

**EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE
FEBRUARY 2026 MEETING**

9:00–10:15 a.m. EST
Friday
February 20, 2026

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

COMMITTEE MEMBERS

Janet Ayers, Committee Chair
Dr. Steph Frye-Clark
Jon Lundberg
Melissa Stegall-Jones
Tony Treadway

AGENDA

- I. Call to Order
- II. Roll Call
- III. **Approval of the Committee Minutes from November 14, 2025**

INFORMATION AND DISCUSSION ITEMS

- IV. **Academic Notification for Period of August 1, 2025, through December 31, 2025 – McCorkle**
(10 minutes)
- V. **Annual Institutional Review for Graduate Medical Education – Block, Linville** (5 minutes)
- VI. **Center for Rural Health and Research (CRHR): State, Appalachian, and National Rural Health Policy & Evaluation Work – Meit** (15 minutes)
- VII. **ETSU College of Nursing: Major Initiatives in 2025 – Evans** (15 minutes)
- VIII. **Campus Recreation Update – Albarado** (15 minutes)

GENERAL INFORMATION ITEMS

- IX. Committee Discussions

- General Discussion

X. Other Business

XI. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 20, 2026

ITEM: Approval of the Minutes from November 14, 2025

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the November 14, 2025, meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the November 14, 2025, meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

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

MINUTES

November 14, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, November 14, 2025, at 9:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Trustee Janet Ayers, chair of the committee, called the meeting to order at 9:00 a.m.

II. Roll Call

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

Trustee Janet Ayers
Trustee Jon Lundberg
Trustee Melissa Steagall-Jones
Trustee Tony Treadway

Other Trustees present were Charles Allen, Steve DeCarlo, Wade Farmer, Dorothy Grisham, Ron Ramsey, Grant Summers, and Aashi Vora.

III. Approval of the Committee Minutes from September 12, 2025

The minutes from the September 12, 2025, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Jon Lundberg making the motion and Trustee Melissa Steagall-Jones seconding the motion. The motion passed unanimously.

ACTION ITEMS

IV. Approval of the Letter of Notification (LON) Regarding the Establishment of a Master of Science in Environment, Health, and Disaster Studies

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle requested the committee's approval to submit a Letter of Notification to the Tennessee

Higher Education Commission outlining plans for a new interdisciplinary master of science degree program in Environment, Health, and Disaster Studies. She explained that the program would include two concentrations: Environmental Health Sciences and Disaster Science. She added that no other interdisciplinary programs of this kind exist in the state of Tennessee. Students would be able to complete the degree online or in person. The program is a collaboration between the College of Arts and Sciences and the College of Public Health and will rely heavily on partnerships with external agencies. Provost McCorkle quoted a report from the U.S. Bureau of Labor Statistics indicating that employment of environmental scientists and specialists is projected to grow by seven percent from 2023 to 2033. The new master's degree program, if approved, would begin in the fall of 2026.

Trustee Tony Treadway made a motion to approve the Letter of Notification, and Trustee Jon Lundberg seconded the motion. It passed unanimously.

INFORMATION AND DISCUSSION ITEMS

V. Quality Assurance Funding Update

Dr. Michael Hoff, Vice Provost for Decision Support and University Chief Planning Officer, outlined the six metrics used for Quality Assurance funding by the Tennessee Higher Education Commission, emphasizing that the process can yield 5.4 percent of the university's overall operating budget. He said the standards are evaluated every five years, and this year represents the end of the current five-year cycle. Over that five-year cycle, ETSU averaged 91.8 points on a 100-point scale. For the prior five-year cycle, 2015 to 2020, the university averaged 89.6. Dr. Hoff reviewed each of the six metrics that constitute the Quality Assurance funding program: General Educational Assessment, Major Field Assessment, Academic Programs, Institutional Satisfaction, Equity, and Focus Populations. ETSU achieved the maximum number of points in General Educational Assessment, Major Field Assessment, Institutional Satisfaction, and Equity. Dr. Hoff said these figures affirm the success of ETSU's educational mission. He explained that the metric entitled Focus Populations saw a drop in score related to the fact that fewer potential transfer students completed work at community colleges during the COVID-19 Pandemic, coupled with the fact that ETSU's graduation rates were accelerated post-Pandemic.

President Noland underscored the fact that ETSU students are consistently scoring above the national average in learning outcomes and in major field assessments and that we are above the national average in satisfaction surveys among students, faculty, and alumni. He added that the figures presented highlight the symbiotic relationship that exists between ETSU and the region's community colleges.

VI. Community-Engaged Learning Update

Dr. McCorkle reviewed the history of the university's student success initiative, Go Beyond the Classroom, and our Community-Engaged Learning focus, launched two years ago as part of the Quality Enhancement Plan, a component of our reaffirmation of accreditation through the Southern Association of Colleges and Schools Commission on Colleges. She shared a timeline of ETSU's Community-Engaged Learning efforts, noting that there are now over 80 courses that incorporate CEL with some 1,000 students participating.

Provost McCorkle then introduced Dr. Susan McCracken, Vice Provost for Community Engagement. She began her presentation by providing a definition of community-engaged learning: a form of experiential education in which students engage in activities that address human and community needs together with structured opportunities for reflection designed to achieve desired learning outcomes (Jacoby, 2015). Dr. McCracken outlined ETSU's aspiration, which is to have at least 50 percent of all freshmen participating in a community-engaged learning experience during their first year and to involve 75 percent of all seniors in a CEL experience before they graduate.

Dr. McCracken outlined the goals of the Go Beyond the Classroom initiative: to provide infrastructure and resources to support long-term success; to expand student involvement; and to describe the impact of student involvement in CEL on student outcomes. She told the committee that based on last year's numbers, students who had a CEL experience had a retention rate of 85 percent.

Dr. McCracken summarized the purpose and success of the ETSU Elevates program and ended her presentation by stating ETSU's vision for CEL: that the experience will address economic and workforce needs of the region; that the experience will prepare students for the career demands of the future; and that CEL will be a signature experience for all ETSU students.

VII. ETSU Research Update: Orthotics and Prosthetics

Dr. Kyle Leister, Assistant Professor and Program Director of Orthotics and Prosthetics, began his presentation by noting that the World Health Organization estimates that between 25 and 40 million people worldwide require some type of orthotics and prosthetics care and that over 5.6 million Americans are living with limb loss or limb difference. Dr. Leister pointed out that there are 14 accredited orthotics and prosthetics programs in the United States. ETSU became the 14th this summer, after an on-site accreditation visit yielded no recommendations. ETSU's program is the only one of its kind in the state of Tennessee. Dr. Leister reviewed the mission of the program: To prepare competent practitioner-scholars to provide evidence-based services for individuals requiring orthotic/prosthetic care in Southern Appalachia and beyond.

Dr. Leister provided an overview of his own research in the field, pointing out the move from a fee-for-services model to value-based care based on outcomes. He summarized his work on wearable technologies and mobility and physical activity among the amputee

population. His research, he pointed out, is collaborative, involving ETSU students, several units across campus, and external partners such as the Veterans Administration and the University of Pittsburgh.

VIII. Student Services Update: Transforming Student Care and Engagement

This presentation was made by Dr. Michelle Byrd, Senior Associate Vice President and Dean of Students, and Dr. Leah Adinolfi, Assistant Vice President and Dean of Student Engagement. They described the work of the Dean of Students' office in creating a culture of care on campus. The number of unique CARE reports, 1,331, is the highest ever, with the top concern being student mental health.

Dr. Byrd reviewed several internal grant programs available to assist students. Crisis Grants for 2024-25 amounted to \$12,675, for 28 students. Helene-related Crisis Grants amounted to \$43,000 for 62 students. In the category of Tuition Grants, a total of 64 students received over \$120,000 in retention grants, and 11 students received more than \$11,000 in returner grants. Helene-related Tuition Grants topped \$52,000, aiding 21 students. The Dean of Students office also offers textbook grants, in partnership with the ETSU Bookstore. Dr. Byrd reported that Little Bucs Childcare Funding assisted 36 ETSU students and their 42 children.

