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9-20-2019

### 2019 September 20 – Board of Trustees Agenda and Minutes

East Tennessee State University

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*Board of Trustees Agendas and Minutes*. 32.  
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EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
SEPTEMBER 2019 MEETING

1:15-3:30pm EDT  
Friday  
September 20, 2019

The Millennium Center  
2001 Millennium Pl  
Johnson City, TN

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. Public Comments
- IV. [Approval of Minutes from April 26, 2019](#).....Tab 1
- V. [Approval of Minutes from June 17, 2019](#)
- VI. [Approval of Student Trustee](#).....Tab 2
- VII. Report from the Finance and Administration Committee (5 minutes)
- VIII. Report from the Academic and Student Affairs Committee (10 minutes).....Tab 3
  - A. [Tenure Appointments](#)
  - B. [Policy Revision – Student Conduct](#)
  - C. [Approval of LON](#)
- IX. Report from the Audit Committee (5 minutes)
- X. Consent Agenda (5 minutes) .....Tab 4
  - A. [Minutes from April 26, 2019 Finance and Administration Committee](#)
  - B. [Minutes from May 29, 2019 Finance and Administration Committee](#)
  - C. [Minutes from April 26, 2019 Academic Research and Student Success](#)
  - D. [Minutes from April 26, 2019 Audit Committee](#)
  - E. [Quillen College of Medicine Out-of-State Tuition Revision](#)
  - F. [Adoption of Compliance Charter from Audit Committee](#)
  - G. [FY 2020 Annual Audit Plan from Audit Committee](#)
- XI. [Accreditation Update](#).....Tab 5
- XII. [Capital Projects and Facilities Update](#).....Tab 6
- XIII. [Center for Rural Health Research Update](#).....Tab 7

- XIV. [Key Performance Indicators Update](#).....Tab 8
- XV. President’s Report
- XVI. [Resolution of Appreciation for Mr. James Powell](#).....Tab 9
- XVII. [Resolution of Appreciation for Dr. David Linville](#)
- XVIII. [Appointment of Chair and Vice Chair](#).....Tab 10
- XIX. [Committee Membership](#)
- XX. Other Business
- XXI. Executive Session
  - A. Discuss pending legal action (if necessary)
- XXII. Adjournment

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019  
ITEM: Approval of Minutes from April 26, 2019  
RECOMMENDED ACTION: Approval  
PRESENTED BY: Adam Green, Secretary

The minutes of the April 26, 2019 meeting of the Board of Trustees are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the April 26, 2019 meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

MINUTES

April 26, 2019  
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1 p.m. on Friday, April 26, in the Millennium Center on ETSU's main campus in Johnson City, Tennessee. The meeting was also livestreamed for those who could not be in attendance.

**I. Call to Order**

Chair Scott Niswonger called the meeting to order.

In his opening remarks, Chair Niswonger welcomed everyone to the tenth meeting of the ETSU Board of Trustees and listed several achievements in recent months, including a partnership with Virginia Tech to help central Appalachian communities become more proactive in battling the opioid crisis. He commended Dr. Rob Pack for his work and said this partnership is one block in ETSU's emerging research portfolio. Chair Niswonger thanked faculty and staff for their efforts over the spring semester to ensure students realize their dream of graduating and said more than 2,000 students will walk across the stage at upcoming commencement ceremonies. He also stated that ETSU recently launched its first capital campaign in more than a decade.

**II. Roll Call**

Secretary David Linville called the roll, and the following trustees were in attendance:

Fred Alsop  
Janet Ayers  
Steven DeCarlo  
David Golden  
Dorothy Grisham  
Keyana Miller  
Scott Niswonger  
Jim Powell  
Ron Ramsey

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

Trustee Grisham made a motion to accept the minutes of the February 22, 2019, Board of Trustees meeting which was seconded by Trustee Ayers and unanimously approved.

**IV. Report from the Finance and Administration Committee**

Committee Chair DeCarlo outlined a series of action and discussion items:

- A. The committee approved at 2% tuition increase for Quillen College of Medicine and Gatton College of Pharmacy. The increase is based on a cost study, he noted, and since both these colleges begin classes prior to main campus, tuition and fee approval is necessary at this time. The prior year increase was 2% for medicine and 3% for pharmacy.
  - a. Chair Niswonger called for a vote and the tuition increase for each of the colleges was approved.
- B. The committee approved a 2% across the board salary increase. DeCarlo said the state appropriation did not specify a salary increase for main campus. He noted that the Gatton College of Pharmacy does not receive state appropriations. The Quillen College of Medicine and Department of Family Medicine did receive appropriations for a 2% salary increase. The 2% increase will be implemented July 1 with a \$500 minimum increase.
  - a. Chair Niswonger called for a vote and the 2% salary increase was approved.
- C. Non-mandatory fee increases were presented to the Finance and Administration Committee. DeCarlo said course fees are being simplified and will be assessed based on the subject. Some fees will increase to provide funds for college-level investments in line with the new distributed budget model. The fees apply to the colleges of Arts and Sciences, Business and Technology and Clemmer, and are similar to those charged in the Academic Health Sciences, which resulted in the Building 60 Interprofessional Education Research Center investment and other enhancements. The fees were presented to the Student Government Association in March and received endorsement.
  - a. Faculty Trustee Alsop asked what percentage of the fee increase would go directly to department chairs because the funds are being generated by students enrolled in the departments. President Noland said the distribution of fee revenues proposed to the Board would remain within the college from which those fees were generated. The deans, in conjunction with the chairs, he added, would have the ability to distribute those investments the same way they have the ability to manage college-level budgets within the new decentralized budget model.
  - b. Chair Niswonger called for a vote and the non-mandatory fee increase was approved.

Continuing his report, DeCarlo said the committee discussed comparative tuition and mandatory fees for public institutions in Tennessee. Tuition and mandatory fees will be presented at a called meeting in May and require a public comment period. The committee also conducted its quarterly review of agreements over \$250,000. DeCarlo concluded his report by commending Dr. B.J. King on the outstanding audit report results with no findings.

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

Dr. Wilsie Bishop, Senior Vice President for Academics, provided the committee report on behalf of Committee Chair Latimer.

- A. Dr. Bishop said promotion and tenure is the culmination of a year's work from faculty submitting their dossiers for review. She reported that the recommendations were endorsed by the committee unanimously.
  - a. Chair Niswonger called for a vote. The promotion and tenure of faculty members was approved.
- B. The approval of the Letter of Notification regarding the establishment of a Doctorate in Occupational Therapy was brought before the committee. Dr. Bishop said this program will be housed in the College of Clinical and Rehabilitative Health Sciences and the letter of notification is the first step in the process of full approval. If the letter is approved by the Board, it will then go to THEC and back to campus for action and then to the Board again for final approval, Dr. Bishop added.
  - a. Chair Niswonger called for a vote and the letter of notification seeking to establish a doctoral program in occupational therapy was approved.
- C. Another Letter of Notification brought before the committee was for the establishment of a Master of Fine Arts in Digital Media. This proposed degree would help graduates further their professional, technical and artistic skills to break into an increasingly competitive industry.
  - a. Chair Niswonger called for a vote and the letter of notification seeking to establish a MFA in digital media was approved.

Continuing her report, Dr. Bishop said the committee also approved future holidays to be observed by the university and held dynamic discussions about the role of research and its ability to move the institution forward as well as student bridge programs and providing mentorship opportunities for students.

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

In his report, Committee Chair Golden said the committee reviews the audit charter annually and no changes were recommended. Minor changes were made to the 2018-19 audit plan and the committee received reports on investigations performed. One investigation to note involved the Center for Academic Achievement, specifically due to the appearance of inappropriate procurement card purchases. An investigation of the center occurred and inappropriate charges were identified and also raised concerns of abuse of time. This resulted in a referral to ETSU Public Safety and the person who was at the center of it is no longer an employee at the university. Golden concluded his report by also mentioning the exceptionally clean report from the Tennessee Comptroller of the Treasury of the university's audited financial statements.

## **VII. Consent Agenda**

Chair Niswonger requested that approval of changes to the Institutional Mission Profile annually submitted to the Tennessee Higher Education Commission be added to the consent agenda. The chairman noted that a copy of the profile changes has been provided to trustees. The update reflects the university's change in Carnegie Foundation Classification.

Trustee Alsop made a motion to add the profile approval to the consent agenda. It was seconded by Trustee Golden and unanimously approved.

With no requests for any items to be removed from the consent agenda, trustees unanimously approved the consent agenda with a motion from Trustee Ayers and a second from Trustee Grisham. Items included on the consent agenda are:

- A. Minutes from the February 22, 2019, Finance and Administration Committee meeting
- B. Minutes from the February 22, 2019, Academic and Student Affairs Committee
- C. Minutes from the February 22, 2019, Audit Committee

### **VIII. Rule on Residency Classifications**

Chair Niswonger said the rule was previously approved by the Finance and Administration Committee and the text has been edited to meet the requirements as outlined by the Tennessee Department of State. The text, he noted, is available in the meeting materials. Following approval by a roll call vote, the proposed rule will be forwarded for consideration by the state through the steps required by law.

At the request of Chair Niswonger, Secretary David Linville initiated a roll call vote. The Rule on Residency Classifications was approved with no objections.

### **IX. Policy on Appearances before the Board**

Chair Niswonger stated that the Board of Trustees sets rules, policies and guidelines for the operation of the university as defined by the FOCUS Act. In order to ensure transparency and accountability, the Policy on Public Appearances before the Board outlines the ability of individuals to address the Board during a regularly scheduled board meeting. A copy of the policy is included in the meeting materials, he added.

Trustee Powell made a motion to approve the Policy on Appearances before the Board. It was seconded by Trustee Ayers and unanimously approved.

### **X. Resolution of Appreciation for Ms. Keyana Miller**

Dr. Noland applauded Student Trustee Miller for her leadership in the Student Government Association and as the 2018-19 student representative on the Board of Trustees. He made a motion to adopt the resolution, which the Board unanimously approved. Dr. Noland presented a framed copy to Miller. She spoke briefly to the Board.

### **XI. Resolution of Appreciation for Dr. Fred Alsop**

Dr. Noland extended his appreciation to Dr. Alsop for being the first faculty trustee to serve on the Board of Trustees. He read the resolution and made a motion for the Board to adopt the resolution. It was unanimously approved. Dr. Noland presented a framed copy to Dr. Alsop. He stated to the Board that this role has been the highlight of his extensive career at ETSU.



**XII. Resolution of Appreciation for Mr. Edward Kelly**

Dr. Noland congratulated Ed Kelly (Legal Counsel) on his 40-year career in higher education. After reading the resolution as written, he motioned for its adoption. It was approved by the Board and Kelly was presented a framed copy before addressing the Board.

**XIII. Resolution of Appreciation for Dr. Jane Jones**

Dr. Noland thanked Dr. Jane Jones (Chief of Staff) for her 45 years of service to ETSU. He read the resolution and proceeded to make a motion for adoption by the Board. It was approved and Dr. Noland presented Dr. Jones with a framed copy of the resolution. She spoke briefly.

**XIV. Resolution of Appreciation for Dr. Bert Bach**

Dr. Noland applauded Dr. Bert Bach (Provost and Vice President of Academic Affairs) for 43 years of service in Tennessee Higher Education. He read the resolution aloud and made a motion for its adoption. The Board approved the resolution and Dr. Noland presented a framed copy to Dr. Bach who then told the Board that his years at ETSU had been wonderful because of his colleagues.

**XV. President's Report**

Dr. Noland began his report by recognizing the loss of leadership that will occur as those individuals previously mentioned enter retirement. He commended their heart, dedication and impact on students during their tenure at ETSU.

Furthermore, he thanked the Board and the ETSU community for its patience while he and his family explored an opportunity at the University of Tennessee, Knoxville. The president reflected on the wonderful qualities that define ETSU, in particular the faculty and staff that he had established relationships with over the past seven years. Dr. Noland apologized for placing the institution and the region in a unique and awkward position during the spring semester. Furthermore, he reflected on the power of conversations he had with individuals across campus who wished him luck, but wished that he would stay at ETSU. Dr. Noland noted that he has been moved by the power of ETSU to impact the lives of the people of this region and the work that is underway, including the recent launch of a \$120 million capital campaign and ETSU Health, as well as various events held on campus that support ETSU's service mission. Dr. Noland noted that after much thought and prayer that these factors, coupled with his love for the university, led him to speak with Dr. Randy Boyd, University of Tennessee interim president, and withdraw his name from consideration for chancellor.

Following much applause from meeting attendees, Dr. Noland continued his report. He said ETSU Health provides the university's clinics with the opportunity to be the practice of choice with potential integration of services and places a focus on interprofessional education, which makes ETSU unique.

As part of his legislative update, the president noted that the legislative session was moving forward a bit later than normal due to Gov. Bill Lee's inauguration. ETSU was second in the state in terms of outcome funding and the budget also included deferred maintenance funding. The \$72 million capital project, a new humanities building, was not funded. However, the project was fifth on the list and three were funded, which improves its chances of being funded next year, Dr. Noland added. Efforts are already underway, he noted, for ETSU to raise its portion of the matching funds for the project. Additionally, there has been a focus on telling the story of ETSU's health sciences in Nashville. Dr. Noland said he is hopeful that legislation will move through to enhance the number of residency position for Quillen College of Medicine and he is also hopeful that there will be support for rural health at ETSU, potentially an expanded role in rural health research. Other health sciences-related initiatives, he explained, are not likely to be funded this year, however, the stories of those initiatives have been shared and will be again next year.

Dr. Noland then provided an overview of items to come before the Board of Trustees in May. At a special called meeting, the university budget and tuition and fees will be brought forward for consideration. He anticipates fee increases will be around 2% and said conversations about compensation for adjunct faculty are underway within the colleges.

At the previous board meeting, Dr. Noland outlined the process to review university structure disaggregated into immediate, near term and long term opportunities. In the immediate term, actions in the reporting structure for Admissions, Community Service and Engagement, Equity and Inclusion, and Compliance have taken place. The president reported that the restructuring process will ensure the university is properly aligned to meet its strategic planning objectives. Dr. Noland said medium term actions will be made before the start of the fall semester, such as the examination of research and innovation. Long term items will be examined in the fall, such as the alignment of academic programs within colleges. Dr. Noland will provide progress updates at each Board meeting.

Dr. Noland announced that the MOU with Ballad Health had been finalized and allows for both entities to move forward with a formal research partnership. A joint committee will be established to frame the operations of the MOU. Within the area of rural health, Dr. Noland said ETSU has a unique opportunity to address some of the rural challenges Gov. Lee has outlined.

Dr. Noland concluded his report with a construction update. He noted the ongoing construction of the Martin Center for the Arts and said renovations to the D.P. Culp University Center remain on time and within budget. THEC is requiring the university to update its facilities master plan in order to move forward with renovations to Lamb Hall. He said a number of deferred maintenance projects will begin this summer, including enhancement to Brown Hall.

Dr. Noland then introduced the newest Board members – Dr. Virginia Foley (faculty trustee) and Cristopher Santana (student trustee).

**XVI. Other Business**

No other business was discussed.

**XVII. Adjournment**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019  
ITEM: Approval of Minutes from June 17, 2019  
RECOMMENDED ACTION: Approval  
PRESENTED BY: Adam Green, Secretary

The minutes of the June 17, 2019 meeting of the Board of Trustees are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the June 17, 2019 meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
JUNE 2019 SPECIAL CALLED MEETING

MINUTES

June 17, 2019  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met at 2:30 p.m. on Monday, June 17, 2019 in the President's Conference Room in Burgin E. Dossett Hall on main campus in Johnson City, Tennessee. Participation by electronic or other means of communication was necessary due to the prompt scheduling of the meeting. The meeting was also livestreamed for those who could not be in attendance.

**I. Call to Order**

Chair Niswonger called the meeting to order at 2:32 p.m.

**II. Roll Call**

Secretary David Linville read the special instructions for telephonic meetings and called the roll.

Trustees in attendance were:

Fred Alsop  
Steven DeCarlo (via web conference)  
Linda Latimer (via web conference)  
Scott Niswonger, chair (via web conference)  
Jim Powell  
Ron Ramsey (via web conference)

Secretary Linville informed Chair Niswonger he did not detect a physical quorum present but noted that a quorum did exist by the inclusion of those members participating by electronic means. In accordance with Tennessee Code 8-44-108 section (b) (2), Linville offered to the committee the following circumstances that necessitated holding the meeting:

- It is necessary for the Board of Trustees to meet in order to approve the proposed tuition and fees and university budgets for the coming year.
- The prompt necessity of this committee's meeting did not provide adequate time for this committee's membership to make necessary arrangements to be physically present for a quorum.

- For these reasons, Secretary Linville contended that participation by a quorum of the committee for members by electronic or other means of communication is necessary.

Linville requested a motion and roll call vote for a determination on the necessity of holding the meeting. Trustee Powell made a motion to hold the meeting. It was seconded by Trustee Alsop and received unanimous approval by a roll call vote.

### **III. Tuition and Mandatory Fees for 2019-20**

President Brian Noland explained that the meeting was being held out of sequence due to the inauguration of the Governor, Bill Lee, and the delayed release of the state budget. Consequently, tuition and fees and budgets were not brought before the Board in April. He said the action items should return to the April meeting agenda next year.

ETSU was second in state outcome funding and the proposed 2.3% tuition and mandatory fee increase is one of the lowest in history and below the 2.5% cap set by the Tennessee Higher Education Commission (THEC), Noland stated. The bulk of the resources generated by the increase will be invested in people and help cover a 2% salary increase; faculty and staff have had salary increases 7 of the last 8 years, Noland said. The proposed budget is balanced, he continued, and investments will be placed into reserves as well as facilities. Due to the establishment of a decentralized budget, deans have the opportunity to make additional investments in faculty and staff within each college. Noland anticipates those investments will move forward to part time faculty.

Previously, the Board of Trustees established criteria it must consider when reviewing an increase in tuition and mandatory fees, Dr. BJ King stated. Results of the public comment period on the proposed tuition and mandatory fee increase was distributed to trustees prior to the meeting. In terms of the budget for 2019-20, King said Governor Lee's budget provided \$3.4 million in state support, leaving a \$2.6 million gap to keep pace with inflation, which would require a 2.6% tuition and fee increase. The university is taking a methodical approach to reviewing the costs associating with attending ETSU and is proposing a 2.3% increase, King explained. In terms of tuition and fees, ETSU is below average and in range with Tennessee schools, in particular, the Locally Governed Institutions (LGIs), she added. The university has invested in systems to assist in analyzing and finding efficiencies within colleges and units. Additional factors trustees must consider is projected enrollment, market and cost factors, new program and facilities costs as well as operational costs.

King outlined the proposed mandatory fees on page 6 of the meeting materials including requested increases in the SGA fee, student activity fee, technology access (year 3 of 5) and parking fee (increase also applies to faculty and staff).

The recommended increase will not apply to the additional out-of-state tuition and fees in order to remain competitive, King stated. Additionally, the increase will generate \$2 million in revenue allowing for investments in graduate assistant salaries (year 3 of 5 increase) faculty and tenure pool and a salary pool for faculty and staff.

As the result of action taken by the Finance and Administration Committee, the agenda item did not require a motion for approval. The 2019-20 tuition and mandatory fees were unanimous approved by roll call vote.

#### **IV. Estimated 2018-19/Proposed 2019-20 Operating Budgets**

In terms of the proposed 2019-20 budget, the main campus, Quillen College of Medicine and Family Medicine received a total appropriation from the governor's budget of almost \$4.7 million, compared to \$5.6 million last year, King noted. Over \$11 million of capital maintenance was requested by THEC for ETSU and \$5.6 was funded in the amended budget, which is equitable to other state institutions, she said. The proposed capital outlay project to construct a new Humanities building was not funded, but King said it could move higher on the list next year and be included in the Governor's 2020-21 budget. Also, the Quillen College of Medicine and Family Medicine each received an appropriation for a 2% salary increase, but none of the LGI's received specific salary pools in their appropriations, as it was included in operating funds. In April, the board approved a 2% pay increase for faculty and staff, so the proposed budget includes the salary increase for main campus and equates to \$1 million or a 1% tuition increase.

Dr. King noted that the proposed main campus budget is based on the projection that fall enrollment will be down 100 students. Furthermore, the budget is balanced, operations within available resources, and the proposed tuition increase is trending among the lowest in 20 years.

The university has three budget cycles, Dr. King explained, and each spring an estimated budget is prepared to close out the fiscal year and a proposed budget is prepared for the next fiscal year. These budgets are being presented for approval and the third budget with October revisions will be presented for approval later this year.

For the main campus, the primary investment in instruction and revenue from auxiliaries is up \$1 million due to increases in housing and food service, King said. Revenues total \$272 million.

The Quillen College of Medicine receives around \$44 million in support from the Medical Education Assistance Corp (MEAC) not included in the college's \$64 million budget. Revenue has increased \$3 million and the primary investment is instruction. Family Medicine received almost \$8 million in state appropriations and clinic revenue is \$5 million. Total revenue is \$17 million and the largest expenditure is instruction. Gatton College of Pharmacy receives no state appropriation and the total revenue is \$11.5 million from tuition and fees.

Dr. King told trustees that the proposed budgets are the result of a thorough process as numerous budget hearings were held last fall. She said the proposed budgets allow for wise investments and while keeping tuition increase low.

President Noland said ETSU conducted the open comment period on tuition and fees differently than other institutions and allowed commenters to submit responses to existing comments. He explained to the trustees who were attending the meeting by phone that students were attending the meeting and asked if anyone had questions. Austin Cable, a senior and SGA senator, addressed the board. He spoke about the existing balance of the state's "rainy day fund" and asked why state funding decreased from last year. He also asked trustees if they were going to request more funding from the state next year.

Dr. Noland expressed appreciation for the student input and efforts to be informed. He said the university's voice was heard by state legislators and THEC, as ETSU was second in investments from the state. The situation in Tennessee, he noted, is much better than other states, but higher education funding is a national issue. Dr. Noland said much of the revenue generated by the increase will be invested into people providing instruction and services for students.

As the result of action taken by the Finance and Administration Committee, the agenda item did not require a motion for approval. The estimated 2018-19 and 2019-20 proposed budgets were unanimously approved by roll call vote.

#### **V. 2020-21 Capital Outlay Project Approval**

Dr. Noland presented the capital outlay projects on behalf of Mr. Jeremy Ross. Annually, the university recommends capital outlay and capital maintenance projects for submission to THEC and eventually the Tennessee General Assembly. On page



17 of the meeting materials is a list of the proposed projects for both categories. The \$71.8 million Humanities building will be re-submitted as a proposed capital outlay project because it was not funded this year, Dr. Noland said. As anticipated projects are inspected this summer, technical changes to the proposed list may be necessary. If so, those changes will be brought before the Board in September, Noland said.

As the result of action taken by the Finance and Administration Committee, the agenda item did not require a motion for approval. The 2020-21 capital outlay and projects were unanimously approved by roll call vote.

**VI. Other business**

Chair Niswonger asked Dr. Noland to give an update. Noland said both the Culp Center renovations and Martin Center for the Arts construction were on time and budget. The third floor of the Culp is set to open in August and the entire building will reopen January 2020. The Martin Center will open spring 2020. Enrollment for fall is expected to be flat, but aggressive steps are being taken to assure students are returning to ETSU this fall, Noland explained. Dr. Wilsie Bishop is overseeing reorganization and restructuring and those efforts, as well as progress on research and innovation, will be presented to the board at the September meeting, he said.

**VII. Adjournment**

Trustee Alsop made a motion to adjourn the meeting at 3:25 p.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019  
ITEM: Selection of Student Trustee  
RECOMMENDED ACTION: Approve  
PRESENTED BY: Brian Noland, President

Mr. Cristopher Santana has been nominated by the President to serve as Student Trustee, following the policy for Student Trustee Selection.

**MOTION: I move to accept the President's nomination of Mr. Cristopher Santana to the position of Student Trustee.**

**RESOLVED: Upon the recommendation of President Noland, the Board of Trustees appoints Mr. Cristopher Santana to the role of Student Trustee to East Tennessee State University's Board of Trustees.**



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Recommendations for Tenure upon Appointment

RECOMMENDED ACTION: Approve

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Wilsie S. Bishop  
Senior Vice President for Academics and Interim Provost

Recommendation for tenure upon appointment for the following faculty and/or administrative employees:

**Dr. Frederick Gordon**

Dr. Frederick Gordon was appointed to serve as Director of the Master of Public Administration Program effective August 15, 2019. This recommendation for Dr. Gordon to be granted tenure in the Department of Political Science, International Affairs & Public Administration at the rank of associate professor is presented with the full support of the department chair, the college dean, and the president.

**Dr. Christopher Keller**

Dr. Christopher Keller was appointed to serve as Dean of the Honors College effective August 15, 2019. This recommendation for Dr. Keller to be granted tenure in the Department of Literature & Language at the rank of professor is presented with the full support of the department chair, the college dean, and the president.

**Dr. Brian Partin**

Dr. Brian Partin was appointed to serve the University School as Director effective September 30, 2019. This recommendation for Dr. Partin to be granted tenure in the University School at the rank of assistant professor is presented with the full support of the college dean and the president.

**MOTION: I move that the Board of Trustees adopt the resolution granting tenure and rank as outlined above.**

**RESOLVED: Upon recommendation of the Academic, Research, and Student Success Committee, the Board of Trustees awards tenure and rank as outlined above effective upon action of the board.**



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

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

Adam Green, Ed.D., Secretary  
ETSU Board of Trustees  
East Tennessee State University

September 3, 2019

Dr. Green,

I recommend the Board of Trustees award tenure upon appointment to the following individuals:

**Dr. Frederick Gordon, Associate Professor in the Department of Political Science, International Affairs,  
and Public Administration**

Dr. Gordon comes to ETSU from Columbus State University, Columbus, Georgia, where he served as chair of the department of politics, philosophy, and public administration and director of the masters of public administration program. His research has appeared in the *Journal of European Integration and Federalism*, *Critical Issues in Justice and Politics*, and *Public Administration Review*, among others. He has made numerous presentations at professional conferences and while in Georgia was a frequent expert commentator and interviewee for the media.

**Dr. Christopher Keller, Professor in the Department of Literature and Language and Dean of the Honors  
College**

Dr. Keller comes to ETSU from Western Kentucky University, where he was associate director of Mahurin Honors College. He held several positions in the honors college of the University of Texas Rio Grande Valley before moving to Western Kentucky. His publications include co-authoring *Technical Communication in the 21st Century* and *The Locations of Composition*, and authoring *Technical Communication: An Engaged Student Approach* (forthcoming). He has made numerous professional presentations and is on the editorial board of the *Journal of the National Collegiate Honors Council*.

**Dr. Brian Partin, Assistant Professor in the University School**

Dr. Partin comes to ETSU from Robinson Middle School in Kingsport, Tennessee, where he was principal from 2015 until his move to ETSU. Previously he was principal at elementary schools in Kingsport and Nashville. He also has experience as a classroom teacher and a university admissions counselor. In 2019 he was the recipient of the NAESP TN Middle Level National Distinguished Principal award, and professional organizations including the Tennessee Principals Association have also recognized his contributions as an educational leader.

Sincerely,

Brian Noland  
President

Attachments

Copies: Wilsie Bishop  
Lori Erickson

# Dr. Christopher J. Keller

## EDUCATION

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University of Florida

Degree: Ph.D. in English (2001)

Dissertation: “The Construction of *the* Student Writer: Composition Studies, Anthropology, and Youth Cultures.” Directed by Dr. Sidney I. Dobrin.

Kansas State University

Degree: M.A. in English (1997)

University of Texas at Austin

Degree: B.A. in English (1994)

## ADMINISTRATIVE POSITIONS

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- **Associate Director**, Mahurin Honors College, Western Kentucky University (2016 to Present)
- **Department Head**, Honors Academy, Western Kentucky University (2016 to 2018)
- **Associate Dean**, Honors College, University of Texas Rio Grande Valley (2015 to 2016)
- **Director**, Guerra Honors Program, University of Texas Rio Grande Valley (2012 to 2014)
- **Director**, National Student Exchange Office, University of Texas Rio Grande Valley (2012 to 2016)
- **Director**, Coca-Cola Foundation First-Generation Scholars Program (2014 to 2016)
- **Interim Director**, Office of International Programs, University of Texas Rio Grande Valley (2012)
- **Interim Chair**, Modern Languages Dept., University of Texas Rio Grande Valley (2013 to 2015)
- **Interim Chair**, English Dept., University of Texas Rio Grande Valley (2007 to 2008)
- **Director**, First-Year Writing Program, University of Texas Rio Grande Valley (2005 to 2007)
- **Director**, Writing Across the Curriculum Program, University of Hawaii at Hilo (2002 to 2004)

## FACULTY POSITIONS

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- **Associate Professor**, Mahurin Honors College, Western Kentucky University (2016 to Present)
- **Associate Professor**, English Department, University of Texas Rio Grande Valley (2007 to 2016)
- **Assistant Professor**, English Department, University of Texas Rio Grande Valley (2004 to 2007)
- **Assistant Professor**, English Department, University of Hawaii at Hilo (2002 to 2004)
- **Assistant Professor**, English Department, University of Hartford (2001 to 2002)

## PUBLICATIONS—Book, Book Chapters, and Articles

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“How to Drink from the Pierian Spring: A Liberal Arts and Humanities Question about the Limits of Honors Education.” *Journal of the National Collegiate Honors Council* (JNCH) 19.1 (2018): 155-70.

“I am Not a Generic Brand Honors Student: Using Storytelling, Design Thinking, and Internal Motivation in Honors First-Year Seminars.” Accepted in *Honoring the First-Year Experience: Curricular Foundations in Honors*.

*Technical Communication: An Engaged Student Approach*. First edition. Fountainhead Press. Forthcoming 2020.

“Introduction to Space and Place: Seeking Complexity in Rhetoric and Composition Coursework.” *The Norton Mix*. W.W. Norton, 2014. 1-11.

*Technical Communication in the 21<sup>st</sup> Century*, second edition. Co-authored with Sidney Dobrin and Christian Weisser. Prentice Hall, 2009.

*Technical Communication in the 21<sup>st</sup> Century*, first edition. Co-authored with Sidney Dobrin and Christian Weisser. Prentice Hall, 2006.

*The Locations of Composition*. Co-edited with Christian Weisser. State U of New York P, 2008.

*Writing Environments*. Co-edited with Sidney Dobrin. State U of New York P, 2006.

“Gardens and Classroom, Plants and Discourse: A Closer Look at Hybridity in Composition Studies.” *Writing Environments*. Eds. Sidney Dobrin and Christopher Keller. State U of New York P, 2005. 111-22.

“Un-Situating the Subject: ‘Locating’ Composition and Ethnography in Mobile Worlds.” *Ethnography Unbound: From Theory Shock to Critical Practice*. Ed. Stephen G. Brown. State U of New York P, 2004. 201-18.

“Alternative Discourses Between Home and the Academy: How Composition Studies ‘Mixes’ It Up.” *Composition Forum: A Journal of Pedagogical Theory in Rhetoric and Composition Studies* 13.1 (2003): 39-52.

“The Ecology of Writerly Voice: Authorship, Ethos, Persona.” *Ecocomposition: Theoretical and Pedagogical Approaches*. Eds. Christian Weisser and Sidney Dobrin. State U of New York P, 2001. 193-208.

## PUBLICATIONS—Book Reviews

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“Review of *Pride of Place: A Contemporary Anthology of Texas Nature Writing*.” Ed. David Taylor. *ISLE: Interdisciplinary Studies of Literature and Environment* 15.1 (2008): 288-89.

“Review of *Talking, Moving, and Sketching: Multiple Literacies in the Teaching of Writing*.” By Patricia Dunn. *Composition Forum: A Journal of Pedagogical Theory in Rhetoric and Composition Studies* 12.2 (2002): 171-73.

“Review of *Discourses of the Environment*.” Ed. Eric Darier. *ISLE: Interdisciplinary Studies of Literature and Environment* 7.2 (2000): 285-86.

“Review of *Theorizing Composition: A Critical Sourcebook of Theory and Scholarship in Contemporary Composition Studies*.” Ed. Mary Lynch Kennedy. *Composition Forum: A Journal of Pedagogical Theory in Rhetoric and Composition Studies* 10.2 (1999): 62-65.

“Review of *Dramas of Solitude: Narratives of Retreat in American Nature Writing*.” By Randall Roorda. *JAC: A Journal of Composition Theory* 19.3 (1999): 511-16.

## **PUBLICATIONS—Under Review and In Progress**

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“Only Connect but Always Reflect: Increasing the Value and Visibility of Liberal Education through ‘Honors by Reflection’ Contracts.” In Progress.

“Clumsy, Complex, Groping, Blind Thing: Gloria Anzaldúa, Edith Ellis, and the Transformative Politics of Reproductive Futurity.” In Progress.

## **CONFERENCE PRESENTATIONS**

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“Beyond the Classroom: The Transgressive Politics of Honors Contracts.” National Collegiate Honors Council Conference. Boston, MA, 2018.

“Rewriting Eugenics, Rewriting Nation: The *Strange* Intersections of Gloria Anzaldúa and Edith Ellis.” Conference for the Society of Multiethnic Literature of the United States. Las Vegas, NV, 2018.

“Shaping a Coherent Honors Curriculum Within the Broader University or College.” Developing in Honors. National Collegiate Honors Council Conference. Atlanta, GA, 2017.

“Developing an Honors Faculty Culture: Perspectives from Faculty and Administrators at Public and Private Universities.” Roundtable. National Collegiate Honors Council Conference. Atlanta, GA, 2017.

“‘Tired of Being’ in the Harbors of Diversity: Gloria Anzaldúa, Counter-Images, and the Seas of Institutional Whiteness.” Conference for the Society of Multiethnic Literature of the United States. Boston, MA, 2017.

“Honors Liberal Education in the 21<sup>st</sup> Century Public University: What Can It Mean for Students ‘To Know Themselves.’” General Session. National Collegiate Honors Council Conference. Seattle, WA, 2016.

“*Being* Gloria Anzaldúa: Images and (En)Counters with Institutional Whiteness.” Conference on College Composition and Communication. Houston, TX, 2016

“The (R)Evolution of Gloria Anzaldúa.” Conference for the Society of Multiethnic Literature of the United States. Oklahoma City, OK, 2014.



“The Struggle Has Always Been Inner: Gloria Anzaldúa’s (Border)Land Images and (R)Evolutionary Steps to Environmental Change.” Tenth Biennial Conference of the Association for the Study of Literature and Environment. Lawrence, KS, 2013.

“Transnational Students, Transnational Pedagogies: Writing Beyond U.S. Centrism.” Conference on College Composition and Communication. Atlanta, GA, 2011.

“Composition in the Borderlands: Gloria Anzaldúa and the Limits of Theory.” Conference on College Composition and Communication. San Francisco, CA, 2009.

“Composition’s Places: Occupation, Possession, Power.” Conference on College Composition and Communication. Chicago, IL, 2006.

“(In)Accessible Literacies: Negotiating the Geographies of Identity.” Conference on College Composition and Communication. San Francisco, CA, 2005.

“The Rise of Place-Based Composition Studies and the Uncertain Future of Ecocomposition.” Conference on College Composition and Communication. ASLE Special Interest Group. San Francisco, CA, 2005.

“Locating the Work of Composition in Public Spheres.” Conference on College Composition and Communication. San Antonio, TX, 2004.

“The ‘Open Hand’ of Science: Rhetorics of Wonder in Public Persuasion.” Conference of the Rhetoric Society of America. Las Vegas, NV, 2002.

“Anthropology for Composition Studies: Theorizing Disciplinary Identity.” Annual Conference on the Teaching of Writing in Connecticut. New Haven, CT, 2001.

“Writing and Politics: Literacy, Nature, and the Problems of Student Indoctrination.” Conference on College Composition and Communication. ASLE Special Interest Group. Minneapolis, MN, 2000.

“Writing ‘Like a Mountain’: A More Fluid Approach to Composition.” Florida College English Association Annual Conference. Orlando, FL, 2000.

“Ecocomposition and ‘Learning’: Intersections among Nature, Literacy, and Academic Discourse.” Conference of the Association for the Study of Literature and Environment. Kalamazoo, MI, 1999.

“The Pedagogy of Representation: Rewriting Culture in the Composition Classroom.” Annual Cultural Studies Symposium. Manhattan, KS, 1999.

“Writing Locally: Retreat and Composition in Florida’s Natural Environments.” Florida College English Association Annual Conference. St. Augustine, FL, 1999.

“Searching for Crusoe’s Island: John Dos Passos’s *Three Soldiers* and the Meaning of Place after the Great War.” The Space Between Annual Conference. New Paltz, NY, 1998.

## PROFESSIONAL DEVELOPMENT CONFERENCES and WORKSHOPS

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The National Resource Center's Thirty-Seventh Annual First-Year Experience Conference. San Antonio, TX, 2018.

National Association of Fellowship Advisors (NAFA) Ninth Biennial Conference. Philadelphia, PA, 2017.

Second Annual Summer Honors Faculty Institute at Texas Christian University. Facilitated by Dr. Marca Wolfensberger, Dr. John Zubizaretta, and Dr. Beata Jones. Fort Worth, TX, 2017.

NCHC Faculty Institute. "Birmingham and Montgomery (City as Text): The Civil Rights Movement Reimagined." Facilitated by Dr. Ada Long. Birmingham, AL, 2017.

American Council on Education (ACE) Leadership Academy for Department Chairs and Program Directors. San Diego, CA, 2017.

Annual Conference on Teaching and Learning Assessment at Drexel University. Philadelphia, PA, 2016.

Designing Courses for Significant Learning: Three-Day National Workshop. Lee D. Fink & Associates. Chicago, IL, 2013.

Workshop for New National Student Exchange Directors. Annual National Student Exchange Conference. Orlando, FL, 2013.

Writing Program Assessment Institute Workshop. Council of Writing Program Administrators. Anchorage, AK, 2005.

## TEACHING EXPERIENCE

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- Citizen and Self: An Introduction to Honors
- Honors Internship: ePortfolio Development
- Honors Practicum
- Honors Colloquium: American Civil Rights Movement Remembered
- Study Abroad in Rome and Florence: Honors City as Text
- Study Abroad in Dublin and Belfast: Honors City as Text
- Honors Humanities, Part I
- Honors Humanities, Part II
- Honors Thesis Writing Colloquium
- First-Year Writing I: Composition and Rhetoric
- First-Year Writing II: Composition and Rhetoric
- Professional and Technical Writing
- Advanced Composition
- Writing and Culture
- History of Rhetoric
- Environmental Rhetoric and Nature Writing
- Introduction to Literature
- Survey of American Literature I

- Survey of American Literature II
- Literature, Art, and Censorship
- Introduction to Rhetoric and Composition Studies (Graduate Level)
- Rhetoric and Composition Theory (Graduate Level)
- Professional and Technical Writing (Graduate Level)
- Rhetoric and Composition Pedagogy (Graduate Level)
- American Environmental Literature (Graduate Level)
- Rhetorics of Gloria Anzaldúa (Graduate Level)

## GRANTS

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Co-Investigator. “Coca-Cola Foundation First-Generation Scholars Program” (2014 to 2016)  
 Contributed to development and maintenance of a successful \$500,000 grant that provided scholarships and programming for twenty University of Texas Rio Grande Valley first-generation college students; served as chair of the selection committee; collaborated on programming with Coca-Cola stakeholders; worked with University Advancement to generate new funds beyond the original \$500,000. Funded by the Coca-Cola Corporation.

Co-Principal Investigator. “Mobile Undergraduate Research Learning Program” (2013 to 2014)  
 Successful proposal of \$10,000 to prepare undergraduate students to conduct original research, compose a thesis, and present findings using Apple iPads and relevant apps related to disciplinary inquiry. Funded by the Texas State Library and Archives Commission.

Principal Investigator. “Increasing Cultural Competence: WKU Students Abroad and at Home.”  
 Proposal for internal grant of \$15,500 to measure honors students’ cultural competence before and after participation in long-term study abroad programs using the Intercultural Development Inventory (IDI), to analyze and understand data, and use results of the study to further develop and measure cultural competence in other curricular and co-curricular experiences that do not involve education abroad. Under review at WKU.

