

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

September 8, 2017
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1 p.m. on Friday, September 8, 2017, in the East Tennessee Room of the D.P. Culp University Center on ETSU's main campus in Johnson City, Tennessee. The meeting was also livestreamed for those who could not be in attendance.

I. Call to Order

Chair Scott Niswonger called the meeting to order.

In his opening remarks, Chair Niswonger commented on the happenings at the university, including data that indicates at least flat enrollment for the new fall semester, significant construction all over the ETSU campus, and the recent opening of the new stadium as well as the groundbreaking of the arts center set to take place later that afternoon. Chair Niswonger also noted that the trustees remain focused with their role of continuing to build on the success of the university through shared governance and an open, transparent and inclusive environment. He thanked Mr. Bill Greene and Trustee Linda Latimer for their significant contribution to the football stadium and also thanked Eastman Credit Union for its \$250,000 contribution to the engineering program for needed equipment. Chair Niswonger acknowledged the three 2017 Distinguished Faculty Award winners and mentioned the Veterans Reconnect grant that will help the institution further its efforts to help the approximately 500 veterans/dependents who are enrolled at ETSU.

II. Roll Call

Secretary David Linville called the roll, and all Trustees were in attendance:

Fred Alsop
Janet Ayers
Steven DeCarlo
Nathan Farnor
David Golden
Dorothy Grisham
Linda Latimer
Scott Niswonger
Jim Powell
Ron Ramsey

III. Approval of the Minutes of June 9, 2017

Trustee Alsop made a motion to accept the minutes of the June 9, 2017, Board of Trustees meeting. It was seconded by Trustee Golden and unanimously approved.

IV. Consent Agenda

Items included on the consent agenda are:

- A. Minutes from the June 9, 2017, Finance and Administration Committee
- B. Minutes from the June 9, 2017, Academic and Student Affairs Committee
- C. Minutes from the June 9, 2017, Audit Committee
- D. Tenure appointment of Dean Aloia
- E. Advancement policies from the Finance and Administration Committee

Chair Niswonger asked if there were any items that any trustee wanted to pull for separate consideration. There were none. Trustee Ayers made a motion for the adoption of the consent agenda. It was seconded by Trustee Grisham and unanimously approved.

V. Report from the Finance and Administration Committee

Committee Chair DeCarlo said the meeting included discussion of capital projects, advancement policies and the naming of the arts center. Mr. Jeremy Ross, acting chief operating officer for ETSU, then addressed the full Board to give a brief summary of the capital projects discussion. He explained that he provided the committee members with a five-year snapshot presentation and addressed how the university moves requests for new projects and funding through the system now. Mr. Ross said ETSU had a “first look” during a meeting with THEC in which all universities presented the projects for which they are requesting funding. Mr. Ross said he presented a new humanities building. He said requests must be based on the following criteria:

- (1) Our institution’s mission;
- (2) State goals (Drive to 55); and
- (3) Our need.

Mr. Ross shared images from the three buildings in which the humanities are currently taught on campus – the Campus Center Building, Burlson Hall, and Rogers-Stout Hall. While other buildings on campus are nice, that is not necessarily the case where humanities are being taught, he said. The Campus Center Building is scientifically ranked 48 out of 100. Most buildings, if they are a 60 (or lower), need to be demolished, according to the state. In the liberal arts, in general education where all first-year students are touched, we have little to no spaces for faculty and students to meet together. Approximately 40 adjunct faculty don’t have offices where they can meet with students. One-fifth of credit hours at ETSU are taught in these areas. Not having appropriate space is limiting the university’s ability to retain more freshmen. Mr. Ross shared comparison photos of classroom space at Northeast State Community College and noted that, without question, students that come from these high schools (Science Hill, for example) and community colleges are taking a step backward when they come to ETSU. In the proposed project, the current Campus

Center Building would come down and a five-story, 100,000-square-foot building would go up. It is a \$76 million project.

In terms of capital maintenance, Mr. Ross said there is a new approach as well. THEC is using formulas to come up with an allocation and letting the institution decide how it should be spent for maintenance. The formula shows 8 percent, or \$9.54 million, for ETSU. In the past, characteristically, about half that amount is actually funded. The list of maintenance needs at ETSU includes HVAC upgrades and repairs, water line repairs and replacement, roof replacements and work on Memorial Center codes deficiencies. There is also a five-year maintenance plan for the institution.

