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### 2020 September 18 – Board of Trustees Agenda and Minutes

East Tennessee State University

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EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
SEPTEMBER 2020 MEETING

10:00 a.m. - 12:30 p.m. ET  
Friday  
September 18, 2020

Telephonic Meeting

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. Public Comments
- IV. [Consent Agenda \(5 minutes\)](#)..... Tab 1
  - A. [Minutes from the July 17, 2020 Board of Trustee Meeting](#)
  - B. [Minutes from the April 24, 2020 Audit Committee Meeting](#)
  - C. [ETSU Mission Profile](#)
- V. [Approval Amendments to the Bylaws](#) ..... Tab 2
- VI. Audit Committee (5 minutes)
  - A. [Approval of Audit Plan for 2020-21](#) ..... Tab 3
- VII. Academic, Research, and Student Success Committee (30 minutes)
  - A. [Tenure Appointment with Rank of Professor in the Department of Audiology and Speech Language Pathology for Dr. Bess Sirmon-Taylor](#) ..... Tab 4
  - B. [Academic Action Notifications for the Period of January 1, 2020 through July 31, 2020](#)..... Tab 5
  - C. [Equity and Inclusion Strategic Action Plan](#) ..... Tab 6
- VIII. Finance and Administration Committee (30 minutes)
  - A. [Out of State Enrollment Strategy](#) ..... Tab 7
  - B. [Quarterly Reports of Agreements \\$250,000 or Greater](#) ..... Tab 8
- IX. President’s Report (45 minutes)
- X. [Selection of Audit Committee Chair](#).....Tab 9
- XI. [Selection of Board Vice Chair](#) .....Tab 10
- XII. [Selection of Executive Committee Member](#) .....Tab 11
- XIII. [Resolution of Appreciation for Mr. David Golden](#).....Tab 12

- XIV. Other Business
- XV. Executive Session
  - A. Discuss pending legal action (if necessary)
- XVI. Adjournment

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: September 18, 2020

ITEM: Consent Agenda

RECOMMENDED ACTION: Approve

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.**

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

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 18, 2020

ITEM: Approval of Minutes from July 17, 2020

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green  
Secretary

The minutes of the July 17, 2020 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 July 17, 2020 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

July 17, 2020  
Johnson City, Tennessee

A special called meeting of the East Tennessee State University Board of Trustees was held at 1 p.m. on Friday, July 17 via teleconference call due to extraordinary circumstances surrounding the COVID-19 outbreak. The meeting was livestreamed to allow individuals to attend remotely.

**I. Call to Order**

Chair Scott Niswonger called the meeting to order at 1 p.m.

In his opening remarks, Chair Niswonger applauded the virtual Commencement Ceremony held May 9. A global pandemic has not prevented ETSU from continuing its teaching, research, and public service initiatives. He highlighted several major announcements since the last meeting:

- The launching of the Strong BRAIN Institute;
- A national education ranking of online nurse practitioner and radiologic sciences programs;
- Through the Department of Media and Communication, ETSU became the first university in the nation to earn accreditation from the Digital Marketing Institute; and
- Dr. Michael Meit was selected to lead research and programming for the Center for Rural Health Research.

Chair Niswonger expressed pride for the way ETSU has been responsive to the tensions across the nation regarding racial injustice. He concluded his remarks by thanking Vice Chairman David Golden for his service as he is stepping away from his role with the Board of Trustees. During the next quarterly meeting, Vice Chairman Golden will be recognized with a resolution and a formal action will be taken to select a new Vice Chair for the Board of Trustees.

**II. Roll Call**

Secretary Green provided special instructions for telephonic meetings. Because Trustees participated via Zoom, votes were taken by roll call. In accordance with Tennessee Code § 8-44-108 section (c) (3), Secretary Green asked Trustees two questions. First, he asked each Trustee if he or she could clearly hear and participate in the meeting, and second, if any other persons were present in the room. All Trustees answered yes and that they were alone.

The following Trustees were present:

Janet Ayers  
Virginia Foley  
Linda Latimer  
Scott Niswonger  
Austin Ramsey  
Ron Ramsey  
Kelly Wolfe

Secretary Green said he did not detect a physical quorum present; however, a quorum existed by the inclusion of members participating by electronic means. He explained that in accordance with Tennessee Code § 8-44-108 section (b) (2), the meeting was necessary for the following reasons:

- Business critical decisions for the operations of the institution are slated for this meeting such as the modifications of the fall 2020 academic calendar, as well as budget planning among other items;
- Due to the COVID-19 virus outbreak and subsequent recommendations from the Centers for Disease Control and Prevention as well as Governor Bill Lee, social distancing measures and a limit on group gatherings are being observed.

Secretary Green said that for these reasons, he contended that participation by a quorum of the Board members by electronic or other means of communication is necessary. He then asked Chairman Niswonger for a motion and a roll call vote for a determination on the necessity of holding this meeting. Trustee Latimer made a motion, followed by a second from Trustee Foley. All Trustees provided affirmative votes that the meeting had a necessity to proceed.

**III. Approval of the Minutes from April 24, 2020 Quarterly Meeting**

Trustee Foley made a motion to accept the minutes which was seconded by Trustee Ayers and unanimously approved by roll call vote.

**IV. Student Trustee Selection**

President Noland presented a motion to accept the nomination of Mr. Austin Ramsey to serve as the Student Trustee for the 2020-21 academic year. Trustee Wolfe seconded the motion and the nomination was accepted.

**V. Academic, Research, and Student Success Committee**

**A. Revised 2020-21 Academic Calendar**

Dr. Wilsie Bishop presented proposed changes to the academic calendar developed out of concern for the health and safety of students, faculty, and staff. Details of the proposed changes were included in the meeting materials (pg. 12), however, Dr. Bishop affirmed that the revised calendar still honors the start and stop dates of the fall 2020 semester, which will not be shortened. Fall break (two days) would move to the week of Thanksgiving, thereby extending the holiday break to five days. Observance of the Labor Day and Veterans Day holidays would be forgone, creating

additional instructional days. Students would not return for on-ground courses after Thanksgiving, and all instruction, including final exams, would be completed remotely. The Gatton College of Pharmacy would alter its start date slightly, but follow the proposed calendar in September. Quillen College of Medicine will maintain its regular schedule. She said the proposed calendar is consistent with the other LGI's.

Trustee Foley seconded the motion provided in the meeting materials to approve the alterations to the academic calendar for 2020-21. Following a roll call vote, the revised academic calendar was adopted.

### **B. Emergency Rule – Title IX**

Dr. Mark Fulks provided an overview of the Emergency Rule, which dictates how institutions of higher education handle sexual harassment and sexual assault on campus. The Title IX update was released in May and the U.S. Department of Education determined the deadline for implementation is Aug. 14, 2020. Implementation of the Emergency Rule ensures compliance with Title IX regulations, he noted. Upon approval by the Board of Trustees, a full rulemaking process will be required for adoption of the permanent rule and will involve a comment period and hearing. Major changes are noted in the meeting materials, one of which is the adoption of “clear and convincing evidence” rather than the preponderance of evidence that was previously required.

Another major change outlined in the rule is colleges are no longer required to designate most members of campus as “mandatory reporters” of information learned about sexual harassment or discrimination. There are also changes to a single-investigator model and a narrower definition of harassment. Additionally, the rule changes the manner that off-campus incidents will be handled – through the student conduct process rather than Title IX process. In hearings, students are entitled to have an adviser and there is a formal cross-examination process, making the hearing a bit more legalistic, Dr. Fulks said. Hearings can also be held by video conference.

The proposed Emergency Rule was prepared collaboratively with legal counsel from the LGI's.

Chair Niswonger seconded the motion provided in the meeting materials to adopt the Title IX Emergency Rule, which was approved following a roll call vote.

### **C. Opening Strategy Update**

President Brian Noland directed Trustees to a matrix providing a Summary of ETSU Actions and Strategies (pg. 62) framed by the Future Operations Workgroup Report (pg. 33) in the meeting materials.

Dr. David Linville, chair of the Future Operations Workgroup, said the report provides a framework to adapt university operations based on the status of the



pandemic. The report follows some guiding principles, but does not over complicate the processes by providing four stages of operations. The summary following the report outlines how people are following the plan, making modifications as needed, and ensuring continuity of instruction, research, and service. The university is currently operating in stage 2 with the possibility of moving to stage 3 this fall.

President Noland then addressed the summary provided in the meeting materials. He is reminding students, faculty, and staff that patience, grace, and more patience are required as we move through an ever-changing landscape and prepare for the fall semester. Many people have asked about a “line in the sand” that dictates when operations would move from one stage to another. The Future Operations Workgroup Report provides latitude and flexibility. While research labs have reopened, ETSU is still working from a primarily remote structure with summer courses being taught online. Face coverings will be required for individuals returning to campus and several proposals are being considered for a face coverings policy that should be finalized in early August, he said.

A series of operational teams have been tasked with leading facilities (led by Mr. Jeremy Ross) and health (led by Dr. Bill Block) to address needs and help to implement and enforce safety protocols (pg. 62 of meeting materials). ETSU has ordered 10,000 face masks for students and 4,000 COVID-19 tests have arrived, President Noland added. The response team is going to each classroom in every building to determine physical distancing protocols and the Division of Student Life and Enrollment has developed detailed Housing and Food Service plans. The overall landscape remains very fluid as we put these plans into place, including determining course formats, he said. The bulk of fall course will likely either be online or on-ground with remote options.

Trustee Foley said she is confident the university is working through plans to finalize a policy on face coverings, and she noted that faculty have expressed concerns about enforcing the wearing of face masks.

## **VI. Budget Update**

President Noland presented an overview of the final report submitted by the Strategic Options Workgroup (pg. 72). COVID-19 is greatly impacting higher education funding and jobs. The bulk of ETSU’s revenue is determined by enrollment, which is extremely dynamic (slide No. 6). The enrollment projection for fall is currently down 416, which includes loss of 170 from the freshman class. Many students and families are waiting to see what the fall will entail and some are taking a gap year and deferring enrollment. International enrollment could drop as much as 25%, he said.

In terms of budget, state allocations are predicated on performance in the THEC outcomes formula and ETSU had the top performance this year. The information being relayed from the state is much different now than it was in May when THEC directed institutions to remove 12% of its overall state appropriation. Then, in June,

Gov. Lee announced that higher education would be held harmless. President Noland expressed much appreciation and said ETSU is in a much better place financially than institutions in other states facing drastic cuts. When the Board met in April, Trustees approved the 2020-21 budget and did not increase tuition or fees. President Noland said this action “blazed the trail” for other institutions in the state to hold fees flat as well and played a crucial role in Gov. Lee’s decision to not cut state appropriations. The budget approved in April included additional investments in reserves and salary enhancements, however, the landscape has changed significantly, he explained. The bulk of revenue comes from non-state sources and is invested in teaching, research, and service – an investment in people.

The Strategic Options Workgroup (chaired by Dr. Mike Hoff and Mr. Jeremy Ross) was charged to provide budget scenarios and options for consideration. Because the university is expected to have a revenue shortfall from enrollment, the workgroup recommends reducing the budget by nearly \$8.3 million – based on a decline of 500 students among other factors: (slide No. 27):

- Post-Employment Benefits (OPEB)
- Tenure and Promotion Adjustments
- College of Arts and Sciences budget deficit
- Removing salary pool (transferring to contingency fund)
- Implementation of phased reopening plans

Trustees will vote on a revised budget in October, he explained. In the proposed budget scenarios, items listed in red are the level of reductions in each unit (slide No. 28). Administrative units will see 5.3% reductions and academic units and athletics will take 4.3% reductions.

A Voluntary Retirement Incentive Program was enacted for faculty and staff, and the purchase of goods and services has been restricted as well as travel. These savings strategies are in place with the goal to protect employment of those who call ETSU home, President Noland said.

## **VII. President’s Report**

In his report, President Noland told Trustees about a recent tabletop exercise related to the COVID-19 pandemic led by TEMA.

A review of organizational structure continues to ensure that the university is positioned to meet strategic planning objectives. Over the course of the spring semester, Dr. Bishop has led efforts to integrate the functions of the Provost Office to unify academics and health sciences under one roof, and continue her review of college alignment. On July 1, the School of Continuing Studies merged with the School of Graduate Studies to form the College of Graduate and Continuing Studies (Dr. Sharon McGee serving as dean). Dr. David Linville has assumed administrative

oversight of off campus centers, and these actions address both academic and fiscal efficiencies.

The COVID-19 pandemic could continue to interrupt athletics, and the SoCon will convene in late July to discuss possible changes to the fall schedule. Men and Women's basketball programs are on campus practicing with safety measures in place, he said. ETSU Health provided COVID-19 screenings for athletes upon their arrival to campus. Athletic Director Scott Carter wants to do everything possible to continue offering scholarship athletic programs. There are no requests to cut athletic programs at this time, President Noland stated.

He also reported that the endowment is slightly higher than it was in March before the COVID-19 pandemic caused financial disruptions. ETSU has a new Executive Director of the Alumni Association, Whitney Calhoun Goetz.

For the last 8-9 years, ETSU has had a presence at the Kingsport Higher Education Center. The bulk of academic work has transferred from there to the Allandale campus because of the size, flexibility, and the needs of ETSU's nursing program. Dr. Linville will work with Northeast State President Dr. Bethany Flora to help frame new academic programs and vision for engagement in downtown Kingsport, President Noland noted.

Earlier in the month, President Noland said he approved Dr. Bishop's recommendation to close the Child Study Center. The CDC and Tennessee Department of Health guidelines to safely open during the COVID-19 pandemic makes it difficult for entities to operate. In order to meet the needs of University School and the needs of students who rely on childcare through Little Bucs the decision was made to close. Post-COVID, a group will come together to look at childcare needs across campus, he said.

There is a great sense of apprehension around the enforcement of a face covering requirement. Instead of taking a hard line approach, he suggested a public awareness campaign focused on being a good neighbor. To support this outcome, Dr. Randy Wykoff, Dean of the College of Public Health, has created a number of informational and educational videos regarding the importance of face coverings in the fight against COVID-19. One of the videos was shared with the board during the meeting.

The president closed his remarks to the Trustees with an overview of the strategic planning and visioning work of the Committee for 125 that occurred in 2012-13. There is a desire and energy to bring the campus together under the Board's leadership to frame a vision post-COVID to affirm and expand ETSU's teaching, research, and service mission, and the president noted that he would provide an

update on the continued development of these efforts at the next quarterly meeting of the Board of Trustees.

**VIII. Other Business**

No other business was brought before the ETSU Board of Trustees.

**IX. Adjournment**

The meeting adjourned at 2:35 p.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 18, 2020

ITEM: Approval of Minutes from April 24, 2020

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green  
Secretary

The minutes of the April 24, 2020 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 24, 2020 meeting of the Audit Committee 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  
AUDIT COMMITTEE

MINUTES

April 24, 2020  
Johnson City, Tennessee

The ETSU Board of Trustees Audit Committee met at 8:30 a.m. on Friday, April 24, 2020 during a virtual meeting held on Zoom that was livestreamed.

**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 8:31 a.m.

**II. Roll Call**

Board of Trustees Secretary Adam Green explained that before roll call could be taken, he needed to present a series of questions to the committee members, and that due to the trustees participating remotely, all votes taken must be done so by roll call. Trustees Golden, Grisham, and Niswonger indicated that they could hear clearly and that there was no one present in the room with them. Committee members present were: David Golden, Dorothy Grisham, and Board Chair Scott Niswonger. Other Trustees present were Virginia Foley, Linda Latimer, and Cristopher Santana. Additional trustees joined the meeting later. In accordance with Tennessee Code § 8-44-108 Section (b) (2), Green stated that this was a regularly scheduled quarterly meeting of the Audit Committee, that the committee business is critical to the operations of the university, and in light of the COVID-19 virus outbreak and the statewide recommendations as well as those from the Centers for Disease Control and Prevention, social distancing measures and a limit on groups that gather are being observed. Green requested a roll call vote to determine the necessity of holding the meeting.

A motion was made by Trustee Grisham and seconded by Trustee Niswonger. A roll call vote was taken and the motion passed unanimously.

**III. Approval of the Committee Minutes from February 21, 2020**

The minutes from the February 2020 meeting were reviewed. Trustee Niswonger moved for them approved and Trustee Grisham seconded the motion. A roll call vote was taken, and the motion was approved unanimously.

**IV. Annual Review of Charters**

Rebecca Lewis, Chief Audit Executive for ETSU, presented a copy of the most recent Audit Committee charter that was approved by the Board of Trustees. This charter was approved by the Comptroller of the Treasury in September 2017. The most

recent Internal Audit charter was also presented that was approved by the Board of Trustees in April 2018. Ms. Lewis stated her office had reviewed both charters and did not identify any necessary corrections or additions.

**V. Annual Review of Policies**

Ms. Lewis referenced three policies that were included in the Audit Committee materials. The committee is required to review these each year. Two of those policies – ETSU’s Internal Audit Policy and the Reporting Fraud, Waste and Abuse Policy – have been reviewed by her office and no changes or additions were recommended. A committee has developed a draft of a Conflict of Interest Policy which, once finalized and approved, will replace the current policy that is under the Tennessee Board of Regents.

Ms. Lewis also noted that the Audit Committee is required to review the institution’s Code of Conduct. Prior to the FOCUS Act, neither ETSU nor TBR had such a policy. A meeting is scheduled with the appropriate university representatives to work on this policy. Chairman Golden asked if a timeline should be requested by the committee for the Conflict of Interest and Code of Conduct policies to be finalized. President Noland noted that the employee who was working on ETSU policies left the university to take a job in North Carolina and that these two policies will be finalized by the next Audit Committee meeting.

**VI. Revisions to the FY 2019-2020 Audit Plan**

Ms. Lewis reported that an audit was requested by the Dean of the ETSU Clemmer College to make recommendations to improve operations within the Center of Excellence in Math and Science Education. This center is a collaboration between the College of Arts and Sciences and the Clemmer College. Plans are in place to add the College of Business and Technology to the center.

In addition, Martha Burge from the ETSU Internal Audit team has been asked to serve on a Quality Assurance Review (QAR) for Georgia Southern. Chairman Golden noted this was an excellent opportunity for an ETSU staff member to be part of a QAR at another university.

**VII. Audit Work Performed February 2020 – March 2020**

According to Ms. Lewis, her office issued reports for three audits and one investigation during the February 1 – March 31, 2020 timeframe. Two of these audits – Women’s Soccer Expenditures and NACHA – had minimal or no issues. NACHA is an annual audit required by the bank and addresses web-based transactions.

A timekeeping audit for the Honors College, which was the third audit performed, found that a non-exempt employee was working an excessive amount of unapproved overtime. The overtime was based on the need of the employee rather than the need of the university. The audit also found that the employee did not always accurately record hours worked and leave taken. Management is now requiring written approval

be obtained for all overtime. The discrepancies noted in the audit will be submitted to Payroll for correction.

The investigation completed was within the Department of Internal Medicine. Ms. Lewis' office was contact by ETSU's Office of Research and Sponsored Programs Administration (ORSPA) with concerns related to a professor's NIH grants and this person's failure to report a relationship with foreign institutions. The issue identified related to insufficient and non-disclosure of other financial support, over-commitment of time, and inappropriate use of grant funds. ORSPA has begun putting controls and procedures in place and will continue to implement controls to help ensure adherence to NIH and university policies. Ms. Lewis noted that the ETSU ORSPA self-reported the matter to NIH. ETSU Internal Audit issued a report on March 24.

A copy of the Audit Heat Map was presented to the committee.

**VIII. Recommendation Log Status as of March 31, 2020**

The Recommendation Log was presented and reflected that follow-up reviews have been performed since the last Audit Committee meeting.

**IX. Review of Audited Financial Statements from the Comptroller of the Treasury**

The Tennessee Comptroller of the Treasury Division of State Audit issued a final audit report of ETSU's financial statements for fiscal year ending June 30, 2019. The report indicated no findings or modified opinions. Chairman Golden congratulated Dr. Noland and his team on this excellent report.

No other business items were noted. The committee meeting adjourned at 8:57 a.m. and went into executive session.



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 18, 2020

ITEM: Approval of ETSU Mission Profile

RECOMMENDED ACTION: Approve

PRESENTED BY: Mike Hoff  
Associate Vice President Planning and Decision Support &  
Chief Planning Officer

Per the requirements of the FOCUS Act, each institution is required to submit annually to the Tennessee Higher Education Commission a Mission Profile that has been reviewed and approved by the institutions Board of Trustees. Presented for your approval is the proposed revised East Tennessee State University Mission Profile. This version was reviewed by the University Council of East Tennessee State University and approved with the bolded changes at their February 2020 meeting. The only changes are those in bold text below, these phrases were added at the recommendation of the University Council.

