

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

MINUTES

June 9, 2017  
Johnson City, Tennessee

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

I. Call to Order

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

II. Roll Call

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

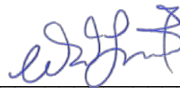
#### VIII. Other Business

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

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

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

Respectfully submitted,



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David Linville  
Secretary of the Board of Trustees

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