize efficient mobile capabilities



## Implementation

- Implementation of all components of ERP/HCM/EPM over 12 months
- Bridges – Integration, including 5 years full support post go live
- Extend Support Services (ECS) – Product support and maintenance 5 years



## Product ERP, EPM and HCM Suite

- Complete Financials, Enterprise Performance Management and Human Capital Management, Finance and HCM Analytics
- Customer Success Program
- Oracle Learning Subscriptions
- Oracle Guided Learning (OGL)



## End User Training

- Training Needs Assessment
- End User training materials development

## Highstreet Clients



## Oracle Clients



RUTGERS



RICE

## ETSU Suite of Applications

### HCM Cloud

- Core HR
- Benefits
- Payroll
- Time & Labor
- Workforce Compensation
- Talent Management Cloud Service
- Recruiting Cloud Service
- Learning Cloud
- Help Desk
- HCM Analytics

### ERP Cloud

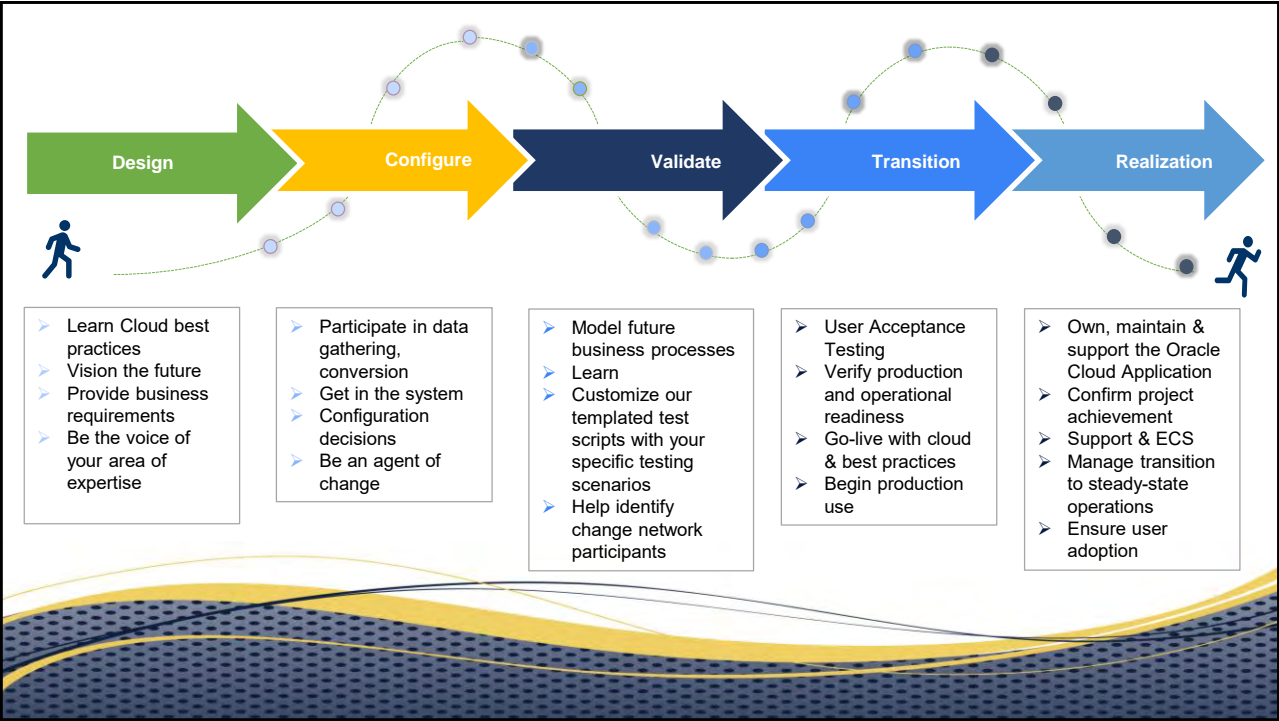
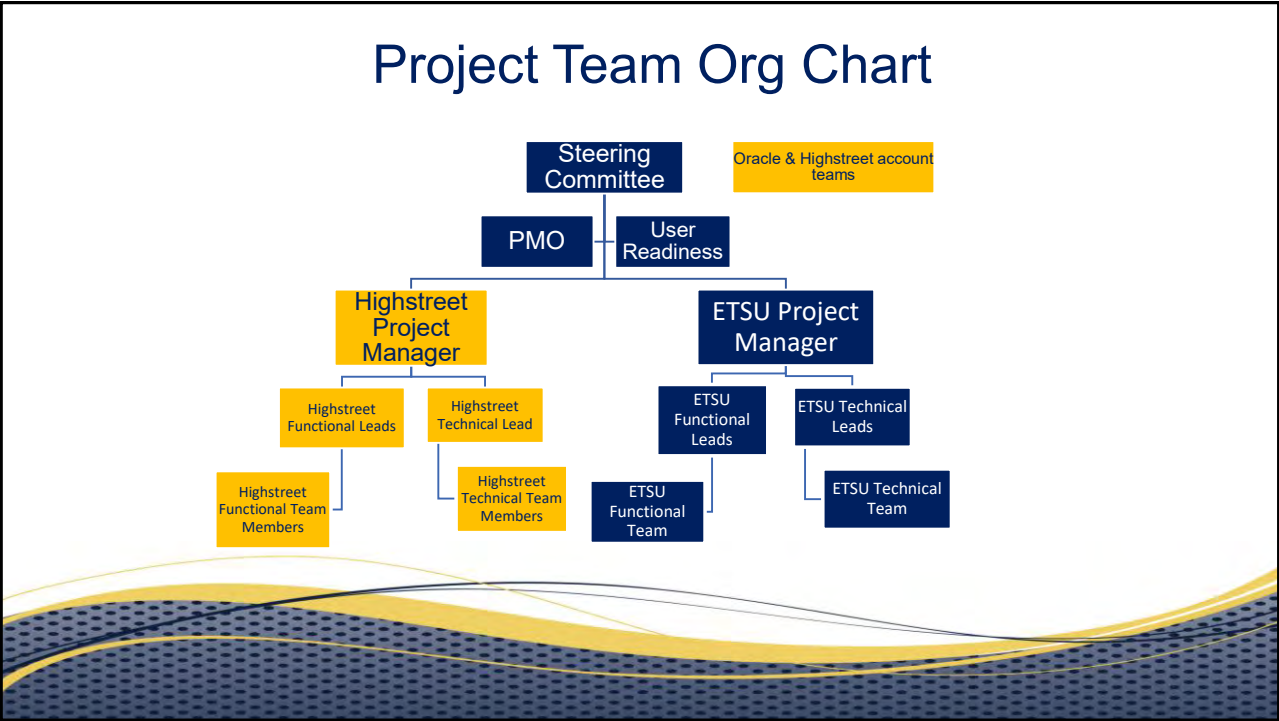
- Payables and Assets
- Receivables
- Collections
- Expense Management
- Project Management
- Grants Management
- Procurement
- Supplier Management
- Sourcing
- Contracts
- Inventory
- ERP Analytics

### EPM

Strategic Workforce Planning

Oracle Learning Subscriptions  
Oracle Guided Learning (OGL)

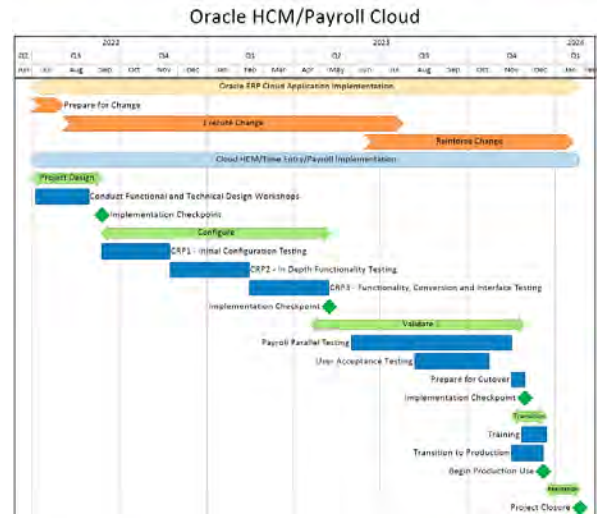
# Project Team Org Chart





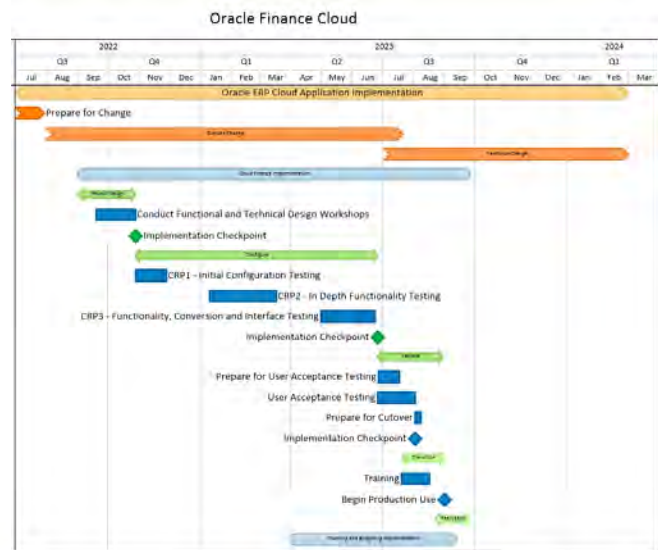
# HCM Timeline

- Start – July 2022
- CRP1 – December 2022
- CRP1.5 – January 2023
- CRP2 – March/April 2023
- CRP3 – July/August 2023
- UAT – Oct 2023
- Parallel Payroll – Aug/Sept/Oct 2023
- Go Live – January 2024
- Post-Prod Support–January 2024



