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6-9-2017

### 2017 June 9 – Board of Trustees Academic and Student Affairs Committee

East Tennessee State University

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EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE  
JUNE 2017 MEETING

9:30-11:30am EDT  
Friday  
June 9, 2017

Third Floor Meeting Room  
D.P. Culp University Center  
412 J.L. Seehorn Road  
Johnson City, TN

AGENDA

- I. Call to Order
- II. Roll Call
- III. [Approval of the Committee Minutes from April 24, 2017](#) (5 minutes)
- IV. [Promotion and Tenure of Faculty Members](#) (10 minutes)
- V. [Memorandum of Understanding with Mountain States Health Alliance](#) (30 minutes)
- VI. [A Review of the Teaching Profile of ETSU by Time Status and Tenure Status](#)  
(30 minutes)
- VII. [ETSU Online: A Report on Quantitative and Qualitative Dimensions](#) (30 minutes)
- VIII. Other Business
- IX. Adjournment

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: June 9, 2017

ITEM: Approval of the Minutes of April 24, 2017

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: David Linville, Secretary

The minutes of the April 24, 2017 meeting of the Academic and Student Affairs Committee are included in the meeting materials

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

**RESOLVED: The reading of the minutes of the April 24, 2017 meeting of the Academic and Student Affairs 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 AND STUDENT AFFAIRS COMMITTEE

MINUTES

April 24, 2017  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee held its first meeting at 2 p.m. on Monday, April 24, 2017, in the President's Conference Room in Burgin Dossett Hall on ETSU's main campus in Johnson City, Tennessee.

**I. Call to Order**

Dr. Linda Latimer, chair of the Academic and Student Affairs Committee, called the meeting to order.

**Roll Call**

Deputy Secretary Mr. Nathan Dugger called the roll. Committee members in attendance were:

Dr. Linda Latimer, chair  
David Golden  
Fred Alsop  
Janet Ayers (via telephone)

Mr. Dugger told Chair Latimer she had a quorum.

Guests in attendance included: Joe Smith, University Relations; Dr. Wilsie Bishop, vice president for Health Affairs; Dr. Mike Hoff, associate vice president of Planning and Decision Support and chief planning officer; Dr. Bert Bach, provost and vice president of Academic Affairs; and Kristen Swing, University Relations (taking minutes).

**Housekeeping Items**

Mr. Dugger asked Trustee Ayers two questions in accordance with Tennessee Code 8-44-108 section (c)(3). He asked if Trustee Ayers was able to clearly hear the folks at the meeting so that she could participate. Trustee Ayers said she could hear. Those physically present at the meeting confirmed they could hear Trustee Ayers. Mr. Dugger also asked Trustee Ayers to identify any persons present in the room with her, to which she said no one was in the room with her.

## II. Briefing Items

Chair Latimer explained that, due to the short timeline before the accreditation visit by the Southern Association of Colleges and Schools Commission on Colleges occurring May 15-17, it was necessary for the committee to meet in order to review and approve for recommendation to the full board agenda items related to faculty promotion and tenure, faculty rank and academic freedom.

Dr. Bert Bach provided an orientation to matters relevant to committee deliberations and actions that pertain to responsibilities set forth in bylaws. Dr. Bach reported that he met with Chair Latimer about two weeks ago and walked her through the presentation he was about to give to the entire committee. He said the presentation attempts to address how various actions and the university relate to the charge of this specific committee.

- A. Dr. Bach began by providing the committee's charge, which spans 14 areas of responsibility or oversight, including nine relating to Academic Affairs, three relating to Student Affairs and two relating to Athletics. (*Committee Charge, Section 5 of bylaws.*)
- B. Those areas fall under three vice presidents – Dr. Bert Bach; Dr. Wilsie Bishop, vice president for Health Affairs; and Dr. Joe Sherlin, vice president of Student Affairs. He shared with committee members organizational charts for each of those individuals.
- C. Dr. Bach noted that the Tennessee Higher Education Commission, in light of the governance change, has revised a number of policies related to academic programs, which were approved by the Board of Trustees at the inaugural meeting in March. THEC will be revising additional policies and ETSU will have to reflect those revisions in its policies.

The authorization for final approval of programs (changes to, creation of, etc.) is reflected in Tennessee code and THEC policy. Those actions are established through a series of protocols that Dr. Bach referred to as “what is” done currently and pointed out that the Board of Trustees will determine what “will be.” Dr. Bach noted that curricular matters, by policy, emerge from the faculty. Dr. Bach shared a matrix that depicts final authority for approval of academic policy or actions. The matrix shows various types of academic actions (in the left column) as well as the various bodies that consider the actions and where an action is approved. Dr. Bach noted that the Division of Student Affairs is developing a comparable matrix.

Trustee Golden asked a question regarding the matrix and who approves specific actions (for example, the Name/Title change for Program/Concentration) because it did not say “approves” anywhere. Dr.

Bach explained that it is the last blue box on the line that indicates who makes the approval. (In the given example, he said the president would be the one to approve.)

- D. Dr. Bach explained that, as provost and vice president for Academic Affairs, he chairs the Academic Council. He provided the charge of the Academic Council as well as its membership. He said he also serves as staff for this committee. He noted that he served for 12 years staffing the equivalent of this committee for the Tennessee Board of Regents and, over that period of time, worked with a number of committee members and chairs.
- E. Different committees, Dr. Bach said, have different preferences on reports they want to see and ones they do not wish to see. He said he is presenting fairly common reports that existed at the TBR committee meetings but said it is up to this committee to determine if this is the information it wants to see or if there is other information it wants to review.
- F. Recurring reports typically reviewed by the TBR equivalent of this committee include items relating to accreditation and program quality in September (Regional Accreditation Status, THEC Quality Assurance Program Reviews, Licensure Exam Results, etc.); items relating to student outcomes, engagement and state funding implications in November (ETSU Outcomes Based Funding, Markov Chain Enrollment Projections, Student Engagement Review, Student Athlete Profile and Success Report, etc.); items pertaining to quality assurance funding in February (Quality Assurance Funding, etc.); and instructional profile and student success initiatives in April (Teaching Profile by time status and tenure status, etc.).

Second kinds of reports that are traditionally recurring include reports focused on enrollment, student success and Drive to 55 data. This includes items relating to retention, progression, graduation and the engagement profile. It also includes a faculty profile by type and credit hours produced. Dr. Bach noted that trustees might ask for things such as the teaching distribution (by course level, faculty type and/or by college).

There also traditionally have been ad hoc, or non-cyclic, reports provided to this type of committee. As examples, these might include updates on the potential Mountain States Health Alliance/Wellmont merger; information on the minors on campus policy being created; policies and procedures related to public forums on campus; and information related to emergency preparedness.

Trustee Golden asked, Who feels they own Goldlink? Referencing the customer orientation around Goldlink, Trustee Golden said he felt that affects Student Affairs and suggested this committee take some oversight

of that, with the front-end user (student) in mind. He noted that nothing touches ETSU students more than Goldlink.

Trustee Golden also asked which committee owns Alumni. He said he has had a number of ETSU alumni asking him questions since he was appointed to the board. While he understood that alumni may not have been an area of focus for the TBR, he said he felt it was an area of opportunity that needed to belong to one of the Board's committees. Trustee Golden said he did not want it to fall through the cracks.

### **III. Adoption of Policies**

Dr. Bach presented four policies: Tenure; Faculty Ranks and Promotion; Definition of Faculty and Types of Appointment; and Academic Freedom and Responsibility.

He said some members of the ETSU faculty were notified last year that they would be eligible for tenure. Those individuals began going through the review while ETSU was still under the TBR. Dr. Bach said there was particular concern that we did not change the review process on the people in this situation as governance is moved to the Board of Trustees. He said there must be a policy in place in this area for accreditation standards. He noted that these four policies are longstanding policies that currently reside in the faculty handbook and align with corresponding TBR policy. With the tenure policy in particular, Dr. Bach said it must be changed to indicate the Board of Trustees now awards tenure. He said changes to the policy are all minor editorial changes, essentially removing references to the TBR. There also were some hyperlinks that led to other TBR policies, so the verbiage of those sections were added to the policy rather than just a hyperlink to the sections. Given the fact that this is a very sensitive issue, Dr. Bach asked past president of the Faculty Senate Dr. Virginia Foley and current Faculty Senate President Dr. Susan Epps to review the policy and ensure no changes have been made. They went through it page by page and confirmed there were no substantive changes. The policy was then approved at Academic Council.

Dr. Bach recognized there may be parts of the policies that the Board of Trustees will want to change over time. While there are opportunities for improvement, he said it was important to be able to say that, to the extent possible, we are only proposing changes that indicate the Board of Trustees is replacing the TBR.

Trustee Alsop pointed out that as past president one of Dr. Foley's duties is controlling any editorial changes to the faculty handbook and noted that a committee, on which he served, looked at the policies.

Trustee Golden said it makes a lot of sense to him, with so much new happening right now, to not do more new than we need to, particularly around an issue as sensitive as tenure. He also aired his appreciation for the extra effort (in getting Drs. Foley and Epps to review) to provide assurance.

Dr. Bach noted that what he said about the tenure policy essentially applies to the other three proposed policies as well. He did point out that the Academic Freedom and Responsibility policy is noted in the meeting materials as being new, but said it was a mistake and should, like all the others, be noted as “revised.”

Trustee Golden made a motion to recommend the adoption of the policies. It was seconded by Trustee Alsop and unanimously approved. The recommendation will now be presented to the full Board of Trustees for approval.

#### **IV. Other**

- A called Board of Trustees meeting is expected to take place in early May. Deputy Secretary Dugger indicated it was tentatively scheduled for May 12 at 9 a.m., however several committee members indicated potential conflicts with that date. Deputy Secretary Dugger said once the necessary committee meetings were scheduled, the called meeting of the full Board would be scheduled according to availability of trustees.
- Trustee Alsop asked for an update on the upcoming SACS accreditation visit. Dr. Bach said SACS has a template review document that indicates there will be meetings with the Board of Trustees as part of the visit, but noted the itinerary will be up to the SACS chair for the visit. Dr. Wilsie Bishop, having conducted several visits to other institutions for SACS, reviewed the process for team accreditation visits, particularly those initiated by a governance change. She said the team will want to know from the Board of Trustees if policies have been established and if those policies are being followed. She said the team typically looks at meeting minutes to ensure the Board of Trustees is focusing on policies and not the operation of the university. She said there will likely be at least one meeting with available trustees and that the team is interested in the processes trustees have gone through to be oriented. Dr. Bishop said there will probably be a president or chancellor of a university and the SACS vice president will definitely be part of the team. Dr. Bach noted that the current SACS vice president Dr. Cheryl Cardell is retiring soon but has agreed to staff the ETSU visit. Dr. Bishop added that the chair of the team coming to ETSU is the provost at Texas A&M.
- Chair Latimer encouraged all of the committee members to start sending information on what they want to look at in future meetings.