## SERVICE to the PROFESSION

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- Member, Editorial Board, *Journal of the National Collegiate Honors Council* (Term 2018 - )
- Member, National Collegiate Honors Council’s Place as Text Committee (Term 2018 - )
- Member, National Collegiate Honors Council’s Publication Board (Term 2019 - )
- Member, Kentucky Honors Round Table (2016 - )
- Co-Organizer, 2015 Great Plains Honors Council Conference in South Padre Island, TX
- Peer Reviewer, *Pedagogy: Critical Approaches to Teaching Literature, Language, Composition, and Culture*
- Peer Reviewer, *Composition Forum: Journal of Pedagogical Theory in Rhetoric and Composition*

## SELECT ACADEMIC SERVICE—University, College, and Department Levels

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- Academic Affairs Leadership Team (Member)
- Student Engagement and Experiential Learning Working Group (Member)
- Council of Department Chairs (Member)

- Program Review and SACS Criteria Committee (Member)
- Honors Council (Ex-Officio)
- International Oversight Committee (Member)
- Student Academic Standing Committee (Member)
- University of Texas Regents' Outstanding Creative Writing Award Committee (Chair)
- Undergraduate Research Conference Committee (Member)
- First-Year Experience Advisory Group (Member)
- Pathways Project: P-16 Curriculum Alignment (Member)
- Undergraduate Admissions Advisory Committee (Member)
- Archer Fellows Selection Committee (Member)
- College-Level Tenure and Promotion Committee (Chair)
- Department-Level Assessment Committee (Chair)
- Department-Level Curriculum Committee (Member)
- Department-Level Graduate Studies Committee (Member)
- Department-Level Faculty Search Committees (Chair)

## PROFESSIONAL MEMBERSHIPS

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- National Collegiate Honors Council
- National Council of Teachers of English
- Council of Writing Program Administrators
- Association for the Study of Literature and Environment
- Society for the Study of Multi-Ethnic Literature of the United States
- College English Association
- Flannery O'Connor Society

## CURRICULUM VITAE

Frederick D. Gordon  
Associate Professor of Political Science

### Education

- Ph.D. University of Southern California, Los Angeles, California  
Department of Political Science, December, 2005  
Thesis: Half Empty or Half Full: Understanding Early Coordination  
Strategy as a Means to Mitigate Regional Water Scarcity  
Tyler Environmental Fellowship – University of Southern California,  
2004-  
2005 Haynes Intermediate Dissertation Fellowship – University of  
Southern California, 2002-2003
- M.A. University of Southern California, Department of Political Science,  
2002
- M.P.I.A. University of Pittsburgh, Pittsburgh, Pennsylvania  
Graduate School for Public and International Affairs  
Certificate of Specialization: International Political Economy, 1993  
Graduate Fellowship – University of Pittsburgh, 1992-1993
- B.A. Clark University, Worcester, Massachusetts  
Major: History, 1989  
First Honors- Clark University, 1989

### ACADEMIC APPOINTMENTS

#### **Columbus State University** – Associate Professor

2014-2018 Department Chair

2015-2018 MPA Director

2014- Joint Appointment with Valdosta State University to teach European  
Environmental Policy, Summers, 2014, 2016, and 2018  
Conducted data assessment on how MPA program aligns with the  
National Association for Public Affairs and Policy  
Frequent commentator on local television for political issues  
Hired new faculty at graduate and undergraduate levels  
Evaluated faculty on annual basis  
Comprise course scheduling for both graduate and undergraduate  
Students

Taught overseas courses in Oxford, England (2015) and Florence Italy (2018)  
Delegated student advising to faculty  
Supported faculty teaching and research initiatives  
Attended and recruited students at all university orientation programs  
Allocate resources according to budgetary restrictions  
Supervised 10 faculty, 1 support staff and one graduate student assistant

Lead staff in developing measurable standards for National Association of Public Affairs and Administration

2010-14 Assistant Professor of Political Science

Appointed to University System of Georgia, Board of Regions, CSU political science representative where we review retention, progression and graduation data

Course Taught

American Government, The Presidency, Policy Analysis, Environmental Law and Policy, and Global Environmental Policy, International Law, Comparative Politics, International Relations  
Budgeting, Personnel Management, and Survey of Public Administration

#### MEMBERSHIP

Georgia Political Science Association  
Foreign Policy Research Institute  
Pi Alpha Alpha  
Phi Beta Delta

#### SPECIAL AWARDS, FELLOWSHIPS, AND OTHER HONORS

2018-University Writing Fellow  
2017-2018 Pi Sigma Alpha Grant \$475  
2017-18 Selected as instructor for overseas program to take place in Florence, Italy called Due Process; Medieval and Modern, FOR MAY 2018  
2015 – Readers Privileges – Huntington Library, Pasadena California  
2014- University grant (\$1000 grant to interview former Freedom Riders in west Georgia)  
Instructor for Sustainability and Democracy course in Oxford, England Summer 2015  
Awarded full time graduate faculty status-2011  
QEP Writing Fellow 2011-12

## PROFESSIONAL ACTIVITIES (Publications)

Eco-Criticism in a Changing Policy Context chapter for edited volume titled The Green Critique accepted but waiting for final comments for The Association for the Study of Literature and the Environment <https://www.asle.org/discover-asle/vision-history/> awaiting final revision, October 2018

“Climate Change After the Paris Agreement”, Journal of European Integration and Federalism, Summer 2016

“An End to the ACF Conflict?” Critical Issues in Justice and Politics, May 2016

“Is the Executioner Wrong?” Perspectives, August 2014

International Environmental Justice Competing Claims and Perspectives, ILM 2012, served as lead editor which included my writing the introduction, a chapter and conclusion

“Treaties and International Law” Encyclopedia of American Environmental History, University of Houston Center for Public Policy, November 2010

“Freshwater Resources and Interstate Cooperation; Strategies to Mitigate An Environmental Risk” SUNY PRESS, (November, 2008)

“At the Crossroads: Understanding the Challenges and Opportunities for Environmental Stewardship”, Public Administration Review, March 2008)

“Water Issues at the U.S.-Mexican Border”, Environment, May 2004

“Managing Groundwater in Israel, Gaza, and the West Bank”  
in Managing Common Pool Groundwater Resources: An International

Perspective, Greenwood Publishing Group, March 2004

“Economic and Internal Political Implications of the United States

Opening Trade with Vietnam”, Asian Profile, February 1994

## Live Television Appearances

“Republican Governor’s Debate”, March 6, 2018 WRBL Columbus State University

“State of the Union”, January 23, 2018 WTVM Columbus State University

*“Political Experts speaks on AL US Senate Special Election”, WTVM, December 12, 2017*

*“Political professor on how sex allegations could impact Roy Moore Senate run”, WTVM November 9, 2017*

*“Resignation of Governor Bentley”, WTVM April 10, 2017*

*“Political Implications of Bombing Syria”, WRBL April 7, 2017*

*“Evaluating The Presidency”, WTVM March 20, 2017*

*“State of Georgia Primary Assessment” WTVM for 2016 state primaries (May 25, 2016)*

*“Presidential debate analysis” WTVM September 28, 2016*

*“Governor and East Alabama Elections WLTZ for Nov 6, 2014*

### **Recorded Interviews**

Experts say election results in AL may set tone for 2018 midterm WTVM, December 13, 2017

CSU professor talks possible impact of Georgia voting breach in the Valley, WTVM, November 2, 2017

“Moore, Strange to face off for GOP AL nod in September runoff”, WRBL August 16, 2017

“Money for Social Services Hangs in Balance Amid Budget Talks”, WRBL March 20, 2017

“Fantasy sports bill proposed in Georgia and Alabama”, WRBL, March 7, 2017

Columbus reacts to potential healthcare changes”WTVM, March 7, 2017

“Georgia Lawmaker to Take Conservative Stance with Immigration”, WRBL, December 14, 2016



“Drought deepens divide between states amid decades-long water war”, WRBL, November 14, 2016

“Guest: CSU’S Dr. Frederick Gordon Breaks Down the Election, WTVM November 8, 2016

“Breaking Down the Presidential Debate with CSU’s Dr. Frederick Gordon, WTVM, September 28, 2016

“CSU Professor Offers Insight on Clinton’s Illness, WRBL September. 12, 2016

“Columbus Muslims React to Deadly ISIS Attacks in Paris, WTOC, November 17, 2015

“CSU Professor says civil rights leaders will miss Eric Holder” WTVM October 2015

“WTVM asks kids what Labor Day Means”, KSLA, September 7, 2015

WTVM SPECIAL REPORT: Mugshot Mania, WTVM, February 12, 2015

“Columbus Hispanic Pastor and CSU professor talk about Obama’s Immigration Order”, WTVM, Nov. 21, 2014

“New Voters Could be Pivotal in Upcoming Election”, WTVM October. 23, 2014

### **Op Ed Articles,**

“Who We Are, A Non-Political Sense of Identity, Ledger Enquirer, December 22, 2018

“Constitution more durable than any monument” Ledger Enquirer, August, 27, 2017

“Exactly what is a Presidential Doctrine?” Ledger Enquirer, April 14, 2017

“Executive Legislation”, Ledger Enquirer, February 7, 2017

“Secretary of State, What’s at Stake”, Ledger Enquirer, December 11, 2016

“Is Georgia a Purple State”, Ledger Enquirer, September 16, 2016

“Remembering Women Political Pioneers”, Ledger Enquirer, August 15, 2016

“Never Be Silent, Memorial Tribute to the Life of Elie Wiesel”, Ledger Enquirer, July 9, 2016

“Delegated Power, Party Process and Popular Vote, Ledger Enquirer, April 27, 2016

Carrying Out the Death Penalty has Southern Roots, Ledger Enquirer, October 9, 2015.

“A Century Old Tragedy”, Ledger Enquirer, August 14, 2015

“A Thin Red Line Understanding Political Blowback in the Israeli-Palestinian Conflict”, Ledger Enquirer, August 2014

“Remembering History’s Heroes”, Letter to Editor, Ledger Enquirer, May 2013

Climate Change Facilitator for C2C conference at the University of Tennessee at Chattanooga, November 2012

Chattahoochee River at the Crossroads-Feature Special to Ledger Enquirer, July 2011

Coordinated the 2011-2012 Environmental Policy Lecture Series, Columbus State University

“Petro-junkies: Environmental policy’s uncomfortable dependency” Ledger-Enquirer, September 2010

“On Climate Change, the Science is Clear But Politics is Not” Sacramento Bee, June 2006

Review of Yitzhak Rabin: Soldier of Peace, The Philadelphia Inquirer, May 1998

## **PRESENTATIONS**

“The Politics Behind the Anschluss” A preshow presentation before “The Sound of Music”, The River Center, Columbus, Georgia, April 18, 2018

“Contested Waters” H<sub>2</sub>O LA An Examination of Louisiana’s Relationship with Water, University of Louisiana Lafayette, Lafayette, Louisiana, August 14, 2017

Environmental Justice: New Pathways, New Problems –Social Equity and Leadership Conference, Omaha, Nebraska, May 2017

“Environmental Executive Order 1981-2014, New Pattern or New Institutionalism”, Georgia Political Science Conference, November, 2016

“A Key to White House, the role of Campaign Pins”, Columbus State University, Columbus, Georgia, November, 2016

Panel Judge at Conference for Minority Public Administrators Conference, Jackson, Mississippi, February 2016

An End Game to the Tri-State Water Conflict? Georgia Political Science Conference, Savannah, Georgia November 2015.

“Game Over or Have the Games Just Begun”? Faculty Research Conference, Columbus State University, Columbus, Georgia, March 2015

Water Stories: How Atlanta and Los Angeles acquired water to become major cities”. Environmental Science Guest Lecturer Series, February 2015

Game Over or Have the Games Just Begun? Project XL and the Role of Executive Orders, Georgia Political Science Conference, November 2014

“Origins of Islamic Extremism” Temple, Israel, Columbus, Georgia September 2014

“AN Administrator to Admire: Sophie Masloff, Mayor of Pittsburgh” Guest speaker for Pi Sigma Alpha Awards Ceremony, December 2013

Paine, Policy, and Pragmatism: A Common Sense Approach for Public Administrators: Guest speaker for MPA speakers forum, October 2013

Served as Chair for CSU student presentations on student presentations on the Georgia Water Wars 2012 Georgia Political Science Conference

Served as Chair and Discussant for Environmental Policy Panel at the Western Political Science Conference, San Antonio Texas, April 2011

Presented paper titled “Conservation or Greed: A Comparative Assessment Towards Understanding Contemporary Water Policy, Georgia, Political Science Conference, Savannah Georgia, November 2011

Presented paper titled Lesotho: A Peculiar Case of Environmental Justice at the Southern Political Science Conference, New Orleans, Louisiana January 2012

“Which Way are We Going? Environmental Justice in the Aftermath of the Deep Horizon Oil Spill, Western Political Science Conference, San Antonio, Texas April 2011

“Interstate Water Compacts: The Long Arm Statute of the Clean Water Act” Georgia Political Science Conference”, November 2010 Savannah, Georgia

“Triumph Over Tragedy, How the Gulf Oil Spill Can Lead to Better Environmental Policymaking” CSU-River Campus, September 2010

“Cap and Trade, A Relative Gains Approach towards Achieving a Sustainable Energy Policy” –2010 Western Political Science Conference, San Francisco, California

“Is Punctuated Equilibrium or Environmental Determinism the driving force behind environmental policy? A Comparative Assessment of Los Angeles and Seattle Water Policy Management”  
Western Political Science Conference – Vancouver, British Columbia, March 2009

“Deciphering the Politics of Global Climate Change” Guest Speak for UCLA Extension Speakers Panel, November 2007

“Understanding America’s Oil Addiction” Guest Speaker for International Relations Undergraduate Association, University of Southern California, September 2006

“Understanding Freshwater Cooperation” Hawaii International Conference on Social Sciences, Honolulu, Hawaii, June 2005

“Bridging the Divide: Using Multiple Methodologies to Conduct Comparative Research”  
Western Political Science Conference, Oakland, California, March 2005

“A Quantitative Assessment of Interstate Water Accords, 1950-2000”  
Greening Conference, XIV – University of California Irvine, January 2005

“Water Scarcity in the Twenty First Century” Challenges of a Transboundary World Conference University of California, Irvine, October 2004

“From Preservation to Conservation: Evaluating Current Trends in Environmental Policy”, Valley Interfaith Council, North Hollywood, California, September 2004

“A River Divided Cannot Flow: The Case of the Rio Grande and the Silvery Minnow” - Western Political Science Conference, Portland, Oregon, March 2004

“Water as a Source of Conflict in the Middle East” - The Association of Israel Studies, Vail, Colorado, May 2002

#### SERVICE TO COMMUNITY

Helped Coordinate School Trip to Selma, AL for commemorative march, March 2015

River Valley Regional Commission – Elected to the Board to represent Muscogee County, 2013- (regional environmental and economic issues that address 16 Georgia counties)

One Columbus-Elected to Board of Directors-attend board meetings and outreach programs 2011-2012

Help the Hooch Volunteer –Helped clean the Chattahoochee River (Oct 2011)

Work In Progress and long term plans

In the Shadow of Leo Frank: Professor X and Anti-Semitism in the Deep South for submission to the Journal of Contemporary Anti-Semitism

ACF Conflict: Which Way Forward to Solve the Alabama, Georgia, Florida water conflict-Goal is to provide an authoritative book on the tri-state water conflict. Seeking university book contract

1927, The Great Mississippi Flood and the Making of the American Presidency (working paper)

## **BRIAN KEITH PARTIN**

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### **PROFESSIONAL SUMMARY**

I am currently finishing my sixteenth year in educational administration and twenty-first in public education in Tennessee. My desire is to continue working to provide a high-quality public education for students in an innovative setting committed to the advancement of all children.

### **EDUCATION**

Lipscomb University, Nashville, TN <b>Ed.D. in Learning Organizations and Strategic Change</b>	<b>2018</b>
Lincoln Memorial University, Harrogate, TN <b>Ed.S. in Administration and Supervision</b>	<b>2008</b>
Tennessee State University, Nashville, TN <b>M.Ed. in Administration and Supervision</b>	<b>2002</b>
Anderson University, Anderson, IN <b>B.A. in Elementary Education</b>	<b>1999</b>

### **PROFESSIONAL EXPERIENCE**

#### **Principal**

Robinson Middle School, Kingsport City Schools.	<b>June 2015 – Present</b>
Thomas Jefferson Elementary, Kingsport City Schools	<b>July 2006 – June 2015</b>
Crieve Hall Elementary, Nashville Public Schools	<b>April 2005 – June 2006</b>

**Duties included:** Lead learner and supervisor of 100 faculty and staff members, manager of annual operating budget and purchasing accounts, instructional leader, community liaison, developer of professional growth plans, lead evaluator of all faculty and staff, facilitator of visioning and strategic planning, member of district-level administrative team, and developer and provider of key communications via multiple media outlets

#### **Assistant Principal**

Andrew Jackson Elementary, Nashville Public Schools	<b>June 2003 – April 2005</b>
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**Duties included:** Assistant lead learner and supervisor of 50 faculty and staff, developer of faculty and staff operating manuals, teacher and staff evaluator, school improvement team leader, executive report developer, community relations, and school event co-planner for school functions and activities

**Teacher**

Eakin Elementary, Nashville Public Schools

**June 1999 – May 2003**

**Duties included:** Third grade teacher at a lottery based public school in Nashville; planned daily in all four core content areas for 20 students annually; enrollment was fixed every with very little mobility; served on a site-based leadership team as a member and president for the school overseeing a PTA budget over \$100,000 annually; organized local fundraising community events

**Teacher**

Ross Elementary, Nashville Public Schools

**August 1998 - May 1999**

**Duties included:** Third grade teacher of 24 students in 100% Free and Reduced Lunch Title One School; provided direct instruction and supports via classroom, after-school tutoring and coaching roles

**Tennessee Titans Yell Leader**

Tennessee Titans Entertainment Inc.

**1999-2003**

**Duties included:** Member of 40-person entertainment squad responsible for game day entertainment and community public relations event throughout the season at all home games and Super Bowl XXXIV

**Admissions Counselor**

Anderson University, Anderson, IN

**May 1995 - July 1998**

**Duties included:** Recruitment manager for 18 states and Washington, DC; established travel plans and maintained annual travel budget; public relations and key recruitment ambassador for the university

**AWARDS AND HONORS**

NAESP TN Middle Level National Distinguished Principal	<b>2019</b>
NAESP President	<b>2018</b>
NAESP President-Elect	<b>2017</b>
NAESP Vice President	<b>2016</b>
Kingsport City Schools Entrepreneurship, Education, Excellence Award	<b>2014</b>
NAESP Zone 4 Director (2-Year Term)	<b>2013</b>
Tennessee Principals Association Meritorious Service Award	<b>2013</b>
Tennessee Principals Association Past-President Award	<b>2011</b>
Tennessee Principals Association President (2-Year Term)	<b>2009</b>
Tennessee Principals Association Vice President	<b>2008</b>
Tennessee Principals Association Region 9 Director (2-Year Term)	<b>2006</b>
Principals' Leadership Academy of Nashville @ Vanderbilt	<b>2004</b>

## **PROFESSIONAL ASSOCIATIONS**

Association for Supervision and Curriculum Development (ASCD)

National Association of Elementary School Principals (NAESP)

Tennessee Principals Association (TPA)

## **CERTIFICATIONS AND LICENSE**

Tennessee Professional Teaching License, Grades 1-8

Tennessee Professional Administrator License

## **REFERENCES AVAILABLE UPON REQUEST**





EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Revised Student Code of Conduct Rule

RECOMMENDED ACTION: Approve (Roll Call Vote)

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Jeff Howard, Associate Vice President,  
Student Life and Enrollment  
Dr. Michelle Byrd, Dean of Students

The Student Conduct rule is an institutional policy that governs student conduct in an effort to maintain the civic and academic communities of East Tennessee State University. The policy outlines prohibited conduct, disciplinary proceedings and appeals, and disciplinary sanctions and holds. The General Policy on Student Conduct and Disciplinary Sanctions was approved by the ETSU Board of Trustees on March 24, 2017. Since that date, several items have arisen necessitating changes to the Student Code of Conduct. These include the following:

- A resolution by the Student Government Association recommending the addition of a Medical Amnesty process within the Student Conduct Rule
- Requirements associated with sexual misconduct hearing processes, rights, and responsibilities, as outlined by Tennessee Public Chapter 980
- Recommendations stemming from a Student Conduct review team, suggesting slight modifications—amendments and an addition-- to the list of violations

Accordingly, edits have been made to the Student Code of Conduct and are being presented to the Board for approval in advance of the Code of Conduct's submission to the State of Tennessee for the rulemaking process.

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

**Student Code of Conduct**

**Rules  
Of  
East Tennessee State University, Johnson City  
Chapter 0240-06-03  
Student Conduct**

Table of Contents is added to Chapter 0240-03-03 Student Conduct and shall read as follows:

Table of Contents

- 0240-06-03-.01 Policy Statement and Scope**
- 0240-06-03-.02 Definitions**
- 0240-06-03-.03 General Provisions**
- 0240-06-03-.04 Prohibited Conduct**
- 0240-06-03-.05 Academic Misconduct and Classroom Behavior**
- 0240-06-03-.06 Disciplinary Sanctions**
- 0240-06-03-.07 Medical Amnesty**
- 0240-06-03-.08 Disciplinary Holds on Records**
- 0240-06-03-.09 Disciplinary Proceedings and Appeals**

0240-06-03-.01 Policy Statement and Scope is added to Chapter 0240-06-03 Student Conduct and shall read as follows:

**0240-06-03-.01 Policy Statement and Scope**

**(1) INSTITUTION POLICY STATEMENT**

- a. Students enrolled in postsecondary educational institutions are citizens of their civic communities as well as the academic community. As such they are expected to conduct themselves as law-abiding members of each community at all times. Admission to an institution of postsecondary education carries with it special privileges and imposes special responsibilities apart from those rights and duties enjoyed by non-students. In recognition of the special relationship that exists between the institution and the academic community which it seeks to serve, the ETSU Board of Trustees has authorized the president of the institution to take such action as may be necessary to maintain campus conditions and preserve the integrity of the institution and its educational environment.
- b. Pursuant to this authorization and in fulfillment of its duties to provide a secure and stimulating atmosphere in which individual and academic pursuits may flourish, the University has developed rules, which are intended to govern student conduct. The institution may expand on these regulations, subject to Board approval. Following are East Tennessee State University's ("ETSU" or "the University") rules. In addition, students are subject to all federal, state and local laws and ordinances. If a student's violation of such laws or ordinances also adversely affects the institution's pursuit of its educational objectives, the institution may enforce its own regulations regardless of the status or outcome of any external proceedings instituted by other civil or criminal authorities.

c. Disciplinary action may be taken against a student for violation of the regulations that occur on any ETSU property or while participating in international or distance learning programs, and off campus, when the conduct impairs, interferes with, or obstructs any institutional activity or the mission, processes, and functions of the institution. ETSU may enforce its own regulations regardless of the status or outcome of any external proceedings instituted in any other forum, including any civil or criminal proceeding.

d. These regulations, and related material incorporated herein by reference, are applicable to student organizations as well as individual students. Student organizations are subject to discipline for the conduct and actions of individual members of the organization while acting in their capacity as members of, or while attending or participating in any activity of, the organization.

e. Confidentiality of Discipline Process. Subject to the exceptions provided pursuant to the Family Educational Rights and Privacy Act of 1974 (FERPA), 20 USC 1232g and/or the Tennessee Open Records Act, T.C.A. § 10-7-504(a)(4), a student's disciplinary files are considered "educational records" and are confidential within the meaning of those Acts. Notwithstanding any law to the contrary, information that is reasonably likely to identify a student accused of committing an alleged sexual offense or alleged violent sexual offense as defined in T.C.A. § 40-39-202 or any information that is reasonably likely to identify the victim of an alleged sexual offense or alleged violent sexual offense as defined in T.C.A. § 40-39-202, will be treated as confidential and will not be open for inspection by members of the public pursuant to T.C.A. § 10-7-504.

Authority: T.C.A. § 49-8-209 (a)(1) (D); T.C.A. § 10-7-504(a)(4); T.C.A. § 40-39-202; T.C.A. § 49-8-101(a)(2)(A); and T.C.A. § 10-7-504.

0240-06-03-.02 Definitions is added to Chapter 0240-06-03 Student Conduct and shall read as follows:

**0240-06-03-.02 Definitions**

- (1) "Student"-- any person who is admitted and/or registered for study at the University for any academic period. This shall include any period of time following admission and/or registration, but preceding the start of classes for any academic period. It will also include any period which follows the end of an academic period through the last day for registration for the succeeding academic period, and during any period while the student is under suspension from the institution. Finally, "student" shall also include any person subject to a period of suspension or removal from campus as a sanction which results from a finding of a violation of the regulations governing student conduct. Students are responsible for compliance with the Rules of Student Conduct and with similar institutional policies at all times.
- (2) "Student Organization" ("SO") – Any organization comprised primarily of currently enrolled Students, including registered or officially recognized student organizations; student groups in the process of registering for official recognition; or other students who may be acting as a group.
- (3) "ETSU Property"—all land, buildings, facilities, grounds, structures, or any other property including but not limited to movable objects owned, leased, used, maintained, or operated by ETSU. For

purposes of this rule, ETSU Property includes all streets, alleys, sidewalks, and public ways abutting such property. ETSU Property also includes computers and network systems owned, maintained, or controlled by ETSU or funded by ETSU.

- (4) "ETSU Activity" – any activity on or off ETSU Property that is initiated, aided, authorized, sponsored, or supervised by ETSU.
- (5) "University Official" – an employee or agent of ETSU, including but not limited to: university police, faculty members, and staff (including Student employees such as event staff, resident assistants, graduate or teaching assistants, etc.) acting in the performance of his/her duties.
- (6) "Medical Amnesty" – Medical Amnesty generally protects students who report medical emergencies associated with drug or alcohol intoxication for themselves or for other students from university disciplinary actions. Under the "Medical Amnesty" policy, students are potentially exempted from punitive action if they call for medical assistance for impaired friends or for themselves in alcohol or drug related emergencies.
- (7) "Public Chapter No. 980" – For purposes of these rules, Public Chapter No. 980 means Senate Bill No. 824 that was passed by the General Assembly of the State of Tennessee on April 24, 2018, and approved by the governor on May 21, 2018.

Authority: T.C.A. § 49-8-203(a)(1)(D) and T.C.A. § 49-8-101(a)(2)(A).

0240-06-03-.03 General Provisions is added to Chapter 0240-06-03 Student Conduct and shall read as follows:

**0240-06-01-.03 General Provisions**

- (1) Each Student or SO shall be responsible for his/her/its conduct from the time of admission to ETSU through the actual awarding of a degree, even though conduct may occur prior to the start of classes, or after classes end, as well as during the academic year and during periods between terms.
- (2) A Student or SO is responsible for his/her/its guests or visitors and may be held accountable for the behavior of his/her/its guests or visitors on ETSU Property or in the handling or use of ETSU Property.
- (3) Any Student that chooses to take a leave of absence or withdraw from ETSU during any academic period prior to graduation with a pending disciplinary matter will be subject to discipline, including a disciplinary hold placed on the Student's account preventing reenrollment until resolution of the conduct in question.
- (4) Any Student that is admitted but not enrolled with a pending disciplinary matter will be subject to discipline, including a disciplinary hold placed on the Student's account preventing reenrollment until resolution of the conduct in question.

Authority: T.C.A. § 49-8-203(a)(1)(D) and T.C.A. § 49-8-101(a)(2)(A).

0240-06-03-.04 Prohibited Conduct is added to Chapter 0240-06-03 Student Conduct and shall read as follows:

#### **0204-06-03-.04 Prohibited Conduct**

(1) Institutional disciplinary measures shall be imposed, through appropriate due process procedures, for conduct which adversely affects the institution's pursuit of its educational objectives, which violates or shows a disregard for the rights of other members of the academic community, or which endangers property or persons on property owned or controlled by an institution.

(2) ETSU has adopted the following non-exclusive list providing notice of offenses for which both individuals and organizations may be subject to disciplinary action:

a. Conduct Dangerous to Self or Others: Causing physical harm to any person;; endangering the health or safety of any person (including oneself); engaging in conduct that causes a reasonable person to fear harm to his/her health or safety; or making an oral or written statement that an objectively reasonable person hearing or reading the statement would interpret as a serious expression of an intent to commit an act of unlawful violence to a particular individual or group of individuals.

b. Hazing: Hazing, as defined in TCA § 49-7-123(a)(1), means any intentional or reckless act, on or off the property, of any higher education institution by an individual acting alone, or with others, which is directed against any other person(s) that endangers the mental or physical health or safety of that person(s), or which induces or coerces a person(s) to endanger such person(s) mental or physical health or safety. Hazing does not include customary athletic events or similar contests or competitions, and is limited to those actions taken and situations created in connection with initiation into or affiliation with any organization;

c. Disorderly Conduct: Any individual or group behavior which is abusive, obscene, lewd, , violent, excessively noisy, disorderly, or which unreasonably disturbs institutional functions, operations, classrooms, other groups or individuals;

d. Obstruction of or Interference with institutional activities or facilities: Any intentional interference with or obstruction of any institutional, program, event, or facility including the following: a. Any unauthorized occupancy of institution or institutionally controlled facilities or blockage of access to or from such facilities b. Interference with the right of any institution member or other authorized person to gain access to any activity, program, event or facilities sponsored or controlled by an institution, c. Any obstruction or delay of a campus security officer, public safety officer, police officer, firefighter, EMT, or any official of an institution, or failure to comply with any emergency directive issued by such person in the performance of his or her duty;

e. Misuse of or Damage to Property: Any act of misuse, vandalism, malicious or unwarranted damage or destruction, defacing, disfiguring or unauthorized use of property belonging to

another including, but not limited to, any personal property, fire alarms, fire equipment, elevators, telephones, institution keys, library materials and/or safety devices;

f. Theft, Misappropriation, or Unauthorized Sale of Property;

g. Misuse of Documents or Identification Cards: Any forgery, alteration of or unauthorized use of institutional documents, forms, records or identification cards, including the giving of any false information, or withholding of necessary information, in connection with a student's admission, enrollment or status in the institution;

h. Firearms and Other Dangerous Weapons: Any possession of or use of firearms, dangerous weapons of any kind, or replica/toy guns, e.g. BB guns, pellet guns, paintball guns, water guns, cap guns, toy knives or other items that simulate firearms or dangerous weapons;

i. Explosives, Fireworks, Ammunition, and Flammable Materials;

j. Alcoholic Beverages: The use and/or possession of alcoholic beverages on institution owned or controlled property except as permitted by law and institutional policy. This offense includes the violation of any local ordinance, state, or federal law concerning alcoholic beverages, on or off institution owned or controlled property, including but not limited to where an affiliated group or organization has alcoholic beverages present and available for consumption. Alcohol violations include (i) personal use/or possession, (ii) distribution (accommodation), or (iii) distribution (sales);

k. Drugs: The unlawful possession or use of any drug or controlled substance (including, but not limited to, any stimulant, depressant, narcotic or hallucinogenic drug, or marijuana), sale or distribution of any such drug or controlled substance. This offense includes the violation of any local ordinance, state, or federal law concerning the unlawful possession or use of drugs and the misuse of legally prescribed or "over the counter" drugs on or off institution owned or controlled property. Drug violations include (i) personal use/or possession, (ii) distribution (accommodation), or (iii) distribution (sales);

l. Drug Paraphernalia: The use or possession of equipment, products or materials that are used or intended for use in manufacturing, growing, using or distributing any drug or controlled substance. This offense includes the violation of any local ordinance, state, or federal law concerning the unlawful possession of drug paraphernalia, on or off institution owned or controlled property;

m. Public Intoxication: Appearing on institution owned or controlled property or at an institutional sponsored event while under the influence of a controlled substance or of any other intoxicating substance;

n. Gambling: Unlawful gambling in any form;

o. Financial Irresponsibility: Failure to meet financial responsibilities to the institution promptly including, but not limited to, knowingly passing a worthless check or money order in payment to the institution or to a member of the institution community acting in an official capacity;

p. Unacceptable Conduct in Disciplinary Proceedings: Any conduct at any stage of an institutional disciplinary proceeding or investigation that is contemptuous, disrespectful, malicious, threatening, or disorderly, including false complaints, testimony or other evidence; attempts to influence the impartiality of a member of a judicial body; or verbal or physical harassment or intimidation of a judicial board member, complainant, respondent or witness;

q. Failure to Cooperate with Institutional Officials: Failure to comply with directions of institutional officials acting in the performance of their duties;

r. Violation of General Rules and Regulations: Any violation of the general rules and regulations of the institution as published in an official institutional publication, including the intentional failure to perform any required action or the intentional performance of any prohibited action;

s. Attempts, Aiding and Abetting: Any attempt to commit any of the offenses listed or the aiding or abetting of the commission of any of the offenses listed under this section (an attempt to commit an offense is defined as the intention to commit the offense coupled with the taking of some action toward its commission). Being present during the planning or commission of any offense listed under this section will be considered as aiding and abetting. Students who anticipate or observe an offense must remove themselves from the situation and are required to report the offense to the institution;

t. Violations of State or Federal Laws: Any violation of state or federal laws or regulations proscribing conduct or establishing offenses, which laws and regulations are incorporated herein by reference;

u. Violation of Imposed Disciplinary Sanctions: Intentional or unintentional violation of a disciplinary sanction officially imposed by an institution official or a constituted body of the institution;

v. Sexual Battery or Rape: Committing any act of sexual battery or rape as defined by state law; May include any sexual act or penetration which is accompanied by threat, coercion, use of restraint or force, or any sexual act where the respondent knows, or should have known, that the victim was unable or incapable of giving consent.

w. Sexual Misconduct: An alleged violation of ETSU's policies concerning sexual assault, relationship violence, or stalking. All matters involving allegations of sexual misconduct will be governed by the procedures set forth in East Tennessee State University's policy against sexual misconduct.

x. Harassment: Conduct based on a protected class that adversely affects a term or condition of a person's employment or education program or activity; has the purpose or effect of unreasonably interfering with a person's employment or education program or activity or creating a hostile environment; or is used as a basis for or a factor in decisions that tangibly affect a person's employment or participation in an education program or activity.

Retaliation: An adverse action taken because of a person's participation in a protected activity that would discourage a reasonable person from engaging in the protected activity;



y. Academic Misconduct: Plagiarism, cheating, fabrication. For purposes of this section the following definitions apply:

i. Plagiarism. The adoption or reproduction of ideas, words, statements, images, or works of another person as one's own without proper attribution,

ii. Cheating. Using or attempting to use unauthorized materials, information, or aids in any academic exercise or test/examination. The term academic exercise includes all forms of work submitted for credit or hours,

iii. Fabrication. Unauthorized falsification or invention of any information or citation in an academic exercise.

z. Unauthorized Duplication or Possession of Keys: Making, causing to be made or the possession of any key for an institutional facility without proper authorization;

aa. Litter: Dispersing litter in any form onto the grounds or facilities of the campus;

bb. Pornography: Public display of literature, films, pictures or other materials which an average person applying contemporary community standards would find, (1) taken as a whole, appeals to the prurient interest, (2) depicts or describes sexual conduct in a patently offensive way, and (3) taken as a whole, lacks serious literary, artistic, political or scientific value;

cc. Abuse of Computer Resources and Facilities: Misusing and/or abusing campus computer resources including, but not limited to the following:

i. Use of another person's identification to gain access to institutional computer resources,

ii. Use of institutional computer resources and facilities to violate copyright laws, including, but not limited to, the act of unauthorized distribution of copyrighted materials using institutional information technology systems,

iii. Unauthorized access to a computer or network file, including but not limited to, altering, using, reading, copying, or deleting the file,

iv. Unauthorized transfer of a computer or network file,

v. Use of computing resources and facilities in a manner that interferes with normal operation of the institutional computing system,

vi. Use of computing resources and facilities that violate ETSU policy or state or federal law,

vii. Violation of any published information technology resources policy, h. Unauthorized peer-to-peer file sharing;

dd. Unauthorized Access to Institutional Facilities and/or Grounds: Any unauthorized access and/or occupancy of institutional facilities and grounds is prohibited, including, but not limited to, gaining access to facilities and grounds that are closed to the public, being present in areas of campus that are open to limited guests only, being present in academic buildings after hours

without permission, and being present in buildings when the student has no legitimate reason to be present;

ee. Providing False Information: Giving any false information to, or withholding necessary information from, any institutional official acting in the performance of his/her duties in connection with a student's admission, enrollment, or status in the institution;

ff. Unauthorized Surveillance: Making or causing to be made unauthorized video or photographic images of a person in a location in which that person has a reasonable expectation of privacy, without the prior effective consent of the individual, or in the case of a minor, without the prior effective consent of the minor's parent or guardian. This includes, but is not limited to, taking video or photographic images in shower/locker rooms, residence hall rooms, and men's or women's restrooms, and storing, sharing, and/or distributing of such unauthorized images by any means;

gg. Tobacco/Smoking Violations: Violation of any institutional smoking or other tobacco use rules or policies.

C. Disciplinary action may be taken against a student for violations of the foregoing regulations which occur at or in association with enrollment at the institution governed for any academic period. Each student shall be responsible for his/her conduct from the time of application for admission through the actual awarding of a degree including periods prior to or between semesters. Conduct occurring while a student is registered or enrolled at the institution, but not discovered until after the awarding of a degree is actionable under these provisions and may result in the retroactive application of a disciplinary sanction. Should a student withdraw from the institution with disciplinary action or academic misconduct action pending, the student's record may be encumbered by the appropriate institutional office until the proceedings have been concluded.

0240-06-03-.05 Academic Misconduct is added to Chapter 0240-06-03 Student Conduct and shall read as follows:

**0240-06-03-.05 Academic Misconduct and Classroom Behavior**

(1) The instructor has the primary responsibility for maintenance of academic integrity and controlling classroom behavior, and can order the temporary removal or exclusion from the classroom of any student engaged in disruptive conduct or conduct that violates the general rules and regulations of the institution for each class session during which the conduct occurs. Extended or permanent exclusion from the classroom, beyond the session in which the conduct occurred, or further disciplinary action can be effected only through appropriate procedures of the institution.

(2) The Academic Integrity and Misconduct Policy and Procedure at ETSU details the process for incidents involving plagiarism, cheating, and/or fabrication that occur within an academic college or school. All incidents of academic integrity that fall outside of an academic college or school will be processed by Student Life and Enrollment.

(3) Students may appeal a grade assignment associated with a finding of academic misconduct, as distinct from a student disciplinary sanction, through the university's Academic Integrity and Misconduct Policy and Procedure. Courses may not be dropped pending the final resolution of an allegation of academic misconduct.

(4) Disruptive behavior is defined as, but not limited to, behavior that obstructs or disrupts the learning environment (e.g., harassment of students and/or professors, repeated outbursts from a student which disrupt the flow of instruction or prevent concentration on the subject taught, failure to cooperate in maintaining classroom decorum, etc.), text messaging, and the continued use of any electronic or other noise or light emitting device which disturbs others (e.g., disturbing noises from cell phones, lap-top computers, tablets, earbuds, speakers, games, etc.).

(5) Emergency situations. Class attendance and punctuality requirements are established by the faculty, frequently in the printed syllabus for each course. Students are expected to attend classes regularly and on time and are responsible for giving explanations/rationale for absences and lateness directly to the faculty member for each course in which they are enrolled. In cases where student absences are the result of emergency circumstances (e.g., death in the family, a student's serious injury or incapacitating illness) for which students are unable to make immediate contact with faculty, the student may contact Student Life and Enrollment (423-439-4210) for assistance in providing such immediate notification to faculty. However, the student remains responsible for verifying the emergency circumstances to faculty and for discussing arrangements with faculty for completion of coursework requirements.

Authority: T.C.A. § 49-8-203(a)(1)(D) and T.C.A. § 49-8-101(a)(2)(A).

0240-06-03-.06 Disciplinary Sanctions is added to Chapter 0240-06-03 Student Conduct and shall read as follows:

#### **0204-06-03-.06 Disciplinary Sanctions**

(1) Upon a determination that a student or student organization has violated any of the disciplinary offenses set forth in these regulations, institutional disciplinary policies, or the general policies of the institution, disciplinary sanctions may be imposed, either singly or in combination, by the appropriate institution official at the official's discretion.

(2) Definition of Sanctions:

a. Restitution. Restitution may be required in situations which involve destruction, damage, or loss of property, or unreimbursed medical expenses resulting from physical injury. When restitution is required, the student or student organization is obligated by the appropriate judicial authority to compensate a party or parties for a loss suffered as a result of disciplinary violation(s). Any such payment in restitution shall be limited to actual cost of repair, replacement or financial loss;

b. Warning. The appropriate institutional official may notify the student or student organization that continuation or repetition of specified conduct may be cause for other disciplinary action;

- c. Reprimand. A written or verbal reprimand or censure may be given to any student or student organization whose conduct violates any part of these regulations and provides notice that any further violation(s) may result in more serious penalties;
- d. Service to the Institution or Community. A student, or student organization, may be required to donate a specified number of service hours to the institution performing reasonable tasks for an appropriate institution office, official(s), or the local community. The service required shall be commensurate to the offense (e.g., service for maintenance staff for defacing institutional property);
- e. Specified Educational/Counseling Program. A student or student organization may be required to participate in specified educational or counseling program(s) relevant to the offense, or to prepare a project or report concerning a relevant topic. This may include but is not limited to a mandated visit to the University Counseling Center for an initial evaluation and documented follow through on any prescribed treatment program;
- f. Apology. A student or student organization may be required to apologize to an affected party, either verbally or in writing, for the behavior related to a disciplinary offense;
- g. Fines. Penalties in the form of fines may be imposed against a student or student organization whenever the appropriate institutional authority deems appropriate. The sanction of fines may be imposed in addition to other forms of disciplinary sanctions. Failure to pay fines may result in further disciplinary action. All funds from fines for violation of university drug and/or alcohol policies will be used to support the university's alcohol and drug education and awareness programs.
- h. Restriction. A restriction upon a student's or student organization's privileges for a period of time may be imposed. This restriction may include, for example, denial of the ability to represent the institution at any event, ability to participate in institution sponsored travel, use of facilities, parking privileges, participation in extracurricular activities or restriction of organizational privileges;
- i. Probation. Continued enrollment of a student or recognition of a student organization on probation may be conditioned upon adherence to these regulations. Any student or organization placed on probation will be notified in writing of the terms and length of the probation. Probation may include restrictions upon extracurricular activities, or any other appropriate special condition(s). Any conduct in further violation of these regulations while on probationary status or the failure to comply with the terms of the probationary period may result in the imposition of further disciplinary action;
- j. Suspension. Suspension is the separation of a student or student organization from the institution for a specified period of time. Suspension may be accompanied by special conditions for readmission or recognition;
- k. Expulsion. Expulsion entails a permanent separation from the institution. The imposition of this sanction is a permanent bar to the student's admission, or a student organization's recognition to the institution. A student or organization that has been expelled may not enter

institution property or facilities without obtaining prior approval from an appropriate campus official with knowledge of the expulsion directive;

l. Delay and/or Denial of Degree Award. During the period disciplinary charges are pending against a student, the university may deny and/or delay issuance of a degree. Further, the university may refuse to issue a degree to a student who is serving a suspension or has been expelled from the university;

m. Revocation of Admission, Degree, or Credential;

n. Housing Probation. Continued residence in campus or student housing may be conditioned upon adherence to these regulations as well as institutional housing regulations. Any resident placed on housing probation will be notified in writing of the terms and length of the probation. Probation may include restrictions upon the activities of the resident, including any other appropriate special condition(s);

o. Housing Suspension and Forfeiture. A resident suspended from housing may not reside, visit, or make any use whatsoever of a housing facility or participate in any housing activity during the period for which the sanction is in effect. A suspended resident shall be required to forfeit housing fees (including any unused portion thereof and the Housing Deposit). A suspended resident must vacate the housing unit. Housing suspension shall remain a part of the student resident's disciplinary record.

p. Any alternate sanction deemed necessary and appropriate to address the misconduct at issue;

q. Interim Suspension. As a general rule, the status of a student or student organization respondent of violation of these regulations should not be altered until a final determination has been made in regard to the charges. However, interim suspension, pending the completion of disciplinary procedures, may be imposed upon a finding by the appropriate institutional official that the continued presence of the respondent on campus constitutes an immediate threat to the physical safety and well-being of the respondent, any other member of the institution, its guests, property, or substantial disruption of classroom or other campus activities. In any case of interim suspension, the student, or student organization, shall be given an opportunity at the time of the decision, or as soon thereafter as reasonably possible, to contest the suspension.

r. Student Organization Suspension. In the event that a student organization is suspended from the University, the organization may not, during the term of the suspension, engage in or sponsor any activity or program, and may not hold meetings nor recruit members; engage in social functions of any type; use university buildings, facilities, property, and equipment; use university resources, services, or funds; participate or attempt to participate as an organization in any University event; or co-sponsor or participate as an organization in another registered/recognized organization's activities. Suspension may be accompanied by special conditions for readmission or recognition.