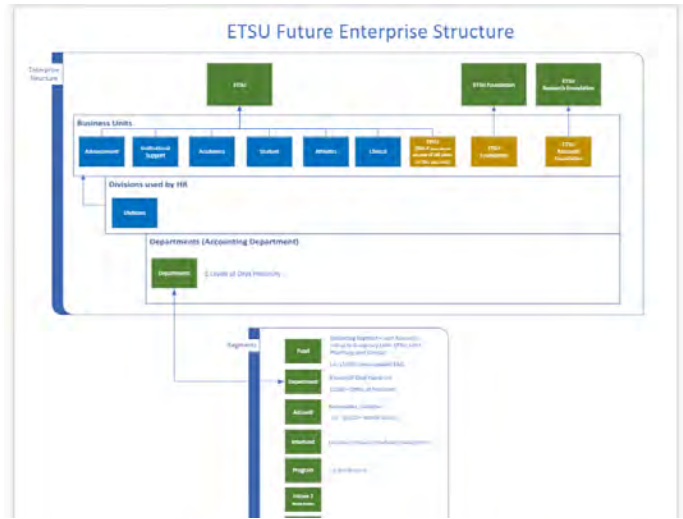
# Finance Timeline

- Start – December 2022
- CRP1 – February 2023
- CRP2 – March/April 2023
- CRP3 – April/May 2023
- UAT – June/July 2023
- Go Live – September 2023

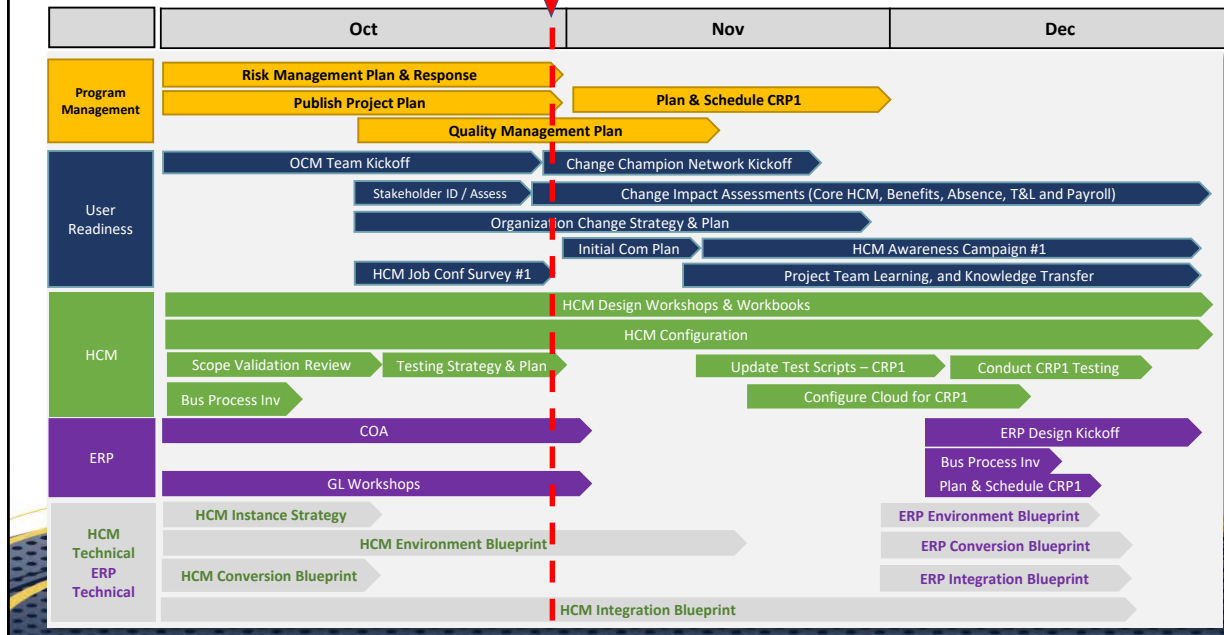


# Chart of Accounts

- The HR and Finance design teams have been working to establish the chart of accounts
- This is currently in final review



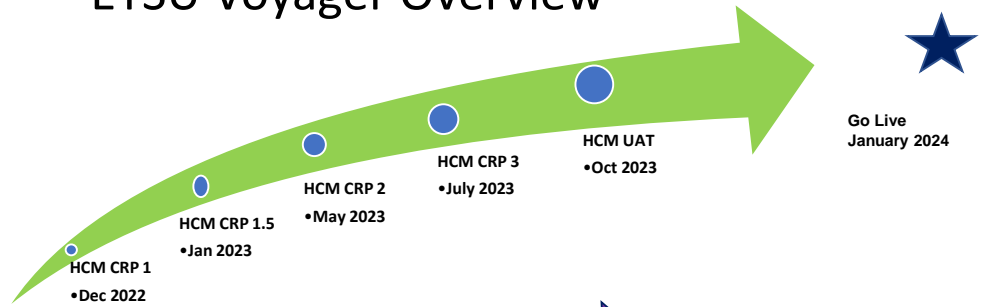
# 90-Day Program View



# ETSU Voyager Overview

## HCM Timeline

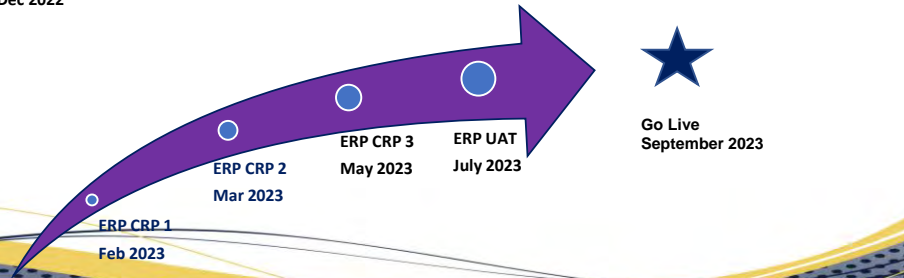
Start HCM September 2022



Go Live  
January 2024

## ERP Timeline

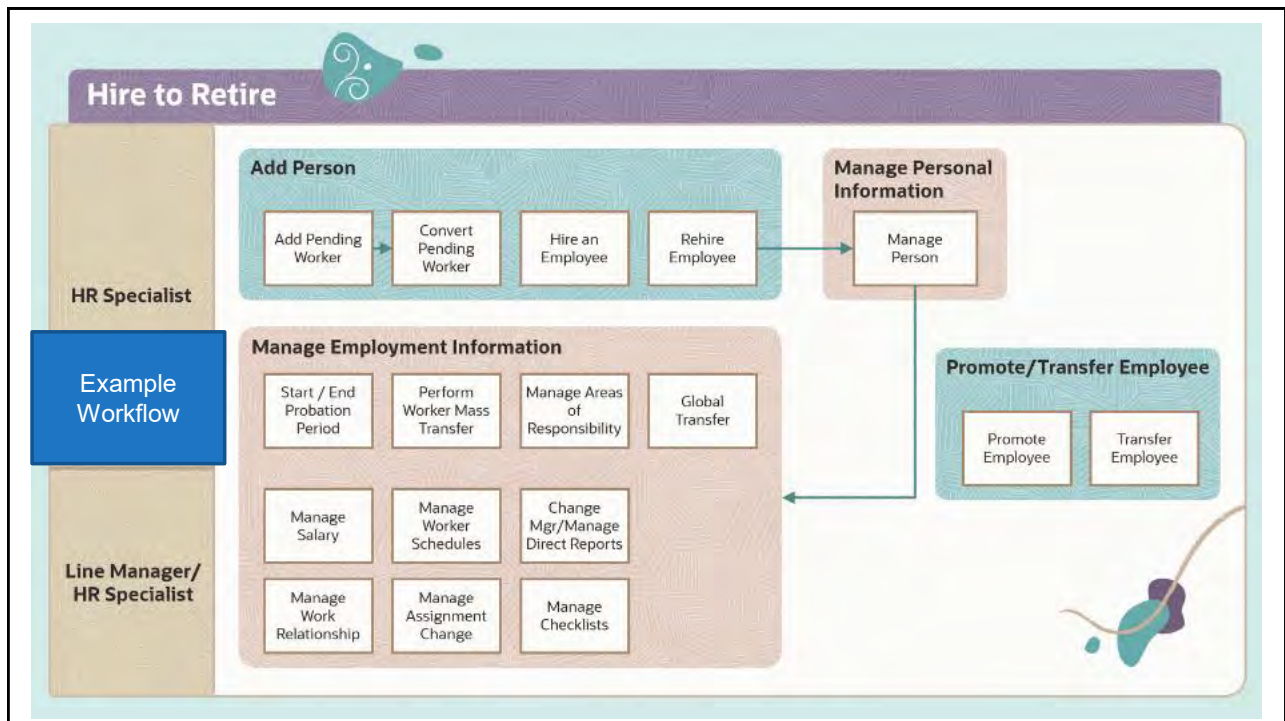
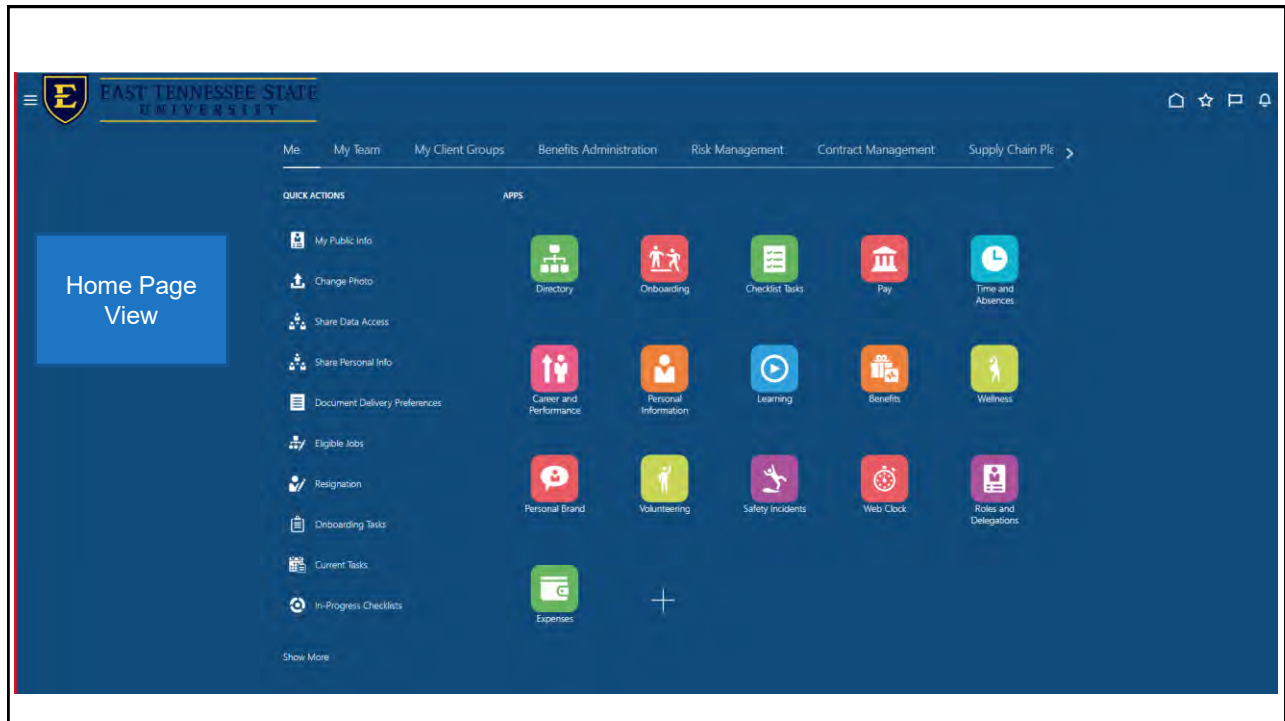
Start ERP December 2022