Mr. Ross also addressed capital severance, noting that there are five things THEC is asking for in order for ETSU to sever at the end of the year. One of those things is an organizational structure at ETSU, which shows who at ETSU is now doing the work that had been being done by TBR. Mr. Ross said his folks have been making six trips a month to Nashville for job shadowing with the TBR. He said he has received feedback that his staff is highly qualified and on track to sever.

There were no additional questions from the Board of Trustees. Chair Niswonger noted that when a recommendation has been received from a standing committee, as is the case in this situation, a motion is not needed and only a voice vote was required. A unanimous voice vote passed the recommendation of the Finance and Administration Committee to approve the university's submission of the capital outlay, capital maintenance and disclosed projects to THEC.

VI. Report from the Academic and Student Affairs Committee

Committee Chair Latimer reported that the committee voted to recommend to the full board that tenure be granted to Clemmer College of Education Dean Greg Aloia. She said that the group also looked at a comprehensive annual calendar, heard an annual report on chairs of excellence and learned of academic actions taken by the university. No other actions were taken that were not covered in the full Board's consent agenda, Latimer reported.

VII. Report from the Audit Committee

Committee Chair Golden reported that the Audit Committee met that morning and reviewed tweaks to the Audit Committee charter so that it reflects membership. The committee also had an overview of its responsibilities with Ms. Becky Lewis, of Internal Audit, providing a matrix that outlines the committee's duties and when those duties need to be done. The committee approved tweaks to the Audit Plan in relation to the departure of an individual on campus and a subsequent audit request and also received the recommendation log for ongoing audits as well as an annual report on Audit Committee function. The group reviewed salaries and also reviewed the Office of Internal Audit's operating expenses.

Through a unanimous voice vote, the full Board of Trustees approved the three items needing approval from the committee:

- (1) Tweaks to the Audit Committee charter;
- (2) Tweaks to the Audit Plan; and
- (3) Salaries for Internal Audit.

VIII. Gatton College of Pharmacy Overview and Scholarship Proposal

Gatton College of Pharmacy Dean Dr. Debbie Byrd introduced herself to the Board of Trustees and explained to the group that one of the things drawing her to the deanship at ETSU a year ago was the institution's commitment to first-generation students.

Dr. Byrd's presentation began with an overview of the pharmacy school at ETSU, which was founded in 2005 because of a shortage of pharmacists in the area. She explained that a collaboration with the University of Tennessee was attempted first but did not work, because of the requirement of UT for all students to spend a year in Memphis. That resulted in permission for ETSU to create the Gatton College of Pharmacy. The community raised \$5 million in 58 days after being given 90 days to do so (by the governor) in order to get the pharmacy school approved. Private tuition was set at 50th percentile of peer private institutions.

Dr. Byrd explained that the pharmacy school has stayed true to its unique financial model (As a private pharmacy school within a public university, no state funding is used to operate the Gatton College of Pharmacy.) The model has been a tremendous success. She said the pharmacy school has graduated 600 pharmacists, addressing the shortage. The Gatton College of Pharmacy has an impact of approximately \$35 million annually across the state (\$29 million regionally). Gatton is consistently above national averages in licensure pass rates, residency match rates and post-graduate employment. The school's students and faculty have won national awards, including the Generation Rx chapter being No. 1 or 2 in the nation for the past four years as well as two-time champions of the American College of Clinical Pharmacy (ACCP)'s Clinical Pharmacy Challenge.

Forty-nine percent of the student body are first-generation students, with 31 percent of students enrolled at Gatton hailing from rural zip codes. Fifty-six percent of graduates reside and practice in Tennessee. They bring a high percentage of bachelor's and master's degrees. Gatton College of Pharmacy has been recognized by the *U.S. News & World Report* as a Top 3 college of pharmacy in the country. The pharmacy school is part of the ETSU Academic Health Sciences Center. It offers a PharmD degree as the primary degree. Students can also get a BS in Pharmacy Studies or get dual degrees (MBA or MPH). There are 310 students enrolled and 55 faculty/staff work at the pharmacy school. Forty percent of the student body are Tennesseans.

