

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE
FEBRUARY 2022 MEETING

8:00–9:30 a.m. EST
Friday
February 18, 2022

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

COMMITTEE MEMBERS

Janet Ayers, Committee Chair
Charles Allen, Jr.
Dr. Virginia Foley
Kara Gilliam
Dr. Linda Latimer
Melissa Steagall-Jones

—
AGENDA

- I. Call to Order
- II. Roll Call
- III. [Approval of Minutes from November 19, 2021](#)

INFORMATION AND DISCUSSION ITEMS

- IV. [Provost Update – McCorkle](#) (10 minutes)
- V. [Student Success at ETSU: A Framework – McCorkle/Sherlin](#) (20 minutes)
- VI. [Internationalization Initiatives at ETSU – Keller/Mayhew](#) (10 minutes)
- VII. [Update on Recruitment and Marketing Efforts to Increase Enrollment – Levesque and Vodden](#) (10 minutes)
- VIII. [Research Update – Hagemeyer/Beaumont](#) (20 minutes)

GENERAL INFORMATION ITEMS

- IX. Committee Discussions

- General Discussion

X. Other Business

XI. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 18, 2022

ITEM: Approval of the Minutes of November 19, 2021

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Board Secretary

The minutes of the November 19, 2021 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials

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

RESOLVED: The reading of the minutes of the November 19, 2021 meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE

MINUTES

November 19, 2021
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research and Student Success Committee met on Friday, November 19, 2021, at 8:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Committee Chair Janet Ayers called the meeting to order at 8:00 a.m. Trustee Ayers welcomed the newest member of the Board, Trustee Charles Allen.

II. Roll Call

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

Because Committee Chair Ayers participated remotely, in accordance with Tennessee Code § 8-44-108 section (c) (3), Dr. Green asked Committee Chair Ayers for the record if she could clearly hear so that she could participate in the meeting, and if she would identify any persons present in the room with her from which she was participating in the meeting. She reported that she could hear and was alone. Those Trustees present in the East Tennessee Room affirmed they were able to hear Committee Chair Ayers. Additionally, Dr. Green reported that since a Trustee is participating remotely, should any votes be taken, they must be taken by roll call.

Committee Members present were:

Trustee Charles Allen
Trustee Virginia Foley
Board Chair Dr. Linda Latimer
Trustee Melissa Stegall-Jones
Committee Chair Janet Ayers
Absent Trustee Kara Gilliam (non-voting student member)

III. Approval of the Academic, Research, and Student Success Committee Minutes from September 17, 2021

The minutes from September 17, 2021, were approved as submitted, with Trustee Melissa Steagall-Jones making the motion and Trustee Virginia Foley seconding the motion. A vote was taken by roll call, and the motion passed unanimously.

IV. Approval of Letter of Notification Regarding Establishment of a Master of Music Degree

Provost and Senior Vice President for Academics, Dr. Kimberly McCorkle, presented a Letter of Notification for the Master of Music Degree to the Committee as a review protocol necessary for the establishment of a new academic program. This item had been properly vetted through the internal curriculum process, including approval by Academic Council, University Council, and President Noland. Pending approval by the Board, this Letter of Notification will be sent to the Tennessee Higher Education Commission, where it will be posted for public comment, reviewed by external academic evaluators, and subsequently recommended for approval by the Commission. Unless substantial curricular or fiscal changes are made to this academic program proposal, as a result of the THEC and external review process, no additional action by the Board will be required.

Dr. McCorkle continued her presentation by covering the highlights of the Master of Music program. She noted that a detailed description was included in the agenda materials.

The Letter of Notification Regarding Establishment of a Master of Music Degree was approved as submitted with Trustee Virginia Foley making the motion and Trustee Melissa Stegall-Jones seconding the motion. A vote was taken by roll call, and the motion passed unanimously.

V. Research Update

Dr. Robert Pack, Associate Dean for Academic Affairs College of Public Health and Director of the ETSU Addiction Science Center, provided an update on the Center's research and work.

Dr. Pack reported that the ETSU Addiction Science Center was created in 2016 to partner with affected communities in Central Appalachia to advance the science of substance abuse prevention and treatment. Building on longstanding relationships forged over frequent and ongoing collaboration for more than nine years, the ETSU

Addiction Science Center's faculty, University affiliates, and community partners have submitted 44 addiction-focused proposals (19 of which have been funded for more than \$10 million). The Addiction Science Center has published more than three dozen peer-reviewed journal articles and made over 150 educational and scientific presentations to community, regional and national audiences. The Center's faculty have trained dozens of students in community-based participatory research methods focused on sustained positive impact, which furthers the mission of the University. In his presentation, Dr. Pack described the process he and his colleagues used to develop the ETSU Addiction Science Center team and provided a high-level overview of their ongoing work.

Dr. Nick Hagemeyer, Interim Vice Provost for Research, updated the Board on the latest research efforts across the University. He reported that collaborations between the College of Public Health, Gatton College of Pharmacy, Quillen College of Medicine, and the College of Arts and Sciences have been integral to the research success experienced here at ETSU. The Committee for 125 Chapter II articulated a vision for ETSU to be recognized as a nationally preeminent research institution. Dr. Hagemeyer's priority for the Office of Research and Sponsored Programs has been to instill a top-notch culture in support of communications with, advocates for, and champions of research at the Institution. He explained ways the Office of Research and Sponsored Programs can better serve the research community and meet the vision of the Committee 125 Chapter II.

VI. Enrollment Update

Deferred to a later date due to time limitations.

VII. Student Success at ETSU

Deferred to a later date due to time limitations.

VIII. Committee Discussion

Committee members discussed the roles of Office of Research and Sponsored Programs versus the ETSU Research Corporation. In response, President Noland informed the Board that a strategic plan has been prepared by the 125 Chapter II Research Taskforce and will be presented to the Committee for 125 Chapter II at the end of November. The final document will be presented to the Board at the February meeting.

IX. Other Business

No other business items were discussed.

X. Adjournment

The Committee was adjourned with Board Chair Linda Latimer making the motion and Trustee Virginia Foley making the second.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 18, 2022

ITEM: Provost Update

COMMITTEE: Academic, Research, and Student Success

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

Provost McCorkle will present an update on the primary initiatives underway across the Division of Academic Affairs and engage the committee in discussions about future directions. The presentation will include detail on the following topics:

1. SACSCOC reaffirmation
2. Quality Enhancement Plan (QEP) progress
3. Status of leadership searches
4. Spring 2022 enrollment highlights
5. External consultant review related to online programming
6. Curriculum actions and planning
7. Strategic planning activities



EAST TENNESSEE STATE
UNIVERSITY

SPRING 2022 PROVOST UPDATE

ETSU Board of Trustees

Academic, Research, and Student Success Committee

Dr. Kimberly D. McCorkle, Provost

OVERVIEW

- SACSCOC Accreditation and QEP
- Academic Affairs leadership searches
- Spring 2022 enrollment highlights
- Online programming planning
- Curriculum actions and planning
- Strategic planning



SACSCOC REAFFIRMATION

- **FEB 2022:** Teams in progress drafting narrative reports and assembling evidence
- **MAR 2022:** Complete policy revisions
- **APR 2022:** Finalize narrative reports and evidence
- **MAY 2022:** Review reports and evidence
- **JUN 2022:** Address review findings
- **JUL 2022:** Finalize reports and evidence
- **AUG 2022:** Edit final submission
- **SEP 2022:** Submit final report



QUALITY ENHANCEMENT PLAN

Topic: Engaged Learning

Vision: ETSU undergraduate students will build on their (formal) classroom education through participation in (structured) experiential learning beyond the classroom, which will help them to develop a significant and sophisticated understanding of the ways in which the context of the world community intersects with disciplinary knowledge.

