

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
NOVEMBER 2023 MEETING

1:30–2:30 p.m. EST  
Friday  
November 17, 2023

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call
- III. Public Comments
- IV. [Approval of Minutes from September 15, 2023](#)
- V. Report from the Academic, Research, and Student Success Committee
- VI. Report from the Finance and Administration Committee
- VII. Report from the Audit Committee
- VIII. [Consent Agenda](#)
  - A. [Minutes from September 15, 2023 Academic, Research, and Student Success Committee](#)
  - B. [Minutes from September 15, 2023 Finance and Administration Committee](#)
  - C. [Minutes from September 15, 2023 Audit Committee](#)
  - D. [Approval of Policy on Audit of Expenses Related to the Function of the Office of the President](#)
  - E. [Revisions to the FY24 Audit Plan](#)
  - F. [Approval of FY24 October Revised Budgets](#)
- IX. [College of Business and Technology Update – Pittarese \(15 minutes\)](#)
- X. [Strategic Agenda Update and KPIs – Noland, Hoff \(10 minutes\)](#)
- XI. President’s Report – *Noland* (20 minutes)
- XII. [Action Item: Approval of President’s Contract – Latimer, DeCarlo, Fulks \(10 minutes\)](#)
- XIII. Other Business

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

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2023

ITEM: Approval of the Minutes from September 15, 2023

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the September 15, 2023 meeting of the Board of Trustees are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the September 15, 2023 meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

MINUTES

September 15, 2023  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, September 15, 2023, at 1:33 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

**I. Call to Order**

Board Chair Dr. Linda Latimer called the meeting to order at 1:33 p.m. She welcomed three new members joining the board: Dr. Steph Frye-Clark, Faculty Trustee; Mr. Aamir Shaikh, Student Trustee; and Mr. Tony Treadway, who was recently appointed to the board by Tennessee Governor Bill Lee.

Chair Latimer addressed the board with opening remarks noting:

- The grand reopening of Lamb Hall following a \$26.1 million renovation
- The largest ever freshmen class in the institution's history, an increase of more than five percent over Fall 2022
- An all-time high in graduate student enrollment
- The addition of 120 new faculty members this fall, including 57 new faculty members with the Quillen College of Medicine.
- The development of new academic programs in fields such as synthetic biology and mechatronics
- Institutional efforts to refresh the general education curriculum
- The growth in community-engaged learning
- The renovation of Gilbreath Hall, with a ribbon-cutting scheduled for October 12
- The demolition, in November, of the current Campus Center Building, to make way for a modern, interdisciplinary Academic Building

Chair Latimer extended thanks to Governor Bill Lee and members of the Tennessee General Assembly, and particularly the Northeast Tennessee delegation, for securing these investments in the campus.

**II. Roll Call**

Board Secretary Dr. Adam Green led the roll call.

Trustees physically present were:

Trustee Charles Allen  
Trustee Janet Ayers  
Trustee Steve DeCarlo  
Trustee Dr. Steph Frye-Clark  
Trustee Dorothy Grisham  
Trustee Ron Ramsey  
Trustee Melissa Steagall-Jones  
Trustee Tony Treadway  
Board Chair Dr. Linda Latimer

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

### **III. Public Comments**

No individuals were signed up to speak to the board during the public comment period.

### **IV. Approval of Minutes from April 21, 2023, and May 19, 2023**

The minutes from the April 21, 2023, and May 19, 2023, meetings of the Board of Trustees were approved as submitted, with Trustee Melissa Steagall-Jones making the motion to approve and Trustee Janet Ayers seconding the motion. The motion passed unanimously.

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

Committee Chair Janet Ayers reported that the Academic, Research, and Student Success Committee met this morning to review and discuss several topics. There was one action item, in addition to four information items.

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle presented a request to approve tenure upon appointment for Dr. Rodney Handy, Chair of the Department of Environmental Health in the College of Public Health. Based on Dr. Handy's outstanding qualifications, the committee voted to approve tenure upon appointment.

Trustee Ayers reported on the other items taken up during the committee's work including:

- Academic actions for the period of January 1 through July 31, 2023
- An update on major initiatives across the Division of Academic Affairs
- Updates on some new initiatives related to faculty support and recognition
  
- Discussion of current programs to support student success.

- A report on the work of the Tennessee Climate Office, which is housed in the ETSU Department of Geosciences and serves as the official climate office for the state of Tennessee.
- A presentation on the ongoing work of the ETSU Research Corporation.

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

Committee Chair Steve DeCarlo reported that the Finance and Administration Committee approved a reallocation of excess debt reserve funds to other athletic facility projects and the reallocation of the program service fee earmarked for soccer debt to football debt.

The committee also received a financial update; reviewed contracts and agreements over \$250,000 for the fourth quarter of fiscal year 2023; received an update on current issues across the Division of Business and Finance; and, received an overview of the upcoming Oracle transition.

Trustee DeCarlo reported that Pam Ritter, Vice President for University Advancement and President and Chief Executive Officer of the ETSU Foundation, provided the committee with an update on the Foundation while Mr. Jeremy Ross, Chief Operating Officer, presented a report on capital disclosures, capital maintenance projects, and projects in design.

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

Trustee Steagall-Jones reported that the Audit Committee approved two policies: the Board of Trustees Professional Development Policy and Appearance Before the Board of Trustees Policy.

Another action item was the audit plan for fiscal year 2024, which was approved.

Trustee Steagall-Jones informed the board that Ms. Becky Lewis, Director of Internal Audit, presented an update on five audits that have been completed since the board last met in April, reported on the recommendation log status as of August 31 and reported on audit functions for fiscal year 2023. Ms. Steagall-Jones said this is just a small part of what the Office of Internal Audit does, and she thanked the team for all their work.

The committee then approved Internal Audit employee profiles for all four employees in the office and received a report on the office's operating expenses.

The committee received the Quality Assurance and Improvement Program report, which is required by the Institute of Internal Auditing Standards every five years. The report indicated that ETSU's office generally conforms with IIA's standards and code of ethics, which Trustee Steagall-Jones described as the best possible result.

### **VIII. Consent Agenda**

With no requests for any items to be pulled from the consent agenda for discussion and consideration by the full board, the Board of Trustees approved the consent agenda with a motion from Trustee Grisham, seconded by Trustee Ayers. The motion was passed unanimously.

### **IX. Action Item: Approval of Standing Committee Membership**

President Noland outlined recommendations from staff, at the direction of the chair, related to the exploration of individuals to comprise the Academic, Finance, and Audit committees of the board. Dr. Noland noted that, per structure with the Southern Association of Colleges and Schools, no more than five board members should serve on any standing committee, thereby ensuring that no one committee dominates the activities of the board. Given the number of new members coming onto the board, Dr. Noland said that an effort has been made to make sure there is continuity across the committees. Recommendations relate both to committee composition and chairs. Dr. Noland added that, as contained within the bylaws of the board, there is a provision that relates to the terms of the committee and the appointment of chairs for up to one year beyond a two-year term. Dr. Noland and staff recommended that the board amend that section of the bylaws and to take action on committee composition and chairs as presented by staff.

Trustee DeCarlo made a motion to accept Dr. Noland's recommendations on the bylaws and approval of the committee membership, and Trustee Grisham seconded the motion. It passed unanimously.

### **X. Athletics Update**

#### **A. Action Item: Approval of New Women's Athletic Team**

Dr. Richard Sander, Director of Intercollegiate Athletics, told the board that based on a review by staff occurred in 2022-23, his department is recommending that the university add a program in women's Acrobatics and Tumbling. He indicated that it is an emerging NCAA sport. Teams have up to 28 competitors on game-day rosters and compete in six events: compulsory, acro, pyramid, toss, tumbling, and team. Plans are in place to submit legislation in 2024 to the NCAA for the sport to become an NCAA championship sport. Dr. Sander added that of the 56 participating schools, 19 are in Tennessee, North Carolina, South Carolina, and West Virginia. ETSU's plan is to conduct an open search for a head coach in the spring of 2024, with recruiting to begin that summer. The intention is to start with a limited competition schedule in the spring of 2026, with the spring of 2027 being our inaugural championship season.

Trustee Steagall-Jones made a motion that the new program in Acrobatics and Tumbling be approved, and Trustee Grisham seconded the motion. It passed unanimously.

**B. Action Item: Naming of the Football Field**

Dr. Sander requested that the board approve the proposal to name ETSU's football field at the William B. Greene, Jr. Stadium the "Bank of Tennessee Field." Dr. Sander said the naming would recognize the invaluable contributions made by the Bank of Tennessee in supporting ETSU's athletic programs and the "Be Great" program, which aims at fostering comprehensive development for student-athletes.

Trustee Treadway made a motion to approve the naming, and Trustee Allen seconded the motion. It passed unanimously, with Chairman Latimer abstaining.