(3) The president of East Tennessee State University is authorized, at his or her discretion, to intervene to negotiate a mutually acceptable resolution to any disciplinary proceeding, or, subsequently, to

convert any sanction imposed to a lesser sanction, or to rescind any previous sanction, in appropriate cases.

Authority: T.C.A. § 49-8-203(a)(1)(D) and T.C.A. § 49-8-101(a)(2)(A).

0240-06-03-.07 Medical Amnesty is added to Chapter 0240-06-03 Student Conduct and shall read as follows:

### **0240-06-03-.07 Medical Amnesty**

ETSU seeks to promote the health, safety, and welfare of students. Failure to seek medical assistance in cases of alcohol poisoning or drug overdoses can lead to fatal outcomes. Studies suggest that the threat of student conduct or legal consequences leads some students to refrain from calling for emergency medical services. All students should alert appropriate police or university officials in the event of a health, safety, or welfare emergency including a situation involving the abuse of alcohol or other drugs. Failure to alert appropriate police or university officials in such cases could result in student conduct violations or criminal complaints.

When individual students know, or reasonably should have known, that other individual students need emergency medical attention, the individual students should contact emergency medical assistance (e.g., 911, ETSU Public Safety, Johnson City Police Department), and provide information regarding the individual student or students who need assistance.

#### **(1) Amnesty for Individual Good Samaritans**

a. Unless individual students have engaged in repeated or serious violations of the Student Conduct Rule, individual Good Samaritans will not be subject to formal University disciplinary action by ETSU for violations related to personal alcohol or drug use as a result of the Good Samaritan's report. Determination of conduct as being repeated or serious will be determined on a case-by-case basis by the Dean of Students or designee. While no formal University disciplinary action may be taken, individual students who act as a Good Samaritan may be required to meet with a University staff member to discuss concerns related to the situation that leads to the report.

b. Amnesty does not account for disciplinary actions regarding other violations, such as: conduct dangerous to others; sexual misconduct; damage to property; harassment; hazing; distribution of drugs or alcohol; or other violations stated in the Student Conduct Rule. Application of additional violations are at the discretion of the Dean of Students.

#### **(2) Amnesty for Individually Impaired Students**

a. Unless individual impaired students have engaged in repeated or serious violations of the Student Conduct Rule, individual impaired students will not be subject to formal University disciplinary action by ETSU for misconduct related to personal alcohol and drug use as a result of the Good Samaritan's report. Determination of conduct as being repeated or serious will be determined on a case-by-case basis by the Dean of Students or designee. While no formal University disciplinary action may be taken, the individual impaired students may be required to

meet with a University staff member, participate in educational activities, and/or establish that the issues that contributed to the misconduct have been addressed.

b. Amnesty does not account for disciplinary actions regarding other violations, such as: conduct dangerous to others; sexual misconduct; damage to property; harassment; hazing; distribution of drugs or alcohol; or other violations stated in the Student Conduct Rule. Application of additional violations are at the discretion of the Dean of Students or designee.

### (3) Application of Medical Amnesty to Student Organizations

a. Student Organizations, including their officers and members, are also expected to take responsible action in emergency situations. While Medical Amnesty for individual Good Samaritans and students in need of emergency medical attention may not directly apply to SOs, actions taken or neglected as described above by an SO's officers and/or members will be considered either as a mitigating or aggravating factor when reviewing the situation and determining whether violations of the Student Conduct Rule should be addressed.

### (4) Legal Action or Law Enforcement Response

a. Medical Amnesty has no influence over legal action taken by law enforcement with jurisdiction for the location that the incident occurred.

Authority: T.C.A. § 49-8-203(a)(1)(D) and T.C.A. § 49-8-101(a)(2)(A).

0240-06-03-.08 Disciplinary Holds on Records is added to Chapter 0240-06-03 Student Conduct and shall read as follows:

#### **0240-06-01-.08 Disciplinary Holds on Records**

(1) ETSU may place a registration hold on a Student record when the Student has:

- a. Withdrawn from ETSU and a disciplinary meeting and/or proceeding is pending;
- b. Not responded to the Dean of Students Office's request for a meeting or a hearing, or;
- c. Been suspended or expelled.

(2) ETSU will not confer a degree when a Student has a pending disciplinary meeting and/or disciplinary proceeding.

Authority: T.C.A. § 49-8-203(a)(1)(D) and T.C.A. § 49-8-101(a)(2)(A).

0240-06-03-.09 Disciplinary Proceedings is added to Chapter 0240-06-03 Student Conduct and shall read as follows:

**0240-06-03-.09 Disciplinary Proceedings and Appeals**

(1) General: In the implementation of regulations pertaining to discipline and conduct of students, the University shall ensure the constitutional rights of students by affording a system of constitutionally and legally sound procedures which provide the protection of due process of law. In furtherance of this mandate, East Tennessee State University has established the following policies setting forth the disciplinary procedures for the institution.

(2) UAPA: All cases which may result in: (a) suspension or expulsion of a student, or student organization, from the institution, for disciplinary reasons or (b) revocation of registration of a student organization, are subject to the contested case provisions of the Tennessee Uniform Administrative Procedures Act (UAPA), TCA § 9-8-01 et seq., and shall be processed in accord with the Uniform Contested Case procedures unless the student or organization, after receiving written notice, waives those procedures and elects to have the case disposed of in accord with institutional procedures or waives all right to contest the case under any procedure. These procedures shall be described in the institution’s policy.

a. Pursuant to Tennessee Public Chapter 980, the following applies to UAPA cases involving charges of sexual misconduct. Hearing officers for UAPA cases will be subject to all requirements as outlined in Public Chapter 980. Additionally, in lieu of appointing an administrative judge or hearing officer to conduct a contested case pursuant to subsection (a) in Public Chapter 980, a public institution of higher education may make a request to the office of the Secretary of State to have the contested case heard by an administrative judge or hearing officer employed in the office of the Secretary of State pursuant to T.C.A. § 4-5-301(d).

(3) Institutional Procedures: For matters not subject to the requirements of UAPA, or matters in which a student has waived his/her right to a UAPA hearing, East Tennessee State University has established the following procedures to address complaints of student or student organization misconduct.

a. Determination of Procedure to be Used

i. A disciplinary case involving violations of university regulations or infringements upon student rights may be reviewed under Institutional Administrative Procedures or may be referred to the appropriate judicial board for review under Institutional Judicial Procedures, as determined by the appropriate university official.

ii. The university official who shall determine who shall hear a case and whether an alleged violation of university regulations shall be processed under the Institutional Administrative Procedures or the Institutional Judicial Procedures is as follows:

1. The Director of Housing or designee, where the alleged violation is of the regulations of the Residence Hall Association (RHA).



2. The Dean of Students or designee, where the alleged violation of university regulations is other than those of the RHA.

iii. Determinations of which procedures shall be utilized for processing an alleged violation of university regulations shall be at the discretion of the appropriate university official; provided, however, the relationship between the hearing officer and the respondent student must be one which is free from duress or coercion, and is a relationship which is objective and conducive to the purpose of an administrative hearing.

iv. If a student chooses to admit to a violation of law or university regulations, the student may request that the sanction be imposed by the appropriate university official. At this hearing, the student may present witnesses and other evidence relevant to the offense that may mitigate the disciplinary sanction in the student's favor.

b. Description of Institutional Administrative Procedures

i. The university official hearing each case, in cases held under Institutional Administrative Procedures, shall be as follows:

1. The Director of Housing, Associate Director of Housing, Area Coordinators, or Apartment Managers, or designee where the alleged violation is of the Residence Hall Association (RHA).

2. The Dean of Students or designee where the alleged violation is of university regulations other than those of the RHA.

3. Conflicts of any university official hearing the case will be addressed prior to the hearing, if known. Additionally, the hearing process itself allows for respondent student(s) to address concerns related to conflicts or bias.

ii. Due process procedures shall be observed in all administrative hearings under Institutional Administrative Procedures.

iii. Appeals Under Institutional Administrative Procedures

1. Cases heard by the Director of Housing or designee may be appealed to the Dean of Students or designee.

2. Cases heard by the Dean of Students or designee may be appealed to the Vice President for Student Affairs or designee.

c. Description of Institutional Judicial Procedures

i. Purpose of the Judiciary. The purpose of Institutional Judicial Procedures shall be to provide fair and just treatment in cases involving either violation of university regulations or infringements upon students' rights, and to take appropriate measures for those found responsible.

ii. Due process procedures shall be observed in all hearings under Institutional Judicial Procedures.

iii. Components of the Judiciary. The Judiciary of East Tennessee State University shall consist of the following components:

1. The University Judicial Committee shall be the highest court authorized by the university president.
2. The Student Court shall be the next highest court within the student judicial system.
3. The Residence Hall Association (RHA), Inter-Fraternity Council (IFC), Panhellenic Council (PC), and the Pan-Hellenic Council (PHC) Judicial Boards shall each be lower courts within the student judicial system.

d. Appeals

- i. All cases may be appealed by the student or organization in question to the next higher judicial authority in accordance with the Appeal Procedures provided below.
- ii. Appeals for decisions of the University Judicial Board will be reviewed by the Vice President for Student Life and Enrollment. The decision of the Vice President for Student Life and Enrollment is final.

iii. Appeal Procedures

1. If the respondent desires to appeal, a statement of reasons for appealing must be forwarded to the Dean of Students (or designated college official for academic misconduct cases). This statement must be filed within three (3) days following receipt by the respondent of a copy of the decision being appealed.
2. The statement of reasons for appeal will be forwarded to the appropriate appeal board or officer, which will set a date for reviewing the case and notify the complainant.
3. Appeal hearings are not new disciplinary hearings; they are a review of the existing case. It is not the function of the appeals process to permit a rehearing of the factual issues presented to the adjudicating body, but rather it is to ensure that the disciplinary procedures have been implemented fairly and consistently with these rules.
4. Grounds for Appeal. The appeal must specify grounds which would justify consideration. The written appeal must contain the substantive proof upon which the appellant is basing the appeal. Appeals that do not include the specific information that substantiates the appeal will be immediately denied. General dissatisfaction with the outcome of the decision shall not be accorded as a basis for consideration of an appeal. An appeal may be filed based on one of the following conditions:

A. an error in procedural due process by the body of original jurisdiction which prejudiced the disciplined student to the extent that he/she was denied a fundamentally fair hearing as a result of the error; or

B. the emergence of new evidence which could not have been previously discovered by the exercise of due diligence and which, had it been presented at the initial hearing, would have substantially affected the original decision of the adjudicating body; or

C. the respondent feels that the assigned sanctions are unduly harsh.

5. Appeals which do not allege sufficient grounds shall be denied consideration and dismissed. Appeals which do allege sufficient grounds will be accepted for consideration and forwarded to the appellate body. The appellate body may, at its own discretion, permit written or oral statements from the concerned parties at the time the appeal is considered.

6. The appeal board or officer, upon reviewing the case, will have several options. The original decision may be affirmed or reversed. In cases where the original action is inappropriate as a result of issues involved in the appeal, the appeal board or officer may revert the case back to the original board or hearing officer, modify the original action, or hold a completely new hearing.

7. The appeal board or officer will notify the respondent of the outcome of the appeal in writing within fifteen (15) business days.

8. Special Provisions Applicable to Both Institutional Administrative Procedures and Institutional Judicial Procedures

A. Failure to Appear. If the respondent student fails to appear at the scheduled hearing or provide adequate notice of excuse, the hearing officer or court may:

B. Reset a formal hearing of the case for the next scheduled meeting.

C. Dispose of the case in whatever manner it deems just based upon available information

(4) Institutional Judicial Hearings: Composition and Selection of the Courts.

a. The composition of the University Judiciary Courts shall be as follows:

i. The University Judicial Committee shall be composed of the Assistant Dean of Students or designee, President of the Student Government Association (SGA) or designee, Chief Justice of SGA, an Associate Justice, and three of the faculty members appointed to serve by the Vice President for Student Life and Enrollment. Alternates may be appointed. Members are appointed to renewable one year terms. Quorum is 2/3 of the composition of the court. Each member shall have (1) vote. Members may continue to serve until such time as their replacements are appointed or elected and receive all required training.

ii. The Student Court shall be composed of a Chief Justice and seven (7) Associate Justices, one of whom shall be designated to serve as the alternate Chief Justice. Alternates may be appointed. Each member shall be appointed by the SGA president

and confirmed by a majority of the Student Senate present and voting. Members are appointed to renewable one year terms. Quorum is 2/3 of the composition of the court. Each justice shall have (1) vote, with the Chief Justice voting only to break a tie. Alternate Justices may be appointed. Members may continue to serve until such time as their replacements are appointed or elected and receive all required training.

iii. The Residence Hall Association Judicial Board shall be composed of five members appointed by the Director of Housing after being confirmed by a majority of the Residence Hall Association present and voting. Alternates may be appointed. Members are appointed to renewable one year terms. At least three members must be present to have quorum. Each member shall have (1) vote. Alternate Justices may be appointed. Members may continue to serve until such time as their replacements are appointed or elected and receive all required training.

iv. The Inter-Fraternity Council Judicial Board shall be composed of one representative from each member organization. The Executive Vice President of IFC shall chair the Committee. Members are appointed to renewable one year terms. Alternates may be appointed. Quorum is 2/3 of the composition of the court. Each member shall have (1) vote, with the Chair voting only to break a tie.

v. The Panhellenic Council (PC) Judicial Board shall be composed of one representative from each member organization. The Executive Vice President of the PC shall chair the Committee. The Vice-President for Internal Communication shall serve as Vice-Chair. Members are appointed to renewable one year terms. Alternates may be appointed. Quorum is 2/3 of the composition of the court. Each member shall have (1) vote.

vi. The Pan-Hellenic Council (PHC) Judiciary Committee shall be composed of the president from each member organization. The Vice-President of the PHC shall chair the Committee. Members are appointed to renewable one year terms. Alternates may be appointed. Quorum is 2/3 of the composition of the court. Each member shall have (1) vote, with the Chair voting only to break a tie.

vi. Board members will receive annual training on the student conduct system process, due process, and the hearing of cases. Additionally, Student Court and University Judicial Committee members will receive specialized annual training related to hearing Sexual Misconduct cases.

b. Powers and Limitations. The relative powers of the components of the Judiciary are as follows:

i. The University Judicial Committee shall exercise the highest judicial authority for students on campus, next to that of the Vice President for Student Life and Enrollment and the University President or his/her designee. This committee's authority shall include the right to suspend or expel a student.

ii. The next highest judicial authority shall be vested in the Student Court. All sanctions, with the exception of suspension and expulsion, are available to the Student Court. The Student Court shall have the power to request any member of the student body, a

representative from any campus organization, or any faculty member or administrator to appear before the court, provided that the subpoena/request is issued in writing at least five (5) days prior to the appearance.

iii. The Residence Hall Association, the Inter-Fraternity, Panhellenic, and the Pan-Hellenic Judicial Boards shall provide, through their respective constitutions, the powers and limitations of their respective judicial boards, all of which shall be subordinate to the Student Court.

c. Operation of the Courts. All cases that enter the University Judiciary shall be administered through the appropriate channel:

i. Any member of the university community may file a complaint against any student for misconduct. Complaints shall be submitted in writing and directed to the Dean of Students. A complaint should be submitted as soon as possible after the event takes place, preferably within ten (10) days of the alleged misconduct.

1. Violations of official university regulations other than regulations of the RHA, IFC, the PC's, or General Policies on Student Organizations shall be reported directly to the Dean of Students, who shall either direct that the case be reviewed under the Institutional Administrative Procedures or referred to the appropriate judicial board.

A. Violations of the internal standards of the RHA, the IFC, or PC's shall be reported to the authorities designated in their respective constitutions. Violations of General Policies on Student Organizations shall be reported to the Director of Student Activities.

B. The RHA authorities shall report the case to the Housing office, where the Director of Housing or designee shall either direct that the case be reviewed under the Institutional Administrative Procedures or referred to the Residence Hall Judicial Board.

C. The IFC, PC, and PHC authorities shall report the case to the Director of Student Activities who shall refer the case to the Dean of Students who will either direct that the case be reviewed under the Institutional Administrative Procedures or referred to the Inter-Fraternity Judicial Board, the Panhellenic Judicial Board, or the Pan-Hellenic Judicial Committee.

D. Violations of the Student Government Constitution or Code of Laws shall be reported to the Student Government Vice President, who shall refer the case to the Dean of Students. The Dean of Students shall direct that the case be heard by the Student Court.

ii. All judicial decisions must be reported in writing to the Dean of Students within two (2) class days from such time as the decision has been reached.

iii. Due process procedures shall be observed in all hearings under Institutional Judicial Procedures.

iv. To the extent permitted by law, the circumstances surrounding all cases handled by the University Judiciary shall be confidential.

v. The official records of all cases shall be maintained by Student Life and Enrollment.

vi. All official correspondence concerning the decision of a judicial board, court, or committee shall be by the Dean of Students or designee, except in cases involving interpretation of the Student Government Constitution or Code of Laws. The Chief Justice of the Student Court shall make written report of the decision and the circumstances surrounding it, taking care to exclude any information of a personal nature, to the Attorney General of the SGA.

vii. All hearings by the judicial boards, court, or committee shall be held in closed session unless otherwise requested by the respondent.

viii. All subsequent meetings concerning readmission of students or reinstatement of organizational charters shall be initiated through the Dean of Students or designee.

#### d. Jurisdiction of the Courts

i. Each judicial board or court serves as a court of original jurisdiction.

1. The University Judicial Committee shall hear those cases involving a student who is accused of violating general university regulations, and if found responsible, may be subject to suspension or expulsion from the institution, who have waived their right to a hearing pursuant to UAPA procedures. The Committee shall also hear other cases deemed appropriate by the Dean of Students.

2. The Student Court shall have original jurisdiction in those cases involving alleged violations of general university regulations which do not warrant suspension or expulsion. The Student Court shall also hear those cases involving alleged violations of the Student Government Constitution or Code of Laws, and any other cases deemed appropriate by the Dean of Students.

3. The Residence Hall Judicial Board shall have the original jurisdiction in cases involving violation of Housing regulations, standards established by its constitution, and any other cases referred to it by the Director of Housing.

4. The IFC, the PC, or PHC Judicial Boards shall have the original jurisdiction only in cases involving violations of regulations specified in their own Constitution and By-Laws.

(5) Minimum Requirements of Due Process for Institutional Hearings: Students subject to any disciplinary sanction are entitled to a due process hearing unless that right is waived by the student after receiving written notice of the available procedures. For matters not subject to the requirements of UAPA, or matters in which a student has waived his/her right to a UAPA, East Tennessee State University

has established the following guidelines and rights to address complaints of student or student organization misconduct.

a. Hearing Guidelines

i. At least seventy-two (72) hours prior to the hearing the respondent student is entitled to written notification of the time, date, and place of the hearing; the names of the judicial board members who will hear the case; any witnesses who will be called; and of his or her rights as outlined below.

ii. At least seventy-two (72) hours prior to the hearing the respondent student is entitled to a written statement of the charges in sufficient detail as to enable the student to prepare a case, including how the alleged violation came to the attention of the university.

iii. All administrative hearings and hearings of judicial bodies will be closed, except to the respondent, his/her advisor, the complainant, his/her advisor, the members of the appropriate judicial board/committee, or individual administrator assigned to the case. Witnesses may also appear upon request of the members of the appropriate judicial board/committee, or individual administrator assigned to the case, the respondent, or the complainant.

iv. In hearings involving more than one respondent student, the chairperson of the judicial body or individual administrator assigned to the case, in his or her discretion, may permit the hearings concerning each student to be conducted separately.

v. In cases heard by a judicial board, the respondent student or complainant may challenge the ability of a judicial member to render an impartial judgment and may request the member's removal at or before the time of the hearing. The judicial board will rule on the request. If any members of a judicial board feel that their relationship with either the case or the individuals involved would affect their ability to render an impartial judgment, they may disqualify themselves.

vi. The complainant and the respondent have the right to be assisted by any advisor they choose, at their own expense. The advisor may be an attorney. In non-sexual misconduct cases, the respondent is responsible for presenting his or her own case and advisors are not permitted to speak or to participate directly in any hearing before a judicial body. In cases involving charges of sexual misconduct the following rights, pursuant to Tennessee Public Chapter 980, apply:

1. Complainants and respondents in cases involving charges of sexual misconduct are granted the right to have "active assistance of counsel." "Active assistance of counsel" means the right to be represented by a licensed attorney who is allowed to fully participate in the student disciplinary proceeding or an appeal of a result of a student disciplinary proceeding;

2. Counsel is allowed to "fully participate", i.e. allowed to engage in the following conduct in a student disciplinary proceeding on behalf of a party:

A. Make arguments to the hearing officer, including opening and closing arguments during a hearing and arguments on procedural and evidentiary issues; and

B. Examine and cross-examine witnesses, directly or indirectly, if live witness testimony is presented;

vii. Additionally, as outlined by Tennessee Public Chapter 980, the following apply to cases involving charges of sexual misconduct:

1. The complainant and respondent have the right to request a copy of the institution's investigative file, redacted in accordance with the Family Rights and Privacy Act of 1974 (20 U.S.C. § 12329), and the federal regulations implementing that statute, as amended;

2. The complainant and respondent have the right to request copies of all documents, copies of all electronically stored information, and access to tangible evidence that the institution has in its possession, custody, or control and may use to support claims or defenses, unless the use would be solely for impeachment; and

3. The judicial board members or hearing officer will have received sexual assault/misconduct adjudication training within 12 months prior to the hearing,

viii. The university, the respondent, the complainant and the judicial body shall all have the privilege of presenting witnesses, subject to the right of questioning by the judicial body.

ix. Pertinent records, exhibits and written statements may be accepted as evidence for consideration by a judicial body at the discretion of the chairperson. Formal rules of evidence do not apply.

x. The respondent student and the complainant are entitled to ask questions of the hearing officer, of the judicial board, and of any witnesses called before the administrative or judicial hearing.

xi. Hearings shall proceed in the following order:

1. Reading of the charges

2. The student's denial or admission of the charges

3. Presentation of evidence by the university and questions by the student charged and/or the hearing body

4. Presentation of evidence by the student charged and questions by the university and/or the hearing body, and

5. Closing statement by both parties



xii. After the hearing, the judicial body shall determine (by majority vote if the judicial body consists of more than one person) whether the student has violated each section of the Student Code of Conduct which the student is charged with violating.

xiii. The judicial body's determination shall be made on the basis of the "preponderance of the evidence", meaning, whether it is "more likely than not" that the respondent student violated the Student Code of Conduct.

xiv. The student shall be notified in writing of the decision of the hearing body/authority within five (5) days of the hearing or the judicial body's decision. Every attempt will be made to verbally notify the student of the decision prior to the five (5)-day period. In cases involving alleged sexual misconduct, both the respondent and complainant shall be notified in writing within five (5) days of the judicial body's decision.

xv. There shall be a single record, such as minutes or a tape recording, of all hearings before a judicial body. The record shall be the property of the university.

xvi. Any question of interpretation regarding the Student Code of Conduct shall be referred to the Vice President for Student Life and Enrollment or the Dean of Students.

xvii. The student shall be advised of the method and time limitations for appeal, if any is applicable.

#### b. Victim's Rights

i. Some actions that violate the university regulations involve victimization of one or more students by another student(s). This behavior may include acts of theft or damage to property, physical violence, and other acts that endanger the safety of others in the university community. If a student has filed a complaint and is identified as a victim, that student is entitled to certain rights during the disciplinary process.

ii. If a charge is filed with the appropriate judicial official, it is important to remember that the respondent student is being charged with violating a university rule or regulation. Although a victim's input may be sought during the disciplinary process, the ultimate disposition of the case rests with the university. If a victim withdraws his or her complaint during the course of the disciplinary proceeding, the university reserves the right to proceed with the case on the basis of evidence other than the testimony of the victim.

iii. During the course of a disciplinary proceeding, victims have the following rights:

1. To submit a written account of the alleged incident.
2. To be advised of the date, time and location of the disciplinary hearing, and to request rescheduling of the hearing for good cause.

3. To be accompanied by an advisor of the victim's choosing during the hearing process, although the advisor will not be permitted to speak for the victim during the hearing, except in cases involving alleged sexual misconduct.

4. To testify as a witness during the hearing.

5. To decline to testify, with knowledge that such action could result in dismissal of the university's charges for lack of evidence.

6. To submit a written impact statement to the hearing panel for consideration during the sanctioning phase of the disciplinary process

(6) Interim Suspension Hearings: Hearings conducted with regard to interim suspensions imposed pending the outcome of a disciplinary investigation or proceeding shall be conducted consistent with the minimum requirements of due process applicable to an institutional hearing, taking into account the need for a timely hearing. The evidence presented at the hearing shall be limited to that which is relevant to the basis asserted for imposition of the interim suspension.

(7) The President of East Tennessee State University is authorized, at his or her discretion, to intervene in order to negotiate a mutually acceptable resolution to any disciplinary proceeding, or, subsequently, to convert any finding or sanction imposed to a lesser finding or sanction, or to rescind any previous finding or sanction, in appropriate cases.

Authority: T.C.A. § 49-8-203(a)(1)(D) and T.C.A. § 49-8-101(a)(2)(A).



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Letter of Notification (LON) Regarding the Establishment of a Master of Science (MS) in Prosthetics and Orthotics

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Wilsie S. Bishop  
Senior Vice President for Academics and Interim Provost

The Letter of Notification (LON) for the MS in Prosthetics and Orthotics is the first step in a series of ETSU Board of Trustees review protocols necessary to the establishment of a new program. Pending ETSU Board of Trustees approval, the item will be sent to THEC where it will be posted for public comment. At a future Board meeting, the proposal to establish the degree (pending development and intervening approvals) will return to the ETSU Board of Trustees for approval.

As noted in the attached document, the College of Clinical and Rehabilitative Health Sciences (CCRHS) seeks to develop the MS in Prosthetics and Orthotics program in order to offer a full complement of physical rehabilitation programs. Professional standards set by the American Prosthetics and Orthotics Association require a master's degree for entry into the labor market. Graduates with this degree are eligible to seek board certification and licensing as Prosthetic and Orthotics practitioners. If approved, this degree would be the first degree of its kind in the state of Tennessee and surrounding Appalachia, and it would be one of the few graduate programs in Prosthetics and Orthotics offered by a public institution in the United States.

Attachments:

- Letter of Notification
- THEC Financial Projections Form

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

**RESOLVED: The Letter of Notification (LON) Regarding the Establishment of a Master of Science (MS) in Prosthetics and Orthotics is approved by the Board as outlined in the meeting materials. The University is directed to submit the LON with the Board's decision to the Tennessee Higher Education Commission for its consideration.**



# EAST TENNESSEE STATE UNIVERSITY

## Letter of Notification

Proposed Academic Program Name and Degree Designation

Master's Degree in Prosthetics and Orthotics

Proposed Academic Program Concentrations

None

Proposed CIP Code, Title, and Definition

51.2307      Orthotist/Prosthetist

A program that prepares individuals, in consultation with physicians and other rehabilitation members, to design and fit orthoses for patients with disabling conditions of the limbs and/or spine, and prostheses for patients who have partial or total absence of a limb or significant superficial deformity. Includes instruction in biomechanics, gait analysis, pathomechanics, kinesiology, pathology, neuroanatomy, materials science, diagnostic imaging, patient analysis and measurement, impression taking, model rectification, assistive/restorative technology and engineering applications, product finishing, diagnostic and definitive fitting and alignment, power devices, postoperative management, and patient counseling and follow-up.

Proposed Implementation Date

Summer 2022

Proposed Delivery

Traditional

Academic Program Liaison

Dr. Wilsie S. Bishop  
Interim Provost



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# EAST TENNESSEE STATE UNIVERSITY

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# EAST TENNESSEE STATE UNIVERSITY

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## A. Proposed Program Name, Degree Designation and CIP Code:

Prosthetics and Orthotics, Master's Degree, 51.2307

## B. Proposed Concentrations

None

## C. Proposed Implementation Date:

Summer 2022

## D. Anticipated Delivery:

Traditional

## E. Academic Program Liaison (APL):

Wilsie S. Bishop  
Interim Provost  
204 Dossett Hall  
P.O. Box 70286  
Johnson City, TN 37614  
(423) 439-4811  
[bishopws@etsu.edu](mailto:bishopws@etsu.edu)

## F. Background Concerning Academic Program Development

The College of Clinical and Rehabilitative Health Sciences (CCRHS) currently houses the Doctorate of Physical Therapy (DPT) program and currently has submitted a Letter of Notification to implement a Doctorate of Occupational Therapy (OTD) program. Developing the Master's in Prosthetics and Orthotics (P&O) program provides a full complement of physical rehabilitation programs that are offered within our college. With the current focus in health care on team-based care and ETSU's emphasis on interprofessional education and collaborative

practice, the P&O program adds both breadth and depth to our existing programs and builds on the university's mission to "provide strong, comprehensive educational, research, and service programs in the health sciences that advance the health and wellness of people throughout Tennessee and Southern Appalachia and of rural populations around the world." Additionally, CCRHS has a close affiliation with Mountain Home Veterans Administration Medical Center with our physical therapy, audiology, and speech-language pathology programs. There is high interest in collaborating with the VA to establish a P&O program to serve the need of combat veterans who have suffered limb loss. We have met with Congressman Phil Roe, former Chairman and current Vice-Chairman of the Veterans Affairs Committee, who fully supports this new academic program (please see his letter of support, Appendix E, p. 37). As guests of Congressman Roe, Dean Don Samples and Associate Deans Lynn Williams and Andy Clark toured the Prosthetics and Orthotics Clinic, 3D Medical Applications Center, and the Biomechanics Research Lab at Walter Reed National Military Medical Center in December 2018 (see Appendix A, pp. 20-23). Congressman Roe also arranged for us to meet with Dr. Kenneth Jones, Director of Associated Health Education and Dr. Jason Highsmith, National Program Director for Clinical Orthotist & Prosthetist Service, U.S. Department of Veterans Affairs in Washington, D.C. We discussed collaboration between ETSU and the VA in establishing P&O residencies. They are enthusiastic and supportive of the proposed P&O program at ETSU. We continue to conference with them as we are moving forward in the development of our proposal.

#### **G. Purpose and Nature of the Proposed Academic Program**

The College of Clinical and Rehabilitative Health Sciences proposes to establish a program of study that leads to a clinical master's degree in Prosthetics and Orthotics (P&O). The American Orthotics and Prosthetics Association describes the field of orthotic care to include, but is not limited to, patient evaluation, orthosis design, fabrication, fitting and modification to treat limb loss for purposes of restoring physiological function and/or cosmesis. The P&O health care professional is formally educated and trained to blend technical and clinical skills to care for patients who have neuromuscular and musculoskeletal disorder and/or patients who have a partial or total absence of a limb. Providing custom or pre-fabricated external prostheses and orthoses is unique to the P&O profession.

Professional standards set by the American Prosthetics and Orthotics Association require a master's degree for entry into the labor market. Graduates with this degree are eligible to seek board certification and licensing as a Prosthetic and Orthotics practitioner. This degree would be the first degree of its kind in the state of Tennessee and surrounding Appalachia, and it would be one of the few graduate programs in P&O offered by a public institution in the US.

Graduates of the Prosthetics and Orthotics program will be candidates for employment in a wide range of clinical, educational, and community settings. Currently Tennessee is underserved in prosthetics and orthotics health services (Projections Central, 2019). The geographic location of East Tennessee State University and the absence of any graduate Prosthetics and Orthotics programs in Tennessee combine to create an ideal environment for a



high quality program of study that prepares individuals for career opportunities in this growing field.

#### H. Alignment with State Master Plan and Institutional Mission

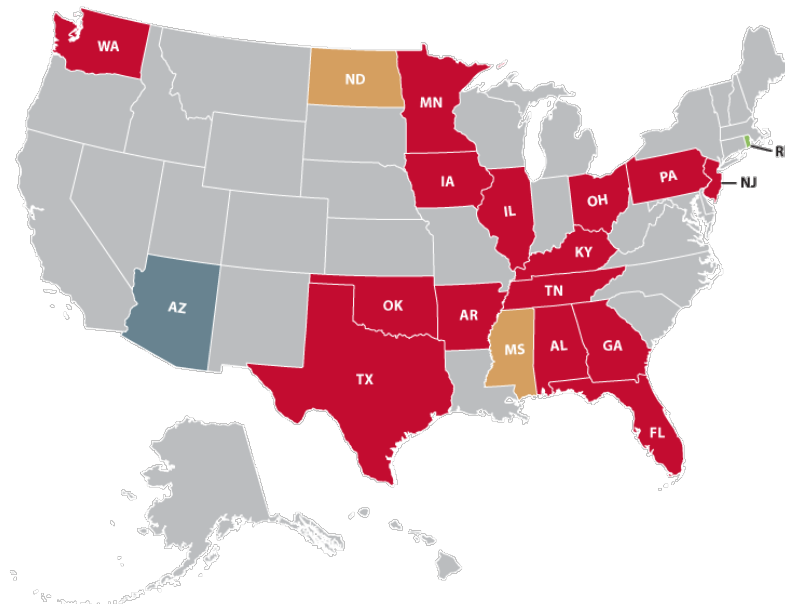
The Master Plan for Tennessee Postsecondary Education 2015-2025 calls for a statewide strategic development of higher education programs that increases the educational attainment levels of Tennesseans; addresses the state’s economic development, workforce development, and research needs; and calls for institutional mission differentiation to realize statewide efficiencies through institutional collaboration, minimized redundancy, a focus on location, and research.

The proposed P&O degree meets the State Master Plan to increase the educational attainment levels of Tennesseans by creating a graduate degree program for immediate entry into Tennessee projected labor categories, provides state of the art rehab care, and contributes to research needs of health and interdisciplinary service.

Prepare Graduates for Fastest Growing Labor Categories	Data supportive of the State Master Plan comes from the Bureau of Labor and Statistics, which projects that the need for orthotists and prosthetists is projected to grow 22% from 2016 to 2026, much faster than the average for all occupations. The demand for P&O professionals is similarly projected to increase in Tennessee with an estimated 22% job growth. Please refer to Appendix C (p. 26) for data from Burning Glass, an analytics software company that provides real-time data on labor market trends.					
	Examination of the supply and demand for P&O practitioners between 2016-2025 is provided below from the Dobson/DaVanzo workforce demand projections. As these data indicate, there is a supply/demand imbalance that reflects a clear shortage of workers that is projected to continue to increase between 2016 and 2025.					
	2016			2025		
Category	Demand of Providers	Supply of Credentialed Providers	Demand to Supply Ratio	Demand of Providers	Supply of Credentialed Providers	Demand to Supply Ratio
Orthotists	3,731	3036	1.3	4000	2109	1.9
Prosthetics	1217	1880	0.7	1305	1376	0.9
Prosthetics & Orthotics	1525	1680	0.9	1635	1401	1.2
Sub-Total	6474	6274	1.0	6940	4887	1.4

The intent of the Focus Act was to empower universities that were former TBR institutions. Of these universities, ETSU is in the best position to impact the regional market and access the southeast high market need. Without a P&O program in the state of Tennessee, the entire workforce of TN P&O practitioners has been educated outside of the state.

The Tennessee Prosthetics and Orthotics Association (TSOP) has worked with Tennessee legislators to create state licensing criteria, and Tennessee is one of only 15 states in the US requiring a license for work. Licensure enables Prosthetics and Orthotics practitioners to open private practices and allow insurance carriers to provide patient coverage for rehabilitation and dispersion of Durable Medical Equipment (DME). This will open up a substantial market that includes children, veterans, victims of trauma, senior citizens, and those in correctional facilities. Fifteen states grant licensure for orthotists and prosthetists, while two additional states have regulatory requirements that professionals be certified by either American Board of Certification (ABC) or Board of Certification (BOC) of Prosthetics and Orthotics. Although neither certification nor state licensure is required to render O&P services in the remaining 35 states and the District of Columbia, only custom-fabricated devices provided by state licensed orthotists and prosthetists, or American Board of Certification of Prosthetics and Orthotics (ABC) and/or Board of Certification (BOC) certified orthotists and prosthetists who practice in non-licensure states, are eligible for Medicare reimbursement. The figure below shows the 15 states in red that require licensure, of which Tennessee is one.



<p>Increased Need for Rehabilitation</p>	<p>Data supports the State Master Plan to prepare Tennesseans with highly trained P&amp;O graduates who are better equipped to provide state of the art rehabilitative care and contribute to the research needs of the healthcare community. Specifically, According to the US Census Bureau, there is a concern with the increasing number of patients requiring orthotic or prosthetic care and the ability of the present number of certified orthotists and prosthetists to meet that demand. The large baby-boom population is aging, and orthotists and prosthetists will be needed because both diabetes and cardiovascular disease, the two leading causes of limb loss, are more common among older people (Bureau of Labor Statistics). Data supports the State Master Plan to prepare Tennesseans with highly trained P&amp;O professionals who are equipped to provide state of the art rehabilitative care and contribute to the research needs of the healthcare community.</p>
<p>Focus on Inter-disciplinary Education and Collaboration</p>	<p>Data supports the need to provide students with an option to obtain a degree with an interdisciplinary focus and options for collaboration. Healthcare systems are changing, and the healthcare professionals of the future will need to function as part of an interprofessional team. In the proposed P&amp;O curriculum, collaboration will occur within the University between Physical Therapy and the College of Medicine with joint classes planned throughout the curriculum with each of these departments. In addition, there are interprofessional resources and options for both academic and research interactions between this program and PT, Counseling, Social Work, Nursing, and Medicine. The interprofessional curriculum proposed for this P&amp;O program will provide graduates with expertise in each of these key areas (refer to summary information on Student Interest, p. 10). Data from a recent survey conducted among current ETSU college students interested in healthcare also supports development of a degree with interdisciplinary focus (see Appendix D, pp. 29). The majority of those surveyed (67%) indicated they were definitely or somewhat interested in applying to a P&amp;O program at a university that has an interprofessional education (IPE) program with opportunities to learn with students enrolled in other health care programs (i.e., medicine, nursing, pharmacy, PT, etc.)</p>

Institutional Mission

The proposed Masters of Prosthetics and Orthotics degree aligns with the mission and vision of East Tennessee State University, the Academic Health Sciences Center, and the goals of the College of Clinical and Rehabilitative Health Sciences. ETSU’s mission statement highlights the need to “provide strong, comprehensive educational, research, and service programs in the health sciences that advance the health and wellness of people throughout Tennessee and Southern Appalachia and of rural populations around the world.” The strategic plan for the Masters of P&O addresses the promise of ETSU’s mission and its commitment to excellence in

teaching, research, and public service in the health sciences through its inclusion with well-established and fully-accredited graduate programs in physical therapy, speech-language pathology, audiology, and nutrition as well as accredited undergraduate programs in engineering, radiography, and cardiopulmonary science.

The vision of East Tennessee State University is *developing a world-class environment to enhance student success and improve the quality of life in the region and beyond*. In addition, the University mission includes having *a wide array of educational and research programs and clinical services including a comprehensive Academic Health Sciences Center*. A core value of the University is *efficiency which is achieved through wise use of human and financial resources*. (ETSU Website and Strategic Plan 2016-2026 approved by the Board of Trustees 3-27-17)

Based on the East Tennessee State University Mission, Vision and Strategic Plan as outlined above, the proposed Masters of P&O degree will meet the following objectives:

- Creates a graduate degree program that will contribute to and benefit from the educational and research programs and clinical services available through the Academic Health Sciences Center.

The focus of the ETSU Academic Health Sciences Center includes developing *critical thinking, problem-solving, and diagnostic and treatment skills* as well as educating health professionals *who can work as part of a collaborative care team of professionals to provide the most comprehensive and efficient care possible* (ETSU Academic Health Sciences Center website). Adding a masters in P&O will help to further promote the comprehensive nature of rehabilitation education at East Tennessee State University. The addition of a masters of P&O to the current degrees available in Physical Therapy, Speech-Language Pathology, Audiology, Social Work, Medicine, Nursing, Pharmacy, Engineering, and Clinical Psychology will provide a well-rounded array of clinical career options. Curriculum promoting interprofessional education will assist in developing graduates better prepared to join a collaborative team of health care professionals and innovations of design with engineering.

- Contributes to regional stewardship and wise use of human and financial resources by providing students with an opportunity to obtain a degree at a lower cost than those offered at surrounding private institutions.

Providing an option for P&O degree at a public university makes the degree more financially feasible for many students in this region (see Appendix D, p. 30). Only 38% of P&O degree conferrals in 2017 were from a public university.

In addition to overall tuition costs being lower at a public institution than a private university, East Tennessee State University offers scholarships to assist with decreasing the financial burden of out-of-state tuition. The George L Carter Scholarship awards up

to \$14,000 per year for full-time graduate students who reside within a 250 mile radius of ETSU, and the Sidney G. Gilbreath Scholarship awards up to \$11,000 per year for full-time graduate students who reside beyond the 250 mile radius of ETSU.