Tuition is middle of the road when compared to private schools. The average annual increase is 3.6 percent. Two-thirds of the budget supports personnel and one-

third is for operations. The college's status as a self-supporting entity creates financial and geographic disparity for Tennessee residents. Tuition is significantly higher than the state-funded college of pharmacy. To take advantage of that state rate, students must relocate to Memphis for at least a year and relocate a second time to Nashville or Knoxville. For an adult student with a family in East Tennessee, this is not an accessible option. Additionally, the state-funded college of pharmacy began offering a 75 percent tuition discount to all out-of-state students residing within a 200-mile radius of any of its three sites (Memphis, Nashville, Knoxville). We don't oppose this, but it does shine a light on the existing disparity and widens that disparity further. Non-Tennesseans can take advantage of state-funded resources for less than Tennessee residents can attend the Gatton College of Pharmacy. Dr. Byrd shared a slide showing that in-state students attend UT for \$21,520 while they attend Gatton for \$36,090; out-of-state students within that 200-mile radius attend UT for \$26,415 compared to a tuition cost of \$36,090 to attend ETSU. That, she noted, is a \$10,000 disparity for Tennesseans.

To close the tuition gap and level the playing field for Tennessee taxpayers, no matter their zip code, Dr. Byrd presented a proposal that calls for an investment of \$2.5 million annually (from the state) to go directly to Tennessee students enrolled at Gatton College of Pharmacy. It would not increase the revenue for the pharmacy school nor the class sizes. Dr. Byrd expressed gratitude to the *Johnson City Press* for its recent editorial titled "ETSU pharmacy school deserves new deal," but respectfully suggested a different headline, noting that the ETSU pharmacy school doesn't need a new deal, but Tennessee students certainly do deserve a new deal.

Dr. Byrd asked Chair Niswonger and members of the Board of Trustees for their support to further explore the proposal to close the tuition gap for Tennessee students, noting that there are many avenues to achieve equity for all Tennessee students. Chair Niswonger thanked Dr. Byrd for her presentation and told her it was an excellent job. He said he believed everyone in the room "gets this." And asked for a motion to authorize the president to explore opportunities related to this presentation. Trustee Latimer made the motion, which was seconded by Trustee Ayers and unanimously passed.

Following the motion, Dr. Brian Noland thanked Dr. Byrd for the presentation and offered some context around the presentation. He noted that the student aspect is where the Board really needs to focus. He said the proposal was not coming before them due to any financial challenges within the college or as an attempt to generate revenue for the college. In fact, it is revenue neutral for the college. The onus is a focus on the students. It is the university's intent to work closely with THEC to move through the appropriate policies and have a policy conversation. Dr. Noland said he does not view this as a political conversation but rather a policy conversation. The policy dynamics of the state have changed and the disparity of more than \$10,000 from what a Tennessee taxpayer pays to attend a state public institution versus what an Alabama taxpayer pays to attend a Tennessee public institution is what brought

leaders to bring this before the Board of Trustees. Dr. Noland said he would bring an update to the trustees in November.

IX. Overview of Health Science Center Clinical Operations

Dr. Wilsie Bishop presented on the clinical operation of the Academic Health Sciences Center at ETSU, noting that we are a large and complex entity within the health care delivery systems of this region. For reference, Dr. Bishop noted that the AHSC has an enrollment of 4,192, including 260 medical residents and graduates about 1,000 students per year. In addition to providing care, the AHSC focuses its education offerings on interprofessional education, or team-based care. She said they teach students to provide care that looks at the whole patient, their family and their community.

In terms of clinical operations, Dr. Bishop said the offerings go beyond clinics within the College of Medicine. AHSC clinical services record more than 350,000 patient encounters per year and provide more than \$3.6 million in uncompensated care. There are 16 clinics/clinical service areas within the College of Clinical and Rehabilitative Health Sciences; 40 within Quillen College of Medicine; 7 within the College of Nursing and another 7 within the College of Pharmacy. There are more than 300 clinicians and greater than 550 non-clinician staff employed at the clinics.

The College of Clinical and Rehabilitative Health Sciences, just started an ALS clinic, the only one in the region. Other clinical services provided through this college include audiology, dental hygiene, a cochlear implant program, a new physical therapy residency program in partnership with the VA, a high-risk neonatal clinic and a new concussion management program with athletics. In all, the college clinical services see 5,884 patient encounters and provide nearly \$315,000 in uncompensated care. In the future, there are plans related to sports and neurosciences residencies.