*Note:* Items A. and B. above were inadvertently reversed by Dr. Sander during the meeting. The sequence reported in the minutes is consistent with the published agenda.

**XI. Enrollment Update**

Dr. Joe Sherlin, Vice President for Student Life and Enrollment, provided an update on fall 2023 enrollment trends and statewide comparisons. Among the major points:

- Fall 2023 enrollment increased by 136 students, or approximately one percent. Of particular note is an increase of 23 students in the out-of-state category and an increase of 76 international students. There has been an encouraging increase in Hispanic/Latinx students over the past three years. The male-female gap, however, is still wide, with 62 percent of our students in the fall of 2023 reporting as female and 38 percent as male.
- The percentage growth of ETSU's first-year class since 2020 has outpaced institutional peers. The class has grown by 30 percent over the past four cycles. Our closest state peer is at 21 percent. First-time freshman enrollment of out-of-state students is up by 36 percent. First-time freshman enrollment in Tennessee is up 28 percent. Significant enrollment growth has occurred in the Knoxville area at 79 percent, the Chattanooga area at 75 percent, and in Middle Tennessee at 47 percent.
- ETSU was one of four institutions in the U.S. recognized as a Top College Communicator in student recruitment.
- One of the biggest challenges ahead is housing capacity, which was at 97 percent in the fall of 2022 and is at 100 percent this fall. Strategies to address the challenge include adding capacity in current residential facilities, conversion of administrative space, off-campus partnerships, and new construction.



- College going at home is another challenge. The number of Washington County residents in ETSU's freshman classes from the fall of 2020 through the fall of 2023 remained flat, while the number of Sullivan County residents was down by eight percent. However, two counties are bucking that trend: Greene with a 22.5 percent increase over that period and Unicoi with a 51.9 percent increase. Dr. Sherlin noted the work of the Niswonger Foundation and the Ayers Foundation in contributing to this positive trend. He indicated that ETSU is mirroring the student success playbook that those two organizations have put in place: identifying students needing support ASAP and building relationships; increasing help for students with non-academic needs; increasing use of proven student success resources; reducing institutional barriers to success; and, offering academic experiences designed for optimal learning.

## **XII. Voyager ERP Update**

This report to the board was presented by Dr. Karen King, Chief Information Officer; Ms. Lori Erickson, Assistant Vice President for Human Resources; and Ms. Christy Graham, Chief Financial Officer.

Dr. King summarized the benefits of the upcoming Voyager/Oracle conversion: reduced operating costs, improvement in resource management, increased process efficiencies, and expanded technology integration. The new system will allow a point of single data entry and mobile access and will provide Cloud quarterly updates. Automated workflow will reduce repetitive tasks. Dr. King added that Oracle has a very strong security component. She stressed the value of the integration of the human resources and finance functions that the new system will provide. The system has the capability of doing predictive analytics on resource allocations, budgeting, and workforce planning. Real-time data reports will be easy to access. Dr. King thanked Governor Bill Lee and the members of the Tennessee General Assembly for providing the \$20 million to fund this project over a 10-year period. She reminded the board that ETSU is the first institution in the state to convert to the new system.

Ms. Erickson emphasized the improvements the system will make in recruitment and onboarding of new employees. In addition, the cost of hiring and turnover will be transparent. Targeted marketing of positions and recruitment for hard-to-fill positions can take place. Yearly compensation statements will capture the total value of working at ETSU. Aligning with best practices in industry, the university will be converting all employees to a bi-weekly compensation schedule. Ms. Erickson said that will result in money getting into the pockets of adjunct faculty members and graduate students much more quickly.

Ms. Graham reviewed the improvements in business processes that the system will make available:

- Bank reconciliation: Automated matching and clearing of transactions
- Expense reporting: The mobile app will allow employees to upload receipts by picture

- Workflow: Paper forms will now flow through the system. The journal entry process will be streamlined.
- Real-time access for business managers: End users will have the same view as Finance. New Key Performance Indicators will be available for business managers.
- EPM Budget Module: Will allow business managers to see detailed personnel budget information.
- Inventory: Real-time access to supply inventory quantities and an automated purchase order process to restock inventory

### **XIII. Strategic Agenda Update and KPIs**

Dr. Michael Hoff, Vice Provost for Planning and Decision Support, presented a summary of First Destination Survey results. A First Destination Survey, he told the board, is used to capture information regarding how new college graduates fare in their careers within six months of graduation. The surveys are conducted after each graduation period, and often reports are aggregated for annual classes to provide overall results.

ETSU's 2018-19 First Destination Survey revealed that 86.8 percent of those responding were either working or continuing their education. Their average annual salary was \$48,833. The majority of those graduates remained in the region.

ETSU's 2021-22 First Destination Survey revealed that 89.7 percent of those responding were either working or continuing their education. Their average annual salary was \$53,777. They, too, are concentrated in the region.

Dr. Hoff summarized these results:

- There was a 3.3 percent increase in graduates working/continuing education.
- There was a 10 percent increase in average salary.
- We continue to see a large percentage of graduates stay in the region to pursue life after college.

These First Destination Surveys will continue, and ETSU's Institutional Research staff will remain engaged with state agencies to ensure that we are involved in the next iteration of data analysis that uses wage records to provide even more detail.

### **XIV. President's Report**

President Noland emphasized that all the new initiatives presented to the board align with the historic mission of the university: to improve the quality of life for people in our region.

Dr. Noland proved a review of the strategic planning framework that has guided the work of the institution during the period in which we have been governed by a Board of Trustees. Those strategic items are as follows:

- Access and Success
- Community and Belonging
- Excellence in Teaching
- Research and Innovation
- Community Stewardship
- Employee Empowerment
- Operational Sustainability

All the information presented to the board today aligns with these strategic goals. Dr. Noland pointed to the Oracle transition, for example, as having a direct relationship to our operational sustainability.

Expanding upon the goal of access and success, Dr. Noland stressed that we are an access institution, but there are challenges in the state that impact access-oriented institutions. Although college-going rates in Tennessee have begun an upturn, they remain below pre-COVID levels.

Dr. Noland referenced Gallup's annual survey asking what Americans think of higher education. According to Gallup's most recent survey, only 17 percent of Americans have a great deal of confidence in higher education. But Dr. Noland pointed out that Americans are losing confidence in all major entities, according to this poll. Stressing the importance of how survey questions are asked, Dr. Noland then shared the results of a survey by SCORE, released in the spring of this year, asking Tennesseans what they thought of higher education. The outcome is different. When asked if they had a favorable or unfavorable impression, 74 percent of Tennesseans had a favorable opinion of higher education and 37 percent a very favorable opinion. Further, when asked by SCORE about their aspirations for their sons and daughters, 80 percent wanted them to go to a university.

When making decisions about where to go to school, affordability and career planning are top of mind. Therefore, Dr. Noland reported, ETSU is taking a broad view of our scholarship offerings and will bring to the board in the spring a potential repackaging of our aid programs that puts more emphasis on affordability.

Dr. Noland shared some ways in which the recent enrollment growth has led to a change in energy across campus, beginning with a video of move-in day this semester. He pointed to several examples of increased student engagement:

- During halftime of the football game with Carson-Newman, we conveyed to the marching band, via the big board, that our majorettes and flag corps will have the

opportunity to represent ETSU at Radio City Music Hall as it kicks off its Christmas special, at the same time the band is in New York for the 2024 Macy's Thanksgiving Day Parade. Dr. Noland added that our band will be the first band from Tennessee in more than 50 years to march in the Macy's parade.

- Another example of student engagement is the fact that this semester, we saw the largest number of students ever to participate in Preview: 1,850.
- Participation in key student activities has increased by 60 percent since 2018.
- Service Plunge participation has jumped from 450 in 2019 to 850 this fall.
- ETSU students give back. Student groups have donated more than \$1,080,150 over the past five years to local non-profits.

Dr. Noland reminded the board of the massive amount of work now underway on the campus. He indicated that there is more reform underway across the campus in terms of operations, programming, and services than at any point in the past 40 years.

Dr. Noland then highlighted the three recent Distinguished Faculty Award winners as examples of excellence in teaching, research, and service. That excellence was recognized by SACS during their visit to campus in the spring. We will go before SACS for full reaffirmation of accreditation in December. The team had no findings, no concerns, and no recommendations.

Dr. Noland stressed that ETSU is recognized as one of the best employers in the state, and we want to continue to invest in our people. Last year we provided a four percent salary enhancement. At the next board meeting, the salary recommendation for the current academic year will be brought before Trustees. Dr. Noland said he expects that it will meet or exceed what was provided last year, with employees at the low end of the salary scale receiving special emphasis.