Chair Latimer adjourned the meeting at 2:54 p.m.



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: June 9, 2017

ITEM: Promotion and Tenure of Faculty Members

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Bert C. Bach  
Provost and Vice President for Academic Affairs

Promotion in rank is recognition of past achievement of the faculty member being considered for promotion. In addition, the advancement in rank is recognition of future potential and a sign of confidence that the individual is capable of even greater accomplishments and of assuming greater responsibilities. The policy of the University is to make promotions strictly on consideration of merit tempered by university and fiscal considerations.

The major responsibilities of the university are to provide the best possible education, to encourage scholarship, creative productivity, and research, and to furnish significant service to the citizens of the State of Tennessee. Fundamental to this responsibility is the recruitment, selection, recognition, and retention of quality faculty members. Providing incentives and rewards for superior performance is a means of assuring the continuing existence of a high quality faculty. Advancement in rank is a recognition of accomplishments and a sign of confidence that the individual is capable of greater achievements and of assuming greater responsibilities. The policy of East Tennessee State University is to grant advancement on the basis of merit. In accord with this policy, promotions are to be made equitably, impartially, and in keeping with university guidelines.

The appraisal of each candidate includes a thorough review of achievements which are expected in teaching; research, scholarly or creative activity; and professional service. The criteria according to which excellence is defined will vary from discipline to discipline. The standards established by each discipline are carefully documented and considered by everyone involved in the evaluation of members of that discipline.

Tenure is awarded only by positive action of the Board of Trustees, pursuant to the requirements and procedures of the policy of the university. Tenure is a personnel status in an academic department or other academic program unit pursuant to which the academic or fiscal year

appointments of full-time faculty who have been awarded tenure are continued at a university until the expiration or relinquishment of that status, subject to termination for adequate cause, for financial exigency, or for curricular reasons.

The awarding of tenure is recognition of the merit of a faculty member and of the assumption that he/she would meet the long-term staffing needs of the department or other academic program unit and the university. Tenure is awarded only to those members of the faculty who have exhibited professional excellence and outstanding abilities sufficient to demonstrate that their future services and performances justify the degree of permanence afforded by academic tenure. Tenure appointments reside in the departments and other academic program units, and are assurances of continued employment during the appointment year subject to expiration, relinquishment, or terminations of tenure as set out in the university policy.

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

**RESOLVED: Promotion in rank and/or the awarding of Tenure is granted to the faculty members recommended by the President in the particular unit, department, or college as outlined in the meeting materials.**

May 10, 2017

David Linville, MD, EdD, Secretary  
ETSU Board of Trustees  
East Tennessee State University

Dr. Linville,

I recommend that the Board of Trustees award tenure to the faculty named on attachment A and promotion to those named on attachment B. The faculty listed below are recommended as exceptions permitted by ETSU policy or are recommended for tenure upon appointment.

Attachment C provides summary data on numbers and percentages of full-time ETSU faculty with tenure and by professorial rank in fall 2015 and fall 2016.

#### **Recommended as Exceptions**

Dr. Thomas Bishop                      Department of Family Medicine  
Exception: Awarding tenure prior to completing the probationary period

Dr. Bishop came to East Tennessee State University as an assistant clinical professor in Family Medicine in 2012 and transferred to the tenure track in 2014. During his time at ETSU he has been recognized as an outstanding clinician, working as a clinical psychologist at the Johnson City Family Medicine Clinic, where he is now the director of behavioral medicine. His service to ETSU includes playing a leadership role in the Academic Health Sciences Center's inter-professional education initiative. In addition to directing clerkships he has given numerous lectures and presentations to classes in the Quillen College of Medicine, ETSU's department of psychology, and elsewhere. He is the first author of three articles published since his arrival at ETSU and has been a co-presenter of 24 poster sessions and presentations at regional and national meetings. Dr. Bishop is currently the principal investigator or core investigator of several grants and projects in the Quillen College of Medicine.

Dr. Jennifer Gibson                      Department of Pediatrics  
Exception: Awarding promotion to associate professor prior to completing the minimum years in rank

Dr. Gibson came to East Tennessee State University in July 2012 as an assistant professor and general pediatrician and pediatric hospitalist. Dr. Gibson is a skilled clinician and has assumed positions of increasing responsibility since coming to ETSU, now serving as chair of the department of pediatrics at the Niswonger Children's Hospital in Johnson City, Tennessee. Since 2012 she has co-authored four articles and made 13 presentations at regional and national conferences. Dr. Gibson currently serves as the Quillen College of Medicine Pediatric Clerkship Director and has been recognized for her teaching. She is the recipient of numerous honors, including the ETSU Caduceus Club's Outstanding Clerkship of the Year Award for 2016 and the ETSU Department of Pediatrics Award for Faculty Member of the Year, 2014-15. Dr. Gibson is an advocate for the Niswonger Children's Hospital and in addition to her professional duties devotes volunteer time to fundraising efforts on behalf of the hospital.

Dr. Kristi Julian

Department of Engineering Technology, Surveying, and Digital Media

Exception: Awarding tenure prior to completing the probationary period and awarding promotion to associate professor prior to completing the minimum years in rank

Dr. Julian joined East Tennessee State University in fall 2013 and since that time has developed an excellent teaching record, reflected in her nomination for the College of Business and Technology teaching award in 2013 and new faculty award in 2014. Dr. Julian teaches at the undergraduate level and has served as mentor for more than 30 undergraduate students. With respect to research, she has published more than 20 peer-reviewed articles since arriving at ETSU. In 2016 she received the Interior Design Educators Council-South award for best regional abstract and presentation. Dr. Julian has received several internal and external grants as well. She has given several invited talks and made presentations at regional, national and international conferences. She has also taught a study abroad course in Rome, Italy, as part of ETSU's new interior architecture curriculum. Prior to coming to ETSU she received five service awards for her work with professional organizations.

Dr. Jackson Williams

Department of Pediatrics

Exception: Awarding promotion to associate professor prior to completing the minimum years in rank

Dr. Williams joined East Tennessee State University in 2016. An experienced clinician and educator, he was previously assistant professor of pediatrics at the Tufts University School of Medicine in Springfield, Massachusetts, where he was also division chief and pediatric hospitalist at the Baystate Medical Center. He now serves as division chief and pediatric hospitalist at the Niswonger Children's Hospital in Johnson City, Tennessee. Dr. Williams brings to ETSU a distinguished record of public service that includes international medical missions to countries such as Haiti, Liberia and India. In 2010 he was a founding member and leader of REACH, Residents Educated in Alternative Cultures and Health, which developed an international medical curriculum and program for resident physicians and others at Tufts University. Dr. Williams' many honors and recognitions include Baystate Hospital's David Sigelman Humanitarianism Award (2012). He has co-authored four articles and made numerous presentations at national and international conferences. Dr. Williams currently serves as the founding co-chair of the global health subsection of the hospital medicine section of the American Academy of Pediatrics.

### **Recommended for Tenure upon Appointment**

Dr. Jean Hemphill

To be tenured at the rank of associate professor in Nursing Graduate Programs.

I am honored to recommend for tenure or promotion the faculty named in this letter and those on the documents accompanying it.

Sincerely,



Brian Noland  
President

Attachments

Copies: Dr. Bert C. Bach  
Ms. Diana McClay

College/Faculty Name	Location of Tenure
<b>Arts and Sciences</b>	
Fehskens, Matthew	Literature & Language
Glennon, Colin	Political Science, International Affairs, & Public Administration
Herrmann, Andrew	Communication & Performance
King, Carolyn	Sociology & Anthropology
Mayo-Bobee, Dinah	History
Mullins, Mary	Social Work
Pealer, Jennifer	Criminal Justice & Criminology
Potterton, Matthew	Music
Roginskaya, Marina	Chemistry
Ross, Andrew	Art & Design
Waters, Susan	Media & Communication
Wilkins, Brittany	Social Work
<b>Business and Technology</b>	
Becker, Lana	Accountancy
Gorman, Charles	Management & Marketing
Julian, Kristi*	Engineering, Technology, Surveying, & Digital Media
Uddin, Mohammad	Engineering, Technology, Surveying, & Digital Media
<b>Education</b>	
DeWeese, Brad	Sport, Exercise, Recreation, & Kinesiology
Doran, Erin	University School
Fisher, Stacey	Curriculum & Instruction
Flora, Bethany	Educational Leadership & Policy Analysis
Lee, Jessica	University School
Robertson, Laura	Curriculum & Instruction
Sato, Kimitake	Sport, Exercise, Recreation, & Kinesiology
Tadlock, Daniel	University School
<b>Medicine</b>	
Bishop, Thomas*	Family Medicine
<b>Nursing</b>	
Hemphill, Jean**	Graduate Programs
<b>Pharmacy</b>	
Hagemeier, Nicholas	Pharmacy Practice
Walls, Zachary	Pharmaceutical Sciences
<b>Public Health</b>	
Alamian, Arsham	Biostatistics & Epidemiology
Brown, Patrick	Health Sciences
Peterson, Jonathan	Health Sciences
Wang, Liang	Biostatistics & Epidemiology