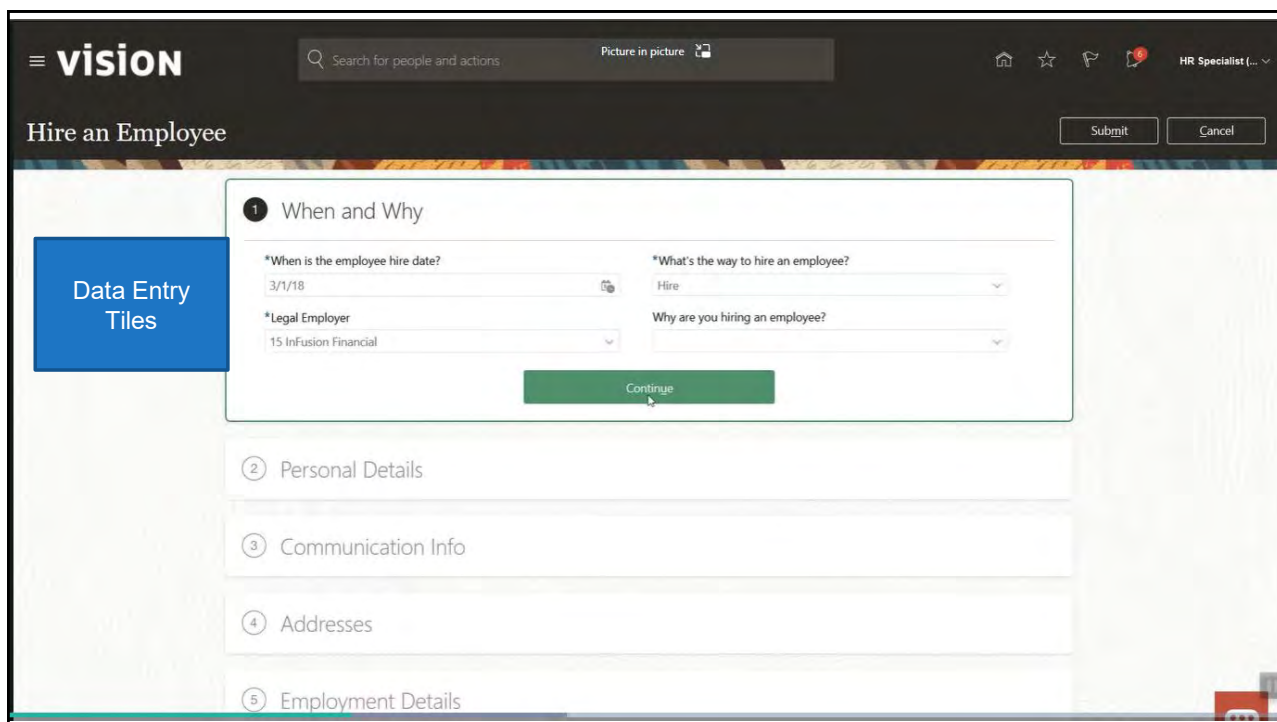
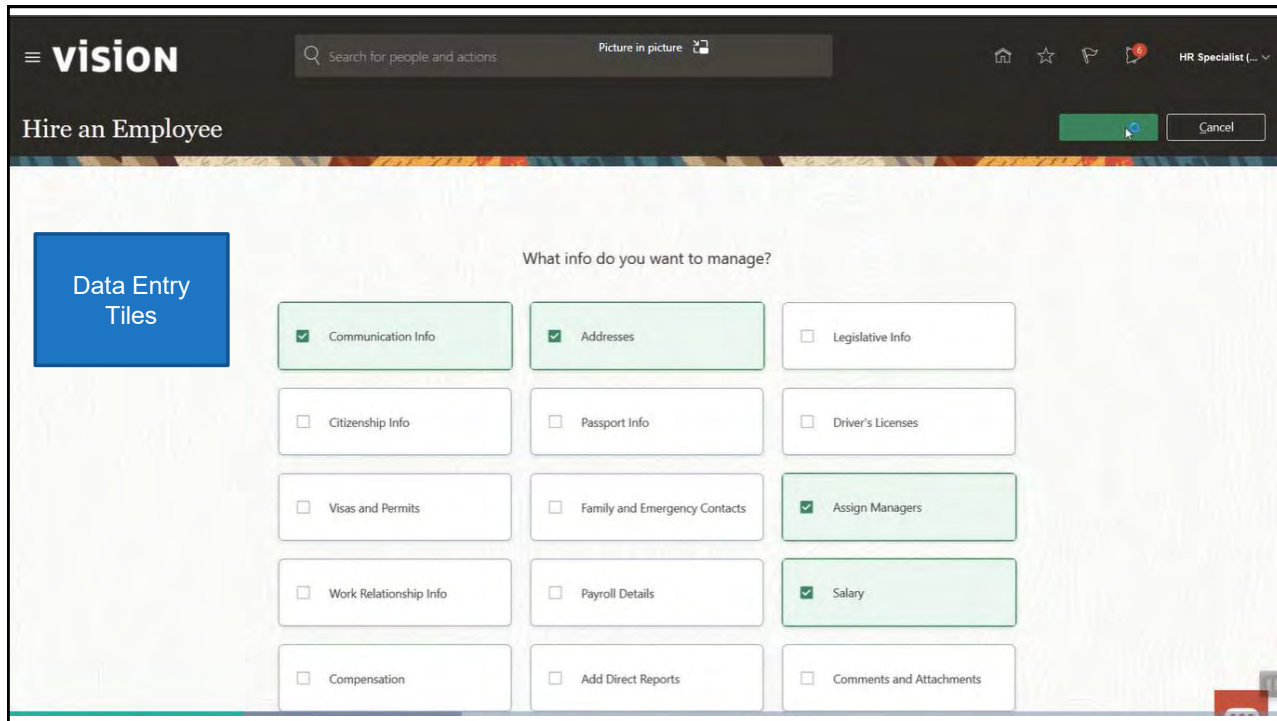