As a follow-up to the board's request for additional data on educational attainment levels and earnings potential, Dr. Noland provided a brief look at the type of information that will be built out for several external organizations whose responsibilities include recruitment of business and industry. These data include the percentage of adults 18 to 64 years old with a high school diploma only, the percentage of adults ages 25 to 64 with a bachelor's degree or higher, the percent of 18-29-year-olds without college degrees not enrolled in education, as well as data on labor force participation, wage earnings, the percentage of adults receiving welfare or disability payments, and the percentage of the population living in poverty. Dr. Noland said these data prove we are in a target-rich environment, and they drive home the importance of our mission.

Dr. Noland discussed the creation of Founders Week at ETSU and thanked Dr. Adam Green, Chief of Staff and Board Secretary, for the idea that made it possible.

Dr. Noland concluded his remarks with a tribute to Dr. Bert C. Bach, who served for many years as Provost and Vice President for Academic Affairs at ETSU. Dr. Bach also served as ETSU's Interim President in 1991-92. Dr. Bach passed away on August 14 of this year.

**XV. Other Business**

There was no other business to come before the board.

**XVI. Executive Session**

There was no need for an executive session.

**XVII. Adjournment**

Trustee Ramsey made a motion to adjourn the meeting at 3:19 p.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: November 17, 2023

ITEM: Consent Agenda

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The Consent Agenda items presented to the Board of Trustees are routine in nature, noncontroversial, or have been approved by a board committee unanimously. The Board votes on all items by a single motion. Full information about each item on the consent agenda is provided in the meeting materials.

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

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

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

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

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2023

ITEM: Approval of the Minutes from September 15, 2023

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the September 15, 2023 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the September 15, 2023 meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

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

MINUTES

September 15, 2023  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, September 15, 2023, at 8:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

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

**II. Roll Call**

Board Secretary Dr. Adam Green conducted the roll call. All committee members were physically present:

Committee Chair Janet Ayers  
Trustee Charles Allen  
Trustee Dr. Steph Frye-Clark  
Trustee Dr. Linda Latimer  
Trustee Tony Treadway

**III. Approval of the Committee Minutes from April 21, 2023**

The minutes from the April 21, 2023, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Latimer making the motion and Trustee Frye-Clark seconding the motion. The motion passed unanimously.

**ACTION ITEMS**

**IV. Recommendations for Tenure Upon Appointment of Faculty Member**

Provost Kimberly McCorkle summarized the qualifications of Dr. Rodney Handy, who was appointed to serve as Professor and Chair in the Department of Environmental Health in the College of Public Health on July 1 of this year. Based on his exceptional qualifications, Dr. McCorkle requested that he be granted tenure upon appointment. Trustee Allen made the



motion that tenure be granted, and Trustee Treadway seconded the motion. It passed unanimously.

## **INFORMATION AND DISCUSSION ITEMS**

### **V. Academic Notification for Period of January 1, 2023, through July 21, 2023**

This agenda item, presented by Provost McCorkle, consisted of two parts: curriculum actions that require Tennessee Higher Education Commission notification and ETSU academic approval items that do not require such notification.

Changes submitted to THEC include:

- Six revisions in student credit hours, most involving a reduction of credits, with the goals of keeping content relevant and avoiding repetition.
- Plans to establish new certificate programs in Healthcare Spanish; Child Advocacy Studies Training; Interprofessional Pediatric Feeding; Educator Job Embedded; Student Affairs; and Child Advocacy Studies.
- Five concentration name changes.
- Four new concentrations within existing programs
- One academic program name change and the termination of the academic concentration in Counselor Leadership.

ETSU approval items include several program policy revisions as well as the establishment of two minors: Synthetic Biology and Forensic Science.

General discussion took place about the length of time required by THEC for program reviews. The consensus was that, in many cases, reviews at the state level are taking far too long. Chair Ayers requested that Provost McCorkle provide a list of curricular actions requiring THEC approval and the status of those approval processes.

### **VI. Provost's Update**

Provost McCorkle's report to the committee consisted of six parts: Academic Administration, Academic Programs and Curriculum, Research and Scholarship, Faculty Affairs, Going Beyond, and Student Success Initiatives.

Her report included the following highlights:

- The Academic Structure Task Force continues its work in designing an academic structure that will more efficiently serve the students, faculty, staff, community, and mission of ETSU.
- This year, ETSU will complete the review of 79 academic policies.

- Accreditation reviews for 2023-24 include Music and Physical Therapy. The review of Nursing included a site visit last week, and Provost McCorkle indicated that it resulted in many positive comments and special praise for ETSU's seven nurse-managed clinics.
- A summary of the status of three new academic programs: Synthetic Biology, Bio-Engineering, and Mechatronics.
- An update on the general education redesign with an expected implementation in the spring of 2024.
- A \$70 million award for sponsored projects for fiscal year 2022 at ETSU with federal awards for the fiscal year totaling over \$22 million, while research and development expenditures topped \$23 million.
- Information on events to promote research participation and foster interdisciplinary collaboration including the ETSU Trailblazer Series and the New Faculty 3-Minute Mixer.
- The welcoming of 120 new faculty who were provided the first of four challenge coins they earn throughout their career at ETSU.
- The launch of a new Campus Read program and that the first book, selected for this year is *The War for Kindness: Building Empathy in a Fractured World*, by Jamil Zaki.
- A new Community-Engaged Learning (CEL) designation for courses that provide students with community-engaged learning experiences.
- A report from Trent White, President of the ETSU Student Government Association, who spoke about the administration's student-focused approach.
- A report from Dr. Joe Sherlin, Vice President for Student Life and Enrollment That highlighted the success of ETSU's Academic Coaching initiative, which pairs incoming students with a trained peer mentor.

President Noland thanked and commended Provost McCorkle and her staff for their efforts to lead some of the most significant academic changes in decades at the university.

## **VII. Tennessee Climate Office Presentation**

The Tennessee Climate Office (TCO), which is part of the ETSU Department of Geosciences, is the official climate office for the state of Tennessee. The committee heard a report on the office's work from Dr. Andrew Joyner, Associate Professor of Geosciences and Tennessee State Climatologist. He was assisted by Wil Tollefson, Lecturer in Geosciences and Tennessee's Assistant State Climatologist.

Dr. Joyner informed the committee that state climate offices provide state-specific products, data, event histories, and archiving. In addition, they coordinate with state agencies on extreme events, hazard mitigation, and other priorities.

Among the office's goals is the creation of a statewide mesonet, which is a weather network that can provide data to a variety of stakeholders, including agriculture, education, emergency management, the energy industry, environmental research, management of prescribed burns

and wildfires, transportation, and weather forecasting. The mesonet proposal involves \$2.7 million for the first year and \$750,000 annually in recurring costs.

Dr. Joyner reviewed several grants currently being administered through his office, including two from FEMA, one from TEMA, and one from the Tennessee Department of Transportation, totaling more than \$1 million.

Discussion by the committee centered around the value of the work being done for the entire state and the need to inform more people about the existence of the Tennessee Climate Office at ETSU.

### **VIII. Annual ETSU Research Corporation Update**

David Golden, Chief Executive Officer of the ETSU Research Corporation, presented an update to the committee on recent accomplishments related to building connections between the university and industry partners to advance regional prosperity and entrepreneurialism. Golden described current initiatives including the RC Content Studio, StoryCollab, the Center for Bioindustrial Manufacturing, the Innovation Lab, the Center for Innovation, K-12 initiatives and partnerships, and the Regional Higher ED<sup>2</sup> Council Initiative. Golden described ways in which the ETSU Research Corporation is working to achieve its mission as it helps to expand ETSU's impact in research and innovation across disciplines. Among the highlights of the report:

- Several hundred individuals attended Growing the Future: A Symposium on Innovation and Education for the Bioeconomy, organized by the Center for Bioindustrial Manufacturing and held last October.
- The occupancy of the Innovation Lab is now at 97 percent, with 22 companies on board.
- The Center for Innovation has established its administrative, financial, and working organization, with several programs in the planning stages and in the process of being established. Among its current programs are the Valleybrook Synbio Industrial Manufacturing Facility and Programs; β-Tech Accelerator; and entrepreneurial and academic software.
- The ETSU Research Corporation has convened the Regional Higher ED<sup>2</sup> Council Initiative to connect regional economic development officers and the innovation/economic development offices of ETSU and other regional higher education entities.

### **GENERAL INFORMATION ITEMS**

#### **IX. Committee Discussions**

No further discussions were held.

**X. Other Business**

There was no other business to come before the committee.