College/Faculty Name	Department	Recommend Promotion to
<b>Arts and Sciences</b>		
Fehskens, Matthew	Literature & Language	Associate Professor
Glennon, Colin	Political Science, International Affairs, & Public Admin	Associate Professor
Graves, Travis	Art & Design	Professor
Gregg, Christopher	Geosciences	Professor
Herrmann, Andrew	Communication & Performance	Associate Professor
Jones, Thomas	Biological Sciences	Professor
King, Carolyn	Sociology & Anthropology	Associate Professor
Kirkby, Scott	Chemistry	Professor
Kumar, Dhirendra	Biological Sciences	Professor
Mayo-Bobee, Dinah	History	Associate Professor
McCallister, Leslie	Sociology & Anthropology	Professor
Mullins, Mary	Social Work	Associate Professor
Oh, Sunjoo	Music	Professor
Pealer, Jennifer	Criminal Justice & Criminology	Associate Professor
Roginskaya, Marina	Chemistry	Associate Professor
Ross, Andrew	Art & Design	Associate Professor
Sellers, Eric	Psychology	Professor
Waters, Susan	Media & Communication	Associate Professor
Webb, Jon	Psychology	Professor
Wilkins, Brittany	Social Work	Associate Professor
Zembower, Christian	Music	Professor
<b>Business and Technology</b>		
Becker, Lana	Accountancy	Associate Professor
Gorman, Charles	Management & Marketing	Associate Professor
Julian, Kristi*	Engineering Technology, Surveying, & Digital Media	Associate Professor
Uddin, Mohammad	Engineering Technology, Surveying, & Digital Media	Associate Professor
<b>Clinical and Rehabilitative Health Sciences</b>		
Boggs, Teresa	Audiology & Speech Language Pathology	Associate Professor
Byington, Randy	Allied Health Sciences	Professor
Cherry, Shirley	Allied Health Sciences	Associate Professor
Elangovan, Saravanan	Audiology & Speech Language Pathology	Professor
<b>Continuing Studies</b>		
Leroy-Frazier, Jill	Continuing Studies	Professor
<b>Education</b>		
DeWeese, Brad	Sport, Exercise, Recreation, & Kinesiology	Associate Professor
Fisher, Stacey	Curriculum & Instruction	Associate Professor
Flora, Bethany	Educational Leadership & Policy Analysis	Associate Professor
Sato, Kimitake	Sport, Exercise, Recreation, & Kinesiology	Associate Professor

## Medicine

Bishop, Thomas	Family Medicine	Associate Professor
Denham, James	Section of Medical Education	Associate Professor
Gibson, Jennifer*	Pediatrics	Associate Professor
Heiman, Diana	Family Medicine	Professor
Shams, Wael	Internal Medicine	Professor
Whaley, Martha	Medical Library	Professor
Williams, Jackson*	Pediatrics	Associate Professor
Youssef, Dima	Internal Medicine	Associate Professor

## Pharmacy

Cluck, David	Pharmacy Practice	Associate Professor
Hagemeier, Nicholas	Pharmacy Practice	Associate Professor
Walls, Zachary	Pharmaceutical Sciences	Associate Professor

## Public Health

Alamian, Arsham	Biostatistics & Epidemiology	Associate Professor
Brown, Patrick	Health Sciences	Associate Professor
Peterson, Jonathan	Health Sciences	Associate Professor
Wang, Liang	Biostatistics & Epidemiology	Associate Professor

## Full-Time Faculty by Academic Rank

### Main Campus

	<u>Fall 2015</u>		<u>Fall 2016</u>	
	<u>Count</u>	<u>%</u>	<u>Count</u>	<u>%</u>
Other	2	0.3	2	0.3
Lecturer	60	9.6	62	9.8
Instructor	66	10.6	68	10.8
Assistant Professor	178	28.6	175	27.7
Associate Professor	156	25.1	164	25.9
Professor	160	25.7	161	25.5
	<b>622</b>	<b>100.0</b>	<b>632</b>	<b>100.0</b>

### Medicine

	<u>Fall 2015</u>		<u>Fall 2016</u>	
	<u>Count</u>	<u>%</u>	<u>Count</u>	<u>%</u>
Other	0	0.0	0	0.0
Lecturer	0	0.0	0	0.0
Instructor	2	1.1	2	1.1
Assistant Professor	66	35.5	63	34.1
Associate Professor	34	18.3	36	19.5
Professor	84	45.2	84	45.4
	<b>186</b>	<b>100.0</b>	<b>185</b>	<b>100.0</b>

### Pharmacy

	<u>Fall 2015</u>		<u>Fall 2016</u>	
	<u>Count</u>	<u>%</u>	<u>Count</u>	<u>%</u>
Other	0	0.0	0	0.0
Lecturer	0	0.0	0	0.0
Instructor	0	0.0	0	0.0
Assistant Professor	8	28.6	9	31.0
Associate Professor	15	53.6	14	48.3
Professor	5	17.9	6	20.7
	<b>28</b>	<b>100.0</b>	<b>29</b>	<b>100.0</b>

### Combined

	<u>Fall 2015</u>		<u>Fall 2016</u>	
	<u>Count</u>	<u>%</u>	<u>Count</u>	<u>%</u>
Other	2	0.2	2	0.2
Lecturer	60	7.2	62	7.3
Instructor	68	8.1	70	8.3
Assistant Professor	252	30.1	247	29.2
Associate Professor	205	24.5	214	25.3
Professor	249	29.8	251	29.7
	<b>836</b>	<b>100.0</b>	<b>846</b>	<b>100.0</b>

#### Notes:

1. Does not include: Faculty with part-time FTE; Military Science faculty; VA Academic faculty; Geographic, full-time faculty with part-time FTE (Medicine only); Administrative employees (AE, AD, CH) with rank.
2. Does include: University School faculty
3. Other rank are post-doc appointments in Literature & Language



## Full-Time Faculty by Tenure Status

### Main Campus

	<u>Fall 2015</u>		<u>Fall 2016</u>	
	Count	%	Count	%
Non Tenure-Track	120	19.3	113	17.9
Tenure-Track	147	23.6	162	25.6
Tenured	355	57.1	357	56.5
	<b>622</b>	<b>100.0</b>	<b>632</b>	<b>100.0</b>

### Medicine

	<u>Fall 2015</u>		<u>Fall 2016</u>	
	Count	%	Count	%
Non Tenure-Track	99	53.2	101	54.6
Tenure-Track	7	3.8	11	5.9
Tenured	80	43.0	73	39.5
	<b>186</b>	<b>100.0</b>	<b>185</b>	<b>100.0</b>

### Pharmacy

	<u>Fall 2015</u>		<u>Fall 2016</u>	
	Count	%	Count	%
Non Tenure-Track	16	57.1	17	58.6
Tenure-Track	2	7.1	2	6.9
Tenured	10	35.7	10	34.5
	<b>28</b>	<b>100.0</b>	<b>29</b>	<b>100.0</b>

### Combined

	<u>Fall 2015</u>		<u>Fall 2016</u>	
	Count	%	Count	%
Non Tenure-Track	235	28.1	231	27.3
Tenure-Track	156	18.7	175	20.7
Tenured	445	53.2	440	52.0
	<b>836</b>	<b>100.0</b>	<b>846</b>	<b>100.0</b>

#### Notes:

1. Does not include: Faculty with part-time FTE; Military Science faculty; VA Academic faculty; Geographic, full-time faculty with part-time FTE (Medicine only); Administrative employees (AE, AD, CH) with rank.
2. Does include: University School faculty

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: June 9, 2017

ITEM: Memorandum of Understanding with Mountain States Health Alliance

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Wilsie S. Bishop  
Vice President for Health Affairs

ETSU and its health professions programs offered through the Academic Health Sciences Center (AHSC) have been affiliated with the hospitals within the Mountain States Health Alliance (MSHA) for over sixty years. In recent years as the system has become more complex and with the current focus on the merger of this system with the Wellmont Health System (WHS), also a clinical affiliate of our health professions programs, it was determined that all existing affiliation agreements and contracts should be brought together under the umbrella of one Memorandum of Understanding (MOU). The AHSC has begun this process with MSHA and upon completion of the MOU between MSHA and ETSU, AHSC leadership will begin the process of creating an umbrella MOU with WHS and/or the merged Ballad Health System.

During Summer and Fall 2016, discussions began with the MSHA leadership and the ETSU/AHSC deans, President Noland and Vice President Bishop to begin the MOU development. Over the past six months, a small writing group with representatives from both MSHA and ETSU have completed the initial development of the MOU that outlines infrastructure, standing rules, and opportunities for collaboration going forward.

Specifically, the MOU

- Affirms mutual commitment to providing medical and health professional education, conducting research and improving the health and welfare of the people of our region.
- Affirms commitment of the two institutions to develop a strategic relationship governed at a senior level which will benefit the respective goals of Mountain States and ETSU.
- Identifies a joint purpose and common objectives including:
  - Educating and training current and future healthcare providers
  - Improving the health of the region by addressing the leading health determinants and challenges of the region

- Providing high quality, affordable, and accessible healthcare across the clinical spectrum and lifespan
  - Advancing the understanding of health and disease through research
  - Working toward interoperability of information, health records, clinical, and research platforms to support achievement of mutual goals.
- Provide an infrastructure for strategic initiatives as well as implementation of joint and mutually beneficial endeavors to include:
  - Coordinating Council (with a representative from the ETSU Board of Trustees)
  - Joint Education Council
  - Joint Clinical Council
  - Joint Research Council
- Acknowledges importance of the primary relationship between MSHA and ETSU in developing an academic health center model for our region.

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

**RESOLVED: The Board of Trustees authorizes the President of the University to execute the Memorandum of Understanding with Mountain States Health Alliance as outlined in the meeting materials.**

**OPERATING MEMORANDUM OF UNDERSTANDING**  
**between**  
**EAST TENNESSEE STATE UNIVERSITY**  
**and**  
**MOUNTAIN STATES HEALTH ALLIANCE**

**PREAMBLE**

The parties hereto intend this Operating Memorandum Of Understanding (“MOU”) for the purpose of formally recognizing the cooperative efforts of East Tennessee State University, a Tennessee state institution of higher education (“ETSU”) and Mountain States Health Alliance, a Tennessee not-for-profit corporation (“Mountain States”), and to delineate the general responsibilities of each in a mutually beneficial agreement in order to improve medical and health professional education, research, academic enhancement and health care for citizens of this region and the State of Tennessee.