As one of the colleges comprising the ETSU Academic Health Sciences Center, goals of the College of Clinical and Rehabilitative Health Sciences include: *To create an academic and clinical culture that encourages service to diverse and underserved populations; encourage collaborative research for students and the community addressing long-term clinical and rehabilitative health needs across the lifespan and health care spectrum; and to promote scholarship and mentoring that supports evidence-based practice and life-long learning* (ETSU Academic Health Sciences Center website and CCRHS website).

The proposed Masters of P&O degree meets the goals of the College of Clinical and Rehabilitative Health Sciences in the following ways:

- Provides students with options for clinical experiences and service to diverse and underserved populations in order to better prepare them to provide rehabilitative services for these populations.

The proposed curriculum will include a number of clinical experiences in a variety of healthcare settings. Students will be prepared to provide clinical expertise in the art and science of prosthetic and orthotics to a wide range of patients. Students within the program will have opportunities to participate in service activities with various population groups. Partnership with regional, state, and national facilities will provide students with a wide range of professional learning experiences. The College of Clinical and Rehabilitative Health Sciences currently has affiliation agreements with >350 facilities for clinical experiences with other rehabilitation professionals. The university will utilize and build on these resources to fulfill clinical education experiences for the P&O program.

- Creates a graduate degree with a curriculum that addresses rehabilitative health needs across the lifespan and supports evidence-based practice and life-long learning.

Courses within the curriculum will address assessment and provision of care for patients across the entire lifespan. Opportunities for collaboration in academic settings, clinical practice, and scholarship are available throughout the curriculum. Content regarding literature review and assessment of evidence for clinical practice will be included. In addition, emphasis will be placed on establishing a platform for professional development of students within the program which will extend throughout their careers.

**I. Need for Program: Feasibility Study**

A comprehensive study was conducted to evaluate the feasibility of offering a master’s degree in prosthetics and orthotics with the final report for the study attached as Appendix B. Pertinent findings are provided below.

<p>Student Interest</p>	<p>To gage the student interest at ETSU for a proposed Masters P&amp;O program, a student survey was sent to over 1,000 ETSU undergraduate students (1,069 ETSU undergraduate students registered as minors within the College of Clinical and Rehabilitative Health Science in Pre-PT, Pre-OT, Pre-CDIS, Allied Health, and Rehab Sciences, in addition to students in Psych, Human Services, Pre-Health, Exercise Science, and Public Health). A summary of the results are included in Appendix D (pp. 29) and presented below:</p> <ul style="list-style-type: none"> <li>• A total of 70 student responses were received. The majority of the respondents were seniors (35%) followed by freshmen (28%) and juniors (23%).</li> <li>• 60% of students indicated interest in pursuing a master’s degree in a P&amp;O program if offered at ETSU. Only 17% were “definitely not” interested in a P&amp;O program.</li> <li>• 88% of respondents expressed the definite preference of a public education over a private option for graduate school option because of lower tuition rates.</li> <li>• 67% of students expressed interest in applying to a P&amp;O program with emphasis in interprofessional education (IPE) and opportunities to learn with students enrolled in other health care programs, such as medicine, PT, nursing, pharmacy, etc.</li> <li>• 70% of students reported interest in matriculating into a P&amp;O program if they were not accepted into their first degree of choice.</li> </ul> <p>The student survey results confirm strong ETSU student interest in this program of study. These data are commensurate with data from the Bureau of Labor Statistics and Burning Glass that the projected job growth is expected to grow much faster than the average for all occupations.</p> <p><u>Competitor Analysis:</u> There are no graduate level Prosthetic and Orthotic programs in the state of Tennessee. The absence of a Master’s degree in Tennessee prevents Tennesseans from seeking an affordable, in-state option to complete their education. In order for students matriculating from undergraduate programs to seek employment as a Prosthetic and</p>
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	<p>Orthotic practitioner, they currently need to continue their education out of state.</p> <p>In the Southeast, there are only three institutions that offer a master’s in Prosthetic and Orthotics degree: Alabama, Florida, and Texas, making the Academic Common Market a possibility for students from other states.</p>
<p>Employer Need and Demand</p>	<p><u>Labor Market Analysis:</u> Prosthetics and Orthotics practitioners and related professionals will meet a positive labor market outlook over the next 10 years. P&amp;O occupations in Tennessee are projected to grow at a faster rate (22%) than the projected growth for all occupations in the state between 2016 and 2026. Similarly, regional and national labor projections support a positive Prosthetics and Orthotics employment climate.</p> <p>Market demand for Prosthetic and Orthotic practitioners in the region is high. The Bureau of Labor Statistics’ (BLS) most recent estimates suggest that orthotists and prosthetists held approximately 8,500 full-time jobs in 2012 and that by 2022 the job prospect for these providers is projected to increase to 11,500 or by 36 percent. The provision of orthoses appears to be the primary driver of our overall demand and supply projections for the P&amp;O profession. Of the total demand for P&amp;O services of 19,126 providers, orthoses services account for almost 92 percent of all demand (17,574 providers). Furthermore, the BLS estimates that there are 10,964 providers delivering orthoses services in 2016.</p> <p><u>Program Demand Forecast:</u> ETSU would be the first higher education institution in Tennessee to offer Prosthetics and Orthotics at the graduate level. Student demand continues to grow as Prosthetics and Orthotics practitioners are being employed to address an expanding number of physical health issues. Prosthetic and Orthotics practitioners are increasingly employed at veteran centers, oncology centers and skilled nursing facilities.</p> <p>ETSU Survey: A survey instrument was sent to nine P&amp;O professionals in the area to assess need in master’s Prosthetics and Orthotics programs. A summary of the results are included in Appendix D (pp. 32-35) and are presented below:</p> <ul style="list-style-type: none"> <li>• Three employer responses were received, which was a 33% response rate.</li> </ul>

- 100% of respondents strongly agreed that there is a need for certified Prosthetists and Orthotists in the area.
- 100% of regional employers agreed or strongly agreed that it is difficult to hire certified P&O practitioners.
- 100% strongly agreed that it is difficult to hire P&O professionals with interprofessional experience.
- 100% indicated they would be interested in offering clinical internships to ETSU P&O students.

Below is a list of regional employers, along with Congressman Roe and Dean Depew, who have provided letters of support for the proposed P&O program (see Appendix E, pp. 36-45).

Company	Official	Official Title
U.S. Congress	Dr. Phil Roe	Chairman, Veterans Affairs Committee
Mountain Home VA Medical Center	Dr. Colleen Noe	Associate Director of MHVAMC
Mountain Home VA Medical Center	Mr. John Brothers	Certified Prosthetist and Orthotist (CPO)
Holston Medical Group	Dr. Alan Meade	Director of Rehabilitation Services
TalkBack Pediatric Therapy	Mr. Jon L. Morris	Vice President
Victory Orthotics & Prosthetics	Mr. Zach Smith	Certified Prosthetist and Orthotist (CPO)
Excel Prosthetics & Orthotics	Mr. Chad McCracken	Certified Prosthetist and Orthotist (CPO)
ETSU College of Business and Technology	Dr. Dennis Depew	Dean

These letters of support, along with the survey reports from local employers and practitioners, indicate enthusiastic support for a P&O program that will address a need in Tennessee to offer this degree, especially within an interprofessional team-based college.



<p>Local and Regional Need/Demand</p>	<p>Regional demand for P&amp;O practitioners is higher than the national average. According to the Bureau of Labor Statistics, a 22% projected employment growth increase is expected in Tennessee between 2018 and 2026. Additionally, location quotients provide relevant employment information. The location quotient is the ratio of the area concentration of occupational employment to the national average concentration. According to the BLS, the location quotient for states bordering Tennessee are less than one, indicating the occupation is less prevalent in the area than the national average. A total of seven bordering states, including VA, NC, KY, GA, MS, AR, and MO, have a location quotient below 1, which is well below the national average <a href="https://www.bls.gov/oes/current/oes291122.htm#(9)">https://www.bls.gov/oes/current/oes291122.htm#(9)</a></p> <p>It is not surprising, then, that P&amp;O programs in closest proximity to ETSU, per their website, have a 100% job placement rate at the time of graduation. Increased regional need indicates there is an increased demand for P&amp;O students who are qualified to meet that need. According to NCOPE, the accreditation body for P&amp;O, the aggregate program data indicate that the trends in enrollment continue to increase from year to year. These trends are expected to continue to rise.</p> <p>Given the regional and national need, it is critical that more qualified students enter P&amp;O programs to assure access to quality care for individuals with amputations and orthopedic impairments. Without a state option for students to pursue this degree, all current P&amp;O practitioners in Tennessee have had to obtain their degree outside the state.</p>
<p>Future Sustainable Need and Demand</p>	<p>Two aspects of the proposed program support the future sustainable need and demand for graduates of this program. One aspect is associated with the changing demographics. A second aspect is connected to the innovative curriculum of the proposed program that focuses on interprofessional practice with occupational therapy (developing program), physical therapy and medicine as well as the university's emphasis on interprofessional education with all health science programs. Each of these aspects is described below.</p> <p><u>Changing Demographics:</u> A number of health trends are contributing to an increased demand for P&amp;O practitioners. According to the American Academy of Orthotists and Prosthetists, these health trends include an increase in diabetes (15.3 million new cases in the U.S. since 1980); heart disease (projected more than a 26% increase by 2030); and obesity (rising with an increase of more than 22% since 1960). The proportion of the population that is at risk for peripheral vascular disease (PVD) and</p>

amputation is expected to increase significantly by the year 2020. The incidence of diabetes and diabetes-related amputation also continues to increase. The number of Americans with diagnosed diabetes is projected to increase 165% by 2050. Of all amputations, 50-70% are diabetes related.

Additionally, with an aging population of 72 million Americans predicted to be in the 65+ age group by 2030, the demand for P&O practitioners is expected to continue. The highest percentage of amputations due to disease occur in the 61-70 year age group, which creates a large proportion of the population at continued risk for those diseases/disabilities requiring orthotic/prosthetic care.

Coupled with these health and aging trends, almost 25% of P&O practitioners are 55 years or older and likely to retire in the next 10 years. This will leave a significant gap for new student applicants to enter the profession.

Innovative Curriculum: Healthcare systems are changing, and the healthcare professionals of the future will need to function as part of an interprofessional team. This proposed degree fosters the application of the four core competencies of interprofessional collaborative practice (roles and responsibilities of health professions, teams and teamwork, ethics, and interprofessional communication). These core competencies are the foundation of ETSU's Interprofessional Education Program, which includes graduate programs from all of the five health science colleges (Clinical and Rehabilitative Health Sciences, Medicine, Nursing, Pharmacy, and Public Health). ETSU is nationally recognized for its IPE Program and recently received the 2018 U.S. Public Health Services Award in Washington, DC from the Interprofessional Education Collaborative (IPEC). In addition to the health sciences, the P&O program will also incorporate coursework within the ETSU Biomedical Engineering Technology program. This IPE emphasis is especially valuable in a P&O program which requires a unique combination of skills. According to the Academy of Orthotists and Prosthetists, the P&O profession is a "blend of science, art, technology, creativity, and healthcare."

Finally, the Burning Glass report's key findings and program demand forecast for P&O nationally provide substantial support for the future sustainable need and demand for the proposed P&O program (Appendix C, pp. 26-28).

- **Student interest and demand are growing with national conferral volumes increasing 151% between 2013 and 2017.** In order to meet

	<p>the state’s projected employment growth between over the next ten years, additional graduates are needed each year.</p> <ul style="list-style-type: none"> <li>• <b>Competitive saturation is low for the P&amp;O degree.</b> ETSU would be the first institution in Tennessee to have a P&amp;O program. With only 12 P&amp;O programs in the country, there would not be another program within 400 miles.</li> </ul>
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**J. Existing Programs Offered at Public Institutions**

There are no P&O programs within the state of Tennessee. According to the National Commission on Orthotic and Prosthetic Education (NCOPE), there are 12 accredited Prosthetics & Orthotics programs across the United States. These programs are listed in the table below.

Institution	Location	School Type	Program
Alabama State College of Health Science	Montgomery, AL	public	Master's Degree in Orthotics & Prosthetics
California State University USUDH Orthotic & Prosthetic Education Center	Los Alamitos, CA & La Jolla, CA	public	Master's Degree in Orthotics & Prosthetics
Loma Linda University School of Allied Health Professionals	Loma Linda, CA	private	Master's Degree in Orthotics & Prosthetics
University of Hartford Masters Science Prosthetics and Orthotics	Hartford, CT	private	Master's Degree in Orthotics & Prosthetics
Florida International University College of Engineering & Computing	Miami, FL	public	Master's Degree in Orthotics & Prosthetics
Northwestern University Prosthetic orthotic Center	Chicago, IL	private	Master's Degree in Orthotics & Prosthetics
Eastern Michigan University	Ypsilanti, MI	public	Master's Degree in Orthotics & Prosthetics
Concordia University	St. Paul, MN	private	Master's Degree in Orthotics & Prosthetics Consortium with Century College
University Pittsburgh School Health & Rehabilitation Science	Pittsburg, PA	public	Master's Degree in Orthotics & Prosthetics
Baylor College of Medicine School Allied Health Science	Houston, TX	private	Master's Degree in Orthotics & Prosthetics
University of Texas Southwestern Medical Center	Austin, TX	public	Master's Degree in Orthotics & Prosthetics

Orthotics and Prosthetics Program			
University of Washington School of Medicine and Division of O&P	Seattle, WA	public	Master's Degree in Orthotics & Prosthetics

While about half of these programs are housed in public universities, Burning Glass data indicates that the market share of degree conferrals from public universities is only 38%. Therefore, greater public institution participation is needed to meet the market demand. Of these programs, only two are in the southeast. The closest programs to ETSU are over 400 miles away (University of Pittsburgh and Alabama State University). There is clearly a need for additional P&O programs in the U.S., particularly within the southeast.

According to the American Board for Certification (ABC) in Orthotics and Prosthetics:

- There are currently 74 ABC accredited facilities in Tennessee which are accredited to disperse and fit patients with *orthotics*. These do provide patient care.
- There are currently 77 ABC accredited facilities in Tennessee which are accredited to disperse and fit patients with *prosthetics*. These do provide patient care.
- There are currently 100 ABC certified orthotic practitioners and 100 ABC certified prosthetic practitioners in the state of TN.

Based on these statistics, a P&O program at ETSU would be well placed and would provide an opportunity for certified prosthetists and orthotists working in the state of Tennessee to receive their education in the state.

## K. Program Costs and Revenues

The following section provides details on program cost and revenue for the proposed Master's Degree in Prosthetics and Orthotics at East Tennessee State University (see THEC Financial Projection Form). Seven year projections have been calculated with a 3% annual increase where appropriate. Expenses will begin in year one with the addition of a Program Director, equipment, and other expenses associated with the accreditation process (i.e., consultant pay and travel reimbursement). Tuition and fee revenue will begin in year two pending the implementation of the accreditation process. Institutional reallocations will be necessary in the first two years, and will come from the College of Clinical and Rehabilitative Health Sciences. There will be no federal grants, private grants, nor gifted funds for the establishment of this program. As can be seen from the subsequent data, the proposed prosthetics and orthotics program will have revenue that exceeds expenditures by the third year.

## Expenses

One-Time Expenditures		
Item	State reason for expenditure	Total Expenditure
New/Renovated Space	This degree will require special facilities with renovation or new space for classrooms, labs and faculty offices. These do not include shared lecture spaces with other departments.	\$250,000
Equipment	This degree will require special equipment. Some equipment can be shared with occupational therapy, physical therapy and the IPE facilities. Specific equipment needs include lab tools, machines, and supplies.	\$500,000
Library	This degree will not require special holdings at the library, as they are currently part of their capabilities.	\$0
Consultants	Consultants for internal and external reviews.	\$ 10,000
<b>TOTAL</b>	<b>One-time Expenditures</b>	<b>\$ 760,000</b>
Recurring Expenditures		
Item		Total for Years 7
Administration and Faculty Salary	Program Director will be hired in Y1 at \$90,000 annual salary at a 3% increase annually  One faculty starting in Y1, second faculty starting in Y2, and another .5 FTE faculty (shared between departments) will start in Y2. Faculty annual salary of \$90,000 at a 3% increase.	\$1,562,857
Administration and Faculty Benefits	Program Director \$30,350 annual benefits in Y1 with a 3% increase  Faculty benefits will be \$30,350 annually increased 3% each year.	\$527,030
Support Staff Salary	Support staff start in Y2 at \$40,000 annually increased 3% each year	\$258,736
Support Staff Benefits	Support staff benefits will be \$20,350 annually increased 3% each year	\$131,632
Operating	Travel: \$4,000 in Y1, \$7,000 Y2, \$8,000 subsequent years Accreditation Dues: \$5,000 Y1 (initial accreditation), \$2,000 subsequent years University Administration: Starting in Y2 at 30% of Total Program Revenue	1,392,098

	Supplies: starting Y2 at \$35,000 annually	
TOTAL	Reoccurring Expenditures	\$3,872,353

### Projected Enrollments

Enrollment is based on an initial cohort of 14 full-time students. The projected number of graduates is 13, which assumes a 95% retention rate (5% attrition rate) from the first year of the program to the third year.

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
14	27	27	27	27	27	27

### Revenues

Item		Total Revenue Seven Years
Tuition and Fees (tuition)	Maintenance fees projected beginning Y2 with a 3% increase  Fees: AHSC \$50 credit + Lab Supplies \$60 credit= \$110 per credit per students	\$3,746,600
Institutional Reallocations	Institutional reallocations will be needed in the first two years of program implementation, provided by the ETSU College of Clinical and Rehabilitative Sciences	\$885,753
Grants	N/A	\$0
TOTAL	Revenues	\$4,632,353

### Expenditure/Revenue Summary

Year	Expenditure	Revenue
1	\$889,350	\$889,350
2	\$516,322	\$516,322
3	\$612,127	\$612,127
4	\$628,241	\$628,241
5	\$644,838	\$644,838
6	\$661,934	\$661,934
7	\$679,542	\$679,542

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Standards and Guidelines for the Accreditation of Educational Programs 7/13/2017.

Appendix A: Walter Reed National Military Medical Center



**Walter Reed National Military Medical Center**  
**Bethesda, Maryland**

**Mr. John Witherspoon**  
**Senior Legislative Assistant**  
**Rep Phil Roe (R-TN), Chairman HVAC**

**Thursday, 6 December 2018**

- 1300**    **OFFICIAL PARTY ARRIVES**  
*The Historic Tower Plaza / Building 1*  
Greeted by: COL Rod Gonzalez, MC, USA, Chief of Staff, WRNMMC  
Mr. Don Champion, Legislative Director, WRNMMC
- 1305**    **WALKING TOUR – 3D MEDICAL APPLICATIONS CENER**  
*President Zone / Building 1 / Fourth Floor*  
Peter Liacouras, PhD, Director of Services, 3D Medical Applications Center, WRNMMC
- 1330**    ***TRANSITION TO AMERICA ZONE, BUILDING 19***
- 1335**    **WALKING TOUR- MILITARY ADVANCED TRAINING CENTER**  
*America Zone / Building 19 / First Floor*  
LTC Keith Myers, Deputy Chief, Department of Rehabilitation, WRNMMC  
David Laufer, Service Chief, Orthotics & Prosthetics Service, WRNMMC
- 1430**    **OFFICIAL PARTY DEPARTS**





## Walter Reed National Military Medical Center Bethesda, MD

### 3D Medical Applications Center

The 3D Medical Applications Center (3D MAC) at Walter Reed National Military Medical Center provides Computer Aided Design (CAD) and Computer Aided Manufacturing (CAM) for the fabrication of medical models and custom implants, provides technical support for virtual treatment planning, and provides image captures in support of patient treatment, graduate medical/dental education and research.



The 3D MAC is able to use CAD and CAM in a wide variety of methods, including:

- **Rapid Prototyping** can be accomplished in a variety of methods with a variety of material. Plastics, metals, infused powders and even multiple materials can all be Rapid Prototyped to suit needs for models, guides, devices and custom implants.
- **Stereolithography** is an additive manufacturing process using a vat of liquid UV-curable photopolymer "resin" and a UV-laser to build parts one layer at a time. On each layer, the laser beam traces a cross-section pattern on the surface of the liquid resin. Exposure to UV-laser light cures and solidifies the pattern traced on the resin and adheres it to the layer below. The models are generally clear or solid in color. Anatomical landmarks can be "colored" within the model by manipulating the exposure times.
- **3D Printing** consists of an inkjet printing system using a Z Corp printer. The printer creates the model one layer at a time by spreading a layer of powder and then inkjet printing a binder into the cross-section of the part. The process is repeated until every layer is printed. This technology is the only one that allows for the printing of full color prototypes. Our models are also infused with a resin to be stone-like in durability.
- **Electron beam melting (EBM)** is a type of additive manufacturing for metal parts. The technology manufactures parts by melting metal powder layer per layer with an electron beam in a high vacuum. Unlike some metal sintering techniques, the parts are fully dense, void-free, and extremely strong. The materials are jetted in ultra-thin layers onto a build tray, layer by layer, until complete. Each layer is cured immediately, producing models that can be handled and used immediately, without post-curing

#### Main Services:

- **Orthopaedic Reconstruction:** Orthopedic services include the fabrication of surgical models in a variety of different materials to plan surgical procedures. In consultation with our biomedical engineers and technicians, surgical cutting, positioning and bending guides can be developed and fabricated, all customized to each individual situation.
- **Research and Development:** The 3D Medical Applications Center has the software and designers to support the medical center's research and special needs. Aside from medical models, devices can be fabricated to help with patient needs in occupational therapy and daily activities as well as concept models. Computer aided design software can be used to bring concepts to a working physical model. Whether it is a stand to hold a test tube at a specific angle or design of a handle on a cane to accommodate a patient, 3D MAC can provide the full spectrum design services.
- **Dental Surgery / Implants:** Models can be fabricated that indicate anatomical features such as the lingual nerve for better viewing of the proposed surgical area for orthognathic surgery, tumor resections, or dental Implant placement. Surgical guides for cutting, drilling, positioning, and bending of bones, plates and dental implants can be fabricated for any surgical plan.
- **Craniofacial Reconstruction:** Craniofacial services include the fabrication of surgical models in a variety of different materials to plan the surgical procedures. In consultation with our Biomedical Engineers and technicians, surgical cutting, positioning and bending guides can be developed and fabricated.



Walter Reed  
National Military  
Medical Center

## MILITARY ADVANCED TRAINING CENTER

### **From Injury to Independence**

Dedicated to the care and rehabilitation of America's sons and daughters recovering from injuries sustained in service, the Military Advanced Training Center (MATC) is a state-of-the-art facility located at the Walter Reed National Military Medical Center. Wounded, Ill and Injured Service Members, Retirees and Family Members use sophisticated prosthetics and cutting-edge athletic equipment to confirm pre-injury capabilities as they restore their sense of selves.

The MATC uses a Sports Medicine model which offers much of the same sports and exercise equipment as found at the finest sports rehabilitation training rooms across the country. Many of the same fitness drills practiced by professional athletes are replicated by the Service Members to work on core strength, balance and stability.

The total focus of MATC's expert staff is to match the drive and determination of these service members— build their strength, skills and confidence and return them to the highest level of physical, emotional and psychological functional ability. A major goal of the MATC is to enable the Service Members to make their own choices and not let their futures be dictated by the injuries sustained.

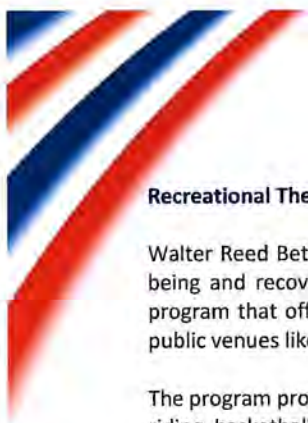
We serve active duty, retired and family members. Appointments are made by referral from the Amputee Clinic held by the Physical Medicine and Rehabilitation Service.

### **Amputee Physical and Occupational Therapy**

The MATC is setting world-class standards of care and providing the leading edge in rehabilitative as well as prosthetic care. The comprehensive effort of rehabilitation is where physical and occupational therapists follow the Service Members from their initial evaluations through their discharge from the hospital, course of outpatient rehabilitation and return to active duty or civilian life.

The Prosthetics Service, offering a full range of prosthetic and orthotic services, uses state of the art advanced prosthetic limb technology for design, milling, and production of prosthetic devices. Prosthetic devices are manufactured and fit and adjusted in the Orthotics and Prosthetics Service which is adjacent to the MATC to enable the Prosthetists to work closely with the physical and occupational therapists to ensure the best possible fit and utilization of the prosthetic devices.





### **Recreational Therapy & Adaptive Sports**

Walter Reed Bethesda recognizes the importance of recreational and adaptive sports to well-being and recovery. The Recreational Therapy staff coordinates a community re-integration program that offers a wide variety of experiences outside the clinic setting, including trips to public venues like shopping areas, movie theaters, restaurants and museums.

The program provides adaptive sports activities such as scuba diving, therapeutic horseback riding, basketball, cycling, running and golf, which allow the patients to be challenged and help provide meaning and purpose. Additionally the MATC offers a Service/Therapy Dog program, which is coordinated for the facility to make referrals for patients who request a service animal.

### **Computer Assisted Rehab Environment (CAREN)**

One of ten of its kind in the world, the CAREN provides a safe, controlled setting where patients can work on balance, coping with stress, using new prosthetics and other skills necessary to achieve functional real-life goals. Using specialized cameras and computers linked to sensors on their bodies, recovering Service Members interact with a virtual world projected onto a life-sized curved screen by shifting their weight on a motion platform with an embedded treadmill. More than 70 scenarios enable recovering Service Members to perform virtual activities such as steering a boat through buoys in a lake or replicate running up and down trails in woods, or walking through city streets without fear of falling.

### **Center for Performance and Clinical Research (CPCR)**

The Gait Lab of the Center for Performance and Clinical Research (CPCR) uses sophisticated motion analysis equipment (27 infra-red cameras, reflective markers and six force plates) to quantify the patients' movement. The information gained through motion analysis helps care providers to evaluate or modify physical therapy programs and prosthetic and orthotic components. The ultimate goal is to facilitate improvement of functional tasks such as walking, running and jumping.



**Walter Reed  
National Military  
Medical Center**



## Appendix B: Program Development and Implementation Timeline



### LON, NCOPE, and NAPP

LON



NCOPE



NAPP



**Due Date (all components):** May 2020

First Class: Fall 2020 (or Fall 2021, depending on graduate application cycle and building of lab)



Complete by	Task	Each <b>BOLD</b> word represents a page in your Research Report and Board.
Mar 1, 2019	LON	Finalize Budget Access Burning Glass data Get Letters of Support Finalize LON
Feb 2019	Consultant	Hire external consultant
	Space	Meet with Dean Block, Jeremy Ross, Colleen Noe
	VA affiliation	Talk with Colleen Noe, John Brothers (MHVAMC); Jason Highsmith (VA)
Apr 18, 2019	Academic Council	Submit LON to ETSU Academic Council: <b>present on Apr 25</b>
Spring – Sum 2019	NAPP	Develop syllabi
Fall 2019	NAPP	Learning Outcomes Program Requirements Academic Standards Curriculum Map Assessment and Evaluation Library Source Review Communication Plan Program of Study Recruitment Plan: Diversity Budget (Faculty Resources, Facilities and Equipment Accreditation Faculty Vitae
Sept 2019	Board of Trustees	Submit LON
Nov 2019	THEC	Reviews LON: approval is good for 2 years
TBD	NCOPE	Work on Candidacy Application
TBD	NCOPE	Submit Candidacy Application
Dec 2019	NAPP	Enter into Curriculog

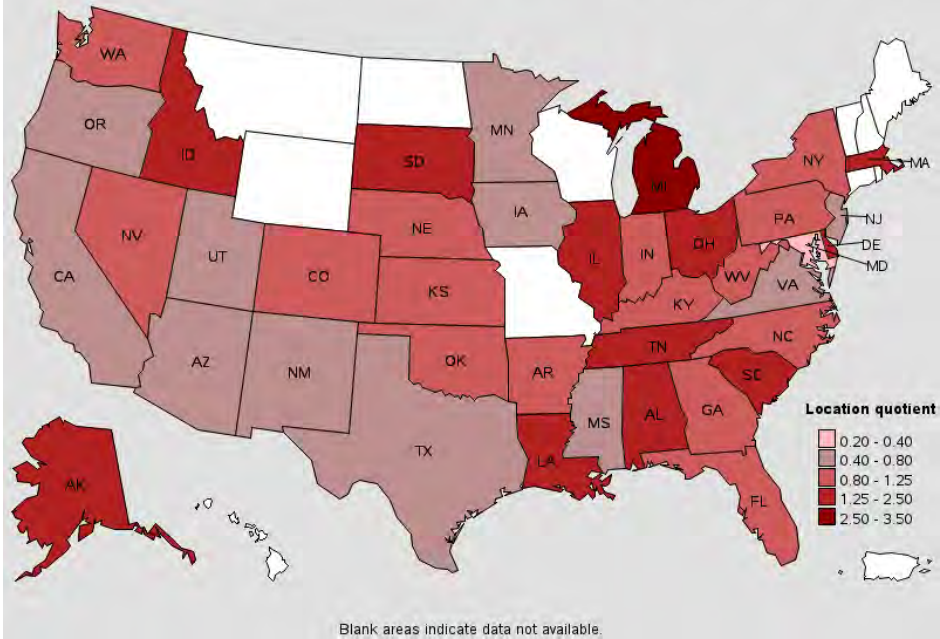
Jan 2020	College Curriculum Committee	Submit NAPP Attend curriculum meetings
Feb 2020	Graduate Curriculum Council	Submit NAPP Attend curriculum meetings
Apr 2020	THEC	Site Visit
July 2020	Academic Council	Approve NAPP
July 2020	ETSU President	Approve NAPP
Sept 2020	Board of Trustees	Approve NAPP
Nov 2020	THEC	Submit NAPP Present to Commissioners
TBD	SACS	Substantive Change Prospectus Site Visit
TBD	NCOPE	Site Visit
Summer 2021	State Building Commission	Approval to build P&O Lab
Summer 2022	Program Implemented	First Class Admitted

## Appendix C: Burning Glass Report

Data from Burning Glass Technologies (an analytics software company that provides real-time data on labor market trends), was obtained for Prosthetics and Orthotics. The following is a summary of the employment potential, competitive landscape, and market alignment.

<p><b>Employment Potential</b></p>	<p>Data from Burning Glass and the Bureau of Labor Statistics indicate that the number of prosthetics and orthotics jobs is expected to grow over the next 7 years. A 22% projected employment growth increase is expected between 2016 and 2026. This is well above the 7% job growth for all occupations.</p> <div style="text-align: center; border: 1px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <p><b>United States</b>  <b>7,800</b>                  2016 Employment</p> <hr/> <p><b>9,500</b>                  2026 Employment  <b>22%</b> Percent change</p> <hr/> <p><b>700</b>                  Annual projected job openings</p> </div> <p>Additionally, location quotients provide relevant employment information. The location quotient is the ratio of the area concentration of occupational employment to the national average concentration. According to the BLS, the location quotient for states bordering Tennessee are less than one, indicating the occupation is less prevalent in the area than the national average. A total of seven bordering states, including VA, NC, KY, GA, MS, AR, and MO, have a location quotient below 1, which is well below the national average (<a href="https://www.bls.gov/oes/current/oes291122.htm#(9)">https://www.bls.gov/oes/current/oes291122.htm#(9)</a>).</p> <p>These projections clearly indicate that this is the time for ETSU to enter the market. Analysis shows that the southeast is a top location for demand for P&amp;O services, as shown in the mauve and pink states on the map below. These data indicate there is an increased demand in the region and southeastern U.S. market that ETSU can supply.</p>
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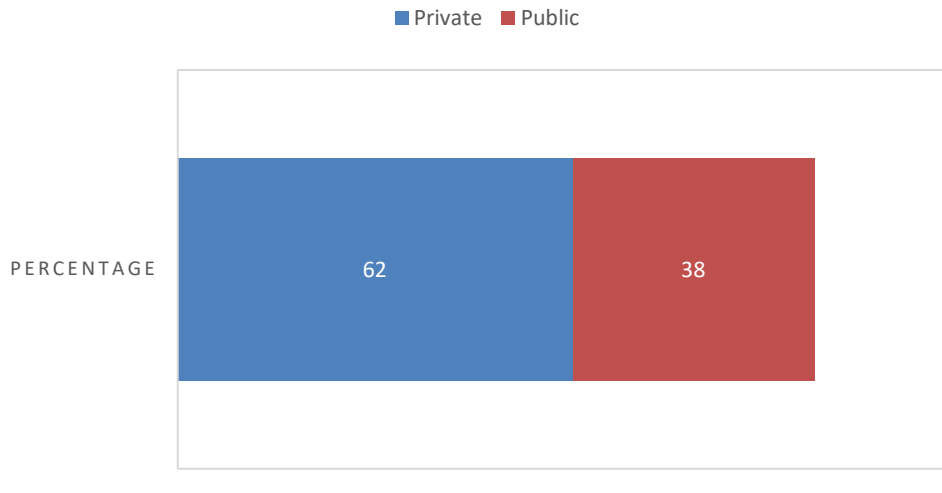
Location quotient of orthotists and prosthetists, by state, May 2017



Competitive Landscape

Student interest and demand are growing with national conferral volumes increasing 151% between 2013 and 2017. According to Burning Glass, 216 P&O degree conferrals were made in 2017 in the nation, of which only 82 were from public institutions.

MARKET SHARE BY INSTITUTION TYPE





Institution Type	Conferrals (2017)	Market Share (%)
Private	134	62.04%
Public	82	37.96%
Total	216	100%

These data indicate there is not enough public institution participation to meet the market demand. Based on labor market needs, a public option is greatly needed to accommodate the increased demand for P&O graduates. Public offerings should be at least 50% in order to meet the projected 22% projected employment growth. This translates to about 54 additional graduates needed each year from public institutions to supply the demand for P&O services.

ETSU would be the first university in Tennessee and the 13<sup>th</sup> university in the U.S. to offer a P&O degree. It would be the only university in over 400 miles to offer the degree.

Market Alignment	As a Local Governing Institution, ETSU is in the best position to impact the regional market. Of the top 10 national P&O programs identified by Burning Glass, the University of Pittsburgh is the closest to ETSU and is over 400 miles away. ETSU would be a top competitor given our lower tuition and focus on interprofessional education and collaborative practice.
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In summary, the key findings and program demand forecast for the P&O program in the southeast and nationally provide substantial support for the future sustainable need and demand for the proposed P&O program.

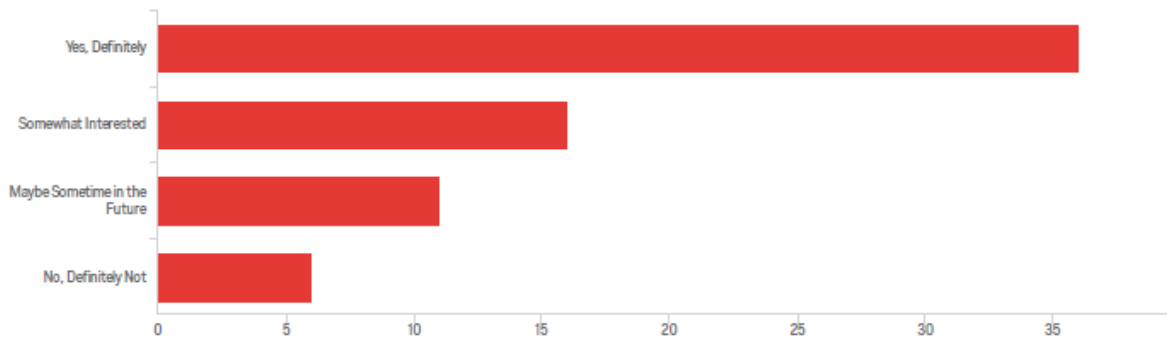
- **Student interest and demand are growing with national conferral volumes increasing 151% between 2013 and 2017.** In order to meet the state’s projected employment growth between over the next 10 years, additional graduates are needed each year. P&O graduates will meet a positive labor market outlook over the next 10 years.
- **Competitive saturation is low for the P&O degree.** ETSU would be the first institution in Tennessee to have a P&O program. With only 12 P&O programs in the country, there would not be another program within 400 miles. Trends in the current competitor market indicate a need for a public and more affordable option for students.



## Appendix D: Feasibility Studies: Student and Employer Surveys

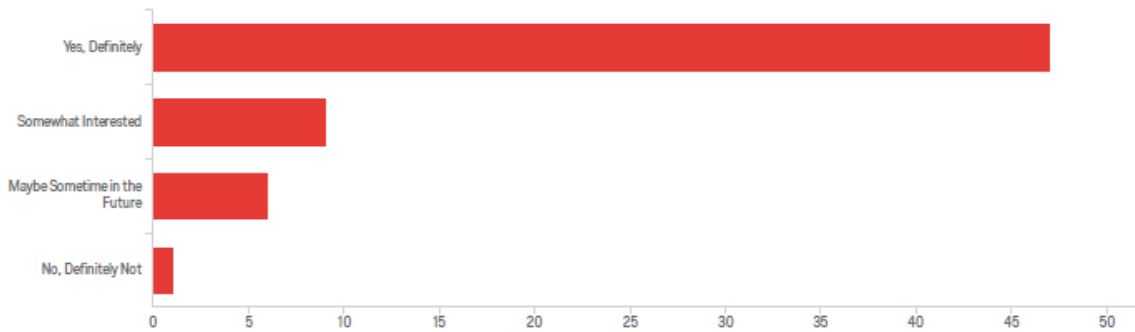
### Students

Q3 - I am interested in pursuing a graduate degree.



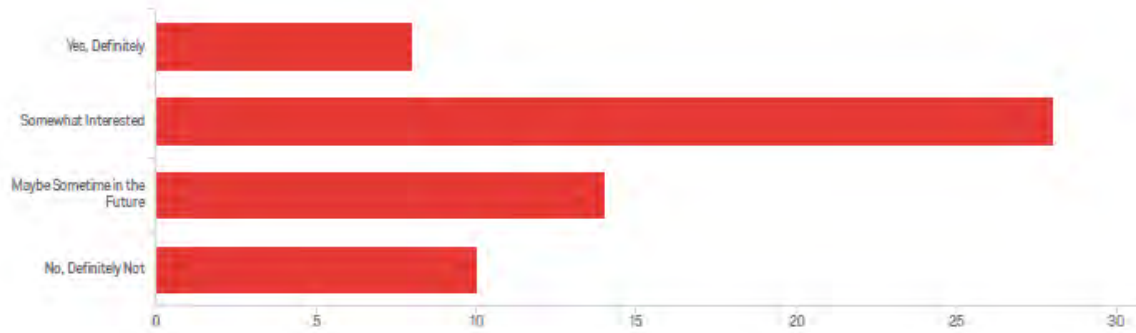
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am interested in pursuing a graduate degree.	1.00	4.00	1.81	1.00	0.99	69

Q4 - I am interested in pursuing a graduate degree in a health care related field.



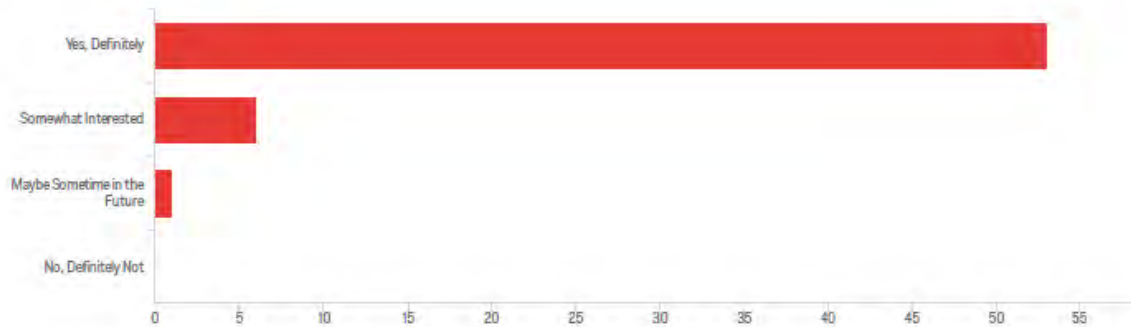
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am interested in pursuing a graduate degree in a health care related field.	1.00	4.00	1.38	0.72	0.52	63

Q5 - I would be interested in a P&O master's degree program if offered at ETSU.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I would be interested in a P&O master's degree program if offered at ETSU.	1.00	4.00	2.43	0.92	0.85	60

Q6 - I would prefer to attend a public university rather than a private university because of lower tuition.

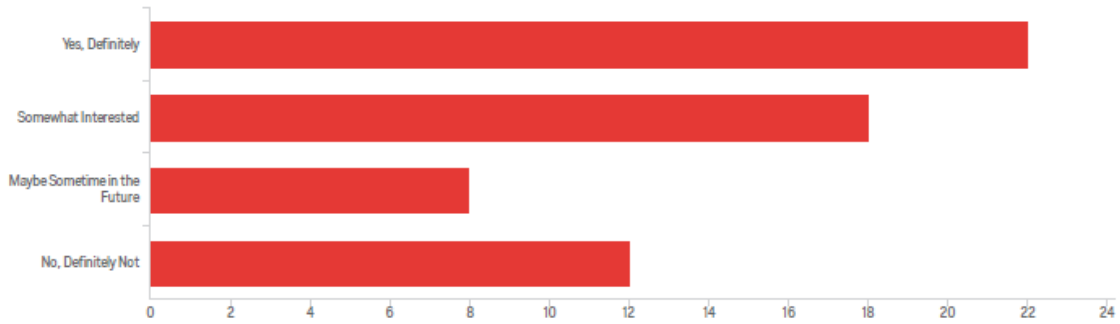


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I would prefer to attend a public university rather than a private university because of lower tuition.	1.00	3.00	1.13	0.39	0.15	60

Q7 - I am interested in applying to a P&O program at a university that has an IPE

program with opportunities to learn with students enrolled in other health care programs

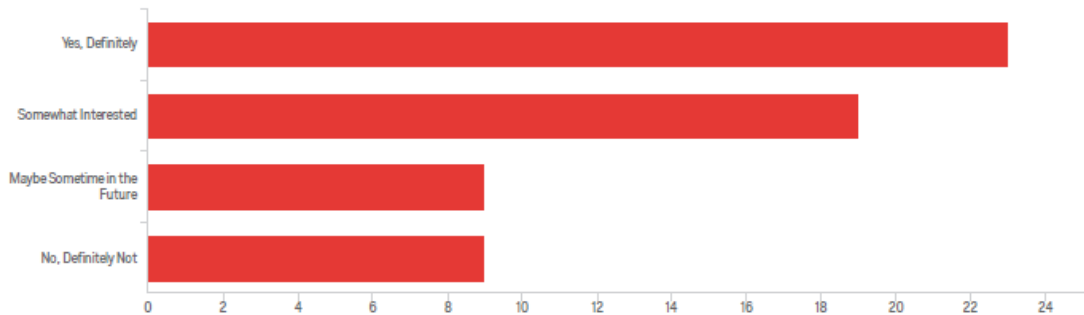
(i.e. medicine, nursing, pharmacy, PT, OT, etc.).