In July of 2025, Dr. Byrd noted, the Assistant Director of Wellness moved from Campus Recreation to the Dean of Students office, and one of the resulting programs is mental health first aid training for faculty and staff.

Dr. Adinolfi described the work of the Dr. Patricia E. Robertson Center, whose mission is now to help students build capacity for well-being, develop self-efficacy, and navigate challenges with confidence and purpose. She said the center has now taken over the university's basic needs initiative, which encompasses personal hygiene needs, clothing, and Bucky's Pantry. The pantry reported 5,321 total visits in 2024 and now averages over 100 student visits a week. Dr. Adinolfi acknowledged the help of partners such as Sodexo and Publix. She added that the Robertson Center offers social support and space, highlighting programs such as Crafting for a Cause and various personal development workshops.

Dr. Byrd summarized recent student mental health initiatives and reported to the committee that we are pursuing the opportunity to become a JED Campus, through the Jed Foundation, a non-profit organization that protects emotional health and prevents suicide for teens and young adults in the United States. In addition, she said, the ETSU Counseling Center is in the process of achieving accreditation, through the International Accreditation of Counseling Services.

President Noland recapped the university's work in addressing the basic needs of students, noting that significant resources were provided to assist students as a result of Hurricane Helene, and a significant portion of those resources came from private donors.

During the recent government shutdown, he said, there was a marked increase in the number of students using Bucky's Food Pantry. On a weekly basis, he added, around 150 students have been relying on the pantry to put food on the table for they and their families.

GENERAL INFORMATION ITEMS

IX. Committee Discussions

There was no further discussion.

X. Other Business

There was no other business to come before the committee.

XI. Adjournment

The committee adjourned at 10:23 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 20, 2026

ITEM: Academic Notification for Period of August 1, 2025, through December 31, 2025

COMMITTEE: Academic, Research, and Student Success

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

This information item is presented to the ETSU Board of Trustees as an update regarding academic action items that have occurred between August 1, 2025, through December 31, 2025. The report is divided into two sections: Part I represents Tennessee Higher Education Commission (THEC) notification items, and Part II represents ETSU academic approval items that do not require THEC action.

Part I: THEC Notification Items

The following curriculum items were fully vetted through the ETSU curriculum approval processes and subsequently submitted to THEC as notification items. The following table outlines the types of academic action notifications for the period of August 1, 2025, through December 31, 2025:

<i>Type of Action – THEC Notification</i>	<i>Quantity</i>
Letter of Notification	1
New Academic Program Proposal	1
Establish New Certificate	2
Change Department Name	1
Inactivate Academic Program	1

The following curriculum descriptions represent items identified in the table above:

Letter of Notification (LON):

Establish New Academic Program (LON): Master of Science in Environment, Health, and Disaster Science

The proposed program is a collaborative initiative between the College of Arts and Sciences (Department of Geosciences) and the College of Public Health (Department of Environmental and Occupational Health and Safety Sciences and Department of Biostatistics & Epidemiology). The program will expand the Department of Environmental and Occupational Health and Safety Sciences' ability to conduct graduate-level research, while providing a framework for curriculum and research, and opening pathways to strong collaborations that enhance teaching, learning, and research. The program will also expand the Geosciences Master's program opportunities through interdisciplinary understanding of the key concepts and methodologies associated with topics including, but not limited to, air and water quality, environmental toxicology, GIS and remote sensing, hazard and climate modeling, and geological processes. It is expected that this degree will increase graduate applications and enrollment in the included departments.

New Academic Program Proposal (NAPP):

New Academic Program Proposal (NAPP) Hospitality and Tourism Management, BBA

The New Academic Program Proposal is a fully developed curriculum proposal for the Hospitality and Tourism Management, BBA. It includes the Letter of Notification, which was vetted through the ETSU curriculum process and approved by the ETSU Board of Trustees. It is expected that this degree will be approved for implementation by the Tennessee Higher Education Commission for launch in the fall of 2026.

Establish New Certificate:

Establish New Certificate (Graduate): Non-Profit Management

This 12-credit certificate is supported by student feedback, local nonprofit leadership, and departmental faculty in the Master of Public Administration program. It is intended for individuals preparing for professional roles in the nonprofit sector as well as for those seeking to further develop their expertise within the field. As employment opportunities in the nonprofit sector continue to grow, this program has been intentionally designed to address the workforce needs and professional competencies required by nonprofit organizations.

Establish New Certificate (Graduate): Urban Planning and Regional Development

This 12-credit certificate focuses on planning and development at the local level in small to medium-sized towns and cities. It is expected that this certificate will enhance employment opportunities for graduate students seeking careers in town/city planning in rural regions.

Change Department Name:

Change Department Name: Exercise Science to Exercise and Sport Science

This department name change recommendation is being made to ensure that the department name more accurately reflects the scope of programs offered within the department. Currently, there are four programs in the department, and only one has an exercise science focus. By renaming the department, prospective students will have a better understanding of the scope of content and programs within the department.

Inactivate Academic Program:

Inactivate Existing Program: Sociology, MA

The Sociology Master of Arts program experienced declining enrollments with both domestic and international students. Inactivation of this program will provide the department with a three-year window to research options for improving the program, making it more attractive to prospective students or to terminate the program.

Part II: ETSU Approval items

These curriculum items are fully vetted through ETSU's curriculum approval processes and are approved at the university level. The following table outlines the ETSU academic action items for the period of August 1, 2025, through December 31, 2025:

<i>Type of Action – University-Level Approval</i>	<i>Quantity</i>
Revise Curriculum Substantive	1
Change Name of Academic Program (Minor)	1
Revise Program Policy: Admission	2

The following curriculum descriptions represent items identified in the table above:

Revise Curriculum Substantive:

Revise Curriculum Substantive: Criminal Justice & Criminology, MA

This curriculum revision was proposed to enhance flexibility in program professional experiences and to establish culminating experience options for students. These changes are expected to enhance the program's marketability and attract new student enrollment. The degree will also change from a range of 33 – 36 credits to 33 credits to support student progression.

Change Name of Academic Program (Minor):

Change Name/Title of Academic Program (Minor): Advertising to Public Relations and Social Media Management

With the expansion of media platforms, advertising is considered a narrow and more traditional focus area. To remain on the cutting edge of this field, the department must be clearly identified as part of the larger media ecosystem. Therefore, it was recommended that the minor be changed from Advertising to

Public Relations and Social Media Management. The new name encompasses the broader scope of content and applications covered in the program.

Revise Program Policy - Admission:

Revise Program Policy (Admission): Early Childhood Education, MA

This admission policy revision establishes a minimum GPA of 2.75 for admission to the program for domestic students. This GPA revision aligns with other graduate programs in the college and is expected to enhance the number of domestic student applications to the program.

Revise Program Policy (Admission): Public Administration, MPA

This admission policy revision removes the Graduate Record Examination (GRE) as a required admission test. This has been a trend in graduate programs for several years, and the removal of this admission requirement is expected to increase the number of applications to the program.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 20, 2026

ITEM: Annual Institutional Review for Graduate Medical Education

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY:
Dr. William Block
Vice President for Clinical Affairs and Dean of the Quillen College of Medicine

Dr. David Linville
Associate Vice President for Clinical Affairs and Vice Dean for Academic Affairs

The Quillen College of Medicine operates training programs for resident and fellow physicians in 16 different specialty programs, also known as graduate medical education (GME) programs. The Accreditation Council for Graduate Medical Education (ACGME) is the accrediting body for GME programs and prescribes accreditation standards for the Sponsoring Institution (the university) and individual GME programs. The associate dean for graduate medical and continuing education in the Quillen College of Medicine serves as the ACGME defined Designated Institutional Official (DIO) and is responsible for ensuring oversight of GME programs and maintenance of accreditation.