**RECITALS**

WHEREAS, ETSU, through the five colleges of its ETSU Academic Health Sciences Center (each a “College” and, collectively, “Colleges”), shares with Mountain States a long-standing and highly effective commitment to providing medical and health professional education, conducting research and improving the health and welfare of the people of northeast Tennessee and southwest Virginia;

WHEREAS, through their health professional education, inter-professional delivery of health care, focused research, community service, and their long-standing contributions to the region, the Colleges are uniquely qualified to expand their existing collaborations with Mountain States to more effectively and efficiently improve the lives of people living in the region;

WHEREAS, Mountain States operates health care facilities and programs for the benefit of the citizens of northeast Tennessee, southwest Virginia and beyond, serves as a venue for the provision of health professional and medical education, conducts research, provides community service, and provides a unique and necessary outlet for the training and education of health professionals from the Colleges;

WHEREAS, Mountain States and the Colleges have indicated an interest in jointly working to improve the health and welfare of the people in the region;

WHEREAS, the Medical Education Assistance Corporation (“MEAC”) is a private non-profit corporation established to support ETSU’s medical education-related objectives, and the parties intend Mountain States’ contractual relationship with MEAC to be subject to this MOU in the same manner as ETSU;

WHEREAS, Mountain States and ETSU believe that a strategic relationship between the two organizations governed at the senior level will benefit the respective goals of Mountain States, ETSU and its Colleges.

WHEREAS, this MOU does not alter the responsibilities and authority of the governing bodies of the participating organizations.

THEREFORE, the parties agree as follows:

I. JOINT PURPOSE AND COMMON OBJECTIVES

Each party thereby commits to cooperative effort for the benefit of the region and the States of Tennessee and Virginia by improving healthcare through the following common objectives:

1. Educating and training current and future healthcare providers and related professionals in the region to possess the knowledge, skills, and abilities necessary to improve the health of the people living in the region;
2. Improving the health of the region by addressing the leading health determinants and challenges of the region through an integrated and collaborative program of inter-professional education, research, clinical care, and community-based activities;
3. Working together to provide, within the region, high quality, affordable, and accessible healthcare across the clinical spectrum and individual lifespan;
4. Advancing the understanding of health and disease through research and translating these advances into improved healthcare delivery and effective community health improvement programs.
5. Mountain States and ETSU will work toward the adoption and development of inter-operability of information, health records, clinical, and research platforms that effect goals set forth in this MOU to ensure clinical, financial and analytical data is available for patient care, research and quality improvement purposes.

## II. ORGANIZATION AND GOVERNANCE

The parties recognize that Mountain States and its Medical Staff have sole responsibility for control of intra-hospital activities and that ETSU and its faculty have sole responsibility for the conduct of the educational activities of the Colleges. Each party agrees to respect these rights and ensure that the philosophy of this MOU is implemented.

## III. COORDINATING COUNCIL

1. Mission and Responsibilities. ETSU and Mountain States agree to build on their existing relationships to create a robust collaboration by creating a senior level committee (“Coordinating Council”) that will meet regularly to ensure close and on-going collaboration, explore and address current and future trends in healthcare and community health, evaluate the changing health status of the region, share best practices, and bridge the historical divide between “academia” and the “work-place.”
2. Composition. The membership of the Coordinating Council will be comprised of the following:
  - a. one currently serving board member of Mountain States;
  - b. one currently serving board member of ETSU;
  - c. the current President of Mountain States;
  - d. the current President of ETSU;
  - e. the current Vice President for Health Affairs of ETSU;
  - f. a senior administrator of Mountain States with responsibilities for education mission;
  - g. one *ad hoc* representative of ETSU, identified annually by, and serving at the pleasure of, the President of ETSU; and
  - h. one *ad hoc* representative of Mountain States, identified annually by, and serving at the pleasure of, the President of Mountain States.
3. Duties and Responsibilities. The Coordinating Council will provide guidance to ETSU and Mountain States leadership regarding strategy, policy, financial, and advocacy recommendations; make recommendations on education, clinical care, clinical training, research relationships, and perform conflict resolution. The Coordinating Council will also have responsibilities for oversight of strategic initiatives, accountability for successful development of an academic health center, and advocacy for the common

goals of the two organizations set forth in this MOU and its Exhibits. The Coordinating Council will annually establish a three to five year strategic plan for its collaborative goals and recommend an operating budget for same. The Coordinating Council will also approve the coordinating and operational arrangements of the committees tasked with fulfilling the goals set forth in this MOU, which will be attached as Exhibits, hereto, and as subsequently drafted and submitted to the Council in the future. The Coordinating Council will have the authority to review proposals and initiatives proposed by such committees, and will develop guidelines for review of same.

4. Meetings. The Coordinating Council will generally meet bi-monthly, but not less than four times each year. The Council will establish appropriate rules of order for its meetings and may organize sub-committees with participation of non-members of the Coordinating Council from each institution as required to perform the business of the Council outlined in this section.
5. Charter. The Coordinating Council will adopt a charter to govern the scope and manner in which it conducts its business in accordance with the goals outlined within this MOU.

#### IV. APPOINTMENTS AND JOINT EMPLOYMENT

1. Appointment. As set out more fully in the attached Exhibits, Mountain States will appoint appropriate professional personnel of ETSU (upon consultation with the President of ETSU) as voting members of Mountain States' relevant board and professional committees and organizations, who will, participate as full members on such committees and organizations. Examples of such committees and organizations include, but are not limited to, Mountain States' finance, social responsibility, quality and workforce board committees, and Mountain States' professional committees such as Pharmacy and Therapeutics, Physician's Council for Clinical Excellence, and similar committees according to the specific professional disciplines. Likewise, ETSU will appoint appropriate professional personnel of Mountain States (upon consultation with the President of Mountain States) to appropriate positions on advisory and/or administrative committees at ETSU, including, but not limited to, ETSU's professional admissions and inter-professional committees, as well as administrative councils within ETSU, its Academic Health Sciences Center ("AHSC") and its colleges. ETSU may grant Administrative and clinical personnel at Mountain States adjunct or other faculty

positions, as appropriate. Participation by each party on the other's respective operations committees and various ad hoc committees will be addressed, as appropriate, by the respective committees.

2. Duties. The parties acknowledge that each's membership on committees of the other is intended to ensure collaboration and communication while also remaining compliant with the best practices of governance. As such, any personnel appointed to serve on a committee or organization must act, at all times during performance of such roles, in the best interest of the organization to which committee he/she is serving. To the extent any ETSU personnel serve on a committee of the Board of Directors of Mountain States, or on any operating committee or organization, each such individual will be required to perform with a duty of care, loyalty and obedience to Mountain States, and shall acknowledge compliance with such duties is mandatory for continued service. Similarly, to the extent any Mountain States personnel serve on a committee or organization associated with ETSU, each such individual will ensure they act in the best interest of ETSU in carrying out their responsibility as a member of such committee.
3. Joint Employment. As set out more fully in the attached Exhibits, future hires of Mountain States and ETSU may hold joint positions between Mountain States and ETSU, with collaboration on employee performance assessments and evaluations, as appropriate.
4. Employee Recruitment. In accord with the strategic initiatives of both parties, efforts will be made to coordinate recruitment of professional employees to their respective organizations.

V. EDUCATION AND TRAINING

1. ETSU and Mountain States will create a joint education council, with representation from the leadership of both parties, to pursue superior educational environments for the benefit of students and trainees from ETSU, ensure that such educational environments align and support top decile patient care and efficiency at Mountain States facilities, and ensure that the educational needs of Mountain States employees are adequately addressed.
2. ETSU and Mountain States will work to develop, implement and evaluate new models of collaborative care and inter-professional education.
3. The Council will receive input, advice, and suggestions, on ensuring the quality and relevance of training programs for meeting the health needs of the region, and to explore



the need for new degrees, certificates, or other training opportunities to address regional health needs.

4. Mountain States and ETSU will collaborate to ensure that opportunities for workforce development including developing new academic programs and formal academic training are made available to Mountain States employees.
5. In developing an academic health center model, ETSU and Mountain States recognize the other as a primary partner for their respective areas of expertise. ETSU training programs, including graduate medical education, will remain a priority within Mountain States facilities located in Tennessee, and Mountain States will collaborate with ETSU in any academic, research or clinical opportunity throughout the health system, as recommended by the Coordinating Council and approved according to the governing policies of each party. Likewise, clinical and academic program endeavors by Mountain States will remain a priority within ETSU. To ensure sustainability for current ETSU programs (including student and resident enrollment and placement of ETSU students) and to promote opportunities for development of new programs that further the objectives set out in this MOU, Mountain States shall provide a reasonable opportunity for ETSU to participate (or decline to participate) in amending existing programs or creating new programs proposed to be located in Tennessee prior to Mountain States seeking collaborative opportunities with other academic institutions. Likewise, ETSU shall provide a reasonable opportunity to Mountain States to participate (or decline to participate) in amending existing programs or creating new programs proposed to be located in Tennessee prior to ETSU seeking collaborative opportunities with other health care providers.
6. This relationship will not prevent students at other educational institutions from receiving training at Mountain States sites nor prevent ETSU from engaging with other training sites. The process for pre-licensure clinical scheduling for nursing students will continue to follow the guidelines established by the Appalachian Consortium for Nursing Education and Practice.
7. The parties commit to providing a learning environment fully compliant with the criteria of the relevant accreditation and regulatory bodies for all training and related issues under the control of the respective party.

## VI. CLINICAL AND COMMUNITY-BASED CARE AND INNOVATION

1. The delivery of clinical care within each Mountain States, ETSU and MEAC facility and program is governed by the respective medical staff bylaws and operating policies of each organization. There are a number of areas where, for the purposes of furthering the goals and objectives of this MOU and its Exhibits, it is desirable for the clinical enterprises to meet collaboratively. ETSU and Mountain States will create a joint clinical council with multi-disciplinary clinical and administrative representation from the leadership of both parties for the purposes of ensuring communication and coordination of all clinical activities that are jointly delivered in a high quality and efficient manner, including but not limited to:
  - a. facilitating and simplifying transition of care, communications, and referrals between Mountain States and ETSU clinics and facilities;
  - b. working together to develop patient care protocols across disciplines to support the delivery of high-value care across the clinical spectrum, and
  - c. working together to model innovative approaches to inter-professional care.
2. ETSU and Mountain States will work to continue support for, and expansion of, the existing network of “safety net” clinics and related services provided by ETSU.
3. As identified by the workforce needs assessment process, and where appropriate, Mountain States will work with ETSU to identify and recruit health care professionals to provide care not adequately available for the citizens of the region and to provide training in those fields as appropriate.
4. Mountain States and ETSU will work together with relevant governmental and nongovernmental organizations to explore how best to provide community-based healthcare services in locations where such care is currently unavailable or insufficient.