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am interested in applying to a P&O program at a university that has an IPE program with opportunities to learn with students enrolled in other health care programs (i.e. medicine, nursing, pharmacy, PT, OT, etc.).	1.00	4.00	2.17	1.13	1.27	60

Q8 - I would be interested in a P&O master's program if I didn't get accepted into my first

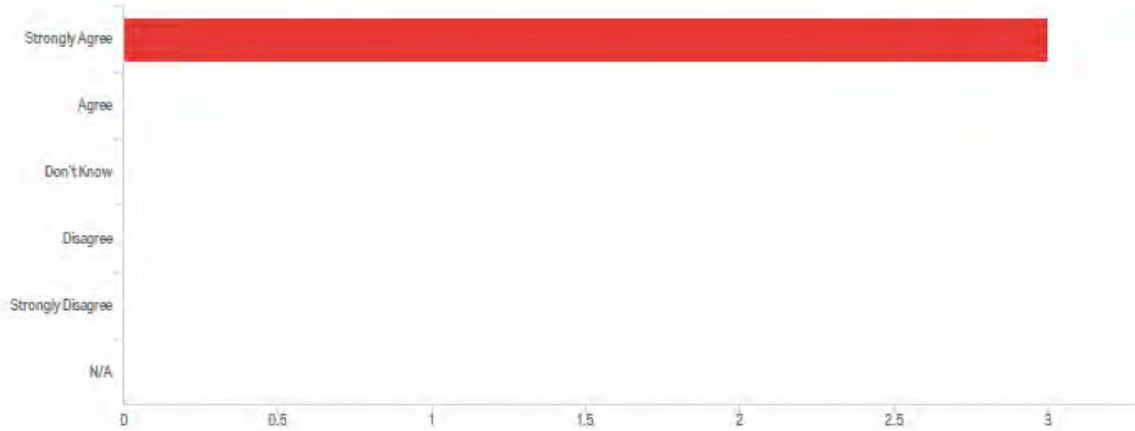
choice degree program (e.g. DPT, SLP, AuD, etc.).



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I would be interested in a P&O master's program if I didn't get accepted into my first choice degree program (e.g. DPT, SLP, AuD, etc.).	1.00	4.00	2.07	1.06	1.13	60

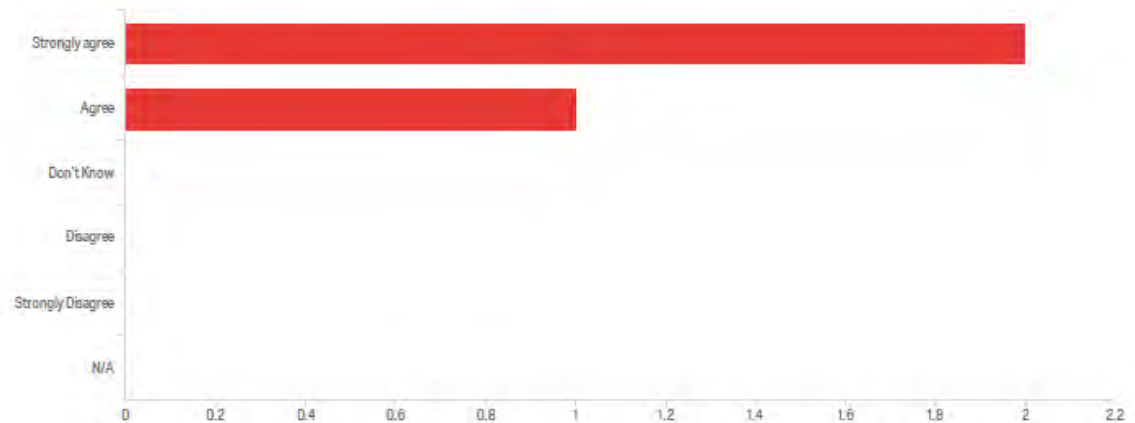
## Employer Survey

Q2 - There is a need for certified Prosthetists and Orthotists (CPO).



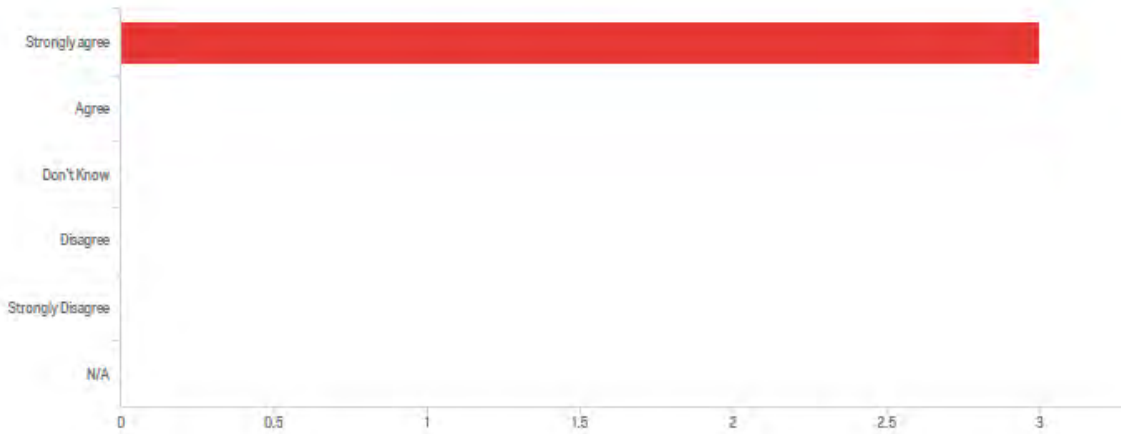
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	There is a need for certified Prosthetists and Orthotists (CPO).	1.00	1.00	1.00	0.00	0.00	3

Q3 - There is a need for certified Prosthetists (CP).



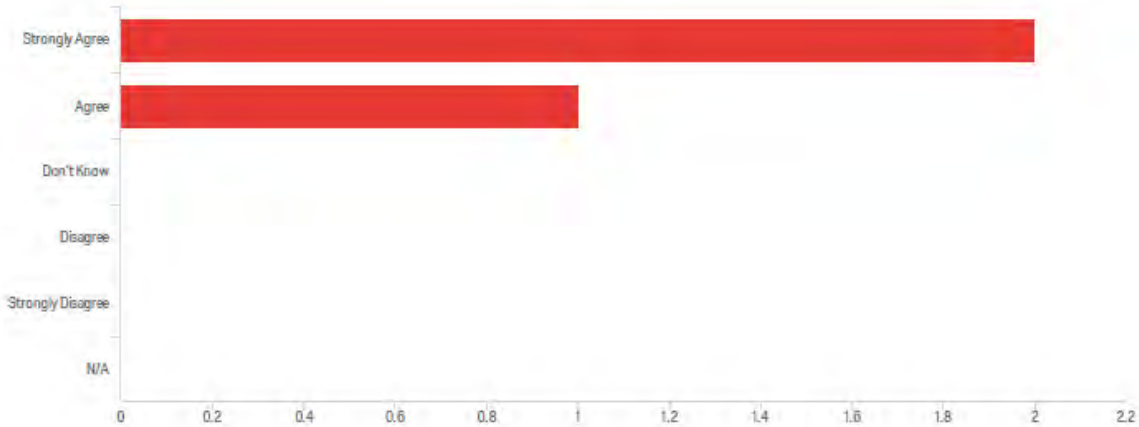
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	There is a need for certified Prosthetists (CP).	1.00	2.00	1.33	0.47	0.22	3

Q4 - There is a need for certified Orthotists (CO).



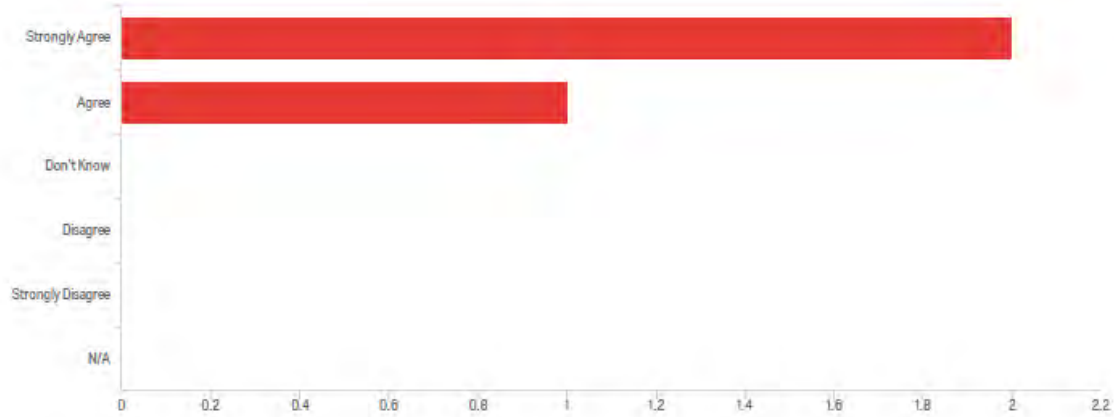
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	There is a need for certified Orthotists (CO).	1.00	1.00	1.00	0.00	0.00	3

Q5 - It is difficult to hire CPOs who have a background in interprofessional and team-based care.



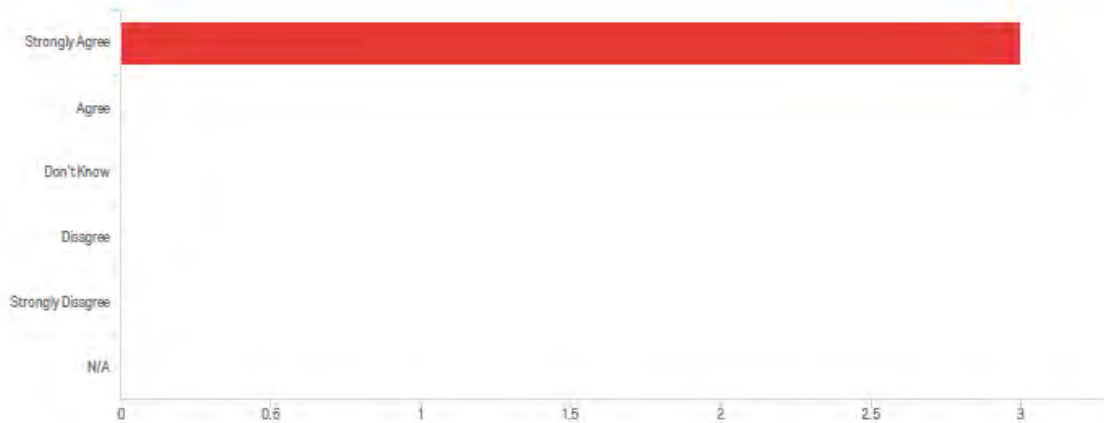
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is difficult to hire CPOs who have a background in interprofessional and team-based care.	1.00	2.00	1.33	0.47	0.22	3

Q6 - It is difficult to hire CPs who have a background in interprofessional and team-based care.



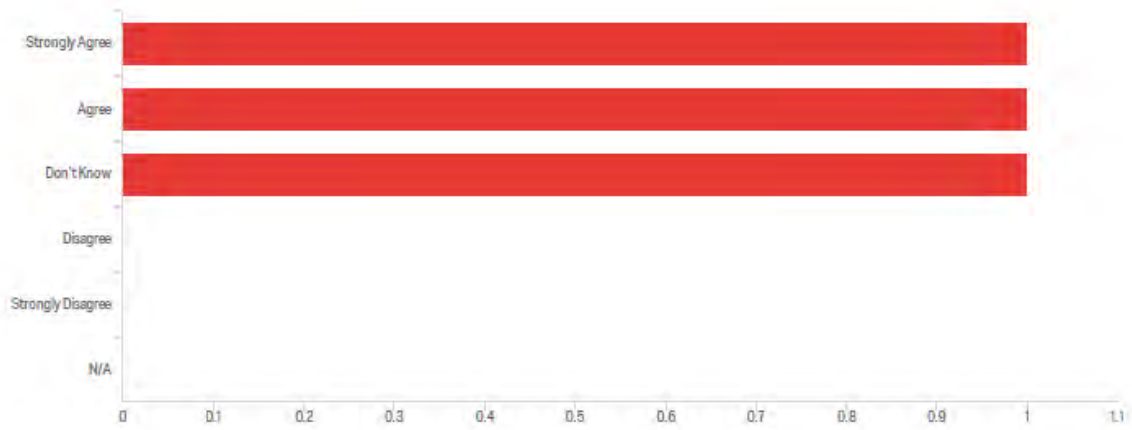
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is difficult to hire CPs who have a background in interprofessional and team-based care.	1.00	2.00	1.33	0.47	0.22	3

Q7 - It is difficult to hire COs who have a background in interprofessional and team-based care.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is difficult to hire COs who have a background in interprofessional and team-based care.	1.00	1.00	1.00	0.00	0.00	3

Q10 - I would be interested in offering small clinical internships if ETSU developed the P&O master's degree.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I would be interested in offering small clinical internships if ETSU developed the P&O master's degree.	1.00	3.00	2.00	0.82	0.67	3

## Appendix E: Letters of Support

Dr. Phil Roe, U.S. Congress, 1<sup>st</sup> District, Chairman of Veteran's Affairs

Dr. Colleen Noe, Associate Director, Mountain Home Veterans Administration Medical Center

Mr. John Brothers, Certified Prosthetist and Orthotist, Mountain Home Veterans Administration  
Medical Center

Dr. Alan Meade, Director of Rehabilitation Services, Holston Medical Group

Mr. Jon Morris, Vice President, TalkBack Pediatric Therapy

Zac Smith, Certified Prosthetist and Orthotist, Victory Orthotics & Prosthetics

Chad McCracken, Certified Prosthetist and Orthotist, Excel Prosthetics & Orthotics

Dr. Dennis Depew, Dean of the College of Business and Technology, ETSU



DAVID P. ROE  
1ST DISTRICT, TENNESSEE

VETERANS' AFFAIRS  
CHAIRMAN

EDUCATION AND THE WORKFORCE

Congress of the United States  
House of Representatives  
Washington, DC 20515-4201

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COCKE  
GREENE  
HAMBLEN  
HAWKINS  
JEFFERSON  
JOHNSON  
SEVIER  
SULLIVAN  
UNICOI  
WASHINGTON

December 14, 2018

Dr. Don Samples  
Dean and Professor  
College of Clinical and Rehabilitative Health Science  
East Tennessee State University  
Lamb Hall  
Box 70643  
Johnson City, TN 37614

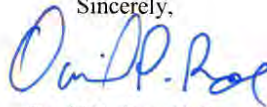
Dear Dean Samples:

I am writing this letter in support of a Master of Science degree in Prosthetics and Orthotics (P&O) you are proposing in your College of Clinical and Rehabilitative Health Sciences at East Tennessee State University (ETSU). There is a national shortage of prosthetic and orthotic practitioners, and with the two leading causes of limb loss, diabetes and cardiovascular disease so common in our aging population, their services are needed now more than ever as Americans continue living longer. The Bureau of Labor Statistics projects the need to employ orthotists and prosthetists will grow 22 percent from 2016 to 2026. Currently there are only 13 accredited P&O programs in the country.

East Tennessee boasts a variety of healthcare providers for both civilian and veteran populations. Knowing the future healthcare needs of the veteran population and the wonderful care Mountain Home VA Medical Center provides, it seems to me that a P&O program at ETSU could offer some mutually beneficial opportunities in future partnerships. This is just one of the many potential benefits I could see to having a program such as this, which would fit the mission of ETSU to train health care providers to serve the citizens of Northeast TN while helping to ensure high quality providers are available in our area.

I am hopeful that the P&O program at the College of Clinical and Rehabilitative Health Sciences will receive approval. I look forward to this program's implementation so that East Tennesseans continue to receive the best possible healthcare.

Sincerely,



David P. Roe, M.D.  
Member of Congress

KINGSFORD HIGHER EDUCATION CENTER  
205 REVERE STREET  
KINGSFORD, TN 37660  
PHONE: 423-247-8161  
FAX: 423-247-0119

WASHINGTON  
336 CANNON HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
PHONE: 202-225-6356  
FAX: 202-225-5714

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ON THE CAMPUS OF WALTERS STATE  
1609 WALTERS STATE CC DRIVE, SUITE 4  
MORRISTOWN, TN 37813  
PHONE: 423-254-1400  
FAX: 423-254-1403



DEPARTMENT OF VETERANS AFFAIRS  
James H. Quillen VA Medical Center  
PO Box 4000  
Mountain Home, Tennessee 37684

TENNESSEE Outpatient Clinics: Knoxville, LaFollette, Morristown, Rogersville, Sevierville  
VIRGINIA Outpatient Clinics: Bristol, Jonesville, Martinsburg, Norton, Vansant

October 18, 2018

In Reply Refer To: 621/001

Dr. Donald Samples, EdD, RRT, RPSGT  
Dean and Professor  
College of Clinical and Rehabilitative Health Sciences  
East Tennessee State University  
Johnson City, TN 37614

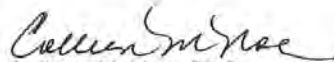
Dear Dr. Samples:

This letter is provided in support of a Master of Science in Prosthetics and Orthotics in the College of Clinical and Rehabilitative Health Sciences at East Tennessee State University (ETSU). The James H. Quillen VA Medical Center has a long history of partnership with many different Departments at ETSU. This collaboration will provide enhanced prosthetic and orthotic services to our Nations Veterans as well as provide quality education in a growing field with limited academic programs. Additionally, this program will fill a gap in healthcare services in East Tennessee.

The VA and the College of Clinical and Rehabilitative Health Sciences have a long and successful partnership through Audiology, Speech-Language Pathology, Physical Therapy, Clinical Nutrition and Social Work. This partnership would be a welcome addition to the ETSU – VA partnership.

For an additional information or questions, please contact me at (423) 926-1171, extension 7557 or at [Colleen.Noel@va.gov](mailto:Colleen.Noel@va.gov).

Sincerely,

  
Colleen M. Noe, Ph.D.  
Associate Director

**Department of  
Veterans Affairs**

# Memorandum

Date: October 30, 2018  
From: John Brothers  
Subj: Master of Science in Prosthetics and Orthotics  
To: Don Samples  
Thru: College of Clinical and Rehabilitative Health Services

The James H. Quillen VAMC is currently working on a proposal to establish and prosthetic and orthotic lab. One challenge that we anticipate is recruiting well trained and qualified prosthetists and orthotists. With the very limited number of certified education programs around the country for this discipline, recruitment can often be difficult. Establishing an academic program that would provide individuals with the opportunity to receive a Masters of Science in Prosthetics and Orthotics could be very beneficial to the Prosthetic and Orthotic industry.

As a certified Prosthetist/Orthotist, I have experienced the lack of qualified individuals in the industry. I have also experienced the lack of programs available to provide the educational opportunities needed.

The James H. Quillen VAMC would welcome the opportunity to work in conjunction with the East Tennessee State University on the possibility of establishing a joint prosthetic/orthotic lab and assisting in clinical educational opportunities. The VAMC proposed lab would be fully accredited by the American Board of Certification for Prosthetics and Orthotics and plans on offering residency positions.

We look forward to the opportunity for collaboration of this program and making an impact on the Prosthetic/Orthotic community.

John P. Brothers, CPO





4205 Hillsboro Road, Suite 317  
Nashville, Tennessee 37215  
615/269-5312  
FAX: 615/297-5852  
Email: [tpta@tptatn.com](mailto:tpta@tptatn.com)

**Dr. Don Samples, EdD, RRT, RPSGT**  
**Dean and Professor**  
**College of Clinical and Rehabilitative Health Sciences**  
**East Tennessee State University**  
**P. O. Box 70282**  
**Johnson City, TN. 37614**

**Dear Dr. Samples:**

On behalf of Holston Medical Group of the Tri-Cities, TN region as well as the Tennessee Physical Therapy Association, I would like to take this opportunity to lend my complete support for the potential new program of the Occupational Therapy Doctorate (OTD) and the Prosthetics & Orthotics program at East Tennessee State University. Wow, what a tremendous compliment to add to the College of Clinical and Rehabilitative Health Sciences that essentially completes the overall picture of all rehabilitative health science disciplines being represented in this entire community.

In my opinion, the two programs would certainly prepare students for entrance into two distinct, needed professional health care degrees in clinical areas such as Occupational Therapy and in Prosthetics/Orthotics for our community. The degrees for both would be labeled at the highest level of each of those disciplines. I am aware that Milligan College has the Master's Degree in Occupational Therapy (MSOT), but this is a private college. For ETSU to offer a Doctoral Degree in Occupational therapy, I believe it would be more cost effective and affordable for students to pursue this profession at a State College. It behooves ETSU to bring these programs on board that would certainly complement what is currently being provided at CCRHS in physical therapy, speech-language pathology, audiology, social work, and many others. I believe it would also provide students an opportunity to make decisions as to whether they would like to work in the different aspects of Occupational Therapy, whether that would be in the area of Hands/Upper Extremity/Orthopedics, or in Neurological Adults/Pediatrics, or in Geriatrics, or in the Psychology realm. The need is certainly there. As a Director of Rehab Services for a Multidisciplinary Physician Group, we are in need of OTs in our Rehab Clinics as we find them extremely valuable to the Rehab Team. The programs would provide students an opportunity to choose from two of the most interesting health care fields of choice.

I am also very much in favor of supporting a Prosthetics/Orthotics Program to this community as we do not have one close to the area. This would be a first for our area and that's exciting. I could certainly imagine the current clinics in our community working ever so closely and collaboratively with Prosthetist and Orthotist clinicians to enhance the care of patients in need of these services. Employment of orthotists and prosthetists is projected to grow 22% from 2016 to 2026, much faster than the average for all occupations. However, because it is a small occupation, the fast growth will result in only about 1,700 new jobs over the 10-year period. It is interesting to find that there are few states that have the Practitioner Programs. They have one

school in their states, except in Texas and California who has two programs. Tennessee does not have a program currently at all and this would be a first for our State. The large baby boom population is aging, and O & Ps will be needed because both diabetes and cardiovascular disease, two leading causes of limb loss, are more common among older people.

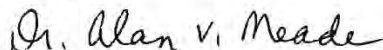
The OTD and P & O Programs would prepare students entering a specific field that is currently in need not only in the U.S., but definitely in our community. These particular two areas are a “must,” because they belong in the traditional Medical Model and complete the Rehabilitation Team.

The programs would prepare potential healthcare professionals for patient interviews, a significant variety of treatment procedures and protocols in each discipline; provide the clinician with the foundation of technology and science behind each discipline. It will provide each person the knowledge of specific clinical work and also the quality and productivity standards behind each health care discipline.

The programs will provide a valuable addition and will complete the Rehabilitative Team of Providers in the College of Clinical Rehabilitative Health Sciences. As part of the Adjunct Faculty at ETSU in the Doctor of Physical Therapy Program, as well as the Chapter President of the Tennessee Physical Therapy Association, I am extremely excited about this opportunity as I believe it will serve to provide the education and preparation for those who are choosing clinical and rehabilitative positions and careers in Occupational Therapy and in Prosthetics/Orthotics for not only in our area, but also across the U.S.

If I can be of further assistance in this matter, please do not hesitate to contact me. Thank you for allowing me to comment on this great opportunity for ETSU.

Sincerely,



Dr. Alan V. Meade, PT, DScPT, MPH  
Director of Rehabilitation Services at HMG  
Chapter President—Tennessee Physical Therapy Association  
Adjunct Faculty in the ETSU DPT Program  
Work Phone: 423-578-1562  
[alan.meade@myhmg.com](mailto:alan.meade@myhmg.com)  
[almeadep@charter.net](mailto:almeadep@charter.net)



October 31st, 2018

Dr. Don Samples  
Dean and Professor  
College of Clinical & Rehabilitative Health Sciences  
East Tennessee State University  
Johnson City, TN 37614

Dear Dr. Don Samples,

I am writing to express my support for the new proposed Master's in Prosthetics and Orthotics degree through ETSU College of Clinical and Rehabilitative Health Sciences. As a member of the community and a business owner who services patients in need of Prosthetics and Orthotics, I can say that the ongoing need to recruit qualified candidates into the profession of Prosthetics is crucial to maintain a qualified workforce in our region. This would be a great partnership going forwards. I wish you the best of luck in moving forward with the program and if I can be of any assistance, please don't hesitate to ask.

Sincerely,

A handwritten signature in black ink, appearing to read "JL Morris", is written over a light blue horizontal line.

Jon L Morris  
Vice President/Business Manager  
TalkBack Pediatric Therapy



December 15, 2018

Dr. Don Samples  
ETSU College of Clinical & Rehabilitative Health Sciences  
P.O. Box 70282

Dear Dr. Don Samples,

I am writing to express my support for the new proposed Master's in Prosthetics and Orthotics degree through ETSU College of Clinical and Rehabilitative Health Sciences. I feel that this degree will help identify and train candidates for the profession. As a member of the community and a business owner of a Prosthetics and Orthotics, I can say that the ongoing need to recruit qualified candidates into the profession of Prosthetics is crucial to maintain a qualified workforce in our region. I wish you the best of luck in moving forward with the program and if I can be of any assistance, please don't hesitate to ask.

Sincerely,

Zach Smith  
2333 Knob Creek Road, #14  
Johnson City, TN  
(423) 461-3320



November 11 , 2018

Dr. Don Samples  
Dean and Professor  
East Tennessee State University  
Johnson City, TN 37614

Office of Chad McCracken, MS, CPO  
121 E. Ravine Rd, Suite 400  
Kingsport, Tennessee 37660  
423-732-7071  
cmccracken@excel-prosthetics.com

Dear Dr. Don Samples,

I am writing to express my support for a Master's in Prosthetics and Orthotics degree through ETSU College of Clinical and Rehabilitative Health Sciences. As a Certified Prosthetist-Orthotist and office manager for a local provider, I can attest to the growing need for qualified practitioners in the region and within the profession.

As a student, I was required to leave the region to obtain education in this wonderful profession. The number of accredited O&P education programs in the nation is very limited, however O&P education is completely absent in the region which has one of the highest health care needs in the nation. Tennessee schools offer accredited professional education programs in all areas of health care including physician, nursing, pharmacy, and physical and occupational therapy; however, Orthotist/Prosthetist education is not offered within the State of Tennessee. The closest O&P education program is over 400 miles away. This creates a barrier to obtaining education to serve in this profession.

As operational manager for our local clinics, I have difficulty recruiting practitioners simply due to the lack of certified professionals. The number of people living with amputation is predicted to double in the next 30 years. The Bureau of Labor Statics estimates the need for O&P practitioners to increase 22% in the next decade (much higher than average), which will create a lack of qualified providers if our education programs fail to respond to the increasing demand for professionals.

Please consider adding this needed educational offering to your College. This is an opportunity consistent with your program's stated Mission, Vision and Goals to meet the needs of the community as well as the professionals that serve those needs. Thank you for taking the time to consider this request. Please contact me as desired to have a more personal conversation concerning this topic.

Kindest regards,

A handwritten signature in black ink that reads "Chad McCracken". The signature is written in a cursive, flowing style.

Chad McCracken, MS, CPO





EAST TENNESSEE STATE  
UNIVERSITY

PO Box 70699  
Johnson City, TN 37614  
P 423-439-5489  
F 423-439-5274

College of Business and Technology  
Office of the Dean

March 27, 2019

Dean Samples,

I am writing this letter in support of the development of a Master's degree in Prosthetics & Orthotics in the College of Clinical and Rehabilitative Health Sciences. As we discussed in our previous meeting, the faculty in the Biomedical Engineering Technology program in the College of Business and Technology is interested in teaching (or including your students) in a/the Computer Assisted Design and 3D Printing course as part of the proposed P&O curriculum. This is an exciting opportunity for our faculty to engage in interprofessional education within an applied field in the health sciences. I look forward to working with you and your faculty as your curriculum development progresses.

Regards,

A handwritten signature in black ink, appearing to read 'Dennis Depew'.

Dennis Depew, Dean  
East Tennessee State University  
College of Business and Technology

ETSU.EDU

**Tennessee Higher Education Commission  
Attachment A: THEC Financial Projections  
CCRHS ETSU  
Orthotics & Prosthetics**

Seven-year projections are required for doctoral programs.  
Five-year projections are required for baccalaureate and Master's degree programs  
Three-year projections are required for associate degrees and undergraduate certificates.  
Projections should include cost of living increases per year.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>I. Expenditures</b>							
<b>A. One-time Expenditures</b>							
New/Renovated Space	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	500,000	-	-	-	-	-	-
Library	-	-	-	-	-	-	-
Consultants	10,000	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Sub-Total One-time</b>	<b>\$ 760,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>B. Recurring Expenditures</b>							
<b>Personnel</b>							
<b>Administration</b>							
Salary						\$ -	\$ -
Benefits						-	-
<b>Sub-Total Administration</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Faculty</b>							
Salary	\$ 90,000	\$ 227,700	\$ 234,531	\$ 241,567	\$ 248,814	\$ 256,278	\$ 263,967
Benefits	30,350	76,786	79,089	81,462	83,906	86,423	89,015
<b>Sub-Total Faculty</b>	<b>\$ 120,350</b>	<b>\$ 304,486</b>	<b>\$ 313,620</b>	<b>\$ 323,029</b>	<b>\$ 332,720</b>	<b>\$ 342,701</b>	<b>\$ 352,982</b>
<b>Support Staff</b>							
Salary		\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709	\$ 45,020	\$ 46,371
Benefits		20,350	20,961	21,589	22,237	22,904	23,591
<b>Sub-Total Support Staff</b>	<b>\$ -</b>	<b>\$ 60,350</b>	<b>\$ 62,161</b>	<b>\$ 64,025</b>	<b>\$ 65,946</b>	<b>\$ 67,924</b>	<b>\$ 69,962</b>
<b>Graduate Assistants</b>							
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-	-
Tuition and Fees* (See Below)	-	-	-	-	-	-	-
<b>Sub-Total Graduate Assistants</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operating</b>							
Travel	\$ 4,000	\$ 7,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Dues	5,000	2,000	2,000	2,000	2,000	2,000	2,000
Utilities	-	20,000	20,000	20,000	20,000	20,000	20,000
University Administration	-	77,486	161,347	166,187	171,173	176,308	181,597
Adjuncts		10,000	10,000	10,000	10,000	10,000	10,000
Other_Lab Supplies	-	35,000	35,000	35,000	35,000	35,000	35,000
<b>Sub-Total Operating</b>	<b>\$ 9,000</b>	<b>\$ 151,486</b>	<b>\$ 236,347</b>	<b>\$ 241,187</b>	<b>\$ 246,173</b>	<b>\$ 251,308</b>	<b>\$ 256,597</b>
<b>Total Recurring</b>	<b>\$ 129,350</b>	<b>\$ 516,322</b>	<b>\$ 612,127</b>	<b>\$ 628,241</b>	<b>\$ 644,838</b>	<b>\$ 661,934</b>	<b>\$ 679,542</b>
<b>TOTAL EXPENDITURES (A + B)</b>	<b>\$ 889,350</b>	<b>\$ 516,322</b>	<b>\$ 612,127</b>	<b>\$ 628,241</b>	<b>\$ 644,838</b>	<b>\$ 661,934</b>	<b>\$ 679,542</b>

**\*If tuition and fees for Graduate Assistants are included, please provide the following information.**

Base Tuition and Fees Rate      \$      -      \$      -      \$      -      \$      -      \$      -      \$      -      \$      -      \$      -

Number of Graduate Assistants

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>II. Revenue</b>							
Tuition and Fees <sup>1</sup>	-	315,267	653,015	669,149	685,768	702,885	720,516
Institutional Reallocations <sup>2</sup>	889,350	201,055	(40,887)	(40,908)	(40,930)	(40,952)	(40,975)
Federal Grants <sup>3</sup>	-	-	-	-	-	-	-
Private Grants or Gifts <sup>4</sup>	-	-	-	-	-	-	-
Other <sup>5</sup>	-	-	-	-	-	-	-
<b>BALANCED BUDGET LINE</b>	<b>\$ 889,350</b>	<b>\$ 516,322</b>	<b>\$ 612,127</b>	<b>\$ 628,241</b>	<b>\$ 644,838</b>	<b>\$ 661,934</b>	<b>\$ 679,542</b>

**Notes:**

7 year total revenue/(loss)

(885,753.06)

**(1) Provide the funding source(s) for the new or renovated space**

Tuition and fee revenue will be generated in year two of the program. The Academic Health Science Center (AHSC) at ETSU has a \$50.00 per credit hour course fee for courses taught within the AHSC. An additional \$60 per credit hour for the P & O program will be added to cover lab supplies and expenses bringing to the AHSC Fee for P & O students to \$110 per credit hour. This course fee is earmarked for the college that generates the credit hours.

**(2) In what year is tuition and fee revenue expected to be generated and explain any differential fees. Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program.**

Tuition and fee revenue will be generated in year two of the program. The Academic Health Science Center (AHSC) at ETSU has a \$50.00 per credit hour course fee for courses taught within the AHSC. An additional \$60 per credit hour for the P & O program will be added to cover lab supplies and expenses bringing to the AHSC Fee for P & O students to \$110 per credit hour. This course fee is earmarked for the college that generates the credit hours.

**(3) Please identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.**

Institutional reallocations will be funded from the College of Clinical and Rehabilitative Health Sciences carryover and contingency funding.

**(4) Please provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.**

N/A

**(5) Please provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).**

N/A

**(6) Please provide information regarding other sources of the funding.**

N/A

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: September 20, 2019

ITEM: Consent Agenda

RECOMMENDED ACTION: Approval

PRESENTED BY: Adam Green  
Secretary

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

Full information about each item on the consent agenda is provided in the meeting materials.

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

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

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

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Approval of the Minutes of April 26, 2019

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Nathan Dugger, Associate Secretary

The minutes of the April 26, 2019 meeting of the Finance and Administration Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the April 26, 2019 meeting of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

April 26, 2019  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, April 26, 2019, at the Millennium Center on State of Franklin Road in Johnson City, Tennessee.

**I. Call to Order**

Finance and Administration Committee Chairman Steve DeCarlo called the meeting to order at 10:15 a.m.

**II. Roll call**

Board secretary Dr. David Linville called the roll and informed Chairman DeCarlo that a quorum was present. Trustees in attendance were:

Steve DeCarlo  
Dorothy Grisham  
Jim Powell  
Ron Ramsey  
Keyana Miller (non-voting student member).

**III. Approval of the Finance and Administration Committee Minutes of February 22, 2019**

The Finance and Administration Committee Minutes of February 22, 2019, were approved as submitted, with Trustee Powell making the motion to approve and Trustee Grisham seconding. The motion passed unanimously.

**IV. Tuition for the Colleges of Medicine and Pharmacy FY20**

Dr. King presented a recommendation to approve a proposed 2% tuition increase for the College of Medicine and College of Pharmacy for 2019-2020, contingent on the

approval of the Governor's budget. Trustee Ramsey made a motion to approve, with Trustee Powell seconding the motion. The motion passed unanimously.

#### V. **Salary Increase for FY20**

Dr. King presented a request for an across-the-board 2% salary increase with a \$500 minimum for all campus units for fiscal year 2019-2020. She explained that no specific recommendation was made for salary for the formula units in higher education, while a 2% salary pool was included in appropriations for all higher education non-formula units including the College of Medicine and Family Medicine. The Governor's budget stated appropriation increases for formula units could be used for salaries and/or operational expenditures. Based on the salary increase for Medicine and Family Medicine and in order to be equitable across the campus, management recommended the across-the-board 2% increase.

Trustee Ramsey made a motion to approve the proposed salary increase as presented contingent on approval of the Governor's budget and the approval of the THEC binding fee limit in May. Trustee Grisham seconded the motion. It passed unanimously.

#### VI. **Discussion of Proposed Non-Mandatory Fees**

Dr. King presented recommendations for Non-Mandatory Fees for courses, rental of student housing, and food service meal plans.

Three colleges proposed fee increases for FY20: the **College of Arts and Sciences**, **College of Business and Technology**, and **Clemmer College**. These proposals are part of a fee simplification process that will make it easier for students to understand the fee structure and easier for the university to assess the fees.

- **The College of Arts and Sciences** is moving from a fee presentation of 26 fees to a three-tier assessment – Arts, Humanities and Social Sciences Course Fee; Science, Lab, Clinical and Art Studio Course Fee; and BLUE and MUSC Lessons Course Fee.
- **The College of Business and Technology** proposed combining 13 fees into a three-tier structure – Business Course Fee; Computer/Engineering/Technology Course Fee; and Digital Media Specialized Academic Course Fee.
- **Clemmer College** proposed combining 16 fees into one comprehensive fee applicable to the entire college curriculum, applying to all subjects of the college.

In addition, Dr. King's report included a Graduate Nursing Course Fee that was approved by the board on April 27, 2018.

Dr. King also included recommendations for fee increases for auxiliaries, which included a slight increase.

Trustee Grisham made a motion to approve the Proposed Non-Mandatory Fees/Fee Simplification for College Course Fees for FY20 as presented by Dr. King. Trustee Powell seconded the motion, and it was approved unanimously by the Committee.

## **VII. Discussion of Comparative Mandatory Fees**

Dr. King thanked the Committee for the discussion about Mandatory Tuition and Fees at the February 22, 2019 Committee meeting, where the ideas of possible “15 in 4” and block plans were explored. She told the committee that after discussions with the SGA, they have opted not to move forward with either plan at this time.

While the Tennessee Higher Education Committee (THEC) will not vote on the topic of Mandatory Fees until its May 17 meeting, when Dr. King spoke with THEC, they indicated that they were likely going to recommend a 0-2.5% tuition and mandatory fee increase.

Therefore, Dr. King presented the Committee with an information item: a comparative table of estimated Tuition and Mandatory Fees using a 2.5% increase to show the Committee where ETSU might fare in comparison with other schools. She emphasized that the other colleges had not yet released their increases, so she said this was an estimate using the 2.5%. Using this amount, ETSU was very competitive in pricing.

Dr. King indicated that Mandatory Tuition & Fees item would come before the Committee at special meeting in May for a vote.

## **VIII. Quarterly Reports of Agreements \$250,000 or Greater**

As an information item, Dr. King provided the committee with a list of contracts and purchase orders that exceed \$250,000, covering the time period of January-March 2019.

## **IX. Other Business**

Dr. King noted to the Committee that she wanted to thank the ETSU personnel who were in the room and contributed to ETSU’s clean audit report that was discussed in an earlier Audit Committee meeting. Dr. Noland echoed his congratulations and lauded this achievement, as well.

## **X. Adjournment**

Chairman DeCarlo adjourned the meeting at 11:04 a.m.



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Approval of the Minutes of May 29, 2019

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Nathan Dugger, Associate Secretary

The minutes of the May 29, 2019 meeting of the Finance and Administration Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the May 29, 2019 meeting of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
FINANCE AND ADMINISTRATION COMMITTEE  
MAY 2019 SPECIAL CALLED MEETING

MINUTES

May 29, 2019  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Finance and Administration Committee met at 9:30 a.m. on Wednesday, May 29, 2019 in the President's Conference Room in Burgin E. Dossett Hall on main campus in Johnson City, Tennessee. Participation by electronic or other means of communication was necessary due to the prompt scheduling of the meeting.

**I. Call to Order**

Trustee Steven DeCarlo, chair of the Finance and Administration Committee, called the meeting to order at 9:35 a.m.

**II. Roll Call**

Deputy Secretary Mr. Nathan Dugger read the special instructions for telephonic meetings and called the roll.

Committee members in attendance were:

Steven DeCarlo, chair (via web conference)  
Dorothy Grisham (via web conference)  
Ron Ramsey

Deputy Secretary Dugger informed Chair DeCarlo he did not detect a physical quorum present but noted that a quorum did exist by the inclusion of those members participating by electronic means. In accordance with Tennessee Code 8-44-108 section (b) (2), Dugger offered to the committee the following circumstances that necessitated holding the meeting:

- To review and approve tuition and fees on the agenda, review the estimated and proposed budgets, and approve the 2020-21 capital budget prior to the full Board of Trustees meeting in June.
- The prompt necessity of this committee's meeting did not provide adequate time for this committee's membership to make necessary arrangements to be physically present for a quorum.

- For these reasons, Deputy Secretary Dugger contended that participation by a quorum of the committee for members by electronic or other means of communication is necessary.

Mr. Dugger asked Chair DeCarlo that a motion be made and a roll call vote be taken for a determination on the necessity of holding the meeting. Trustee Grisham made a motion that a necessity did exist for the meeting to proceed. It was seconded by Trustee Ramsey and received unanimous approval by a roll call vote.