The ACGME accreditation standards require the DIO to provide a written report to the governing board of the sponsoring institution on an annual basis. The report includes specific information related to performance indicators, action plans, and monitoring procedures. The 2024-2025 report has been compiled under the direction of the DIO and approved by the governing body for GME programs, the Graduate Medical Education Committee on December 11, 2025. The Annual Institutional Review Executive Summary is included in meeting materials for your review.



ANNUAL INSTITUTION REVIEW (AIR)

Executive
Summary
2024-2025

Graduate Medical
Education

Table of Contents

Introduction.....	1
Graduate Medical Education.....	1
Goals	1
Scope.....	1
GME Office	2
Resident/Fellow Salary and Benefits	2
Graduate Medical Education Committee (GMEC) Report.....	4
GMEC Policy Subcommittee.....	7
GMEC Performance Indicators	7
Results of the most recent institutional self-study visit	7
CLER Site Visit	7
Accreditation Status, Citations, and Concerns of the Sponsoring Institution.....	7
National Residency Match Program (NRMP) Results of the Sponsored Programs.....	9
Longevity of Program Directors and Program Coordinators in their Respective Roles	9
Results of the ACGME Annual Resident/Fellow and Faculty Surveys	10
Accreditation Status, Citations, and Concerns of Sponsored Programs	12
Program Citations and Concerns by Categories (as of June 30, 2024).....	13
Institutional Action Plans.....	14

Introduction

The Accreditation Council for Graduate Medical Education (ACGME) requires each institution sponsoring ACGME-accredited training programs to perform an Annual Institutional Review (AIR). The AIR demonstrates that the sponsoring Institution's Graduate Medical Education Committee (GMEC) performs effective oversight of the Sponsoring Institution's accredited programs.

The AIR report was presented to, and approved by, the Graduate Medical Education Committee (GMEC) on December 11, 2025. Under the ACGME Institutional Requirements, the approved AIR is hereby presented to the Sponsoring Institution's Governing Body, which is the East Tennessee State University Board of Trustees.

Graduate Medical Education

The James H. Quillen College of Medicine at East Tennessee State University was established to provide physicians and medical care to the people in the surrounding regions. The College of Medicine is a publicly supported academic institution dedicated to excellence in medical care, biomedical research, and health education. The College of Medicine recognizes the importance that graduate medical education plays in obtaining the above goals. Residency programs maintained by the College of Medicine serve an integral place in the education of medical students and the research activities of the institution. The residency and fellowship programs provide service, teaching, and educational opportunities for the area and, overall, result in improvement of the health care in northeast Tennessee and the surrounding Appalachian region. Through its diverse resources, the College of Medicine endeavors to meet selected community and regional needs by identifying, creating, and executing of the necessary programs to accommodate those needs. This effort includes providing fiscal support, human resources, and educational opportunities for maintaining excellent residency programs.

The College of Medicine is committed to conducting these programs in compliance with the institutional and specific requirements of the Accreditation Council for Graduate Medical Education (ACGME), and the Joint Commission, and following all applicable federal and state laws and regulations.

Goals

- To provide excellent training for both primary and specialist physicians, with emphasis on training primary care physicians to serve the rural environment;
- To promote an academic environment that nurtures both research and scholarly activity at both the resident and faculty levels;
- To strengthen public/private partnerships with surrounding healthcare-related institutions;
- To enhance delivery of patient care services to our region;
- To gain recognition by the region's public and professional community as the center for excellent healthcare delivery and research in northeast Tennessee and southwest Virginia.

Scope

The James H. Quillen College of Medicine at East Tennessee State University is an ACGME Sponsoring Institution. In the 2024 – 2025 academic year, there were 16 ACGME-accredited training programs and 254 residents and fellow trainees. Residents and fellows rotate at four major hospitals: Johnson City Medical Center, Holston Valley Medical Center, Bristol Regional Medical Center, and the VA Healthcare System in Johnson City, along with numerous other teaching sites.

Residency/Fellowship Programs	
Addiction Medicine	IM Oncology
Family Medicine Bristol	IM Pulmonary/Critical Care
Family Medicine Johnson City	Obstetrics/Gynecology
Family Medicine Kingsport	Orthopaedic Surgery
Internal Medicine	Pathology
IM Cardiology	Pediatrics
IM Gastroenterology	Psychiatry
IM Infectious Disease	Surgery

PGY Level	2023-2024 Salaries (3% increase)	2024-2025 Salaries (3% increase)	2025-2026 Salaries (3% increase)
PGY I	\$58,084.32	\$59,827.00	\$61,622.00
PGY II	\$59,820.00	\$61,615.00	\$63,463.00
PGY III	\$61,960.80	\$63,820.00	\$65,734.00
PGY IV	\$64,329.84	\$66,260.00	\$68,247.00
PGY V	\$66,687.12	\$68,688.00	\$70,748.00
PGY VI	\$69,217.36	\$71,294.00	\$73,433.00

GME Office

Staff:

Reid Blackwelder, MD, FAAFP Associate Dean for Graduate Medical Education (GME) and Continuing Education Designated Institutional Official (DIO)	Renee McNeely Assistant Dean for Graduate Medical Education (GME) Ombudsperson
Tawana Holland Medical Education Coordinator Johnson City Medical Center	Kathy Olinger Medical Education Coordinator Bristol Regional Medical Center Holston Valley Medical Center
Hannah Freeman Office Coordinator for GME	Dakotah Phillips, MPH Institutional Coordinator for GME
Sissy Shipley Administrative Coordinator for GME	

Resident/Fellow Salary and Benefits

The total resident salaries and benefits paid by hospitals for 2024 – 2025 was \$18,442,555.06.

Insurance Benefits:

Health Insurance

The resident health insurance is provided through Blue Cross/Blue Shield. Residents may elect single coverage or family coverage. Premiums are shared by the university and the resident. The resident portion is \$50.00 for single coverage and \$100.00 for family coverage. The premiums are payroll deducted monthly.

Dental and Vision

If enrolled in the health insurance through Blue Cross/Blue Shield, residents also receive dental and vision coverage at no additional premium.

Life

A basic term life insurance policy is available for each resident in the amount of \$50,000. No life insurance is available for dependents. Residents may elect to purchase additional life insurance up to \$500,000.

Disability

Individual disability policies with monthly benefits of 60% salary, after 90 days of disability are available for the resident only. Additional coverage may be purchased by the resident.

Professional Liability Insurance

As a resident physician with East Tennessee State University under the State of Tennessee, your professional liability coverage will be provided by the Tennessee Claims Commission Act (TCA 9-8.301 et seq). The limits of liability are \$300,000 per plaintiff/\$1 million dollars per occurrence. State law provides that residents have absolute immunity from liability for acts or omissions within the scope of their employment unless the acts or omissions are willful, malicious, criminal, or done for personal gain.

Other Benefits:

Free membership to the Center for Physical Activities, Resident Assistance Program, Impaired Physicians Program through TMA, Tuition Reimbursement for resident's spouse and dependent children, and Deferred Compensation Program.

Leave:**Vacation/Annual Leave**

All residents receive 15 days of annual leave per contract year. Unused vacation days may not be carried over from year to year.

Administrative Leave

Residents may receive two (2) days administrative leave during their first year at the discretion of each program. Residents on tracks longer than one year may receive up to five (5) days of administrative leave to be taken anytime during their tenure.

Educational Leave

A maximum of five (5) days per contract year is allotted. The resident/fellow may petition the Program Director for an additional five (5) days per contract year. These days will not carry over into a new contract year.

Sick Leave

All residents receive 12 days of sick leave per contract year. Unused sick days may be accrued over contractual years. Unused sick days may not be accumulated to more than 60 days over the entire duration of the training program.