**XI. Adjournment**

The committee was adjourned by Trustee Ayers at 9:53 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2023

ITEM: Approval of the Minutes from September 15, 2023

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the September 15, 2023 meeting of the Finance and Administration Committee are included in the meeting materials

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

**RESOLVED: The reading of the minutes of the September 15, 2023 meeting of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

September 15, 2023  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, September 15, 2023, at 10:02 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

Committee Chair Steve DeCarlo called the meeting to order at 10:02 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green conducted the roll call. All committee members were physically present:

Committee Chair Steve DeCarlo  
Trustee Charles Allen  
Trustee Dorothy Grisham  
Trustee Dr. Linda Latimer  
Trustee Ron Ramsey  
Trustee Aamir Shaikh

**III. Approval of the Committee Minutes from April 21, 2023**

The minutes from the April 21, 2023, meeting of the Finance and Administration Committee were approved as submitted, with Trustee Charles Allen making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

**IV. Action Item: Approval of Use and Transfer of Debt Service Fee for Athletics**

ETSU Chief Financial Officer Christy Graham told the committee that included in the university's program service fee are defined amounts per specific debt of the university. She indicated that our goal is to service the debt of the university and accumulate two years of debt service in a reserve for each project. Because the amounts collected depend on student enrollment, those amounts vary each year. Ms. Graham presented a chart showing three projects that are either overfunded or underfunded based on the amounts being collected. Our

soccer and baseball facility debts are both overfunded while the football stadium is underfunded in the reserve. The reserve holds \$1 million, and the goal is to move this balance to almost \$1.6 million. ETSU currently collects \$29 per student per semester to support this debt service. Staff recommends that ETSU reallocate the \$10 per student that is currently earmarked for soccer debt to football to fully fund the football debt. Staff also recommends that ETSU release \$469,461 from the soccer debt reserve and \$327,499 from the baseball debt reserve to fund athletic facility repairs and improvements. This will leave the debt reserve for soccer with enough to fully fund the remaining debt service and will leave two years' debt service payment in reserve for the baseball debt. The additional program service fee will allow the reserve for football to reach the \$1.6 million mark within the next three years. Ms. Graham asked for the committee's approval to make these changes. (President Noland emphasized that this is not an increase in tuition and fees at all but rather a reallocation of existing fee revenue to cover the debt service payments for football.)

Trustee Allen made a motion that the reallocations be approved. Trustee Grisham seconded the motion. It passed unanimously.

## V. Quarterly Financial Report

Ms. Graham presented the quarterly financial report as of the end of June 2023. She indicated that the percentages look very similar to those reported at the end of the previous quarter. Among the key points in the report:

- Revenues increased by 10.57 percent year over year and expenses have gone up 8.76 percent.
- Pharmacy revenue decreased because of a decline in enrollment, with a corresponding decrease in expenses.
- Examining revenue by source, tuition and fee revenues decreased by 2.66 percent, which is related to the out-of-state tuition reset made a few years ago.
- State appropriations increased significantly. The \$20 million received for the implementation of the new ERP system is reflected in the 25 percent increase.
- Tuition and fees and state appropriations continue to constitute the majority of ETSU revenues are fairly evenly distributed.
- Salaries and benefits increased almost 14 percent and scholarships decreased by 13.5 percent.
- All-in revenue and expenses:
  - Revenue increased by 7 percent, and the expenses increased by 6.4 percent. Auxiliary revenue increased significantly at 14.6 percent while the expenses actually decreased. Our all-in revenue is almost \$550 million.
  - Expenses: salary and benefits increased by 12 percent. Scholarships decreased substantially, reflecting the reduction in out-of-state scholarships but also reflecting the Higher Education Emergency Relief Fund Scholarships that we were able to award in 2021-22 but that were not awarded in 2022-23.

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

Mr. Ryan Roberts, Director of Procurement and Contracts, reported on the contracts/purchase orders that exceed \$250,000, for the period of April through June 2023 found in the meeting materials.

Mr. Roberts informed the committee of one RFP that is in process: broker services for medical residents' health insurance.

## **VII. CFO Update**

Ms. Graham reported that the Strategic Resource Alignment Advisory Committee has now begun meeting. In reviewing models for resource allocation, the committee's goals are:

- To develop a framework for setting base budgets and to identify performance-driven metrics for annual adjustments.
- To document budget model management, including policy, governance, and reporting.
- To conduct budget training sessions and workshops for stakeholders and community.

Ms. Graham shared a timeline for the committee's work. Future work of the committee will include a review of Huron budget recommendations, a review of current resource utilization, and an exploration and selection of a new allocation model.

Ms. Graham also provided a brief update on the Voyager (Oracle) transition, which is scheduled to go live in 2024. ETSU is the first university in Tennessee to implement the system and has been able to help other institutions in the state as they begin a similar journey. At ETSU, payroll, human resources, and finance will be the components going live at the first of the year. Ms. Graham said one of the upcoming changes will be conversion to a bi-weekly payroll system for all faculty, staff, graduate students, and students.

President Noland stressed that our priority is to get the transition done right, as opposed to getting it done fast. He emphasized that this is a complete rewiring of the business operations at ETSU.

## **VIII. Annual Foundation Update**

Ms. Pam Ritter, Vice President for University Advancement and President and Chief Executive Officer of the ETSU Foundation, reported that the Foundation had a banner year last year. The Campaign for ETSU raised over \$163 million, surpassing the initial goal of \$120 million.



Other highlights for the division include:

- The launch of a donor recognition site online and on the second floor of Burgin E. Dossett Hall.
- A record number of new inductees into the Distinguished President’s Trust, at 74.
- A renaming of The Millennium Center in honor of James and Nellie Brinkley, recognizing their estate gift.
- Two successful “On the Road!” events for ETSU alumni and friends that were held in Atlanta and Charlotte, with plans to go to Houston during this coming year.
- Four Broadway shows staged at the Martin Center, all sellouts.

Ms. Ritter said that 2022-23 was designated as “A Year of Gratitude” for our donors. At a glance, 2022-23 yielded:

- \$14.2 million in new gifts and pledges
- 9,803 gifts
- 4,946 donors, including 974 (or 19.7 percent) who are first-time donors

Among the division’s major priorities and initiatives in fund-raising are:

- Academic Building: \$4 million
- Brown Hall (north side): \$1.9 million
- The Integrated Health Services Building: \$3.1 million

Ms. Ritter emphasized that the division’s top priority is student opportunities. As an example, she noted the ETSU Marching Bucs’ participation in the 2024 Macy’s Thanksgiving Day Parade, which will require approximately \$350,000, or some \$1,000 per student.

Ms. Ritter also presented a brief financial overview of the Foundation, pointing out the excellent work done by the Foundation’s Investment Committee and investment managers at Goldman Sachs. Our endowment now stands at \$127,150,502, as of June. Fiscal-year-to-date performance of the portfolio held by Goldman Sachs was 12.97 percent as of June.

## **IX. Annual Capital Projects and Facilities Update**

Mr. Jeremy Ross, Chief Operating Officer, presented this report, beginning with a summary of capital disclosures, totaling \$95,650,000. Specific items include a new residence hall, a new parking garage, campus-wide paving and repair, and an elevator for the Millennium parking garage.

The capital maintenance submission totaled \$16,940,000 and includes items such as safety lighting and alarm replacement; roof replacements; steam line repairs and replacements;

electrical repairs and replacement; exterior structural repairs; HVAC and plumbing repairs; and electrical upgrades.

Projects in design, totaling \$191,900,000, include the Integrated Health Services Building; the new Academic Building; phase 1 of Brown Hall; housing maintenance and renovation; phase 2 of University Commons; Powell Hall renovation; and improvements at Thomas Stadium and the Warren-Greene Golf Facility. Phase II of Brown Hall will be resubmitted to THEC for funding consideration as part of their annual review.

Mr. Ross also reported on Campus Master Plan issues, including a revisit of the 2014 Campus Master Plan. Roughly 75 percent of it has been completed. He indicated that a master planning group has been conducting workshops, interviews, and surveys across campus and with the city. Among the themes that are developing is the need for certain new academic programs, which is linked closely with space and enrollment. Other factors that the university is tracking include daytime weekly room hours, daytime station occupancy, parking, most common walking routes to and through campus, and building conditions.

Mr. Ross said the consensus of opinion, gathered through the master planning group, is that recent improvements on campus have created a positive, impactful change in the student experience. Mr. Ross then provided an update on the next phase of the University Commons project. At a cost of \$4.5 million, it is projected to be complete in the fall of 2024. Bids will be released in 30 days, with construction to begin next summer. Mr. Ross called the project “a 30-year dream.”

Mr. Ross told the committee that phase 1 of campus steam line repair was completed in August, at a cost of \$7.45 million. Also completed this summer, at a cost of \$4 million, was the renovation of Gilbreath Hall. In addition, Mr. Ross presented a series of slides related to the renovation of Burluson Hall. That project, estimated to cost about \$8.1 million, is scheduled for completion in the fall of 2025.