### **III. Tuition and Mandatory Fees for 2019-20**

Previously, the Board of Trustees established criteria it must consider when reviewing an increase in tuition and mandatory fees. Dr. BJ King outlined the current year assessment beginning with state support. She said the Higher Education Price Index (HEPI) indicates an inflation factor of 2.26% for higher education institutions in the southeast region, therefore ETSU's inflation would be \$6 million. Governor Lee's budget provided \$3.4 million, leaving a \$2.6 million gap to keep pace with inflation, King explained. The university would require a 2.6% tuition and fee increase to generate funding to keep up with inflation, she said, but the Tennessee Higher Education Commission (THEC) set a 2.5% binding limit on tuition and fee increases.

Dr. King discussed the total cost of attendance and referred to tables on pages 4-5 of the meeting materials comparing tuition and fees at other public institutions. ETSU is below average and in range with Tennessee schools, in particular, the Locally Governed Institutions (LGIs), she added.

The university is taking a methodical approach to reviewing the costs associating with attending ETSU, King noted. The university has invested in systems to assist in analyzing and finding efficiencies within colleges and units; and is also looking at cost reduction in administrative areas in order to use resources more effectively.

THEC approved the 2.5% tuition and mandatory fee on May 17 and ETSU is proposing a 2.3% tuition and mandatory fee increase, King said. She also noted that the university's enrollment has remained relatively flat over the last couple of years, therefore tuition and fees must remain competitive. Dr. King highlighted the declining number of high school graduates in the region and increased competition. The recommended increase will not apply to the additional out-of-state tuition and fees in order to remain competitive. The university will begin an assessment of out-of-state tuition and fees this summer.

In April, the Board of Trustees approved a 2% salary increase for the entire university. Historically, the state has funded 60% of the salary increase and the rest was funded from tuition, approximately a 1% increase, but no specific funding for a salary increase was included in the governor's budget, King noted.

Dr. King said facility costs have increased with the addition of the Millennium Center and D.P. Culp Center renovations and the forthcoming Martin Center for the Arts and will be addressed as the 2020 budget is developed.

As noted on page 5 of the meeting materials, the proposed 2.02% increase in undergraduate tuition and 2.13% increase in graduate tuition will generate \$2 million in revenue, which will go toward:

- Across the board salary increase
- Salary increase for graduate assistants
- Faculty tenure and promotion funding
- Inflationary costs for facilities and operations

Mandatory fee requests per semester are outlined on page 6 of the committee meeting materials:

- SGA Fee - Year one of a two year request to improve the quality and availability of spring and fall concerts
- Student Activity Fee for ID Bucs to improve facility access
- Technology Access Fee – Year three of five requested
- Parking/Student Campus Access to purchase Millennium Center parking garage and includes increase in faculty/staff parking decals

Dr. King said the table on the bottom of page 6 summarizes the fee request per academic year of \$150 in tuition for undergraduates at 15 credit hours and \$64 in mandatory fees for a total of \$214.

When asked about ETSU's proposed tuition and fee increase in comparison to other LGI's, Dr. King said she was unsure which institutions had made their proposed increases public, but foresees increases to range from 1.8-2.3%. She said the University of Tennessee at Chattanooga is implementing a 15 in4 model so their increase for incoming new students will be larger than the binding limit. Trustee Grisham said the tuition and fee increase equates to about \$17 a month and is not a large annual cost. Trustee Ramsey reminded the committee that a decade ago tuition and fee increases were in the double-digits and much higher than the 2.3% requested.

Trustee Ramsey motioned to recommend the adoption of tuition and mandatory fees for 2019-20. It was seconded by Trustee Grisham and unanimously approved by a roll call vote.

#### **IV. Estimated 2018-19/Proposed 2019-20 Operating Budgets**

The university has three budget cycles, Dr. King explained, and each spring an estimated budget is prepared to close out the fiscal year and a proposed budget is prepared for the next fiscal year. These budgets are being presented for approval and the third budget with October revisions will be presented for approval later this year.

Dr. King provided an overview of the estimated budget on pages 8-11 of the meeting materials and noted \$195,700 revenue increase and \$276,800 expenditures and transfers increase for the main campus. There were no changes in revenue for the College of Medicine and a \$700 decrease in expenditures. Family Medicine and the College of Pharmacy decreased revenue and expenditures in their estimated budgets. These are nominal changes, King said, and the actuals will be included in financial statements that will be reviewed at a future meeting in the fall.

In terms of the proposed budget, the main campus, College of Medicine and Family Medicine had a total appropriation increase from the governor's budget of almost \$4.7 compared to \$5.6 million last year, King noted. College of Medicine and Family Medicine each received an appropriation for its salary pool, whereas main campus did not. The proposed budget includes the salary increase for main campus because it will be applied across the board and equates to \$1 million or a 1% tuition increase. Over \$11 million of capital maintenance was requested by THEC for ETSU and \$5.6 was funded in the amended budget. The proposed capital outlay project to construct a new Humanities building was not funded, but could move higher on the list next year and be included in the governor's budget for fiscal year 2020-21, she said.

Dr. King reminded the committee that increases in tuition for Colleges of Medicine and Pharmacy were approved by the Board of Trustees earlier this year because those programs start before the new fiscal year begins. The proposed main campus budget is based on the projection that fall enrollment will be down 100 students. King said the budget is balanced and within available resources and the undergraduate tuition increase is trending the lowest in 20 years.

Dr. King guided the committee through the proposed budget for main campus with a \$3.3 million appropriation increase and a \$2 million maintenance fee increase. The required scholarship increase and projected enrollment are deducted, as well as investments in the salary pool, the GA base pay increase, faculty promotion and

tenure pool and facilities and operational inflation, she said. The total increase in revenue is \$8 million as shown on page 12 of the meeting materials. She reminded committee members that the decreases shown between the estimated and proposed budget in the expenditure categories account for the carry forward funds.

Maintenance and required fees is the number one driver of revenue, King said, with state appropriations second (26%). The following revenue categories are primarily driven by:

- Maintenance and required fees (52%) – regular maintenance
- Non-mandatory fees (5%) – course and material fees
- Sales and services (4%) – athletics
- Grants and contracts (2%) – local; related to contract to operate University School
- Auxiliaries (10%) – housing and food service
- Other services (1%)

Next, Dr. King reviewed the allocation of net new funding on main campus and how the salary pool, operations and scholarships will be divided among the functioning units of the university. Instruction has the largest impact on expenditures (41%). She also mentioned that main campus is requesting 15 new positions, most are support for growth in the College of Nursing.

The proposed budget for the Quillen College of Medicine is on page 13 of the meeting materials and has a \$3 million increase in revenue with several negative expenditures accounting for the carry forward funds in the October budget, King stated. The Medical Education Assistance Corp (MEAC) is the number one driver of revenue, she said, followed by state appropriations (32%) and tuition and fees (9%). King reiterated that revenue from MEAC does not run through the university's books or financial statements, but are shown separately in the financial report provided to the committee annually. Instruction is the largest expenditure (68%) and the college is requesting nine new positions, primarily faculty.

The proposed budget for Family Medicine is on page 14 of the meeting materials and has a \$500,000 increase in revenue and \$100,000 total increase in expenditures. State appropriations is the number one driver of revenue (45%), King said, followed by clinical revenue (29%) and resident participation (21%). Instruction is the largest expenditure (65%) and the department is repurposing unfilled support positions to faculty and not requesting any new positions.

The proposed budget for Gatton College of Pharmacy is on page 15 of the meeting materials and has a \$50,000 increase in revenue, none from state appropriations, and a \$737,000 decrease in expenditures to account for carry forward funds in the October budget revisions, King explained. Tuition and fees account for almost 100% of revenue for the college and instruction is the largest expenditure (61%). There are no new position requests.

Trustee Ramsey motioned to approve the estimated 2018-19 and proposed 2019-20 operating budgets. Trustee Grisham seconded and the resolution was unanimously approved by a roll call vote.

**V. Capital Project Approval**

Deputy Secretary Dugger presented the action item on behalf of Mr. Jeremy Ross. Annually, the university recommends funding of projects in two programs: capital outlay and capital maintenance, for submission to THEC. On page 17 of the meeting materials is a list of the proposed projects for both categories. The Humanities building will be re-submitted as a proposed capital outlay project because it was not funded this year, Dugger stated.

Trustee Grisham asked what needed to be done to re-submit the Humanities building for consideration. Dr. Noland said THEC reviews and scores proposed projects each year based on their alignment with the commission's strategic plan, therefore the Humanities building will be reviewed again this year. The State of Tennessee paid cash to fund three higher education capital outlay projects, Trustee Ramsey said.

Trustee Ramsey made a motion to approve the submission of the capital outlay, capital maintenance, and disclosed projects as presented in committee to the Tennessee Higher Education Commission. Trustee Grisham seconded and a roll call vote resulted in unanimous approval of the resolution.

**VI. Other business**

No other business was brought before the committee.

**VII. Adjournment**

Trustee Ramsey made a motion to adjourn the meeting at 10:50 a.m.

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Approval of the Minutes of April 26, 2019

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Secretary

The minutes of the April 26, 2019 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

**MOTION: I move that the Academic, Research, and Student Success Committee adopt the resolution, approving the minutes as outlined in the meeting materials.**

**RESOLVED: The reading of the minutes of the April 26, 2019 meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**



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

MINUTES

April 26, 2019  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic, Research and Student Success Committee met at 10:15 a.m. on Friday, February 22, 2019, at the Millennium Center.

I. Call to Order

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

II. Roll Call

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

Dr. Linda Latimer, Chair  
Dr. Fred Alsop  
Janet Ayers  
David Golden  
Scott Niswonger, Chair, Board of Trustees

III. Approval of the Committee Minutes from February 22, 2019

Trustee Golden made a motion that the minutes of the February 22, 2019, meeting of the committee be approved and submitted. Trustee Alsop seconded the motion and the minutes were unanimously approved.

IV. Update on University Operations Alignment Initiative

Dr. Wilsie Bishop, Senior Vice President for Academics, provided an update of the work anticipated and completed since the committee's last meeting with respect to the university's operations alignment initiative introduced by Dr. Brian Noland, President, at the Board of Trustees meeting in February. She provided a handout outlining organizational and staffing changes as part of this effort. Among these changes are several upcoming retirements, including that of Dr. Bert C. Bach as Provost and Vice President for Academic Affairs; Dr. Bishop's appointment as Interim Provost effective May 6; the appointment of Dr. Keith Johnson, Chair of the

Department of Engineering, Engineering Technology and Surveying, as Special Assistant to the President to focus on inclusion and diversity; and the appointment of Dr. Ramona Williams as Vice Provost for Community Engagement.

Under the realignment, the former Division of Student Affairs, led by Dr. Joe Sherlin, became the Division of Student Life and Enrollment. The new division includes the Office of Undergraduate Admissions, the Scholarship Office, Veterans Affairs and TRIO Programs in addition to the units that were already part of Student Affairs.

Several alignment initiatives are under way, including the coming establishment of work groups and task forces to address the areas of research, innovation and economic development; integration of finance, budgeting and planning; coordination of recruitment and retention efforts to meet strategic initiatives; and integration of service and outreach. These efforts are expected to be deliverable in the summer/fall of this year.

Dr. Bishop noted that these and other changes specified in the handout are critical for ETSU's accreditation efforts.

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

Dr. Bert Bach recommended that the Committee approve President Noland's recommendation regarding tenure and promotion. He noted that all of the faculty members recommended had been through a thorough review process at multiple levels of the university, and that six of the recommendations required exceptions based on such factors as exceptional qualifications and tenure earned at previous institutions.

Forty individuals were recommended for promotion to the ranks of Professor and Associate Professor. Thirteen individuals were recommended to be awarded tenure in addition to promotion, and six additional individuals were recommended for tenure.

Trustee Alsop made the motion to approve the recommendation. The motion was seconded by Trustee Golden and approved unanimously.

#### VI. Approval of the Letter of Notification Regarding the Establishment of a Doctorate in Occupational Therapy

Dr. Bach recommended approval of the Letter of Notification Regarding the Establishment of a Doctorate in Occupational Therapy. Upon approval, this letter would be sent to the Tennessee Higher Education Commission (THEC), and there would be a period of public comment. Dr. Bach told the committee that ETSU would be the first public institution within 200 miles to offer this program, which could be available to students by the summer of 2022.

Discussion ensued regarding the speed at which new programs are approved through THEC protocols and the need to increase that speed to enhance ETSU's competitiveness.

Trustee Ayers made the motion to approve the Letter of Notification. This motion was seconded by Trustee Golden and approved unanimously.

VII. Approval of the Letter of Notification Regarding the Establishment of a Master of Fine Arts in Digital Media

Dr. Bach recommended approval of the Letter of Notification Regarding the Establishment of a Master of Fine Arts in Digital Media, which would also be sent to THEC and subject to a period of public comment. He noted that this M.F.A. would build on ETSU's signature program in digital media and meet the needs of a niche market. It would have some interlinking courses with the M.F.A. offered through the Department of Art and Design, and potential duplication of courses has been addressed.

During discussion, a question regarding the mathematics in the Faculty Salaries line of the One-Time Expenditures chart led to clarification of wording; the Professor of Professional Practice would be a three-year recurring position for seven years, in perpetuity. The position would start at \$65,000, with a 3 percent annual increase.

Trustee Alsop made the motion to approve the Letter of Notification. This motion was seconded by Trustee Ayers and approved unanimously.

VIII. Academic Calendars for 2020-2021, 2021-2022, and 2022-2023

Dr. Bach recommended approval of the Academic Calendars for 2020-2021, 2021-2022, and 2022-2023 as outlined in the meeting materials.

The motion to approve was made by Trustee Golden, seconded by Trustee Ayers, and approved unanimously.

IX. ETSU Student Success and Enrollment Initiatives

Dr. Sherlin introduced Carshonda Harris, Director of the Multicultural Center and Access and Student Success Programs, along with student Amyre Cain. Ms. Harris gave an overview presentation on the Talent, Innovation and Equity (TIE) Grant and Summer Bridge Plus programs. Tennessee was one of two states to receive the inaugural TIE grant from the Lumina Foundation, and ETSU was one of five THEC institutions awarded funding because of its demonstrated commitment to improving outcomes for students of color on campus. Ms. Harris described the challenges facing African American, Hispanic/Latino, Native American and biracial students – challenges that she said are not unique to ETSU – including unmet financial need,

lack of participation in peer mentoring and academic support programs, and a college completion rate 15-20% lower than that of other populations. She outlined the Bridge Plus Program, which uses these TIE funds to provide an all-expenses-paid summer experience that gives participating first-time entering freshmen a jump start on college. Students earn three free college credits while taking part in pre-advisement, early registration, a cohort student learning experience, weekly tutoring and monthly mentoring/coaching sessions, and more. The program helps students gain confidence and skills for the transition to college and a sense of inclusion and belonging. Ms. Harris noted that there was a 100% retention rate in fall 2018 and a 96% retention rate in spring 2019 among students who participated in the Bridge Plus Program in 2018, and these students also demonstrated high campus engagement.

Ms. Harris introduced Bridge Plus student Amyre Cain, who shared her experiences with the program. Ms. Cain told the Committee that she is a first-generation college student and a sociology and special education major. She said the Bridge Plus Program inspired her to get involved on campus, and she was proud to have made the dean's list.

Ms. Harris also gave an overview of the Multicultural Center and its staff and services.

Discussion ensued regarding the benefits of the Bridge Plus Program, and Board Chairman Niswonger questioned whether other programs exist to provide mentoring and support to students outside the demographics served by Bridge. Dr. Sherlin noted that around one-third of ETSU students take advantage of the learning support services offered for all students at the university; he said that the full, 360-degree experience offered by the Bridge Plus Program has not been scaled for the general student population, but the university is heading in that direction. Dr. Sherlin said the Bridge Plus Program is resource-intensive; Ms. Harris added that it costs approximately \$1,000 per participant (which includes food, transportation, books, and more), and the TIE grant was \$100,000 for two years and is supplemented with funding from other areas of the university. Trustee Niswonger asked if the Committee could request the university to develop a plan to serve the needs of the whole student population.

#### X. Research Metrics and Teaching Profile of ETSU Faculty

Dr. Mike Hoff, Associate Vice President/Chief Planning Officer, gave a slide presentation providing definitions and metrics pertaining to organized research at ETSU, with an emphasis on medical research. He noted that competition for federal research dollars is steep, and the state of Tennessee has not invested as much in research as such states as Texas and Florida. He said ETSU has had more grant submissions over time but received less money, but small grants will help garner larger awards.

Dr. Hoff referred Committee members to the “Research and Sponsored Programs FY2018 Annual Report” handout in their meeting materials, and pointed out the data from the Higher Education Research and Development (HERD) Survey that indicated how ETSU compares to top medical schools in the South. He said ETSU needs to stay focused on continuing to be competitive in its current environment, but not lose sight of the ultimate goal of becoming relevant in the larger market.

Dr. Hoff defined different types of research: applied and basic research lead to acquired new knowledge; experimental research takes what is known and begins to apply it, and is directly related to individual health outcomes; and translational research takes everything learned from previous research and impacts population health. He said the Ballad Health partnership could have a large impact on the region through research. He turned the presentation over to Dr. William Block.

#### XI. Quillen College of Medicine Strategic Improvement Plan

Dr. William Block, Dean of the Quillen College of Medicine, continued the presentation on research. He noted that National Institutes of Health (NIH) funding is a good overall research activity indicator and said ETSU jumped from \$4.6 million in NIH funding in fiscal year 2017 to nearly \$6.7 million in fiscal year 2018; the U.S. News 2018 NIH Funding Ranking, which he said is a composite ranking of research activity, has ETSU ranked at 118 of 147 medical schools. Dr. Block said that is not a dismal ranking and compared ETSU to Vanderbilt – Vanderbilt, which ranked 11<sup>th</sup>, garnered over \$356 million in NIH funding in fiscal year 2018 but has 2,800 medical faculty as compared to ETSU’s approximately 225.

Dr. Block said one of the biggest areas of growth in medical research at ETSU has come in the field of neuroscience, followed by the areas of cardiovascular, immunology/infectious disease, microbiology, and cancer.

The strategy for growth in medical research activity includes improving communication between ETSU colleges to see where synergies exist; improving funding among current faculty and recruitment of additional faculty; providing more seed money for smaller projects that will result in the data needed to back up larger NIH grant proposals; partnering with Ballad Health to increase rural health care, targeting areas that need more providers, such as neurology, urology, orthopedic surgery support, after-hours care, and more; expanding clinical services; continuing the ongoing faculty evaluation and mission alignment process; and enhancing the infrastructure. Dr. Block said he hopes to develop a medical campus comprised of the Innovation Lab, Johnson City Community Health Center, existing and future Clinical Education Buildings, and amenities. He also noted that additional faculty and staff, as well as scholarship support, will be needed to grow the student body.

During discussion, trustees expressed appreciation for the clear picture Drs. Hoff and Block provided in their joint presentation of where ETSU stands in relation to other

institutions in external funding, and indicated that this information will help Board members as they look creatively at ways to garner increased funding for research.

## XII. Committee Discussions

Chair Latimer explained that this agenda item would be an opportunity to continue discussions that had occurred earlier in the meeting. She noted that the Committee would need to follow up on 1) finding funding that would allow the university to provide for other student populations success initiatives similar to those covered by the TIE grant and 2) finding ways for the Board to help ETSU move faster on new program approvals and other initiatives. Trustee Ayers added that she would like to see ETSU gain additional legislative influence, becoming a greater “go-to” resource to inform decisions on legislative policies and directives from the beginning.

## XIII. Other Business

Trustee Alsop noted that he would be transitioning out of his role as the faculty representative on the Board and introduced Dr. Virginia Foley, Past President of the Faculty Senate and Associate Professor in the Department of Educational Leadership and Policy Analysis in the Clemmer College, whom the Faculty Senate selected to serve as the new faculty representative.

There being no further business, Chair Latimer adjourned the meeting at 11:48 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Approval of the Minutes of April 26, 2019

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

The minutes of the April 26, 2019 meeting of the Audit Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the April 26, 2019 meeting of the Audit Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
AUDIT COMMITTEE  
APRIL 26, 2019

MINUTES

**I. Call to Order:** David Golden, Vice-Chairman of the ETSU Board of Trustees and Chairman of the Audit Committee, called the meeting to order at 9 a.m.

**II. Roll Call:** Board of Trustees Secretary David Linville led the roll call. Committee members present were Dorothy Grisham, Ron Ramsey, and David Golden. Scott Niswonger, Chairman of the board, was also present.

**III. Approval of Minutes**

The minutes from the February 22 audit committee meeting were reviewed. Mr. Ramsey made a motion for approval, and Ms. Grisham seconded the motion. The minutes were approved.

**IV. Annual Review of the Audit Committee Charter and Internal Audit Charter**

Ms. Rebecca Lewis presented a copy of the Audit Committee Charter approved by the Board of Trustees and the Comptroller of the Treasury in September 2017, as well as the Internal Audit Charter approved by the Board of Trustees in April 2018. According to the charter, the Audit Committee must review these charters annually. Ms. Lewis reported that her office did not identify any corrections or additions needed for either charter.

**V. Annual Review of Audit Policies**

Ms. Lewis provided copies of the Internal Audit Policy, the Preventing and Reporting Fraud, Waste, and Abuse Policy, and the Conflict of Interest Policy. As with the charters in agenda item IV, the Audit Committee is required to review these annually. Ms. Lewis stated that the ETSU Internal Audit office did not identify any changes needed to the Internal Audit nor the Preventing and Reporting Fraud, Waste, and Abuse policies. ETSU is currently following the Tennessee Board of Regents' Conflict of Interest Policy, and a committee has prepared a draft of an ETSU Conflict of Interest Policy that will replace the current TBR one.

The Audit Committee is required to review the Code of Conduct policy. Ms. Lewis noted that ETSU does not currently have a Code of Conduct policy but she has discussed the need for one with the Office of Human Resources.

President Noland reported on the hiring of additional staff for the newly created Compliance Office at ETSU and that policies on matters such as Code of Conduct will be coming from that office in the future.

**VI. Revisions to the 2018-19 Audit Plan**



According to Ms. Lewis, three investigations have been added since the February 22, 2019 Audit Committee Meeting. One of these was administratively closed by Internal Audit, and the second is to be discussed later in the agenda. In addition, an audit of the ETSU men's golf program will be conducted following the announcement of Coach Fred Warren's retirement. It is the university's policy to audit each head coach upon his/her departure from the university. With these additions to the audit plan, some audits have been removed. Information on those specific audits were included in the committee materials.

## **VII. Audits and Investigations Performed**

Since the previous Audit Committee meeting, two audits have been completed. One was for timekeeping in Sherrod Library administration, and the other was for Jeanne Clery Act Compliance. The timekeeping audit identified issues regarding the Family Medical Leave Act (FMLA), and Ms. Lewis' office is currently working with management to implement controls. Minor issues were also noted in the audit regarding compliance efforts for the Clery Act, which addresses federal laws governing how crimes are reported. Minor discrepancies regarding reporting were found, and staff is working with the Clery coordinator to address these issues.

An investigation involving the Center for Academic Achievement was conducted. The center houses testing and tutoring services for the university. The investigation found that the director of the office had made personal purchases in the amount of \$17,000 using a pro card. The majority of these purchases were for guitar pedals and other miscellaneous equipment as well as items that had no legitimate business purpose. In addition, the investigation found that the same employee had approximately 800 hours of unreported annual/sick leave that totaled around \$29,000. Together, these two totals exceeded \$47,000.

Ms. Lewis reported that the case has been turned over to ETSU Public Safety. In terms of internal controls regarding pro card use, Ms. Lewis noted that those controls were in place and procedures were being followed. Ms. Lewis and her staff are working with ETSU's procurement office about having additional policies related to pro cards in order to strengthen procedures. This investigation was initiated following an anonymous tip. President Noland noted that once ETSU became aware of the complaint, Ms. Lewis and her staff moved quickly. He added that the individual involved in the investigation is no longer employed at the university.

A completed Audit Heat Map was presented to the committee.

## **VIII. Recommendation Log Status**

The Recommendation Log was presented that shows follow-up activities that have occurred since the previous Audit Committee meeting.

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

A copy of the annual financial statement audit of ETSU conducted by the Comptroller of the Treasury was presented. For FY 18, there were no findings, and an unmodified opinion was issued. Ms. Lewis stated that an unmodified opinion is the best financial statement opinion that could be obtained.

Ms. Lewis introduced ETSU's new compliance counsel, Ashley Leonard, who started April 8. A compliance officer and two investigators have been hired to join Ms. Leonard in the Office of University Compliance. In addition to conducting investigations, the office will provide education and training to the campus.

**X. Other Business**

No other business items were discussed. The meeting adjourned and committee members moved into Executive Session.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Quillen College of Medicine Out-of-State Tuition Revision Policy

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

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

The Quillen College of Medicine is requesting approval for a reduction in out-of-state tuition beginning Fall 2020. Currently out-of-state students pay in-state tuition of \$32,834 and an additional out-of-state tuition of \$34,087 for a total tuition cost of \$66,921. The out of state tuition is an additional cost of 104% of the in-state tuition.

The College proposes lowering the out-of-state component to 30% of in-state. If this had been implemented for Fall 2019, out of state students would pay an out-of-state fee of \$9,850. The total cost of out-of-state would be \$42,684 at the current fee rate. The College would retain the 30% additional fee for out-of-state moving forward. Should fees increase for Fall 2020, an out-of-state student would pay the in-state tuition plus out-of-state tuition calculated at 30% of the in-state rate.

**MOTION: I move that the Board of Trustees adopt the following resolution approving the revision to the Quillen College of Medicine's Out-of-State Tuition.**

**RESOLVED: Upon the recommendation of the Finance and Administration Committee, the Board of Trustees approves the revision to the Quillen College of Medicine's Out-of-State Tuition as outlined in the meeting materials.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Adoption of Compliance Charter

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

The new formed Compliance Office recently developed a charter in order to outline such things as the office's purpose, mission, authority, and responsibilities.

The proposed charter for the Compliance Office has been reviewed by the Compliance Office, Internal Audit, and the President.

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

**RESOLVED: The Compliance Charter is approved as presented in the meeting materials.**



## OFFICE OF UNIVERSITY COMPLIANCE CHARTER

### **Purpose**

The Office of University Compliance supports East Tennessee State University's (ETSU or University) fundamental commitment to the highest standards of ethics, integrity, and lawful conduct by promoting adherence to all applicable federal, state, and local laws, regulations, standards, and internal policies and protocols.

ETSU established the Office of University Compliance to appropriately prevent, detect, and respond to potential violations of law, policy, and regulatory complaints. This goal is achieved through outreach and education, internal investigations, policy development, and fulfilling all reporting requirements by state and federal agencies. This charter defines and specifies key aspects of the Office of University Compliance.

### **Mission**

The Office of University Compliance seeks to support and enhance East Tennessee State University's vision, mission, and values by providing independent and objective measures to address the University's legal, regulatory, and ethical responsibilities with integrity. The office provides program oversight for Title IX of the Education Amendments, the Americans with Disabilities Act, and Title VI and Title VII of the Civil Rights Act. The office collaborates with campus partners to provide policy development, education, enforcement, and remediation to the University community.

### **Vision**

The Office of University Compliance seeks to develop and promote a culture of compliance to support ETSU's mission of delivering education in a world-class environment.

### **Organizational Oversight**

The Compliance Counsel oversees the Office of University Compliance and reports directly to the University Counsel and the President of the University. To facilitate the duties and independence of the office, the Compliance Counsel has a dotted line relationship with the Office of Internal Audit. The Compliance Counsel oversees the Equity Compliance Officer, who in turn oversees two Assistant Equity Compliance Officers.

The Office of University Compliance staff have organizational independence and objectivity to perform their responsibilities, and all activities of the office shall remain free from influence.

### **Authority**

To meet its responsibilities and maintain independence, the Office of University Compliance, with strict accountability for confidentiality and safeguarding of records and information, is authorized to have full, free, unrestricted access to any and all of the University's records,

education records, physical properties, and personnel pertinent to conduct compliance assessments, training, monitoring, and investigations.

The University's administration will ensure that units and personnel cooperate with the Office of University Compliance in carrying out its compliance activities.

### **Coordination with other Units**

The Office of University Compliance collaborates with Internal Audit, Human Resources, Student Life & Enrollment, and Public Safety to discuss compliance issues, coordinate efforts, and collaborate on compliance initiatives.

### **Professional Standards**

The compliance function's objective is to establish and promote standards that meet the U.S. Federal Sentencing Guidelines' criteria for an effective compliance program:

1. Compliance standards and procedures to prevent and detect criminal activity;
2. Oversight by high-level personnel, with periodic reporting to the Audit Committee of the Board of Trustees from individuals with operational responsibility;
3. Due care in delegating substantial discretionary authority;
4. Effective communication and training to all levels of employees;
5. Systems for monitoring, auditing, and reporting suspected wrong-doing without fear of reprisal and for periodically evaluating the effectiveness of the compliance and ethics programs;
6. Consistent enforcement of compliance standards including disciplinary mechanisms and appropriate incentives to perform in accordance with the compliance and ethics program; and
7. Reasonable steps to respond to and prevent further similar offenses upon detection of a violation.

### **Responsibilities**

All members of the University community share responsibility for maintaining an environment of accountability and integrity.

- Supervisors must ensure employees have the knowledge and skills to fulfill their obligations. Supervisors must appropriately address or elevate reported violations or similar issues, including by preventing retaliation.
- All employees must obey the laws, regulations, and policies applicable to their university activities, and report illegal or unethical action that comes to their attention.

Members of the University community having responsibility for a specific area of compliance must ensure:

- Oversight of compliance in their specific functional areas;
- Adherence to the University's compliance policies; and
- Implementation of corrective action as necessary, arising from compliance reviews or investigations.

The Compliance Counsel and Equity Compliance Officer are to remain well-informed on the content and operation of the University's compliance program to exercise reasonable oversight of the effectiveness of the program. These responsibilities include:

1. Standards of Conduct/Policies and Procedures: confirming that the University implements policies, procedures, training programs, and internal control systems that are reasonably capable of reducing misconduct and that comply with relevant regulatory requirements.
2. Compliance Roles and Responsibilities: establishing clear compliance roles and responsibilities across the University, including maintaining a professional staff with sufficient size, knowledge, skills, and experience to oversee University compliance.
3. Compliance Oversight: exercising reasonable oversight over compliance activities by requesting and receiving updates from compliance partners.
4. Reporting and Investigative Mechanisms: confirming that the University maintains an effective mechanism for stakeholders to report or seek guidance regarding potential or actual wrongdoing, including performing internal investigations and ethics reviews.
5. Correction and Prevention: working with the University's senior leadership to promote and enforce compliance through appropriate incentives and disciplinary measures.
6. Culture of Integrity and Compliance: promoting the University's culture of integrity and compliance through communication of compliance standards and policies.
7. External Inquiries: overseeing and coordinating external inquiries into compliance with federal and state laws or regulatory bodies, including taking appropriate steps to ensure safe harbor in instances of non-compliance.

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Compliance Counsel

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Date

\_\_\_\_\_  
President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chair, ETSU Board of Trustees Audit Committee

\_\_\_\_\_  
Date



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019  
ITEM: Audit Plan  
COMMITTEE: Audit Committee  
RECOMMENDED ACTION: Approve  
PRESENTED BY: Rebecca A. Lewis, CPA  
Chief Audit Executive

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

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

**RESOLVED: The Audit Plan for 2019-20 is approved as presented in the meeting materials.**

**East Tennessee State University  
Internal Audit Plan  
Fiscal Year Ended June 30, 2020  
as of August 31, 2019**

Rank	Type	Area	Audit
Required by State Audit	R	FM	Cash Counts/Inventories
Required by State Statute	R	FM	President's Expense FY 2019
Required by State Statute	R	FM	President's Expense FY 2020
Required by CPB	R	FM	WETS-FM
Required by Bank	R	IT	NACHA Web Transactions Data Security FY 2020
Required by Many	R	FM	Risk Assessments
Brought Forward Follow-Up	F	AT	Follow-Up Tennis Expenditures
Brought Forward Follow-Up	F	AT	Follow-Up Baseball Expenditures
Follow-Up	F	IT	Follow-Up Off Campus Domestic & International Programs
Follow-Up	F	IS	Follow-Up Office of Equity & Diversity
Follow-Up	F	IA	Follow-Up Johnson City Community Health Center Financial Procedures
Follow-Up	F	IA	Follow-Up Johnson City Community Health Center Patient Safety
Follow-Up	F	IA	Follow-Up Physical Therapy
Follow-Up	F	IS	Follow-Up Timekeeping - Library Administration
Follow-Up	F	IA	Follow-Up Center for Academic Achievement
Follow-Up	F	IS	Follow-Up Timekeeping - Families First
Follow-Up	F	IT	Follow-Up Third Party Servers
Brought Forward Invest	I	IA	Investigation 18-03
Brought Forward Invest	I	IA	Investigation 19-04
Brought Forward Invest	I	IA	Investigation 19-06
Brought Forward Invest	I	IA	Investigation 19-10
Investigations	I	IA	Investigation 20-01
Investigations	I	IA	Investigation 20-02
Investigations	I	IA	Investigation 20-03
Investigations	I	SS	Investigation 20-04
Consulting	C	IS	General Consultation
Consulting	C	FM	Leave Analysis
Consulting	C	FM	Procard Consulting
Project	P	IS	Board of Trustees (Prep for Meetings, Meetings, etc.)
Brought Forward Special Request	S	IT	VPN/RDG Access
Brought Forward Special Request	S	AT	Volleyball Expenditures
Brought Forward Special Request	S	AT	Golf Expenditures
Brought Forward Special Request	S	AT	Vehicle Expense Analysis
Brought Forward Special Request	S	IA	Art and Design
Special Request	S	PP	OSA Procedures Review
Special Request	S	FM	Executive Level Audit
Special Request	S	IA	ORSPA Grant
Brought Forward	A	FM	Agency Accounts
Risk Based	S	IS	Timekeeping - Social Work
Risk Based	S	IS	Timekeeping - Athletics (Interviews)
Risk Based	S	IS	Timekeeping - Information Technology
Risk Based	A	IS	Dependent Tuition Discount
Risk Based	A	IA	Minors on Campus
Risk Based	A	AT	NCAA Compliance
			Total

Estimate-Hours Available For Audits = 4,844

**Audit Types:**

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

**Functional Areas:**

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



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 20, 2019

ITEM: Accreditation Update

PRESENTED BY: Dr. Cheri Clavier  
Director of Institutional Effectiveness,  
Accreditation Liaison

Dr. Cheri Clavier, Director of Institutional Effectiveness and Accreditation Liaison, will provide information about recent accreditation activities. ETSU completed its fifth-year interim report to SACSCOC in spring 2019. This review included the submission of a report and on-site evaluations of Abingdon, VA, Asheville, NC, and Kingsport, TN facilities where ETSU nursing and social work programs are offered. ETSU also submitted a report documenting compliance with SACSCOC accreditation standards across all ETSU units and locations related to administration and organization; faculty; student achievement; educational program structure and content; educational policies, procedures, and practices; academic and student support services; financial and physical resources; and transparency and institutional representation. Dr. Clavier will discuss the results of ETSU's fifth-year interim report to SACSCOC and required next steps. In addition, she will provide a brief update on recent discipline-specific accreditation activities.

# Accreditation Updates

*Presentation to the ETSU Board of Trustees*

**September 20, 2019**

Dr. Cheri Clavier, Director of Institutional  
Effectiveness and Accreditation Liaison



EAST TENNESSEE STATE  
UNIVERSITY

# SACSCOC Accreditation Activities



EAST TENNESSEE STATE  
UNIVERSITY

## Fifth Year Interim Report

- SACSCOC conducts a comprehensive review every 10 years (2013, 2023)
  - USDOE requires more frequent monitoring and a mechanism to review new sites
- Five parts:
 

<ul style="list-style-type: none"> <li>I. Signatures Attesting to Integrity</li> <li>II. Institutional Summary Form</li> <li>III. Fifth-Year Compliance Certification</li> <li>IV. Fifth-Year Follow Up*</li> <li>V. Impact Report of the Quality Enhancement Plan</li> </ul>	<ul style="list-style-type: none"> <li>VI. Review of Approved Off-Campus Instructional Sites Initiated Since Last Reaffirmation</li> </ul>
---	--

\*select institutions



## III. Fifth-Year Compliance Certification



## Process

- ETSU submits documentation
  - Administration and organization (5.4)
  - Faculty (**6.1**, 6.2b, 6.2c)
  - Student achievement (**8.1**, 8.2a)
  - Educational program structure and content (**9.1**, **9.2**)
  - Educational policies, procedures, and practices (10.2, 10.3, 10.5, 10.6, 10.7, 10.9)
  - Academic and student support services (**12.1**)
  - Financial and physical resources (13.6, 13.7, 13.8)
  - Transparency and institutional representation (14.1, 14.3, 14.4)



## Process (continued)

- Committee on Fifth-Year Interim Reports conducts review
  - 1) No referral
  - 2) Referral to Compliance & Reports (C&R) Committee
- C&R Committee conducts review



## Results

- No recommendations or additional information requested for the majority of standards reviewed, including those commonly cited for non-compliance
  - CR 6.1: Full-time faculty
  - 6.2.b: Program faculty
  - 6.2.c: Program coordination
  - 8.2a: Student outcomes: educational programs
  - CR 9.1: Program content
- Comments regarding CR 8.1: Student achievement
- Referral report due April 1, 2020 addressing standards 5.4 and 10.7



## Standard 5.4: Qualified administrative/academic officers

- ETSU is expected to:
  - employ officers with appropriate experience and qualifications to lead the institution
  - evaluate those officers regularly
- ETSU included comprehensive policy information and evidence of alignment between curriculum vitae and position descriptions
- ETSU did not provide sufficient evidence to demonstrate the institution's evaluation policies were implemented (e.g., redacted evaluations)





## Standard 10.7: Policies for awarding credit

- ETSU is expected to:
  - publish and implement policies for determining the amount and level of credit awarded for courses
  - ensure oversight by academically qualified persons
- ETSU provided policies, information regarding oversight bodies, and blank forms
- ETSU did not provide clear evidence that policies and procedures in awarding credit for courses and programs are consistently applied



## V. Impact Report of the Quality Enhancement Plan



## Process

- ETSU submits copy of QEP Executive Summary and a report addressing:
  - 1) Initial goals and intended outcomes
  - 2) Changes made and reasons why
  - 3) Impact on student learning or environment
  - 4) Reflection on lessons learned
- Committee on Fifth-Year Interim Reports conducts review
  - 1) Accept with comment
  - 2) Refer to C&R for review



## Results: QEP Impact

- Accepted with comment
- “The institution has adequately described the initial goals and intended outcomes of its QEP, discussed the limited changes made in the QEP, discussed the impact on student learning and/or the environment supporting student learning, and described what the institution has learned as a result of the QEP experience.”



## VI. Review of Approved Off-Campus Instructional Sites Initiated Since Last Reaffirmation



### Which sites?

- Review included only new sites where students can obtain 50% or more of coursework toward the completion of an educational program
  - Southwest Virginia Higher Education Center in Abingdon, VA (BSW, MSW)
  - Lenoir-Rhyne Center for Graduate Studies in Asheville, NC (MSW)
  - Kingsport Center for Higher Education in Kingsport, TN (BSN, MSW)



## Process

- ETSU submits documentation
  - Faculty qualifications and access
  - Qualifications of administrative and academic officials leading activities and programs at the site(s)
  - Student services
  - Library/learning resource accessibility and sufficiency
  - Physical facilities supporting the programs
  - Student learning outcomes compared to similar programs offered on the main campus



## Process

- On-Site Fifth-Year Review Committee
  - Conducts review of documentation
  - Visits each site
  - Provides report with recommendations to C&R
- C&R Committee



## Results

- No recommendations\*
- Positive comments throughout
  - “careful alignment of duties necessary to lead the institution”
  - “faculty...meet the teaching qualifications required”
  - “appropriate responsibility of program coordination”
  - “institutional expectations are being met to reach program effectiveness levels...systematic utilization of assessment measures”
  - “high quality of facilities, technology support, and instructional capacity”
- Action on the report to be announced at the December 2019 SACSCOC meeting

\*The findings of this visiting committee represent a preliminary assessment of the institution at this time; final action on the report rests with the SACSCOC Board of Trustees.