Family Medical Leave Act (FMLA)

Residents are entitled to the provisions of the Family Medical Leave Act of 1993. This leave is without pay, but use of accrued sick and vacation leave may be used as part of the family leave. In order to be considered eligible under the FMLA guidelines, a resident must (1) have worked for the University for at least 12 months; and (2) have worked at least 1,250 hours during the year preceding the start of the leave.

Parental/Caregiver/Medical Leave

Starting with the first day of employment, every resident and fellow in an ACGME accreditation residency program is entitled to one, singular six-week (or two three-week) block(s) of paid leave at any time during their residency or fellowship program for parental, medical, or caregiver leave.

Military Leave

Residents who are members of any reserve component of the armed forces of the United States or the Tennessee

National Guard may be entitled to leave of absence from their duties for all periods of military service during which they are engaged in the performance of duty or training in the services of Tennessee, or of the United States, under competent orders.

Civil Leave

Residents shall be granted civil leave when, in obedience to a subpoena or direction by proper authority, the resident appears as a witness for the federal government, the State of Tennessee, or a political subdivision of the State, or when it is necessary to attend any court in connection with official duties or serve on a jury in any state or federal court.

Resident Sick Leave Bank

The purpose of the ETSU Resident Sick Leave Bank is to provide emergency paid sick leave to members of the residency programs who have suffered an unexpected personal illness, surgery, injury, or disability with complications beyond their control and who have exhausted their personal sick leave. By definition, "unexpected personal illness", does not include recovery following childbirth. Unforeseen complications during pregnancy would be a qualifying event.

Graduate Medical Education Committee (GMEC) Report

2024 – 2025 GMEC Voting Member:		
Name	Title	Program
Reid Blackwelder, MD	DIO, Associate Dean GME & CME	GME
Max Bayard, MD	Program Director	Family Medicine Johnson City
Mark Brummel, MD	Program Director	Family Medicine Kingsport
Megan Burnham Skelton	Peer Selected Resident	Family Medicine Kingsport
Shambhavi Chandraiah, MD	Program Director	Psychiatry
Rhonda Gentry	Quality Director	Ballad Health
Robert Harris, MD	Program Director	Orthopaedic Surgery
Priya Jain, MD	Program Director	Pediatrics
Christy Lawson, MD	Program Director	Internal Medicine
Matthew Loos, MD	CMO, Chief Academic Officer	Ballad Health
Renee McNeely	Assistant Dean	GME
Paras Patel, MD	Program Director	Infectious Disease/Critical Care
Diedre Pierce, MD	Program Director (Interim through 8/31/2024)	Internal Medicine
Ellie Pirozzi, MD	Peer Selected Resident	Pediatrics
Mark Ransom, MD	Program Director	Obstetrics and Gynecology
Blair Reece, MD	Program Director	Internal Medicine
Kristin Richey, MD	Peer Selected Resident	Family Medicine Kingsport
Nadia Sabri, MD	Assistant Dean of GME Wellness	GME
Salah Shurbaji, MD	Program Director	Pathology
Caitlin Smith	Program Coordinator Committee Representative	Orthopaedic Surgery
Joshua Starkey, MD	Peer Selected Resident	Pediatrics
Elizabeth White, DO	Program Director	Family Medicine Bristol

During the 2024 - 2025 academic year, the GMEC met ten times. Meetings included reports from the DIO, hospital CMO's and VA DEO, Quality and Patient Safety Officer, Resident Leadership Committee, Chair of the Policy Subcommittee, and Program Coordinator Committee.

The committee approved:

1. One new Program Director during the 2024-2025 academic year: Dr. Blair Reece was approved at the July GMEC meeting to begin September 1, 2024 as the Internal Medicine Program Director.

2. Several sites were added or deleted in 2024-25. Addiction Medicine removed Catalyst and added New Hope Treatment Center. Internal Medicine and Cardiology added Cardio Vascular Associates. Orthopaedic Surgery added Watauga Surgery Center. Pathology added Vanderbilt University. Oncology added the Ballad Cancer Center, and Pulmonary/Critical Care added Prisma Health.
3. Gastroenterology and Surgery increased their complement to 9 and 39, respectively.
4. A 3% salary increase for residents and fellows' salaries for 2025-2026.
5. A Non-Standard Training Program for a Chief Resident in the Department of Internal Medicine was approved.

ETSU and Ballad Health are continuing to improve collaborative processes for strategic planning and operational decisions. The Strategic Education Subcommittee, a subcommittee of the Joint Development Committee, which includes the DIO, Ballad's Chief Academic Officer, the Vice Dean of the College of Medicine who also serves as Associate Dean for Academic Affairs, and other Ballad representatives, is focusing on GME programs to advance goals for meeting community needs. A prioritized list of potential expansions of existing programs and new programs to consider developing will be presented this fall. This list is driven by the joint mission to meet clinical and educational needs in our region. The well-being of the residents and fellows is continually assessed through GMEC meetings and Resident Leadership Committee meetings. The Assistant Dean of Wellness along with the Office of GME administrative staff, directs the Wellness Committee. A recurring didactic schedule in lifestyle medicine is ongoing with Internal Medicine (IM) and Pediatric residents, as well as presentations this past year to Family Medicine (FM) faculty, and scheduled sessions for FM, IM, Surgery and Pediatric residents, as well as the Program Managers. The Assistant Dean of Wellness created a monthly newsletter, Wellness Pearls, distributed to all Quillen College faculty, staff, and trainees.

We underwent our ACGME Institutional Site Review on 5/15/2025. As required by that process, the site reviewer met with the DIO and Institutional Coordinator, representatives of GMEC, peer-selected residents and fellows from the Resident Leadership Committee, Program Directors, Program Managers and representatives from Ballad and the Dean's office. The institution awaits the response to the site visit after the RC's meeting in the fall.

The Special Review (SR) of Pediatrics conducted on 7/20/2023 resulted in all issues being adequately addressed. After the results of their 2024-2025 ACGME survey, all concerns were resolved at the May GMEC meeting. Due to concerning trends in their ACGME resident surveys for the year 2024-2025, Kingsport Family Medicine underwent a SR on 5/29/25, and Psychiatry on 6/9/25. Their plans of action (POA) will be presented to the GMEC in August 2025.

To summarize, after their qualifications were reviewed and GMEC approved their appointments, the following Program Directors (PDs) began their leadership during the 2024-2025 academic year. Dr. Elizabeth White started as the PD for the ETSU Bristol Family Medicine Residency on 7/1/2024. Dr Priya Jain assumed the role of Pediatric PD on 7/1/2024. Dr. Sakshi Singal began as the Oncology Fellowship PD on 7/1/2024, and Dr. Blair Reece began as PD for Internal Medicine on 9/1/2024. Dr. Wael El-Minaoui started as PD of the Pulmonary Critical Care fellowship on 7/25/2024. The DIO met with all of the new PDs to discuss their roles and responsibilities. The DIO continues to have regular meetings with the PDs individually and as a group. The DIO has regular meetings with the Department Chairs to review program issues and provide feedback on PD performance.

The Gastroenterology fellowship was approved by GMEC and their RC to increase their complement to 3 fellows per year beginning the 2025-2026 academic year. The Orthopedic residency was approved by GMEC and the Ortho RC for a complement increase to 3 per year, beginning the 2025-2026 academic year. The Surgery Residency has submitted a request for a permanent complement increase to 7 categorical positions per year, which was discussed and approved by GMEC, and the request was submitted to the Surgery RC for approval. In the LON of 4/7/2025, the RC requested additional information by an Institutional Operative Experience form by 8/15/2025 before a decision can be made on the request. Surgery received a LON on 7/16/2024 that its international elective to Kenya was approved, and on 1/19/2025 an international elective to Zambia was approved.