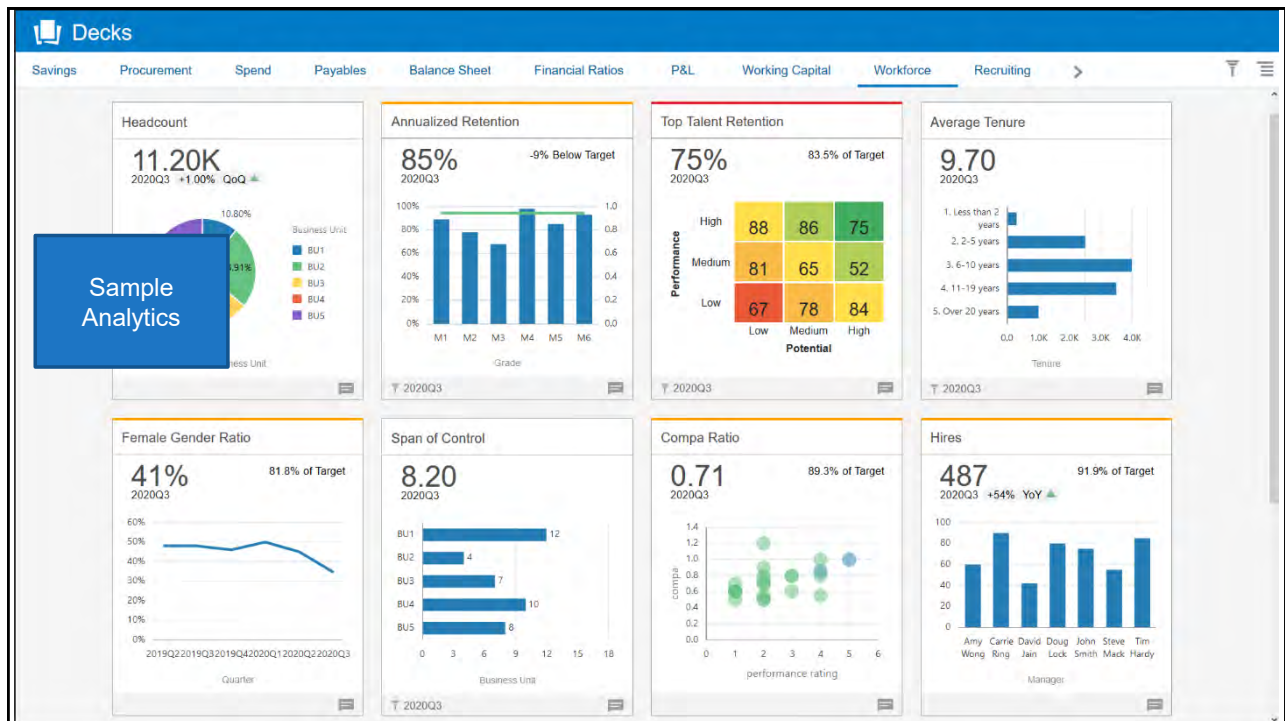
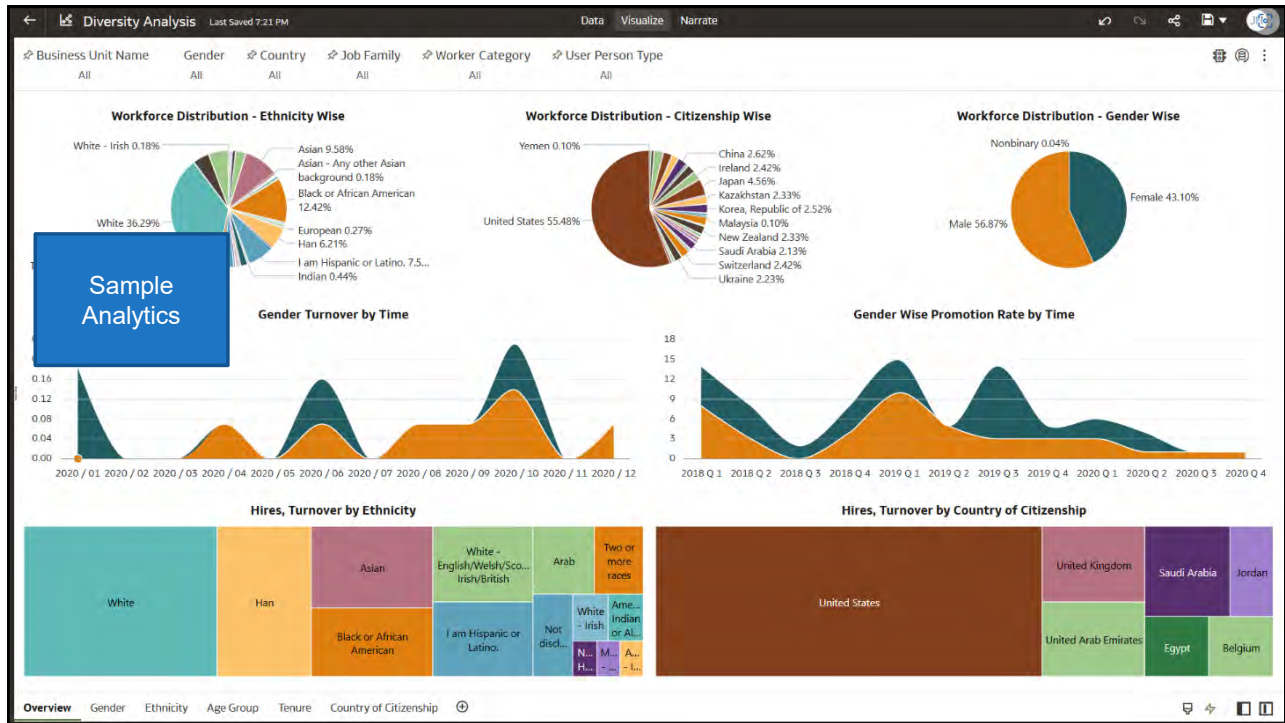
Go Live  
September 2023

Oracle Screen Shots









EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 18, 2022

ITEM: Bluegrass, Old-Time, and Roots Music Studies 40<sup>th</sup>  
Anniversary Update

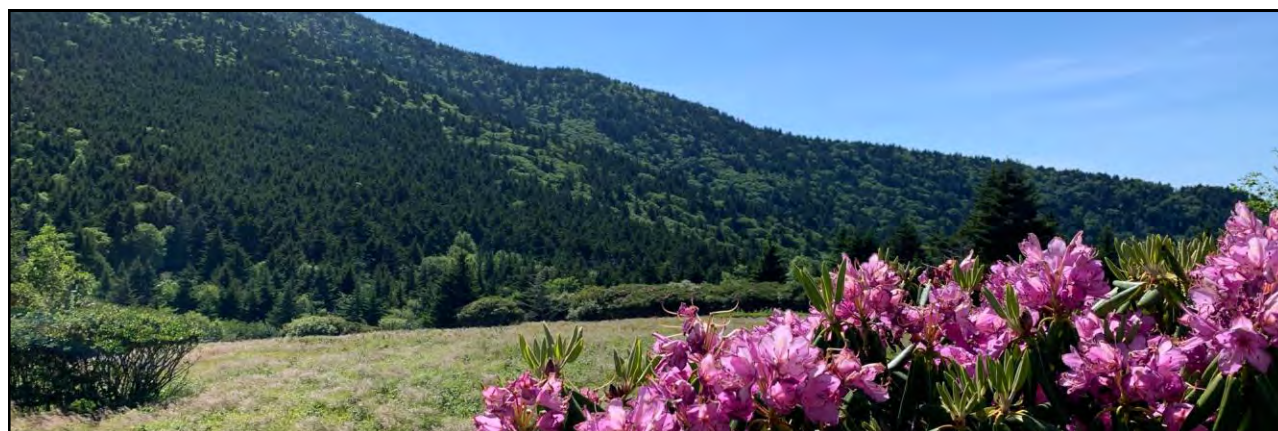
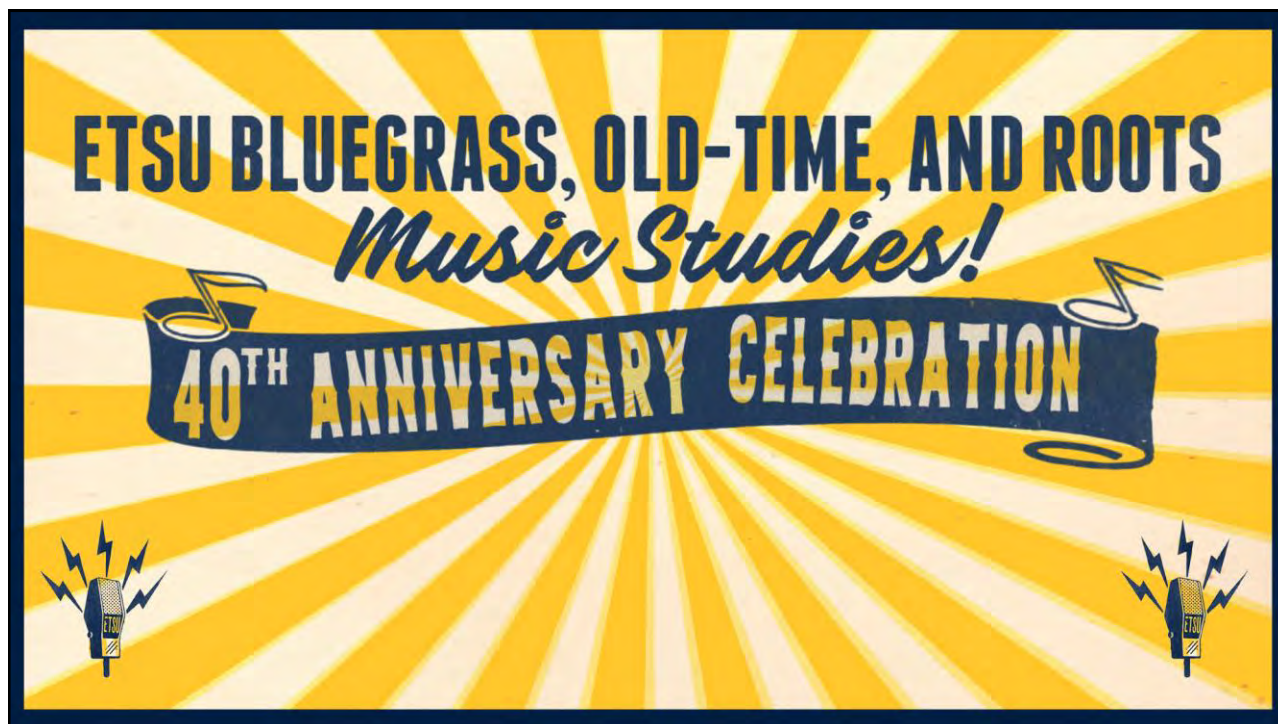
PRESENTED BY: Dr. Ron Roach  
Chair and Professor, Dept. of Appalachian Studies  
Director, Center of Excellence for Appalachian Studies and  
Services

Mr. Dan Boner  
Professor, Dept. of Appalachian Studies  
Program Director, Bluegrass, Old-Time, and Roots Music  
Studies

The ETSU Bluegrass, Old-Time, and Roots Music Studies program is the oldest and largest program of its kind and is also one of the most distinctive programs at ETSU. Bluegrass musician and scholar Jack Tottle started the first classes in 1982, which were followed by a minor in 2005 and a B.A. degree in 2010. Today the program is world-renowned, offering a broad curriculum that preserves and extends the rich culture and music of the Appalachian Mountains. The program enrolls approximately 45 majors and 25 minors, as well as graduate students, from more than 20 states and several foreign countries. One of the great strengths of the program is its location within the Appalachian region, where much of this music began. In addition, the program benefits greatly from its home within the Department of Appalachian Studies, which allows the music to be studied in its historical context, using traditional methods of instruction.

Staff will provide an overview of the program, share highlights from its recent 40<sup>th</sup> Anniversary celebration, and describe key focus areas as the program looks to the future.