Goals:

- Expand experiential learning opportunities
- Develop experiential learning culture
- Provide support for students engaged in experiential learning



QEP: NEXT STEPS

- Hire Director of the QEP (search underway)
- Finalize the QEP report with assessment data and outcomes measures
- Commit university resources
- Submit the QEP as part of the SACSCOC reaffirmation

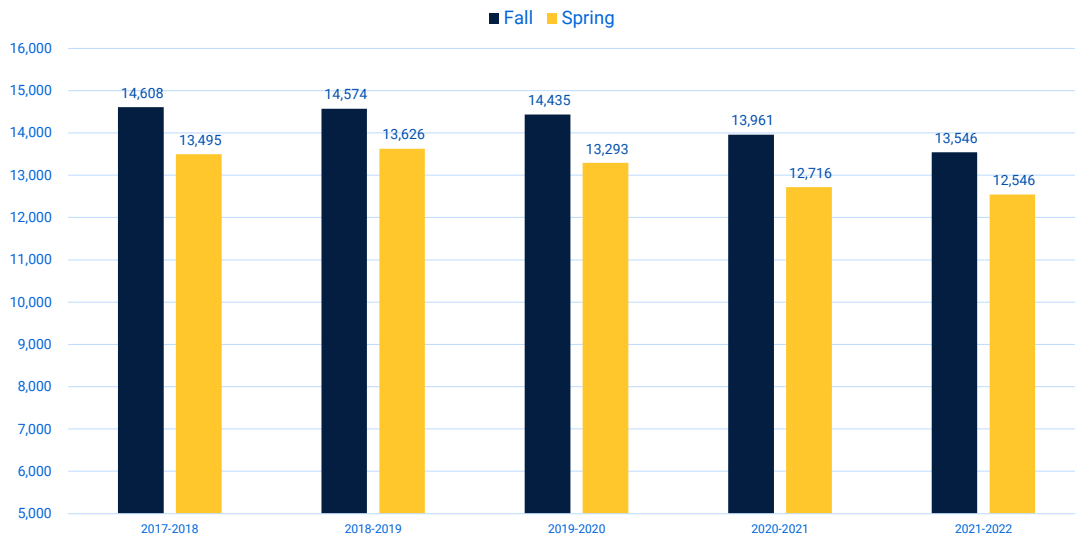


ACADEMIC AFFAIRS LEADERSHIP SEARCHES IN PROGRESS

- **MAR 1, 2022:** Planned completion for search for Vice Provost for Research
- **MAR 1, 2022:** Planned completion for search for Executive Vice Provost
- **APR 1, 2022:** Planned completion for search for QEP Director
- **JUL 1, 2022:** Planned completion for Deans searches for the College of Arts and Sciences and the College of Business and Technology



TOTAL HEADCOUNT ENROLLMENT BY TERM



Includes Quillen College of Medicine and Gatton College of Pharmacy students and residents
Spring 2022 figures are preliminary



ENROLLMENT TRENDS BY COLLEGE

College	ETSU Headcount Enrollment by College and Term							
	Fall				Spring			
	2018	2019	2020	2021	2019	2020	2021	2022 ¹
Arts and Sciences	3,719	3,628	3,559	3,275	3,376	3,388	3,186	2,996
Business and Technology	2,810	2,611	2,639	2,639	2,496	2,403	2,389	2,407
Clemmer College	1,822	1,833	1,750	1,676	1,780	1,746	1,646	1,596
Clinical and Rehabilitative Health Sciences	1,263	1,042	1,031	1,056	1,244	1,008	986	968
Graduate and Continuing Studies	364	350	290	273	337	318	274	264
Nursing	1,859	1,504	1,495	1,349	1,802	1,465	1,420	1,382
Public Health	722	773	819	929	684	721	803	899
No College Designated ¹	1,101	1,780	1,525	1,503	1,014	1,354	1,197	1,235
Gatton College of Pharmacy ²	348	347	283	276	341	329	261	241
Quillen College of Medicine ³	566	567	570	570	552	561	554	558
Total	14,574	14,435	13,961	13,546	13,626	13,293	12,716	12,546

¹Spring 2022 figures are preliminary

²Includes academic focus areas

³Includes undergraduates and pharmacy residents

⁴Includes Biomedical Sciences and medicine residents



TOP 10 UNDERGRADUATE PROGRAMS

MAJOR	DEGREE	FALL 2021 ENROLLMENT
Nursing	BSN	1,058
Psychology	BS	558
Management	BBA	493
Biology	BS	479
Computing	BS	391
Health Sciences	BS	337
Marketing	BBA	302
Digital Media	BS	286
Elementary Education	BSED	281
Kinesiology	BS	278



TOP 6 GRADUATE PROGRAMS

MAJOR	DEGREE	FALL 2021 ENROLLMENT
Public Health	MPH	248
Nursing	MSN	181
Educational Leadership	EDD	181
Social Work	MSW	153
Business Administration	MBA	123
Physical Therapy	DPT	114



CURRICULUM PLANNING

- Completion of assessment of online programming, Huron Consulting Group
- Assessing full academic program offerings and planning future program development
 - Online programming opportunities in undergraduate, workforce areas including:
 - Computer Science
 - Logistics and Supply Chain
 - Management
 - Health Sciences
 - Communications
 - Areas of possible focus for **new degree programs**:
 - Hospitality and Tourism
 - Data Science
 - Engineering
 - Synthetic biology
 - Health programs (Physician's Assistant program)



STRATEGIC PLANNING INITIATIVES

- Curriculum planning and development, including online programming
- Review of university budget model
- Strategic enrollment planning
- Review of all academic policies
- General Education reform



QUESTIONS?

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

(423) 439-4305
mccorklek@etsu.edu



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 18, 2022

ITEM: Student Success at ETSU: A Framework

COMMITTEE: Academic, Research, and Student Success

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

Dr. Joe Sherlin
Vice President for Student Life and Enrollment

Provost McCorkle and Vice President Sherlin will provide an update on student success initiatives at East Tennessee State University. The presentation provides an overview of changing student characteristics, a framework for understanding student success, a brief discussion of student success metrics and gaps in student success, and some next steps in planning, tracking, and improving student success initiatives at ETSU.



EAST TENNESSEE STATE
UNIVERSITY

STUDENT SUCCESS: A FRAMEWORK

Academic, Research, and Student Success Committee

February 18, 2022

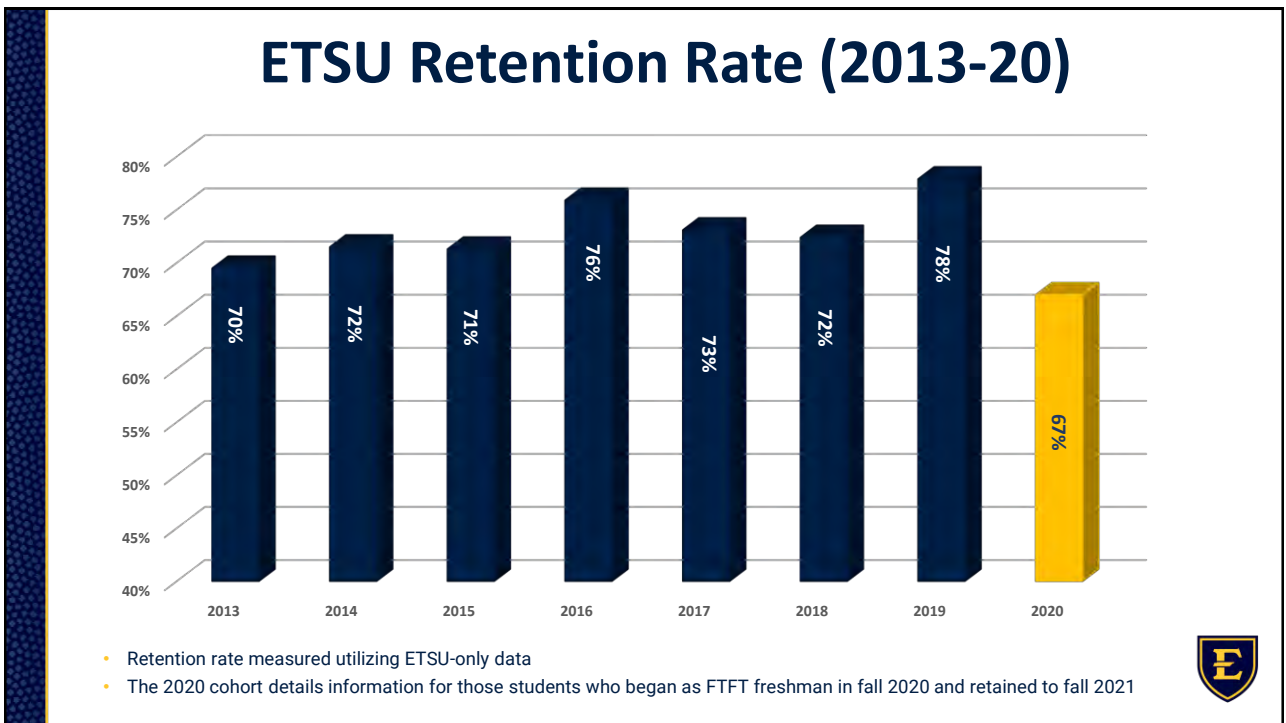
OVERVIEW

- Current Success and Challenges
- A Framework for Student Success: Relationship-Rich Education
- Next Steps and Planning