Resident and fellow salaries and benefits were reviewed by GMEC, the DIO, and Ballad Chief Academic Officer. A 3% increase was approved by GMEC on 9/26/2024 for the 2025-26 academic year. All resident and fellow

recruitment for the upcoming 2025-26 academic year occurred via Zoom. Our resident recruitment season was successful, culminating with all residency programs filling. Similarly, all of the fellowship programs filled either through the match or post-match. Addiction Medicine filled its last position as of July 7, 2025.

The Office of GME, on behalf of the Department of IM, submitted a proposal to ACGME for Non-Standard Training (NST) recognition on 11/22/2024 with anticipation of hiring a J-1 visa holder as Chief Resident. ACGME amiably extended their deadline and approved our request on 1/13/2025, providing the institution with initial accreditation for the recognition. One citation was reported, and the institution worked with IM to respond to the citation. The institution is awaiting the RC's response. GMEC reviewed and approved the 2023-24 AIR on 12/5/2024. The AIR was presented to the ETSU Board of Trustees at its 2/21/2025 meeting.

The Institution received an ACGME Letter of Notification (LON) dated 1/23/2025 stating Continued Accreditation with no citations or Areas for Improvement (AFI). All ETSU programs received LONs with continued accreditation during 2024-25. For our 16 programs, only one citation and 3 AFIs are active. GMEC continues to monitor OB/GYN's citation concerning failure to meet procedure minimums, effective 2/13/2023, extended, effective 2/7/2024 in its 2024 LON, and again in its LON on 4/1/2025. IM's two AFIs are being monitored as part of their POAs from the SR. On 6/4/2024, GMEC conducted a SR of IM. The IM program has an active POA for the SR completed on 5/31/2022. GMEC has applauded improvements noted at subsequent POA reviews. The 2025 ACGME survey showed improvements. The next POA review will be at our July, 2025 GMEC meeting. FM Bristol has been notified to respond to its AFI at the August 2025 GMEC meeting. The POAs for the two citations for Orthopaedic Surgery and the one AFI for the FM Kingsport program were reviewed at the 1/23/2025 GMEC meeting. GMEC agreed the issues were resolved; the LONs for both programs further confirmed this. GMEC monitors all citations and AFI with 60-day POAs with two-to-six-month follow-ups for areas not deemed corrected, monitoring these areas until they are resolved. Due to a formal complaint to ACGME, the Medical Oncology Fellowship underwent a focused SR on 4/2/2025. Three allegations were addressed. The SR team found no merit to the complaints after in-depth interviewing of the program's fellows, faculty, and program administration. The official response was submitted to ACGME on 4/15/2025; on 4/30/2025 the ACGME deemed the allegations as adequately addressed and the complaint closed.

GMEC Policy Subcommittee

The GMEC Policy Subcommittee chair presented ten policies to GMEC for approval during the 2023-2024 AY.

2024- 2025 GMEC Policy Subcommittee	
Name	Specialty/Position
Dr. Max Bayard	Chair, Johnson City Family Medicine Program Director
Ms. Renee McNeely	Assistant Dean for GME
Ms. Dakotah Phillips	Institutional Coordinator for GME
Ms. Julie Robinette	Bristol Family Medicine Residency Coordinator
Dr. Jared Shelton	Psychiatry Resident

2024-2025 New or Updated and Approved Policies	
Leave of Absence	Clinical Education and Experience
Authorship or Co-authorship Manuscripts or Abstracts	Drug Free Campus
HIPAA	Resident/Fellow Evaluation
Professional Liability/Medical Malpractice Insurance	Hospital Suspension of Resident/Fellow
Tobacco Free Campus	Promotion and Reappointment of Residents/Fellows

GMEC Performance Indicators

The GMEC has identified the following performance indicators as important to its success in fulfilling its mission:

- Results of the most recent Institutional Self-Study
- Results of the Clinical Learning Environment Review (CLER) visits
- Accreditation status, citations, and concerns of the Sponsoring Institution
- National Residency Match Program (NRMP) results of the sponsored programs
- Longevity of Program Directors and Program Coordinators in their respective roles
- Results of the ACGME Annual Resident/Fellow and Faculty Surveys
- Accreditation status, citations, and concerns of each of the sponsored programs
- Completion of prior year AIR Action Plans

Results of the most recent institutional self-study visit

ACGME notified the institution on January 3, 2023, that the Institutional Self-Study was due on July 31, 2023. The 10-year Site Visit followed tentatively in May 2025.

CLER Site Visit

The last CLER Site Visit was on December 19-20, 2017. A follow-up visit has not been scheduled, and the ACGME is currently revamping the CLER process. The new expectations and process has not been provided at this time.

Accreditation Status, Citations, and Concerns of the Sponsoring Institution

The sponsoring institution received an ACGME Letter of Notification on January 23, 2025, stating the institution received Continued Accreditation Status. There were no citations or areas of concern listed.

Accreditation Council for
Graduate Medical
Education

1/23/2025



401 North Michigan Avenue
Suite 2000
Chicago, IL 60611

Phone 312.755.5000
Fax 312.755.7498
www.acgme.org

Reid B Blackwelder, MD
Associate Dean for Graduate and Continuing Medical Education
East Tennessee State University
PO Box 70415
Johnson City, TN 37614-1704

Dear Dr. Blackwelder,

The Institutional Review Committee (IRC), functioning in accordance with the policies and procedures of the Accreditation Council for Graduate Medical Education (ACGME), has reviewed the information submitted regarding the following institution:

East Tennessee State University/Quillen College of Medicine
Johnson City, TN

Institution: 8004700524

Based on the information available at its recent meeting, the Review Committee accredited the institution as follows:

Status: Continued Accreditation
Effective Date: 01/13/2025

The Review Committee determined that the institution is in substantial compliance with the Institutional Requirements and did not issue any new citations.

The Review Committee must be notified of any major changes in the organization of the institution. When corresponding with this office, please identify the institution by number and name as indicated above.

Sincerely,

A handwritten signature in black ink that appears to read "Elisa Crouse, M.D." The signature is fluid and cursive.

Elisa Crouse
Executive Director, Institutional Review
Institutional Review Committee

ecrouse@acgme.org

National Residency Match Program (NRMP) Results of the Sponsored Programs

Program	2021 Quota/Filled	2022 Quota/Filled	2023 Quota/Filled	2024 Quota/Filled	2025 Quota/Filled
Addiction Medicine	n/a	n/a	2/2	3/3	3/3
FM Bristol	8/8	8/8	8/8	8/8	8/8
FM JC	6/6	6/6	6/6	6/6	6/6
FM Kingsport	6/6	6/6	6/6	6/6	6/6
IM	14/13	14/14	18/17	17/17	16/18
Cardiology	3/3	3/3	3/3	3/3	3/3
GI	2/2	2/2	2/2	2/2	3/3
ID	2/2	2/1	2/2	3/3	2/2
Oncology	2/2	3/3	2/2	3/3	2/2
Pul/CC	2/2	2/2	2/2	2/2	2/2
OB/GYN	3/3	3/3	3/3	3/3	3/3
Orthopaedic Surgery	2/2	2/2	2/2	2/2	3/3
Pathology	2/2	2/2	2/2	2/2	2/2
Pediatrics	7/7	8/8	8/8	8/8	8/8
Psychiatry	6/6	7/7	7/7	7/7	7/7
Surgery	9/9	8/8	8/8	8/8	10/10

Longevity of Program Directors and Program Coordinators in their Respective Roles

The GMEC approved five new program directors for the 2024 – 2025 academic year.