## VII. RESEARCH

1. ETSU and Mountain States will create a joint research council that will meet regularly to explore potential opportunities to collaborate on the conduct of clinical and community-based research, grant writing, data analysis, and other areas of collaboration.
2. ETSU will use its unique position to assist in the integration of the research-infrastructure of Mountain States and ETSU, in relation to both research in specific areas (e.g.

translational biomedical research, nursing research, outcomes research, and population health research) and specific research functions (e.g., evaluation, trial design, data analysis, grant administration, and compliance).

3. ETSU and Mountain States will work together to take advantage of the unique opportunities that a large data-set of clinical information offers for efforts to study, understand, and improve health outcomes in the region.
4. ETSU and Mountain States will work together to identify and sponsor high-priority research areas where new knowledge and program interventions can significantly address the identified health challenges of the region, such as prescription drug abuse, obesity, cardiovascular disease, stroke, diabetes and other chronic conditions, and social determinants of health.

#### VIII. MOUNTAIN STATES RELATION WITH EACH COLLEGE

The parties recognize the unique relationship Mountain States has with each College and their respective attributes and core services. The particular exchange of training and services for each College are further described in the attached Exhibits, which are fully incorporated hereby. Given the expected growth and development in the relationship of each College and Mountain States, the Exhibits may be updated and amended from time to time.

#### IX. ENTIRE AGREEMENT

This MOU shall serve as the master governing document incorporating all current contracts and affiliation agreements until such time as it may be amended or terminated as outlined in this MOU.

## X. EXHIBITS

It is the intent of the parties that any arrangement between the parties, or their affiliates or subsidiaries, be incorporated as an exhibit to this MOU, and that no arrangement be entered or maintained which has not been considered through the structure created by this MOU and reflected as an exhibit hereto. The Exhibits, to be entered into and subsequently incorporated into this MOU, will establish the coordinating and operational arrangements between the parties as negotiated by the applicable working groups, colleges, or divisions of the parties. Currently, such relationships are often reflected in affiliation agreements and program letters of agreement between the parties. These Exhibits, outlining the broad working relationship of the parties, will be reviewed and approved by the Coordinating Council, as set forth in this MOU. Each Exhibit should, at a minimum, detail specific goals of the joint effort to be pursued, operating procedures for the joint governing structure responsible for the oversight of the joint goals and efforts outlined in each Exhibit, standard progress measures and reporting requirements related to the joint goals and efforts, including mutual conditions of payment and compliance required of each particular agreement between the parties overseen by the Exhibit. Other detailed and particular agreements between the parties, such as joint employment and/or recruiting agreements, professional agreements, marketing and communications agreements, and joint ventures, are subject to this MOU, but will be reviewed and approved by appropriate internal processes of the parties, and will not be submitted directly for prior approval to the Coordinating Council, except on special request or to resolve a dispute between the parties. A complete and up to date inventory of all such agreements will be maintained and summaries of all upcoming new, expiring and agreement amendments will be available for review at each Coordinating Council meeting.

## XI. MISCELLANEOUS

1. Any and all claims against the university for personal injury and/or property damage resulting from the negligence of the university in performing any responsibility specifically required under the terms of this MOU shall be submitted to the Board of Claims or the Claims Commission for the State of Tennessee. Damages recoverable against the university shall be expressly limited to claims paid by the Board of Claims or Claims Commission pursuant to T.C.A. Section 9.8.301 et seq.

2. This document may be modified and revised by mutual consent. It shall be reviewed at least annually by the Coordinating Council and the respective parties. Further, it is understood and agreed that this Operating MOU will be implemented by subsequent supplemental agreements, as necessary, between Mountain States and each College regarding specific programs and responsibilities contemplated hereunder (which shall be attached as the Exhibits).
3. This Memorandum of Understanding shall be for a term of five (5) years, but may be terminated by either party upon one (1) year's written notice.
4. In the event any part of this MOU is declared illegal or unenforceable for any reason, then, in that event, that part of the MOU shall be deleted and the balance of the MOU shall remain in full force in issue; provided, however, the parties may renegotiate the portion declared illegal or unenforceable.
5. The parties acknowledges that they must comply with Title VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, and Section 504 of the Rehabilitation Act of 1973, Executive Order 11, 246 and the related regulations to each. Each party ensures that it will not discriminate against any individual including, but not limited to employees of ETSU or applicants for employment with ETSU and/or students, because of race, religion, creed, color, sex, age, handicap or national origin.
6. The parties acknowledge that they must to take affirmative action to ensure that applicants are employed and that employees are treated during the employment without regard to their race, religion, creed, color, sex, handicap or national origin. Such action shall include, but not be limited by the following: Employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection available to employees and applicants for employment.
7. Mountain States shall maintain documentation for all charges against the University under the MOU. The books, records, and documents of Mountain States, insofar as they relate to work performed or money received under this MOU, shall be maintained for a period of three full years from the date of the final payment, and shall be subject to audit, at any reasonable time and upon notice, by the institution or the Comptroller of the Treasury, or their duly appointed representatives.

8. Mountain States represents that it will not knowingly utilize the services of illegal immigrants in the performance of this MOU and will not knowingly utilize the services of any subcontractor, if permitted under this MOU, who will utilize the services of illegal immigrants in the performance of this MOU.
9. Mountain States represents that it will not utilize the services of any individual required to register as a sex offender under Title 40, Chapter 39 of the Tennessee Code Annotated or any similar law.
10. This MOU shall be governed by the laws of the State of Tennessee.
11. The University will comply with the Tennessee Open Records Law in performing its duties under this MOU.

**THE UNDERSIGNED** do hereby agree to the provisions of this Operating Memorandum of Understanding by and between East Tennessee State University and Mountain States Health Alliance.

EAST TENNESSEE STATE UNIVERSITY  
ALLIANCE

MOUNTAIN STATES HEALTH

BY: \_\_\_\_\_

BY: \_\_\_\_\_

Print Name: Dr. Brian Noland

Print Name: Alan Levine

Title: President

Title: President & CEO

Date: \_\_\_\_\_

Date: \_\_\_\_\_

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: June 9, 2017

ITEM: A Review of the Teaching Profile of ETSU by Time Status and Tenure Status

COMMITTEE: Academic and Student Affairs Committee

PRESENTED BY: Dr. Michael B. Hoff  
Associate Vice President and Chief Planning Officer

The activity that happens in the classroom accounts for roughly 70% of the funding and activity at the institution. As such, it is important to understand how we are utilizing faculty resources to achieve our mission.

**Overall:**

While ETSU has seen some change in the number of part-time instructional staff the largest share of instruction is being delivered by full-time and tenured/tenure-track faculty. Furthermore we are maintaining our position among peer institutions. This demonstrates a commitment to a well-trained and dedicated faculty that work every day to ensure ETSU is doing everything possible to fulfill its academic mission.

**Tenure Comparison:**

In a comparison with peer institutions the percentage of tenured/tenure-track faculty (71.35%) is slightly above the mean (70.34%) and median (71.32%) of the peer group. While this represents a 1.77% decrease in percent since 2012 it is worth noting that despite the challenges facing higher education today we have been able to maintain a robust qualified faculty as measured by tenure status.

**Teaching Comparison:**

A robust full-time faculty is essential for sustainability of academic quality, ETSU full-time faculty account for 55% of all faculty. Furthermore, they account for 67% of all courses taught. That means that over two-thirds of all courses taught at ETSU are taught by full-time faculty. It is also important to note in 2016 49.51% of all credits taught at ETSU are taught by tenured/tenure-track faculty and increase of one percent over 2015. So while the number of part-time faculty have increased the share of instruction is still borne by full-time faculty and a majority of those tenured/tenure-track faculty.

**Distance Education:**

For online courses we have seen 5.48% growth in the hours taught online from 2015 to 2016, despite that sizeable increase in hours we also saw a 2% increase in the share of those hours taught by tenured/tenure-track faculty.

**Time of Course:**

ETSU has not seen much change in the time of course offerings and 50% for both courses before and after 4pm are taught by tenured/tenure-track faculty.

**Location of Course:**

ETSU has seen an expansion of our foot-print, as measured by course offering location, by 13.88% from 2015 to 2016. While only 25% of those courses are taught by tenured/tenure-track faculty that can be explained by the necessity to use staff in those locations.



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: June 9, 2017

ITEM: ETSU Online: A Report on Quantitative and Qualitative Dimensions

COMMITTEE: Academic and Student Affairs Committee

PRESENTED BY: Dr. Karen D. King  
Chief Information Officer  
Senior Vice Provost for Information Technology Services

East Tennessee State University has been offering online courses and programs since 2001. Since that time the University has engaged in efforts to enhance both the qualitative and quantitative aspects of online education. In 2008 the Provost initiated the ETSU Online Liaisons, a group of faculty charged with oversight of online education. The ETSU Online Liaisons have successfully led the University to a growth rate of over 100% and implemented faculty training policies, course quality review initiatives, Online Master Teacher awards, and support ETSU Online staff in the periodic review of all online courses. The qualitative and quantitative aspects of ETSU Online Education will be detailed in this presentation.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE

MINUTES

June 9, 2017  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee met at 9:30 a.m. on Friday, June 9, 2017, in Meeting Room 3 of the D.P. Culp University Center on ETSU's main campus in Johnson City, Tennessee.

I. Call to Order

Dr. Linda Latimer, chair of the Academic and Student Affairs Committee, called the meeting to order.

II. Roll Call

Deputy Secretary Mr. Nathan Dugger called the roll and declared that a quorum was present. Committee members in attendance were:

Dr. Linda Latimer, chair  
Dr. Fred Alsop  
Janet Ayers  
David Golden

Guests in attendance included: Dr. Wilsie Bishop, Vice President for Health Affairs; Dr. Lauren Collier, Director of Institution and Board Affairs, Tennessee Higher Education Commission; Karen Ervin, Assistant Dean for Finance and Administration, College of Public Health; Dr. Mike Hoff, Associate Vice President of Planning and Decision Support and Chief Planning Officer; Myra Jones, Associate CIO and Chief of Staff for Information Technology Services; Dr. William Kirkwood, Vice Provost for Undergraduate Education; Dr. Brian Noland, President; Dr. Joe Sherlin, Vice President for Student Affairs; and Jennifer Hill of University Relations (taking minutes).

III. Approval of the Committee Minutes from April 24, 2017

Trustee Alsop made a motion to accept the minutes from the April 24, 2017, meeting of the Academic and Student Affairs Committee. Trustee Golden seconded the motion and the minutes were unanimously approved.