## Department of Appalachian Studies

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## Unique Academic Programs

- Bluegrass, Old-Time, and Roots Music Studies
- Appalachian Studies
- Heritage Interpretation/Museum Studies
- Minors in Audio Production, Environmental Studies, Old-Time Music Studies, Scottish and Irish Music Studies
- Study Abroad in Scotland and Ireland
- Partner in Brewing and Distillation Studies



## Center of Excellence for Appalachian Studies and Services

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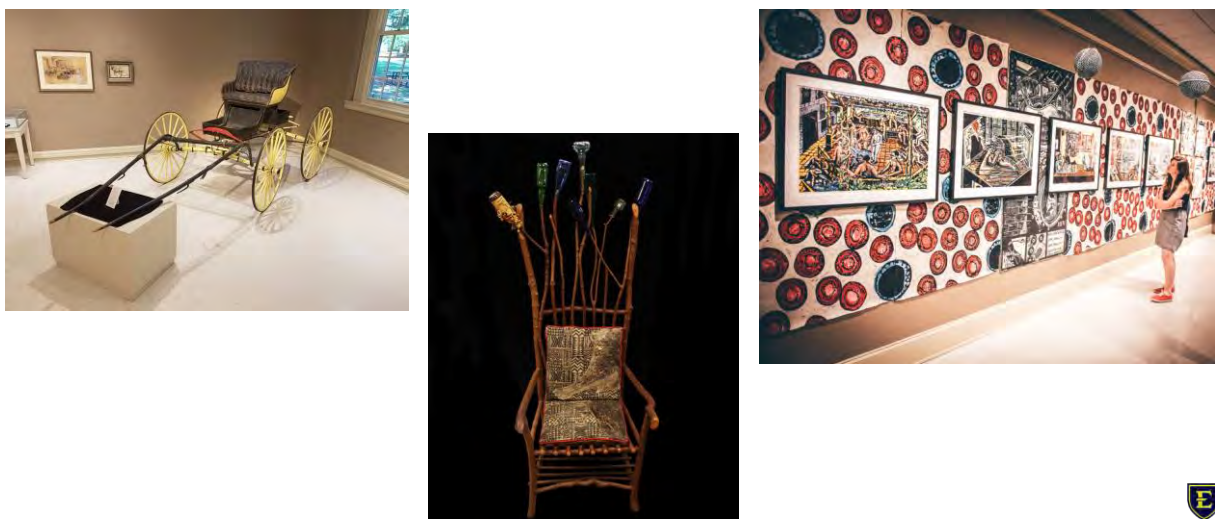




# Archives of Appalachia



# Reece Museum



# Regional Resources Institute

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- *Appalachian Places* online magazine
- Governor's School for Scientific Exploration of Tennessee Heritage
- Appalachian Teaching Project (grant from Appalachian Regional Commission)
- Community and Regional Development
- More than \$500,000 annually in external grants



## Bluegrass, Old-Time, and Roots Music Studies

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## A Distinctive Program

- The world's first BA degree in this kind of music
- Since 2013, more than 300 music industry nominations, with more than 100 awards
- 5 Grammys
- 47 International Bluegrass Music Association (IBMA) awards.
- The "gold standard" for collegiate programs (*Raleigh News and Observer*)



## Specialized Concentrations and Minors

- Audio Production
- Bluegrass Music Business
- Old-Time Music
- Scottish and Irish Traditional Music
- Minors



## Students

- 45 majors
- 25 minors
- 35 student bands
- Highest percentage of out-of-state students on campus
- More than 25 states
- Numerous foreign countries (Canada, France, Hungary, Japan, Netherlands, Norway, Ukraine, United Kingdom, Iran)



## Alumni

- Some of the biggest names in the music
- Becky Buller, Barry Bales, Amythyst Kiah, Tim Stafford, Adam Steffey, Kenny Chesney
- Many fields, including education, museums, non-profits, music business
- US Navy Country Currents Band





# Kenny Chesney

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*Doctorate of Humane Letters*



# John Walter Tottle, III

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*Doctorate of Humane Letters*





## Looking Toward the Future

- Institute for Appalachian Music and Culture
- Marketing
- Recruitment
- Facilities



# Thank you for your support!

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EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: Resolution of Appreciation for Dr. B.J. King

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Brian Noland  
President

**MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Dr. B.J. King.**

**RESOLVED**

WHEREAS

Dr. B.J. King has loyally and expertly served East Tennessee State University for 25 years, working her way from a position as an internal auditor to her current role as Chief Financial Officer for the university and for the ETSU Foundation and ETSU Research Foundation; and

WHEREAS

Dr. King has guided the ETSU Division of Business and Finance through several reorganizations that have improved and streamlined university operations and processes, including the implementation of a new budget model; and

WHEREAS

When the COVID-19 pandemic required extensive adjustments to university procedures and operations, Dr. King served as an integral member of ETSU's COVID-19 Response Team, instituting forms, moving to more electronic processing of transactions, and developing remote work contingency plans to keep operations open for students, faculty, and staff; and

WHEREAS

When the U.S. Department of Education announced the funding and passage of the Higher Education Emergency Relief funds in Spring 2020, Dr. King oversaw the accounting and reporting of these funds at ETSU, which were critical to supporting our students and the institution during an unprecedented time in the university's history; and

WHEREAS

Dr. King has provided materials and presentations to the ETSU Board of Trustees and Finance and Administration Committee quarterly meetings since the creation of the Board in 2017, ensuring that the Board receives a clear and accurate picture of the university's budget, financial reports, and financial statements; and

WHEREAS

Under Dr. King's tenure, ETSU has created the largest reserve in its history and experienced a period of unprecedented growth;

THEREFORE, BE IT RESOLVED that the East Tennessee State University Board of Trustees extends its deepest appreciation for Dr. King's steadfast leadership, wise financial guidance, and dedication to her alma mater. Her work has contributed to the financial health of the university and has positioned it well for future growth and continued improvement on the quality of life for the people of this region.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

MINUTES

November 18, 2022  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, November 18, 2022, at 1:30 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

**I. Call to Order**

Board Chair Dr. Linda Latimer called the meeting to order at 1:30 p.m. She welcomed those in attendance including Dr. Lisa Piercey, the newest member of the Board of Trustees. Dr. Piercey is an alum of the Quillen College of Medicine, served as the 14<sup>th</sup> commissioner of the Tennessee Department of Health, and was appointed to the Board for a six-year term by Governor Bill Lee.

Dr. Latimer highlighted the following notable university achievements and milestones:

- The university will celebrate commencement for the fall class of 2022 on December 10<sup>th</sup>.
- The College of Business and Technology launched the Andrew Leadership Academy. This academy, named for local business leaders Dewey Andrew and Scott Andrew, will focus on developing the region's next generation of business leaders and entrepreneurs.
- ETSU was included in a \$4.7 million national consortium to lead public health workforce research.
- The ETSU Research Corporation hosted an engaging Symposium on Innovation and Education for the Bioeconomy.
- The university celebrated 40 years of Bluegrass, Old-Time, and Roots Music Studies program with a celebration. During the celebration, the program's founder, Jack Tottle, and country music artist and ETSU alum, Kenny Chesney, were presented with honorary doctorates that night.

Dr. Latimer closed her remarks by encouraging everyone to follow ETSU's social media channels, subscribe to the email list, and visit the ETSU News website.

**II. Roll Call**



Board Secretary Dr. Adam Green led the roll call.

Trustees present were:

Trustee Allen Archer

Trustee Steven DeCarlo

Trustee Dr. Virginia Foley

Trustee Dorothy Grisham

Trustee Dr. Lisa Piercey

Trustee Ron Ramsey

Trustee Melissa Steagall-Jones

Board Chair Dr. Linda Latimer

*Absent: Trustees Charles Allen and Janet Ayers*

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

### **III. Public Comment**

No requests to offer public comment were made by individuals present at the meeting.

### **IV. Approval of Minutes from September 16, 2022**

The minutes from the September 16, 2022, meeting of the Board of Trustees were approved as submitted with Trustee Foley making the motion to approve and Trustee Grisham seconding the motion. The motion passed unanimously.

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

Trustee Virginia Foley provided an overview of the items presented to the Academic, Research, and Student Success Committee, which included:

- Provost and Vice President for Academic Affairs Dr. Kimberly McCorkle presented a request to approve an expedited letter of notification regarding the establishment of a B.S. in Mechatronics Engineering.
- Dr. Chris Keller, Dean of the Honors College, and Dr. Megan Quinn, Associate Professor in Biostatistics and Epidemiology, presented an overview of the ETSU Global Year in Ecuador.
- Dr. Tony Pittarese, Dean of the College of Business and Technology, and Bradley Leon, Executive Director of the BlueCross Blue Shield BlueSky Tennessee Institute,

provided the committee with an update on the BlueSky Tennessee Institute and discussed the impactful partnership between ETSU and BlueCross BlueShield.

- Lastly, Dr. Bill Kirkwood and Dr. Megan Roberts from Student Life and Enrollment gave a presentation on student success initiatives across ETSU that are supporting students' progress toward degree completion.

At the conclusion of these presentations, the committee discussed the recent Symposium on the Bioeconomy hosted by the ETSU Research Corporation.

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

Trustee Ron Ramsey provided the Finance and Administration Committee report to the board as noted below:

- In compliance with the Tuition Transparency Act, the committee received a report that will be provided to the Tennessee General Assembly. The full report may be found in the committee agenda materials.
- The committee approved the October 2022 budget revisions.
- Ms. Pam Ritter, Vice President for University Advancement, presented a proposal from University Advancement for naming the Millennium Centre Building. The committee approved the name of the building to be the James and Nellie Brinkley Center.
- The committee also heard reports of contracts and agreements over \$250,000 from July 2022 through September 2022 and of revenues and expenditures from September 2021 to September 2022.
- Dr. Michael Hoff, University Chief Planning Officer and Vice Provost of Planning and Decision Support, updated the committee on the budget model and operational efficiency assessment efforts to date.

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

Committee Chair Steagall-Jones presented the Audit Committee report noting the following:

- The committee approved the addition of two investigations to the audit plan for FY 2022-23.
- Ms. Rebecca A. Lewis, CPA, Chief Audit Executive, discussed the Audit Committee's responsibilities, which have remained unchanged from the previous year.
- Ms. Lewis also reviewed the audits and investigations performed from September 2022 through October 2022. A follow-up of the Executive Summary of the Financial and Compliance Audit Report for FY 2021 issued by the Tennessee Comptroller of the Treasury was included in the report. Also included were updates of the annual audit for

the President's expenses, the Research Development Committee Grants audit, and the completed audit heat map.

- The Recommendation Log Status as of October 31, 2022, was presented to the committee.
- The committee received an update on the Quality Assurance and Improvement Program.

## **VIII. Consent Agenda**

With no requests for any items to be removed from the consent agenda, the Board of Trustees approved the consent agenda with a motion from Trustee Ramsey seconded by Trustee Steagall-Jones. The motion was passed unanimously.