*“East Tennessee State University is a traditionally selective institution located in Johnson City. Undergraduate students represent approximately 78 percent of headcount enrollment; students in graduate and professional programs constitute the remaining 22 percent, a result of programmatic growth and responsiveness to community and workforce needs. The university educates significant numbers of low-income students, **first-generation students**, adult students, and students pursuing degrees in the basic and clinical health sciences. ETSU awards degrees in over one hundred baccalaureate, masters and doctoral programs, including distinctive interdisciplinary programs. An emphasis on the clinical and health sciences, with respect to doctoral and professional programs **supporting research and clinical service delivery**, is a distinctive feature of the university. ETSU's enrollment profile displays a clear focus on Tennessee and Southern Appalachia. The university is especially committed to serving rural populations throughout the region and around the world; it does this through a commitment to teaching, research, and service that supports the needs of Tennessee and Southern Appalachia first then sharing that knowledge to improve outcomes in similar communities around the world. ETSU is an R2 Research University according to the Carnegie Foundation classification (Doctoral University: High Research Activity). Additionally, ETSU has a Carnegie Undergraduate Program classification of "Professions plus arts & sciences, high graduate coexistence" and a Graduate Program classification of "Research Doctoral: Professional – dominant.”*

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

**RESOLVED: The Board of Trustees for submission to the Tennessee Higher Education Commission approves the Institutional Mission Profile for East Tennessee State University.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 18, 2020

ITEM: Amendment to the Bylaws

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green  
Secretary

Two proposed changes to the Board of Trustee Bylaws outlined below are being presented to the Board for consideration.

1. The addition of language to account for extraordinary circumstances such as those surrounding COVID-19 that might prevent the Board's committees from meeting four times annually.
  - a. Article III, Section 1, C – **Required Meetings of Standing Committees**  
The Executive Committee shall meet as often as necessary to carry out its responsibilities. All other standing committees shall meet at least four times annually. **In the event that circumstances beyond the control of the Board arise during a year which prevent the standing committees from meeting, the standing committee meetings requirement is waived.**
2. Adjusting alignment of the Executive Committee structure to allow for the Board to vote on its membership.
  - a. Article III, Section 3, A – **Executive Committee**  
The Executive Committee shall be composed of the Board Chair, Vice Chair, and **Chair of the Academic, Research and Student Success Committee a third Board member that shall be elected by the Board to serve for two years, beginning July 1 of the year elected. In the event of a vacancy before expiration of the term, a successor shall be elected to fill the unexpired term at the next meeting of the Board following creation of the vacancy.**

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

**RESOLVED: The Board of Trustees adopts the amended Board bylaws as provided in the meeting materials.**

# Bylaws of East Tennessee State University

Adopted March 24, 2017

**Proposed Revisions: September 18, 2020**

## Article I

### SECTION 1.

#### Full Authority Vested in Board of Trustees

The Board of Trustees (“Board”), which is the governing body of East Tennessee State University, has the powers set forth in T.C.A. § 49-8-203 et seq. Consistent with state law, the Board shall have full and complete control over its organization and administration, also over its constituent parts and its financial affairs. All Trustees (except the non-voting student trustee) shall have a vote on matters coming before the Board, or before any committee thereof of which they are members.

A. The East Tennessee State University (“University”) is a public university established by the laws of the State of Tennessee. The University is governed by its local governing Board as established by T.C.A. § 49-8-101.

B. The Board of the University is vested with the power and authority to govern the University and to exercise all powers and authority as set forth in T.C.A. § 49-8-101 et seq. and the laws of the State of Tennessee.

### SECTION 2.

#### Responsibilities of the Board

The Board is committed to the welfare, safety, and conduct of the students, faculty, and staff at all campuses and facilities of East Tennessee State University and is dedicated to the maintenance of an environment which preserves conditions conducive to the normal education processes and to the welfare and safety of all.

The Board shall:

- A. Establish policies controlling the scope of the educational opportunities to be offered by the University and also policies determining its operation; however, the planning and development of curricula shall be the function of the faculty;
- B. Have full authority to determine and to control the activities and policies of all organizations and activities that bear, or that may be carried under, the name of the University;
- C. Review and approve the mission of the University;
- D. Direct any matters of administration of executive action exclusively through the President of the University;
- E. Control the election and removal of the chief executive officer (“President”) of the University and the fixing of his/her compensation. The Board shall also approve the

compensation of the faculty and of all other employees the Board may deem necessary for the proper operation and management of the University;

- F. Grant tenure and/or promotion to eligible members of the faculty upon the positive recommendation of the President;
- G. Prescribe admission, progression, and retention requirements for the University and particular programs of instruction;
- H. Approve the academic calendar;
- I. Approve guidelines governing the administration's submission of a proposed annual operating budget and appropriations request to state agencies and officials;
- J. Approve the University's proposed capital outlay budgets and requests for capital outlay appropriations prior to their submission to other state agencies and officials;
- K. Approve the final operating and capital outlay budgets for the next fiscal year after the General Assembly has enacted annual appropriations for the University;
- L. Carry out all further powers set forth in Tennessee Code Annotated § 49-8-203; and
- M. Delegate and provide for the further delegation of any and all powers and duties, subject to limitations expressly set forth in law. Such delegations shall be in writing.

### **SECTION 3.**

#### **Membership.**

##### **Members**

- A. The composition of the membership of the Board, the terms of office, and the conditions of membership are as provided in T.C.A. § 49-8-201 et seq., as amended, and are incorporated by reference into these bylaws as if fully set forth herein, including all future amendments thereto.
- B. Any vacancy occurring by death, resignation, or by reason of expiration of a Trustee's term shall be filled as outlined in T.C.A. § 49-8-201(f)(5).
- C. Except as limited by conflicts of interest and or ethical considerations, individual Trustees of the Board enjoy equally with all other Trustees:
  - a. the right to vote (with the exception of the non-voting student Trustee),
  - b. the right to participate fully in all considerations before the Board,
  - c. the right to enter motions and to submit recommendations, and
  - d. all rights and privileges afforded the Board by law and regulation when sitting in deliberative session.
- D. As individuals, Trustees shall not speak for the Board unless so specifically authorized by the Board.
- E. Each Trustee shall endeavor to keep informed as to the work of the University and its campuses, colleges, schools, departments and activities, both educational and business.
- F. Trustees shall not use the authority, title, prestige, or other attribute of the office for personal benefit or gain for themselves or for any relative including consideration, treatment, or favor for any person beyond that which is generally available. Trustees are specifically prohibited by law from procuring, or being a party in any way to procuring, the appointment of a relative to a position of trust or profit connected with the University.

Trustees are prohibited from knowingly accepting any gift, favor, or gratuity from any person or entity, including another Trustee that might affect or have the appearance of affecting a Trustee's judgment in the impartial performance of the duties of the office (T.C.A. § 49-9-207).

- G. As provided for Board policy, if a contested case hearing results in a finding that an appointed Trustee materially violated the Code of Ethics, the Board may remove the Trustee from the Board by a two-thirds vote of the Board at a regular or called meeting. Upon removal, the position shall be considered vacant, and the vacancy shall be filled as provided by law (T.C.A. § 49-8-204).

## **SECTION 4.**

### **Officers of the Board**

The officers of the Board shall be a Chair and Vice Chair.

- A. Consistent with T.C.A. § 49-8-201(f)(8), the Chair and Vice Chair shall be Trustees of the Board and shall be elected by the Board to serve for two years, beginning July 1 of the year elected. In the event of a vacancy before expiration of the term, a successor shall be elected to fill the unexpired term at the next meeting of the Board following creation of the vacancy. The Chair shall 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.
- B. The Chair shall preside when present at meetings of the Board and shall perform the duties as prescribed by the Board and these bylaws.
- C. In the absence of the Chair, the Vice Chair shall preside at meetings of the Board and otherwise perform the duties of the Chair.
- D. In the absence of the Chair and the Vice Chair, the Chair shall designate an acting Chair to preside.
- E. The Chair and the Vice Chair serve at the pleasure of the Board. Either may be removed from office by a three-fourths (3/4) vote of the entire Board.
- F. The President of the University may not serve as a presiding officer of the Board.

## **SECTION 5.**

### **Board Secretary**

The President shall name the Secretary of the corporate legal entity known as East Tennessee State University and appoint staff to support the function of the Secretary and the Board.

The Secretary of the University shall perform the following duties related to the business of the Board:

- A. Assist the President and the Chair in preparing an agenda for each meeting of the Board and of the Executive Committee, in accordance with the provisions of Article II, Section 7;

- B. Record all calls for meetings of the Board and of the Executive Committee, and notify all Trustees of all meetings of the Board and of the Executive Committee in accordance with the provisions of Article II, Sections 5 and 6;
- C. Attend all meetings of the Board and of the Executive Committee, take and preserve the minutes of those meetings, and send a copy of the minutes to all Trustees;
- D. Advise the Board on parliamentary rules;
- E. Notify the members all special committees created by the Board of their appointment as well as all other board members;
- F. Maintain a current set of the Bylaws of the University and a record of all Bylaw amendments;
- G. Maintain a record of the dates of Trustee appointments and the dates of the expiration of their terms of office;
- H. Maintain a copy of any written report made by the committees of the Board;
- I. Maintain all records pertaining to the business of the Board, except as otherwise provided;
- J. Assist the President in seeing that all orders and resolutions of the Board and of the Executive Committee are made effective; and
- K. Perform such other duties as may be directed by the Board, the Chair, the Vice Chair, the Executive Committee, or the President; and assist the Board, its officers, and committees in discharging their duties. The Secretary may appoint one or more assistant secretaries to assist in performing the duties of the office. In the absence of the Secretary and an assistant secretary from any meeting of the Board or of the Executive Committee, the Board or the Executive Committee may appoint a secretary pro tempore, who shall be charged with the duty of taking the minutes of the meeting and sending a copy to all Trustees.

In addition to the Board-related duties prescribed in Articles I and II, the duties of the Secretary shall include the following and similar duties related to the legal and corporate status of the University:

- A. Attest all instruments of legal obligation requiring the Seal of the University and affix thereto the Seal, of which the Secretary shall be the custodian.
- B. Countersign, by facsimile signature, all diplomas and certificates granted by the University. The Secretary shall also perform such specific duties as may be prescribed or assigned from time to time by the President, the Board, or any standing or special committee of the Board.

## **Article II**

### **SECTION 1.**

#### **Four Regular Meetings Annually**

The Board shall hold at least four (4) regular meetings annually. Meetings may be held at any location in Tennessee.

### **SECTION 2.**

#### **Special Meetings**

Special meetings of the Board as may be necessary may be called

- A. by its Chair,
- B. by its Vice Chair,
- C. by the President of the University, or
- D. by the Secretary upon the written request of three (3) or more Trustees.

### **SECTION 3.**

#### **Quorum**

Five (5) members of the Board shall constitute a quorum. The action of a majority of Trustees voting at any meeting shall be the action of the Board, except as may be otherwise provided by these Bylaws.

### **SECTION 4.**

#### **Adjournment**

The Board may adjourn any regular or special meeting to any date that it may set for such adjournment. Any regular or special meeting of the Board, if a quorum is not present, may be adjourned by the members attending until a quorum shall be present. If the meeting agenda does not include items for action or on which a vote may be taken, the meeting may continue even without a sufficient quorum for voting.

### **SECTION 5.**

#### **Notice of Regular Meetings**

At least five (5) days' written notice of the regular meetings of the Board shall be sent by the Secretary to all Trustees. Notice of regular meetings shall be promulgated in accordance with the Tennessee Open Meetings Act (T.C.A. § 8-44-101 et seq.).

### **SECTION 6.**

#### **Notice of Special Meetings**



Special meetings of the Board may be called on less than five (5) days' notice and, if urgent, by telephone, facsimile transmission, electronic mail, or by other electronic means to each Trustee, who must be advised of the purpose or purposes of the meeting.

## **SECTION 7.**

### **Agenda**

An agenda for every meeting of the Board shall be prepared by the Chair and the President, with the assistance of the Secretary. The agenda shall list in outline form each matter to be considered at the meeting. When feasible, a copy of the agenda shall accompany the notice of the meeting, but when not feasible, a copy shall be provided to the Trustees before the meeting date. Matters not appearing on the agenda of a regular meeting, or regular in the call for a special meeting, may be considered only upon an affirmative vote which shall represent a majority of the Board present.

Notwithstanding any provision in these Bylaws to the contrary, after consulting with the appropriate committee chair and the President, the Chair of the Board may designate agenda items for deliberation and action at the full Board meeting without prior review and recommendation of a committee. In that event, the Chair shall relinquish the chair of the meeting to the appropriate committee chair for the duration of the Board's deliberation and action on the designated item(s).

## **SECTION 8.**

### **Consent Agenda**

The Chair of the Board, in consultation with the President, the Secretary, or committee chair, as appropriate, may designate items to be approved, or received for information, by unanimous consent of the Board. Only items that are routine in nature or noncontroversial shall be designated for unanimous consent; provided, however, that any item unanimously approved by a committee may be designated by the Chair, in consultation with the President, the Secretary, or committee chair, as appropriate, for unanimous consent at the full Board meeting. The following are examples of items that will routinely be designated for unanimous consent on both the committee agenda and the full Board agenda: approval of minutes, approval of signatory authority for bank and investment accounts; sale of gift property at or above the appraised value; grant of easements and rights-of-way; ratification of quasi-endowments; and authorization to confer degrees.

Items designated for unanimous consent shall be separately identified on the Board agenda as a consent agenda and shall be voted on by a single motion. Full information about each item on the consent agenda shall be provided to the Board in advance of the meeting. 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.

## **SECTION 9.**

### **Meetings Open to the Public**

Meetings of the Board shall be open to the public except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act (T.C.A. § 8-44-101 et seq.).

## **Article III**

### **SECTION 1.**

#### **A. Standing Committees**

The standing committees of the Board shall be the Academic, Research, and Student Success Committee, Audit Committee, Finance and Administration Committee, and Executive Committee.

#### **B. Special Committees**

In addition to the standing committees, the Chair or Vice Chair of the Board may appoint special committees for specific assignments. The chair of any special committee shall be designated at the time of appointment.

#### **C. Required Meetings of Standing Committees**

The Executive Committee shall meet as often as necessary to carry out its responsibilities. All other standing committees shall meet at least four times annually. **In the event that circumstances beyond the control of the Board arise during a year which prevent the standing committees from meeting, the standing committee meetings requirement is waived.**

#### **D. Call**

A meeting of any standing or special committee may be called by the Chair of the Board, the Vice Chair of the Board, the President, the committee chair, or by the Secretary upon the written request of two members of the committee.

#### **E. Notice**

Notice of all standing and special committee meetings, including the purpose of the meeting, shall be given to all committee members. Notice of meetings of the Executive Committee, including the purpose of the meeting, shall be given to all members of the Board. Notice may be delivered by regular mail, electronic mail, or other electronic method. At least five (5) days' notice shall be given when feasible, but less notice may be given when there is a need for urgent action by the committee. If written notice is not feasible, by reason of urgency or other exigent circumstance, notice may be given by other communication method.

#### **F. Agenda**

An agenda shall accompany the notice of every meeting of a standing or special committee when feasible, but when not feasible, the notice shall state the purpose or

purposes for which the meeting is called. The agenda shall list in outline form each matter to be considered at the meeting. Matters not set forth on the agenda or in the notice shall be considered only upon an affirmative vote of a majority of the entire committee.

#### **G. Consent Agenda**

In accordance with Article II, Section 8, of the Bylaws, items may be designated by the Chair of the Board, in consultation with the President, the Secretary, and the committee chair, for a consent agenda of the Board. Consent agenda items shall be separately identified on the committee agenda, and before calling for a motion to approve, the committee chair shall ask if any member of the committee wants to remove an item from the consent agenda. 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.

1. If any committee member asks that an item be removed from the consent agenda, the item will be separately considered and voted on by the committee. If the item is approved by the committee, it will be placed on the consent agenda for the full Board meeting.
2. If there is no request to remove an item from the consent agenda, the consent agenda shall be voted on by a single motion, and if the motion carries, all items will go forward to the consent agenda of the full Board meeting.

#### **H. Quorum**

A majority of the Trustees of each standing or special committee shall constitute a quorum. In the absence of a quorum, those attending may adjourn the meeting until a quorum is present.

#### **I. Open Meetings**

Meetings of standing committees, and meetings of special committees authorized to make decisions for or recommendations to the Board, shall be open to the public except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act (T.C.A. § 8-44-101 et seq.).

#### **J. Minutes**

Minutes shall be made of meetings of all standing committees and special committees authorized to make decisions for or recommendations to the Board, and the minutes shall be provided to all members of the committee. In accordance with Article I, Section 5(c) of these bylaws, minutes of the Executive Committee shall be provided to all Trustees.

## SECTION 2.

### Composition of Standing Committees

- A. Except as otherwise provided in these Bylaws, the voting members of the standing committees shall be members of the Board appointed by the Board upon the recommendation of the Chair of the Board. Each standing committee shall be composed of no less than two members of the Board.
- B. Committee appointments 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. 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 these 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 appoint a Trustee to fill the remainder of the term, upon the recommendation of the Chair.
- C. 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.

## SECTION 3.

### Executive Committee

- A. The Executive Committee shall be composed of the Board Chair, Vice Chair, and ~~Chair of the Academic, Research and Student Success Committee~~ **a third Board member that shall be elected by the Board to serve for two years, beginning July 1 of the year elected. In the event of a vacancy before expiration of the term, a successor shall be elected to fill the unexpired term at the next meeting of the Board following creation of the vacancy.**
- B. The Executive Committee shall have power to approve the condemnation or purchase of properties when necessary between meetings of the Board; to approve conveyance of the University's interest in real property by sales in fee, easements, or rights of way when necessary between meetings of the Board; and to approve 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, when necessary between meetings of the Board.
- C. The committee 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. Before undertaking to act for the Board on such a matter, the committee must make a determination of necessity, and the facts and circumstances on which the determination is based must be reflected in the minutes of the meeting.

- D. The committee shall recommend to the Board the initial compensation of the President. The committee shall review the President's compensation annually, taking into consideration the results of the President's annual performance review, and may recommend to the Board adjustments in the President's compensation.
- E. The committee shall recommend to the Board the University's compensation plan and any benefit programs requiring Board approval.
- F. The Executive Committee shall also have the following responsibilities:
  - 1. Periodically review the Bylaws and recommend needed amendments;
  - 2. Recommend to the Board an effective committee structure and ensure each standing committee develops a charter for approval by the Board;
  - 3. Develop a set of personal qualifications and core competencies for membership on the Board for approval by the Board and recommendation to each sitting Governor;
  - 4. Monitor, oversee, and review compliance with the Code of Ethics for Trustees;
  - 5. Develop an effective orientation and continuing education process for the Board;
  - 6. Develop and implement a process for evaluating the effectiveness of Board and committee meetings;
  - 7. Develop a self-evaluation process for the Board and for individual Trustees to be conducted periodically at the committee's discretion, but not less often than every three years.

## **SECTION 4.**

### **Finance and Administration Committee**

The Finance and Administration Committee shall:

- A. Formulate policies and recommend their adoption by the Board in all matters relating to finance, business, and administration, including the investment of University funds;
- B. 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;
- C. 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;
- D. 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;
- E. Approve and recommend tuition and fee rates for adoption by the Board;
- F. Approve and recommend to the Board the construction of specific buildings and other capital improvements;
- G. Approve and recommend to the Board the facilities master plan;
- H. 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;

- I. 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;
- J. 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;
- K. Approve and recommend to the Board any personnel policy matter requiring Board approval;
- L. 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;
- M. Recommend to the Board any necessary policies related to private gifts; and
- N. Recommend to the Board the naming of University buildings.

## **SECTION 5.**

### **Academic, Research, and Student Success Committee**

The purpose of the Academic, Research, and Student Success Committee is to assist the Board in fulfilling its oversight responsibilities for the following activities:

- A. Approval of strategic and long-range academic plans;
- B. Approval of proposals concerning the development of new academic programs and the significant revision of existing programs relating to instruction, research, and service;
- C. Establishment of new academic organizations, such as major campuses, institutes, colleges or schools, and academic departments;
- D. Evaluation of existing academic programs and their administrative structures;
- E. Termination of programs and structures that no longer are needed;
- F. Approval of admission, progression, retention, and graduation standards;
- G. the University's policy on Academic Freedom, Responsibility, and Tenure; campus implementing procedures; and any other faculty personnel policy requiring Board approval;
- H. Approval of proposals and any necessary policies concerning information technology;
- I. Approval of proposals and any necessary policies concerning use of academic services including libraries and computer labs.