The Quillen College of Medicine reported 290,571 patient encounters in fiscal year 2016-2017, with an average of 702 clinic sessions per week and over \$2 million in uncompensated care provided. Quillen clinics employ 181 clinicians and 476 non-clinician staff (426 MEAC and 50 Family Medicine). QCOM clinical services are provided through University Physicians & Associates (MEAC) as well as Family Medicine clinics. MEAC physicians are paid through a state base and a MEAC incentive based on the amount of care they provide whereas Family Medicine physicians are primarily salaried through ETSU. QCOM has been a leader in developing patient-center medical homes, a way of value-based care. Clinical services provided through QCOM include internal medicine, cardiology, dermatology, endocrinology, hematology, infectious diseases, medical oncology, ob/gyn, pathology, psychiatry, pediatrics and surgery. Contract services are provided in a variety of areas, assisting the two health care systems with the care provided to the region. Also contracted are the forensic services provided by QCOM for all eight counties in upper northeast Tennessee, which results in more than 650 autopsies per year. QCOM has 252 residents and fellows in various locations across the region.

The College of Nursing provides 41,006 primary care visits and nearly \$1.2 million in uncompensated care. Clinical services are located at the Johnson City Community Health Center, Hancock County elementary and high schools, ETSU Student Health Services and Mountain City Extended Hours Health Center. The College of Nursing has seven clinics from Sneedville to Mountain City and employs 81 clinicians in a wide array of fields, including 28 nurse practitioners who provide the primary care. There are 71 non-clinician staff employed.

The Bill Gatton College of Pharmacy reports a patient encounter number of 16,710 per year and has contracts with clinical practices to provide team-based care. There are a total of 14 clinical sites where pharmacy faculty are involved. Services provided include diabetes management, behavioral health, primary care, oncology, pediatrics and more. The work the clinical pharmacists do in ambulatory care clinics has received significant recognition and also resulted in a trip to Ireland and Scotland to help educate health care providers there on team-based training. The college has an ambulatory care residency as well as an internal medicine residency.

The College of Public Health does not yet have a clinic, but does place students in mid-level management and a significant number of internships. This fall, the College of Public Health will partner with Mountain States Health Alliance to open the Overmountain Recovery Center, an evidence-based treatment center for opioid addiction.

In conclusion, Dr. Bishop said the AHSC at ETSU is more complex than anyone ever dreamed it would be and noted that it is interwoven in the clinical fabric of the region. She said among the 130 academic health sciences centers across the country, ETSU's offers more complexity than most. She also said that the ETSU AHSC is one of only two in the nation doing an alignment of institutional mission project with the Association of Academic Health Sciences Centers.

Dr. Noland noted that there are a number of presentations in today's meeting that take deep dives into different areas of the university. He said clinic visits can be set up for trustees to see more. He also emphasized the number of connections with Mountain States and Wellmont, saying that the future of the AHSC colleges at ETSU is intertwined in the merger conversations.

Trustee Alsop asked if there is a strategic plan for integrating all of the clinical operations. Dr. Bishop said that will hopefully happen as a result of the alignment of institutional mission project with the Association of Academic Health Sciences Centers. She said they'll be addressing whether all clinics should be united under one umbrella and the analysis and feedback received through the national project will serve as the basis for strategic planning moving forward.

X. Naming of the Arts Center

Mr. Joe Smith, University Relations, noted that the recommendation for the naming for the arts center was brought to the finance committee earlier in the day.

The name proposed and approved at the committee meeting is the James C. and Mary B. Martin Center for the Arts, paying tribute to the generosity of the Martin family. He noted Mr. Martin's contribution of \$1 million in 2008 (in memory of his late wife) for the creation of the Mary B. Martin School of the Arts at ETSU. He also noted Mr. Martin's lead gift of \$3 million in 2013 for the creation of the performing arts center. The Martins' daughter, Sonia King, also contributed \$1.2 million and additional money has come in from the family since Mr. Martin's death. In total, Mr. Martin's giving to ETSU is \$7 million. Through a unanimous voice vote, the Board approved the naming of the arts center as the James C. and Mary B. Martin Center for the Arts.