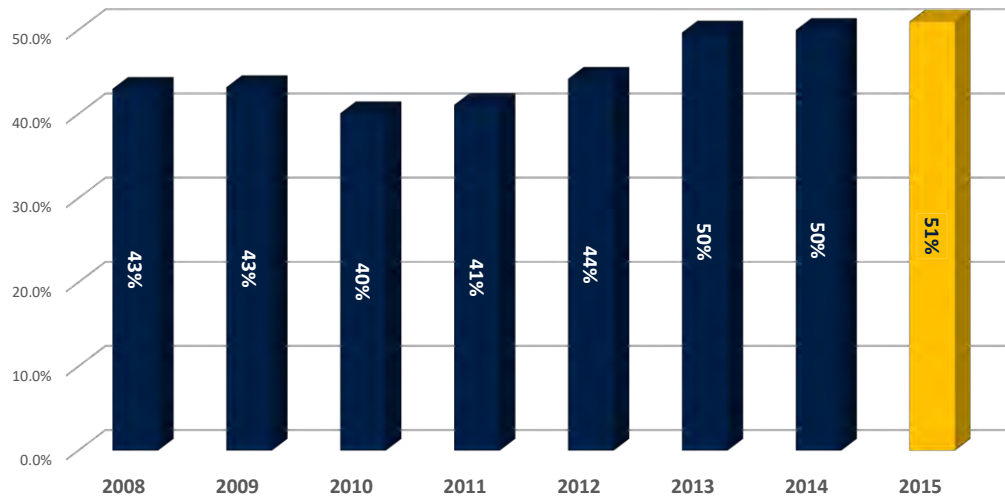




Current Success



ETSU Six-Year Graduation Rate



- Graduation rate measured utilizing ETSU-only data and institutional completion
- The 2015 cohort details information for those students who began as FTFT freshman in 2015 and graduated before fall 2021

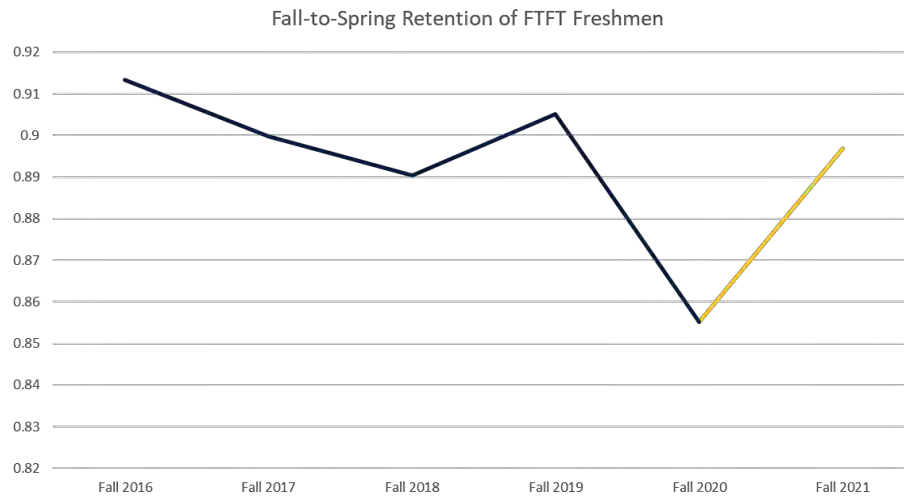


Fall-to-Spring Retention

Fall-to-Spring Retention of FTFT Freshmen



Fall-to-Spring Retention



GAPS in STUDENT SUCCESS

- Women are more likely to retain and graduate than men
- White students more likely to retain and graduate than students of color
- At-risk transfer students much less likely to graduate or retain – a population we hope to grow as enrollment becomes more competitive





RELATIONSHIP-RICH EDUCATION

EVERY STUDENT SHOULD:

- Experience genuine welcome and deep care;
- Be inspired to learn;
- Develop a web of significant relationships;
- Explore questions of meaning and purpose.

Felten, P. & Lambert, L.M. (2020). Relationship-Rich Education. Johns Hopkins University Press: Baltimore, MD.





Genuine welcome and deep care

Welcome Initiatives

- Orientation
- Preview/Quest
- Bucs Academy
- FYE Courses

Felten, P. & Lambert, L.M. (2020). Relationship-Rich Education. Johns Hopkins University Press: Baltimore, MD.



Genuine welcome and deep care

Opportunities to Demonstrate Deep Care

- Microgrants
- Care reports & academic alerts
- Counseling & advising services
- Peer mentoring
- Multicultural & Pride Centers

Felten, P. & Lambert, L.M. (2020). Relationship-Rich Education. Johns Hopkins University Press: Baltimore, MD.



INSPIRED TO LEARN (AND structure to Support Inspiration)

Faculty Development Activities

- New Faculty Orientation
- Four Teaching Essentials
- Universal Design for Learning
- Active Learning Academy
- Teaching and Learning Consultations

Felten, P. & Lambert, L.M. (2020). Relationship-Rich Education. Johns Hopkins University Press: Baltimore, MD.



INSPIRED TO LEARN (AND structure to Support Inspiration)

Learning Supports

- Center for Academic Achievement
 - Tutoring
 - Supplemental Instruction
 - Academic Coaching

Felten, P. & Lambert, L.M. (2020). Relationship-Rich Education. Johns Hopkins University Press: Baltimore, MD.



INSPIRED TO LEARN (AND structure to Support Inspiration)

Inspirational Curricular & Co-curricular Activities

- Undergraduate Research
- Study Away, Study Abroad, & ETSU Global Year
- Alternative Breaks
- Service Learning
- Global Citizen Scholars Community Engagement Experiences
- Capstone Courses (Field Experiences, Student Teaching, etc.)

Felten, P. & Lambert, L.M. (2020). Relationship-Rich Education. Johns Hopkins University Press: Baltimore, MD.



WEB of SIGNIFICANT RELATIONSHIPS

- PEER TO PEER
 - Greek Life
 - Student Organizations
 - Living Learning Communities
- FACULTY – STUDENT RELATIONSHIPS
 - Undergraduate Research
 - Program-embedded co-curricular activities
- STAFF – STUDENT RELATIONSHIPS
 - Student Government
 - Emerging Leaders Academy
 - Roan Scholars
 - FYE Instructors



QUESTIONS OF MEANING & PURPOSE



QUESTIONS OF MEANING AND PURPOSE

- Life Design Challenges
 - FYE Courses, CDST, Counseling & Human Services
- Global Citizen Scholars
- Service-Learning
- Alternative Breaks
- Equity and Inclusion Programming



FUTURE PLANS

AND NEXT STEPS

ACTION ITEMS

- Analyze Information from ETSU 125.2
- Increase participation in high impact practices
- Implement a community engagement-focused QEP
- Increase use of data analytics to guide student success efforts
- Remove policy and procedural barriers to timely degree completion
- Embed student initiatives into the student experience
- Monitor and address enrollment, retention, and graduation rates



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 18, 2022

ITEM: Internationalization Initiatives at ETSU

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Chris Keller
Senior International Officer & Dean of Honors College

Dr. Sam Mayhew
Associate Vice President for Student Life and Enrollment

Dr. Christopher Keller and Dr. Sam Mayhew will provide a brief overview of various internationalization initiatives currently underway at ETSU that span the Divisions of Academic Affairs and Student Life & Enrollment. The presentation outlines the value of Comprehensive Internationalization (CI) as a means to enhance the teaching, research, and service missions of the institution as well as its goals related to student success, workforce development, and regional stewardship. In doing so, Drs. Keller and Mayhew will also focus on the relationships between CI efforts and the work of the Committee for 125 Chapter II as well as discuss the positive impacts of new strategic international student recruitment efforts at ETSU.

Internationalization Efforts at ETSU

Chris Keller

Senior International Officer & Dean of Honors College

Sam Mayhew

Associate Vice President for Student Life and Enrollment



EAST TENNESSEE STATE
UNIVERSITY

Center for Global Engagement at ETSU

The Center for Global Engagement is committed to enhancing internationalization across the teaching, service, and community engagement missions of ETSU through an array of global learning programs and opportunities available to students, staff, faculty, and partners, near and far. Through diverse, collaborative programs and funding opportunities, the Center for Global Engagement demonstrates how **global learning can be gained not only abroad but also on campus, in the local community, in the region, and in other areas of the United States.**

While the Center seeks to serve all ETSU students and stakeholders, it puts a particular premium on opening access and removing barriers to such programs and opportunities for under-served students. Global programs and opportunities that **enhance education and increase employability** must be available to all students, regardless of their background, discipline or perspective.