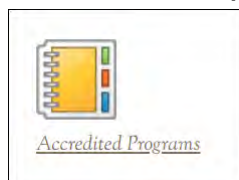
## Discipline-specific Accreditation Activities



EAST TENNESSEE STATE  
UNIVERSITY

## Accredited Programs List

- Published online
- <https://www.etsu.edu/academicaffairs/pds/ie/funding/accreditations.php>
  - Click the Accredited Programs tab at the bottom left of the page



- Updated at least annually

## Recent or Upcoming Activity

ETSU Accredited Programs as of August 16, 2019						
Program	Degree	Organization	Date of Most Recent Correspondence	Self-Study Submission	Site Visit	Comments
<b>College of Arts &amp; Sciences</b>						
Art	BA, BFA MFA	National Association of Schools of Art & Design (NASAD)	9-Oct-18	NR	2019-20	Site visit date extended from 2018-19 to 2019-20.
Chemistry	BS	American Chemical Society (ACS)	18-Apr-19	6/15/2021	NR	*ACS approval not granted for any specified range of time.
<b>College of Business and Technology</b>						
Computing	---	---	---	---	---	---
Computer Science	BS	Accreditation Board for Engineering and Technology (ABET)	23-Aug-18	ND	ND	ABET policy prohibits public disclosure of the period for which a program is accredited; see www.abet.org.
Information Systems Science	BS					
Information Technology	BS					
Digital Media	BS	National Association of Schools of Art & Design (NASAD)	21-May-13	2019-20	2019-20	
Interior Architecture	BS	Council for Interior Design Accreditation (CIDA)	10-Apr-17	2023	2023	Program is required to submit a Progress Report in 2020.
		National Association of Schools of Art & Design (NASAD)	21-May-13	NR	2018-19	

ETSU Accredited Programs as of August 16, 2019						
Program	Degree	Organization	Date of Most Recent Correspondence	Self-Study Submission	Site Visit	Comments
<b>College of Clinical and Rehabilitative Health Sciences</b>						
Cardiopulmonary Science	BS	Commission on Accreditation for Respiratory Care (CoARC)	24-Apr-19	Sep-18	Mar-19	
Radiologic Science	BS	Joint Review Committee on Education in Radiologic Technology (JRCERT)	29-Jan-19	Mar-19	Aug-19	
Nutrition and Foods	BS	Accreditation Council for Education in Nutrition and Dietetics (ACEND)	9-Aug-19	8/9/2018	May-18	Progress Report due to ACEND by Oct 1, 2019, which will be reviewed at the Jan 2020 board meeting.
Clinical Nutrition - Dietetic Internship	MS	Accreditation Council for Education in Nutrition and Dietetics (ACEND)	9-Aug-19	7/23/2018	Aug-Dec 2025	
Audiology	AuD	Council on Academic Accreditation in Audiology and Speech-Language Pathology, American Speech-Language-Hearing Association (CAA)	22-Aug-17	Oct-18	Fall 2019	Annual report to be submitted on February 1 of each year.
Speech-Language Pathology	MS	Council on Academic Accreditation in Audiology and Speech-Language Pathology, American Speech-Language-Hearing Association (CAA)	20-Jun-18	Oct-18	10/8/2019	Annual report to be submitted on February 1 of each year.
Dental Hygiene	BSDH	Commission on Dental Accreditation, American Dental Association (CODA)	29-Aug-18	2024	2025	
Physical Therapy	DPT	Commission on Accreditation in Physical Therapy Education (CAPTE)	31-Oct-18	Fall 2022	Fall 2022	
Social Work	BSW, MSW	Council on Social Work Education (CSWE)	12-Jul-19	4/1/2020	NR	BSW and MSW required to submit self-study in February 2019 with site visit to follow



ETSU Accredited Programs as of August 16, 2019						
Program	Degree	Organization	Date of Most Recent Correspondence	Self-Study Submission	Site Visit	Comments
<b>College of Public Health</b>						
Environmental Health	BSEH	National Environmental Health Science and Protection Accreditation Council (EHAC)	6-Aug-18	1-Dec-23	6/1/2023	Both the BSEH and currently inactive MSEH are accredited by EHAC.
Public Health	BS, MPH, DrPH, C4	Council on Education for Public Health* (CEPH)	20-Mar-19	2021	NR	*The College of Public Health, including all academic programs, is accredited by CEPH.
Health Administration	BS					
Health Sciences	BS					
Human Health	BS					
Microbiology	BS					
Biostatistics	C4					
Epidemiology						
Gerontology						
Global Health						
Health Care Management						
Rural Health	C3					
Public Health Fundamentals for Field Professionals						
<b>College of Nursing</b>						
Nursing	MSN	Commission on Collegiate Nursing Education (CCNE)	3-Jun-19		Fall 2023	
TN Joint Doctor of Nursing Practice	DNP		3-Jun-19		Fall 2023	
<b>College of Medicine</b>						
Medicine	MD	Liaison Committee on Medical Education (LCME)	21-Oct-14	Aug-19	Fall 2019	Site visit scheduled for October 27-30, 2019.
<b>ETSU Institutional Accreditations</b>						
Teacher Education programs	Varies	Council for the Accreditation of Educator Preparation (CAEP)	21-Dec-18	NR	Fall 2021	



## Seeking Accreditation

Program	Degree Level	Agency
Public Administration	MPA, MCM	National Association of Schools of Public Affairs and Administration (NASPAA)
Media and Communication	BA, BS	Accreditation Council on Education in Journalism and Mass Communications (ACEJMC)
Engineering	BSE	Accreditation Board for Engineering and Technology (ABET)
Occupational Therapy	OTD	Accreditation Council for Occupational Therapy Education (ACOTE)





EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 20, 2019

ITEM: Capital Projects and Facilities Update

PRESENTED BY: Mr. Jeremy Ross  
Chief Operating Officer

The presentation provides an update on select administrative projects including capital construction, planning, and campus safety.

**CAPITAL OUTLAY REQUEST**  
**FY 2020-21 thru 2024-25**

							A	B	C = B / A	D = A - B	
FY	Priority	SPA	Project Name	Project Description**	Project Type	New Square Footage	Reno. Or Replaced SF	Project Cost	Committed External Funds	Percent Match	State Funds Request
2020-21	1	ETSU	Humanities Building	ETSU will construct a new Humanities Building in the campus core adjacent to the Quad and the renovated Culp Student Center, and selectively renovate areas in Rogers-Stout and Burleson Halls. The existing Campus Center Building will be demolished and the ETSU will construct a new Humanities Building in the campus core adjacent to the Quad and the renovated Culp Student Center, and selectively renovate areas in Rogers-Stout and Burleson Halls. The existing Campus Center Building (CCB) will be demolished and the Humanities Building constructed on the same site. The new Humanities Building will provide space for flexible classrooms, instructional labs, offices, and other spaces as outlined in the Academic Facilities Master Plan. Rogers-Stout Hall will be renovated to provide modern instructional and research space for the social sciences. The renovated Burleson Hall will consist primarily of office spaces to accommodate those moving from CCB. The work will be phased with demolition and new construction completed prior to the backfill renovations.	New Construction	110,000	95,000	\$71,800,000	\$9,513,500	13%	\$62,286,500

\*\* Provide a duplicate of the Project Description from the DB70 sheet. Additional brief summary comments may be added for support justification.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 20, 2019

ITEM: Center for Rural Health Research Update

PRESENTED BY: Dr. Randy Wykoff  
Dean, College of Public Health

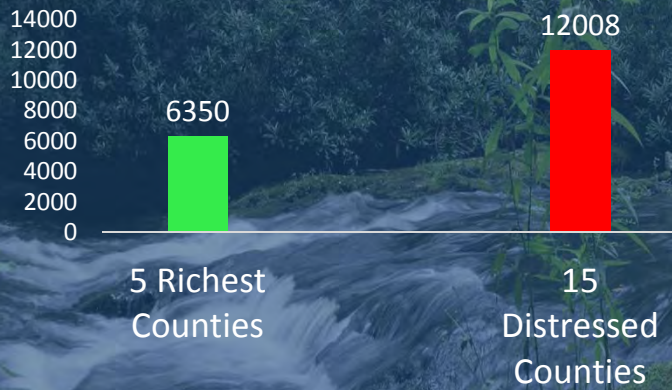
Dr. Wykoff will provide an update on the steps that have been taken, and that are planned, to establish the Center for Rural Health Research following the announcement of the Center by Governor Lee on July 16, 2019. Dr. Wykoff will report on the main focus areas for the Center, notably efforts to interrupt the inter-generational cycles of poor health, lack of education, and poverty. He will report on the initial outreach and data-gathering activities, personnel and logistics/start-up steps that have been taken and are planned.



*Center for Rural Health Research:  
5 Richest (green) and 15 Distressed (red) Counties in Tennessee*



*Premature Death Rate (YPLL): Tennessee:  
Five Richest vs Fifteen Distressed Counties*



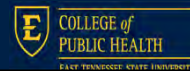
County Health Rankings 2019  
<https://www.countyhealthrankings.org/>





## *Center for Rural Health Research: Particulars*

- \$750,000 recurring money from the State
- \$750,000 for start-up costs
- \$1,500,000 per year from Ballad Health for ten years
- \$23,250,000 ten year budget
- Housed at the ETSU College of Public Health
- Randy Wykoff –Founding Director



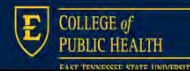
## *Center for Rural Health Research: Initial Steps*

- **Logistics**
  - Transition Team
  - Recruiting full-time faculty and staff
  - Process/Space/Budget
- **Initial Outreach/Partnership Development**
  - Information gathering
  - Awareness building
- **Prioritization**
  - What are our greatest needs?
  - How can we address these needs?
  - Who can help us address these needs?



## *Center for Rural Health Research: Logistics*

- Transition Team
  - Identified interim leadership for:
    - Research
    - Operations
    - Finance/HR/Admin
    - Communications/Technology
    - Coordination
    - 4 Graduate Assistants (two DrPH and two MPH)
- Recruiting Full-time Faculty and Staff
  - Director for Research and Programs
  - 4 Faculty positions
  - Coordinator
- Process/Space/Budget
  - Space allocation (Rogers Stout)
  - Index code assigned
  - Preliminary web presence



## *Center for Rural Health Research: Prioritization*

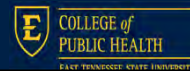
- 1. Interrupting the inter-generational cycles of poor health, lack of education and poverty;**
- 2. Exploring innovative models of healthcare delivery and the appropriate training for professionals to work in these models;**
- 3. Creation of a longitudinal data-base of women, children, and families in rural areas;**
- 4. Identification of policies and practices that will improve health and well-being in rural areas;**
- 5. Support for local organizations, including grant-writing, evaluation and serving as a fiscal agent**





## *Center for Rural Health Research: Prioritization*

1. We need a laser-like focus on interrupting intergenerational cycles; and
2. We need to start at a very young age (pre-natal, peri-natal and post-natal)



## *Center for Rural Health Research: The Ultimate Deliverable*

- The potential to interrupt inter-generational cycles of poor health, educational under-achievement and poverty through:
  - A small number of
  - Evidence-based
  - Low cost
  - Replicable
  - Early childhood Interventions .....
- .....that could become the gold standard for improving health and well-being in rural areas in Tennessee and across the nation



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 20, 2019

ITEM: Key Performance Indicators Update

PRESENTED BY: Dr. Mike Hoff  
Chief Planning Hoff

Dr. Michael Hoff will provide an update on Key Performance Indicators (KPI) and present a current dashboard of the KPIs. The last presentation of this information was in November of 2018 for the Academic, Research and Student Success Committee. Since that presentation there have been updates to metrics and additional clarifying information regarding research metrics that will be included in this presentation. Additionally background will be provided on the list of peer institutions and how ETSU uses the KPI data along with peer institution benchmarks to measure progress on the ETSU 2026 Strategic Plan.

# East Tennessee State University

## Board of Trustees

### *Strategic Performance Dashboard: Tracking Toward 2026*

**November 2018**

#### **Introduction**

This dashboard will be updated periodically, by the Office of Planning and Decision Support, as will the projected outcomes. These metrics outline the university's performance and drive attention to areas of improvement as well as highlight successes. The KPI's are aligned with the university's strategic plan and outline progress along targeted benchmarks.

## Summary

KEY:

Blue = Metric is on track to meet 2026 goal.

Gold = Metric is not on track but is expected to reach 2026 goal.

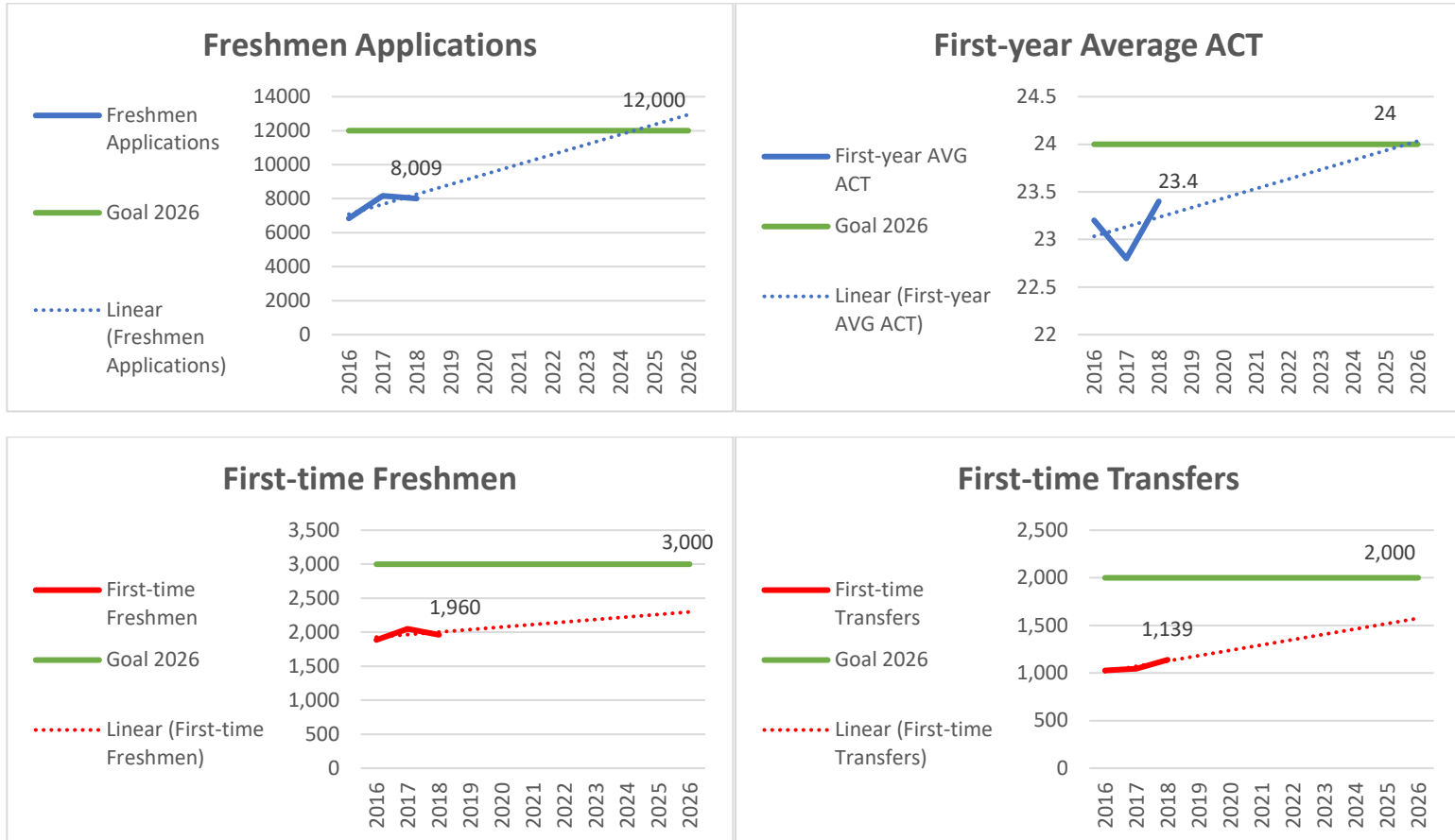
Red = Metric is not on track and without intervention is not expected to reach 2026 goal.

Green = 2026 stretch goal.

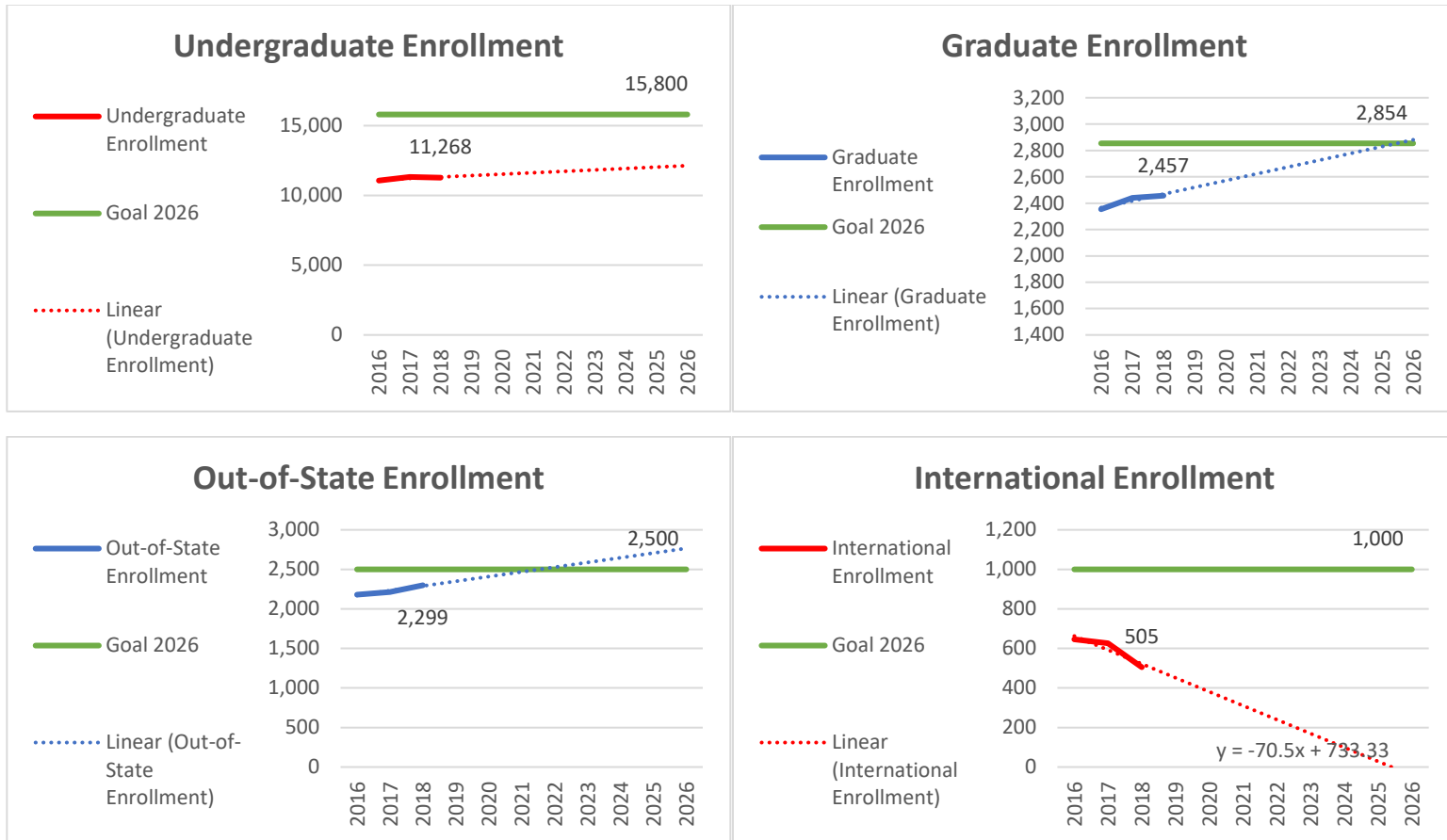
East Tennessee State University Strategic Dashboard							
Category/Metric	Value 2018	Goal 2026	Status	Category/Metric	Value 2018	Goal 2026	Status
<b>University Enrollment</b>				<b>Student Success</b>			
Freshmen Applications	8,009	18,000 Students	↑	Retention Rate	73.0%	85%	↔
First-year Average ACT Score	23.4		↑	Graduation Rate	44.2%	Retention	↑
First-time Freshmen	1,960		↓	Graduation Rate - Male	37.8%	60%	↓
First-time Transfers	1,139		↓	Graduation Rate - Female	49.9%	Graduation	↑
Undergraduate Enrollment	11,268		↓	<b>Diversity and Inclusion</b>			
Graduate Enrollment	2,457		↑	Student Race/Ethnicity % Non-White	19.1%		↓
Out-of-State Enrollment	2,299		↑	Graduation Rate Non-White	38.1%	33%	↑
International Enrollment	505		↓	Students - Percent Male	42.2%	Diversity	↑
Overall University Enrollment	14,573		↓	Students - Percent Female	57.8%	60%	↑
<b>Research and Service</b>				Full-time Staff - Percent Female	57.6%	Graduation	↑
Research Expenditures	\$11,365,377	\$60,000,000 Extramural Funding	↔	Full-time Staff - Percent Non-White	13.7%	Rate	↓
Externally Sponsored Research	\$8,813,727		↔	<b>Teaching Environment</b>			
Extramural Funding Proposals - Submitted	\$112,647,144		↑	Total Instructional Faculty - Main Campus	1,023	18 Student-	↔
Extramural Funding Proposals - Funded	\$44,610,307		↑	Percent Full-time Faculty - Main Campus	58.7%	to-Faculty	↔
<b>Stewardship of Place</b>				Student-to-Faculty Ratio - Main Campus	15.6	Ratio	↓
Number of Service Hours	58,455	\$25,000,000 Total Giving	↑	<b>Empowering Employees</b>			
Patient Encounters	291,598		↔	Great Colleges to Work For Rating	67%	77%	↑
Total Funds Raised - Giving	\$29,100,000		↑	Voluntary Staff Turnover	7.2%	Favorability	↑
Percent Alumni Giving	3.81%		↔				

## University Enrollment

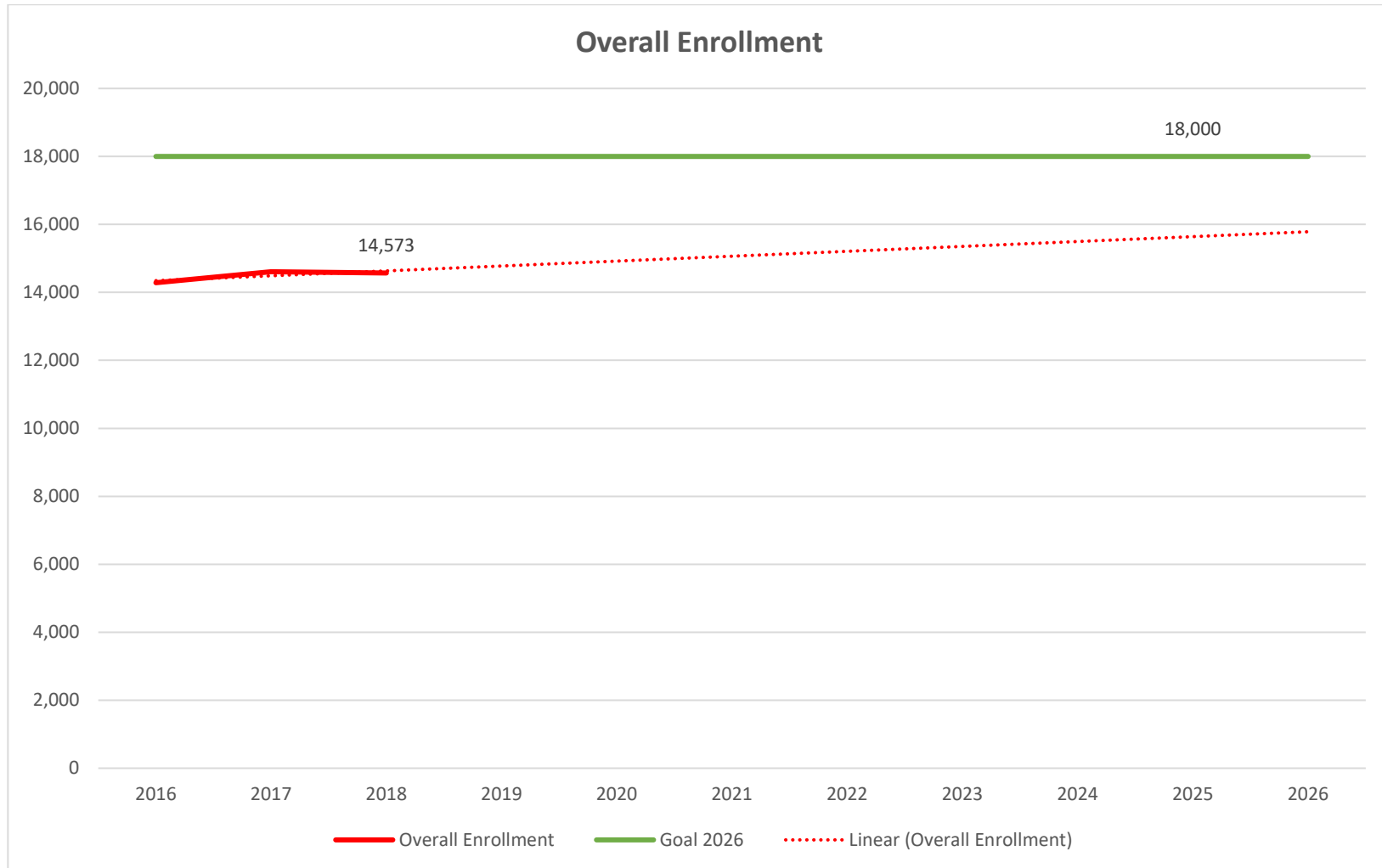
**Freshmen Applications:** Freshmen applications are projected to exceed the goal of 12,000 by 2026. Additionally the **First-year Average ACT Score** is projected to exceed the goal of 24 by 2026. Despite the increase in applications, and partly due to declining yield rates, the enrollment of **First-time Freshmen** is not projected to reach the goal of 3,000 students by 2026. The number of **First-time Transfers** is also expected to miss the goal of 2,000 by 2026. Both will require significant intervention to achieve the strategic goals of ETSU.



Because of the low first-time enrollment growth, the **undergraduate enrollment** is not projected to meet the goal of 15,800 by 2026. **International Enrollment** is not projected to meet the targeted enrollment of 1,000 students by 2026. **Out-of-state Enrollment** is on track to meet the goal of 2,500 by 2016, due to aggressive recruitment and increased enrollment incentives. Likewise, **Graduate Enrollment** is expected to exceed the goal of 2,854 by 2026.

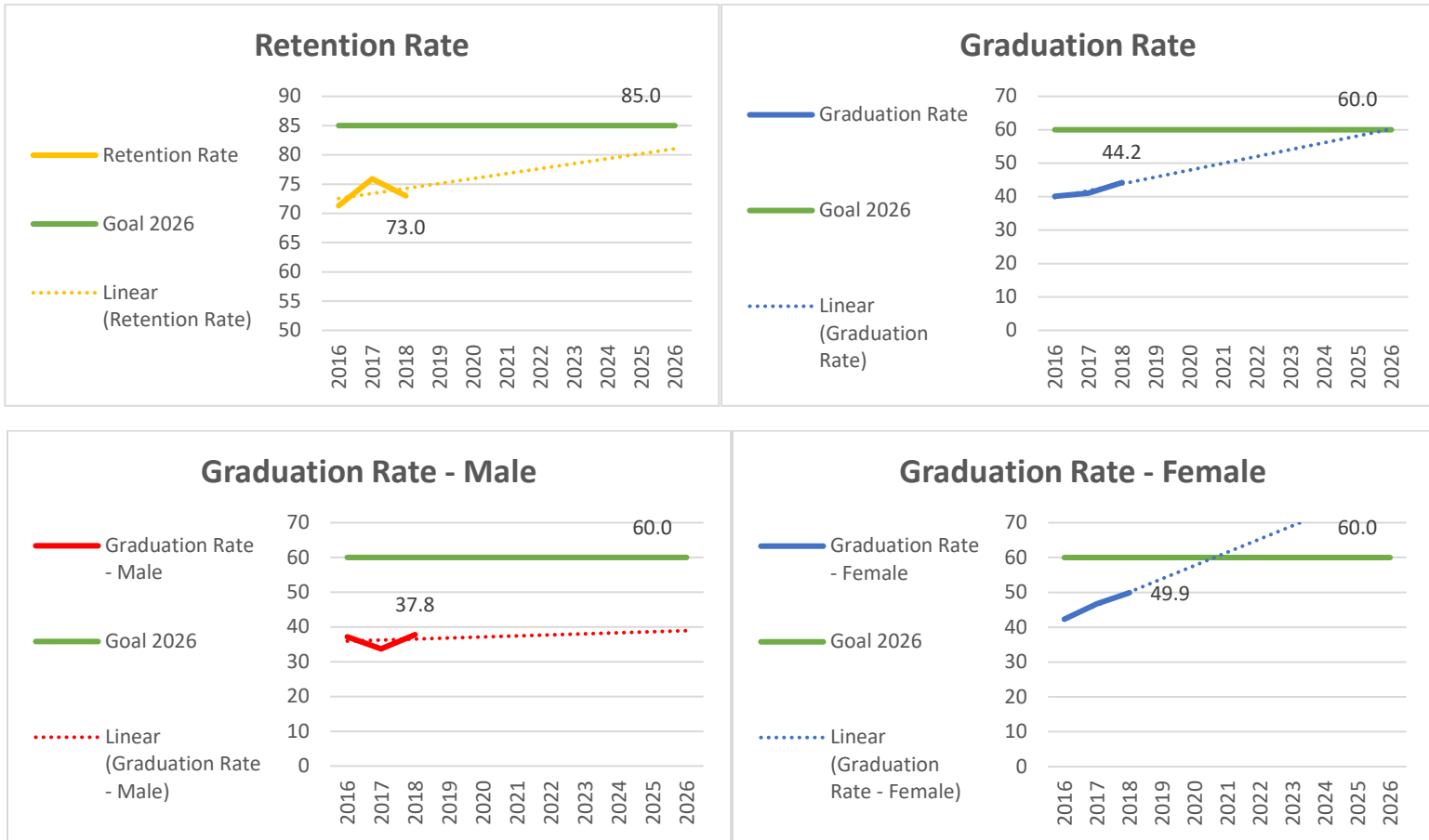


Overall university enrollment is dependent upon a robust freshmen enrollment and because the projected freshmen growth is well below the goal the **Overall University Enrollment** is projected to be below the goal of 18,000 students by 2026. Significant investment of time, money, and other resources will be required for the university to reach 18,000 students by 2026.



## Student Success

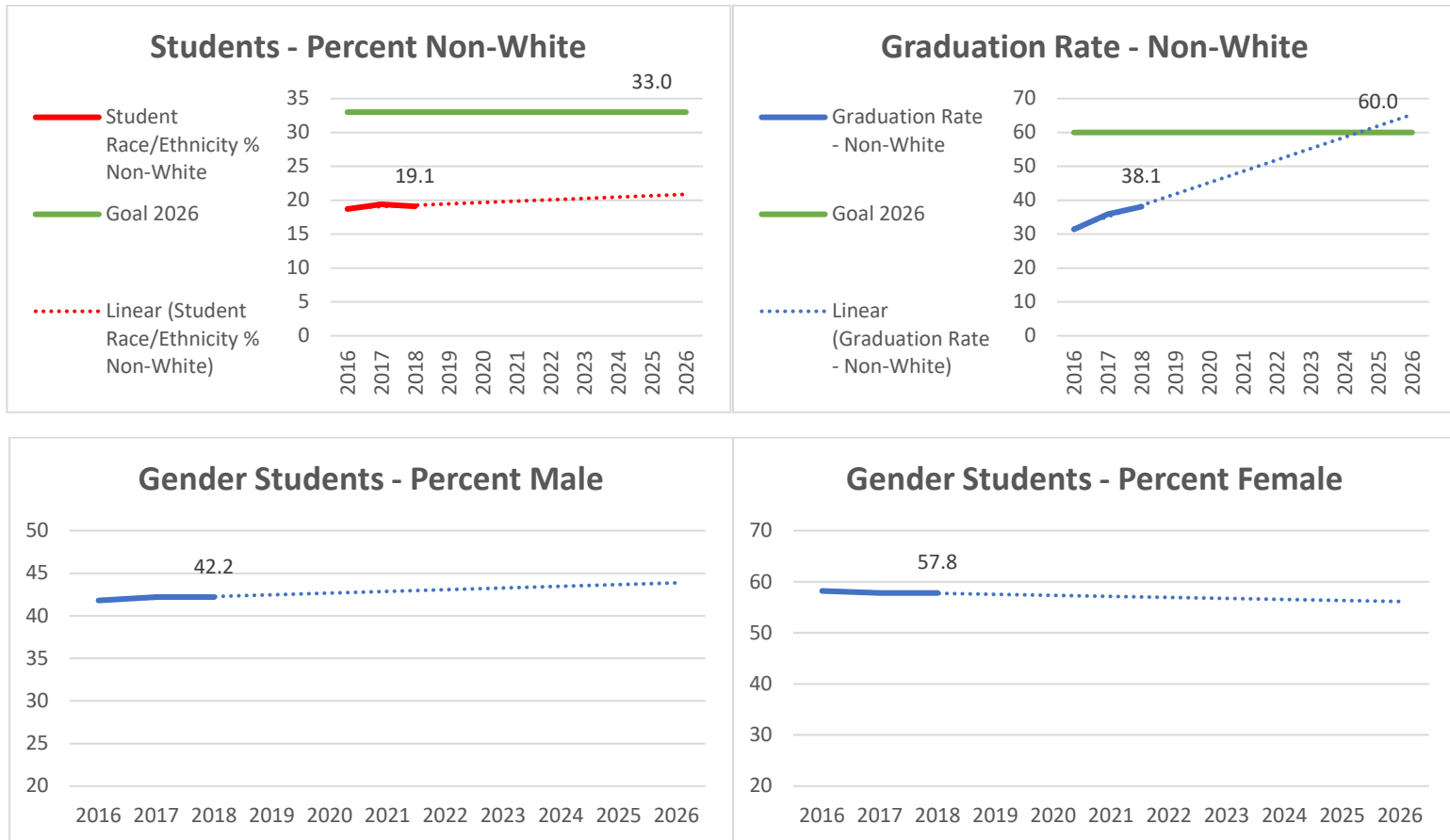
ETSU has invested heavily in student success initiatives over the past several years and the return on that investment is evident in the charts below. ETSU is close to a projected **Retention Rate** of 85% and is projected to reach the 60% **Graduation Rate** goal established in the strategic plan. Though the university will need additional interventions to increase the graduation rate of male students.



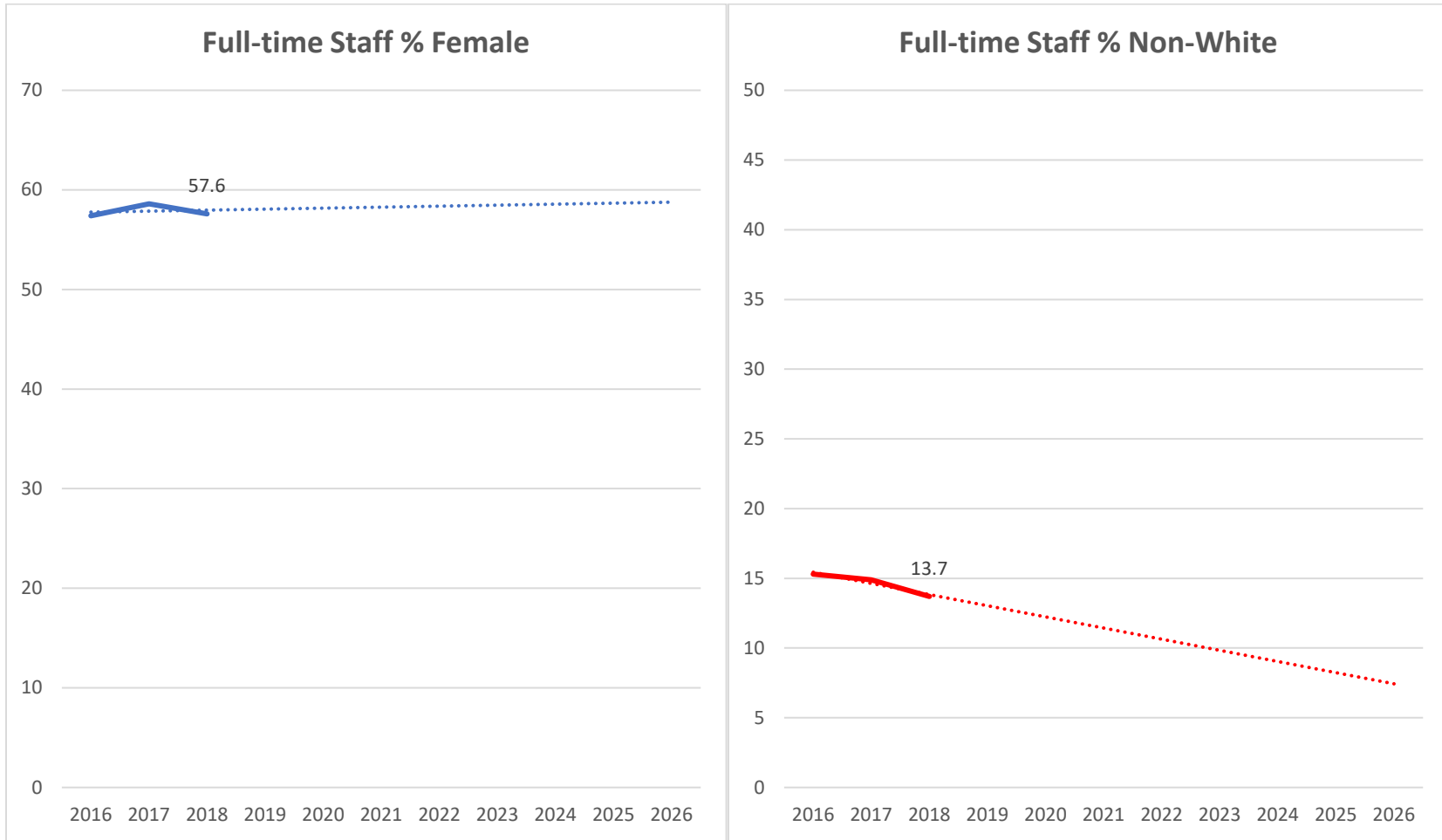


## Diversity and Inclusion

The university is working to reorganize the administrative and support structures related to diversity and inclusion. Once that is completed additional metrics will be created and this section will include relevant metrics when available. Overall, the university is seeing success in the graduation outcomes of diverse populations but needs to do more to increase enrollment to achieve desired outcomes.

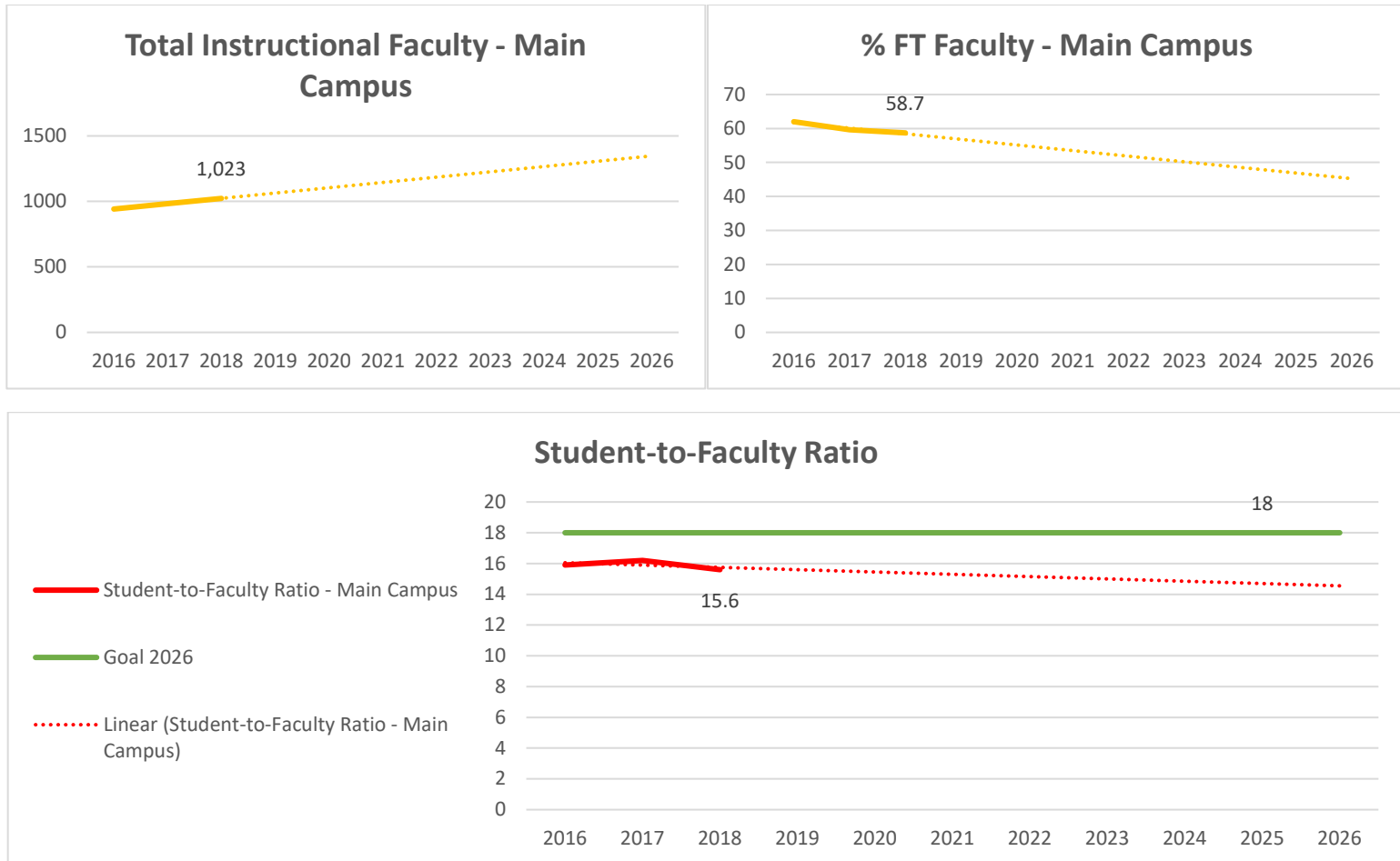


For staff the picture is similar, the percent of **full-time female staff** is high while the percent of **full-time non-white staff** is low and headed in the wrong direction.