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

Dr. William Kirkwood, on behalf of Dr. Bert Bach, Provost and Vice President for Academic Affairs, called committee members' attention to the listing in their packets of ETSU faculty being recommended for tenure and promotion; he pointed out that some of the individuals recommended had applied for tenure or promotion earlier than the designated time and one individual was recommended for tenure upon appointment, and both of these situations are allowed for in university policy.

Because this was the committee's first time reviewing these recommendations, Dr. Kirkwood reviewed the university's process by which the list is formulated. He noted that tenure is an important milestone in a faculty member's career, and is also important to the university in that it helps assure the quality of the faculty and the student experience. In addition, he stated that promotion is important because it recognizes the excellence of the faculty and affirms the excellence of the institution. Dr. Kirkwood explained the review process: a faculty member spends weeks preparing a digital dossier in application for tenure/promotion, which is reviewed by a departmental committee, the departmental chair, a college-level committee, the college dean, the vice president for Academic Affairs or vice president for Health Affairs, and the university president before being recommended to the Board of Trustees for final approval. He stressed that this review process is rigorous, and each dossier undergoes intense scrutiny; there are no "rubber stamps" or foregone conclusions in the process, as each level of review is independent of earlier levels. Dr. Kirkwood stated that tenure affirms that a faculty member is worthy of becoming a long-standing member of the ETSU community and worthy of the rank bestowed, which carries with it recognition of the individual's achievement. He said that the individuals recommended are deserving and that ETSU is well served by bestowing tenure and promotion on them.

Chair Latimer asked if any of the candidates reviewed had any pending personnel or disciplinary actions against them, and Dr. Kirkwood replied that to his knowledge, there were none. Trustee Alsop noted that there are two points at which a faculty member may appeal, and Dr. Kirkwood said that one of the most important parts of the review process is due process, and this is followed meticulously for the sake of both the applicants and the university. Trustee Ayers asked if any candidates were denied in this year's process. Dr. Kirkwood said that if memory served, there may have been one or two individuals who withdrew their applications late in the process when it became apparent that they would not receive a recommendation or that the application would be denied. Dr. Wilsie Bishop added that in the Division of Health Sciences, there were no denials for tenure, but four applications for promotion were turned down. President Brian Noland referred back to the point regarding the appeals process, noting that this is the first year during his tenure as president that there has not been an appeal that went through an appellate review at the committee level; he

pointed out that when a tenure decision is appealed, there is an opportunity to appeal to the Board of Trustees, but no applications fall under that circumstance this year.

Sixteen ETSU faculty members were recommended for promotion to the rank of full professor; their names and departments are: Randy Byington, Allied Health Sciences; Saravanan Elangovan, Audiology and Speech Language Pathology; Travis Graves, Art and Design; Christopher Gregg, Geosciences; Diana Heiman, Family Medicine; Thomas Jones and Dhirendra Kumar, Biological Sciences; Scott Kirkby, Chemistry; Jill Leroy-Frazier, Continuing Studies; Leslie McCallister, Sociology and Anthropology; Sun-Joo Oh and Christian Zembower, Music; Eric Sellers and Jon Webb, Psychology; Wael Shams, Internal Medicine; and Martha Whaley, Medical Library.

Recommended for promotion to associate professor were the following 33 faculty members: Arsham Alamian and Liang Wang, Biostatistics and Epidemiology; Lana Becker, Accountancy; Thomas Bishop, Family Medicine; Teresa Boggs, Audiology and Speech-Language Pathology; Patrick Brown and Jonathan Peterson, Health Sciences; Shirley Cherry, Allied Health Sciences; David Cluck and Nicholas Hagemeyer, Pharmacy Practice; James Denham, Section of Medical Education; Brad DeWeese and Kimitake Sato, Sport, Exercise, Recreation and Kinesiology; Matthew Fehskens, Literature and Language; Stacey Fisher, Curriculum and Instruction; Bethany Flora, Educational Leadership and Policy Analysis; Jennifer Gibson and Jackson Williams, Pediatrics; Colin Glennon, Political Science, International Affairs and Public Administration; Charles Gorman, Management and Marketing; Andrew Herrmann, Communication and Performance; Kristi Julian and Mohammed Uddin, Engineering Technology, Surveying and Digital Media; Carolyn King, Sociology and Anthropology; Dinah Mayo-Bobee, History; Mary Mullins and Brittany Wilkins, Social Work; Jennifer Pealer, Criminal Justice and Criminology; Marina Roginskaya, Chemistry; Andrew Ross, Art and Design; Zachary Walls, Pharmaceutical Sciences; Susan Waters, Media and Communication; and Dima Youssef, Internal Medicine.

The following 25 faculty members were recommended for tenure in addition to their promotions: Alamian, Becker, Bishop, Brown, DeWeese, Fehskens, Fisher, Flora, Glennon, Gorman, Hagemeyer, Herrmann, Julian, King, Mayo-Bobee, Mullins, Pealer, Peterson, Roginskaya, Ross, Sato, Uddin, Wang, Waters and Wilkins.

The following seven faculty members were also recommended for tenure: Erin Doran, Jessica Lee and Daniel Tadlock, University School; Jean Hemphill, Graduate Studies; Matthew Potterton, Music; Laura Robertson, Curriculum and Instruction; and Zachary Walls, Pharmaceutical Sciences.

Trustee Golden moved that the Academic and Student Affairs Committee approve the recommendation of tenure and promotion as presented. The motion was seconded by Trustee Ayers and approved unanimously.

Between presentations, President Noland asked the Committee to recognize that he was moving between committee meetings and that he would need to leave to give a presentation to the Board of Trustees' Finance Committee.

V. A Review of the Teaching Profile of ETSU by Time Status and Tenure Status

Dr. Mike Hoff noted that his presentation would provide further explanation of what the action previously taken regarding tenure and promotion means within the instructional environment of ETSU. In introducing his remarks, he noted that a stable and supportive faculty with a good percentage of tenured faculty members is necessary at a robust, comprehensive university.

In a PowerPoint presentation, Dr. Hoff shared data from the Integrated Postsecondary Education Data System (IPEDS) in giving a snapshot of ETSU as compared to a group of peer institutions. ETSU's total enrollment in 2015 was 14,334 (including medical and pharmacy students but not residents), compared to the peer average of 18,135. He reminded Committee members that ETSU's goal in its Strategic Plan is to reach 18,000 students, and that the administration believes the university can reach that goal. He said a common question asked in discussions regarding such growth is, "What does the institution have to change right away to accommodate that growth?" Faculty, he said, is one of the answers. ETSU had 1,083 instructional faculty in 2015 compared to the peer average of 1,032; while ETSU is, therefore, similar in size to its peers, it is different due to the presence of its professional schools in medicine and pharmacy. Dr. Hoff said that if the medicine and pharmacy faculty are removed from those numbers and one looks only at undergraduate enrollment, the ratio of faculty to students in the peer group is two points ahead of ETSU's. He stated that ETSU could add 1,200 undergraduate students without adding staff; he noted that the numbers of faculty might not be in the right places, and it would be incumbent upon the institution to figure out the proper placement. He said that ETSU's faculty-to-student ratio in 2015 was 17 compared to the peer average of 18.4, and if that average were to hold, ETSU would still have sufficient faculty to support a larger student body. He gave the median teaching load – or the number of courses a faculty member teaches each semester – as three, which is also the mode – the most frequent number of courses a faculty member teaches at ETSU. Dr. Hoff added that if ETSU can reach 18,000 students without increasing its staff size, the resulting money could be converted into salary and equity enhancements.

Dr. Hoff showed that ETSU is in the middle of its peer group in terms of peer faculty tenure status at all ranks with 73.35 percent in 2015; the peer median was 71.32 percent.

From ETSU census files, Dr. Hoff showed university-level hours by faculty type, looking at headcount and the percent of full-time and tenured faculty. ETSU's percentage of full-time faculty was 55 in 2015 and 2016. ETSU has increased its number of adjunct faculty to 372 from 358. Dr. Hoff noted that while there is talk

regarding this increase, the numbers show that the percentage of total hours taught is still within the 22 percent range, indicating that the adjunct instructor population is not overloaded and that classes are staffed appropriately at all levels, with higher numbers of adjunct faculty teaching general education courses.

Dr. Hoff shared information on the percent of hours by faculty type and both location and hour type. In 2016, 51.9 percent of credit hours on the main campus and 25.3 percent of credit hours in other locations were taught by tenure and tenure-track faculty; 22.4 percent of credit hours on the main campus and 28.6 percent of credit hours in other locations were taught by adjuncts. Dr. Hoff noted that different approaches are taken to staffing courses at satellite locations; some satellite locations with more adjunct activity see more instructors drawn from the local population, while some departments have been able to hire full-time faculty for courses with enough support in the markets in which they are offered. He said the same holds for online courses; while there has been an increase in online education, the numbers of tenured and tenure-track faculty remain stable because content area experts are needed, and this allows students to interact with faculty in their fields.

With a slide on the percent of university credit hours by college, Dr. Hoff pointed out that the College of Arts and Sciences retains the highest percentage with 51 percent in 2016; while this percent is down from 55 in 2012, it indicates that the institution is becoming more diversified in its academic portfolio, with an increase in the number of credit hours offered in the health sciences over the past five to 10 years.

When discussing the distribution of tenure/tenure-track hours by college, Dr. Hoff noted most have remained stable. He said Clinical and Rehabilitative Health Sciences showed a decrease, which was the result of some positions being vacant, but these have been filled and the percentages will go up in the next year's figures.

A slide on credit hours by faculty type looked at the percentages of full-time faculty for lower division, upper division and graduate credits.

In summary, Dr. Hoff said the data indicates the institution is appropriately staffing to meet the demands of its educational mission, and peer comparisons indicate ETSU has the instructional staff to handle an increase in enrollment. The percent of tenured and tenure-track faculty is just above the peer average; there has been growth in the headcount of part-time faculty, but the percent of hours taught has remained stable. He noted that ETSU uses a peer group appropriate to measure itself on where the university is headed relative to its strategic plan, as opposed to in-state peers; institutions in ETSU's peer group include Oakland, Southern Illinois-Edwardsville, Indiana State, Texas Woman's, Marshall, Sam Houston State, Georgia Southern, Florida Atlantic, Old Dominion, East Carolina, Central Michigan, Ball State, and Wright State (main campus) universities, along with the universities of Arkansas-Little Rock, Northern Colorado, North Carolina-Charlotte, North Carolina-Greensboro, Missouri-Kansas City, and South Alabama.