XI. Footprints Marketing Campaign

Ms. Jennifer Clements, marketing director, discussed a new university-wide campaign to market the university to external audiences. The idea is to share what is happening at the institution and get people excited about what our students, faculty, staff and alumni are all doing. Starting last spring the University Relations office worked together with others across campus to come up with a campaign that helped to focus on this. First, the group determined the university's brand promise, that thing that makes us stand out, which was determined to be the mission to improve the lives of the people of Central Appalachia. Goals of the campaign include increasing enrollment, cultivating donor relations and enhancing a sense of pride among the campus community and beyond. To do that, the campaign aims to tell the stories of the institution through the impact individuals (students, faculty, staff and alums) are making throughout the region and beyond. The stories that are a part of this campaign demonstrate commitment and economic development; highlight creativity, academic excellence and diversity; emphasize collaboration; and highlight civic engagement and volunteerism.

The campaign launched on Aug. 21 with a 30-second commercial, which Ms. Clements shared with the trustees. The campaign coincided with a redesign of the ETSU homepage to tell the stories of students through featured videos. Analytics show that the videos are doing better than the static images (300 percent increase). Recruitment materials are also incorporating the "footprints" theme, asking prospective students, "Where will your footprints lead?" and showing them how current students are leaving their marks. The stories are also being told through social media as well as through print materials and in annual reports. A microsite is housing all of the Footprints stories and includes buttons for "Apply," "Visit" and "Give." Trustee Ramsey noted that it is amazing how far the university has come in the last four to five years since Dr. Noland arrived and the new branding initiative began.

XII. Student Affairs Overview: Promoting Student Success

Dr. Joe Sherlin thanked the board for the opportunity to talk about ETSU students and the efforts of the university related to student success. He noted that hundreds of cars arrived on campus a couple of weeks ago as thousands of new students arrived for move-in day and hundreds of upperclassmen helped them move into their dorms. Later that day, families left their students and Welcome Week launched a full week of activities to connect the students to campus and give them a sense of belonging. Dr.

Sherlin said the institution's efforts in student success are on the right track but work remains as Dr. Noland has set goals that include an 85 percent first-year retention rate by 2026 and a 60 percent graduation rate by 2026. The leading indicators for graduation are first-year retention (which is increasing) and credit load (also increasing). The first year is the most significant when it comes to retention and graduation, and the first six weeks of that first year are critical. Things that help student success include comprehensive support and services that assist students in navigating academic, social, career, personal and financial challenges; as well as engaging experiences in and out of the classroom that connect students to faculty, peers and the university. That builds commitment.

Dr. Sherlin touched on the importance of academic support in student success, noting that ETSU created and hired 14 new academic advisor positions in 2014 to enhance truly developmental advising. He also pointed out that there were 15,000 student visits to the degree planning tool, "Degree Works," in 2016 and the "Fifteen to Finish" initiative has increased student credit load. Advisors have conducted 64 outreach campaigns in Fall 2017 to keep students on track to a degree. Additionally, embedded learning support is helping to end the "Bermuda Triangle Effect" of developmental education with "just in time support" in general education gateway courses. In 2010, prior to the embedded learning support, Math 1530 pass rate was 23 percent. The same course, in 2016 following the initiative being introduced in 2013, saw a pass rate of 76 percent. Similarly English 1010 went from a pass rate of 54 percent in 2010 to 72.4 percent in 2016. He pointed out that one in four of ETSU students requires developmental education.

Next, Dr. Sherlin addressed student engagement in terms of student success, again sharing that the first six weeks are critical. During those first six weeks, several efforts are made by the institution to promote student success. They include Preview, QUEST for Success and first-year experience courses. Events held on campus during weekends have increased, with weekend events hosted by Student Affairs alone tripling since 2013. Student participation at athletic events is up 10 percent over the last two years and the opening football game on Sept. 2 at the new stadium saw a student football attendance record of 2,304. Dr. Sherlin said the students are also active and civically engaged. ETSU is designated a voter friendly campus (only institution in state with the designation and one of only 83 in the nation). Student organizations average 35,000 service hours to the community and \$200,000 in charitable donations annually over the past five years. Many students also take part in alternative spring break service programs across the country.