EAST TENNESSEE STATE
UNIVERSITY

Global Engagement Programs & Services

The primary programs and services housed in the Center for Global Engagement are the following. Those in bold have particular connections to the work of the Committee for 125 Chapter II and its Task Forces:

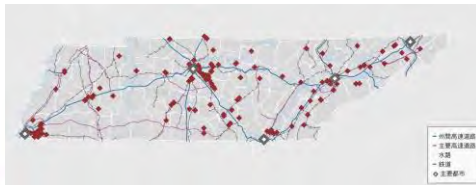
- **Education Abroad**
- International Student and Scholar Services
- **Strategic International Partnerships**
- **ETSU Global Year Program (Ecuador, 2022-23)**
- International Education Week
- Travel Abroad Risk Management (for ETSU students and staff employees)
- **Global Living-Learning Community** (collaboration with HRL)
- **Faculty Course Internationalization Grants Program** (e.g., COIL)
- **K-12 Global Engagement Outreach Programs**
- Bucs Abroad Passport Program (Donor Funded)
- Policy development regarding internationalization at ETSU



International Opportunities NE Tennessee

"The Volunteer State is home to 1,000+ foreign-based businesses that have invested over \$38.5 billion in capital and employ more than 156,000 Tennesseans. Tennessee continues to proactively identify and recruit new foreign direct investment (FDI) to the state alongside efforts to increase Tennessee exports. Our state has offices courting foreign direct investment in Japan, South Korea, Ireland, France, Spain, Austria, Germany, Switzerland, Italy, and the United Kingdom. We work closely with our federal partners to promote exports, which totaled more than \$31.0 billion in 2019. This investment demonstrates Tennessee's commitment to competing globally for business and jobs, which is not something that most states can claim."

--Tennessee Department of Economic and Community Development



Foreign Country	# of Companies	Total Investment	Employment
Japan	102	\$2.9B	87,000/2019
Germany	102	\$2.9B	87,000/2019
United Kingdom	113	\$1.0B	87,000/2019
France	84	\$4.0B	87,000/2019
Spain	76	\$2.7B	87,000/2019
Italy	84	\$2.0B	87,000/2019
South Korea	84	\$2.0B	87,000/2019
Austria	47	\$2.0B	87,000/2019
India	37	\$2.0B	87,000/2019
Sweden	31	\$2.0B	87,000/2019



National Data

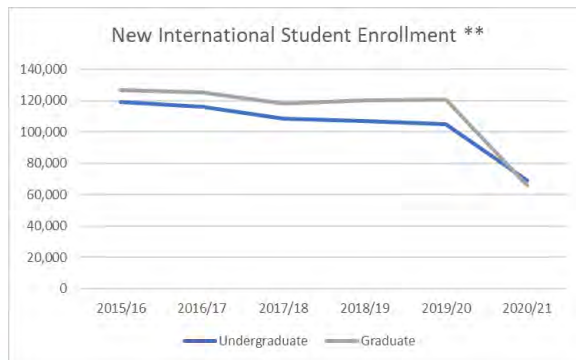
- Total International Student Enrollment*
 - 2019-20: 1,075,496
 - 2020-21: 914,095
 - -15%
- Financial Contribution**
 - \$28.4 billion
 - 306,308 jobs supported

* Open Doors Report on International Educational Exchange
 ** NAFSA



National Data

- New International Student Enrollment*
 - 2019-20: 267,712
 - 2020-21: 145,528
 - -45%



* Open Doors Report on International Educational Exchange
 ** Institute of International Education. (2021). "New International Student Enrollment, 2008/09 - 2020/21"



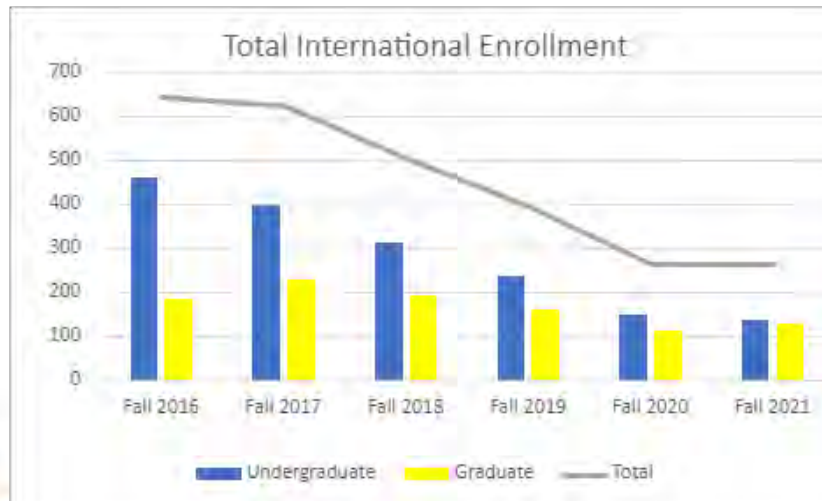
Tennessee Data

- Total International Students Enrollment*
 - 2020: 7,739
 - 2021: 6,867
 - -12%
 - 30th in the US
- Fall 2021*
 - Vanderbilt: 1630
 - UTK: 1281
 - MTSU: 559
 - TTU: 307
 - ETSU: 264
- Financial Contribution**
 - \$216.9 million
 - 2,568 jobs supported

* Open Doors Report on International Educational Exchange
 ** NAFSA



ETSU Data



Global Recruitment

- COVID-19
- Revision approach
 - University-wide team
 - Diversify recruitment markets
 - New tactics
 - Government Relations
 - Recruitment Agents
 - Marketing
- Spring 2022
- Travel planned
- Academic programs
 - Math and Computer Science
 - Business and Management
 - Social Sciences
 - Physical Sciences
 - Fine Arts

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 18, 2022

ITEM: Update on Recruitment and Marketing Efforts to Increase Enrollment

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Heather Levesque
Director of Admissions

Jessica Vodden
Chief Marketing and Communications Officer

Ms. Heather Levesque and Ms. Jessica Vodden will provide a brief update on recruitment and marketing efforts for the fall 2022 semester. They will present data on applications and acceptances as well as strategies in place to increase yield and grow enrollment.



EAST TENNESSEE STATE
UNIVERSITY

RECRUITMENT AND MARKETING UPDATE

Board of Trustees

ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE

FEBRUARY 18, 2022



AGENDA

- Collaborative Approach
- Recruitment Yield Efforts
- Marketing to Support Yield

COLLABORATIVE APPROACH

- Shared data and research
- Constant communication
- Coordinated timing and targeting
- Consistent messaging
- Cohesive planning



FRESHMEN

Applications	Fall 2021	Fall 2022	Change	% Change
Received	7332	8047	715	9.75%
Accepted	6173	6771	598	9.69%

TRANSFER

Applications	Fall 2021	Fall 2022	Change	% Change
Received	816	740	-76	-9.31%
Accepted	443	366	-77	-17.38%

INTERNATIONAL

Demo	Applications	Fall 2021	Fall 2022	Change	% Change
Freshmen	Received	86	171	85	98.84%
	Accepted	46	96	50	108.70%
Transfer	Received	37	73	36	97.30%
	Accepted	12	17	5	41.67%
UnderGrad	Received	123	244	121	98.37%
Total	Accepted	58	113	55	94.83%



Spring 2022 Dual Enrollment: 440

RECRUITMENT YIELD EFFORTS

- **Intent to Enroll Campaign:** Data-driven effort to help focus yield efforts
- **Personalized Events:** On campus and in key high schools, including expanded market areas of Chattanooga and Nashville
- **Personalized Outreach:** Direct mail, hand-written letters, phone calls, text messages, and emails
- **Academic-Specific Campus Tours:** Offers students a chance to meet faculty, staff, and students in their area of study



ORIENTATION PUSH

- **Direct Outreach**
 - Save the Date
 - Affordability Pennant
 - Orientation Packet
 - Lucky Bucs
- **Marketing**
 - Digital Ads
 - Email Campaigns





Web improvements: More coming soon!

NEW COMMUNITY PARTNERSHIPS

- Buccaneer Boot Camps in coordination with high school counselors
- College Access Mentors in seven high schools in Hamilton County via a partnership with the Public Education Foundation



MARKETING SUPPORT

Messaging Strategy:

- Authenticity
 - Less "buttoned-up"
 - First-generation stories
 - Alumni stories
- Amplification
 - Partnerships
 - 'Buc Beat' Students
 - MarCom Network
 - Alumni
 - Research Corporation
 - Advocates
 - Tools



MARKETING SUPPORT

Key Messages:

- Quality
- Belonging
- Experience

East Tennessee State University
Sponsored

Production with ESPN films ✓
 Attended a film premiere in New York ✓
 Job lined up with Disney when he graduates ✓

Learn about Anthony Salas and the Department of Media and Communication at ETSU: <https://bit.ly/33NW5B8>.