- J. Approval of university rules concerning student conduct, rights, and responsibilities required to be promulgated under the Tennessee Uniform Administrative Procedures Act;
- K. Approval of proposals and any necessary policies related to the nonacademic aspects of student life, including student services and student conduct;
- L. Approval of proposals and any necessary policies related to campus enrollment and facilities capacity;
- M. Approval of policies relating to intercollegiate athletics competition for the University, consistent with rules and guidelines issued by the National Collegiate Athletics Association (NCAA);
- N. Verification that the Intercollegiate Athletics program reflects and supports the University's academic values and mission.

## **SECTION 6.**

### **Audit Committee**

- A. All members of the Audit Committee shall be financially literate, meaning they shall be able to read and understand fundamental financial statements, including a balance sheet, income statement and cash flow statement. At least one member of the Audit Committee shall have extensive accounting, auditing, or financial management expertise. The Vice Chair of the Board shall serve as an ex officio member of the Audit Committee but shall not be counted for quorum purposes.
- B. Notwithstanding any provision in this subsection to the contrary, the Audit Committee may be composed of one external member and two or more Trustees who satisfy the membership requirements established in Article III, Section 6 of these Bylaws. An external member must have extensive accounting, auditing, or financial management expertise. An external member may not serve as Chair of the Audit Committee.
- C. The purpose of the Audit Committee is to assist the Board in fulfilling its oversight responsibilities for:
  - 1. The integrity of the University's financial reporting process and systems of internal controls regarding finance, accounting, and legal compliance.
  - 2. Review of the University's external audit by the Division of State Audit for the State of Tennessee; and
  - 3. Oversight and direction of the internal auditing function and any external auditors whom the committee may employ.
- D. The Audit Committee shall have the power and responsibility to:
  - 1. Conduct or authorize any investigation appropriate to fulfilling its purpose;
  - 2. 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;
  - 3. Have direct access to University officials, State auditors, internal auditors, any external auditors, legal counsel, or others as necessary;
  - 4. Delegate authority to subcommittees, provided that decisions made under such delegation are presented to the full committee at its next scheduled meeting;

5. Review and approve the appointment, reassignment, demotion, or dismissal of the chief internal auditor;
6. Ensure that the Chief Internal Auditor has direct and unrestricted access to all members of the Audit Committee;
7. 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;
8. Receive and review audit reports and other work prepared by the internal audit department;
9. Establish procedures to allow information about questionable financial practices to be submitted anonymously by University employees; and establish procedures for handling anonymous submissions;
10. Provide an open avenue of communication among the State auditors, the internal audit department, senior management, and the Board;
11. Other powers and responsibilities as the Board may prescribe.

## **Article IV**

### **SECTION 1.**

#### **Election of the President.**

With the notice of an impending vacancy of the office of President, the Board or the Executive Committee shall appoint an interim President. In the event of a vacancy, or notice of an impending vacancy, in the office of the President, the Chair, or in the Chair's absence the Vice Chair, shall recommend to the Board the appointment of a search committee composed of appointed Trustees. The search committee shall take appropriate action to prepare and submit for consideration of the Board a panel of nominees for the position of President. The search committee may adopt such rules and procedures as it deems necessary in performing its duties and shall comply with all applicable legal requirements.

### **SECTION 2.**

#### **Duties of the President.**

- A. The President is the chief executive officer of East Tennessee State University and exercises complete executive authority over all component parts of the University, subject to the direction and control of the Board. The president has ultimate responsibility for leading the University academically, administratively, and financially. The President is the principal spokesperson for the University.
- B. The President is responsible for:



- a. Promotion of the general welfare and development of the University in its parts and as a whole. The President decides all questions of jurisdiction not otherwise defined among the parts of the University;
  - b. Presentation of policies, recommendations, and other matters to the Board, the Governor, the General Assembly, and other state and federal offices;
  - c. Prompt and effective execution of all laws relating to the University and of all resolutions policies, rules, and regulations adopted by the Board;
  - d. Preparation of the University budget and its presentation to the Tennessee Higher Education Commission, the Governor, and the Department of Finance and Administration, the General Assembly, and the Board.
  - e. Ultimate control over the budgets of all parts of the University and must approve all major budgetary revisions;
  - f. Development and execution of fundraising and alumni programs for the University;
  - g. General oversight of the University's intercollegiate athletics programs.
- C. The President performs such other duties as may be delegated to that office by the Board or by any standing or special committee of the Board.
- D. In the execution of the President's duties and responsibilities, the President may delegate powers and duties to subordinate officers. In accordance with applicable University policies and procedures, the president delegates to vice presidents and other university officers powers and duties to supervise and administer academic and budgetary units reporting to them, under the general direction and control of the President. These delegations do not abnegate the President's ultimate responsibility as chief executive officer of the University.

## **SECTION 4.**

### **Evaluation of the President.**

The Chair of the Board is responsible for organizing and conducting an annual performance review of the President. The Board in assessing the President's performance may solicit the views of other leaders within and outside the University. Every third or fourth year, or earlier as the Board in its sole discretion may determine, the Chair shall conduct a comprehensive review of the President's performance with the assistance of at least one external advisor.

## **SECTION 5.**

### **Execution of Legal Instruments**

Subject to compliance with any applicable policies concerning legal and fiscal review, the President and designees according to university policy shall have the power and authority to sign documents, instruments, contracts, bonds, notes, or other papers in connection with the operation of the University; and, in addition to the Secretary, any assistant secretary shall have the power and authority to attest and place the University's Seal on all said documents, instruments, contracts, bonds, notes, or other papers.

## **SECTION 6.**

### **General Welfare**

The Board vests in the President and the respective staff the authority to prescribe and enforce policies, rules and regulations concerning rights, responsibilities, conduct and discipline of faculty, staff, and students of the University. The President and staff are authorized to take any lawful action necessary to assure the protection of life and property at the several campuses and facilities.

## **Article V**

### **SECTION 1.**

#### **Parliamentary Rules**

General parliamentary rules shall be observed in conducting the business of the Board except as they may be modified by rules and regulations adopted by the Board.

### **SECTION 2.**

#### **Record Vote**

A record vote of the Board shall be required on all motions providing for any revision of the bylaws, the adoption of a new bylaw or the repeal of an existing bylaw. On any other motion, a record vote shall be taken if required by law or if a Trustee present demands a record vote before the announcement of a vote otherwise taken.

### **SECTION 3.**

#### **Order of Business**

At all meetings of the Board, the order of business shall be prescribed by the Chair and the President, with the assistance of the Secretary.

### **SECTION 7.**

#### **Appeals to the President**

Any employee or student of the University who feels that he or she may have a grievance against the University shall have the right of appeal outlined in university policies.

## **Article VI**

## **SECTION 1.**

### **Bylaws Effective Upon Adoption**

These bylaws shall be effective upon adoption and shall supersede all bylaws previously adopted by the Board.

## **SECTION 2.**

### **Amendment of Bylaws**

These Bylaws may be changed by amendment, by adoption of a new Bylaw or by repeal of an existing Bylaw at any regular meeting of the Board, or at a special meeting called for that purpose, by a majority vote of record of the entire membership of the Board as constituted by law at the time, provided that a copy of the amendment or new bylaw to be offered or notation of the bylaw to be repealed shall be furnished each Trustee in writing at least five (5) days in advance of the meeting.

*3-24-2017 Adopted by the Board of Trustees.*

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 18, 2020

ITEM: Approval of Audit Plan for 2020-21

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis  
Chief Audit Executive

The annual audit plan is developed through a risk assessment process performed by the Department of Internal Audit. Risk factors include previous audit results, internal control systems, policy or personnel changes, size, sensitivity, and external audit coverage. Special requests from Board of Trustees and university administration are also considered when scheduling audits. In addition, required and follow up audits as well as ongoing reviews and investigations are included in the plan. The audit plan is developed at the beginning of each fiscal year and is subject to revision throughout the year. All revisions must be approved of the Audit Committee. The approved plan will be submitted to the State of Tennessee's Comptroller of the Treasury, Division of State Audit.

**MOTION: I move that the Board of Trustees adopt the resolution, approving the Fiscal Year 2021 Internal Audit Plan.**

**RESOLVED: The Audit Plan for Fiscal Year 2021 is approved as presented in the meeting materials.**

**East Tennessee State University  
Annual Audit Plan  
Fiscal Year Ended June 30, 2021**

Rank	Type	Area	Audit
Required	R	FM	Cash Counts/Inventories
Required	R	FM	President's Expense FY 2020
Required	R	FM	President's Expense FY 2021
Required	R	FM	WETS-FM
Required	R	IT	NACHA Web Transactions Data Security FY 2021
Required	R	FM	Risk Assessments
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	IT	Follow-Up Third Party Servers
Follow-Up	F	IT	Follow-Up Off Campus Domestic & International Programs
Follow-Up	F	IS	Follow-Up Office of Equity & Diversity
Follow-Up	F	SS	Follow-Up Jeanne Clery Act Compliance
Follow-Up	F	IA	Follow-Up Little Bucs & Child Study Center (DHS)
Follow-Up	F	IA	Follow-Up Slocumb Galleries
Follow-Up	F	IA	Follow-Up Art & Design
Follow-Up	F	AT	Follow-Up Golf Expenditures
Follow-Up	F	AT	Follow-Up Women's Soccer Expenditures
Follow-Up	F	IA	Follow-Up Honors College Timekeeping
Follow-Up	F	RS	Follow-Up Internal Medicine
Follow-Up	F	FM	Follow-Up Procurement
Follow-Up	F	RS	Follow-Up Psychology
Investigations	I	IA	Investigation 18-03
Investigations	I	IA	Investigation 20-01
Investigations	I	SS	Investigation 20-04
Investigations	I	IA	Investigation 20-07
Investigations	I	PP	Investigation 20-08
Investigations	I	IA	Investigation 20-10
Investigations	I	IA	Investigation 20-11
Investigations	I	IA	Investigation 21-01
Investigations	I	FM	Unscheduled Investigations
Consulting	C	IS	General Consultation
Consulting	C	FM	Leave Analysis
Consulting	C	FM	Procard Consulting
Project	P	IS	QAR - Georgia Southern
Project	P	IS	Board of Trustees (Prep for Meetings, Meetings, etc.)
Special Request	S	IA	Center of Excellence in Math & Science Education
Special Request	S	AT	Men's Basketball Expenditures
Special Request	S	PP	OSA Procedures Review
Special Request	S	FM	Executive Level Audit
Special Request	S	IA	ORSPA Grant
Special Request	S	RS	RDC Grants
Special Request	S	RS	R15 Research Grants
Risk Based	A	FM	Agency Accounts
Risk Based	A	IS	Dependent Tuition Discount
Risk Based	A	IA	Minors on Campus

**Audit Types:**

R - Required  
A - Risk-Based (Assessed)  
S - Special Request  
I - Investigation  
P - Project (Ongoing or Recurring)  
M - Management's Risk Assessment  
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

ACTION ITEM

DATE: September 18, 2020

ITEM: Tenure Appointment in the Department of Audiology and Speech Language Pathology and the Rank of Professor for Dr. Bess Sirmon-Taylor

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

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

Dr. Bess Sirmon-Taylor was appointed to serve as a faculty member and chair of the Department of Audiology and Speech Language Pathology in the College of Clinical and Rehabilitative Health Sciences effective August 15, 2020.

Dr. Bess Sirmon-Taylor has 20 years' experience in higher education. Prior to accepting the position as Chair for the Department of Audiology and Speech Language Pathology, she served as the Associate Dean for Academic Affairs in the College of Health Sciences at University of Texas at El Paso. Dr. Sirmon-Taylor has been a tenured faculty member at UTEP since 2012 and held numerous administrative position at the university. She has previously served as the Chair for the Department of Rehabilitation Sciences, Associate Dean of the Graduate School, Interim Dean of the Graduate School, and Director of the Interdisciplinary Health Sciences PhD program. Dr. Sirmon-Taylor is an exceptional scholar with 18 publications since 2016 and over \$900,000 in extramural funding. In addition, she has presented at 18 regional or national professional conferences over the past 4 years.

This recommendation for Dr. Sirmon-Taylor to be granted tenure and the rank of professor is presented with the full support of the department chair, the college dean, and the president.

**MOTION: I move that the Board of Trustees adopt the resolution approving tenure in the Department of Audiology and Speech Language Pathology and the rank of professor for Dr. Bess Sirmon-Taylor.**

**RESOLVED: Upon recommendation of the Academic, Research, and Student Success Committee, the Board of Trustees awards Dr. Bess Sirmon-Taylor tenure in the Department of Audiology and Speech Language Pathology and the rank of professor in the College of Clinical and Rehabilitative Health Sciences 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

August 24, 2020

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

Dear Dr. Green:

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

**Dr. Bess Sirmon-Taylor, Professor and Chair in the Department of Audiology and Speech Language Pathology.**

Dr. Bess Sirmon-Taylor has 20 years experience in higher education. Prior to accepting the position as Chair for the Department of Audiology and Speech Language Pathology, she served as the Associate Dean for Academic Affairs in the College of Health Sciences at University of Texas at El Paso. Dr. Sirmon-Taylor has been a tenured faculty member at UTEP since 2012 and held numerous administrative positions at the university. She has previously served as the Chair for the Department of Rehabilitation Sciences, Associate Dean of the Graduate School, Interim Dean of the Graduate School, and Director of the Interdisciplinary Health Sciences PhD program. Dr. Sirmon-Taylor is an exceptional scholar with 18 publications since 2016 and over \$900,000 in extramural funding. In addition, she has presented at 18 regional or national professional conferences over the past 4 years.

This recommendation for Dr. Sirmon-Taylor to be granted tenure and the rank of professor is presented with the full support of the department chair, the college dean, and the provost.

Sincerely,

Brian Noland  
President

Attachment

Copies: Wilsie Bishop  
Lori Erickson

**EDUCATION**

- 2006    **Doctor of Philosophy in Linguistics**  
University of Georgia, Athens, GA
- 1992    **Master of Science in Psychology**  
Georgia College, Milledgeville, GA
- 1987    **Master of Science in Speech Pathology and Audiology**  
Florida State University, Tallahassee, FL
- 1984    **Bachelor of Science in Speech Pathology and Audiology**  
Florida State University, Tallahassee, FL
- 1981    **Associate in Arts**  
North Florida Junior College (now North Florida College), Madison, FL

**UNIVERSITY ADMINISTRATIVE EXPERIENCE**

**East Tennessee State University, College of Clinical and Rehabilitative Health Sciences, Johnson City, TN**  
**Chair, Dept of Audiology and Speech-Language Pathology** – 2020 to present

- Responsible for leadership of faculty, staff, and students in the Doctor of Audiology (AuD) program, Master of Speech-Language-Pathology program, and undergraduate minors in American Sign Language and Communicative Disorders.

**University of Texas at El Paso, College of Health Sciences, El Paso, TX**

**Associate Dean for Academic Affairs** – 2017 to 2020

- Responsible for issues in the College of Health Sciences related to academic, student, clinical affairs and policies at UTEP, involving curriculum review and revision, program development, program assessment, development of policies and procedures, professional and regional accreditation, and compliance.
- Participated in strategic planning, interprofessional education, recruitment and faculty searches, service learning and community engagement, and served as point of contact with Office of Scholarships

**Director (Interim) of the Interdisciplinary Health Sciences PhD Program** – 2019 to 2020

**University of Texas at El Paso, Graduate School, El Paso, TX**

**Associate Dean of the Graduate School** – 2013 to 2017

- Leadership of outreach and recruitment, including Graduate and Professional Education Expo/Open House events, new student orientation, and regional, national, and international recruitment events, management of graduate student funding awards
- Leadership of Graduate School Communications Team, including graduate student orientation, development of Graduate Education Days, and Amigo Miners
- Managed program reviews mandated by the Texas Higher Education Coordinating Board (THECB)
- Executive committee member in Dual Credit Initiative for Teachers program, for high school teachers pursuing credentials to teach college-level courses
- Office of Research and Sponsored Projects Council Representative

**Interim Dean of the Graduate School** – April to July, 2014.

- Oversight of all Graduate School operations and responsibilities, including management of staff of 16 through leadership transition period
- Represented the Graduate School in Executive Administration and Deans' Council meetings, Doctoral Hooding Ceremony, UTEP Centennial Commencement, and related activities



## University of Texas at El Paso – Other Leadership Positions

### Special Assignment to the President – 2019-2020

- Development of the El Paso Healthcare Collaborative, including drafting mission statement, outlining short- and long-term goals, and identifying core participants.

### Chair, Department of Rehabilitation Sciences – 2017-2018

- Management and fiscal oversight of five clinical programs: MS in Speech-Language Pathology, MS in Occupational Therapy, MS in Rehabilitation Counseling, Doctorate in Physical Therapy, and BS in Rehabilitation Sciences, with over 30 tenure-track, tenured, clinical, and adjunct faculty and support staff, serving over 400 students.
- Coordinated community engagement and services learning across all programs

### Director, UTEP Concussion Management Clinical Research Lab – 2017 to present

- Supervision, fiscal management, and strategic planning of all activities of the Lab, including establishment of searchable database, and management of ARRT grant (effective 02/01/2018).
- Supervision and mentorship of post-doctoral research fellows, grad and undergrad assistants and volunteers, including scholarly publications and presentations, IRB proposals, preparation of grant proposals, and supervision of clinical services including baseline data collection and follow-up.