## **IX. Action Item: Approval of ETSU Strategic Agenda, KPIs, and Peer Institutions**

Following the Board's approval of the new strategic vision derived from the ETSU Committee for 125 Chapter II, staff have revised the 2016-2026 strategic plan to incorporate new and revised action items. Dr. Michael Hoff, University Chief Planning Office, Vice Provost of Planning and Decision Support, presented the revised strategic agenda, key performance indicators, and peer institutions, as well as outlined the processes for the development of each.

Pillars and initiatives outlined in the revised strategic agenda include:

- Pillar I—Access and Success: The university will focus on ensuring access to higher education regardless of location, resources, and/or educational background.
  - Initiatives: Brand Development; Moon Shot for Equity; Facilities Master Planning; Strategic Enrollment Planning; Wraparound Advising; Updating the Academic Portfolio; Housing Transformation
- Pillar II—Teaching Excellence: Faculty excellence will distinguish successful institutions in the next decade.
  - Initiatives: QEP: Community-Engaged Learning; Moon Shot for Equity; Facilities Master Planning; SACSCOC and Discipline Specific Accreditation; Updating the Academic Portfolio
- Pillar III—Empowered Employees: ETSU is best served when employees at all levels feel empowered and trained on how best to implement their purpose and encourage innovation.
  - Initiatives: Moon Shot for Equity; Organizational Structure; Salary Enhancements; Training and Professional Development

- Pillar IV—Research and Innovation: Given the broad program portfolio, the university is uniquely positioned to drive both scholarly activity and funded research.
  - Initiatives: Enhanced Research Administration; Updating the Academic Portfolio; ETSU Research Corporation
  
- Pillar V—Equity and Inclusion: With a focus on being more inclusive and accessible, the goal is to create parity across demographic groups and provide students with the best possible learning experience.
  - Initiatives: Moon Shot for Equity; Training; Multicultural Center; Bridge Programs; Employee Recruitment; Strategic Enrollment Plan
  
- Pillar VI—Community and Stewardship: The next five years at ETSU will focus on community-engaged learning whereby students are provided educational opportunities within the community that benefit students and the regional areas around all ETSU educational sites.
  - Initiatives: QEP: Community Engaged Learning; Integrated Academic Health Science Center; ETSU Research Corporation; Moon Shot for Equity; Brand Development; Higher Education Research Center; Continue to develop regional partnerships
  
- Pillar VII—Financial Responsibility and Operational Excellence: To ensure ETSU can respond to the volatility, the university will make considerable changes to financial mechanisms and operational environments to ensure ETSU continues to be synonymous with a high-quality, affordable education.
  - Initiatives: Budget Model Update and Resource Alignment; Salary Enhancements; Facilities Master Planning; SACSCOC Accreditation; Strategic Enrollment Plan; Oracle ERP Transition

Dr. Hoff also provided the following Key Performance Indicators (KPIs) for the Board’s consideration:

<b>East Tennessee State University Key Performance Indicators - Fall 2022 Update - Draft</b>			
<b>Key Performance Indicator</b>	<b>Baseline 2022</b>	<b>Goal 2026*</b>	<b>Trend</b>
Undergraduate enrollment	10,553	11,846	↑
freshmen applications	9,614	12,000	↑
First-year average ACT	22.6	24	↔
First-time Transfers	1,079	1,100	↓
First-time Freshmen	2,056	2,100	↑
Dual Enrollment	651	800	↑

Graduate Enrollment	2,421	2,854	↔
Professional Enrollment	762	800	↑
Overall Enrollment	13,763	15,500	↑
International Enrollment	369	600	↑
Percent Non-White	26.31	33	↑
Out-of-state Enrollment	2,552	3,000	↑
Percent female	62.7	60	↔
Percent Male	37.3	40	↔
Percent receiving Financial Aid	87%	In Development	In Development
Veteran Students (includes dependents using benefit)	889	1,000	↑
Percent of students living on campus	21.40%	22%	↑
First-time Freshmen Retention Rate	72%	85%	↑
First-time Freshmen Graduation Rate	55%	60%	↑
First-time Freshmen Graduation Rate (non-white)	41%	60%	↑
Licensure Pass Rates	In Development	In Development	In Development
Percent of Graduates Employed/Continuing Education	90%	95%	↑
Great Colleges to Work For Overall Satisfaction	73%	76%	↑
Student-to-Faculty Ratio	15-to-1	18-to-1	↔
Percent of Courses Taught by Full-time Faculty	72.80%	70%	↑
Voluntary Staff Turnover	10.60%	In Development	In Development
Salary Equity (All Ranks Faculty Salary - Gap to Peer)	-\$9,376	\$0	↑
Research Awards	\$12,770,290	\$25,000,000	↑
Value of Proposals Submitted	\$176,117,546	In Development	In Development
Value of Proposals Funded	\$69,948,944	\$75,000,000	↑
Research Expenditures (HERD)	\$18,449,000	\$30,000,000	↑
Service Hours	12,981	In Development	In Development
Patient Visits	337,983	In Development	In Development
Martin Center Ticket Sales (baseline is only 5 mo.)	\$497,107	In Development	In Development
Attendance at Athletic Events	In Development	In Development	In Development

Total Funds Raised (Giving)	\$42,457,933	In Development	↑
Composite Financial Index (higher is better)	4.47	3	↑
Net Operating Revenues (higher is better)	10.86	4	↑
Primary Reserve Ratio (higher is better)	0.51	0.4	↑
Deferred Maintenance Value	\$9,200,000.00	In Development	In Development
Discount Rate (lower is better)	22%	25%	↑
Total Funds Raised (Research and Giving)	\$112,406,877	In Development	In Development

Dr. Hoff also provided Trustees with an overview of ETSU’s Peer selection process that included:

- Quantitative analysis using peer data set from IPEDS data submissions – produced
- 18 potential peers
- Formal presentation of potential peers and methodology, to various stakeholders with discussion and feedback
- Revised peer group of 23 institutions circulated among university leaders, faculty, and staff for ranking

Combined analysis produced 15 peers for Trustees’ consideration including:

<b>Institution</b>	<b>Average Rank</b>
University of South Alabama	4.38
University of North Carolina at Greensboro	4.33
Marshall University	4.19
Northern Illinois University	4.13
Western Carolina University	4.12
University of Memphis	4.00
Wright State University - Main Campus	4.00
University of Louisiana at Lafayette	4.00
University of Tennessee - Chattanooga	3.96
East Carolina University	3.93
Central Michigan University	3.88
The University of Montana	3.85
Wichita State University	3.85

University of Missouri - Kansas City	3.85
Arkansas State University	3.78

The adoption of the revised strategic agenda, associated key performance indicators, and list of peer institutions was approved as submitted with a motion from Trustee Steagall-Jones and seconded by Trustee Grisham. The motion was passed unanimously.

## **X. Enterprise Resource Planning System Update**

Dr. Karen King, Chief Information Officer, provided an update on the Enterprise Resource Planning (ERP) system highlighting the following:

- The current Ellucian Banner ERP system at ETSU has been in place for more than fifteen years.
- In 2019, the President directed an assessment of the current system to determine the efficacy and efficiency of the system, as the contract will expire in December 2022.
- Based upon the results of this assessment, the campus began its consolidated efforts to move from Banner to a new operating system. Working in conjunction with the University of Tennessee system, the campus selected Oracle as the new operating platform. Through the support of our legislative delegation, Governor Lee included funding for this initiative in his 2022 budget.
- Oracle provides complete financials, Enterprise Performance Management (EPM), Human Capital Management (HCM), finance and HCM analytics, a customer success program, Oracle learning subscriptions, and Oracle Guided Learning (OGL).
- Highstreet has been selected as ETSU’s deployment partner and has been working with the implementation team on all components of the ERP, including (HCM) and (EPM).
- Implementation has begun and the project has been dubbed VOYAGER. The new ERP system is currently in the design and configuration stages. The subsequent stages will be validation testing, transition, and finally, realization. Finance will launch in September 2023, with HCM following in January 2024.

Topics of discussion included:

- Faculty access in the ERP’s finance and HCM sections will be focused on faculty/staff search, employee dashboard/self-service, expense report input, and departmental financial accounts.
- Oracle has a student system, but it is not yet operational. While it is hoped that the Oracle student system will be ready and the university can make that move, student

evaluations must be completed as soon as possible so a decision can be made when the time comes.

- State funding for the ERP and the allocations between the UT system and the LGIs were explained by Dr. King.
- Data standard parameters were examined.
- Staff were encouraged to examine challenges other Oracle adopters experienced when launching.

## **XI. Bluegrass, Old-Time, and Roots Music Studies 40<sup>th</sup> Anniversary Update**

Dr. Ron Roach, Chair and Professor for the Department of Appalachian Studies and Director for the Center of Excellence for Appalachian Studies and Services; Mr. Dan Boner, Professor Department of Appalachian Studies and Program Director of Bluegrass, Old-Time, and Roots Music; and Mr. Nate Olson, Academic Director; presented an overview of the ETSU Bluegrass, Old-Time, and Roots Music Studies program. They also discussed the program's recent 40<sup>th</sup> Anniversary Celebration and key focus areas as the program looks to the future. Presentation materials were included in the board agenda materials.

## **XII. President's Report**

President Noland's presentation to the Board offered an update on multiple pillars of the Board approved strategic agenda.

Access updates included:

- Tennessee Higher Education Enrollment Comparisons for 2021-2022
  - Enrollment across the state for the fall semester demonstrated that East Tennessee State University at the undergraduate level increased nearly two percent. Many of the institutions in Tennessee did not experience enrollment growth. Community college enrollment declined more than three percent.
  - The State's college-going rates peaked at 64.4 percent in 2015 and declined yearly thereafter. Within the Northeast Tennessee region, Unicoi County had the highest college-going rate of 62.5 percent in 2021. The most significant change was in Grainger County, which was -26.2 percent. Much of the work to change these numbers will be predicated on conversations about P-20 education related to educational leadership, data, and work that occurs from the student success perspective, as demonstrated by the Ayers Foundation in Unicoi County and the work it is providing with college success coaches.