East Tennessee State University
College & university

[Learn more](#)

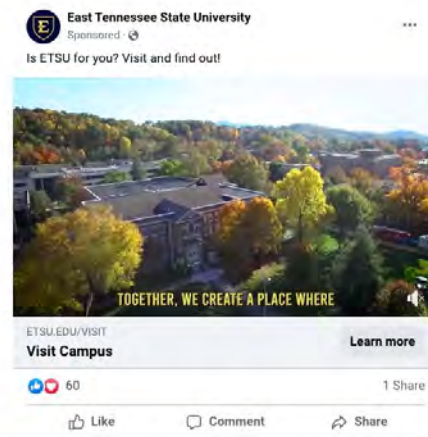
👍👍 Raina Wiseman and 35 others 1 Comment 6 Shares



MARKETING SUPPORT

Calls to Action:

- Visit Campus
- Register for Orientation
- Confirm Enrollment



MARKETING SUPPORT

Channels:

- Radio and Streaming Radio
- Podcasts
- YouTube Pre-Rolls
- Connected TV
- Facebook, Instagram, Twitter
- Outdoor/Out of Home
- Google Search

Timing:

- Academic-Specific Campus Tours
- Intent to Enroll
- Orientation





QUESTIONS?

Heather Levesque

Director of Undergraduate Admissions
levesque@etsu.edu

Jess Vodden

CMCO
vodden@etsu.edu

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 18, 2022

ITEM: Research Update

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Nick Hagemeyer
Interim Vice Provost for Research

Dr. Eric Beaumont
Professor and Associate Dean for Research
Quillen College of Medicine

Dr. Hagemeyer has been serving in the Interim Vice Provost for Research role since July 1, 2021. He will provide an overview of the role of the Office of the Vice Provost for Research in advancing ETSU's research mission. He will discuss ETSU's external funding metrics, recently released university rankings, and current initiatives in the university's research pipeline.

Dr. Beaumont is serving as Associate Dean for Research in the Quillen College of Medicine as of January 2022. He has successfully obtained \$5 million in external funding to support his research program in his 10 years at ETSU. Dr. Beaumont will introduce the Committee to his research and provide an overview of research expertise and initiatives in the Quillen College of Medicine.



EAST TENNESSEE STATE
UNIVERSITY



RESEARCH UPDATE

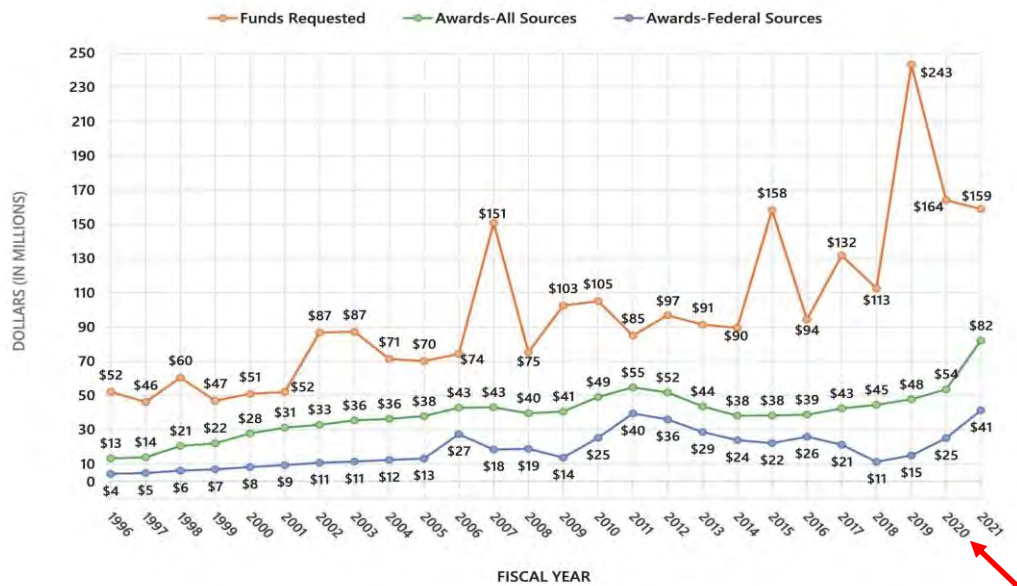
Nick Hagemeyer, PharmD, PhD
Interim Vice Provost for Research

Higher Education Research & Development (HERD) Survey

- Conducted by NSF annually
- R&D expenditures explicitly defined
- All institutions with \$150K+ in R&D expenditures ranked
 - 1 = Johns Hopkins University (\$3.1B)
 - 655 = Columbus St. University (\$261K)
- Captures federal, institutional, state/local government, business, nonprofit, other R&D expenditures

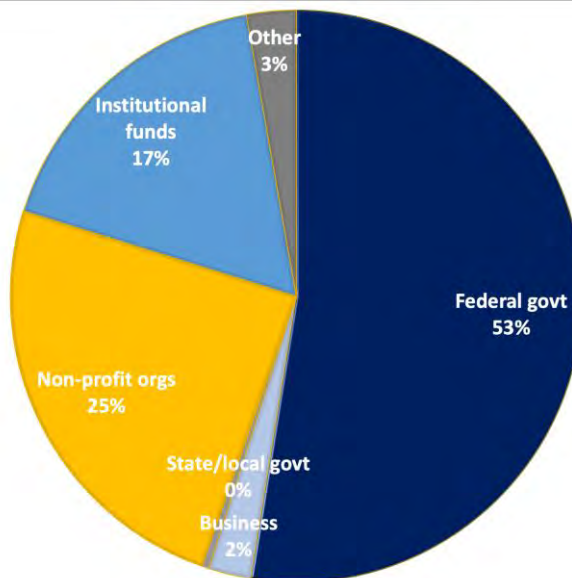


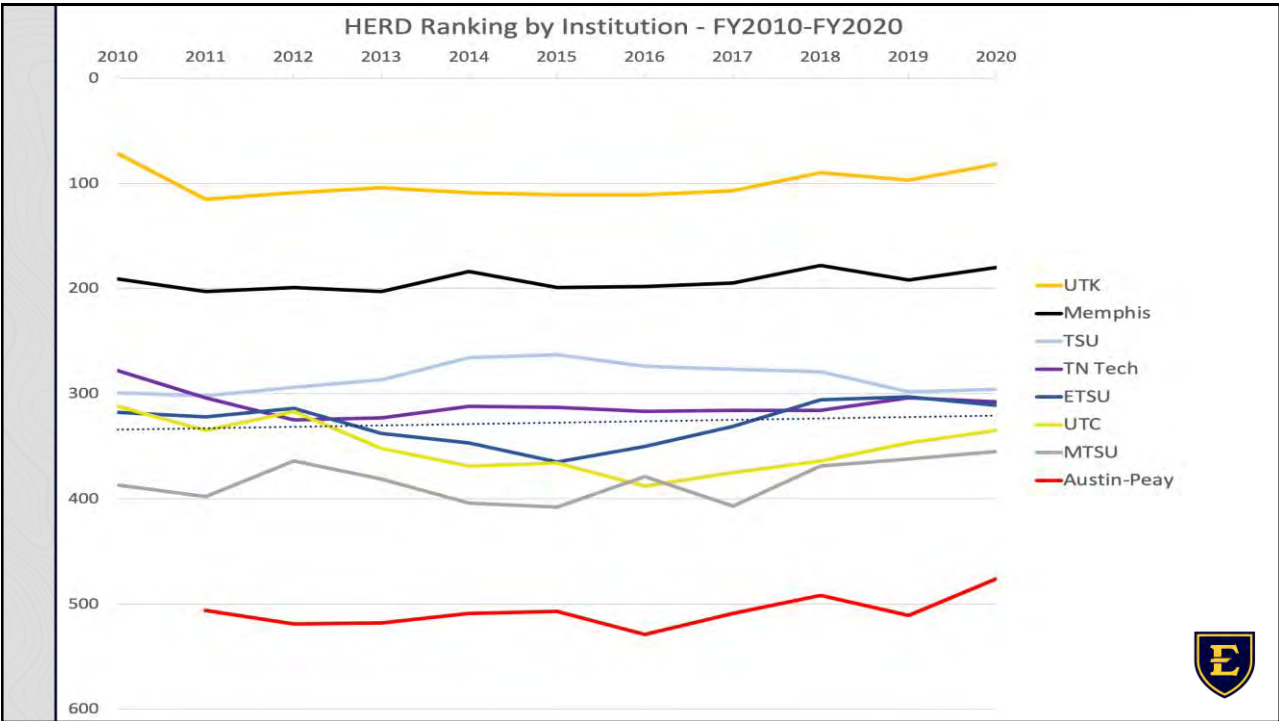
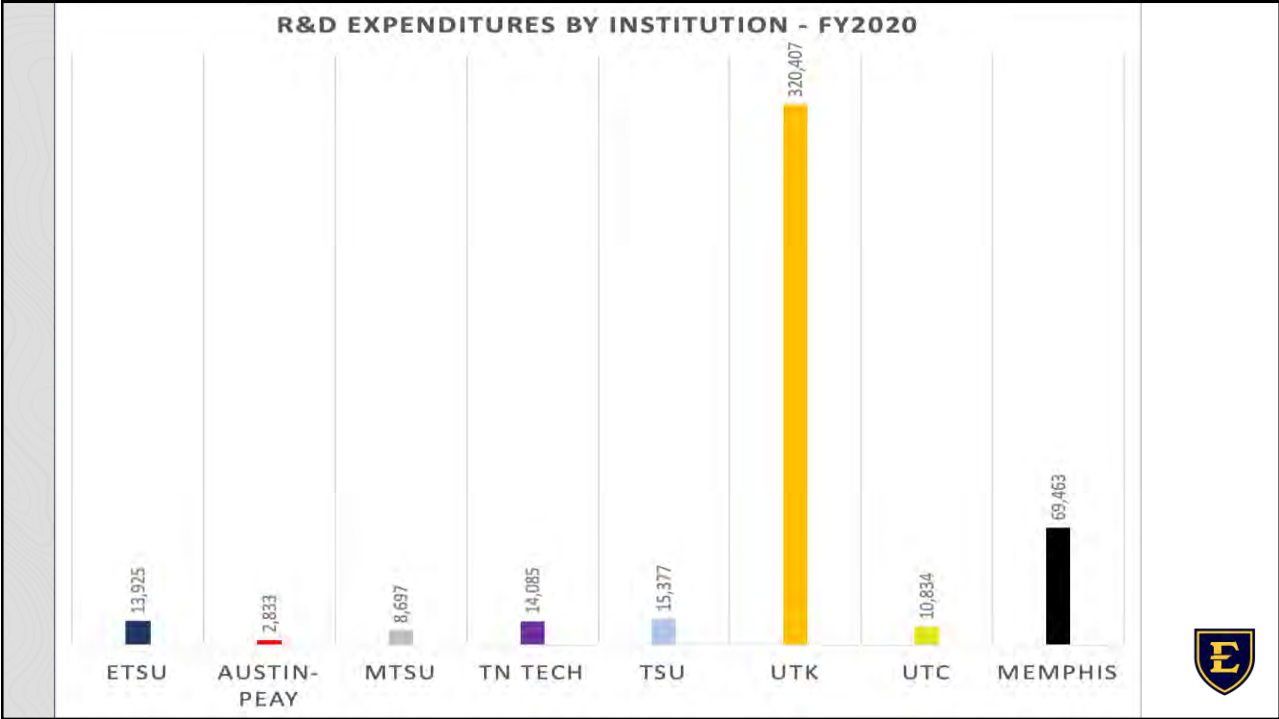
Chart I. East Tennessee State University
Extramural Sponsored Activity FY96 to FY21