In terms of health, life and wellness support, ETSU has seen a 14 percent increase over a three-year period of students using the Counseling Center support services. Over 2,700 sessions were recorded in 2016-17. Students of concern referred through the CARE team system increased by 33 percent over the last four years. The institution also implemented a 24-hour/365 days a week counseling support hotline called Bucs Press 2. A trend being seen is more students coming to the university with fewer supports and more challenges. Student Affairs has also initiated

partnerships with the Master in Social Work program to provide “life happens support” for students navigating unexpected personal and life challenges. Additionally, Bucky’s Food Pantry has served more than 2,000 students and family members in the last five years. The university also provides sexual violence prevention and response support. In addition to training provided at orientation, 3,000 new students enrolled in Haven Online training in 2016-17 (1,000 more than any other state public college or university). ETSU also has the only Sexual Assault Nurse Examiner program, offered through Student Health Services. The university also sends Safety Notices related to issues of sexual violence to the campus to further support the belief that “knowledge is power” and to encourage reporting as well as increase awareness.

Next, Dr. Sherlin addressed student leadership as it relates to student success. He said ETSU has some of the strongest student leaders, including members of the Student Government Association. He called the SGA a partner with the university in efforts to transform the campus. Initiatives they have been involved in include the expansion of library services, the renovation and expansion of the Culp Center, the return of football and also honor and expand campus traditions such as Homecoming, a new student convocation and a civility event series. The Roan Scholars Leadership Program is a premier leadership experience. It is a highly competitive selection process to take part in an intensive four-year leadership development experience. The motto is “leadership excellence.” Roan scholars participate in training off campus and contribute a great deal of service to the region. ETSU also works with emerging leaders through the Brenda White Wright Emerging Leaders Academy.

Additional elements of student services touched on by Dr. Sherlin included the university’s designation as an Adult Friendly campus as well as a Veteran Friendly campus. Dr. Sherlin also spoke on the challenges in the Office of Financial Aid such as a difficulty moving students through the process in a timely fashion. An after-action review meeting following last year’s long lines at Financial Aid resulted in a year-long review process and the development of a plan to fix the issues. That resulted in no lines this year thanks to the vision, plan, leadership, team and accountability. Dr. Sherlin noted that additional improvements in the process still need to be made.

Dr. Sherlin concluded his presentation with a video showcasing students sharing their thoughts about ETSU and their experiences at the university.

XIII. President’s Report

Dr. Noland told trustees that while the last meeting was full of substance, today’s meeting was intentionally focused on learning and engagement. He said he wanted the trustees to have a full understanding of the clinic operations of the university because it is a significant part of the institution’s impact on the region. He felt it was important for them to hear about student success because so much of the meeting in Nashville the previous month was focused on Drive to 55 and outcomes. To move a

retention rate from 71 percent to 77 percent takes a lot of behind-the-scenes work, as does enrollment growth.

Next, Dr. Noland provided highlights from his 2016-17 annual report, including a quick data overview that shared such data points as the number of students enrolled, number of colleges and schools, number of academic programs and the operating budget. The slide also shared ETSU Foundation numbers. Dr. Noland's next slide focused on data points related to student success – scholarship funding, student-athlete success, internships, study abroad and more. Dr. Noland also shared a slide with respect to rankings and academic programs and then a slide related to faculty and staff. He focused on the 16:1 student faculty ratio as well as the \$45 million in research/sponsored programs funding. His next two slides shared data related to community engagement, including the number of community service hours contributed by student organizations and the amount of uncompensated care provided by ETSU health care clinics.

Dr. Noland next turned to prospective state policy issues that could have an impact on ETSU. Those issues include the ability for the university to continue to receive support for the outcomes formula and salary enhancements and a new selection process for capital and deferred maintenance projects. Dr. Noland talked about the humanities building proposed earlier in the meeting and noted that just because it is brought to the state as the priority today does not mean it will pop up out of the ground tomorrow. In fact the arts center that will have its groundbreaking later in the afternoon first went on the list in 1986, when Dr. Noland was a senior in high school. Campus safety will be an issue that emerges at both the state and national level as well as out-of-state tuition and DACA students. Dr. Noland said the most significant bullet on his slide at this time is the one about the MSHA-Wellmont merger. To say that the future of this institution is entwined with the outcome of that decision is an understatement, he said, citing impacts in the area of residency slots and research growth. Policies on the federal level that could have an impact on the institution include research support and conversations around reductions of NSF and NIH support; financial aid; DACA students; for-profit institutions; and regulation and oversight.