Mr. Ross concluded by presenting a brief video featuring the recently completed renovations to Lamb Hall.

## **X. Other Business**

There was no other business to come before the committee.

## **XI. Adjournment**

Trustee DeCarlo adjourned the meeting at 11:22 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2023

ITEM: Approval of the Minutes of September 15, 2023

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

The minutes of the September 15, 2023 meeting of the Audit Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the September 15, 2023 meeting of the Audit Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
AUDIT COMMITTEE

MINUTES

September 15, 2023  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, September 15, 2023, at 11:32 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

Committee Chair Melissa Steagall-Jones called the meeting to order at 11:32 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green conducted the roll call. All committee members were physically present:

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

**III. Approval of the Committee Minutes from April 21, 2023**

The minutes from the April 21, 2023, meeting of the Audit Committee were approved as submitted with Trustee Dorothy Grisham making the motion and Trustee Ron Ramsey seconding the motion. The motion passed unanimously.

**IV. Action Item: Approval of Board of Trustees Professional Development Policy**

Dr. Mark Fulks, University Counsel, presented to the committee a policy that facilitates ongoing professional development activities for members of the Board of Trustees, as required by one of the provisions of the Focus Act. The policy resembles those adopted by other locally-governed institutions in the state.

Trustee Tony Treadway made a motion that the policy be adopted. Trustee Grisham seconded the motion. It passed unanimously.

**V. Action Item: Approval of Appearance Before the Board of Trustees Policy**

Dr. Fulks presented this policy that specifies a standard process for members of the university community and the general public to address the Board of Trustees during full Board meetings. There are three different statutory provisions that require such a policy. The board had adopted a policy in 2019, but new legislation adopted during the most recent session of the Tennessee General Assembly made policy revisions necessary. The new policy requires individuals desiring to address the Board to preregister at least 72 hours prior to the start of the full Board meeting.

Trustee Treadway made a motion that the policy be adopted. Trustee Ron Ramsey seconded the motion. It passed unanimously.

**VI. Action Item: Audit Plan for FY 24**

Ms. Becky Lewis, Director of Internal Audit, told the committee that the plan includes audits required by state statute and/or the Division of State Audit, one audit for public radio station WETS-FM that is required annually by the Corporation for Public Broadcasting, follow-up reviews based on prior audit recommendations, and additional audits and investigations deemed necessary throughout the course of the year. Ms. Lewis said that during the audit plan process, a risk analysis of the audit universe at ETSU is performed. Based on this analysis, areas with a higher risk factor are included in the audit plan.

Trustee Ramsey made a motion that the audit plan be approved. Trustee Treadway seconded the motion. It passed unanimously.

**VII. Audits and Investigations Performed April 2023 Through August 2023**

Ms. Lewis reported that since April, her office has completed three audits and two investigations.

- A. Executive Level Audit: An audit of the Chief Marketing and Communications Officer was conducted in accordance with the annual audit plan. At the request of administration, the Office of Internal Audit randomly selects and conducts an audit of an executive-level administrator. There were no findings as a result of this audit.
- B. Follow-Up to State Audit Findings: In accordance with the requirements of the Division of State Audit, the ETSU Office of Internal Audit did a follow-up review of state audit's findings contained in the FY 2022 financial statement audit. One was related to collection procedures on accounts receivable. It was determined that corrective actions have been taken to help ensure collection of accounts receivable policies are being followed. The second issue dealt with eligibility of Title IV financial aid recipients. It was determined that management has implemented adequate controls to help ensure compliance with Title IV requirements.

- C. Guest and Group Housing: An audit of guest and group housing was conducted based on the annual audit plan. The office found that Housing does not always maintain accurate and up-to-date information regarding guests and groups staying overnight on campus. Housing is in the process of implementing controls to help ensure that accurate information is maintained.
- D. Memorandum on Investigations:
  - a. An investigation was conducted into the procedures for reporting time worked at Family Medicine in Bristol. The Office of Internal Audit found that timekeeping policies are not always followed. Management has begun taking the needed steps to help ensure compliance with policies and accuracy of records.
  - b. In addition, an investigation was conducted of the Center of Excellence in Sport Science and Coach Education when a possible loss was reported to Financial Services. While the audit revealed that a loss did not exist, the Office of Internal Audit was concerned regarding the distribution of gift cards to human subjects. The process for distributing did not follow the protocol approved by the Institutional Review Board. Both the IRB and the Center were notified of the concerns.

### **VIII. Recommendation Log Status as of August 31, 2023**

The recommendation log includes 17 different recommendations. Two actions have been completed since the previous Audit Committee meeting; the remainder are either progressing in a timely fashion or are not yet due. No actions are overdue.

### **IX. Report on Audit Functions for FY 2023**

Ms. Lewis reported to the committee that the majority of work time in her office was spent on required audits and investigations, followed by special requests and follow-up reviews. The office completed 12 audits and 10 investigations during the year, as well as five follow-up reviews. The office sent out 35 customer satisfaction surveys, which are completed anonymously. Eighteen were returned, with very positive feedback.

### **X. Action Item: Internal Audit Employee Profiles**

Ms. Lewis presented a table listing all four employees of the Office of Internal Audit, their titles, professional certifications, annual salary, years of professional experience, and years of experience at ETSU.

President Noland thanked Ms. Lewis and her staff for the depth and breadth of the audits being performed.

Trustee Ramsey made a motion that the employee profiles be approved. Trustee Treadway seconded the motion. It passed unanimously.

**XI. Internal Audit Operating Expenses**

Ms. Lewis shared with the committee her office’s operating and travel budgets for fiscal year 2024. The operating budget stands at \$10,790 and the travel budget at \$4,750.

**XII. Quality Assurance and Improvement Program Report**

Ms. Lewis told the committee that the Institute of Internal Auditing Standards requires her office to obtain a peer review every five years. The review was completed in August by internal auditors from Western Kentucky University, the University of Tennessee at Chattanooga, and the Virginia Community College System. Ms. Lewis described the three options when issuing a review: generally conforms, partially conforms, and does not conform to the standards. The peer review indicated that ETSU’s internal audit function generally conforms with the Institute of Internal Auditing Standards and Code of Ethics.

**XIII. Other Business**

There was no other business to come before the committee.

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

The committee went into executive session at 11:53 a.m.

**XV. Adjournment**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2023

ITEM: Approval of Policy on Audit of Expenses Related to the  
Function of the Office of the President

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Mark Fulks  
University Counsel

Dr. Adam Green  
Board Secretary

In compliance with T.C.A. § 49-8-203, 49-14-104, and 49-7-3001, staff recommends that the ETSU Board of Trustees adopt a policy that specifies the requirements under Tennessee Law related to the reporting of expenditures by the Office of the President of East Tennessee State University.

**MOTION: I move that the Audit Committee recommend adopting the following Resolution by the Board of Trustees:**

**RESOLVED: Upon the recommendation of the Audit Committee, the Board of Trustees adopts the Policy on Audit of Expenses Related to the Function of the Office of the President as outlined in the agenda materials.**





<b>AUDIT OF EXPENSES RELATED TO THE FUNCTION OF THE OFFICE OF THE PRESIDENT</b>	
Responsible Official: <b>Chief Audit Executive</b>	Responsible Office: <b>Board of Trustees</b>

**Policy Purpose**

This policy specifies the requirements under Tennessee Law related to the reporting of expenditures by the Office of the President of East Tennessee State University.

**Policy Statement**

It is the policy of the East Tennessee State University (ETSU) Board of Trustees to require internal financial audits of the Office of the President.

I. Semi-Annual Report.

The Office of the President shall provide a semi-annual report to the ETSU Office of Internal Audit. The first report for the period of July 1<sup>st</sup>-December 31<sup>st</sup> will be due to the Office of Internal Audit by February 1<sup>st</sup>. The second report for the period of January 1<sup>st</sup>-June 30<sup>th</sup> will be due to the Office of Internal Audit by July 31<sup>st</sup>.

The report shall:

- A. include the expenditures made by, at the direction of, or for the benefit of the president;
- B. include Discretionary Expenditures from any source of funds, including but not limited to, institutional funds, foundation funds, unrestricted gifts, athletic funds, sponsorship fees, licensing revenue, royalty funds, and third-parties; and
- C. be in a format as provided by the ETSU Office of Internal Audit.

II. Internal Audit Results.

The ETSU Office of Internal Audit will review the semi-annual reports and will provide an update annually to the Audit Committee of the ETSU Board of Trustees.

On or before December 1 of each year, the results of the President expenditures audit from the previous fiscal year will be provided to the Comptroller of the Treasury by ETSU's Office of Internal Audit.

Authority: T.C.A. §§ 49-8-203, 49-14-104, and 49-7-3001.