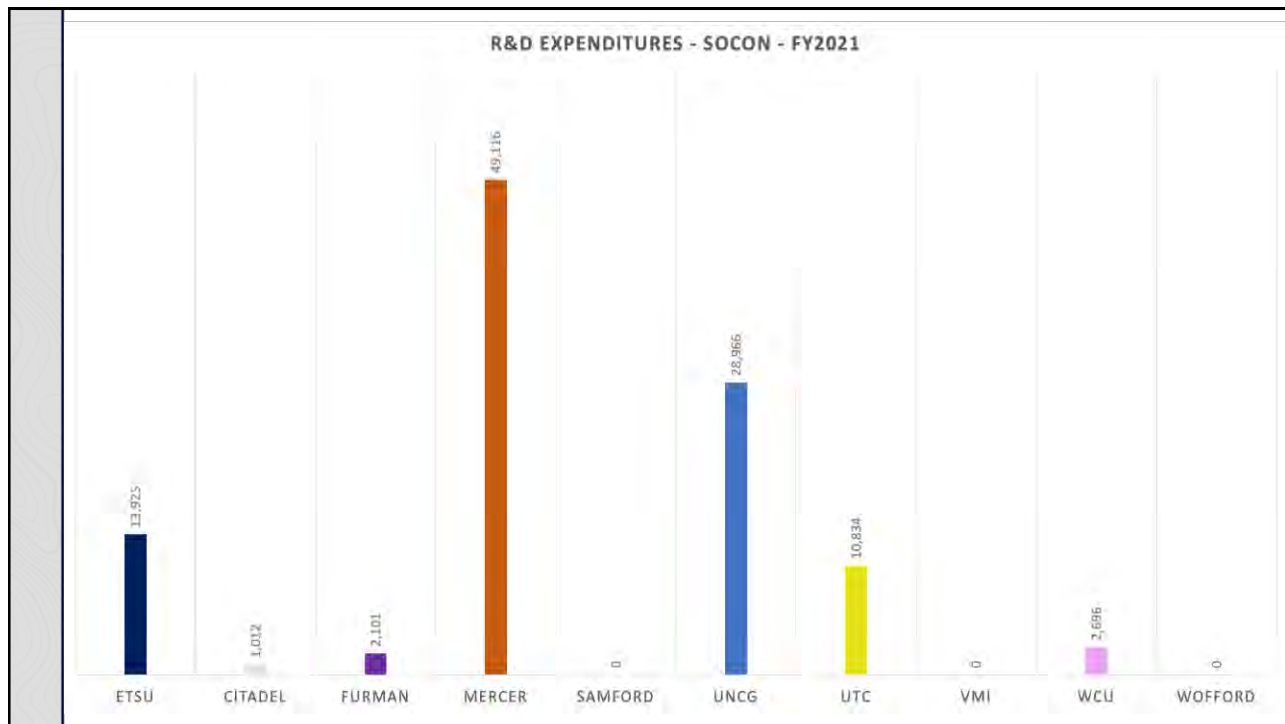


Of the \$54M...

- \$13.925M R&D





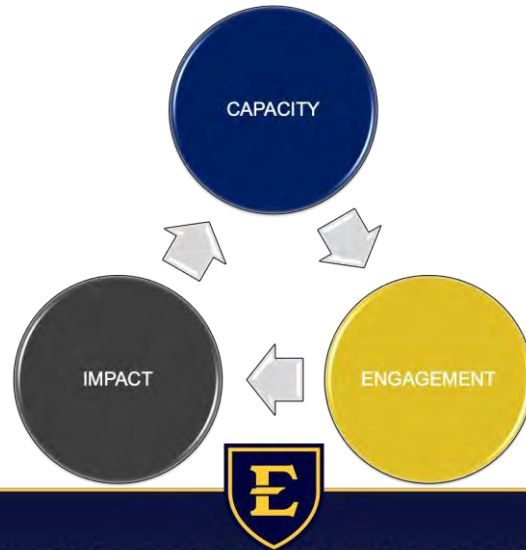


PERSPECTIVE...

- A 20% improvement in ranking (311 → 250) necessitates an 87% increase in R&D expenditures
 - \$26,035 vs \$13,925
- Catching aspirational peers (ECU/USA) = 261% increase
 - \$50,307 vs \$13,925
- Federal funding is primary driver of R&D expenditures



Grow ETSU's Research and Innovation...



Quillen College of Medicine Office of Research and Graduate Education

I. Research

- Provide oversight of the COM research enterprise
- Act as liaison between COM and other ETSU Colleges/external partners
- Publicize and promote research accomplishments

**Quillen College of Medicine
Office of Research and Graduate Education**

- ***Quillen Distinguished Research Fellows***
 - 10 current Fellows
 - Sustained, well-funded research program (>\$200K/year)
 - Strong publication history (>50 publications)
 - Commits fellows to developing strong mentorship roles in the COM

- ***Quillen Research and Scholarship Enhancement awards***
 - Funded 4 research grants in the past two years (up to \$25,000 for one year)
 - Goal is to provide faculty with resources to acquire data and submit grants for external funding

**Quillen College of Medicine
Office of Research and Graduate Education**

- II. Administers the Biomedical Science Graduate Program***
- Interdisciplinary graduate program leading to a PhD in Biomedical Science

 - Prepares students for careers in research and education

 - Participating colleges:
 - Medicine
 - Arts and Sciences
 - Pharmacy
 - Public Health
 - Clinical and Rehabilitative Health Sciences

 - Concentrations (5):
 - Cardiovascular Sciences
 - Cellular, Molecular and Chemical Biology
 - Immunology, Inflammation and Infectious Diseases
 - Neuroscience
 - Pharmaceutical Sciences