## VI. ETSU Online: A Report on Quantitative and Qualitative Dimensions

Myra Jones, on behalf of Dr. Karen King, CIO and Senior Vice Provost for Information Technology Services, shared a PowerPoint presentation starting with the history of ETSU's online education effort, which began in 1997 with the first online class in dental hygiene; ETSU's first fully online program was the Dental Hygiene Degree Competition Program, which went online in 2001, was the first online dental hygiene program in the country, and remains popular, drawing students from throughout the United States.

ETSU currently has about 50 programs that are online, Ms. Jones said. These programs draw two different populations of students: the first is students who take online courses in conjunction with on-ground programs for a variety of reasons, and the second is students enrolled in fully online programs. Ms. Jones explained that with some of the online programs, students never come on campus, while with others, they do occasionally come to campus but communicate with their faculty and fellow students via technology. Of ETSU's online programs, 40 are at the graduate level, including concentrations and graduate certificate programs. Eight undergraduate programs are online. Ms. Jones pointed out that while some still subscribe to the early philosophy that online education is more appropriate for graduate programs due to the student independence that is required, research has indicated that students can be successful in online studies at both the undergraduate and graduate levels.

Ms. Jones noted that online courses play an important role in ETSU's growth initiative; this is one of the first places looked to for growth, because infrastructure is not a problem. Faculty and other resources are needed, but the university does not have to find classroom space for these additional students. It also tends to be where students are headed these days; both traditional and non-traditional students like the convenience and flexibility of taking their courses online.

Ms. Jones said ETSU set 2008 as its baseline when it began tracking growth and started building online education. Information Technology Services (ITS) tracks fall to fall and spring to spring because online enrollments are always higher in the spring. ETSU Online has grown 114% for fall enrollment, from 5,107 students in 2008 to 10,953 in 2016, and about 142% for spring enrollment, from 5,226 in 2009 to 12,662 in 2017. Ms. Jones noted that ITS provides compensation to ETSU's colleges from fees for the online courses they offer, and the tracking numbers help the colleges see how they are doing. She pointed out that there was a jump in online enrollment in spring 2012 from the implementation of the winter session, which counts as part of our spring semester.

Ms. Jones shared a slide showing the 2001 and current enrollments at several well-known online programs nationwide to illustrate the rapidly changing environment of

online education. In 2001, the University of Phoenix had 29,000, Capella had 28,372, and Southern New Hampshire had 2,000. Currently, the University of Phoenix has 213,000 (down from 460,000 five years ago), Capella has 37,708, and Southern New Hampshire has 63,000. Western Governors, which was founded in 1997, now has 76,722; Purdue, which just acquired Kaplan, has 45,355; Coursera, EdEx, and ETSU, through OpenBucs, have gotten into the massive open online courses (MOOCs) movement; and the University of Tennessee-Knoxville has not developed a big online program, preferring to focus on on-ground education. Ms. Jones stated that most institutions that have ventured into online education have seen notable growth, but experts believe this will level off as the field becomes more competitive. She also pointed out that research shows most online students come from within a 150-mile radius of a campus, so they are still regional students, but some of the institutions that have experienced the largest growth, such as Southern New Hampshire, have learned how to market nationwide to draw students to their programs. She noted that MOOCs, which offer content online at no charge for anyone who wishes to consume it, were highly popular at first but have leveled off; institutions, including ETSU, found that people are really interested at first but tend not to follow through as other commitments intrude. Ms. Jones said unlike some other MOOC programs, ETSU offered a path to credit, through which participants who did well and wanted to earn academic credit after completing the course could do so with some additional work and a nominal fee. ETSU offers three MOOCs – one history and two introductory classes in music and psychology – and when these started four years ago, hundreds of students enrolled each semester; today, approximately 50 students enroll each semester, and of those, about three decide to take the path to credit. Ms. Jones says this program introduces online education risk-free to students who might not otherwise try it or who might not otherwise be aware of ETSU.

Ms. Jones discussed ETSU Online's marketing efforts for the fall 2017 semester, which include ongoing course and program support through digital marketing, social media, design and production. In addition, ITS sent 5,696 emails focusing on the flexibility and convenience of online courses to students who were eligible to return but had not registered and to part-time students; of those, 3,175, or 56 percent, were read. She said ETSU has stayed consistent in its messaging, stressing quality, convenience and flexibility. One of the big differences between ETSU and other schools offering online education is that the same people who teach online are the same people who teach on-ground courses, which gives ETSU's online students the same quality of instruction online as anywhere else. Other highlights of ETSU's efforts include: good support for online students so they can call and get help in a variety of areas; the eRate for students who are out-of-state and taking solely online programs, which is not as low as in-state but is about half-way between in-state and out-of-state tuition; and scholarships. ITS is also working on targeted ad campaigns for departments with online programs that have been identified as being poised for significant growth; this effort is yielding an increase in inquiries. Ms. Jones said ETSU Online has seen a 5 percent increase in web traffic since March 24, which does



not seem like much but is actually a nice increase in light of already high web traffic and yields a 16 percent increase in brand-new users.

Following a request for proposals, ETSU Online has met with and issued a letter of intent to work with Apollidon, a third-party marketing company based in Florida, to assist in its marketing efforts. Apollidon will conduct significant up-front market research to determine what ETSU needs to focus on and what programs will work best, followed by professional design work and other sorts of support. Ms. Jones said the primary value in this effort is that Apollidon will put significant money and resources into up-front marketing, both nationally and internationally, to bring in students, and the trade-off is a percentage of enrollment fees. She said that one thing that differentiates Apollidon from other firms is program exclusivity; for instance, if they market ETSU's dental hygiene completion program, they will not market a like program for another institution.

Ms. Jones also discussed ETSU's involvement in statewide online education efforts, which began with the Regents Online Degree Program (RODP) through the Tennessee Board of Regents system in 2001 and are now coordinated through TN eCampus. Through the RODP, ETSU students could take needed courses from other TBR schools with a seamless transfer of credit. Ms. Jones explained that the RODP struggled with accreditation issues and took away from work ETSU was doing itself. Nursing was ETSU's biggest program offered through TN eCampus, and the College of Nursing has announced it will withdraw, so this summer is its last semester on eCampus. We still have a couple of programs offered through TN eCampus. Ms. Jones noted that the majority of ETSU enrollments in these statewide efforts are students who need a class that is already full on campus or that is not available at ETSU. She said permits are once again required for ETSU students to take courses through TN eCampus; if a student wants to take a course through TN eCampus that ETSU does not offer, he or she may take that course, but if a course needed is offered by ETSU Online, he or she will be put in that course, which provides a better value for the student, as the fees are lower.

Ms. Jones stated that one of the biggest concerns with online education is quality, and one step ETSU is taking to ensure a high quality standard is implementation of a Master Online Teacher program. This features college liaisons for all colleges except Medicine and Pharmacy, which do not offer online courses. The liaisons are experienced online teachers who have done excellent work and are willing to share their experiences with other faculty. They work with ITS regularly to develop policies and procedures, as well as to talk about problems in online education and what can be done to help departments, faculty, and students. They provide our faculty oversight within the colleges, which is required by the Southern Association of Colleges and Schools (SACS) Committee on Colleges. The Master Online Teachers are chosen and retained based on rigorous criteria, and are rewarded through recognition and a stipend. Other quality assurance measures ETSU is taking are

providing monetary incentives to faculty developing online classes; revising the ETSU Online Memorandum of Understanding to raise the standards required for approval of online courses, using best practices standards set forth by Quality Matters; and requiring training and assessment for faculty teaching online courses. Ms. Jones said internal research shows that there is little difference in the grades earned by online and on-ground students, and ITS is confident it is upholding quality.

Ms. Jones stated ETSU follows the federal guidelines that must be followed for SACS, noting that there is a higher level of responsibility for online programs through SACS than on-ground programs. All of ETSU's online programs go through the same approval process as its on-ground programs, with the only difference being the method of delivery.

Trustee Golden asked how hybrid courses show up in the statistics, and Ms. Jones said that hybrid courses are considered online courses. She said that according to the SACS definition, a course with 50 percent or more of its material online is an online course.

Trustee Golden asked if ITS has used focus groups of students who have registered and taken online courses to gather information on their experiences. Ms. Jones said that has been done on a small scale, and a student advisory group was recently established to help ITS learn about the members' challenges and suggestions for improvement. Trustee Golden noted that he is the parent of a child who has gone through some of the online courses at ETSU, and he believed that that would be a rich opportunity there. He also inquired about feedback on ETSU's GoldLink course registration system. Ms. Jones said there is a place for students to provide feedback on GoldLink, and usability testing has been conducted using students. Ms. Jones told Trustee Golden that ITS would gladly receive his feedback. Trustee Golden noted that the GoldLink system could be a student's introduction to the online interface with the university, and that a good experience with it could translate to other online opportunities. Trustee Golden also asked if he could provide a referral list of individuals who are interested in a high-demand area, such as a K-12 STEM (science, technology, engineering and mathematics) graduate certificate, and Ms. Jones indicated that ITS would be glad to receive such a list, as finding contact lists for marketing efforts is a challenge.

Trustee Ayers asked about the benefits and drawbacks of TN eCampus, particularly regarding enrollment and financial impact. Ms. Jones said TN eCampus gives students access to opportunities not offered by ETSU, citing the nursing collaboration between ETSU, the University of Memphis, Middle Tennessee State University and Tennessee Tech as an example, which allows a broader range of courses and faculty. The negative aspects, she said, are that fees are higher for students and ETSU loses money when tuition dollars go to the other schools and to the TBR. Ms. Jones said that ITS likes to bring such programs in-house and work on dual arrangements with other universities, which allows ETSU to provide richer opportunities to its students

while having more control over the educational experience, as SACS requires. Trustee Ayers indicated that it would be good to promote ETSU's online offerings in such a way that more dollars would go to ETSU.

Chair Latimer noted that she had many questions, also, and said that a future Board of Trustees orientation session could involve members pretending they are students to try GoldLink or online courses to get a feel for them. She asked Committee members to let her know their suggestions for orientation topics and potential dates.