Previous Policy:

**Defined Terms**

*A defined term has a special meaning within the context of this policy.*

DISCRETIONARY  
EXPENDITURES:

Discretionary Expenditures includes, but are not limited to, unrestricted gifts, foundation funds, athletic funds, sponsorship fees, licenses and royalty funds and other such funds that would not be included in the operating budget for the system head's or chief executive's office.

**Policy History**

**Effective Date**

- a. Initial:
- b. Revised:

**Procedure**

N/A

**Procedure History**

**Effective Date**

- a. Initial:
- b. Revised:

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2023  
ITEM: Revisions to the FY24 Audit Plan  
COMMITTEE: Audit Committee  
RECOMMENDED ACTION: Approve  
PRESENTED BY: Rebecca A. Lewis, CPA  
Chief Audit Executive

Ms. Lewis will provide a listing of additions and deletions to the fiscal year 2023-2024 audit plan since the last meeting.

**Additions**

FWA 24-02 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

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

**RESOLVED: The revisions to the Audit Plan for 2023-2024 are approved as presented in the meeting materials.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2023

ITEM: Approval of FY24 October Revised Budgets

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham  
Chief Financial Officer and  
Vice President of Business and Finance

In compliance with Tennessee Code Annotated 49-8-203 (a) (10) (C), ETSU Budget Control Policy requires three budgets be prepared each year and submitted to the Board of Trustees for approval. The university prepares budgets for the one formula funded unit (Main Campus) and the three non-formula units (College of Medicine, Family Medicine, and College of Pharmacy). The three budgets prepared each year are:

- 1) The proposed budget to fund the fiscal year beginning July 1;
- 2) The revised fall budget that is prepared after the fall enrollment cycle and financial statement preparation for the prior fiscal year; and
- 3) The estimated spring budget that is submitted at the same time as the proposed budget for the next fiscal year.

Staff will present for the Trustees consideration the October 2023 revisions to the 2023-24 budgets for the one formula funded unit (Main Campus) and three non-formula units (Quillen College of Medicine, Family Medicine, and Gatton College of Pharmacy). During the April 21, 2023 meeting, the Trustees adopted the proposed 2023-24 budgets for the university. The proposed budgets for the fiscal year are based on the estimates for revenue and expenditures as of the time the budget is prepared. The fall enrollment and adjusted appropriation figures for revenue budgets have been received, along with adjustments from fiscal year-end closing that provides for the carryforward of budgets for operational expenses. Contained within the October 2023 revised budgets is a 4.5 percent salary enhancement for ETSU regular employees (including the President), with an increase to a minimum wage of \$13.65 per hour and a ceiling of \$7,500. The revised budgets for the Quillen College of Medicine, Family Medicine, and the Gatton College of Pharmacy contain a 4.5 percent salary enhancement as well as the elevation of entry compensation to \$15.00 per hour. The details of the original and revised budgets are outlined in the following materials.

**MOTION: I move that the Board of Trustees adopt the October revisions to the 2023-24 university budget.**

**RESOLVED: Upon the recommendation of the Finance and Administration Committee, the Board of Trustees approves the university's October revisions to the 2023-24 university budget.**

**Main Campus October Revised Budget**

	Actual 22-23	Original 23-24	October Revised	Increase (Decrease)	Addition of Carryforward	Total October Revised Budget
Revenue	\$263,739,665	\$268,983,200	\$270,924,600	\$1,941,400	\$0	\$270,924,600
Auxiliaries Revenue	28,884,161	30,109,000	32,177,000	2,068,000	0	32,177,000
<i>Total Revenue</i>	<i>\$292,623,826</i>	<i>\$299,092,200</i>	<i>\$303,101,600</i>	<i>\$4,009,400</i>	<i>\$0</i>	<i>\$303,101,600</i>
Expenditures and Transfers						
Instruction	\$109,283,697	\$120,293,000	\$119,656,170	(636,830)	\$15,002,530	\$134,658,700
Research	4,269,576	6,154,900	6,107,740	(47,160)	5,485,560	11,593,300
Public Service	3,537,993	3,969,300	4,191,660	222,360	1,083,340	5,275,000
Academic Support	22,735,177	26,561,000	26,480,960	(80,040)	5,816,240	32,297,200
Student Services	28,588,786	30,407,900	31,221,600	813,700	1,848,200	33,069,800
Institutional Support	22,111,946	20,815,400	20,730,420	(84,980)	22,918,080	43,648,500
Facilities	17,609,065	21,335,300	21,520,480	185,180	1,632,620	23,153,100
Scholarships	26,502,923	30,221,800	29,475,570	(746,230)	210,330	29,685,900
<i>Total before transfers</i>	<i>234,639,163</i>	<i>259,758,600</i>	<i>259,384,600</i>	<i>(374,000)</i>	<i>53,996,900</i>	<i>313,381,500</i>
Debt Service	6,146,327	6,101,600	6,166,900	65,300		6,166,900
Non-Mandatory Transfers	7,953,561	3,017,500	2,975,700	(41,800)	5,600,000	8,575,700
Auxiliaries Exp & Tnfrs	28,691,384	30,034,800	32,014,200	1,979,400		32,014,200
<i>Total Exp &amp; Transfers</i>	<i>\$277,430,435</i>	<i>\$298,912,500</i>	<i>\$300,541,400</i>	<i>\$1,628,900</i>	<i>\$59,596,900</i>	<i>\$360,138,300</i>

FT Unrestricted and Auxiliary Positions	Original 23-24	October Revised	Increase (Decrease)
Faculty	727	729	2
Administration	37	38	1
Maint/Tech/Support	460	445	(15)
Professional Support	570	579	9
Sub Total	1,794	1,791	(3)
Auxiliaries	45	46	1
Total	1,839	1,837	(2)

**Quillen College of Medicine October Revised Budget**

	Actual 22-23	Original 23-24	October Revised	Increase (Decrease)
Revenue	70,464,840	80,579,500	76,629,800	(3,949,700)
<b>Expenditures and Transfers</b>				
Instruction	41,835,991	64,668,000	56,613,100	(8,054,900)
Research	5,310,150	4,908,300	6,223,600	1,315,300
Academic Support	8,347,436	9,867,200	9,259,800	(607,400)
Student Services	2,692,479	3,618,600	3,894,500	275,900
Institutional Support	3,281,164	3,962,800	4,067,500	104,700
Facilities	5,492,020	7,400,300	7,369,500	(30,800)
Scholarships	250,000	260,000	260,000	-
Total before transfers	67,209,240	94,685,200	87,688,000	(6,997,200)
Debt Service	93,459	106,000	106,000	-
Non-Mandatory Transfers	173,878	(14,311,400)	(6,463,000)	7,848,400
<b>Total</b>	<b>67,476,577</b>	<b>80,479,800</b>	<b>81,331,000</b>	<b>851,200</b>

FT Unrestricted Positions	Original 23-24	October Revised	Increase (Decrease)
Faculty	169	165	(4)
Administration	5	5	-
Maint/Tech/Support	106	103	(3)
Professional Support	102	110	8
<b>Total</b>	<b>382</b>	<b>383</b>	<b>1</b>



**Family Medicine October Revised Budget**

	Actual 22-23	Original 23-24	October Revised	Increase (Decrease)
<u>Revenue</u>	20,079,724	19,802,700	20,742,700	940,000
<u>Expenditures and Transfers</u>				
Instruction	13,975,819	14,187,400	15,938,505	1,751,105
Research	120,144	312,100	351,070	38,970
Academic Support	3,478,532	3,914,100	4,142,700	228,600
Institutional Support	1,396,909	1,691,200	1,586,560	(104,640)
Facilities	434,386	487,500	950,560	463,060
Total before transfers	19,405,790	20,592,300	22,969,395	2,377,095
Non-Mandatory Transfers	-	(793,200)	(919,336)	(126,136)
<u>Total</u>	<u>19,405,790</u>	<u>19,799,100</u>	<u>22,050,059</u>	<u>2,250,959</u>

FT Unrestricted Positions	Original 23-24	October Revised	Increase (Decrease)
Faculty	31	33	2
Administration	-	-	-
Maint/Tech/Support	51	51	-
Professional Support	31	31	-
<u>Total</u>	<u>113</u>	<u>115</u>	<u>2</u>