Quillen College of Medicine
Office of Research and Graduate Education

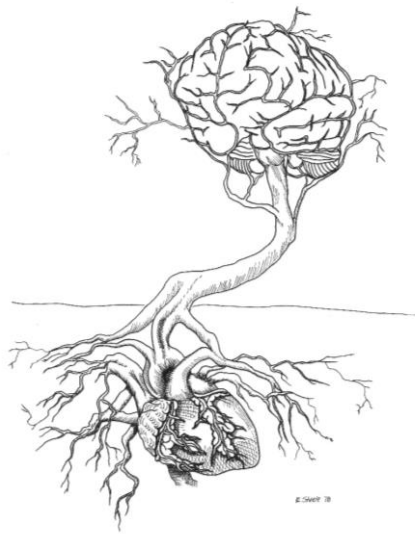
Biomedical Science Graduate Program

- Currently 35 students enrolled in the program (3 to 6 graduates/year).
- Biomedical Science Graduate Program Committee
 - oversees the program and makes policy and curriculum decisions, comprised of a faculty member from each concentration and a graduate student representative
- Recruitment and Admissions Committee
 - comprised of faculty seeking to mentor students and concentration representatives

Quillen College of Medicine
Office of Research and Graduate Education

Biomedical Science Graduate Program

- Recent modifications in response to faculty and student needs/requests:
 - Updates to concentrations
 - Core curriculum revisions
 - Revised qualifying exam guidelines
 - Opportunities for teaching experience
 - Inclusion of more exposure to industry
 - Seminars
 - Crown Skin Science Fellowship
 - Industry rotations?
 - Website improvements and social media presence



Engaging the brain using vagal nerve stimulation for the treatment of heart failure

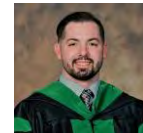
Beaumont Lab



Ariana Farrand
Postdoctoral

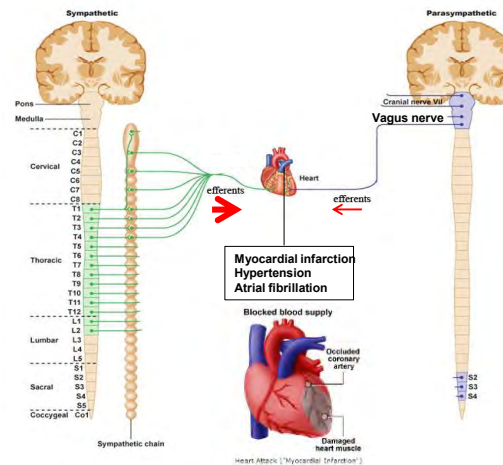


Misty Owens
Graduate Student

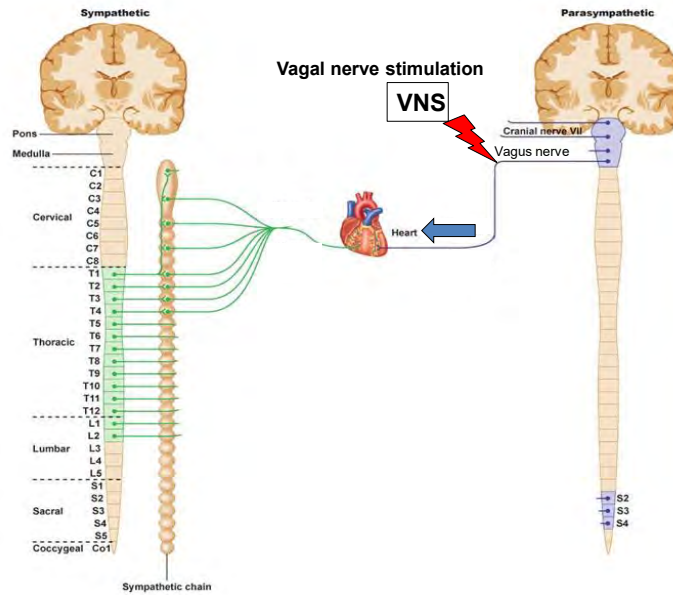


Coty Cooper
Medical Student

The neuronal imbalance in heart disease produces an abnormal
 \uparrow in **sympathetic** and \downarrow in **parasympathetic** efferent drive over time



Vagal nerve stimulation (VNS) could be effective to mitigate heart failure progression.

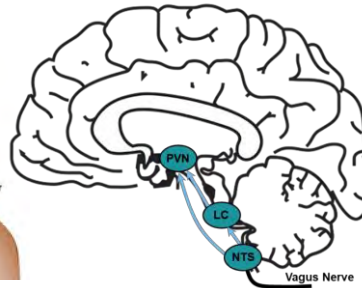
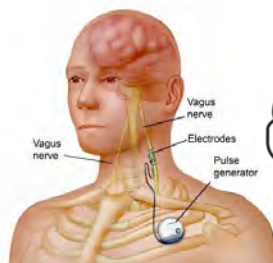


VNS reduces changes induced by heart failure

LivaNova

Health innovation that matters

\$2.5M of funding since 2012
+ in-kind \$



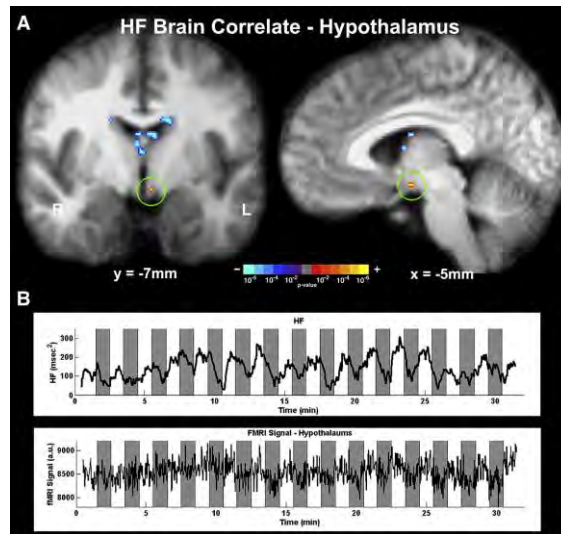
NIH National Heart, Lung, and Blood Institute

NIH RO1 - SPARC
\$2.5M since 2018

Measurement	Screening (n = 21)	12 months (n = 21)	p value*	24 months (n = 16)	p value*	36 months (n = 14)	p value*	
Normal LVEF (%) 50-75%	LVEF (%) in patients with high-intensity stimulation	32.6 ± 2.0	38.7 ± 2.0	0.00828	38.9 ± 2.0	0.04	43.8 ± 2.9	0.0096

Nearing et al., 2021

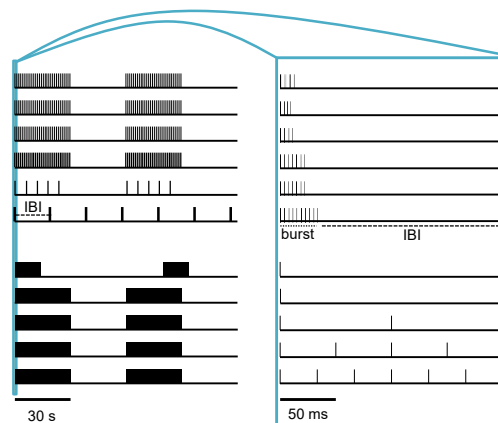
Evaluating higher nuclei in the brain with fMRI