Trustee Alsop praised the marketing and course development efforts to bring ETSU's online offerings to the forefront. He said he has always questioned what the university knows about the students taking online courses and how much outside help they might be getting, which could compromise grade sanctity. Ms. Jones noted that ETSU is following best practices to maintain course security, and some courses employ proctored online exams, in which a student scans the room with a camera to ensure no one else is in the room and shows ID before taking the test. The university uses anti-plagiarism software to ensure the integrity of papers submitted, and finds that the trust factor and the threat of being caught are usually enough to prevent cheating.

## VII. Memorandum of Understanding with Mountain States Health Alliance

Chair Latimer noted that this item was taken out of order from the published agenda.

In introducing her presentation, which included PowerPoint slides, Dr. Wilsie Bishop provided the Committee an overview of ETSU's Academic Health Sciences Center (AHSC) to help members understand its complexity, as well as the complexity of its relationship with Mountain States Health Alliance.

Dr. Bishop noted that there are about 130 AHSCs in the country, and the requirement for this designation is a college of medicine and at least one other college in the health sciences; ETSU is among the more complex AHSCs in the country because it is comprised of five colleges: the Quillen College of Medicine, College of Clinical and Rehabilitative Health Sciences, College of Nursing, Gatton College of Pharmacy, and College of Public Health. ETSU offers 16 baccalaureate degrees, 12 master's degrees, and 12 doctoral degrees, as well as joint M.D./M.P.H., joint Pharm.D./M.P.H. and joint Pharm.D./M.B.A. degrees. ETSU enrolls around 4,000 students and graduates about 1,000 students each year; has 463 full-time faculty, not including clinical faculty in the community that assist with the teaching of our medical, pharmacy, and other health sciences students; and has 260 medical residents.

In sharing a slide showing the breakdown of the AHSC's 4,000 students and the programs they are in, Dr. Bishop noted that the two professional schools, Medicine and Pharmacy, are treated a little differently from the other schools in relation to program development and approval, but go through the same budget development and

tenure and promotion processes as the rest of the colleges. She said the College of Clinical and Rehabilitative Health Sciences is comprised primarily of the traditional allied health professional schools – Radiography, Respiratory Therapy, Physical Therapy, Audiology and Speech-Language Pathology, and Clinical Nutrition. Dr. Bishop said the college is so named as the focus on both clinical and rehabilitative programs puts it on a level and status that is extremely important within the health sciences and could help in garnering support for research efforts.

Dr. Bishop said the College of Nursing is approximately 12 students short of being the largest nursing school in Tennessee. The college offers a number of degree and certification programs from baccalaureate to doctoral, and attracts students right out of high school, individuals looking to change careers to nursing, and nurses wishing to become nurse practitioners. The College of Public Health was the first accredited college of public health in Central Appalachia and the first one accredited in Tennessee. She explained that after pursuing the creation of a collaborative public health program with the University of Tennessee, an online joint certificate program was offered, but a Tennessee Higher Education Committee study determined that two public health schools were needed in Tennessee – one in the east focused on rural factors and the other in the west focused on urban factors. ETSU's was accredited in 2007.

Dr. Bishop said the AHSC has been affiliated with four major health systems since its inception. She noted that ETSU has been involved with Mountain States and Wellmont for over 60 years, beginning with the College of Nursing and health education programs. The colleges of Medicine and Pharmacy came later and helped formalize ETSU's relationship with the health systems. Frontier Health, the Quillen Veterans Affairs Healthcare System at Mountain Home, Mountain States and Wellmont are the major health system affiliates for ETSU, which also affiliates with a number of physician practices, dental offices and nursing clinics.

Dr. Bishop pointed to that longstanding partnership with Mountain States in introducing the proposed Memorandum of Understanding (MOU) between ETSU and the health system, noting that ETSU generates approximately \$15.1 million per year in contracts and agreements with Mountain States, a figure that includes resident salaries. ETSU places many students in rotation experiences each year with Mountain States; the numbers of students completing rotation experiences in Mountain States facilities in 2015-16 included 214 from Clinical and Rehabilitative Health Sciences, 762 from Nursing, 113 from Pharmacy, 32 from Public Health, and all medical students, as well as 103.5 residents. While ETSU does place residents with Wellmont and the VA, the majority are placed with Mountain States.

Dr. Bishop explained that ETSU saw the discussion of the proposed merger between Mountain States and Wellmont last year as an opportunity to talk about how to advance the academic health system model for the region. She said the longstanding working relationships with both systems started out with structured MOUs, and while

some things have changed over the years, the entities have stayed largely true to those MOUs. She said the health systems saw the importance of having ETSU as a primary partner in the merger, and the university saw the opportunity to really formalize the relationship. She added that ETSU is able to focus on health education and not on the cost of health care delivery by not running its own university hospital.

Dr. Bishop told the Committee that the five AHSC deans began looking last year at what an academic health center would look like if the university's relationship with Mountain States and Wellmont was "kicked up a notch." A white paper was developed about things the AHSC thought were important to make the learning experiences for students better and improve the health care of the region if the entities in the relationship were thought of as collaborating partners and not as a confederation. This white paper was shared with Mountain States at the time when it was thought the two health systems would merge into Ballard. When the Ballard process slowed down, ETSU decided to move forward with the MOU with Mountain States; if Ballard were to come into being in the interim, the work done on the MOU would be transferred, but if it didn't, a similar MOU would be developed with Wellmont. Dr. Bishop noted that discussions on an MOU with Wellmont are slated to begin next week. Officials are hopeful the merger will go through and the work done would move to a general Ballard MOU.

Dr. Bishop said the MOU with Mountain States affirms ETSU's commitment to health profession education and the concept that their health system is going to have student learners in it. When Mountain States hires people, those hired will know they will be working with students. ETSU must realize that as Mountain States' health system partner, the university must be conscious and aware of Mountain States' needs for patient care and patient safety, and their needs to meet their bottom line. The entities must do strategic planning together that will allow expanded services in both education and health care delivery to serve the region.

The MOU creates a coordinating council at the senior level that will be comprised of the presidents of both Mountain States and ETSU; ETSU's Vice President for Health Affairs; the senior education official from Mountain States; a Board Member from both the Mountain States and the ETSU Boards of Trustees; and ad hoc members representing both entities. Dr. Bishop stated this is going to be really critical, as it will be the nexus for strategic planning opportunities and provide opportunities to identify and meet the health care needs of the region together. Budgets for resulting plans must be developed jointly. Dr. Bishop said having a member of each Board of Trustees will bring a new level of accountability to the relationship. She said the MOU will formalize the relationship between ETSU and Mountain States that has been dependent largely on the personalities, friendship and goodwill among the top administrators of both the university and the health system. It also calls for joint councils in the areas of education, research and clinical care to make sure that we look at things like continuity of care.

Dr. Bishop noted that the development of this MOU has resulted in significant discussions during the past year at various levels. She recognized that Mountain States has some 5,000 students a year that go through their hospitals and maintains good relationships with all of the educational institutions that send students there, but said this MOU recognizes ETSU's primary relationship and acknowledges that both entities need each other to complete their respective missions.

Chair Latimer expressed hope the merger comes through, and even if it does not, this MOU is important, as it will provide many opportunities for research and increasing the university's bottom line.

Trustee Golden likewise expressed hope for the merger and suggested that as the process moves forward, the word "regional" cannot be used enough. He said that working together as a region is going to do more for the region than any sub-optimized work, and this has the potential to be a catalyst for regional growth and regional assistance.

Trustee Ayers said that one of the strongest things about this collaboration between the educational and health systems is that it fills a need in this region that is felt throughout the country as small, rural hospitals are closing and urban hospitals are growing, leaving rural patients anxious about needing to get their health care in an urban setting. She said rural areas throughout the country will benefit from the work being done for this region. Dr. Bishop added that the College of Public Health, led by Dean Dr. Randy Wykoff and his work at the Valleybrook campus, is developing models that educators across the country can visit to learn from and take ideas back to their own regions.

Trustee Golden added that sophisticated, cutting-edge solutions can be combined with the rural health solutions this will provide to fill a need throughout the country. Dr. Bishop said she believes health care will soon evolve to use patient-centered apps, through which patients can bring information to their health care providers. This, she said, could bring a transition in the doctor-patient relationship in which the doctor will think more about the knowledge patients have.

Chair Latimer said this could also spill over to the rest of the university, with increased interest in biostatistics, laboratory technology, information technology and other areas. She expressed the desire for more editorials and information in the media about the regional change that could occur and the increase in jobs that could come through these partnerships.

Trustee Ayers expressed appreciation for the fact that this collaboration focuses on both education and health care, and mentioned that Vanderbilt and its research hospital recently parted. Chair Latimer noted that Wake Forest and other universities and academic hospitals have done the same. Chair Latimer and Trustee Ayers agreed that this puts ETSU and Mountain States in a good position, as they will benefit from not starting at a similar point.

Trustee Alsop pointed out the focus of the Quillen College of Medicine has always been rural medicine, and that this region couldn't be a better place for it. He pointed to the success of the Remote Area Medical (RAM) program as evidence of the need for health care in rural areas of the region.

Trustee Golden moved that the Academic and Student Affairs Committee recommend that the Board of Trustees authorize the President of ETSU to execute the Memorandum of Understanding with Mountain States Health Alliance. Trustee Ayers seconded the motion, and it was approved unanimously.

#### VIII. Other Business

Chair Latimer asked members to let her know ideas of topics to cover at the next meeting so presenters can be lined up.

Trustee Alsop brought a concern to the Committee's attention on behalf of an employee in the ETSU Bursar's Office regarding the penalty of 25 percent of the course fee charged to a student who drops a course on the first day of classes; he noted that this 25 percent is charged for dropping a course during the first 14 days of the semester, after which the fee increases to 75 percent. Dr. Joe Sherlin said this procedure has been in place for some time to ensure up-front commitment to courses by students. He said this procedure could be placed under review and compared to policies at other institutions. Trustee Alsop said that as a faculty member, he wants students in class, but also understands that sometimes students must drop; he said perhaps there should be some penalty for dropping, because registering and holding a seat in a class with limited enrollment denies that seat to other students.

The meeting was adjourned at 11:08 a.m.

Respectfully submitted,



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David Linville  
Secretary of the Board of Trustees

Approved by the Board of Trustees at its September 8, 2017 meeting.