**Gatton College of Pharmacy October Revised Budget**

	Actual 22-23	Original 23-24	October Revised	Increase (Decrease)
<u>Revenue</u>	\$ 8,724,211	\$ 7,909,100	\$ 8,593,500	\$ 684,400
<u>Expenditures and Transfers</u>				
Instruction	\$ 5,305,193	\$ 4,316,500	\$ 3,865,500	\$ (451,000)
Research	80,861	57,000	564,400	507,400
Public Service	286,110	470,000	655,800	185,800
Academic Support	1,579,177	1,579,700	1,738,600	158,900
Student Services	800,980	877,400	919,900	32,500
Institutional Support	541,543	537,800	577,700	19,900
Facilities	381,114	403,600	414,900	11,300
Scholarships	493	13,000	197,700	184,700
Total before transfers	8,975,471	8,265,000	8,914,500	649,500
Debt Service	672,948	671,400	671,000	(400)
Non-Mandatory Transfers	61,983	(1,027,300)	(395,200)	632,100
<u>Total</u>	\$ 9,710,402	\$ 7,909,100	\$ 9,190,300	\$ 1,281,200

<u>FT Unrestricted Positions</u>	<u>Original 23-24</u>	<u>October Revised</u>	<u>Increase (Decrease)</u>
Faculty	29	30	1
Administration	1	1	-
Maint/Tech/Support	12	12	-
Professional Support	12	11	(1)
<u>Total</u>	54	54	-

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 17, 2023

ITEM: College of Business and Technology Update

PRESENTED BY: Dr. Tony Pittarese  
Dean, College of Business and Technology

The purpose of the ETSU College of Business and Technology (CBAT) is to improve the quality of life in the Appalachian Highlands by driving education in business and technology—and the critical areas where they intersect—promoting economic development and expanding opportunity for individuals. In support of its purpose the college has actively explored partnerships with external organizations, created events to bring together CBAT faculty and the professional community, and introduced new programs to meet the needs of students and regional employers.

Since 2021, enrollment in the college has grown by over 16 percent, with the fall 2023 enrollment of over 3,070 students being the largest enrollment in the history of the college.

In 2023 the college launched two new annual events: the Appalachian Highlands Economic Forum and the Appalachian Highlands Supply Chain and Digital Technology Summit. Both events featured presentations from CBAT faculty and regional business executives.

The college has introduced several initiatives including a partnership with BlueCross BlueShield of Tennessee (BCBST) to create the BlueSky Tennessee Institute, a partnership with the East Tennessee Children’s Hospital to develop VR/AR training tools, the launch of the Center for the Study of Finance, the creation of new academic programs in Supply Chain Management, Entrepreneurship, Hospitality and Tourism, and Mechatronics, and the establishment of a required First-Year Experience course for business students.

This spotlight will provide an overview of the College of Business and Technology, highlighting its purpose, mission, recent initiatives, and areas of ongoing strategic focus.



EAST TENNESSEE STATE  
UNIVERSITY

# **College of Business and Technology Spotlight ETSU Board of Trustees**

November 2023  
Dr. Tony Pittarese, Dean

# CBAT Departments

## **Accountancy**

Dr. Joel Faidley, chair

## **Computing**

Dr. Brian Bennett, chair

## **Digital Media**

Dr. Tod Emma, chair

## **Economics and Finance**

Dr. Taylor Stevenson, chair

## **Engineering, Engineering Technology, and Surveying**

Dr. Keith Johnson, chair

## **Management, Marketing, and Supply Chain**

Dr. Dana Harrison, chair

## **Military Science, ROTC**

LTC Jared Powell, Professor of Military Science





## Purpose

The ETSU College of Business & Technology aspires to improve the quality of life in the Appalachian Highlands by driving education in business and technology—and the critical areas where they intersect—promoting economic development and expanding opportunity for individuals.

## Mission

The mission of the ETSU College of Business and Technology is to educate, collaborate, innovate, and inspire. We do this by:

- **Educating** in the areas of business, technology, and the exciting opportunities that lie at their intersection.
- **Collaborating** to create shared results that improve outcomes for residents of the Appalachian Highlands.
- **Innovating** in curriculum, research/creative activities, and service to meet the unique needs of our region and people.
- **Inspiring** people to dream and create change, hearing and elevating all voices.





# College Facts

3,072 students as of Fall 2023, ETSU's second largest college.

2,728 undergraduate, 344 graduate

Undergraduate		Graduate	
Computing	521	MBA	129
Management	468	Computing	121
Marketing	377	Digital Marketing	33
Digital Media	289	Accounting	31
Engineering Technology	220	Digital Media	25
Accounting	218	Eng. Technology	5
Finance	189		
Surveying and Mapping	149		
Interior Architecture	104		
Supply Chain	93		
Engineering	62		
Economics	38		





## College Facts

ETSU MBA was ranked the #1 Best Value Program in Tennessee.

The Masters in Accountancy program has a 100% job placement rate.

Digital Media is the top Game Design and Animation College in Tennessee and number 7 in the country.

Surveying and Mapping is the only ABET-accredited bachelor's degree in the field in Tennessee.

National Association of State Boards of Accountancy ranks ETSU No. 2 in the state for CPA first-time exam takers' pass rate. ETSU has a 75% first try pass rate.

ETSU Computing is one of only 8 U.S. universities to offer ABET accredited programs in Computer Science, Information Systems, and Information Technology.

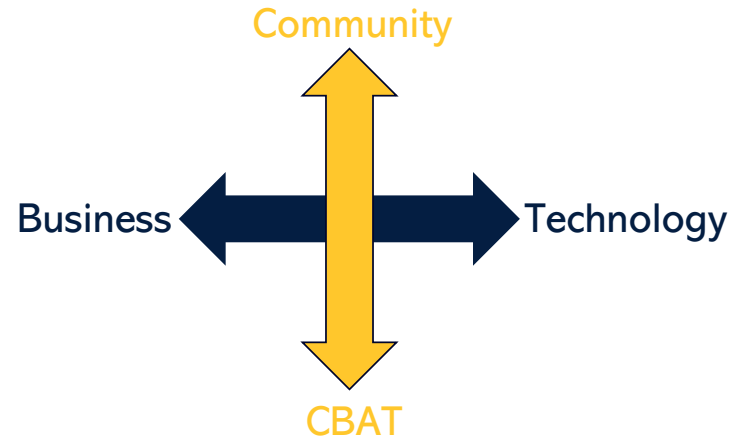




# Strategic Focus of the College

## Connection and Impact

Embracing the *'and'* through academic programs and partnerships



# Current Areas of Strategic Focus

1. Leverage existing academic resources to create **academic programs**, with particular emphasis on creating **cross-discipline** opportunities.
2. Emphasize interdisciplinary value of the College through creation of opportunities that **bring departments and faculty together** in joint activities.
3. **Grow engagement with the external professional community** to better execute mutually-beneficial opportunities.
4. Support faculty activities in **research/creative activities, teaching, and service** through resource allocation and advancement activities.
5. **Improve communication** internally and externally regarding CBAT points of pride, shared governance activities, and other news.



# New Academic Programs in 2022-2023

Leverage existing academic resources to create **academic programs**, with particular emphasis on creating **cross-discipline** opportunities.

**Hospitality and Tourism** Concentration

**Engineering Technology** M.S. concentrations in Digital Construction and Data Analytics; Robotics, Automation, and Instrumentation Systems

One-Year **Online MBA** with concentrations in **Business Analytics, Cybersecurity Management, and Health Care Marketing**

**Data Analytics** Graduate Certificate

**MFA** in Digital Media

BBA in **Supply Chain Management** with concentrations in Supply Chain Leadership, Supply Chain Marketing, Supply Chain Operations and Analytics

**Entrepreneurship** minor



# Academic Programs in Development

Leverage existing academic resources to create **academic programs**, with particular emphasis on creating **cross-discipline** opportunities.

## **Mechatronics**

**Interdisciplinary Digital Development** with concentrations in Full Stack Development and Game Development

**BBA Core** update

**Interdisciplinary Fintech**



## Other New and Notable Programs

Leverage existing academic resources to create **academic programs**, with particular emphasis on creating **cross-discipline** opportunities.

CBAT Andrew Leadership Academy  
Center for the Study of Finance  
Business First Year Experience  
STRIVE program (relaunch)



## CBAT First Year Experience (FYE)

Establish **meaningful student engagement** during their first academic year

Better **acclimate** students to CBAT college life and drive **retention**

Drive **engagement** in key areas such as career services, internships, academic support, student clubs, etc.

### Key Elements:

- New requirement for all undergraduate business students
- Jillian Alexander, CBAT Director FYE
- Span **beyond class**-based activities
- Committee to provide guidance and leadership
- 21 FYE course sections across CBAT, 17 FYE instructors, 25 student peer mentors
- Over 800 students enrolled in Fall term
- 20 FYE events, *16 in the first month*
  - First Annual CBAT Student Organization Fair
  - FYE Instructor Community





# **BlueSky Tennessee Institute**

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# BlueSky Tennessee Institute



**Accelerated B.S. in Computing** residing at BCBST Headquarters in **Chattanooga**

Target: **underserved student** populations

**No out-of-pocket student cost**, embedded paid internships, guaranteed job offer upon graduation

BCBST providing key funding support.