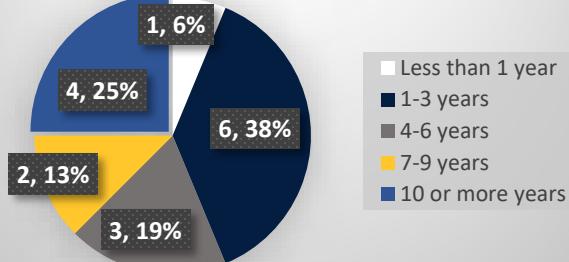
1. Dr. Elizabeth White started as the Program Director for the Family Medicine Bristol Residency on July 1, 2024.
2. Dr Priya Jain assumed the role of Program Director for Pediatrics on July 1, 2024.
3. Dr. Sakshi Singal began as the Oncology Fellowship Program Director on July 1, 2024.
4. Dr. Wael El-Minaoui started as Program Director of the Pulmonary Critical Care fellowship on July 25, 2024.
5. Dr. Blair Reece began as the Program Director for Internal Medicine on September 1, 2024.

Program Director changes over the last five academic years:

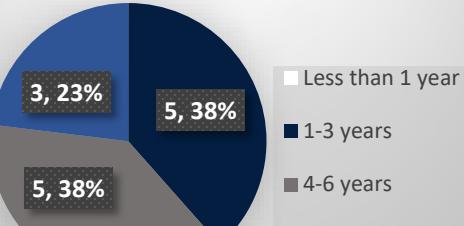
- 2020-2021—Lauren Helmly, DO (FM Bristol), Reid Blackwelder, MD (Interim, FM Johnson City), Mark Ransom, MD (OB/GYN), Lauren Swift, MD (Pediatrics)
- 2021-2022—Greg Clarity, MD (FM Bristol), Max Bayard, MD (FM Johnson City), Michael Allshouse, DO (Surgery), Bhavesh Gajjar, MD (Internal Medicine)
- 2022-2023—Brandon Green, DO (Interim, Orthopaedic Surgery), Deidre Pierce, MD (Interim, Internal Medicine)
- 2023-2024—Kanishka Chakraborty, MD (Oncology), Robert Harris, MD (Orthopaedic Surgery), Christy Lawson, MD (Surgery)
- 2024-2025—Priya Jain, MD (Pediatrics), Blair Reece, MD (Internal Medicine), Elizabeth White, DO (FM Bristol), Sakshi Singal, MD (Oncology), Wael El-Minaoui (Pulmonary Critical Care)

ACTION					Accreditation		
Program	Length	Program Director	Program Coordinator	Total # of Residents	Original	Effective Date	
Institutional Office	--	Reid Blackwelder, MD		--	--	1/23/2025	
Family Medicine-Bristol	3 years	Elizabeth White, DO (1)	Ms. Julie Robinette (15)	24	7/26/1976	2/25/2025	
Family Medicine-Johnson City	3 years	Max Bayard, MD (4)	Ms. Jennifer Edwards (6)	18	9/11/1979	2/25/2025	
Addiction Medicine	1 year	Joyce Troxler, MD (6)	Ms. Rebecca Mahar (1)	3	7/1/2019	2/25/2025	
Family Medicine-Kingsport	3 years	Mark Brummel, DO (11)	Ms. Kelly Fleenor (5)	18	9/29/1975	2/25/2025	
Internal Medicine	3 years	Blair Reece, MD (0.8)	Ms. Hannah Powell (2)	46	5/1/1977	2/14/2025	
Cardiovascular Disease	3 years	Vijay K Ramu, MD (12.5)	Ms. Carla Hill (15)	9	7/1/1987	2/11/2025	
Gastroenterology	3 years	Mark F Young, MD (14)	Ms. Carla Hill (15)	6	7/1/2010	2/11/2025	
Infectious Disease/Critical Care	2 years	Paras Patel, MD (7)	Ms. Jessica Arnold (3)	4	7/1/1987	2/11/2025	
Oncology	2 years	Sakshi Singal, MD (1)	Ms. Jessica Arnold (3)	5	7/1/1997	2/11/2025	
Pulmonary Disease and Critical Care	3 years	Wael El-Minaoui, MD (1)	Ms. Carla Hill (15)	6	7/1/2000	2/11/2025	
Obstetrics and Gynecology	4 years	Mark Ransom, MD (5)	Ms. Brandi Nave (5)	12	5/20/1993	4/1/2025	
Orthopaedic Surgery	5 years	Robert Harris, MD (1.75)	Ms. Caitlin Smith (6)	10	7/1/2011	3/12/2025	
Pathology - Anatomic & Clinical	4 years	Salah Shurbaji, MD (14)	Ms. Terri McFeature (29)	8	7/1/1983	3/21/2025	
Pediatrics	3 years	Priya Jain, MD (1)	Mr. Dennis Calain (2)	24	4/7/1991	3/13/2025	
Psychiatry	4 years	Shambhavi Chandraiah, MD (9)	Ms. Linda Sweeney (5)	24	11/8/1985	4/14/2025	
Surgery	5 years	Christy Lawson, MD (2)	Ms. Aylitta Collins (1)	34	7/1/1978	3/17/2025	

Program Director Length of Service



Program Coordinator Length of Service

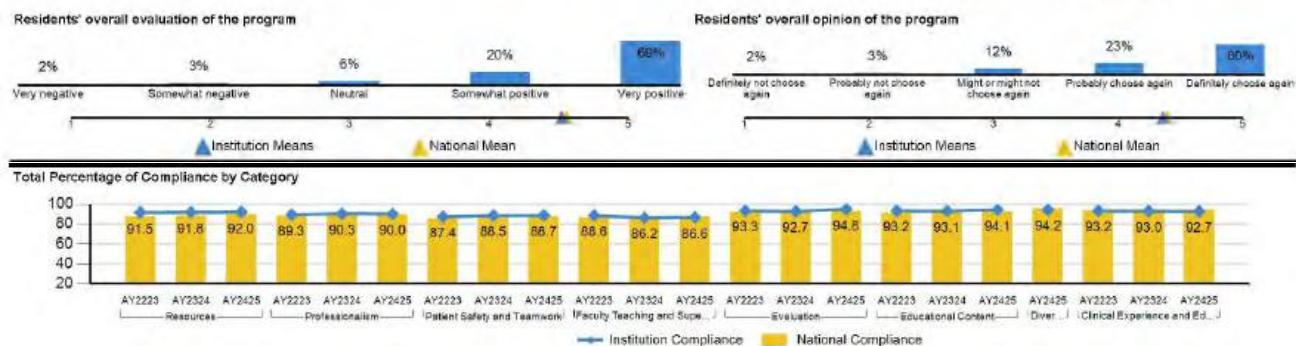


Results of the ACGME Annual Resident/Fellow and Faculty Surveys

Resident Results

The residents' satisfaction with their ETSU Graduate Medical Education experience (Institutional Mean) is similar to the national mean. A small percentage of ETSU residents and fellows view their programs somewhat negatively (3%) or very negatively (2%), and 6% have a neutral view. This has changed minimally from the last survey in 2023 – 2024 where 1% of ETSU residents and fellows viewed their programs somewhat negatively, only 1% viewed their programs very negatively, and 8% viewed their programs as neutral.