### Chair, Search Committee for Dean of the College of Health Sciences, Fall 2016-Spring 2017

- Managed portfolio of applications in a nationwide search
- Liaison with EO Office and university administration, development of website and marketing content
- Consulted with Provost regarding subsequent Dean-level searches

## ACADEMIC EXPERIENCE

### University of Texas at El Paso, College of Health Sciences, El Paso, TX

Tenured Associate Professor of Speech-Language Pathology - 2012 to 2020

Assistant Professor of Speech-Language Pathology - 2006 to 2012

- **Teaching Responsibilities – 2006 to 2020**
  - **SPLP 1312** – Survey of Speech, Hearing and Language Disorders
  - **SPLP 3313** – Disorders of Articulation and Phonology
  - **SPLP 3314** – Disorders of Language in the Preschool Population
  - **SPLP 3318** – Principles of Clinical Management in Speech-Language Pathology
  - **SPLP 4310** – Aural Rehabilitation
  - **DRSC 4312** – Professional Ethics in Rehabilitation
  - **SPLP 4320** – Independent study addressing patterns of bilingual acquisition
  - **SPLP 5172** – Concussion Management
  - **SPLP 5330** – Differential Diagnostics in Speech-Language Pathology
  - **SPLP 5366** – Communication Disorders and Literacy
  - **SPLP 5372** – Patholinguistics: Patterns of language use in mental illness
  - **SPLP 5372** – Medical Speech-Language Pathology
  - **SPLP 5376** – Multicultural/Multilingual Issues in Communication Disorders
  - **SPLP 5398/99** – Thesis
  - **CHSC 6302** – Legal and Ethical Issues in Health Sciences
  - **CHSC 6303** – Proseminar 1
  - **GRAD 6394** – Doctoral level independent research
  - **CHSC 6398/99** – Dissertation
- **Senior Faculty**
  - Peer observation of teaching for faculty in Rehabilitation Sciences
  - Tenure/Promotion Review Committee for CHS and School of Nursing
  - Mentor new junior faculty and lecturers

- **Associate Director, UTEP Concussion Management Clinic (2007 – 2014)**
  - Supervision of data collection, worked with post-doctoral fellows, served as community liaison, prepared manuscripts and presentations primarily focusing on policy
- **Graduate Advisor**
  - Responsible for advising graduate students and applicants to the SLP program
  - Liaison with Academic Advising Center in College of Health Sciences
  - Graduate student orientation
- **Participation on graduate student committees**
  - Served on 7 Interdisciplinary Health Sciences PhD committees as member or chair; one EdD in Educational Leadership and Administration
  - Ex-officio on all Interdisciplinary Health Sciences PhD committees (2019 - 2020)
  - Directed and/or served on ~100 thesis and capstone committees in Speech-Language Pathology, Nursing, Physical Therapy, and Linguistics since 2007
- **Advisor for Student Grant Activity**
  - Hispanic Health Disparities Research Center Student Pilot Project Award to Jacqueline Lopez (\$10,000) for two consecutive years to study Hispanics' perceptions and attitudes regarding voice disorders. Funded 2009 - 2010. Served as thesis director.
- **Committee Appointments/Service**
  - University:
    - Interdisciplinary Research and Education Community of Practice
    - Health-Focused Interprofessional Education Community of Practice
    - EDGE Advisory Committee
    - Retention Communication Committee
    - Honors Visioning Committee
    - External Mentor for Dr. JongWha Chang, Asst Professor in School of Pharmacy
    - Vice-Chair of the Graduate Council
    - SACSCOC Steering Committee
    - Campus Concealed Carry Task Force Member/presenter
    - Leadership Development Institute Steering Committee
    - Bookstore Advisory Committee
    - UTEP Women's Advisory Council
    - PUNTES Internal Advisory Board
    - Round Table moderator on Mentoring at UTEP Sun Conference
    - Plenary Speaker for UTEP LIVE event
    - Invited speaker for Ability Awareness Week Opening sessions
    - Invited speaker for 21<sup>st</sup> Century Scholars event
    - Graduate Research Expo judge
  - College:
    - Executive Committee for Interdisciplinary Health Sciences PhD program
    - Graduate and PhD Faculty Appointments
    - Chair, SPLP and Rehab Sciences Faculty Search Committees
    - Search Committees for SLP, OT, RC, SW Faculty Positions
    - Interim Chair and Co-Chair, Community Affairs Committee
    - MC of CHS Gold Nugget Ceremony, 2010 – 2016, 2018
  - Departmental:
    - Graduate Student Advisor
    - Curriculum Committee
    - Scholarship Selection Committee, sponsored by EPSHA
    - Council for Academic Accreditation preparation work
    - Faculty peer reviews and mentor to junior faculty

**Universite Methodiste au Katanga, Mulungwishi Station, Katanga Province, DR Congo, Africa**

Guest lecturer - June, 2012

- College of Information Technology – introduction of Kindle technology, consultation during inservice training for faculties of elementary and high school on implementation of Kindles
- College of Education and Psychology – review and feedback on senior thesis projects

**University of Georgia, Dept. of Communication Sciences and Special Education, Athens, GA**

Instructor, Program in Communication Sciences and Disorders - 2004-05

- CMSD 4130 – Language Science
- CMSD 6540 – Assessment and Intervention of Preschool Language Disorders
- CMSD 6700 – Diagnostics in Speech-Language Pathology
- Guest Lectures: CMSD 6600 – Research Design; CMSD 6840 – Neurogenic Speech Disorders; LING 2100 – Intro to Linguistics; CMSD 6560 – School-age Language Disorders

**University of Georgia, Adult Neurogenics and Language Processing Laboratories, Athens, GA**

Graduate/Doctoral Studies Research Assistant, and Teaching Assistant for CMSD 4500 – Language Development, and CMSD 4520 – Language Disorders - 2002-03

**Georgia State University, Dept. of Educational Psychology and Special Education, Atlanta, GA**

Clinical Instructor, Communication Disorders Program - 2000-02

**RESEARCH AGENDA (2006 – present)**

- Public Policy in Concussion Management – analysis of policy diffusion trends in legislation related to management of concussion and ethics in professional practice regulation
- Concussion Management of neurocognitive/linguistic function after mTBI/concussion in athletes
- Analysis of ethics in healthcare and other professional disciplines
- Impact of emotional intelligence and pre-matriculation preparation in graduate education
- Patterns of language use in mental illness, a longitudinal corpus linguistic study

**Specific projects:**

- Sarkodie-Gyan, T. (PI), Gurovich, AN, **Sirmon-Taylor, B.**, Gutierrez, ML, Bialunska, AB (Co-PIs). (2019). Stern Foundation, Development of an efficient and reliable diagnosis and prognosis system of Mild Traumatic Brain Injuries, Funded \$15,000.
- **Sirmon-Taylor, B.** (Assigned as PI in 2018). Advanced Rehabilitation Research Training (ARRT) from the National Institute on Disability, Independent Living, and Rehabilitation Research Administration for Community Living. Support of post-doctoral research fellows. Funded 2013-2018 for \$750,000; No-Cost Extension approved for 2018-2019.
- Robbins, LH (PI), McKee-Lopez, G, Monsivais, D., **Sirmon-Taylor, B.**, Berger, CS. (Co-PIs). (2018). Orville Edward Egbert, MD Endowed Chair Fund, The PERCEIVE Study: Professional Education Reflecting healthCare-Providers Emotional Intelligence Very Effectively. \$31,935
- **Sirmon-Taylor, B.** (2019). Validity check of evidence-based practice in the ASHA Code of Ethics. Survey of speech-language pathologists at different points in their careers to identify which rules in the Code of Ethics (ASHA, 2016) speak specifically to EBP. IRB approval. No-cost project.
- **Sirmon-Taylor, B.** and Peterson, D. (2019). Vision 20/20: Pre-matriculation Preparation for Speech-Language Pathologists. Designed to assess the perception of readiness for graduate education in the incoming graduate student cohort; IRB approved. Internal funding from SLP Program (\$350).
- **Sirmon-Fjordbak, B.** (2011). CHS Technology Initiative. This project targeted development of a website to serve as a resource for information about concussion for consumers and professionals, including definitions, legislation, prevention and management tips, and will meet objectives of Healthy People 2020. Accepted.
- Solorio, T. & **Sirmon-Fjordbak, B.** National Science Foundation (Funded at \$105,000 [\$22,000 for UTEP subcontract]) Co-PI with Tamar Solorio, PhD, from University of Texas at Dallas Computer

Science Department - Collaborative Research: Statistical Methods for Learning to Diagnose Specific Language Impairment in Bilingual Children. Funded 2008-2009.

- **Sirmon-Fjordbak, B.** UTEP University Research Institute grant (\$4995) PI for Patterns of Bilingual Language Acquisition in Spanish-English Speaking Children in the El Paso Borderland Region. Funded 2006 - 2007.

## **PUBLICATIONS** (prior to 2012 published as *Fjordbak*)

\* student co-authors, †post-doctoral fellow co-authors

Sarkodie-Gyan, T. & **Sirmon-Taylor, B.** (Eds.; in preparation). *Principles of the Human Locomotor System: The Physiologic and Technologic Foundations of the Neuro-Musculo-Skeletal System.*

Edge, R. L. & **Sirmon-Taylor, B.** (in preparation). Review of ethics coursework in ASHA accredited speech-language pathology programs. Manuscript in preparation for submission to *Scholarship of Teaching and Learning in Communication Sciences and Disorders.*

†Yoo, H. & **Sirmon-Taylor, B.** (submitted). Memory and auditory comprehension by sports in athletes with concussion. *Annals of Rehabilitation Medicine.*

**Sirmon-Taylor, B.** & Edge, R.L. (submitted). Avoiding fake therapy: A position paper on Ethics, Evidence-Based Practice, and Pseudoscience. *Evidence-based Communication Assessment and Intervention*

†Abbassi, E.N. & **Sirmon-Taylor, B.** (submitted; in review). Who is the target group in concussion education policy? A critical appraisal of concussion laws (January 2009-December 2016) and the role of preventative education. *American Journal of Public Health.*

†Abbassi, E. & **Sirmon-Taylor, B.** (2019). Affect. In J. S. Damico & M. J. Ball (Eds.), *The SAGE Encyclopedia of Human Communication Sciences and Disorders.* Thousand Oaks, CA: SAGE Publ.

†Abbassi, E. & **Sirmon-Taylor, B.** (2019). Meaning. In J. S. Damico & M. J. Ball (Eds.), *The SAGE Encyclopedia of Human Communication Sciences and Disorders.* Thousand Oaks, CA: SAGE Publ.

†Abbassi, E. & **Sirmon-Taylor, B.** (2019). Priming. In J. S. Damico & M. J. Ball (Eds.), *The SAGE Encyclopedia of Human Communication Sciences and Disorders.* Thousand Oaks, CA: SAGE Publ.

Salvatore, AP & **Sirmon-Taylor, B.** (2019). Concussion. In J. S. Damico & M. J. Ball (Eds.), *The SAGE Encyclopedia of Human Communication Sciences and Disorders.* Thousand Oaks, CA: SAGE Publ.

**Sirmon-Taylor, B.** (2019). Standardized assessment. In J. S. Damico & M. J. Ball (Eds.), *The SAGE Encyclopedia of Human Communication Sciences and Disorders.* Thousand Oaks, CA: SAGE Publ.

Edge, RL and **Sirmon-Taylor, B.** (2019). Using ethics in evidence-based practice: A clinical paradigm. *Hearsay, 9*(1).

†Abbassi, E, Blanchette, I, **Sirmon-Taylor, B.**, Ansaldo, AI, Ska, B and Joannette, Y. (2019) Lateralized Affective Word Priming and Gender Effect. *Front. Psychol.* 9:2591. <https://doi.org/10.3389/fpsyg.2018.02591>

Salvatore, A. P., Cannito, M., †Brassil, H. E., Bene, E. R., & **Sirmon-Taylor, B.** (2017). Auditory comprehension performance of college students with and without sport concussion on Computerized-Revised Token Test Subtest VIII. *Concussion, 2*(2), CNC37. <https://doi.org/10.2217/cnc-2016-0024>

†Abbassi, EN & **Sirmon-Taylor, B.** (2017). Recovery progression and symptom resolution in sport-related mild traumatic brain injury. *Brain Injury.* <http://www.tandfonline.com/eprint/qSOpKzga2vNEt9NFNs35/full>

**Sirmon-Taylor, B.** & Edge, RE. (2017). Review of Ethics Continuing Education Requirements in State Licensure Laws for Speech-Language Pathologists. *Journal of Continuing Education and Professional Development, 4*(1), 21-27.

**Sirmon-Taylor, B.** (2017). The beginning of graduate education at UTEP. In D. Ekal, G. Nunez-Mchiri, et al., (Eds.), *100 Years of Women at UTEP.* <http://100yearsofwomenatutep.com>.

- Sirmon-Taylor, B.** (2017). Review of *Ross Information Processing Assessment: Geriatric (2<sup>nd</sup> Ed)*. In Carlson, Geisinger, & Jonson (Eds.), *The Twentieth Mental Measurements Yearbook*, 623-625.
- Edge, RL, **Sirmon-Taylor, B.**, and Prezas, RF. (2016) A Comprehensive Review of the 2016 ASHA Code of Ethics, *Journal of Human Services: Training, Research, and Practice*: Vol. 1: Iss. 2, Article 5. <https://scholarworks.sfasu.edu/jhstrp/vol1/iss2/5>
- Crawford, N. & **Sirmon-Taylor, B.** (2014). Community-based resources for concussion management. *Seminars in Speech and Language*, 35(3), 166-172.
- †Lo, C. & **Sirmon-Taylor, B.** (2014). A model of prevention of sports concussion in adults. *Seminars in Speech and Language*, 35(3), 211-220.
- Sirmon-Taylor, B** & Salvatore, AP. (2012). Consideration of the federal guidelines for academic services for student-athletes with sports-related concussion. ASHA Special Interest Group 16 *Perspectives on School-based Issues*, 13, 70-78.
- Dretsch, MN, Thiel, KJ, Athy, JR, Irvin, C, **Sirmon Fjordbak, B.** & Salvatore, AP. (2012). Working memory functioning mediated by mood symptoms in active-duty Soldiers being treated for Posttraumatic Stress Disorder. *Brain and Behavior*, open source, DOI:10.1002/brb3.53
- Sirmon Fjordbak, B.** (2011, August 30). Concussion legislation: How the states stack up. *ASHA Leader*, 16(10), 1.
- Salvatore, AP & **Sirmon Fjordbak, B.** (2011). Concussion management: Speech-Language Pathologist's Role. *Journal of Medical Speech-Language Pathology*, 19 (1), 1-12.
- Wettig, H.H.G., Franke, U., **Fjordbak, BS.** (2006). Evaluating the Effectiveness of Theraplay, in C.E. Schaefer and H. Kaduson (Eds). *Contemporary Play Therapy: Theory, Research and Practice*, New York: Guilford Publications.
- Covington, M.A., He, C., Brown, C., Naci, L., McClain, J.T., **Fjordbak, BS.**, et al., (2005). Schizophrenia and the structure of language: The linguist's view. *Schiz Rrch*, 77, 85-98.
- Fjordbak, T. & **Fjordbak, BS.** (2005). WAIS-III Norms for Working-age Adults: A Benchmark for Conducting Vocational, Career and Employment-related Evaluations. *Psychological Reports*, 96, 9-16.
- Fjordbak, BS.** (2003). Sommerfriezeit für Behinderte Kinder [Summer Camp for Special Needs Children]. *Schwierige Kinder: Verstehen und Helfen [Difficult Children: Understanding and Helping]*, 29, 8-9.

## **PUBLISHED ABSTRACTS**

- †Yoo, H, & **Sirmon-Taylor, B.** (2019). Cognitive processing speed over time following a sport-related concussion (SRC). *Archives of Physical Medicine and Rehabilitation*, 100(10), e11.
- Sirmon-Taylor, B** & †Yoo, H (2018). Memory and language abilities by sports in high school and collegiate athletes with a concussion. *Archives of Physical Medicine and Rehabilitation*, 99(11) e168.
- Bialunska, A. & **Sirmon Taylor, B.** (2018). Improvement in auditory comprehension reaction time following a sport-related concussion is linked to visual processing abilities and visual-motor speed *Journal of Head Trauma Rehabilitation*. 3rd ed., vol. 33, pp. e67-e118.
- Salvatore, AP, Bene, ER, **Sirmon Fjordbak, B** & Cannito, MP. (2011). Examining cognitive efficiency index score before and after mild traumatic brain injury in college athletes. 15<sup>th</sup> Congress of the European Federation of Neurological Societies, Budapest, Hungary.
- Dretsch, M, Prue-Owens, K, Salvatore, A & **Fjordbak, BS.** (2010). Mild traumatic Brain Injury Moderates Executive Attention in U.S. Army Soldiers with Post-Traumatic Stress Disorder, *Brain Injury*, 24, 3, 254-255.

- Sirmon Fjordbak, B.** (November, 2010). Differential diagnosis of language patterning in mental illness: The SLP's role. Conference proceedings from the American Speech-Language-Hearing Association Annual Convention, Philadelphia, PA.
- Sirmon Fjordbak, B., & Salvatore, AP.** (November, 2010). Clinical case studies in concussion management. Conference proceedings from the American Speech-Language-Hearing Association Annual Convention, Philadelphia, PA.
- Salvatore, AP, **Sirmon Fjordbak, B.**, Bene, ER, Ponce de Leon, M, & Prue-Owens, K. (2008). Comparison of Concussion in Athletes and Soldiers. Conference Proceedings from *New Developments in Sports-Related Concussion*.
- Fjordbak, BS,** Salvatore, AP, Bene, ER, Neal, MR, Nelson, R, & Valles, B. (2008). Sports-Related Concussion and Word Fluency. *Brain Injury*, 22:1, 158.
- Fjordbak, T., **Fjordbak, BS,** Faulkner, MD. (2006). Working memory processes and stroke. *Journal of Rehabilitation Medicine*. <http://www.medicaljournals.se/jrm/strokerehab/index.php?p=P-20>.
- Fjordbak, BS.** (2003). Spectral analysis of the Speech Sounds Perception Test and the potential relationship to hearing loss. *Archives of Clinical Neuropsychology*, 18 (7), 767-768.

### **INVITED REVIEWER**

- Advanced Rehabilitation Research Training Program (ARRT)*, National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR) grant review panel (2019)
- American Journal of Speech-Language Pathology*, ASHA (2016, 2019)
- Traumatic Brain Injury in Children and Adolescents*, Jones & Bartlett Learning (2018)
- Clinical Observation in Communication Sciences and Disorders*, Plural Publishing (2017)
- Human Communication Disorders, 8<sup>th</sup> ed.*, Anderson & Shames, Allyn & Bacon/Pearson (2012)

### **SELECTED PRESENTATIONS** (80+ presentations)

\* student co-authors, †post-doctoral fellow co-authors

- NIDILRR Section 21 Conference on Building Research Capacity in Minority-Serving Institutions.** Sirmon-Taylor, B. Invited participant. US Dept of Health & Human Services, Washington, DC, February, 2020.
- Managing Post-Concussion Recovery in Pediatrics.** Sirmon-Taylor, B. Invited presentation for the Rio Grande Trauma Conference, Paul L. Foster School of Medicine, Texas Tech University Health Sciences Center, El Paso, TX, December, 2019.
- Cognitive Processing Speed Over Time Following a Sports-Related Concussion.** Yoo, H. & Sirmon-Taylor, B. Oral presentation at American Congress of Rehabilitation Medicine, Chicago, IL, November 2019.
- Visual Memory by Gender in Young Athletes after Concussions.** Yoo, H. & Sirmon-Taylor, B. Poster sessions at the 9<sup>th</sup> Traumatic Brain Injury Conference, Washington DC, May 2019, and at the American Speech-Language-Hearing Association Convention, Orlando, FL, November 2019.
- Practicing at the Crossroads of Ethics and Evidence-Based Practice.** Edge, RL & Sirmon-Taylor, B. Seminar presentation at the American Speech-Language Hearing Association Convention, Boston, MA, November 2018.
- Memory and Auditory Comprehension by sports in Athletes with Concussion.** †Yoo, H. & Sirmon-Taylor, B. Poster presentation at the American Speech-Language Hearing Association Convention, Boston, MA, November 2018.

**Primary Preventative Efforts for Young Athletes' Concussion in State Laws.** Abbassi, EN & Sirmon-Taylor, B. Poster presentation at the American Speech-Language Hearing Association Convention, Boston, MA, November 2018.

**Improvement in Auditory Comprehension reaction time following a sport-related concussion is linked to visual processing abilities and visual-motor speed.** \*Garcia, AI, Bialunska, A, Salvatore, AP, Sirmon-Taylor, B. Poster presentation at the 23<sup>rd</sup> Joint Workshop on Mathematics, Computer Science, and Computational Science, El Paso, TX, November, 2018.

**Best Practices in Concussion Management for School Personnel.** Sirmon-Taylor, B. Presentation to athletic trainers, coaches, and school nurses at the Canutillo ISD Annual GRIT Conference, El Paso, TX, August, 2018.

**Memory and language abilities by sports in high school and collegiate athletes with a concussion.** †Yoo, H. & Sirmon-Taylor, B. 4<sup>th</sup> Federal Interagency Conference on TBI, Washington, DC, June 2018.

**Using Ethics and Evidence-Based Practice to Identify Science versus Pseudoscience.** Edge, RL & Sirmon-Taylor, B. Platform presentation at the Texas Speech-Language-Hearing Association Convention, Houston, TX, March 2018.

**Verbal Fluency as a Measure of Concussion Recovery.** Sirmon-Taylor, B, Salvatore, AP, \*Mejia, P. Poster presentation at the ASHA Convention in Los Angeles, CA, November 2017.

**The Intersection of Evidence-Based Practice and Ethics.** Sirmon-Taylor, B, and Edge, RL. Poster presentation at the ASHA Convention in Los Angeles, CA, November 2017.

**Practical Applications of Ethics for Clinicians.** Sirmon-Taylor, B. Invited presentation at the Paso del Norte Children's Development Center, El Paso, TX, October 2017.

**Concussion Management for Speech-Language Pathologists.** Sirmon-Taylor, B. Invited keynote presentation at the SASHLA Super Saturday event, hosted by the San Antonio Speech- Hearing-Language Association, San Antonio, TX, June 2017.

**The Speech-Language Pathologist's Role in Concussion Management.** Sirmon-Taylor, B. Invited presentation at the 25<sup>th</sup> Annual Cullowhee Conference on Communicative Disorders, Western Carolina University, Cullowhee, NC, March 2017.

**Clinical Applications of Ethics in Speech-Language Pathology.** Edge, RL and Sirmon-Taylor, B. Platform presentation at the Texas Speech-Language-Hearing Assn convention, Austin, TX, Feb 2017.

**Best Practices in Ethics Education.** Sirmon-Taylor, B and Edge, RL. Platform presentation at the American Speech-Language-Hearing Association convention, Philadelphia, PA, November 2016.

**Exploring Ethics Education in Speech-Language Pathology.** Edge, RL and Sirmon-Taylor, B. Platform presentation at the Texas Speech-Language-Hearing Association convention, Ft Worth, TX, March 2016.

**Invited Keynote to MSN Class of 2015.** Sirmon-Taylor, B., UTEP School of Nursing Master of Science in Nursing Hooding Ceremony, El Paso, TX, December 2015.