Over \$2.5 million in scholarship funds raised to date.

Opportunity: **public/private workforce development** that can be adapted for other partners and other programs





## BlueSky provides a holistic student experience



### SUPPORTED

- Success coaching
- Connections to wrap-around services
- Extracurricular activities
- Community environment
- BlueCross trainee program



### EQUIPPED

- Technical, workplace and life skills
- Hands-on, team projects
- Real-world applications



### ENGAGED

- Mentorship and project experience with BlueCross
- Work portfolio
- Job offer upon graduation



### PREPARED

- Building and enhancing professional relationships
- Developing confidence to excel in the workplace
- Foundation for technical and workplace “life” skills



# Bringing People Together

Emphasize interdisciplinary value of the College through creation of opportunities that **bring departments and faculty together** in joint activities.

## College Special Events Coordinator

## College Activities – variety, constancy



# External Engagement

**Grow engagement with the external professional community** to better execute mutually-beneficial opportunities.

**Digital Media** partnership with **East Tennessee Children's Hospital**

**Computing** partnership with **BlueCross BlueShield of Tennessee**

Appalachian Highlands **Economic Forum**, Appalachian Highlands **Supply Chain** and **Digital Technology** Summit, **Construction** Summit.

**Core4ce** partnership in Cybersecurity.

**Computing, Engineering, and Entrepreneurship** summer camps

**Accounting** Update Conference, Business Tax and Ethics Seminar.

**Digital Media** involvement in Overmountain Animation Festival

Engagements with regional Chambers and Economic Development Organizations



# Research/ Creative Activities, Teaching

Support faculty activities in **research/creative activities, teaching, and service** through resource allocation and advancement activities.

## Research and Creative Activities

Investment: 29 faculty members received support summer 2023.

Focusing on teaching excellence and better supporting faculty in their teaching both on-ground and online.

Creation of CBAT College Council to enable shared governance and ensure mission alignment of activities.



# Service

**Grow engagement with the external professional community** to better execute mutually-beneficial opportunities.

Focus on **service impact**, encouraging and supporting **external engagement** for students and faculty.

Goal: Faculty **service drives** meaningful professional and community **engagement** and **creates opportunities** for students, *impacting all programs of study*. (Current examples: ETCH, MGMT 5800, Computing Capstone, Accountancy Vita)

Service as **meaningful, impactful** component of faculty activity.

**Support framework** critical to develop. Working on Engagement Clearinghouse development with external partners.



# Improving Communication

The screenshot displays the website for the College of Business & Technology at East Tennessee State University. The top navigation bar includes links for ADMISSIONS, MAJORS, COST, TOOLS, and Advisories. The main content area features a section titled "Connections: People, Events, and News" with a sub-section "From the Dean" containing a congratulatory message to graduates. Below this is a large image of a man in a suit standing in front of the ETSU bridge, with the text "Business and Technology" and "Dr. Khan Chairs an IEEE Workshop on AI-Enhanced Green Communication for Smart Cities". The bottom of the page features the words "EDUCATE, COLLABORATE" and a row of small images showing students and faculty.

**Improve communication** internally and externally regarding CBAT points of pride, shared governance activities, and other news.

**Questions?**

**Dr. Tony Pittarese**  
**pittarese@etsu.edu**



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 17, 2023

ITEM: Strategic Agenda Update and KPIs

PRESENTED BY: Dr. Michael Hoff  
Vice Provost, Planning and Decision Support

The university is focused on implementing the strategic agenda approved by the Board to achieve the mission of the institution.

Dr. Hoff will provide the Board with a presentation and comparative review of the university's performance on key performance indicators and provide insight into where the university plans to be next year.

The presentation will also include a summary of major initiatives the university is working on this year.





EAST TENNESSEE STATE  
UNIVERSITY

# ETSU Key Performance Indicators Fall 2023

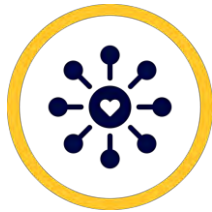
Dr. Michael Hoff

# Strategic Planning Framework

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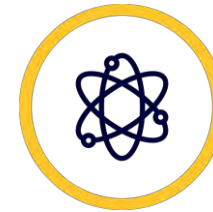
**Access &  
Success**



**Equity &  
Inclusion**



**Excellence  
in Teaching**



**Research &  
Innovation**



**Community  
Stewardship**



**Employee  
Empowerment**



**Operational  
Sustainability**



# Strategic Planning Pillars

## Operational Environment



# Access

Metric	2021	2022	2023	Trend
Freshman Applications	8,701	8,563	9,609	On-Track
Enrollment	13,559	13,715	13,822	On-Track
Out-of-State Enrollment	2,650	2,923	2,997	On-Track
Percent Non-White	23.98	26.30	27.80	On-Track
Percent Male	36.5	37.3	37.7	At-Risk
Military Affiliated	802	910	822	On-Track



# Student Success

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Metric	2021	2022	2023	Status
Retention Rate	66.7%	72.0%	73.9%	On-Track
Graduation Rate	50.5%	55.3%	49.8%	On-Track
Post-Graduation Outcomes – Percent Working or Continuing Education	87.2%	90.0%	91.4%	On-Track



# Institutional Impact

Metric	2021	2022	2023	Trend
Research and Sponsored Program Funded Activity	\$53,600,000	\$63,400,000	\$70,200,000	On-Track
Research Expenditures	\$13,900,000	\$18,500,000	\$23,300,000	On-Track
Philanthropic Giving	\$35,075,947.07	\$42,457,932.71	\$40,494,665.61	On-Track
ETSU Health (Patient Visits)	NA	337,983	TBD	TBD
ETSU Service Hours	32,659	14,352	23,144	On-Track
Attendance at Athletic Events	N/A	133,688	121,279	On-Track
Attendance at Martin Center	N/A	28,518	28,269*	On-Track



# Operational Environment

Metric	2021	2022	2023	Trend
<b>Employee Satisfaction</b>				
<b>Great Colleges to Work For (Percent Favorable Rating)</b>	69%	72.9%	69%	On-Track
<b>Voluntary Staff Turnover</b>	10.6%	10.6%	11.6%	At-Risk
<b>Educational Environment</b>				
<b>Facilities (Deferred Maintenance)</b>	\$11,180,000	\$9,180,00	\$10,950,000	On-Track
<b>Percent of Courses Taught by</b>	69	72.6	72.3	On-Track
<b>Finance</b>				
<b>Composite Financial Index (Goal of 3 or Greater)</b>	-	4.47	TBD	On-Track



## Where we headed: ETSU Enrollment Projections

Year	Projected	Actual	Error	% Error
2010	14,860	14,952	-91	0.61%
2011	15,188	15,250	-61	0.41%
2012	15,428	15,133	295	1.95%
2013	14,967	14,691	276	1.88%
2014	14,430	14,434	-4	0.03%
2015	14,292	14,334	-42	0.29%
2016	14,349	14,024	325	2.31%
2017	14,700	14,608	92	0.6%
2018	14,769	14,574	195	1.3%
2019	14,532	14,435	97	0.7%
2020*	14,273	13,961	312	2.2%
2021*	13,897	13,546	351	2.6%
2022*	13,256	13,717	-462	3.4%
2023	13,916	13,822	94	0.7%
2024	14,021	TBD	TBD	AVG % Error 1.4%

\* COVID-19 Impacted Enrollment





# Next Steps

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- **Continue to identify internal metrics that align with KPIs for continuous quality improvements at the unit level**
- **Focus on execution of strategic initiatives**
  - Strategic Enrollment Management Task Force
  - General Education Redesign Task Force
  - Academic Structure Taskforce
  - Financial Aid Optimization Study
  - Strategic Resource Alignment Advisory Committee
  - Transition to Voyager ERP for Finance and Human Resources



# Questions

**Dr. Michael Hoff**  
Vice Provost



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2023

ITEM: Approval of President’s Contract

RECOMMENDED ACTION: Approve

PRESENTED BY: Trustee Dr. Linda Latimer  
Chair

Trustee Steve DeCarlo  
Vice Chair

Dr. Mark Fulks  
University Counsel

As authorized by the Bylaws of the East Tennessee Board of Trustees (Article 1, Section 2, Sub-section E), the Board is responsible for “...the election and removal of the chief executive officer (“President”) of the University and the fixing of their compensation.”

The Chair of the Board recommends the execution of a new five-year contract for Dr. Brian Noland.

**MOTION: I move for the approval of the President’s Contract.**

**RESOLVED: The Board of Trustees hereby approves of a new five-year contract for Dr. Brian Noland, effective January 1, 2024, with the compensation and other terms of employment set forth in the term sheet that has been provided to Trustees.**