- Barriers to College according to a national survey by Edge Research, HCM Strategists, Bill & Melinda Gates Foundation (2022)
  - Too expensive (38 percent)
  - Too stressful (27 percent)
  - More important to get a job and make money (26 percent)
  - Unsure about major/future career (25 percent)
  - Not worth the money (21 percent)
  
- ETSU Growth
  - ETSU has seen 25 percent growth in new-student enrollment over the past two years.
  - Freshmen applications are up over 9 percent year over year since this time last year. Applications for transfers are up 67 percent.
  - Tennessee applications are up 18 percent.
  - There has been a 40 percent increase in attendance for open houses.
  - This year, 2,219 more people have toured the campus, and housing is up 76 percent year over year.
  
- The First-time Freshmen CIRP Survey administered in 2021– College Choice
  - 68 percent of ETSU students stated ETSU was their first-choice college.
  - Campus visits had a significant impact on their overall decision, along with academic reputation.
  - The cost of attendance is the driving factor in that college choice. ETSU is in the top ten percent of institutions in the nation with the lowest amount of student debt. Half the students who graduate from ETSU graduate with no debt, and the other half graduate with debt, but that overall volume is less than \$20,000.
  
- Retention rates continue to trend upward, and graduation rates are at an all-time high, indicating student success.
- Housing modernization and new construction are part of the university’s strategic enrollment initiatives.
- Academic program growth and innovation will continue to expand, along with wraparound advising and a one-stop shop for student support.

Equity and Inclusion updates included:

- The Educational Advisory Board (EAB) has selected ETSU to participate in a nationwide Moon Shot for Equity initiatives, focused on closing equity gaps. This is a collective effort by the institution, in conjunction with our community college partners,

to build a safety net that ensures all students have the opportunity to move from entry on to graduation.

Fiscal sustainability updates included:

- ETSU's operating budget is \$530,001,000, and 61 percent of that budget is generated by tuition and other sources. 39 percent is generated from state appropriations. Over \$20 million is generated from carry-forward funds and fees available to colleges and divisional units, and \$1.4 million is in new investments to E&G university reserves.
- Salary enhancements approved by Board members earlier provides a four percent across-the-board raise with a floor of \$1,200 and a ceiling of \$7,000.
- The 2023-24 Tennessee Higher Education Commission (THEC) appropriations recommendation and the 2023-24 THEC capital projects recommendation were shared with Board members.

President Noland reminded Trustees of ETU's SACSCOC reaffirmation timeline:

- September 2022: Compliance Certification Submitted
- November 2022: Off-site Reaffirmation Review—found compliant in all but three areas; confident documentation will be provided during the on-site review that affirms compliance
- February 2023: QEP and Focused Report Due
- April 2023: On-site Reaffirmation Review
- December 2023: Reaffirmation anticipated

President Noland concluded his update by sharing the following priorities for the upcoming TN legislative session with Trustees:

- Request that the state include a \$5 million reoccurring appropriation in its upcoming budget to support the Bill Gatton College of Pharmacy. The Gatton College of Pharmacy currently receives no state operating support and because of its complete reliance on tuition revenue, it is essentially a private college housed in a public university.
- Support full funding of the THEC state appropriations funding recommendation.
- Remedy technical and policy issues related to GME funding for the Quillen College of Medicine.
- Funding for the Brown Hall Phase II project and deferred maintenance projects.
- ETSU Board of Trustee confirmation hearings.

### **XIII. Action Item: Resolution of Appreciation for Dr. B.J. King**

The Board adopted a resolution extending heartfelt appreciation to Dr. B.J. King who has served at the university for 25 years, working her way from a position as an internal auditor to her current role as Chief Financial Officer for the university and the ETSU Foundation and ETSU Research Corporation.

The resolution was approved as submitted with Trustee Melissa Steagall-Jones making the motion and Trustee Foley seconding the motion. The motion passed unanimously.

**XIV. Other Business**

No other business was discussed.

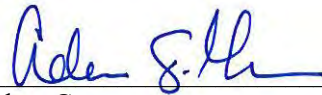
**XV. Executive Session**

There was no need for the board to convene in an executive session.

**XVI. Adjournment**

Board Chair Dr. Latimer adjourned the meeting at 3:56 p.m.

Respectfully submitted,



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Adam Green  
Secretary of the Board of Trustees

Approved by the Board of Trustees at its February 17, 2023 meeting.

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: ETSU Strategic Agenda, KPIs and Peer Institutions

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Michael Hoff  
University Chief Planning Officer  
Vice Provost of Planning and Decision Support

Following the Board’s approval of the new strategic vision derived from the ETSU Committee for 125 Chapter II, staff have revised the 2016-2026 strategic plan to incorporate new and revised action items.

This revised strategic agenda includes updated priorities, revised goals, updated key performance indicators (KPIs) and a new set of peer institutions.

There are seven key pillars of the revised strategic agenda, keeping the original six, and adding a pillar regarding fiscal sustainability. Given the fiscal climate and increasing pressure to remain affordable it was imperative the implementation of any strategic initiatives be within the context of ensuring a fiscally sustainable university.

Dr. Hoff will present the revised strategic agenda, key performance indicators, and peer institutions, as well as outline the processes for the development of each.

**MOTION: I move for the adoption of the revised strategic agenda, associated key performance indicators, and list of peer institutions.**

**RESOLVED: The Board of Trustees approves the revised strategic agenda, associated key performance indicators, and list of peer institutions.**



EAST TENNESSEE STATE  
UNIVERSITY

**East Tennessee State University**  
*Strategic Agenda Update*

East Tennessee State University  
November, 2022



## Overview

- **Purpose of higher education**
  - The purpose of any non-profit organization is to demonstrate public value
- **Summary of Process**
- **Revised Strategic Agenda**
  - Pillars
  - Initiatives
  - Key Performance Indicators
- **Implementation 2022-2023**



## Public Purpose of Higher Education

- **Access:** All students should have access to public post-secondary education
- **Equity:** Barriers to participation should be removed
- **Affordability:** Federal, state, and institutional financial aid policies should promote affordable access to post-secondary education
- **Quality:** Students should have the highest quality educational system affordable to them
- **Public Service:** Institutions should provide services to local communities to support broad societal needs
- **Research and Economic Development:** Institutions should serve as the driver of the current economy and vehicle for expansion of the knowledge economy



## ETSU Strategic Plan 2016-2026 Process History

- **March 24, 2017:** Board approves ETSU 2016-2026 Strategic Plan
- **November 15, 2019:** Strategic Plan Progress and KPIs
- **February 21, 2020:** Strategic Plan Progress and KPIs
- **November 13, 2020:** ETSU 125 Chapter II and Strategic Plan Update
- **February 19, 2021:** ETSU 125 Chapter II Update and KPIs
- **March 2021:** ETSU Committee for 125 Chapter II Launch
- **September 16, 2021:** ETSU Board Retreat (C125.2)
- **November 19, 2021:** Key Performance Indicators
- **February 18, 2022:** ETSU C125.2 Update and Strategic Discussion
- **April 22, 2022:** Board approves C125.2 Final Report
- **September 16, 2022:** BOT Discussion of New KPIs and Peer Institutions



## ETSU Board of Trustees Areas of Focus

- **Diversify Academic Portfolio:**
  - Create innovative programs in health sciences, business & technology, arts & sciences
- **Enhance Salaries**
- **Enhance E&I Efforts**
- **Enhance Student Success**
  - With a focus on post-graduation outcomes
- **Enhance Access/Pre-college programs**
- **Enhance Research/Economic Development**
- **Integrated Academic Health Center**
- **Enhance housing options on or near campus for students and faculty. Explore public private partnerships**
- **Fiscal Sustainability/Huron**



## ETSU Strategic Agenda 2016-2026

### Access and Success

*Supporting a strategic growth agenda that maximizes the student experience*



#### **Community Stewardship**

*Providing educational opportunities within the community that benefit both students and the region*



#### **Teaching Excellence**

*Ensuring excellence in the academic environment and celebrating great faculty*



#### **Equity and Inclusion**

*Creating parity across demographic groups and cultivating a sense of belonging*



#### **Empowered Employees**

*Empowering employees to pursue excellence and innovation and helping them build fulfilling careers at ETSU*



#### **Fiscal Sustainability and Operational Excellence**

*Harnessing the power of people, processes and technology to achieve operational excellence*



#### **Research and Innovation**

*Enhancing the research administration and supports and bridging the humanities and sciences*



## Pillar I: Access and Success

*Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom. Given the decline in college-going rates and stagnate educational attainment rates, the university is focused on ensuring access to higher education regardless of location, resources, and/or educational background.*

### Initiatives

- Brand Development
- Moon Shot for Equity
- Facilities Master Planning
- Strategic Enrollment Planning
- Wraparound Advising
- Updating the Academic Portfolio
- Housing Transformation



## Access and Success – Key Performance Indicators

- **Undergraduate Enrollment**
  - Freshmen Applications
  - First-Year Average ACT
  - First-Time Transfers
  - First-Time Freshmen
  - Dual Enrollment
- **Graduate Enrollment**
  - Graduate
  - Professional
- **Overall Enrollment**
  - International Enrollment
  - Out-of-State Enrollment
  - Percent Female/Male
  - Percent Receiving Financial Aid
  - Veteran Students
  - Percent of Students Living on Campus





## Pillar II: Teaching Excellence

*In the next decade, faculty excellence will be the factor that will separate successful institutions from those that fail to meet their missions. Ensuring excellence in the academic environment will benefit every student who attends the university.*

### Initiatives

- QEP: Community-Engaged Learning
- Moon Shot for Equity
- Facilities Master Planning
- SACSCOC and Discipline Specific Accreditation
- Updating the Academic Portfolio



## Teaching Excellence – Key Performance Indicators

- **Student Success**
  - First-Time Freshmen Retention Rate
  - Credit Progression (30/60/90)
  - First-Time Freshmen Graduation Rate
  - Licensure Pass Rates
  - Post-Graduation Outcomes (Employment and Continuing Education)
- **Campus Environment**
  - Great Colleges to Work For Survey Results
  - Student-to-Faculty Ratio
  - Percent Full-Time Faculty