**Curricular Models of Ethics Education.** Sirmon-Taylor, B and Edge, RL. Platform presentation for the American Speech-Language-Hearing Association Annual Convention, Denver, CO, November 2015.

**Concussion Management for SLPs.** Sirmon-Taylor, B. Invited presentations for the Indiana Speech-Language-Hearing Association Annual Convention, Indianapolis, IN, April 2015.

**A Model of Concussion Prevention.** Sirmon-Taylor, B., †Lo, C., \*Stewart, M. Poster presentation at the American Speech-Language-Hearing Association Annual Convention, Orlando, FL, November 2014.

**Concussion Legislation: Where Are We Now, and What Happens Next?** Sirmon-Taylor, B. Platform presentation at the American Speech-Language-Hearing Association Annual Convention, Chicago, IL, November 2013.

**Comparison of performance of concussed and non-concussed individuals on Subtest VIII of the C-RTT.** Salvatore, AP, Bene, ER, Sirmon-Taylor, B. Platform presentation at the Clinical Aphasiology Conference, Tucson, AZ. June 2013.

**Block Schedule: A model for integrating research and practice.** Salvatore, AP, Sirmon-Taylor, B, Nelson, R, Valles, B. Platform presentation at the Council of Academic Programs in Communication Sciences and Disorders, Phoenix, AZ, April 2013.

**Patholinguistics: Understanding the connections between language and mental illness.** Sirmon-Taylor, B. Invited keynote for the San Antonio Speech-Hearing-Language Association, April, 2013.

**Academic re-entry for student-athletes with concussion: working within the guidelines.** Sirmon-Taylor, B and Salvatore, AP. Podium presentation at the Texas Speech-Language-Hearing Association Annual Convention, Dallas, TX, March 2013.

**Pragmatic Language: What it is and how to deal with it,** Sirmon-Taylor, B. Invited presentation to the Rock Hill School District, Ironton, OH, October 2012.

**Patterns of cognitive-communicative change after sports-related concussion.** Sirmon-Fjordbak, B & Salvatore, AP. Podium presentation at the Texas Speech-Language-Hearing Association Annual Convention, San Antonio, TX. March, 2012.

**Concussion and PTSD: Cognitive-linguistic correlates in athletes and soldiers.** Sirmon Fjordbak, B, Salvatore, AP, Bene, ER. Podium presentation at the American Speech-Language-Hearing Assn Annual Convention, San Diego, CA, November 2011. *\*\*Selected as Co-Chairs' Premier Presentation for 2011.*

**Examining Cognitive Efficiency Index Score Before and After Mild Traumatic Brain Injury in College Athletes.** Salvatore, A. P., Bene, E. R., Sirmon-Fjordbak, B., Cannito, M. P. 15<sup>th</sup> Congress of the European Federation of Neurological Societies, Budapest, Hungary, September 2011. *Accepted as a peer-reviewed/refereed presentation, but withdrawn due to lack of travel funds.*

**Correlation Between ImPACT Reaction Time and CRTT Efficiency Score in Concussed Athletes.** Salvatore, AP, Sirmon Fjordbak, B, \*Bene, ER, Islas, AA. Platform presentation at the Clinical Aphasiology Conference, Ft. Lauderdale, FL. June 2011.

**Conversations with the Experts: Panel Discussion on Legislative and Licensure Issues.** Sirmon Fjordbak, B., Higdon, LW, Hanna, MJ, Sancibrian, S. Texas Speech-Language-Hearing Association Annual Convention, Houston, TX, March 2011.

**Case Studies in Concussion Management.** Sirmon Fjordbak, B., Salvatore, AP. Texas Speech-Language-Hearing Association Annual Convention, Houston, TX, March 2011.

**Legislative Update 2011.** Sirmon Fjordbak, B., Higdon, LW, Hanna, MJ. Texas Speech-Language-Hearing Association Annual Convention, Houston, TX, March 2011.

**Current legislative issues and health professionals (Panel Discussion).** Sirmon Fjordbak, B. (participant). Legislative Summit Meeting of the Texas Society of Allied Health Professionals (TSAHP), Round Rock, TX, January, 2011.

**Differential diagnosis of language patterning in mental illness: The SLP's role.** Sirmon Fjordbak, B. Podium presentation at the annual meeting of the American Speech-Language-Hearing Association, Philadelphia, PA November, 2010.



**Clinical case studies in concussion management.** Sirmon Fjordbak, B. & Salvatore, AP. Podium presentation at the annual meeting of the American Speech-Language-Hearing Assn, Philadelphia, PA, November, 2010.

**Investigation of Linguistic Markers in Mental Illness.** Sirmon Fjordbak, B. Invited speaker at UTEP Linguistics Colloquium, El Paso, TX. September, 2010.

**Prevention and care of concussion in school-aged athletes.** Salvatore, AP, Sirmon Fjordbak, B. Invited podium presentations over two days to middle and high school coaches and staff in the Socorro Independent School District, El Paso, TX, August, 2010.

**Identification and Management of Neurocognitive Changes after Concussion.** Sirmon Fjordbak, B. Health Research Symposium, a joint teleconference venture between UTEP College of Health Sciences and Victoria University, Australia, August, 2010.

**Perception and identification of voice disorders: A comparison study between Hispanics and non-Hispanics.** \*Lopez, JN & Sirmon Fjordbak, B. Poster presentation at the Hispanic Health Disparities Research Center Health Literacy in Hispanics Conference, El Paso, Texas. June, 2010.

**Collaboration in the Management of Sports-Related Concussion: Athletic Trainers and Concussion Management Clinic.** Salvatore, AP, Sirmon Fjordbak, B. Islas, AA, Dominguez, D., Sipla, JJ. Sun City Athletic Trainer Association 27<sup>th</sup> Annual Symposium, El Paso, TX. May 10, 2010.

**What clinical professionals need to know about the political process.** Sirmon Fjordbak, B. Invited Speaker at *In Celebration of Nursing 2010: A Symposium for Nurses*. Sponsored by Opportunities for Growth in Nursing, Calhoun Community College, Decatur, AL, April 2010.

**Mild traumatic brain injury moderates executive attention in US Army soldiers with Post-Traumatic Stress Disorder.** Dretsch, MN, Prue-Owens, KK, Salvatore, AP, & Sirmon Fjordbak, B. Poster presentation at the International Brain Injury Associations 8th World Congress on Brain Injury, Washington, DC, March, 2010.

**Speech-Language Pathology in Concussion Management.** Sirmon Fjordbak, B. & Salvatore, AP. Podium presentation at the annual meeting of the Texas Speech-Language-Hearing Assn, Ft. Worth, TX, March 2010.

**Need to know: Ethics and the practice of speech-language pathology.** Sirmon Fjordbak, B. Invited presentation to the El Paso Speech-Language-Hearing Association, El Paso, TX, Jan, 2010.

**Sports Related Concussions for Coaches, Athletic Trainers, Nurses, and Sports Injury Specialists.** Islas, AA, Salvatore, AP, Sirmon Fjordbak, B. Podium presentation at annual meeting of the Texas Assn for Health, Physical Education, Recreation & Dance (TAHPERD), El Paso, TX, January, 2010.

**The Role of Speech-Language Pathology in Managing Sports-related Concussion.** Salvatore, AP, Sirmon Fjordbak, B., Sipla, JJ, Dominguez, D. Two hour podium presentation at the American Speech-Language-Hearing Association Annual Convention, New Orleans, LA, November 2009.

**Developmental Patholinguistics.** Sirmon Fjordbak, B. Two hour podium presentation at the Texas Speech-Language-Hearing Association Annual Convention, Austin, TX, April, 2009.

**Recovery of cognitive-communicative behavior following concussion in high school and college athletes.** Salvatore, AP. and Sirmon Fjordbak, B. Podium presentation at the Academy of Neurologic Communication Disorders and Sciences Annual Meeting, Chicago, IL, November, 2008.

**Survey of Perceptions and Attitudes on Bilingualism by Bilingual Speakers.** Sirmon Fjordbak, B, \*Lopez, JN, \*Martinez, ER, \*Balderas, M, and \*Garcia, AL. Podium presentation at the American Speech-Language-Hearing Association Annual Convention, Chicago, IL, November 2008.

**Continuity of Care and Will's Bill.** Salvatore, AP, Fjordbak, BS, \*Bene, ER, \*Neal, MR. Texas Society for Allied Health Professions Annual Meeting (TSAHP). El Paso, TX, September, 2008.

**Comparison of Concussion in Athletes and Soldiers.** Salvatore, AP, Fjordbak, BS, \*Bene, ER, Ponce de Leon, M, & Prue-Owens, KK. Poster presentation at *New Developments in Sports-Related Concussion* Conference. Pittsburgh, PA, July, 2008.

**Developmental Patholinguistics: Differential Diagnosis of Language Use in Mental Illness.** Fjordbak, BS. Invited workshop for the El Paso Speech-Language-Hearing Association, June 2008.

**Sports-Related Concussion and Word Fluency.** Fjordbak, BS, Salvatore, AP, \*Bene, ER, \*Neal, MR, Nelson, RL, & Valles, B. Poster presentation at the 7th World Congress on Brain Injury. Lisbon, Portugal, April, 2008.

**Critical Thinking & Eductive Reasoning Among SLP Students.** Fjordbak, BS, DeChicchis, AR, Fjordbak, T. Seminar presented at the American Speech-Language-Hearing Assn Convention, Boston, MA, November, 2007.

**Post-Concussion Management Case Study of a High School Football Player.** Salvatore, AP, Fjordbak, BS, Nelson, R, Valles, B. North American Brain Injury Society 5th Annual Brain Injury Conference, San Antonio, TX, September, 2007.

**Academic Re-entry after TBI.** Fjordbak, BS. Invited speaker at Tri-Unity Community Conference, University of New Mexico, Las Cruces, New Mexico, March, 2007.

**Functional Language Changes After Stroke.** Fjordbak, BS. Invited lecture series, Del Sol Medical Center Rehabilitation Department, El Paso, Texas, October 19, 26 and November 2, 2006.

**Patterns of language use in mania.** Fjordbak, BS. Invited lecture, Artificial Intelligence Center Seminar, University of Georgia, June, 2006.

**Working memory and stroke.** Fjordbak, T; Fjordbak, BS; Faulkner, MD. Poster session, International Stroke Rehabilitation Conference – 2006, Göteborg, Sweden, April, 2006.

**Individual patterns of language use in a case of Major Mood Disorder.** Fjordbak, BS. Invited presentation for the Grupo de Neurociencias, Universidad de Antioquia, Medellín, Colombia, October, 2005.

**Schizophrenia and the structure of language: the linguist's view.** Covington, MA; Brown, C; He, CZ; Naci, L; Fjordbak, BS; and Brown, J. Presented at the SANE POWIC Meeting on Language and Psychosis, Oxford (UK), July, 2004.

**Social Skills: Assessment and Treatment of Pragmatic Language Disorders.** Fjordbak, BS. Invited presentation at the 2002 GSHA Annual Convention, Atlanta, GA, March 2002.

## **LICENSURE AND CERTIFICATION**

- Certificate of Clinical Competence, American Speech-Language-Hearing Association (1988 to present)
- Licensed SLP, Texas Department of Licensure and Regulation #102632 (2006 to present)
- Previously licensed as a Speech-Language Pathologist in Georgia, Florida, and North Carolina

## **PROFESSIONAL CLINICAL EXPERIENCE**

### **Clinical Supervision (2006 - 2020)**

Speech and Hearing Clinic, University of Texas at El Paso, El Paso, TX

Concussion Management Clinical Research Lab, University of Texas at El Paso, El Paso, TX

### **Expert Witness/Forensic Consultant (2004 - 2005)**

Provided data analysis and review, and expert testimony related to assessment and intervention of pragmatic language and speech-language pathology issues in special education.

### **Speech-Language Pathology Clinical Practice (1987 - 2006)**

2000-2006: Lumpkin County Schools, Dahlonega, GA; Clarke County Schools, Athens, GA

1999-2000: Children's Therapy Works, Roswell, GA. SLP dept head, camp director

1997-1999: Dawson County Rehab Center, Dawsonville, GA. SLP, camp founder/director

1994-1997: Global Rehabilitation Services, Cumming, GA. Director of Clinical Operations (multidisciplinary)  
 1993-1996: Brain Injury Association of Georgia, Atlanta, GA. Pediatric Camp Director  
 1991-1994: Private Practice SLP, Macon, GA. Specialized in cognitive remediation and TBI  
 1987-1991: Capital Rehabilitation Hospital, Tallahassee, FL (including Clinical Fellowship), Learning Services-Carolina, Durham, NC, Central Georgia Rehabilitation Hospital, Macon, GA

### **PROFESSIONAL AFFILIATIONS**

- Member, American Speech-Language-Hearing Association (ASHA)
- Member, Texas Speech-Language-Hearing Association (TSHA)

### **VOLUNTEER LEADERSHIP IN SERVICE ACTIVITIES**

#### **American Speech-Language-Hearing Association**

- Topic Chair for TBI, Convention Planning Committee for 2015 and 2016; organized clinical/research experts as invited speakers in concussion and TBI; recruited review committee; scheduled sessions
- Reviewer for Leadership and Professional Issues topic strand for ASHA 2017 Convention

#### **Congo Projects for Relief**

- Founding Board member of 501(c)3 NGO based in Texas, serving healthcare, nutrition, education, literacy, and clean water projects in Democratic Republic of Congo, Africa
- Submitted a grant to USAID for \$150,000 to address literacy in Mulungwishi, establishing a community-based library with e-reader technology. *Not funded*
- Mission team volunteer, Mulungwishi Station, Democratic Republic of Congo, Africa

#### **Rotary Club of El Paso**

- Vice President for Programs, Rotary Club of El Paso, 2015-2016
- Participant in 2016 Rotary Institute for Leadership
- Volunteer for multiple community-based service projects sponsored by the club

#### **Texas Speech-Language-Hearing Foundation**

- Board Member and chair of the Education Committee, 2011-2014
- Organizational Committee for the Oscar Mauzy Leadership Conference, 2013
- Round table facilitator on Leadership Styles for Oscar Mauzy Leadership Conference, 2015
- TSHA Leadership Academy Mentor, 2016-2017

#### **Texas Speech-Language-Hearing Association**

- Chair, Ethical Practices Committee, 2017 to present
- Member, Honors and Awards Committee, 2017 to present
- TSHA Political Action Committee (TSHA-PAC) Board Member, 2011-2013
- Vice President for Social and Governmental Policy, 2009-2011
- Provided testimony at legislative committee hearings on Sunset Review and Concussion bills
- Councilor to VP of Social and Governmental Policy, 2008-2009, 2011-2012
- Trainer, Ethics and Legislative Issues for 18 regional meetings across Texas, 2008 to 2012.
- Co-Chair, Grassroots Legislative/Regional Association Task Force, 2007-09, 2012-13

#### **Georgia Speech-Language-Hearing Association**

- President, and Chair of Executive Council and Officers Council, 1997-1998
- Treasurer, GSH-Political Action Committee, 2000-2002
- Northwest Regional Representative and Chair of Legislative Committee, 1995-1996
- Provided federal testimony on Individuals with Disabilities Education Act (IDEA)
- Provided testimony on licensure, certification and Medicaid at Georgia General Assembly committee hearing

**Special Olympics of Georgia**

- Chair of the Area 02 Management Board, developed and implemented Annual Management Plan, provided oversight for budgetary and correspondence issues, 1999-2000

**Brain Injury Association of Georgia**

- Program Chair, Brain Injury Association of Georgia Annual Convention, 2000 and 2001

**Free Romania Foundation, Cambridge, MA**

- Team Leader - Appointed to lead a group of volunteer professionals in a humanitarian relief effort assisting disenfranchised handicapped children in an orphanage in a poverty-stricken rural area of Romania, 1992

**Other volunteer service activity:**

- Faculty Advisor, UTEP Wesley Foundation
- Volunteer counselor for CCYM, United Methodist Youth Camp, Sacramento NM
- Volunteer, Kelly Memorial Food Pantry
- Volunteer, KTEP Public Radio pledge drive
- Volunteer, Vacation Bible School and multiple summer camps, Trinity First UMC
- Volunteer, Texas Ramp Project through the Rotary Club of El Paso
- Volunteer, From The Heart Animal Rescue, fostering injured and special needs dogs

**HONORS AND AWARDS**

- 2016 Rising Star Award from the Rotary Club of El Paso
- Graduate of the UTEP Leadership Development Institute, Class of 2011-2012
- Distinguished Service Award, Georgia Speech-Language-Hearing Association, 1999
- ACE Award, American Speech-Language Hearing Association, 1992, 1997, 2000

**OTHER PUBLICATIONS AND MEDIA SPOTS** (non-refereed)

**Sirmon-Taylor, B.** & Salvatore, AP. (February, 2016). Letter to the Editor: Concussion Management. *The ASHA Leader*, 21(4). doi:10.1044/leader.IN1.21022016.4

*El Paso Times* (5-27-13). *Health Matters* column – Know what to do in case of a stroke.

*El Paso Times* (5-31-09). Guest editorial: Speech-language pathologists, audiologists enhance many lives.

*El Paso Times* (11-19-07). *Health Matters* column - Spanglish becomes the norm on the border.

*El Paso Inc/Southwest Senior*. (6-11-11). What you can do to keep lines of communication open.

*Communicologist*, a publication of the Texas Speech-Language-Hearing Association

Vol. 38 (3), June, 2011.

- 2011 Capitol Visit
- Legislative Update

Vol. 38 (2), March/April, 2011.

- 2011 Texas Legislative Update, p.4

Vol. 37 (6), December, 2010. Contributed two pieces and edited four others

- Sunset Review: TSHA is ready! (front cover, guest editorial)
- Politics 101: A primer for professionals, pp. 14-15

Vol. 36 (5), October, 2010.

- PAC changes mean better statewide representation, p. 25

Vol. 36 (4), August, 2010.

- Members answer the call on District Legislative Day, p. 5
- Annual Report (Social and Governmental Policy section), pp. 9-12

- Legislative Update, p. 18
- Vol. 36* (2), April, 2010.
- Town Hall Meetings, p. 3
  - Legislative Report, p. 12
  - Grassroots Advocacy: The Power of One, p. 14

*Vol. 36* (1), February, 2010.

- Growing at the grassroots, p.11
- Golden Crescent Regional Assn sets the standard for grassroots involvement, p.13

*Vol. 35* (5), October 2009.

- Sunset Review: An opportunity for TSHA (guest editorial, featured on cover)

***Focus on Campus*** on KTEP, El Paso, Texas – invited appearances on a local radio talk show, involving discussions of speech-language pathology (April 6, 2007), and collaborative research in bilingual acquisition (May 4, 2007).

***Perspectives*** on KTEP, El Paso, Texas – invited appearance on locally-produced radio talk show with Dr. Anthony Salvatore to discuss concussion management (aired October 11, 2008)

***Perspectives*** on KTEP, El Paso, Texas – invited guest expert on live radio call-in show hosted by Louie Saenz to discuss code-switching and Spanglish, with Dr. Thamar Solorio (aired April 16, 2007).

***ABC-7 News @ Noon***, KVIA-TV, El Paso, TX – invited spot to discuss the Graduate and Professional Education Expo (aired February 3, 2017).

***CBS4Local News***, KFOX14 local affiliate, El Paso, TX – interviewed regarding current concussion research and risk factors for long-term consequences (aired September 22, 2017).

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 18, 2020

ITEM: Academic Action Notification for Period of January 1, 2020 through July 31, 2020

COMMITTEE: Academic, Research, and Student Success Committee

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

The ETSU Board of Trustees has directed that staff provide periodic updates on select academic actions. The following agenda materials provide a memorandum outlining the academic action notifications for the period of January 1 through July 31, 2020 which consist of:

<i>Type of Action</i>	<i>Quantity</i>
Establishment of New Academic Unit	2
Establishment of Free-Standing Academic Degree Program from an Existing Concentration	2
Establish New Certificate (12-23 Credits)	5
Change Name/Title for Program or Concentration	2
Change Name/Title of Minor	1
Establish New Concentration	8
Change (Increase or Decrease) the Number of Credits in an Existing Program	4
Inactivate Existing Program or Concentration	1
Terminate an Academic Program or Concentration	5
Terminate Certificate	3
Revise Program Admission Policy	15
Establish Program Progression Policy	2
Revise Program Progression Policy	1
Establish Program Graduation Policy	1
Academic Program Consolidation	1
Establish Minor	3
Substantive Revision- Degree	13
Substantive Revision- Minor	3
Substantive Revision- Certificate	2
Non-Substantive Revision- Degree or Concentration	1
Establish Articulation Agreement	4
Revise Articulation Agreement	3
Other	2

## **Academic Actions Notifications For the Period January 1, 2020 through July, 31, 2020**

East Tennessee State University Board of Trustees  
Academic, Research, and Student Success Committee  
September 2020

The ETSU Board of Trustees must be apprised of select academic actions taken by the university on a periodic basis. Frequently, broad-sweeping academic actions must occur in response to new or revised guidelines and expectations from sources outside of ETSU such as federal, state, industry, and accrediting agencies. The following is an overview of academic actions from January 1 – July 31, 2020 all notifications to THEC for this time period have been submitted.