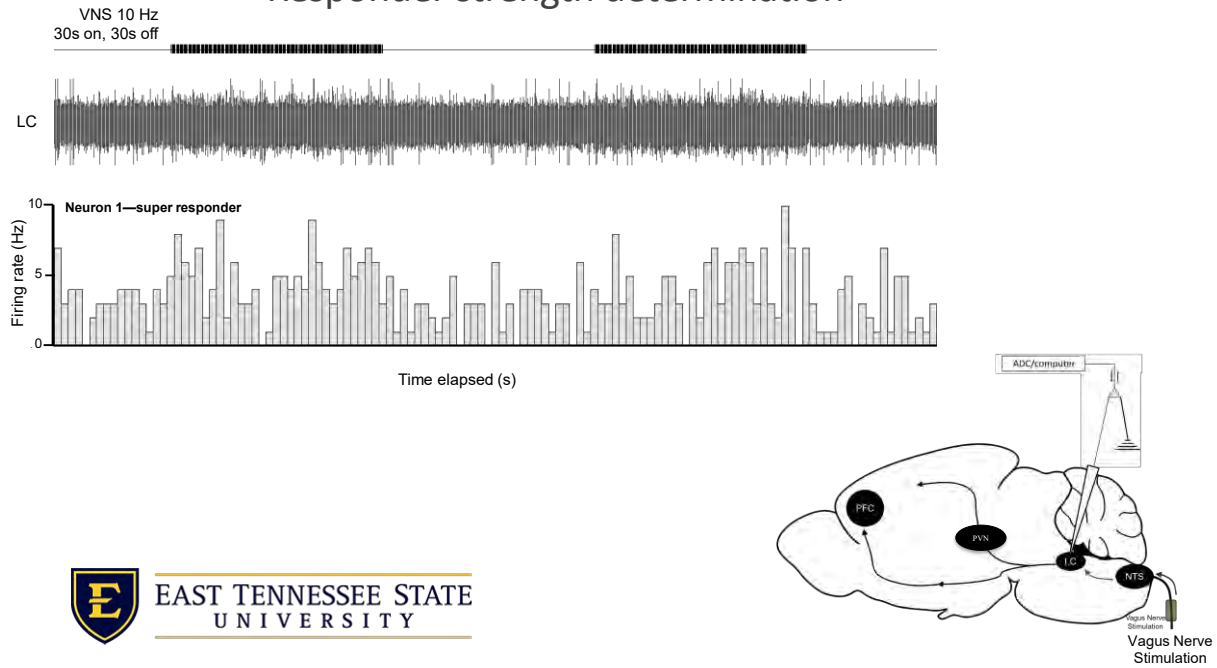
V. Napadow
NIH SPARC grant

Paradigms tested to improve brain activation

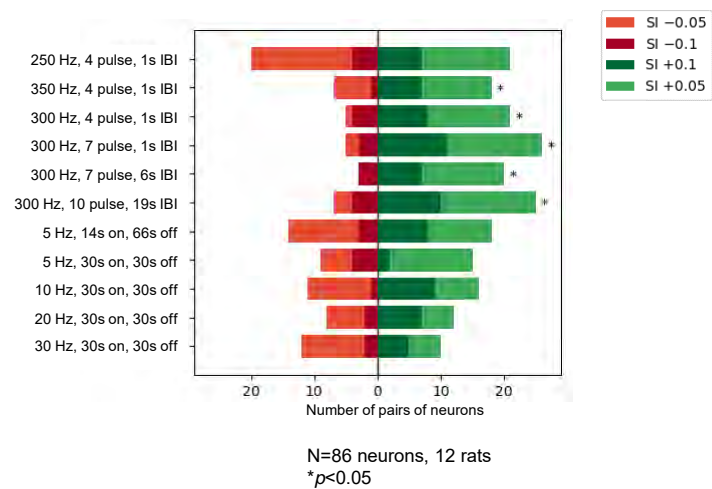
	Frequency (Hz)	Pulse width (μ s)	Pulses per burst (n)	Interburst interval (s) (IBI)	Cycle duration (s) On time, off time
<i>Bursting paradigms</i>					
	250	100	4	1	30, 30
	350	100	4	1	30, 30
	300	100	4	1	30, 30
	300	100	7	1	30, 30
	300	100	7	6	30, 30
	300	100	10	19	60, 0
<i>Standard paradigms</i>					
Clinical study	5	100	--	--	14, 66
	5	100	--	--	30, 30
	10	100	--	--	30, 30
	20	100	--	--	30, 30
	30	100	--	--	30, 30



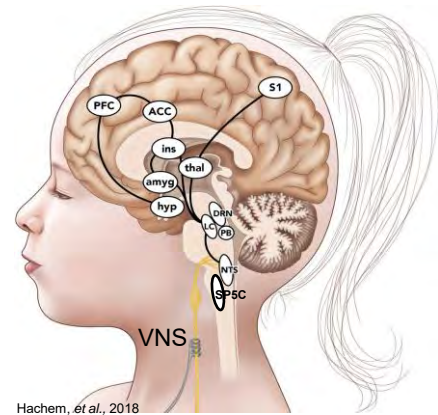
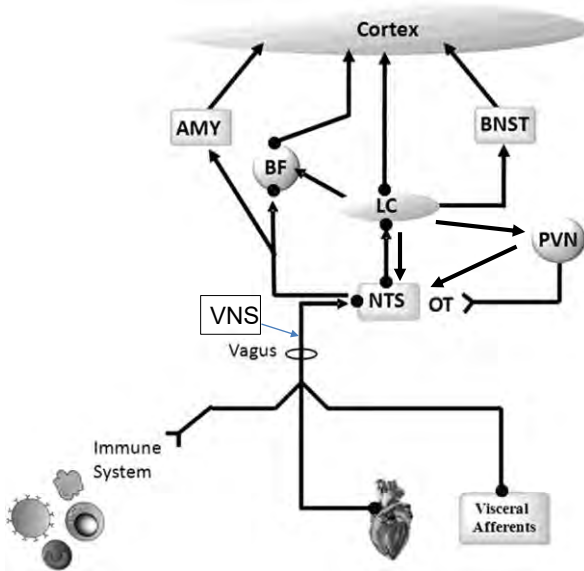
Responder strength determination



Bursting improves neuronal synchrony in LC

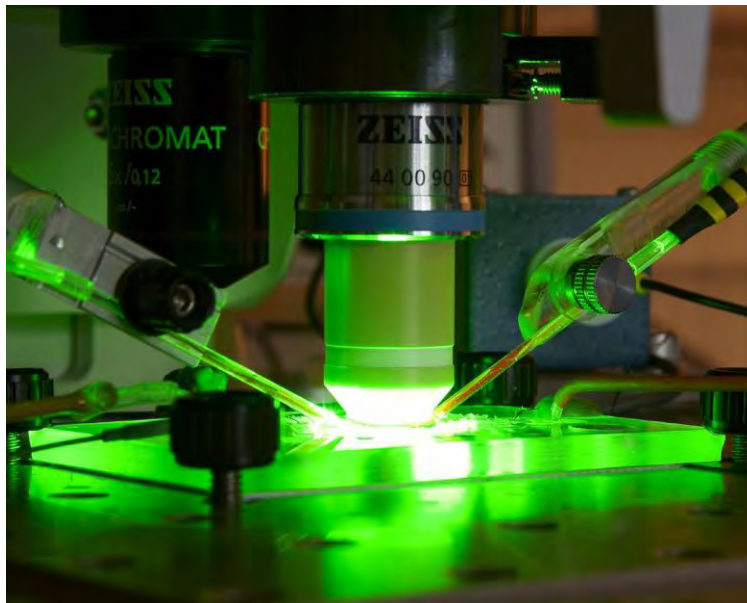


Reciprocal innervation complicates the interpretation of the data



Hachem, *et al.*, 2018

NTS slice electrophysiology on single neurons



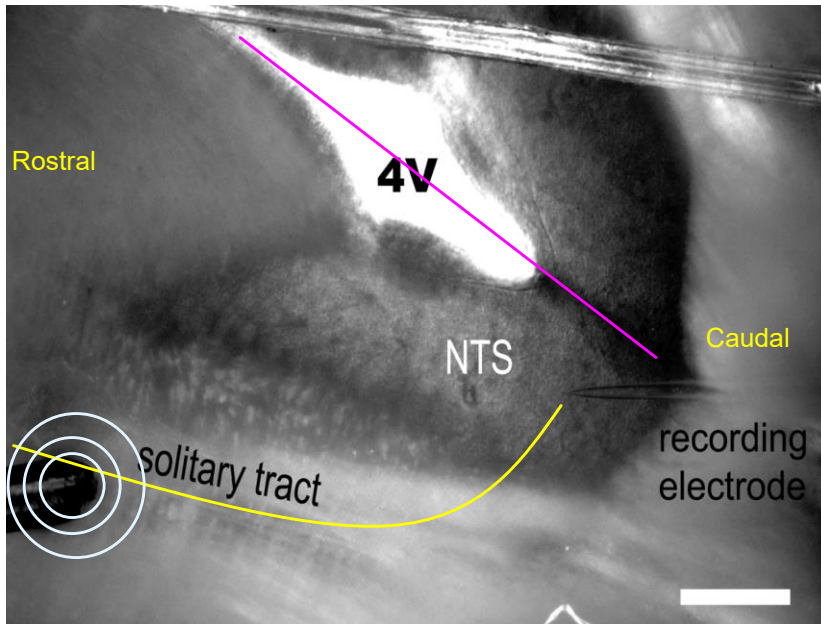
Dr Andresen
Co-Investigator NIH RO1
2018-2021



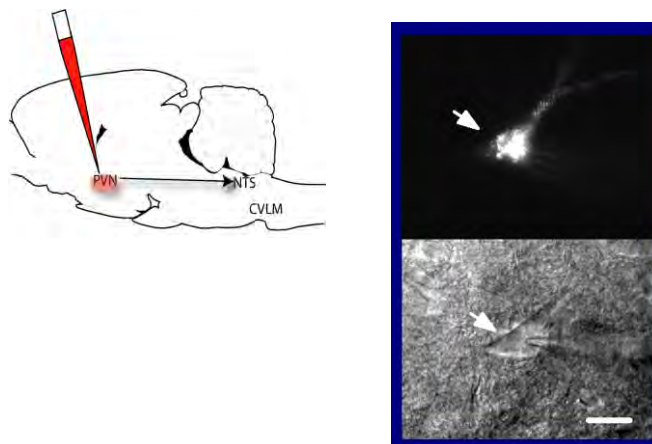
2022



Technical approach – a horizontal slice orientation



PVN-projecting NTS neuron
to discriminate cellular and network effects



Acknowledgements