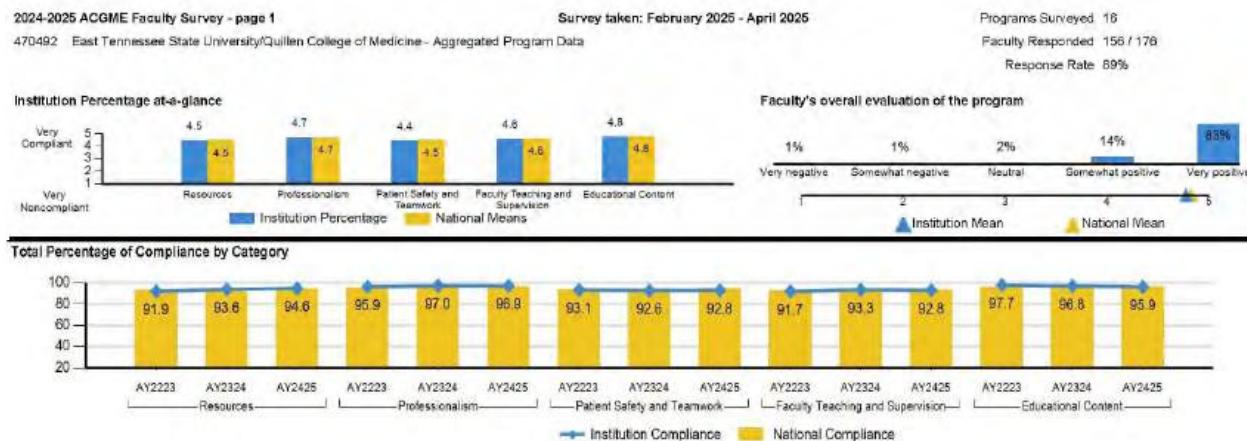
Residents' and fellows' overall opinion of their programs showed a slight downward trend in the most recent 2024-2025 survey over the 2023-2024 survey. While 17% of residents and fellows answered that they might or might not choose, probably would not choose, or definitely would not choose the program again, this marked a slight increase in neutral or negative overall opinions of the program from 13% the previous year. In 2024-2025, 83% of residents and fellows reported that they probably would choose or definitely would choose the program again, a slight decline over the previous year's 86%.



Faculty Results

ETSU's teaching faculty's overall evaluation of the quality of their respective programs is similar to the national mean in all respective categories, except for Patient Safety and Teamwork with an overall of 4.4 as compared to 4.5 with the national mean. This was only a slight change over the previous year's results. The faculty's overall evaluation of the programs remained similar to the previous year's results. Four percent of the faculty respondents answered neutral, somewhat negative, or very negative to the overall evaluation of the program. On the 2024-2025 survey, 83% of respondents answered very positively regarding the overall evaluation of the program, nearly identical to the previous year's 84%.

In the compliance by category section, trends over the past three years are tracked within the five survey sections. Most categories remained stable or showed very little change over the previous year. The Resources increased from 93.6 to 94.6 and Patient Safety and Teamwork increased from 92.6 to 92.8 in the 2023-24 and 2024-25 surveys respectively. The Professionalism decreased from 97.0 to 96.9, the Faculty Teaching and Supervision decreased from 93.3 to 92.8, and Educational Content decreased from 96.8 to 95.9 in the 2023-24 and 2024-25 surveys respectively.



Accreditation Status, Citations, and Concerns of Sponsored Programs

Program	Status	Self-Study or Next Site Visit	Citations	Concerns
Institution	Continued Accreditation	Not provided	0	0
Institution-Non-Standard Training Program	Initial Recognition	Not provided	1	0
Addiction Medicine	Continued Accreditation	Not provided	0	0
Bristol Family Medicine	Continued Accreditation	Not provided	0	1
Johnson City Family Medicine	Continued Accreditation	Not provided	0	0
Kingsport Family Medicine (Core)	Continued Accreditation	Not provided	0	0
Kingsport FM (Osteopathic Recognition)	Continued Accreditation	Not provided	0	0
Internal Medicine	Continued Accreditation	Not provided	0	2
Cardiovascular Disease	Continued Accreditation	Not provided	0	0
Gastroenterology	Continued Accreditation	Not provided	0	0
Infectious Disease	Continued Accreditation	Not provided	0	0
Oncology	Continued Accreditation	Not provided	0	0
Pulmonary Disease and Critical Care	Continued Accreditation	Not provided	0	0
Obstetrics and Gynecology	Continued Accreditation	Not provided	1	0
Orthopaedic Surgery	Continued Accreditation	Not provided	0	0
Pathology - Anatomic & Clinical	Continued Accreditation	Not provided	0	0
Pediatrics	Continued Accreditation	Not provided	0	0
Psychiatry	Continued Accreditation	Not provided	0	0
Surgery	Continued Accreditation	Not provided	0	0

The Institution received an ACGME Letter of Notification (LON) on January 23, 2025 stating Continued Accreditation with no citations or Areas for Improvement (AFI). On April 8, 2025, the Institution received a letter indicating an accreditation site visit to take place on May 15, 2025. The Institution underwent a site visit on that date and awaits the results of the visit.

The Institution received an ACGME Letter of Notification for the Non-Standard Training Program for J-1 Visa Sponsorship on February 18, 2025 indicating the program had gained a status of Initial Recognition. One new citation was reported regarding curriculum being available to faculty members.

The Bristol Family Medicine program received its letter of notification on February 25, 2025 which outlined one area for improvement regarding low faculty scholarly activity productivity.

OB/GYN received a letter of notification on April 1, 2025 outlining one continued citation. The citation references minimum case logs were not met for 2024 graduates for operative vaginal deliveries.

The Internal Medicine residency program received a letter of notification on February 14, 2025 indicating two areas for improvement regarding clinical experience in continuity clinics and low compliance rates in the educational environment in the Professionalism and Faculty sections of the resident survey.

The Orthopaedic residency program received a letter of notification on March 12, 2025 which indicated two resolved citations in regard to the responsibilities of the program director and the second regarding service to education imbalance.

The Kingsport Family Medicine program received its letter of notification on February 25, 2025 which indicated its one area for improvement regarding professionalism was resolved.

Program Citations and Concerns by Categories (as of June 30, 2024)

Citation Category	Citations
Institutional Support	0
Resident Appointment	0
Program Personnel and Resources	0
Education Program	1
Evaluation	0
Experimentation and Innovation	0
Total	1

Concern Category	Concerns
Clinical Experience	1
Educational Environment	1
Faculty Scholarly Activity	1
Total	3

Citation Category	Number of Citations	Specialties/Subspecialty Receiving Citation
1. Institutional Support		
A. Institutional Support-Sponsoring Institution		
B. Institutional Support-Program Director		
C. Institutional Support-Participating Institution		
D. Facilities-Educational Space Including Library		
E. Facilities-Clinical Space		
F. Medical Records Retrieval		
G. On-call Rooms		
H. Appropriate Food Services		
I. Safety/Security		
J. Patient Support Services		
K. Facilities-Lactation		
L. Accommodations for Residents/Fellows with Disabilities		
2. Resident Appointment		
A. Resident Appointment Issues		
3. Program Personnel & Resources		
A. Qualifications of Program Director		
B. Responsibilities of Program Director		
C. Qualifications of Faculty		
D. Responsibilities of Faculty		
E. Other Program Personnel		
F. Resources		
4. The Education Program		
C. Progressive Resident Responsibility		
D. ACGME Competencies		
D.1. Patient Care		
D.2. Medical Knowledge		
D.3. Practice-based Learning and Improvement		
D.4. Interpersonal and Communication Skills		
D.5. Professionalism		
D.6. Systems-Based Practice		
E. Educational Program - Didactic Components		
F. Educational Program - Patient Care Experience		
G. Educational Program - Procedural Experience	1	OBG
H. Service to Education Imbalance		
I. Scholarly Activities		

J. Supervision		
K. Learning and Working Environment		
K.1. 80 Hours per week		
K.2. 1 day in 7 free		
K.3. Minimum Time Off Between Scheduled Duty Periods		
K.4. Maximum Duty Period Length		
K.5. In-House Call Frequency		
K.6. Moonlighting		
K.7. Other		
K.8. Oversight		
K.9. Culture of Professional Responsibilities		
K.10. Transitions of Care		
K.11. Maximum Frequency of In-House Night Float		
K.12. At-Home Call		
K.13. Patient Safety		
K.14. Quality Improvement		
K.15. Well-Being		
K.16. Fatigue Mitigation		
K.17. Teamwork		
K.18. Resident harassment, mistreatment, discrimination, abuse, and coercion		
5. Evaluation		
A. Evaluation of Residents		
A.1. Evaluation of Patient Care		
A.2. Evaluation of Medical Knowledge		
A.3. Evaluation of Practice-based Learning/Improvement		
A.4. Evaluation of Interpersonal/Communication Skills		
A.5. Evaluation of Professionalism		
A.6. Evaluation of Systems-based Practice		
B. Evaluation of Faculty		
C. Evaluation of Program		
D. Performance on Board Exams		
6. Experimentation and Innovation		
A. RRC Approval for Innovation		