### Academic Actions Submitted to THEC

#### **Establishment of New Academic Unit**

##### **1 College of Graduate and Continuing Studies**

The School of Continuing Studies and Academic Outreach and the School of Graduate and Professional Studies have been merged into the College of Graduate and Continuing Studies. This merger will allow a more centralized unit for non-traditional age students as well as allowing for greater efficiencies from admissions through program completion for post baccalaureate students and adult learners.

##### **2 Department of Medical Education**

Established in the Quillen College of Medicine this unit will centralize medical education efforts, create a central place for medical curriculum and function as a central location for accreditation related work. It will also enhance supports for student medical education and professional development for faculty.

#### **Establish a Free-Standing Academic Degree Program from an Existing Concentration**

##### **1 BA in Music**

Establishment of a Bachelor of Arts in Music will enhance student recruitment and student preparation for professions associated with music but not necessarily in performance. This degree increases the scope of offerings for students and is expected to increase student enrollment in music.

##### **2 Master of Health Administration (MHA)**

The prior concentration (MPH in Public Health Administration) grew substantially over the last five years, doubling in size from 2015-2018 to 44 enrolled students. The conversion of the former concentration to a freestanding MHA will meet a growing need in the medical industry while enhancing the portfolio of offerings in the College of Public Health.

#### **Establish New Certificates (12-23 Credits)**

##### **1 Graduate Certificate in Health Data Analytics**

This certificate will provide graduate health care students options to develop skills for professional placement in a variety of occupations related to health care analytics, management, and data management.

## **2 Data Analytics – Computing**

Data analytics is a priority in business and governmental organizations. This certificate program will allow students opportunities to develop skills to enhance employability in data analytics in business fields.

## **3 Esports Management – Sport, Exercise, Recreation, and Kinesiology**

Projected to be a 1.4-billion-dollar industry, esports is a growing field of study. Students in this program will develop professional skills for work in this growing industry.

## **4 Graduate Certificate in Heritage Interpretation and Museum Studies**

Tourism is a growing industry in Tennessee and this certificate allows students to explore aspects of Appalachian heritage and archiving while developing industry skills for employment.

## **5. Graduate Certificate Forensic Nursing**

Forensic nursing is a high need area of certification in the field of nursing. This certificate will benefit students by offering professional credentialing in this rising area of employment opportunity.

### **Change Name/Title for Program or Concentration**

#### **1 M.S. in Technology to M.S. in Engineering Technology**

This title change more clearly represents the content in the degree program. The change delineates program content for students searching graduate programs as well as clarifying recruiting materials that contain the degree title.

#### **2 Merchandising to Fashion Marketing and Merchandising**

This title change more clearly represents the content in the degree program. The program has a fashion orientation; therefore, the change will be an asset in marketing and recruiting to this program.

### **Change Name/Title of Minor**

#### **1 Film Studies to Film and Media Studies**

This title change represents the greater of scope of the minor and aligns the title with content current in the field.

### **Establish New Concentration**

#### **1 Ph.D. in Biomedical Sciences – Cardiovascular Sciences**

Practice in student preparation in Biomedical Sciences is more collaborative and interdisciplinary in research and application. Four concentrations are being eliminated and replaced with interdisciplinary content and research experiences aligned with current medical training trends.

#### **2 Ph.D. in Biomedical Sciences – Cellular, Molecular and Chemical Biology**

Practice in student preparation in Biomedical Sciences is more collaborative and interdisciplinary in research and application. Four concentrations are being eliminated and replaced with interdisciplinary content and research experiences aligned with current medical training trends.

#### **3 Ph.D. in Biomedical Sciences – Immunology, Inflammation and Infectious Diseases**

Practice in student preparation in Biomedical Sciences is more collaborative and interdisciplinary in research and application. Four concentrations are being eliminated and replaced with interdisciplinary content and research experiences aligned with current medical training trends.

#### **4 Ph.D. in Biomedical Sciences – Neuroscience**

Practice in student preparation in Biomedical Sciences is more collaborative and interdisciplinary in research and application. Four concentrations are being eliminated and replaced with interdisciplinary content and research experiences aligned with current medical training trends.



## **5 International Business**

As a result of student interest and trends in business education for international students, a concentration in International Business has been established focusing on research and theory associated with international business.

## **6 Marketing Analytics**

Marketing analytics has become an increasingly important area of need in the workforce. This concentration allows students to prepare for work opportunities in a wide variety of industry applications related to data analytics and data management in the field of marketing.

## **7 General Theatre**

This concentration has been recommended by the National Association of Schools of Theater (NAST) accrediting organization. The program is associated with education licensure as well as providing opportunities for students that seek non-performance career pathways in theater arts fields.

## **8 Business Administration, MBA (1) Cybersecurity Management, (2) Business Analytics**

Two concentrations were added to the Masters of Business Administration. Each of these programs were identified as concentration areas of student interest and are concentration areas based on employment data that will be valuable for ETSU students.

## **Change (Increase or Decrease) the Number of Credits in an Existing Program**

### **1 M.A. in Appalachian Studies (from 30-33 to 33-36)**

The increase in total degree credits is to ensure possible credits earned in the degree are on the program of study and align with changes in federal student aid requirements.

### **2 M.A. in Liberal Studies (from 31-46 to 31-49)**

The increase in total degree credits is to ensure possible credits earned in the degree are on the program of study and align with changes in federal student aid requirements.

### **3 Ph.D. in Biomedical Sciences (from 60 to 60-72)**

The increase in total degree credits is to ensure possible credits earned in the degree are on the program of study and align with changes in federal student aid requirements.

### **4 Ph.D. in Early Childhood (from 69-72 to 78-81)**

The increase in total degree credits is to ensure possible credits earned in the degree are on the program of study and align with changes in federal student aid requirements.

## **Inactivate Existing Program or Concentration**

### **1 B.A. Foreign Languages, French Concentration**

Enrollment in the French concentration has steadily declined over recent years. Inactivation of this concentration will provide an opportunity for the Foreign Language department to consider more popular language offerings or a restructuring of the French concentration

## **Terminate an Academic Program or Concentration**

### **1 B.A./B.S. Media and Communication Concentrations**

These concentrations were found to be academically outdated. New curriculum and programming will be more appealing to students, increase advising effectiveness, allow for online degree pathways and provide student with flexible options in their educational programming.

### **2 B.S. Health Sciences (Human Health Concentration)**

This concentration was terminated as the concentration was subsumed into an existing degree.

### **3 M.A. in Appalachian Studies: Appalachian Communities; Appalachian Culture & Heritage**

These concentrations were not flexible enough to accommodate the wide range of student goals professional expectations for students completing this degree. In removing these concentrations, the degree has been revised to be more flexible and meet a wider scope of employment opportunities.

### **4 Concentrations of: Anatomy; Biochemistry; Microbiology; Pharmacology; Physiology; Quantitative Biosciences**

The concentrations to be terminated in the Biomedical Sciences Graduate Program are limited in scope of training to disciplines that were once represented by individual departments within the medical school. However, the changing landscape in the field demands more collaborative work and diverse opportunities. The siloed concentrations have been replaced with interprofessional curricula and research activities.

### **5 Liberal Studies, MALS (Applied Theatre Pedagogy Concentration)**

This concentration has been terminated since it has not had student enrollment since 2016.

## **Terminate Certificate**

### **1 Graduate Certification: Response to Intervention C-4**

No students have been enrolled in this certificate since 2015. Professional development associated with this certificate was largely conducted in-house by school districts.

### **2 Graduate Certification: Post-MSN Nursing Education**

No students have been enrolled in this certificate since 2015. Changes in accreditation standards, licensure and professional standards over time have made reduced the need for this certificate.

### **3 Graduate Certification: Reinforcing Education Through Artistic Learning**

This certificate has been terminated since it has not had student enrollment since it was established in 2016.

## **Revise Program Admissions Policy**

### **1 M.A. in Appalachian Studies**

This policy revision removes the GRE as an admission requirement. This is consistent with similar programs across the region.

### **2 B.S. in Professional Studies**

This policy revision standardizes admission requirements across degree programs offered through the School of Continuing Studies and Academic Outreach.

### **3 B.A.S in Applied Science**

This policy revision standardizes admission requirements across degree programs offered through the School of Continuing Studies and Academic Outreach.

### **4 B.S.G. in General Studies**

This policy revision standardizes admission requirements across degree programs offered through the School of Continuing Studies and Academic Outreach.

### **5 B.S.I.S. in Interdisciplinary Studies**

This policy revision standardizes admission requirements across degree programs offered through the School of Continuing Studies and Academic Outreach.

### **6 M.Acc. Accountancy**

This policy revision updated information on prerequisites and updates language to coincide with current graduate school systems.

### **7 MBA (Accelerated and Traditional)**

This policy revision clarifies that the GMAT is not required for AMBA students, removes the fixed number of years and updates terminology.

### **8 B.S. Health Sciences**

This policy is no longer needed because the concentration is being terminated.

### **9 All BBA Programs**

This policy revision provides clarification on GPA requirements in the major and associated concentrations.

### **10 MSW- Social Work**

This policy revision reduces the length of the autobiographic essay required for program admission. This will also align the length of this essay with those required of other graduate programs.

### **11 Ed.D. Leadership (Higher Education, Admin, School)**

This policy revision eliminates the GRE as an admissions requirement. This aligns admissions protocols with programs across the state and region.

### **12 M.A./Ph.D. in Psychology**

Students will make initial application to the program through a centralized application process (PSYCAS) and the GRE will no longer be utilized in the admission process. Expectations are that there will be an increase in applicant pool as well as an increase in the diversity of applicants.

### **13 MPH, Public Health**

The GRE will no longer be utilized in the admission process. It is expected that this will keep the program competitive with other universities and will result in an increase in the applicant pool.

### **14 PhD, Nursing**

The GRE will no longer be utilized in the admission process and the two year work requirement prior to admission will be removed; it is expected that removing these two items will make the program more competitive and increase the applicant pool.

### **15 Doctor of Audiology**

A Curriculum Vita will be required as an element of the admissions process. This full history of academic credentials and experiences will be valuable in the applicant screening process.

## **Establish Program Progression Policy**

### **1 CBAT Undergraduate and Graduate International Student Seminar**

This program progression policy establishes a 1 credit (repeatable) course for undergraduate and graduate international students in the College of Business and Technology. The course provides academic and cultural supports as well as professional skill development opportunities designed to enhance international student success.

### **2 All BBA Programs**

This program progression policy revision clarifies complex and confusing program completion guidelines. The resulting policy aligns with federal student aid regulations and provides students clear and flexible pathways for competing BBA programing.

## **Revise Program Progression Policy**

### **1 BSED, Elementary Education; BS, Early Childhood Development (Pre-K-3 Concentration); BS, Special Education; BS, Kinesiology Major (Physical Education K-12 Concentration); Secondary Education; Teacher Preparation Minor**

This policy revision establishes a required GPA in the major of 2.75 with the required graduation GPA of 2.75. This standard is supported in state licensure guidelines and by the CAEP accreditation organization.

## **Establish Program Graduation Policy**

### **1 B.A. in Foreign Languages: Spanish Concentration**

This policy establishes limits on and clarifies courses that can be applied to both the major and minor in the Spanish concentration. The impact is a clear pathway for the concentration and it will enhance advisor/student academic planning in Spanish.

## **Academic Program Consolidation**

### **1 M.Ed. in Elementary Education & M.Ed. in Secondary Education**

The consolidation of these two degrees into a Masters in Curriculum and Instruction will enhance the Clemmer College portfolio of offerings and increase the number of graduate education students. The M.Ed. in Curriculum and Instruction is both competitive and attractive to graduate education students.

## **Establish Minor (18-21 Credits)**

### **1 Digital Marketing**

The digital marketing minor is being established to meet market demands for more skilled marketers. This popular minor is expected to increase student interest in the Master's of Science in Digital Marketing.

### **2 Old-Time Music**

The Old-Time Music minor will attract students across disciplines who have an interest in studying and performing old-time music. The department has increased recruitment efforts to identify and respond to student interest in Old-Time music; this minor reflects and facilitates the interests and academic desires of these students.

### **3 Scottish and Irish Traditional Music**

There is currently no college or university in the US that offers a degree program (an academic minor or major), in Scottish / Irish traditional music. This program will establish ETSU as a destination for students interested in this area of music. The new minor will increase student application to the music program.

## **Substantive Revision – Degree**

### **1 B.S. in Health Administration**

This curricular revision increases degree alignment with professional expectations for workforce employment as well as increasing flexibility in elective offerings for students.

### **2 B.S. in Public Health, Community Health Concentration**

Concentration revisions align program to revised CEPH accreditation standards as well as providing more flexibility in elective options which are aligned to workforce requirements in health care professions.

### **3 B.S. in Geosciences**

Curricular revisions were in response to recommendations from an external program review. Revisions have increased flexibility of offerings for students and aligned content to professional skills associated with career opportunities in related fields.

#### **4 Bachelor of Applied Science B.A.S.**

Revisions to this degree program were in response to recommendations from industry partners. Revisions include an addition of interdisciplinary offerings, an addition of a concentration, and an addition of a core course all aligned to workforce requirements in associated professional fields.

#### **5 B.S. in Biology**

Revisions include an increase in core credits, addition of a capstone course, and development of program pathways which allow students to align coursework with career goals.

#### **6 B.A./B.S. in Psychology, Clinical Psychology Concentration**

Modification allows choices within required areas of the concentration such as experiential learning, child, applied, diversity, and cultural influences, and within the interdisciplinary electives.

#### **7 Ph.D. Biomedical Sciences (Pharmaceutical Sciences)**

Revisions increase the rigor of the program of study within the concentration in order to fill needed positions in academia and industry nationwide.

#### **8 MSN, Nursing (Nursing Education Concentration)**

Modifications address incongruencies with current recommendations from accrediting and national organizations. Recommendations included a need for pre-existing curriculum including courses focused on clinical teaching of nursing students, personal clinical specialization courses, and legal and ethical information for nurse educators.

#### **9 Certificate, Post-MSN Nursing Education**

Modifications address incongruencies with current recommendations from accrediting and national organizations. Recommendations included a need for pre-existing curriculum including courses focused on clinical teaching of nursing students, personal clinical specialization courses, and legal and ethical information for nurse educators.

#### **10 B.M. in Music & All Concentrations**

Modifications to both core and concentration requirements allow for more curricular flexibility for students as well as enhancing professional training in the concentrations. Changes are also aligned with requirements for community college partners in the Tennessee Transfer Pathways system.

#### **11 B.A./B.S. Media and Communication**

This substantive revision reorganizes the degree program by focusing on specific professional skills and flexibility in offerings to maximize student opportunity to follow career interests in Media Communication professions.

#### **12 M.A. in Appalachian Studies**

Curricular revisions will give students and faculty advisors more flexibility to design a degree program of study that best prepares graduates for future careers.

#### **13 MALS- Archival Studies Concentration**

Curricular revisions are in response to changes in the national professional organization guidelines regarding archival education.

### **Substantive Revision – Minor**

#### **1 Film Studies**

Revision modernizes the Film and Media Studies minor, bringing it up to current standards in the discipline.

#### **2 Entrepreneurship**

Revision reflects industry changes in the way entrepreneurship is taught and brings a greater focus on entrepreneurial opportunities and professional skill development.

### **3 Japanese**

Revision reduces the required hours to 18 and allows for a greater selection of elective courses, which enables students to complete the minor in six semesters instead of eight while have choice in coursework.

#### **Substantive Revision – Certificate**

##### **1 Geographic Information Systems, Graduate**

Revision allows students to choose more electives in order to tailor their learning more precisely to research or career trajectory.

##### **2 Graduate Certificate in Archival Studies**

Revision adds course on digital archiving to meet accreditation standards.

#### **Non-Substantive Revision – Degree or Concentration**

##### **1 BS Engineering Technology (Construction Engineering Technology Concentration)**

Modification allows for an additional accounting course ACCT2000 Accounting for Nonbusiness Majors to satisfy requirements for accounting associated with this program.

#### **Establish Articulation Agreement**

##### **1 MD/MBA**

Many students who pursue an MD degree desire to establish their own medical practice or otherwise engage in business activities. This articulation agreement provides an opportunity for them to gain knowledge beneficial to this career goal.

##### **2 3+1 Biology and Pharmacy**

The proposal establishes a pathway for students to diversify their learning experiences to make them more competitive and well-rounded in their future careers.

##### **3 3+1 Chemistry and Pharmacy**

The proposal establishes a pathway for students to diversify their learning experiences to make them more competitive and well-rounded in their future careers.

##### **4 3+1 Health Sciences and Pharmacy**

The proposal establishes a pathway for students to diversify their learning experiences to make them more competitive and well-rounded in their future careers.

#### **Revise Articulation Agreement**

##### **1 PharmD/MBA**

This articulation establishes a pathway for students in the Doctor of Pharmacy program to participate in a Masters of Business program; enhancing their professional training and employment opportunities.

##### **2 Epidemiology Graduate Certificate**

Addition of EPID 5100 (Analytic Methods in Public Health - 4.0 credits) this course replaces EPID 5400 (Epidemiology I - 3.0 credits) This revision increases the Certificate to 16 credits and it may be transferred into the Masters of Public Health.

### **3 Public Health Graduate Certificate**

This certificate was revised to include the following courses: EPID 5100 Analytic Methods in Public Health, COBH 5250 Community Based Methods in Public Health, HSMP 5040 Health Systems, Regulations and Policies, HSMP 5200 Health Leadership and Management; the total credits is now 16 and this certificate can transfer into the Masters of Public Health.

### **Other**

#### **1 Establishment of Center: Interdisciplinary/Interprofessional – Child and Family Health Institute**

Health Challenges facing women across the country are exacerbated in Central Appalachia. ETSU is exceptionally positioned to lead efforts to enhance women's health in the southeastern US. This center will provide health care expertise and educational outreach in the area of women's health associated with prenatal care through family practice.

#### **2 Establishment of Center: Health Services Management and Policy – Center for Applied Research and Evaluation (CARE) – Women's Health**

CARE is an interdisciplinary approach to women's health care. It is a collaborative process across the colleges of Medicine, Public Health, and Arts & Sciences. This center will focus on health care treatment and education specific to health issues facing women in rural Appalachia.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 18, 2020

ITEM: Equity and Inclusion Strategic Action Plan

COMMITTEE: Academic, Research, and Student Success Committee

PRESENTED BY: Keith V. Johnson  
Vice President for Equity and Inclusion

Dr. Keith Johnson will provide an update to the Board of Trustees on the university's Equity and Inclusion Strategic Action Plan.

The following goals were established as guiding principles used to drive the plan:

- Foster a welcoming, supportive and inclusive living, learning, and working environment for all faculty, staff, students and visitors.
- Assess and monitor institutional progress on access, diversity, equity, and inclusion efforts.
- Provide personal and professional development and public programming related to enhancing understanding of diversity and inclusion.
- Recruit, retain, and graduate increasing numbers of students from underrepresented and underserved populations and international students.
- Recruit and retain greater number of individuals from underrepresented populations into administrative, faculty, and staff positions, and especially into leadership roles across campus, including chairs, deans, and vice presidents.
- Promote undergraduate curricular requirements to include significant intercultural perspectives.
- Develop and strengthen partnerships with diverse communities locally, regionally, nationally, and globally.





EAST TENNESSEE STATE  
UNIVERSITY

# Office of Equity and Inclusion

## 2020-2022 Strategic Plan

# *Mission*

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- The Office of Equity and Inclusion collaborates, promotes, supports, and advances the University's mission, vision, and values by guiding the development and implementation of proactive diversity, access, inclusion, research, and retention initiatives for all faculty, staff, and students.
- The office serves to promote an environment where people come first, are treated with dignity and respect, and are encouraged and supported to achieve their full potential.
- The office will collaborate with university and community partners on matters associated with equity and inclusion to foster relationships and advocate for underrepresented populations.