In terms of this fall, Dr. Noland provided a preliminary enrollment update. The freshman class is at 2,071, which is close to the goal of 2,100. The increase in number of students did not impact the average GPA and ACT scores of the freshmen, meaning compromises were not made in the actual quality of the class. Transfer students increased over the year prior, but if you take it back to 2014, 2013, those numbers are relatively constant despite the creation of Tennessee Promise. In fact, over a five-year time period, the percentage of transfer students has decreased by 6 percent. Dr. Noland said this further proves that the success of the institution in terms of growth is predicated more on increasing the size of the freshman class than on an increase in transfer students. He also shared data on graduate enrollment, noting that it is the largest class of graduate students in the history of the university. The bulk of ETSU students are from Tennessee (79 percent), but we are beginning to see a shift

with an increase of out-of-state students coming to ETSU. This is intentional with recruitment efforts and ETSU becoming a destination campus.

This year's budget was built based on a predicted 250-student decline. As of today, enrollment is flat from last year and Dr. Noland said he hopes to close slightly above flat as of the close date on Sunday, Sept. 10. However, even flat enrollment is 250 more students than what the budget was built upon, he noted. At the next meeting, the Board of Trustees will be presented with some elements related to budget revisions, with the first priority being to build the institution's reserves. Dr. Noland said leaders will propose taking the additional revenue and investing it in reserves and then strategically reward those college and departments that helped to drive the enrollment up in the fall.

Dr. Noland shared additional information related to the start of the new semester, including noting that residence halls are beyond capacity and some students were put up at the Carnegie Hotel for a couple of weeks. Meal plan purchases are up more than 500 over last year. All but one parking lot is full during peak times, however spaces remain in Lot 22 and there is ample parking on campus – and not a need to build an additional parking garage on campus at this time, Dr. Noland said. Dr. Noland thanked Dr. Sherlin and Dr. BJ King and the folks in the financial aid and registrar's offices for fixing issues from previous years, noting that the university changed processes in nine months that consultants said would take three years. He also noted that the fall-to-fall retention rate is going to be at an all-time high but also emphasized that enrollment remains fluid because the final payment day is Sunday, Sept. 10. There are still in excess of 400 students working through the payment structure.

Dr. Noland closed by thanking Trustees Powell and Ramsey for their support of the university, specifically noting Trustee Powell's support of the arts center and Trustee Ramsey's support for the football stadium. He also thanked Dr. Susan Epps for her service as well as Ms. Stefanie Murphy and Ms. Keyana Miller. He introduced Dr. Tony Norman, ACE fellow, who is doing the fellowship at ETSU this fall. Dr. Noland congratulated Trustee Ayers on the article in the *Nashville Daily* magazine.

Dr. Noland ceded the remainder of his time to Ms. Ritter, vice president of Advancement, to allow her to walk through the changes that have occurred with the ETSU Foundation. Ms. Ritter shared a little about Advancement, noting that it includes three areas: (1) Development and fundraising; (2) the Alumni Association; and (3) the ETSU Foundation. Ms. Ritter said she has been focused on restructuring all three areas with growth in mind.

In terms of fundraising, Ms. Ritter said it is all about relationships and noted that her staff needed to meet ETSU alumni and friends. She said the directors of development are working with deans on their needs and then meeting with alumni of the colleges to find out how they can help ETSU succeed. Each director of development has annual goals and metrics. The overall goal in the strategic plan is to increase production of gifts and pledges to \$25 million per year by 2026. Total giving

for 2016-17 was the largest ever to the university at \$17.2 million. Thus far in the first two months of the 2017-18 year, gifts and pledges are 24 percent higher than they were this time last year. There are also several large gifts that occurred in September that are not on the books yet. To support these efforts, it was necessary to build an infrastructure that include: the strengthening of data reliability and the addition of a prospect research team to identify alumni. Ms. Ritter said there is a strong annual fund effort in which alumni are contacted through mailings, a phone-a-thon and social media. In addition, Ms. Ritter said crowd funding is being explored. All of these efforts assist in reaching the second Advancement goal noted in the university's strategic plan: to increase alumni participation to 10 percent by 2026. The average national is 8 percent, Ms. Ritter noted. The 2016-17 alumni participation rate was up 9.3 percent over the previous year.

In terms of the Alumni Association, Ms. Ritter said new alumni clubs were added in five cities and a membership program was started to identify alumni who want to become more involved. That program already has 332 dues-paying members.