## **Pillar III: Empowered Employees**

*ETSU is a complex organization that is best served when employees at all levels feel empowered and trained on how best to implement their purpose and encourage innovation. Additionally, workforce changes make clear the need to have career ladders and succession plans that ensure staff and faculty who begin at ETSU can have fulfilling lifelong careers.*

### **Initiatives**

- Moon Shot for Equity
- Organizational Structure
- Salary Enhancements
- Training and Professional Development



## **Empowered Employees – Key Performance Indicators**

- **Campus Environment**
  - Great Colleges to Work For Survey Results
  - Voluntary Staff Turnover
  - Salary Equity



## **Pillar IV: Research and Innovation**

*Given the broad program portfolio, the university is uniquely positioned to drive both scholarly activity and funded research. Ensuring adequate support and staffing strategies will ensure the university becomes a leader in the research and development fields, particularly when we develop ways the humanities and sciences can work together.*

### **Initiatives**

- Enhanced Research Administration
- Updating the Academic Portfolio
- ETSU Research Corporation



## **Research and Innovation – Key Performance Indicators**

- **Research & Service**
  - Externally Sponsored Awards
  - Research Awards
  - Value of Proposals Submitted
  - Value of Proposals Funded
  - Research Expenditures (HERD)



## Pillar V: Equity and Inclusion

*With a focus on being more inclusive and accessible, the goal is to create parity across demographic groups and provide students with the best possible learning experience.*

### Initiatives

- Moon Shot for Equity
- Training
- Multicultural Center
- Bridge Programs
- Employee Recruitment
- Strategic Enrollment Plan



## Equity and Inclusion – Key Performance Indicators

- **Student Success**
  - First-Time Freshmen Retention Rate
  - Credit Progression (30/60/90)
  - First-Time Freshmen Graduation Rate
  - Licensure Pass Rates
- Post-Graduation Outcomes (Employment and Continuing Education)
- **Campus Environment**
  - Great Colleges to Work For Survey Results
  - Voluntary Staff Turnover



## Pillar VI: Community Stewardship

*Regional public institutions cannot achieve their mission without direct community involvement. The next five years at ETSU will be focused on community-engaged learning, whereby students are provided educational opportunities within the community that benefit both students and the regional areas around all ETSU educational sites.*

### Initiatives

- QEP: Community Engaged Learning
- Integrated Academic Health Science Center
- ETSU Research Corporation
- Moon Shot for Equity
- Brand Development
- Higher Education Research Center
- Continue to develop regional partnerships



## Community Stewardship – Key Performance Indicators

- **Research & Service**
  - Externally Sponsored Awards
  - Research Awards
  - Value of Proposals Submitted
  - Value of Proposals Funded
  - Research Expenditures (HERD)
- **Stewardship of Place**
  - Service Hours
  - Patient Visits
  - Martin Center Ticket Sales and Events
  - Attendance at Athletic Events
  - Total Funds Raised (Giving)
  - Post-Graduation Outcomes (Employment and Continuing Education)



## **Pillar VII: Fiscal Responsibility and Operational Excellence**

*The economic drivers that impact higher education and our students are changing rapidly. To ensure ETSU can respond to the volatility, the university will make considerable changes to financial mechanisms and operational environments to ensure ETSU continues to be synonymous with a high-quality, affordable education.*

### **Initiatives**

- Budget Model Update and Resource Alignment
- Salary Enhancements
- Facilities Master Planning
- SACSCOC Accreditation
- Strategic Enrollment Plan
- Oracle ERP Transition



## **Fiscal Responsibility and Operational Excellence – Key Performance Indicators**

- **Fiscal Sustainability**
  - Composite Financial Index
  - Net Revenue
  - Reserves As A Percent of E&G
  - Discount Rate
  - Deferred Maintenance Value
  - Total Funds Raised – Research and Giving



## ETSU Peer Group 2022

Institution	Average Rank
University of South Alabama*	4.38
University of North Carolina at Greensboro*	4.33
Marshall University*	4.19
Northern Illinois University	4.13
Western Carolina University	4.12
University of Memphis	4.00
Wright State University - Main Campus*	4.00
University of Louisiana at Lafayette	4.00
University of Tennessee - Chattanooga	3.96
East Carolina University*	3.93
Central Michigan University*	3.88
The University of Montana	3.85
Wichita State University	3.85
University of Missouri - Kansas City*	3.85
Arkansas State University	3.78

\*Indicates previous peer

### Peer Selection Process

- Quantitative analysis using peer data set from IPEDS data submissions – produced 18 potential peers
- Formal presentation of potential peers and methodology, to various stakeholders with discussion and feedback
- Revised peer group of 23 institutions circulated among university leaders, faculty, and staff for ranking
- Combined analysis produced 15 peers for consideration



## ETSU Key Performance Indicators – Student Success

East Tennessee State University Key Performance Indicators - Fall 2022 Update - Draft			
Key Performance Indicator	Baseline 2022	Goal 2026*	Trend
Undergraduate enrollment	10,553	11,846	↑
freshmen applications	9,614	12,000	↑
First-year average ACT	22.6	24	↔
First-time Transfers	1,079	1,100	↓
First-time Freshmen	2,056	2,100	↑
Dual Enrollment	651	800	↑
Graduate Enrollment	2,421	2,854	↔
Professional Enrollment	762	800	↑
Overall Enrollment	13,763	15,500	↑
International Enrollment	369	600	↑
Percent Non-White	26.31	33	↑
Out-of-state Enrollment	2,552	3,000	↑
Percent female	62.7	60	↔
Percent Male	37.3	40	↔
Percent receiving Financial Aid	87%	In Development	In Development
Veteran Students (includes dependents using benefit)	889	1,000	↑
Percent of students living on campus	21.40%	22%	↑
First-time Freshmen Retention Rate	72%	85%	↑
First-time Freshmen Graduation Rate	55%	60%	↑
First-time Freshmen Graduation Rate (non-white)	41%	60%	↑
Licensure Pass Rates	In Development	In Development	In Development
Percent of Graduates Employed/Continuing Education	90%	95%	↑

\*Draft goals will be finalized once peers approved



## ETSU Key Performance Indicators – Organizational Excellence

East Tennessee State University Key Performance Indicators - Fall 2022 Update - Draft			
Key Performance Indicator	Baseline 2022	Goal 2026*	Trend
Great Colleges to Work For Overall Satisfaction	73%	76%	↑
Student-to-Faculty Ratio	15-to-1	18-to-1	↔
Percent of Courses Taught by Full-time Faculty	72.80%	70%	↑
Voluntary Staff Turnover	10.60%	In Development	In Development
Salary Equity (All Ranks Faculty Salary - Gap to Peer)	-\$9,376	\$0	↑
Research Awards	\$12,770,290	\$25,000,000	↑
Value of Proposals Submitted	\$176,117,546	In Development	In Development
Value of Proposals Funded	\$69,948,944	\$75,000,000	↑
Research Expenditures (HERD)	\$18,449,000	\$30,000,000	↑
Service Hours	12,981	In Development	In Development
Patient Visits	337,983	In Development	In Development
Martin Center Ticket Sales (baseline is only 5 mo.)	\$497,107	In Development	In Development
Attendance at Athletic Events	In Development	In Development	In Development
Total Funds Raised (Giving)	\$42,457,933	In Development	↑
Composite Financial Index (higher is better)	4.47	3	↑
Net Operating Revenues (higher is better)	10.86	4	↑
Primary Reserve Ratio (higher is better)	0.51	0.4	↑
Deferred Maintenance Value	\$9,200,000.00	In Development	In Development
Discount Rate (lower is better)	22%	25%	↑
Total Funds Raised (Research and Giving)	\$112,406,877	In Development	In Development

\*Draft goals will be finalized once peers approved

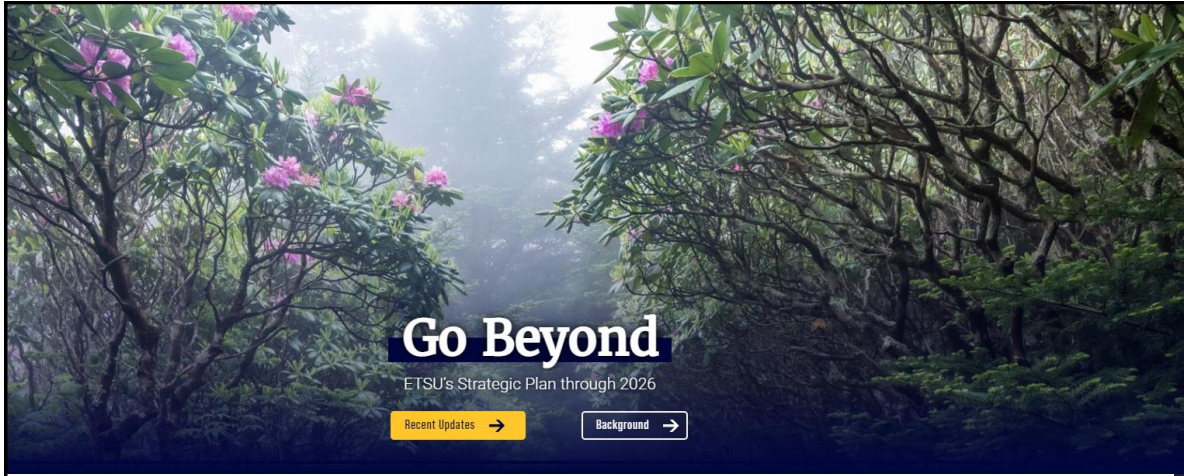


## Implementation 2022-2023

- Continue implementation and ensure alignment of unit level strategic plans
- Develop and implement recommendations regarding budget model redesign and operational efficiency – with a focus on student service and development
- Complete Campus Master Plan
- Finalize and submit ETSU Quality Enhancement Plan: Community Engaged Learning
- Develop and implement web-based display of key performance indicators







# Go Beyond

ETSU's Strategic Plan through 2026

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**Questions**  
*[etsu.edu/strategy](https://etsu.edu/strategy)*