# *Inclusive Excellence Framework*

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The strategic pursuit of a set of balanced diversity objectives which repositioned diversity and inclusion as fundamental to institutional excellence and quality (Williams, Berger, & McClendon, 2004). As a byproduct of the work that the strategic plan for Equity and Inclusion is intended to accomplish, it will lead to becoming a HEED designated institution, Higher Education Excellence in Diversity. This designation recognizes colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.



# *Office of Equity and Inclusion Strategic Plan Aligns with University Strategic Plan*

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- Ensuring the diversity and inclusion of people and ideas
- Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom
- Supporting Excellence in Teaching
- Expanding the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines
- Leading the region forward through community engagement and service



# ***Office of Equity and Inclusion Strategic Plan Aligns with HEED Award Recognition***

The *INSIGHT Into Diversity* HEED Award, open to all colleges and universities across the U.S. and Canada, measures an institution's level of achievement and intensity of commitment in regard to broadening diversity and inclusion on campus through initiatives, programs, and outreach; student recruitment, retention, and completion; and hiring practices for faculty and staff.

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- Multicultural Branding and Communication Techniques
- Tactics used to understand issues of campus climate, inclusion, and satisfaction
- Strategies to Ensure Diversity Planning and Accountability
- Student Recruitment and Retention Efforts; Faculty Recruitment and Retention
- Strategies for helping students develop cultural competence
- Diversity-Focused Financial Strategies



# Goal 1: Promote a welcoming, supportive and inclusive living, learning, and working environment for all faculty, staff, students, and visitors.

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- Identify and expand programming and opportunities to promote equity and inclusion.
- Serve as a partner to the ETSU community in facilitating understanding of equity and inclusion issues, educational programs, and best practices.



## **Goal 2: Assess and monitor institutional progress on access, diversity, equity, and inclusion efforts.**

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- Conduct regular evaluations and assessment of diversity and inclusion initiatives.
- Utilize feedback (i.e. survey, focus groups) from students, faculty, and staff to better understand the needs of campus community especially underrepresented populations.
- Feedback will be solicited from students annually. Reports will be submitted with the annual report to highlight faculty, staff, and student need.



# **Goal 3: Provide personal and professional development and public programming related to enhancing understanding of diversity and inclusion.**

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- Update, cultivate, and incorporate a clear and compelling image for the central institutional diversity training unit.





**Goal 4a: Recruit, retain, and graduate increasing numbers of students from underrepresented and underserved populations and international students.**

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**Goal 4b: Recruit and retain a greater number of individuals from underrepresented populations into administrative, faculty, and staff positions, and especially into leadership roles across campus, including chairs, deans, and vice presidents.**



# Goal 4: continued

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- Consult and coach college/department/unit leadership to improve cross-cultural communication as well as work with those individuals to assess educational needs and solutions.
- Work with campus partners to create, implement, manage, and regularly evaluate all equity and inclusion programs and equity and inclusion related strategies in regard to various functions including recruitment, performance management, leadership development, and retention.



# Goal 5: Promote undergraduate curricular requirements to include significant intercultural perspectives.

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- Consult and coach college/department/unit leadership to improve cross-cultural communications as well as work with those individuals to assess educational needs and identity solutions.



# **Goal 6: Develop and strengthen partnerships with diverse communities locally, regionally, nationally, and globally.**

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- Augment community engagement and foster campus partnerships related to equity and inclusion



# Discussion/Questions



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 18, 2020

ITEM: Out of State Enrollment Strategy

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Joe Sherlin  
Vice President for Student Life and Enrollment

As outlined within the strategic plan, East Tennessee State University has established a strategic growth initiative that is aligned with the mission of regional service. Central to their mission in the drive to expand access opportunities for citizens of the region and beyond. To support this effort, the University has worked with Maguire and Associates to review the current institutional tuition and scholarship model; and review and analyze state, regional, and national peers to identify opportunities to support enrollment growth, student engagement, access, diversity, and affordability.

The analysis by Maguire and Associates has identified significant opportunities to adjust and re-center the University's out of state enrollment strategy. The current out of state pricing strategy is a high tuition (\$28,500 AY) and high discount model; discounting tuition (\$12-18,000) based on students' academic performance and geographic proximity. For example, qualifying students from Buncombe and Henderson counties (North Carolina) currently pay a net cost of \$10,500. Data from these counties over the last three years show a significant 22% enrollment yield when in state tuition in North Carolina<sup>1</sup> public institutions is much lower than our current net tuition. Both quantitative data analysis and the qualitative information from enrollment staff in the field indicates that ETSU can compete well with out of state institutions when the cost gap is narrowed by focusing on academic program offerings and quality.

An out of state tuition reset provides the opportunity to be very competitive on price in Virginia<sup>2</sup> and South Carolina<sup>3</sup> compared to their current in-state tuition rates; and allows ETSU to recruit students and families with a more transparent and aggressive cost strategy within North Carolina, South Carolina, Georgia, Kentucky, and Virginia. Because the model will forgo approximately \$3,000 per student in tuition revenue, the plan will need to increase out of state enrollment by 40 students per year to account for foregone revenue. The quantitative modeling and analysis predicts headcount growth in freshman and transfer by 100 students per academic year; an increase in net tuition revenue by \$500,000 - \$600,000; and an increase in total revenue by \$900,000-\$1,000,000 annually.

With clear and transparent tuition costs, ETSU's enrollment team will cultivate and invest in multiple tactics to support the initiative that include digital marketing, print marketing, expanded regional travel, leveraging ETSU alumni; and significant quantitative and qualitative analysis that will support the strategic focus of recruiting efforts in out of state markets.

**MOTION: I move that the Board of Trustees adopt the resolution, approving the Out of State Enrollment Strategy.**

**RESOLVED: The Out of State Enrollment Strategy is approved as presented in the meeting materials.**

<sup>1</sup> Western Carolina University: \$6,900; Appalachian State University: \$7,710;  
University of North Carolina at Greensboro: \$7,403

<sup>2</sup> University of Virginia's College at Wise: \$10,836; Radford University: \$11,416

<sup>3</sup> University of South Carolina Upstate: \$11,868; College of Charleston: \$12,518



# East Tennessee State University Out of State Pricing & Scholarship Strategy

September 2020



# Approach

## Historical Data Review

Examine behaviors of recently accepted students

Develop matrices to display results



## Predictive Model

Construct a projection equation

Analyze the price sensitivity of your pool



## Trade-Off Options

Evaluate rounds of hypothetical scenarios

Select an optimized solution



## Awarding and Tracking

Refine a customized awarding equation

Monitor the progress throughout cycle



# Background

- ◆ The ETSU Project Team has considered 10-15+ strategies for each population (in-state vs. out-of-state, first year vs. transfer) with variation based on a few key factors:
  - ◆ Tuition price (list price)
  - ◆ Scholarship eligibility (cutpoints by GPA and test score – the “who?” question)
  - ◆ Scholarship amount & discount rate (amounts by group – the “how much?” question)
- ◆ Key considerations:
  - ◆ How different is the proposed strategy from historical practice?
  - ◆ How do we balance underlying model “efficiency” with implementation and communication with prospective students and families?
    - Simpler & more straightforward is usually better – should be considered alongside other tradeoffs.

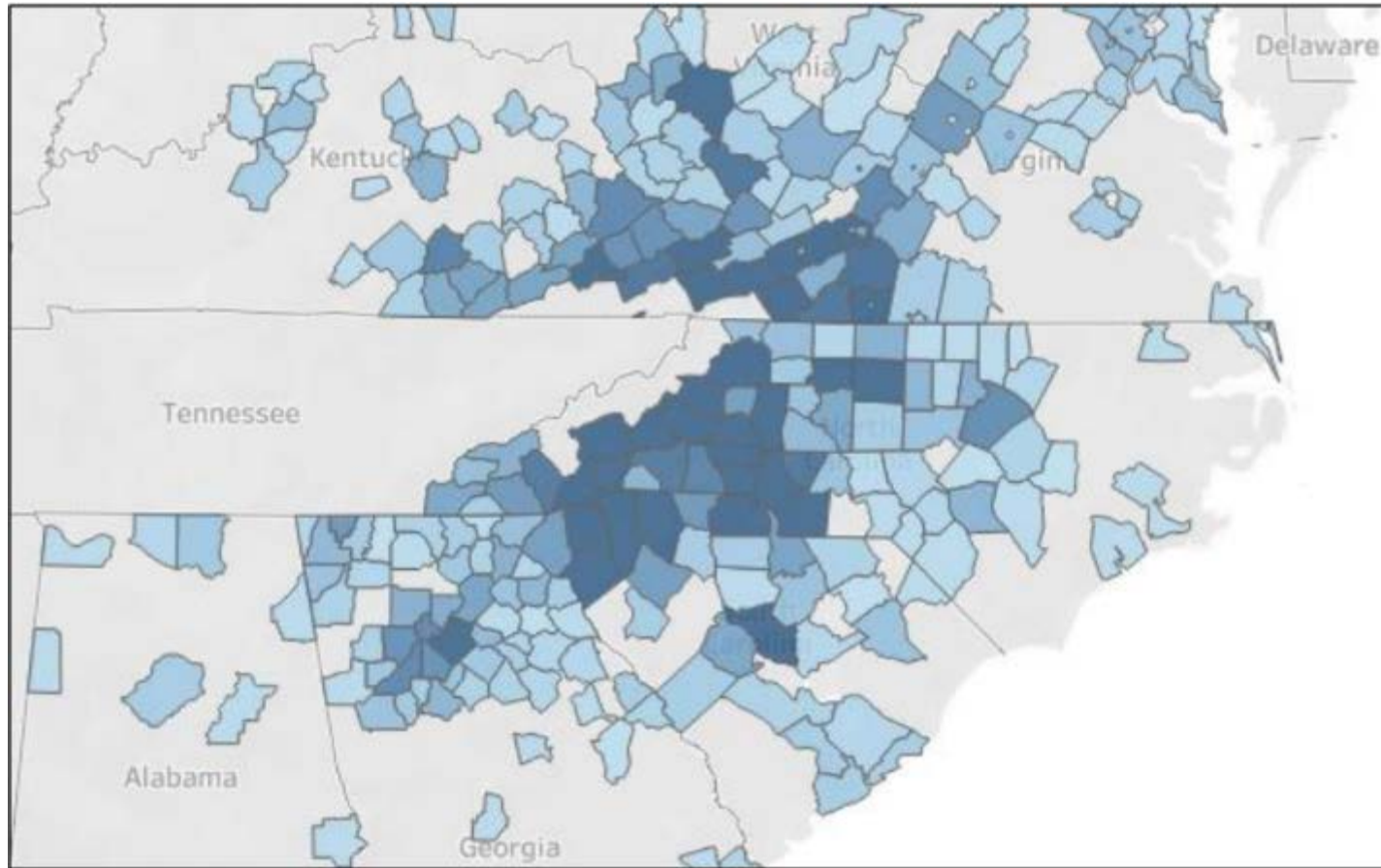
# Out-of-State Observations

- ◆ Current practice mimics a private institution high-price, high-aid strategy.
  - ◆ High list price, high (50%+) discounting based on GPA and geography
- ◆ Current strategy (3.0+ GPA, 85%+ of students receive scholarships):
  - ◆ \$10,500 net cost for Buncombe and Henderson counties
  - ◆ \$13,500 net cost for regional counties within 250 miles (most of KY, WV, VA, NC, SC; portions of AL, GA, IN, OH).
  - ◆ \$16,500 net cost for remainder of U.S.
  - ◆ Net tuition revenue per student (excluding athletes/international/eRate) was approx. \$13,500 in Fall 2019.

# Strategy Proposal\*

- ◆ Reduce total out-of-state tuition price to \$13,500 (approx. \$4,000 premium on in-state) for new students beginning with fall 2021 cohorts.
- ◆ Offer \$3,000 discounts for a total out-of-state tuition price of 10,500 to students from KY, VA, NC, SC, and GA.
- ◆ Projected outcomes:
  - ◆ First year & transfer headcount growth of 100+ students
  - ◆ Net tuition & fee revenue growth of \$500,000 - \$600,000

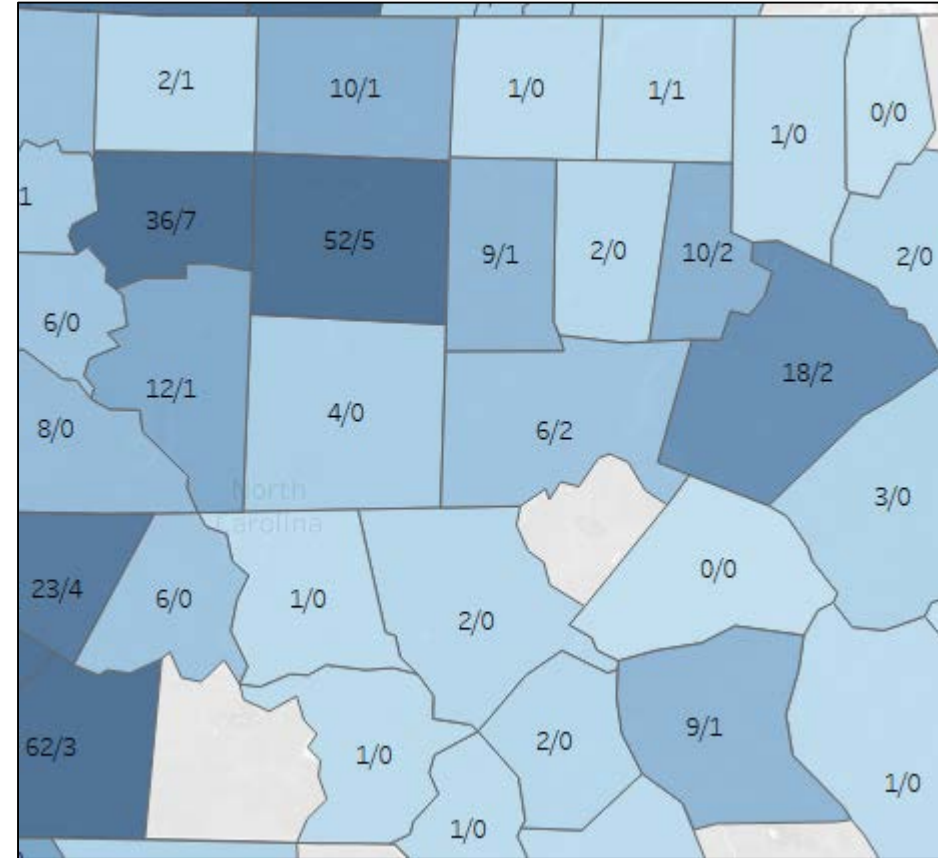
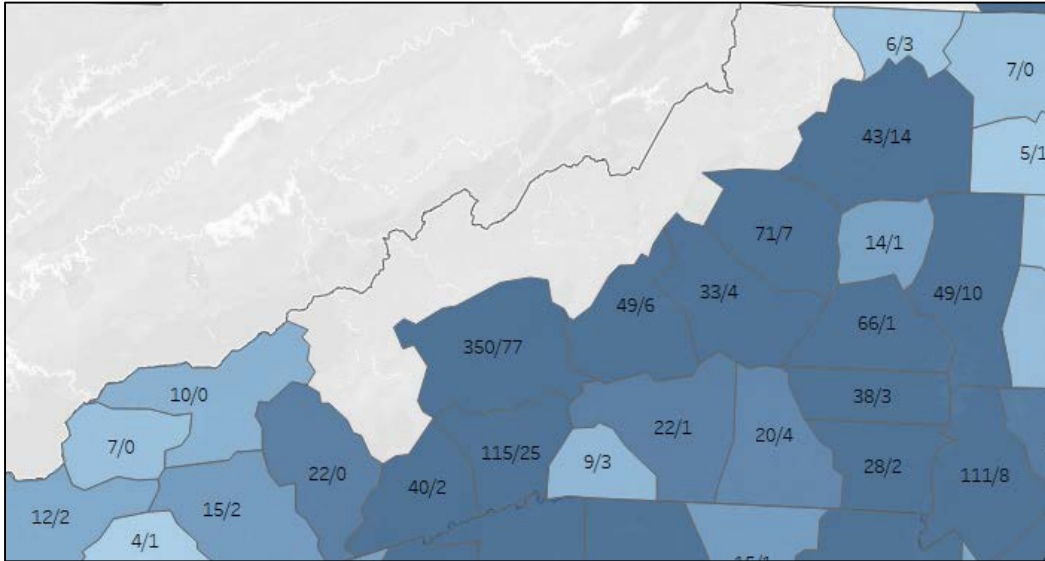
# Opportunities in Neighboring States



Note: Darker blue indicates greater volume of admits for past three admission cycles

- ◆ Significant admit volume but low yields in counties across VA, NC, SC, and GA.
- ◆ Opportunity to be more competitive on price with in-state publics in VA and SC
- ◆ Expansion into Atlanta-area markets with transparent & aggressive strategy.

# North Carolina



- ◆ Buncombe/Henderson: \$10,500 current net cost, 22% yield
- ◆ Other NC counties: \$13,500 current net cost; strong interest, but yields typically in the 5-20% range
- ◆ Aggressive public university pricing for in-state students

# Risks

- ◆ Strategy depends on more aggressive net pricing to increase headcount and trade off net tuition revenue per student; if headcount doesn't increase, overall net tuition revenue will drop.
- ◆ Risk is reduced because the population is small (approx. 10% of new enrollees), and most out-of-state students already pay a net cost of \$10,500 - \$16,500.

# Implementation

- ◆ Public institutions with significant price adjustments (e.g. 15/4 changes, reductions) have typically phased in the new pricing based on cohort. Similar examples:
  - ◆ UT Chattanooga (“Soar in Four” pricing phased in beginning with Fall 2019 cohort)
- ◆ Advantages of cohort-based pricing:
  - ◆ Reduces complexity – current students continue with current scholarship model (no adjustments to continuing student aid)
  - ◆ No revenue loss from continuing students
  - ◆ Opportunity to guarantee continuing students that out of state tuition portion will be held flat through graduation



# Marketing

- ◆ Multi-channel strategy
  - ◇ Print, digital, road tour
  - ◇ School administrators/counselors
  - ◇ Alumni relationships
  - ◇ Quality, Affordability, Proximity, and Program
- ◆ Focus areas:
  - ◇ High admit/lower yield counties in neighboring states
  - ◇ Population centers in proximity
  - ◇ Inquiry pool/geodemographic conversion modeling
  - ◇ Review expanded areas of opportunity

# Strategic Outcomes

- ◆ Supports student engagement
  - ◇ Out of state enrollment growth
- ◆ Promotes access
  - ◇ Diversity and inclusion
  - ◇ Financial need
- ◆ Leads on affordability
  - ◇ Compete in neighboring states
- ◆ Enhances program growth
  - ◇ Academic experience
  - ◇ Student experience

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 18, 2020

ITEM: Quarterly Reports of Agreements \$250,000 or greater

COMMITTEE: Finance and Administration Committee

PRESENTED BY: B.J. King  
Chief Financial Officer

Included in the meeting materials are a list of agreements, both expense and revenue, with amounts totaling \$250,000 or greater for the period of April 2020 – June 2020.

**April – June 2020**

**Contracts / Purchase Orders over \$250,000**

<b>Contract/ PO Date</b>	<b>Start</b>	<b>End</b>	<b>Contractor</b>	<b>Description of Services/Products</b>	<b>Contract / PO Amount</b>	<b>\$ Annual Contract</b>	<b>Competitive</b>	<b>Fiscal Review Approval</b>
04/22/20	06/01/20	06/30/25	InfoEd Global	Grants management software system	\$406,835	\$81,367	Yes	N/A
06/08/20	07/01/20	06/30/25	Bristol GYNOB	OB coverage 24/7 for medical residency program	\$550,020	\$110,004	Yes	N/A
06/01/20	06/15/20	12/14/20	Campus Works Inc.	IT Consulting	\$263,078	\$263,078	Yes	N/A

**RFPs – Awarded, In-Process and Upcoming**

Renovation Services, multiple vendors – Facilities Management

Graduation Regalia – Registrar

Internet Service Provider – Information Technology Services

This report does not include contracts or agreements associated with construction projects which are approved through the State Building Commission

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 18, 2020

ITEM: Selection of Audit Committee Chair

RECOMMENDED ACTION: Approve

PRESENTED BY: Scott Niswonger  
Board Chair

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 that the chair of each standing committee be designated by the Board for a two-year term upon the recommendation of the Chair. Competencies and professional or business expertise of members and previous Board and committee experience of Trustees, together with any special qualifications required by these 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 appoint a Trustee to fill the remainder of the term, upon the recommendation of the Chair.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 18, 2020  
ITEM: Selection of Board Vice Chair  
RECOMMENDED ACTION: Approve  
PRESENTED BY: Scott Niswonger  
Board Chair

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 18, 2020  
ITEM: Selection of Executive Committee Member  
RECOMMENDED ACTION: Approve  
PRESENTED BY: Scott Niswonger  
Board Chair

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.