In terms of the ETSU Foundation, Ms. Ritter said the Foundation board of directors participated in a strategic planning process to identify the mission, vision and update the bylaws. The purpose of the Foundation is to encourage contributions and oversee investments. The result of the strategic plan was to restructure the board of directors, streamlining it from over 40 members to 21. The board members at-large were renamed to the President's Circle. In the past, membership to the Foundation at-large was by invitation only. Foundation members thought it would be much more inclusive if more members were allowed into the organization. So, the membership of the ETSU Foundation President's Circle now includes alumni and friends who contribute \$500 or more annually to ETSU. There is a President's Circle Tailgate event prior to each home football game, with over 140 guests attending the first one in the pouring rain. On Oct. 27, 2017, the Academy will be introduced, an event in which alumni and friends will come back to campus and participate in classes designed with their interests in mind. Ms. Ritter said they are also in the early stages of exploring a comprehensive campaign which will likely add opportunities to renovate the Culp center, an addition to Lamb Hall and support the new engineering initiative among other programs.

Following her presentation, Ms. Ritter welcomed questions from the trustees. Chair Niswonger asked where the endowment stands, to which Ms. Ritter said it is currently at a little over \$94 million and noted two firms would be managing the money now. Dr. Noland addressed the Board of Trustees, noting that Ms. Ritter had built a model similar to the model at Purdue University. He also said he expects a capital campaign to come before the Board of Trustees within the next 18 months or so and noted the university has not had a capital campaign for the better part of a decade.

XIV. Resolution of Appreciation for Ms. Mary Jordan

Dr. Noland presented a resolution of appreciation for Ms. Mary Jordan, noting that Ms. Jordan was unable to attend the meeting due to a scheduling conflict. Dr. Noland reflected on his memories and time with Ms. Jordan at ETSU, specifically mentioning her leadership and impact on students and calling her a “legend” at ETSU. Trustee Grisham also shared stories and memories of working side by side with Ms. Jordan, beginning 25 years ago when Trustee Grisham came onto campus for Homecoming and Ms. Jordan was trying to figure out ways to get kids to stay at ETSU. That conversation resulted in alumni returning to campus to share their experiences. Trustee Grisham said Ms. Jordan’s legacy is that she truly cared and really tried to get students to stay here. Ms. Jordan was profound in trying to help students, Trustee Grisham said. Ms. Stefanie Murphy, president of Staff Senate, accepted the proclamation on Ms. Jordan’s behalf and credited Ms. Jordan with doing many great things on the ETSU campus. Trustee Ayers made a motion to adopt the resolution extending heartfelt appreciation to Ms. Jordan. It was seconded by Trustee Grisham and unanimously passed.

XV. Resolution of Appreciation for Dr. Richard Sander

Dr. Noland presented a resolution of appreciation for Dr. Richard Sander. To say that Dr. Sander has transformed this institution is an understatement, Dr. Noland said. Renovations to Freedom Hall occurred because of his vision as did the new football program and stadium, Dr. Noland said. Dr. Noland also noted that Dr. Sander is probably the only athletic director in the country who sat up at night writing program proposals and curriculum proposals and, right now, in addition to being athletic director is teaching two doctoral courses. Dr. Noland called Dr. Sander an outstanding administrator and faculty member and said that, upon his retirement from the athletic director role, Dr. Sander will move into an executive in residence position for the Global Sports Leadership program at ETSU. Dr. Noland said he believes the university will forever be indebted to Dr. Sander’s leadership. Trustee Powell made a motion to adopt the resolution extending heartfelt appreciation to Dr. Sander. It was seconded by Trustee Alsop and unanimously passed. Dr. Sander said he was honored and humbled to have been given the opportunity at ETSU and noted that the athletic department has created a culture of excellence that he hopes will last a long time.

XVI. Other Business

None

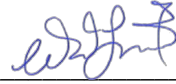
XVII. Executive Session (if necessary)

An executive session was not necessary.

XVIII. Adjournment

Chair Niswonger adjourned the third quarterly meeting of the ETSU Board of Trustees, noting that it is an honor for him to chair such an accomplished and caring group of trustees and human beings. He also noted that the Board of Trustees was fortunate to serve this faculty and staff as well as the ultimate customer: the student.

Respectfully submitted,



David Linville
Secretary of the Board of Trustees

Approved by the Board of Trustees at its November 10, 2017 meeting.