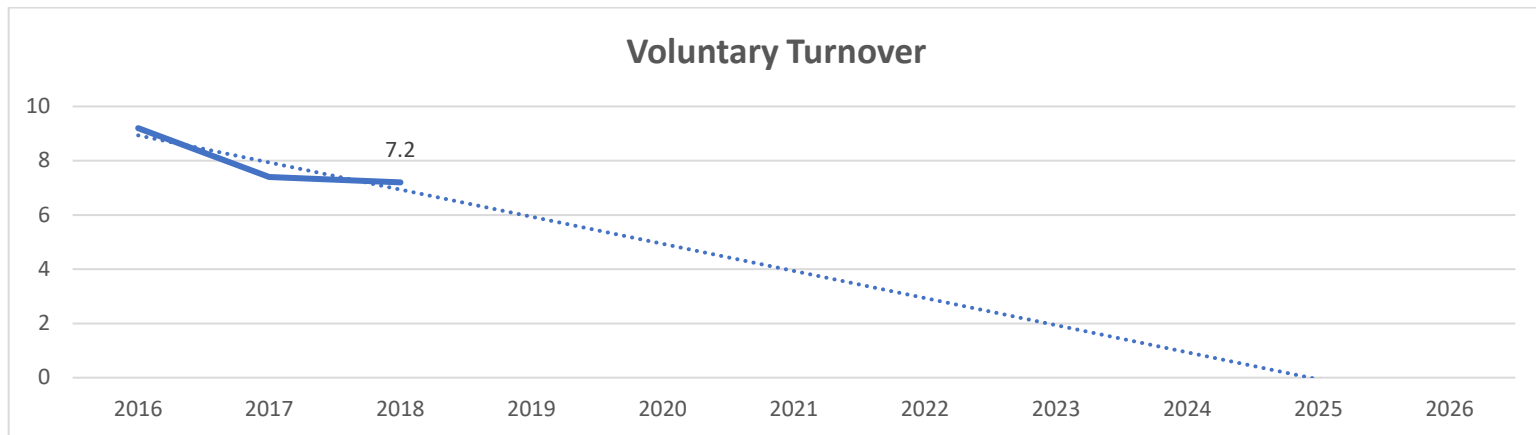
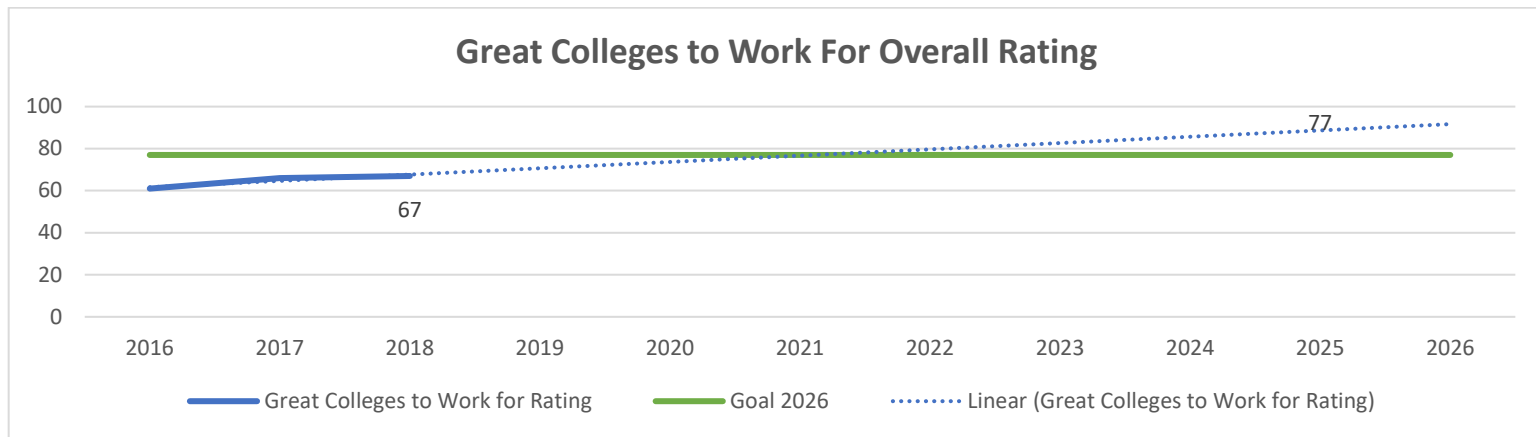
## Teaching Environment

ETSU has been increasing faculty counts at a time of enrollment decline, this puts pressure on the budget. The enrollment goals for ETSU are ambitious and require a broad academic portfolio, this creates demand for qualified faculty. Overall, this is not an immediate concern if enrollment growth out paces the growth rate in instructional staff. While low student-to-faculty ratios are generally good the peer group is around 19 and as a result has more dollars per student to expend in salary – this is a metric ETSU will follow closely to ensure strong quality while moving the distribution closer to the peer institutions. The institution must also ensure adequate full-time faculty.



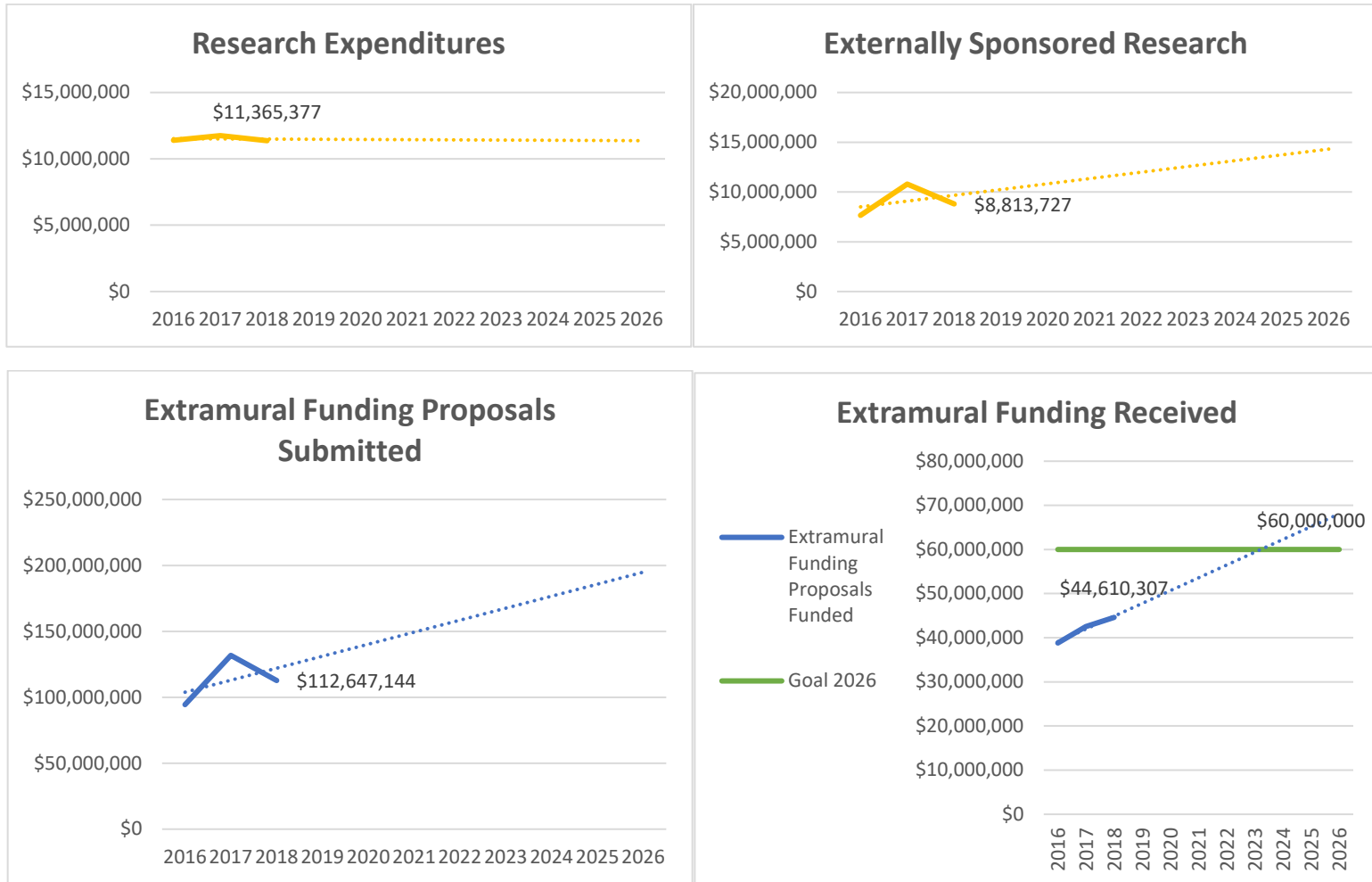
## Empowering Employees

Over the past year ETSU had made significant changes in Human Resources and employee support. As those changes mature additional metrics will be included. The key metrics in this section relate to the university climate and employee satisfaction. The university measures the climate through the Great Colleges to Work for Survey. This year employee satisfaction was even with the Carnegie Class and is on track to exceed 77% by 2026 achieving the University's goal of being **A Great College to Work For**. Additionally, the university tracks the voluntary turnover rate, as a measure of employee satisfaction and this metric has declined recently. Given the current labor market a low turnover rate is a good indicator of employee commitment to the university.



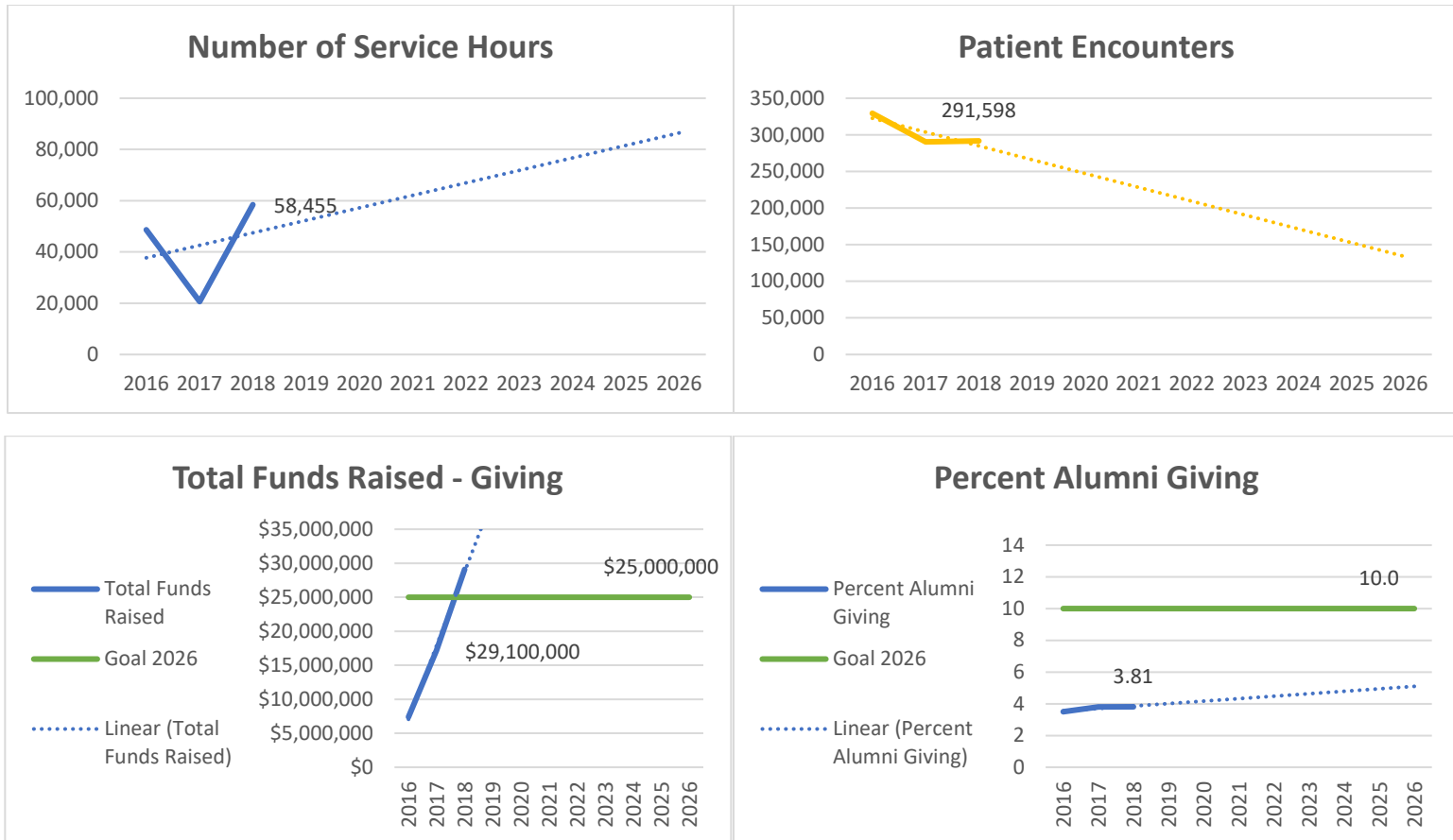
## Research and Service

The university has set the ambitious goal of generating **\$60 million dollars in extramurally funded activity** by 2026. This is a very competitive field that requires significant investment of both time and resources. The University is on track to meet the goals set for 2026 but will need to increase research specific expenditures to increase proposals submitted thereby increasing research specific funding.



## Stewardship of Place

ETSU has made significant investments of time and resources in the community as evidenced below. Additionally, the community is making significant investments in ETSU. The university set a total fundraising goal of **\$25 million dollars in total funding annually**, a metric we met this year. A related goal of having **10% alumni giving** will be harder to achieve because of the significant alumni who graduated before current initiatives were developed, but the decline has stopped, and indications are positive this rate will rise. It should be noted changes in clinics should increase patient encounters in the coming years.





EAST TENNESSEE STATE  
UNIVERSITY BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Resolution of Appreciation for Mr. James Powell

RECOMMENDED ACTION: Approve

PRESENTED BY: Brian Noland, President

**MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Mr. James Powell.**

**RESOLUTION:**

**WHEREAS Jim Powell has never forgotten how one simple act of kindness by a high school agriculture teacher changed his life, inspiring him to make helping others a lifetime mission; and**

**WHEREAS Mr. Powell is a true believer in the transformative power of higher education, building on that belief by giving thousands of students the opportunity to go to college; and**

**WHEREAS in 1984, Mr. Powell established a series of concerts to raise money for the East Tennessee State University Department of Music, an effort that eventually became the Powell Choral Music Scholarships; and**

**WHEREAS the generosity and vision of Jim and Sandy Powell are evident all across the ETSU campus, with scholarships in music, business, athletics, piano, jazz, voice, and computer science that reflect the Powells' wide range of interests; and**

**WHEREAS through the influence and generosity of Jim and Sandy, both ETSU and the University of Tennessee use only Steinway pianos in teaching and performance; and**

**WHEREAS Mr. Powell's entrepreneurial vision has made an enormous impact on this region, going back to his decision to move to Greeneville in 1969 to start Powell Construction Company; and**

**WHEREAS Powell Construction, now headquartered in Johnson City, has grown and diversified many times over the years, with associated entities and offices in Knoxville; Nashville; Beckley, West Virginia; Fairmont, West Virginia; and Sydney, Australia; and**

**WHEREAS Mr. Powell's good fortune has been widely shared over the course of his career, with support for more than 4,000 student scholarships between his alma mater, the University of Tennessee, and his beloved East Tennessee State University; and**



**WHEREAS the Powell Foundation generates approximately \$1 million a year to support scholarships; and**

**WHEREAS excellence in music education and performance at ETSU is synonymous with the name Jim Powell, who has made performances possible by Music Department students and faculty all over the United States and throughout the world; and**

**WHEREAS Jim Powell is one of the greatest friends of higher education in the history of Tennessee;**

**THEREFORE BE IT RESOLVED that the East Tennessee State University Board of Trustees honors him as one of its inaugural members and gratefully acknowledges the profound positive impact that he has had on thousands of students as they have pursued their coveted degrees.**

**The East Tennessee State University Board of Trustees**

**September 20, 2019**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019  
ITEM: Resolution of Appreciation for Dr. David Linville  
RECOMMENDED ACTION: Approve  
PRESENTED BY: Brian Noland, President

**MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Dr. David Linville.**

**RESOLUTION:**

**WHEREAS the role of secretary is vital to the effective functioning of a Board of Trustees; and**

**WHEREAS a Board of Trustees Secretary must possess a deep and thorough knowledge of the institution being represented and must be up-to-date on all rules, regulations, and practices that govern the operations; and**

**WHEREAS a Board Secretary must skillfully handle an infinite number of details and arrangements while not losing sight of the “big picture”; and**

**WHEREAS a Board Secretary must be able to deal with difficult issues in a diplomatic way, seeing all viewpoints and making volunteer leadership feel that their contributions to the governing of the institution are appreciated and valued; and**

**WHEREAS Dr. David Linville has not only met these expectations but has far exceeded them, while, at the same time, serving as Associate Vice President for Health Affairs at East Tennessee State University; and**

**WHEREAS Dr. Linville holds two doctoral degrees from ETSU; and**

**WHEREAS Dr. Linville holds a unique place in the history of ETSU as the very first Secretary of the ETSU Board of Trustees;**

**THEREFORE, BE IT RESOLVED, that the East Tennessee State University Board of Trustees extends its gratitude to Dr. Linville for his exceptional work as Secretary and for his steadfast loyalty to the people, the mission, the vision, and the values of East Tennessee State University.**

**The East Tennessee State University Board of Trustees**

**September 20, 2019**



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Selection of Board Chair and Vice Chair

PRESENTED BY: Brian Noland  
President

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that sets policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in TCA § 49-8-101. Consistent with T.C.A. § 49-8-201(f)(8), the Bylaws for the Board of Trustees provide for the election of Chair and Vice Chair every two years. The Chair is not be eligible to succeed himself or herself after serving a two-year term except upon the affirmative three-fourths (3/4) vote of the entire Board.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2019

ITEM: Standing Committee Membership

RECOMMENDED ACTION: Approval

PRESENTED BY: Brian Noland  
President

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

The function of the Academic, Research, and Student Success Committee is to assist the Board of Trustees in matters related to academic planning and programs, student life, and athletics including:

- Approval of strategic and long-range academic plans;
- Approval of proposals concerning the development of new academic programs and the significant revision of existing programs relating to instruction, research, and service;
- Establishment of new academic organizations, such as major campuses, institutes, colleges or schools, and academic departments;
- Evaluation of existing academic programs and their administrative structures;
- Termination of programs and structures that no longer are needed;
- Approval of admission, progression, retention, and graduation standards;
- Approval of the University's policy on Academic Freedom, Responsibility, and Tenure; campus implementing procedures; and any other faculty personnel policy requiring Board approval;
- Approval of proposals and any necessary policies concerning information technology;
- Approval of proposals and any necessary policies concerning use of academic services including libraries and computer labs.
- Approval of University rules concerning student conduct, rights, and responsibilities required to be promulgated under the Tennessee Uniform Administrative Procedures Act;
- Approval of proposals and any necessary policies related to the nonacademic aspects of student life, including student services and student conduct;

- Approval of proposals and any necessary policies related to campus enrollment and facilities capacity;
- Approval of policies relating to intercollegiate athletics competition for the University, consistent with rules and guidelines issued by the National Collegiate Athletics Association (NCAA); and,
- Verification that the Intercollegiate Athletics program reflects and supports the University's academic values and mission.

The function of the Finance and Administration Committee is to assist the Board of Trustees by meeting the following responsibilities:

- Formulate policies and recommend their adoption by the Board in all matters relating to finance, business, and administration, including the investment of University funds;
- Approve and recommend to the Board guidelines governing the administration's submission of a proposed annual operating budget and appropriations request to state agencies and officials;
- Approve and recommend to the Board the University's proposed capital outlay budgets and requests for capital outlay appropriations prior to their submission to other state agencies and officials;
- Approve and recommend to the Board the final operating and capital outlay budgets for the next fiscal year after the General Assembly has enacted annual appropriations for the University;
- Approve and recommend tuition and fee rates for adoption by the Board;
- Approve and recommend to the Board the construction of specific buildings and other capital improvements;
- Approve and recommend to the Board the facilities master plan;
- Approve and recommend to the Board or to the Executive Committee the acquisition of any interest in real property, including acquisition by gift or devise if the acquisition obligates the University or the State of Tennessee to expend state funds for capital improvements or continuing operating expenditures;
- Approve and recommend to the Board or to the Executive Committee conveyance of the University's interest in real property by sale in fee, easement or right-of-way; provided, however, that in the case of an interest acquired by gift or devise, the President, upon recommendation of the appropriate vice president, shall have authority to approve the sale at or above the appraised value. All sales of real property acquired by gift or devise shall be reported annually to the Finance and Administration Committee, which in turn shall report the sales to the Board;
- Oversee all matters involving ordinary repairs, changes, adjustments and improvements for the purpose of putting and keeping in good condition the buildings, grounds and equipment of the University, wherever located, for their efficient use are committed to the University administration, subject to compliance with all applicable state laws and University policies;
- Approve and recommend to the Board any personnel policy matter requiring Board approval;
- Approve and recommend to the Board University rules required to be promulgated under the Tennessee Uniform Administrative Procedures Act, except rules governing student

conduct, rights, and responsibilities, which shall be approved and recommended by the Academic Affairs and Student Success Committee;

- Recommend to the Board any necessary policies related to private gifts; and,
- Recommend to the Board the naming of University buildings.

The Executive Committee is composed of the Board Chair, Vice Chair, and Chair of the Academic, Research, and Student Success Committee. The Executive Committee will meet as needed and shall have power to act for the Board, in harmony with the general policies of the Board, to approve any other matter on which action is required before the next meeting of the Board. The Executive Committee also serves to advise the President as needed between meetings of the Board.

The Audit Committee serves to assist the Board in fulfilling its oversight responsibilities for:

- The integrity of the University's financial reporting process and systems of internal controls regarding finance, accounting, and legal compliance.
- Review of the University's external audit by the Division of State Audit for the State of Tennessee; and,
- Oversight and direction of the internal auditing function and any external auditors whom the committee may employ.

The Audit Committee has the power and responsibility to:

- Conduct or authorize any investigation appropriate to fulfilling its purpose;
- Seek any information it requires from University officials and employees—all of whom are required to cooperate with the Audit Committee's requests—or external parties;
- Have direct access to University officials, State auditors, internal auditors, any external auditors, legal counsel, or others as necessary;
- Delegate authority to subcommittees, provided that decisions made under such delegation are presented to the full Committee at its next scheduled meeting;
- Review and approve the appointment, reassignment, demotion, or dismissal of the Chief Internal Auditor;
- Ensure that the Chief Internal Auditor has direct and unrestricted access to all members of the Audit Committee;
- Ensure that the Chief Internal Auditor's administrative reporting relationship fosters independence, and ensure that adequate resources in terms of staff and budget are provided to enable the internal audit department to perform its responsibilities effectively; and,
- Receive and review audit reports and other work prepared by the internal audit department.

As provided in the Bylaws, committee appointments are recommended by the Chair of the Board of Trustees and shall be made for a two-year term. The chair of each standing committee shall be designated by the Board for a two-year term upon the recommendation of the Chair of the Board of Trustees. For good cause, such as the need to ensure continuity in Board leadership during a period of transition in Board membership or in the offices of Governor or President, the Board, on the recommendation of the Chair, may extend the term of committee and committee chair appointments for up to one year beyond the two-year term.

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

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



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

MINUTES

September 20, 2019  
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1:25 p.m. on Friday, September 20, in the Millennium Center on ETSU's main campus in Johnson City, Tennessee. The meeting was also livestreamed for those who could not be in attendance.

**I. Call to Order**

Chairman Scott Niswonger called the meeting to order.

In his opening remarks, Chair Niswonger welcomed new trustees – Mr. Kelly Wolfe (appointed by Gov. Bill Lee), Dr. Virginia Foley (faculty representative); and Mr. Cristopher Santana (student representative). He also thanked those, particularly Dr. Dennis Depew, for their leadership and work to host the Northeast Tennessee Southwest Virginia Regional Economic Forum earlier in the month. He encouraged the campus to stay engaged with this work and to help lead this work, which is central to ETSU's mission to improve the lives of the people of this region.

**II. Roll Call**

Board Secretary Adam Green called the roll. Board members in attendance were:

Janet Ayers  
Steven DeCarlo  
Virginia Foley  
David Golden  
Dorothy Grisham  
Linda Latimer  
Chairman Scott Niswonger  
Ron Ramsey  
Cristopher Santana  
Kelly Wolfe

**III. Public Comments**

Secretary Green called Connor McClelland before the Board to state his comments. McClelland said he is a member of the Student Government Association and co-founder of Adjunct Action, a group that advocates for increased pay for adjunct faculty. Adjunct Action remains unwavering in seeking \$1,000 per credit hour for adjunct faculty, he stated.

Next, Secretary Green called Dr. Dorothy Drinkard-Hawkshawe before the Board to state her comments. Dr. Drinkard-Hawkshawe stated that would address two issues. First, she indicated that she believed many faculty members are disappointed about Chief of Police Nicole Collins' resignation. Second, Dr. Drinkard-Hawkshawe asked the Board of Trustees to support more funding for the Africana Studies Program to help improve not only race relations in this country, but improve knowledge that will lead to the appreciation of all people who have helped to make the world greater. She hopes Africana Studies will become a department.

**IV. Approval of the Minutes from April 26, 2019**

Trustee Ayers made a motion to accept the minutes of the April 26, 2019, Board of Trustees meeting which was seconded by Trustee Grisham and the Board unanimously approved.

**V. Approval of the Minutes from June 17, 2019**

Trustee Golden made a motion to accept the minutes of the June 17, 2019, Board of Trustees special called meeting, which was seconded by Trustee Latimer and the Board unanimously approved.

**VI. Approval of Student Trustee**

Chair Niswonger stated that the Board of Trustees is required to appoint a non-voting student member to its board in accordance with the FOCUS Act. Dr. Noland introduced Cristopher Santana to the Board. He said Santana was selected through an interview process and is among the best leaders on campus.

Trustee Wolfe made a motion to accept the nomination of Cristopher Santana to the position of Student Trustee. Trustee Latimer seconded the motion and it was approved unanimously by the Board.

**VII. Report from the Finance and Administration Committee**

Committee Chair DeCarlo outlined a series of action and discussion items:

- Approved out-of-state tuition for Quillen College of Medicine.
- Conducted its quarterly review of agreements over \$250,000
- Heard a presentation on capital budget and facilities.
- Reviewed information from Human Resources on University profiles and trends
- Heard a presentation on ETSU Foundation efforts

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

Committee Chair Latimer stated that minutes for the April Academic, Research and Student Success Committee minutes were approved with edits requested in regards to discussion held on research. Additionally, committee members approved the Letter of Notification (LON) to establish a master of science degree in prosthetics and orthotics program, which led to a discussion on ways Trustees can help ETSU facilitate new program approvals faster. Chair Latimer said this could be a point of discussion in future meetings with fellow LGI governing boards. The committee also received updates on the review process for chairs of excellence and student success initiatives, and held a critical conversation about research and innovation. The committee approved the following action items for consideration by the full Board:

1. **Tenure appointments** – Dr. Bishop, Senior Vice President for Academics, reminded the Board that they had approved promotion and tenure appointments at the April meeting, but since that time, ETSU has hired three faculty members who come with essential experience and credentials and have been reviewed through the process for tenure upon appointment.

Trustee Wolf made a motion to approve the tenure appointments. Chair Latimer seconded and all members voted in favor of approving the action item.

2. **Student Conduct Rule** – Dr. Michelle Byrd, Dean of Students, provided the following summary of the rule revisions:
  - a. Addition of the medical amnesty policy, a resolution provided by the Student Government Association
  - b. Changes to sexual misconduct hearing process
  - c. Slight changes to violations – adding ammunition to list of items prohibited on campus

Trustee Foley made a motion that was seconded by Trustee Grisham to approve the code of conduct revisions. Secretary Green led a roll call vote and the action item was unanimously approved.

3. **Approval of LON** – Dr. Bishop said the College of Clinical and Rehabilitative Health Sciences brings forth the LON, which is the first step in the approval process for creating a new academic program. The master's in prosthetics and orthotics will be the first of its kind in Tennessee. She said the program has significant feasibility due to workforce need and limited number of programs currently available.

Trustee Wolf moved to approve the letter of notification. It was seconded by Trustee Ayers and approved unanimously by the Board.

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

Committee Chair Golden outlined two action items listed as part of the consent agenda, the first being the adoption of the compliance charter. Trustee Golden said the university has established a centralized compliance office, which necessitated the adoption of a charter. He noted a small modification made to the materials that were mailed to Board members. Athletic compliance was added to the list of university organizations included in the charter.

The committee reviewed the audit plan for fiscal year 2020 as well as audits completed since April and recommendation log status. The committee also received the report of audit function for fiscal year 2019, which included a quality assurance review (completed every five years) and Internal Audit received the highest assessment. The committee concluded its meeting in executive session.

## **X. Consent Agenda**

With no requests for any items to be removed from the consent agenda, Trustee Grisham moved to approve the consent agenda and Trustee Golden seconded the motion. Trustees unanimously approved the consent agenda. Items that were included on the consent agenda were:

- Minutes from the April 26, 2019, Finance and Administration Committee meeting
- Minutes from the May 29, 2019, Finance and Administration Committee meeting
- Minutes from the April 26, 2019, Academic Research and Student Success Committee
- Minutes from the April 26, 2019, Audit Committee
- Quillen College of Medicine Out-of-State Tuition Revision
- Adoption of the Compliance Charter from Audit Committee
- FY 2020 Annual Audit Plan from Audit Committee

## **XI. Accreditation Update**

Dr. Cheri Clavier, Director of Institutional Effectiveness and ETSU's Accreditation Liaison, provided a brief presentation on ETSU's fifth-year interim report to the Southern Association of Colleges and Schools. ETSU completed its fifth-year interim report to SACSCOC in spring 2019. Comprehensive reviews take place every 10 years (2013 and 2023 for ETSU), but the U.S. Department of Education requires more frequent monitoring, resulting in the fifth-year interim report. ETSU was not selected to do a follow up. Dr. Clavier reported focused on three parts of the review:

1. **Fifth-Year Compliance Certification** – ETSU must comply and respond to around 73 accreditation standards and the fifth-year review looks at a third of them. Dr. Clavier works with individuals across campus to document compliance and the report is submitted to a committee for review. The committee can decide no referral, which is rare, or the second outcome is

referral to a separate compliance and reports (C&R) committee. The C&R committee conducts a separate review.

- A. Results – No recommendations or requests for information were issued in many of the areas where historically institutions have difficulty showing compliance. Comments were issued on student achievement, stemming from an update in accreditation standards in 2018, but no follow-up was required. Two referral reports are due in April 2020 to address:
  - a. Qualified administrative/academic officers – provide evidence (redacted evaluations) of evaluation policy being implemented
  - b. Policies for awarding credit – Show evidence that forms are being used
2. **Impact Report of the Quality Enhancement Plan** – QEP is a process where institutions spend five years increasing student learning or improving environment for student learning. Dr. Clavier submitted a report on ETSU’s QEP called “In Top Form.”
  - A. Results – The QEP report was accepted with positive comments.
3. **Review of Approved Off-Campus Instructional Sites Initiated Since Last Reaffirmation** – This review included the submission of a report and on-site evaluations of off-campus instructional sites initiated since 2013 in Abingdon, Virginia; Asheville, North Carolina; and Kingsport where ETSU nursing and social work programs are offered. The process for this review is different because after a report is established, the review committee visits in person.
  - A. Results – Not official until voted on in December; however, there were no recommendations for improvement provided in the results.

Dr. Clavier also provided a brief update on recent discipline-specific accreditation Activities:

1. Accredited programs list available online updated annually
  - A. Currently over 60 programs are accredited through professional or discipline specific accrediting bodies
2. The slideshow included a list of recent and upcoming accreditation activities
  - B. Four programs are seeking accreditation

At the conclusion of Dr. Clavier’s presentation, Dr. Noland commented that it is very rare for an institution to go through a mid-cycle review with no findings or recommendations. Furthermore, he said it was rare for 22 programs to go through accreditation review in a two-year period with no findings or recommendations. He commended the hard work of Dr. Clavier and others.

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

Mr. Jeremy Ross, Chief Operating Officer, provided an update on select administrative projects including capital construction, planning, and campus safety.

He began with an overview of several philosophical principles that will inform and drive master planning taking place this year. The first concept is archology, which brings together architecture and ecology, focusing on how the built environment should work with the natural environment instead of working against each other. He also pointed out an emphasis on implosion (meeting facility needs by working with existing buildings and facilities) rather than explosion (constructing new buildings to meet the needs).

Mr. Ross provided updates on a series of facilities and projects across campus:

- **Culp Center** – While this building is an example of modern (brutalist) architecture, Mr. Ross pointed out that the current renovations are transforming the monolithic, heavy building into a structure that incorporates curves, shapes, and light – using archology to create beautiful views of surrounding campus. He showed Board members a rendering of their renovated meeting space in the East Tennessee Room.
- **Martin Center for the Arts** – Currently under construction, this facility incorporates curvature in design, lighting features and other principles of archology to bring the outside in and create a welcoming, useful space for the university and the community.
- **Lamb Hall** – More information is to come on the renovation of this building. The University and the State are in ongoing conversations about balancing renovation and additional space.
- **Boulevard Commons** – A donor has contributed \$1 million for this space on South Dossett Drive to make it more dynamic, transforming it from a “sea of suburbia” to an area that emphasizes student experience through fire pits, outdoor fitness, plazas, and other engaging opportunities to create community. Designs are in the preliminary stages.
- **Millennium Center** – Recent renovations in this facility enhance computer/cyber programs, complement the Niswonger Digital Media Center and provide opportunities for new students/enrollment growth.
- **Humanities Building** – The architecture on the proposed \$72 million aims to bring indoor and outdoor space together.
- **Housing** – A new housing master plan will be presented at a future meeting, Mr. Ross noted. Students were surveyed about what they would like to see outside residence halls and the top answers were swings and outdoor games.
- **Updating of classrooms** – New furniture and updates have enhanced many classroom spaces on campus.
- **Brown Hall** – Outdoor furniture, installation of a food truck, and pressure washing have transformed the courtyard of this building, drawing students, faculty and staff to congregate in the area.

- **Mini-Dome** – Renovations in this facility have made it one of the finest indoor practice facilities. It is utilized by ETSU Marching Band, Clemmer College’s sports science program, and other athletics programs.
- **Baseball (Thomas Stadium)** – Thanks to a gift from a donor, the parking lot was paved and more improvements have been proposed, including a \$3 million addition to the stadium. Its location is a gateway to the campus.
- **Signage** – Campus signage reflecting new branding has been installed.
- **Former book drops adjacent to Sherrod** – This space was transformed from a rarely used book drop to an outdoor eating area with food truck and seating.
- **Football field house** – Space formerly used to store construction materials was transformed into a field house for football.
- **Gilbreath Hall** – The oldest building on campus received welcoming updates, including new flooring and artwork.
- **Security cameras** – Through a state grant, the University will install improved security cameras.
- **Safety app** – The University is introducing a new “ETSU Safe” app that will be a tool for safety and information on campus.
- **Human Resources** – A strategic plan is currently being developed and compensation is one of the key pieces and aligning efforts with the new budget model.
- **Capital maintenance** – He presented capital maintenance at 7.6% and \$73 million funded, which is very close to previous years.

Mr. Ross said now is the time for those with ideas to bring them forward as master planning continues. Trustee Latimer asked Mr. Ross if bike racks are being strategically placed on campus to encourage a connection between campus and the Tweetsie Trail. Mr. Ross said broad conversations with the Johnson City Commission has included bikes, scooters and pedestrian walkways. Zoning and ordinance work are taking place and should provide the mechanisms to make connections, especially as the West Walnut Street transformation moves forward, he added. Dr. Noland asked the Board to encourage partners at the City of duJohnson City and Washington County to consider safety improvements along the State of Franklin Road corridor.

### **XIII. Center for Rural Health Research Update**

Dr. Wykoff, Dean of the College of Public Health and Founding Director of the Center for Rural Health Research, provided an update on the steps take thus far, and that are planned, to establish the Center for Rural Health Research following the announcement of the Center by Governor Lee on July 16, 2019. Dr. Wykoff said the Center for Rural Health Research will partner with Ballad Health to put together a world-class center.

- **Logistics** – A transition team is in place to get things started while hiring a fulltime director, coordinator and 4-7 faculty positions. Space has also been allocated.

- **Initial outreach/partnership development** – Dr. Wykoff attends standing meetings with Ballad Health, is meeting with ETSU Health leadership and has met with government officials and staff. He is also reaching out to rural health experts at the state and national levels. The purpose is to be very systematic and thoughtful to make sure that the Center is going to make a real difference to the lives of the people in this state, he noted. In his conversations, Dr. Wykoff is announcing the existence of the Center for Rural Health Research, identifying issues of concern as well as research opportunities in order to build connections and networks.
- **Prioritization** – Dr. Wykoff stated that conversations and outreach have led to the Center focusing on the following six priorities:
  1. Interrupting inter-generational cycles of poor health
  2. Innovative models of health care delivery
  3. Longitudinal database
  4. Identifying policies
  5. Support to empower local organizations
  6. Focus on rural elderly

Dr. Wykoff expressed his appreciation of the Board’s support for the new Center for Rural Health Research. Trustee Foley asked Dr. Wykoff to consider the Clemmer College among his list of collaborators. Trustee DeCarlo asked how funds from the Purdue Pharma lawsuit would be distributed. Dr. Wykoff said it is unknown, but the process could be similar to the tobacco settlements and states would decide how to invest the funds. He said the Center and Ballad Health is well-positioned to make the case that there should be a significant investment in Northeast Tennessee. Dr. Noland added that those who invested the tobacco settlements wisely are still seeing the benefits. He asked Dr. Wykoff and Board members to look at how those funds could best be put to use toward long-term challenges in the state.

#### **XIV. Key Performance Indicators Update**

Dr. Michael Hoff provided an update on Key Performance Indicators (KPI) and presented a current dashboard of the KPIs. His presentation began with a series of peer development questions used to help ETSU determine who it is and who it wants to be. He said it is important to focus on competitors and determine peers that are both aspirational and communal. Dr. Hoff said ETSU’s peer group is balanced.

- **Key performance indicators (KPI’s)** – He stressed that KPI’s are not operational indicators. The KPI’s for ETSU were established by RPK Group (consultants) and focus on: (1) student experience, (2) diversity and inclusion, (3) employee satisfaction, (4) excellence in teaching, (5) research and grant activity, and (5) regional stewardship.
- **Strategic Dashboard** – Dr. Hoff explained that enrollment growth continues to an ETSU strategic goal. He stressed that while the University has not made as much progress in enrollment growth as it would like that it does not mean



ETSU set the wrong goal. He continued to explain that educational attainment has the power to change lives and move the needle in Tennessee. He said ETSU's graduation rate is at almost 50%, which is an outcome of implementing "15 to Finish." There are highlights (retention and graduation rates) and areas in the dashboard that the University will continue working on (applications, enrollment, Great College to Work For score).

At the November Board Meeting, Dr. Hoff will present Trustees with a packet containing more detailed information and benchmarks.

## **XV. President's Report**

In his report, President Noland indicated that presenters throughout each of the meetings have included individuals who may be unfamiliar faces, but are some of the many faces of those who diligently work to ensure the work of the university is completed. President Noland stressed that during the 2019-20 academic year he wants the Trustees to get to know the personalities that comprise the University.

Next, President Noland presented a series of University updates including:

- The introduction of two recent senior leadership hires – Dr. Adam Green, Chief of Staff and Secretary of the Board and Dr. Mark Fulks, University's Chief Legal Counsel
- Fall 2019 enrollment is down 133 students total (within budget confidence intervals). Enrollment grew in the Clemmer College, College of Nursing and College of Public Health.
- The graduation rate is the highest it has ever been at 50%.
- A reminder that the Board governs the University School (K-8<sup>th</sup> grade). Last year, 48 students earned an ACT score of 30 or higher, which is significant because the graduating class has around 80 students. It is a top 10 high school in Tennessee.
- Rankings and points of interest from the President's Annual Report as well as recent rankings placing ETSU as the Best Online RN to BSN Program in Tennessee and Best Doctor of Nursing (DNP) Program.
- An update on the decentralized budget model and fall-out revenue. Specific highlights included:
  - October revised budgets will be presented to the Board in November
  - Starting hourly pay was increased to \$9.20 per hour
  - Adjunct salaries were raised on a college-by-college basis to meet market demands
  - At the November Board Meeting, some colleges will request performance incentives
  - The budget is balanced, funds are going to reserves and investments are being made in faculty

- ETSU has a major regional impact through service hours provided by student organizations, money raised for charities and patient care provided by ETSU Health.
- Enrollment services at ETSU is being transformed. Those changes are necessary because a decreased population of college-age students is on the horizon. A game plan for 2025 is needed now, President Noland said.
- The announcement of Dr. Keith Johnson as Vice President for Equity and Inclusion.

In closing, Dr. Noland provided a look back at accomplishments made the Board of Trustees since 2017. He thanked Trustees for their advocacy, for pushing the University to achieve more and for being present at University events.

#### **XVI. Resolution of Appreciation for Mr. James Powell**

Dr. Noland expressed gratitude for Mr. Powell's service to the Board of Trustees and said he has provided scholarships for than 9,000 students. Trustee Golden made a motion to adopt the resolution followed by a second from Trustee Ayers. The resolution was unanimously approved by the Board.

#### **XVII. Resolution of Appreciation for Dr. David Linville**

Dr. Noland thanked Dr. Linville for serving as ETSU's first Secretary of the Board of Trustees. He said Dr. Linville has done an outstanding job shepherding the Board of Trustees through its first two and half years of existence. Trustee Grisham motioned to adopt the resolution. Trustee Latimer seconded the motion and the resolution of appreciation for Dr. Linville was unanimously approved by the Board.

#### **XVIII. Appointment of Chair and Vice Chair and Committee Membership**

In compliance with the FOCUS Act and the ETSU Board of Trustees Bylaws, the ESTU Board of Trustees is require to elect a Chair and Vice Chair every two years. Dr. Noland made the recommendation on behalf of the staff to reappoint Trustee Niswonger to a two-year term as Chair and reappoint Trustee Golden to a two-year term as Vice Chair. Furthermore, he recommended that the composition of the committees Trustees sat in earlier in the day continue.

Trustee Wolfe moved to adopt the appointments and committee membership. It was seconded by Trustee Ramsey and unanimously approved by the Board.

#### **XIX. Other Business**

No other business was brought before the Board of Trustees.

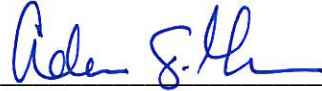
#### **XX. Executive Session**

The Board of Trustees did not convene in executive session.

**XXI. Adjournment**

Trustee Ramsey made a motion to adjourn the meeting at 3:15 p.m.

Respectfully submitted,



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Adam Green  
Secretary of the Board of Trustees

Approved by the Board of Trustees at its November 15, 2019 meeting.