With the approval of the amendments to the bylaws for the Board of Trustees earlier in the meeting, the amended bylaws now provide for a third Board member that shall be elected by the Board to serve for two years, beginning July 1 of the year elected. In the event of a vacancy before expiration of the term, a successor shall be elected to fill the unexpired term at the next meeting of the Board following creation of the vacancy.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 18, 2020

ITEM: Resolution of Appreciation for Mr. David Golden

RECOMMENDED ACTION: Approve

PRESENTED BY: Brian Noland  
President

**MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Mr. David Golden.**



**RESOLUTION OF APPRECIATION  
For David A. Golden  
From the East Tennessee State University Board of Trustees**

WHEREAS David A. Golden has helped to lead one of the world's most dynamic companies, Eastman Chemical Company, as Senior Vice President, Chief Legal and Sustainability Officer, and Corporate Secretary; and

WHEREAS former Tennessee Governor Bill Haslam, recognizing Mr. Golden's commitment to a better and brighter future for our region, selected him as one of the inaugural members of the East Tennessee State University Board of Trustees; and

WHEREAS Mr. Golden immediately and energetically immersed himself in the life of ETSU as the Board prepared for its historic first meeting in 2017 and has continued to do so throughout his tenure; and

WHEREAS, as Vice-Chair of the Board of Trustees, Mr. Golden established himself as a loyal and vocal advocate for the students, faculty, staff, and alumni of ETSU; and

WHEREAS Mr. Golden effectively brought his wisdom and knowledge as an attorney and as a corporate executive to the table as an engaged and enthusiastic member of the Board; and

WHEREAS Mr. Golden provided expert leadership as Chair of the Audit Committee for the Board of Trustees; and

WHEREAS Mr. Golden has given generously of his time and talents in the best interests of ETSU, its policies, its programs, and its people;

THEREFORE BE IT RESOLVED, that the Board of Trustees extends its deepest appreciation and congratulations to David A. Golden for his exemplary service and for representing the very highest ideals of East Tennessee State University.

The East Tennessee State University Board of Trustees

September 18, 2020

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

MINUTES

September 18, 2020  
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 10 a.m. on Friday, September 18 via teleconference call due to extraordinary circumstances surrounding the COVID-19 outbreak. The meeting was livestreamed to allow individuals to attend remotely.

**I. Call to Order**

Chair Scott Niswonger called the meeting to order at 10 a.m.

In his opening remarks, Chair Niswonger spoke about the excitement surrounding the unique fall semester. Many traditional activities such as Preview and Faculty Convocation successfully transitioned to virtual delivery. He congratulated the 2020 Outstanding Faculty Award winners: Dr. Brooks Pond (Gatton College of Pharmacy), Dr. Mohamed Elgazzar (Quillen College of Medicine) and Dr. Donna Cherry (College of Clinical and Rehabilitative Health Sciences).

Chair Niswonger also applauded research grants obtained by ETSU faculty to address the COVID-19 pandemic as well as a \$2.7 million federal grant from HRSA Office of Rural Health Policy to create the Center for Substance Misuse in Rural America.

Even though the fall semester has only been underway for a few weeks, ETSU's mascot, Bucky, is leading a road trip with admissions' officers to meet with prospective students across the region and surrounding states.

Lastly, Chairman Niswonger announced Gov. Lee's appointment of Melissa Steagall-Jones to the ETSU Board of Trustees. Steagall-Jones is a graduate of ETSU and a partner in the accounting firm of Blackburn, Childers & Steagall PLC. She currently serves as the Steering Committee Chair for the ETSU Roan Scholars, is a member of the ETSU Community and Government Relations Advisory Council, a board member for the Northeast State Technical Community College Foundation, Advisory Board member of SunTrust Bank and Ex-Officio member of the Johnson City/Washington County/Jonesborough Chamber of Commerce Foundation.

**II. Roll Call**

Secretary Green provided special instructions for telephonic meetings. Because Trustees participated via Zoom, votes were taken by roll call. In accordance with Tennessee Code § 8-44-108 section (c) (3), Secretary Green asked Trustees two questions. First, he asked each Trustee if he or she could clearly hear and participate

in the meeting, and second, if any other persons were present in the room. All Trustees answered both questions with yes and no, respectively.

The following Trustees were present:

Janet Ayers  
Steve DeCarlo  
Virginia Foley  
Dorothy Grisham  
Linda Latimer  
Scott Niswonger  
Austin Ramsey  
Melissa Steagall-Jones  
Kelly Wolfe

Secretary Green said he did not detect a physical quorum present; however, a quorum existed by the inclusion of members participating by electronic means. In accordance with Tennessee Executive Order 51 permitting safe, open and transparent public meetings by electronic means, the meeting was necessary for the following reasons:

- Business critical decisions for the operations of the institution are slated for this meeting;
- Due to the COVID-19 virus outbreak and subsequent recommendations from the Centers for Disease Control and Prevention as well as Governor Bill Lee, social distancing measures and a limit on group gatherings are being observed.

Secretary Green said that for these reasons, he contended that participation by a quorum of the Board members by electronic or other means of communication is necessary. He then asked Chairman Niswonger for a motion and a roll call vote for a determination on the necessity of holding the meeting. Trustee Grisham made a motion, followed by a second from Trustee DeCarlo. All Trustees provided affirmative votes that the meeting had a necessity to proceed.

### **III. Public Comments**

Because the meeting was conducted virtually, Chairman Niswonger said public comments could not be received in the traditional manner. Therefore, those who would like to submit comments for the Board to receive were encouraged to email trustees@etsu.edu.

### **IV. Consent Agenda**

**A. Minutes from the July 17, 2020 Board of Trustee Meeting**

**B. Minutes from the April 24, 2020 Audit Committee Meeting**

**C. ETSU Mission Profile**

Chairman Niswonger made a motion to accept the consent agenda that was seconded by Trustee Foley and unanimously approved by roll call vote.

## **V. Approval Amendments to Bylaws**

In reviewing the Board's Bylaws with the Executive Committee, it came to the attention of the Chairman that the board should consider two amendments.

The first is a direct result of the pandemic and the potential for any future extraordinary circumstances. The proposal is to amend Article II, Section, 1, C so that in the event that circumstances beyond the control of the Board arise during a year that prevent the standing committees from meeting, those meeting requirements of the standing committees are waived.

The second is a result of former Vice Chairman David Golden stepping down from the Board. This is the first executive committee vacancy the board has experienced. In reviewing the bylaws, the executive committee recommended allowing the full board to select a third executive committee member rather than tying that position to a specific committee Chairman. Therefore, the proposal is to amend Article II, Section 3, A so that a third Board member shall be elected by the Board to serve for two years, beginning July 1 of the year elected. In the event of a vacancy before expiration of the term, a successor shall be elected to fill the unexpired term at the next meeting of the Board following creation of the vacancy.

Trustee Grisham motioned to approve the amended bylaws as presented and Trustee Latimer seconded the motion. It was approved unanimously by roll call vote.

## **VI. Audit Committee**

### **A. Approval of Audit Plan for 2020-21**

In the absence of the Audit Committee meeting, President Noland asked Ms. Becky Lewis to present the Audit Plan for 2020-21.

Ms. Lewis stated that the annual audit plan is developed through a risk assessment process performed by the Department of Internal Audit for each auditable area. Each area is measured by several risk factors including previous audits performed, internal control systems, policy or personnel changes, size, sensitivity, and external audit coverage. The areas with highest risk value are a priority each year. Required audits are also included in the plan, such as those required by law, policy, financial institutions and the Corporation for Public Broadcasting. The plan also includes special requests from administrators, the Audit Committee and from other members of the Board of Trustees. Additionally, follow up reviews are conducted to assure actions have been taken based on prior recommendations. The audit plan also includes audits or investigations that were in progress from the prior fiscal year. The approved plan is submitted to the State of Tennessee's Comptroller of the Treasury, Division of State Audit. All revisions to the plan must be approved by the Audit Committee throughout the year, Lewis said.

President Noland said the structure of elements in the proposed plan are consistent with operations of the Board in the past. The follow up items, as Ms. Lewis noted,

allow the University and the Audit Committee to ensure outcomes are being actualized from prior audits. He noted that audits of athletic programs upon a coaching departure are standard practice.

Trustee Latimer motioned and Trustee Ayers seconded the audit plan for 2020-21. It was accepted unanimously by roll call vote.

## **VII. Academic, Research, and Student Success Committee**

### **A. Tenure Appointment with Rank of Professor in the Department of Audiology and Speech Language Pathology for Dr. Bess Sirmon-Taylor**

Dr. Bess Sirmon-Taylor was appointed to serve as a faculty member and chair of the Department of Audiology and Speech Language Pathology in the College of Clinical and Rehabilitative Health Sciences. She comes to ETSU from a tenured position at the University of Texas at El Paso Health Sciences. Her CV was provided in the agenda materials.

Dr. Wilsie Bishop recommended Dr. Sirmon-Taylor be granted tenure and the rank of professor upon appointment.

A motion was made by Trustee Ayers and seconded by Trustee Steagall-Jones. The proposed tenure appointment passed unanimously by roll call vote.

### **B. Academic Action Notifications for the Period of January 1, 2020 through July 31, 2020**

Twice each year, the Academic, Research, and Student Success Committee receives notification of academic actions, Dr. Bishop said. This summary is provided in the agenda material. Eighty-four actions were taken to affect the academic structure and units and to function at greater efficiency, she noted. Among the actions are new concentrations, certificate programs, renaming of programs to help with recruitment, new academic units (merging Continuing Studies to create the College of Graduate and Continuing Studies; and creating the Department of Medical Education).

### **C. Equity and Inclusion Strategic Action Plan**

The action plan is a culmination of several years of work from many individuals such as the late Dr. Chris Dula and Dr. Angela Lewis. The ETSU campus has been engaged in conversations to shape and frame an active agenda for equity and inclusion and this plan actualizes the goals of the Board of Trustee's strategic plan.

Dr. Keith Johnson provided presentational materials on the Office of Equity and Inclusion and the Equity and Inclusion Strategic Action Plan starting on pg. 64 of

the agenda materials. He said the Office of Equity and Inclusion has been renamed and restructured so that compliance is housed in University Counsel, which allows the division to focus on how Equity and Inclusion relates to curriculum, programming and development, and how to advance the University's mission, vision, and values. Additionally, this plan aligns with the University's Strategic Plan.

The action plan is based upon six goals:

1. Promote a welcoming, supportive and inclusive living, learning, and working environment for all faculty, staff, students, and visitors.
2. Assess and monitor institutional progress on access, diversity, equity, and inclusion efforts.
3. Provide personal and professional development and public programming related to enhancing understanding of diversity and inclusion.
4. **A:** Recruit, retain, and graduate increasing numbers of students from underrepresented and underserved populations and international students.  
**B:** Recruit and retain a greater number of individuals from underrepresented populations into administrative, faculty, and staff positions, and especially into leadership roles across campus, including chairs, deans, and vice presidents.
5. Promote undergraduate curricular requirements to include significant intercultural perspectives.
6. Develop and strengthen partnerships with diverse communities locally, regionally, nationally, and globally.

The complete plan is available on the Office of Equity and Inclusion website.

## **VIII. Finance and Administration Committee**

### **A. Out of State Enrollment Strategy**

Dr. Joe Sherlin provided a presentation (pg. 77 of agenda materials) on a proposed out of state enrollment strategy. He prefaced this with an overview of fall 2020 enrollment, which is down about 3.4% (undergraduate). Although the outcome of enrollment was not where he wanted it to be, Dr. Sherlin said he was very proud of the work and support of staff during these difficult circumstances. This work was evident in the record retention rate for the institution. Additionally, the Promise Plus Program launch surpassed the goal of 200 students – there are 213 students taking advantage of the program this fall.

The enrollment team has been working with Maguire Associates to review current tuition strategy and identify strategic opportunities to spur enrollment growth, but also support student access, diversity, and engagement goals. Using historical data, predictive models were developed to determine where the greatest opportunities for out of state undergraduate students are. Surveys revealed that list

price is a key factor in decision-making, and the pandemic has caused families to become more cost-conscious. As such, ETSU must strategize in terms of outcomes by focusing on access and affordability with a straightforward approach, Dr. Sherlin said.

In terms of the scholarship and discount rate, the current in state model and APS Scholarship structure is efficient, however, there are additional need-based approaches that will be developed to build on the work of Promise Plus, he added. Significant opportunities exist to improve the current out of state tuition model. Currently, ETSU's practice mimics a private school with high price and high aid (slide 4). The simplified geographic approach to out of state tuition includes:

- Net cost (\$10,500) for border counties Buncombe and Henderson continue
- Offer discounted rate (\$10,500) for students from 5 states:
  - Kentucky, Virginia, North Carolina, South Carolina and Georgia (current rate \$13,500)
  - Students from remaining states pay discounted rate (\$13,500)

The strategy models (100+ out of state students with net tuition and fee revenue growth) apply to incoming freshmen and transfers. Upon examining admit and enrollment data over the last several years, the out of state admit volume is high, but yield is low as shown in a series of maps (slides 6-7). The tuition strategy is an opportunity for ETSU to be more competitive with in state public institutions in Virginia and South Carolina. It “allows us to get in the door on price,” compete on academic programs and expand into Atlanta and other diverse, metropolitan markets with a more transparent and competitive strategy, Dr. Sherlin said.

The plan comes with some risks and out of state enrollment must increase for the strategy to work. It depends on a more aggressive net pricing per student, therefore, an additional 40 students a year are needed to break even. The strategy actually models the addition of over 100 students and risk is mitigated because the total population is relatively small (10% of overall admit pool). The major focus has to remain in state, but this strategy expands ETSU's out of state footprint, Dr. Sherlin noted.

The new pricing model would be phased in with new and transfer students in fall 2021. Current students would continue with the scholarship model they entered with, he said. However, it does provide the opportunity to be as equitable as possible by holding out of state tuition flat for current students through their graduation.

Marketing is critical for this plan to be received positively. If the tuition strategy is approved, a multi-channel marketing strategy focusing on affordability will launch with print and digital messaging and a road tour. The enrollment team is already working with school administrators and counselors as well as the Alumni Association on ways to network with graduates in the five states included in the

tuition reset. ETSU offers distinctive academic opportunities that are attractive to out of state students, Dr. Sherlin said.

The enrollment team will continue to work with Maguire Associates to analyze geographic and data modeling and to focus on high admit, lower yield counties. Dr. Sherlin explained that out of state students add to the campus experience because many live and eat on campus, stay on the weekends, and possibly relocate to the region after graduation.

Discussion continued on the topics of in-state tuition and housing capacity. Trustee Foley commended the plan and requested a similar review of graduate tuition.

Trustee Ayers made a motion to adopt the resolution approving the proposed out of state tuition strategy. It was seconded by Trustee Wolfe and accepted by roll call vote.

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

Dr. B.J. King provided an overview of agreements totaling \$250,000 or greater for the period of April 2020 – June 2020. She listed several forthcoming expenses including facilities renovation, graduation regalia, and internet service provider. This report does not include agreements approved through state Building Commission, she said.

#### **IX. President's Report**

In his report, President Noland provided an overview of the institution's COVID-19 response, fall enrollment, budget update and the launch of a renewed strategic planning initiative – the Committee for 125. 2: One ETSU.

#### **Impact of COVID-19**

President Noland provided reflections on the impact of COVID-19 on American higher education, noting national trends such as widespread layoffs, terminations, outbreaks, student dissatisfaction, and enrollment declines. As a contrast, ETSU has not experienced any of these issues, and in fact, student surveys revealed general confidence in ETSU's ability to keep students safe; students felt positive about their decision to return to campus; most students wanted to take courses on ground; and, students had sufficient access to technology to participate online.

The president observed that while COVID-19 had changed aspects of campus operations, it did not diminish the institution's commitment to health and safety as evidenced by the decisions to transition all residence halls to single occupancy, move the majority of classes to remote learning, and allowing staff to rotate schedules. A regularly updated website provides the latest information about the university's



COVID-19 response, including a COVID-19 dashboard, contact tracing information, and quarantine protocols.

When asked about ETSU's interaction with government entities and the local health care community, President Noland reflected upon the rich relationship with outside entities, working with the Health Department to conduct contact tracing. Furthermore, ETSU Health had the first COVID-19 testing site, and the State has provided test kits that will be used for the institution's random testing program. Furthermore, an opt-in program for randomly administered COVID-19 testing has been launched for students, faculty, and staff.

Trustees applauded the university on its implementation of safety measures.

### **Fall Enrollment and Budget Update**

President Noland presented an overview of fall enrollment, providing information along a variety of demographic categories. He stated that enrollment levels for the fall were within budget confidence levels, thereby hopefully negating the need for further budget adjustments during the academic year. The president also provided an overview of student success metrics, reporting that ETSU experienced its highest retention rate in history at 78 percent. For the second consecutive year, ETSU also has a record graduation rate at 50 percent.

ETSU was the top performing university along the THEC outcomes formula, which buffered ETSU against funding reductions. However, as a result of the decline in enrollment, ETSU faced an \$8.2 million shortfall, and base reductions were enacted during the summer.

### **Strategic Vision**

The President reflected on the outcomes of the work of the Committee for 125, noting examples of strategic themes, opportunities, and action oriented outcomes that emerged from their 2013 report:

- Economic Development
- New Budget Model
- University branding
- Enhanced facilities concurrent with the facilities master plan
- The completion of the Martin Center
- Restructure of Institutional Advancement (fundraising campaign underway)
- Top performer in THEC outcomes formula

The higher education landscape has changed dramatically since the launch of the Committee for 125, and the president envisions updating this process during the fall semester (One ETSU).

**X. Selection of Audit Committee Chair**

Chairman Niswonger said the Bylaws for the Board of Trustees provide that the chair of each standing committee be designated by the Board for a two-year term upon the recommendation of the Chair. Competencies and professional or business expertise of members and previous board and committee experience of Trustees, together with any special qualifications required by these 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 appoint a Trustee to fill the remainder of the term, upon the recommendation of the Chair. Chairman Niswonger asked for a motion and a second for the appointment of Trustee Melissa Steagall-Jones as chair of the Audit Committee for the remainder of the unexpired term previously held by Mr. David Golden.

A motion to appoint Trustee Melissa Steagall-Jones as chair of the Audit Committee for the remainder of the unexpired term was made by Trustee Wolfe and seconded by Trustee Ayers. A roll call vote affirmed the appointment.

**XI. Selection of Board Vice Chair**

Chairman Niswonger stated that the bylaws for the Board of Trustees provide for the election of Chair and Vice Chair every two years.

Chairman Niswonger motioned for the appointment of Trustee Linda Latimer as Vice Chair of the Board of Trustees for the remainder of the unexpired term previously held by Mr. David Golden. Trustee Foley seconded the motion and the appointment was unanimously approved by roll call vote.

**XII. Selection of Executive Committee Member**

With the approval of the amendments to the bylaws for the Board of Trustees earlier in the meeting, the amended bylaws now provide for a third Board member that shall be elected by the Board to serve for two years, beginning July 1 of the year elected, Chair Niswonger stated. In the event of a vacancy before expiration of the term, a successor shall be elected to fill the unexpired term at the next meeting of the Board following creation of the vacancy.

Chairman Niswonger motioned for the appointment of Trustee Steve DeCarlo as a member of the Executive Committee that was seconded by Trustee Wolfe. The appointment was unanimously approved by roll call vote.

**XIII. Resolution of Appreciations for Mr. David Golden**

President Noland read a resolution for Mr. David Golden, who previously served as Vice Chair of the Board of Trustees.

Trustee Ayers motioned to approve the resolution for Mr. Golden. It was seconded by Trustee Latimer and approved by all Trustees through a roll call vote.

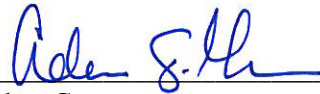
**XIV. Other Business**

No other business was brought before the ETSU Board of Trustees.

**XV. Adjournment**

The meeting adjourned at 12:35 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 13, 2020 meeting.