Institutional Action Plans

2024 - 2025 Institutional Action Plans

Action Item	Description	Goal	Status	Target/Timeframe
Wellness Curriculum	Develop and present a wellness curriculum	Develop a curriculum presented annually to residents.	In process	June 2024
Addition of Fellowships	Collaborate with Ballad Health and ETSU to identify opportunities for fellowship expansion	Strategically plan for the creation and accreditation of fellowships that meet enterprise needs.	In process: Multiple subspecialties have been discussed with C&A Psychiatry fellowship planning moving forward and	July 2024

			Sports Medicine is under review.	
Faculty development	Need for expanding central GME faculty development around teaching and evaluation.	Office of GME to design and implement ongoing series, explore opportunities with Office of Academic and Faculty Affairs	Not Started	July 2024
Ballad and ETSU Program Collaboration	Recent merger of sponsoring hospital systems and the formation of ETSU Health has created opportunities for a more unified approach to meeting our joint mission	Create a consistent process for ensuring ETSU GME needs and processes align with Ballad planning and resources	Completed and ongoing. DIO and Ballad's Chief Academic Officer and partnering hospitals' CMOs continue monthly meetings to ensure needs are prioritized based on financial support, infrastructure, and regional resources.	To continue
Resident/Fellow Salaries & Benefits	To work with hospital partners to reach at least the mean GME salary for residents/fellows in the southern region as reported by the AAMC	Hospital partners committed a 3% increase for three consecutive years beginning with 2019-2020 and have continued with a commitment for a 3% increase in 2024-2025.	In process: ETSU remains behind the reported AAMC southern regional mean.	To continue until the southeast mean is attained
Diversity and Inclusion	Implement diversity and inclusion training sessions for faculty.	Diversity and Inclusion Director to provide a "Train the Trainer" session on Diversity and Inclusion for program faculty.	Not started: ETSU ended its office of DEI due to state law.	April 2024
Standardized Patient Safety Educational Modules	Design and implement a standardized patient safety educational module to inform all residents and fellows of proper procedures for reporting patient safety events at each participating hospital system	Each resident and fellow to understand the process for reporting patient safety events at participating hospital systems.	Completed and ongoing annually	January 2024
International Medical Graduate Handbook	Develop a comprehensive handbook providing multiple resources for IMG's	To strive for a seamless transition to our regions and successful integration into our community.	Completed and distributed February, 2025	January 2025
International Medical Graduate Orientation	Implement an additional orientation session focused on a smooth integration into our institution and community	To educate and integrate international medical graduates smoothly into the culture of our community.	Completed and ongoing	June 2025

2025 - 2026 Institutional Action Plans

Action Item	Description	Goal	Status	Target/ Timeframe
Wellness Curriculum	Develop and present a wellness curriculum	Dr. Nadia Sabri, Assistant Dean of GME and Lifestyle Medicine Director participates in residency program didactics on wellness education in addition to creating a monthly newsletter, Wellness Pearls.	Completed and ongoing	To continue
Addition of Fellowships	Collaborate with Ballad Health and ETSU to identify opportunities for fellowship expansion	Strategically plan for the creation and accreditation of fellowships that meet enterprise needs.	In process: Multiple subspecialties have been discussed with C&A Psychiatry fellowship planning moving forward.	July 2026
Faculty development	Need for expanding central GME faculty development around teaching and evaluation.	Office of GME to design and implement ongoing series, explore opportunities with Office of Academic and Faculty Affairs	In Process: COM has started a faculty development process, of which GME expects opportunities to collaborate	July 2024
Ballad and ETSU Program Collaboration	Recent merger of sponsoring hospital systems and the formation of ETSU Health has created opportunities for a more unified approach to meeting our joint mission	Create a consistent process for ensuring ETSU GME needs and processes align with Ballad planning and resources	Completed & ongoing. DIO and Ballad's Chief Academic Officer will continue monthly meetings to ensure needs are prioritized based on financial support, infrastructure, and regional resources.	To continue as a standing initiative between the two entities.
Resident/Fellow Salaries & Benefits	To work with hospital partners to reach at least the mean GME salary for residents/fellows in the southern region as reported by the AAMC	Hospital partners committed a 3% increase for three consecutive years beginning with 2019-2020 and have continued with a commitment for a 3% increase in 2024-2025.	In process and ongoing ETSU remains behind the reported AAMC southern regional mean.	To continue until the southeast mean is attained
Establish Military Match agreement with the Defense Health Agency / US Army	The Orthopaedic Surgery residency program will establish itself as a civilian sponsored training site to educate military trainees.	To match one military orthopaedic surgery resident annually. The program plans to sponsor a total of 5 military residents whose salaries and benefits will be fully funded by the US Army.	In process	July 2026

**EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

INFORMATION ITEM

DATE: February 20, 2026

ITEM: Center for Rural Health and Research (CRHR) Update

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Mr. Michael Meit, MA, MPH
Director, Center for Rural Health and Research,
Research Associate Professor, Department of Health
Services Management and Policy, College of Public Health

Staff will provide an overview of the ETSU Center for Rural Health and Research (CRHR), which was established in 2019 through an appropriation from the State of Tennessee and a gift from Ballad Health. The presentation tracks the Center's growth supporting rural health policy, evaluation, and public-facing data tools. Since its inception, CRHR has expanded to a dedicated team of research faculty and staff, secured substantial external funding, and has been designated as one of eight federally funded rural health research centers funded by the Health Resources and Services Administration's Federal Office of Rural Health Policy.

ETSU partnered with the University of Chicago's National Opinion Research Council (NORC) in 2018 to secure this grant, which was renewed in 2025. The presentation highlights the center's work across three levels: (1) State-focused projects, including evaluations and dashboards (e.g., Tennessee Livability Indicators) designed to support alignment, transparency, and actionable insights for policymakers and communities; (2) Appalachian-focused work with partners such as the Appalachian Regional Commission, including program evaluations and regional reporting; and (3) National work spanning the ETSU/NORC Rural Health Research Center, workforce research in public health, and related rural health systems studies.

Key results from the Center's work underscore persistent rural-urban differences (including differences in rural suicide mortality), limitations in the tools used to measure health resource funding allocation, and policy challenges posed by complex, outdated funding formulas. The Center's work reinforces ETSU's role as a regional, accessible research university advancing evidence that informs practice and policy in rural communities.

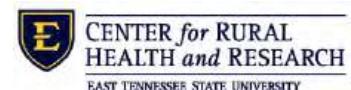
CENTER FOR RURAL HEALTH AND RESEARCH

East Tennessee State University
College of Public Health



HISTORY OF CRHR

- Established in 2019 by Tennessee Governor Bill Lee with a state appropriation and a gift from Ballad Health
- Over that time, we have hired 8 research faculty and 7 staff
- Have secured funding from federal agencies (HRSA, CDC), regional agencies (ARC), the state of Tennessee, philanthropies, and local funders
- Hold one of eight federally funded Rural Health Research Centers, and the only one housed at a regional university
- Approximately \$18 million in external funding to date, beyond Tennessee and Ballad resources.



CRHR FACULTY & STAFF

Faculty



Staff



Associated Faculty



CENTER for RURAL
HEALTH and RESEARCH

EAST TENNESSEE STATE UNIVERSITY

STATE WORK

- Rural Hospital Bypass Study
- Public Health Infrastructure Grant Evaluation
- Aging Data Dashboard
- Tennessee Nursing Dashboard
- COVID-19 Disparities Grant Evaluation
- Tennessee Livability Indicators Dashboard



CENTER for RURAL
HEALTH and RESEARCH
EAST TENNESSEE STATE UNIVERSITY

TENNESSEE LIVABILITY INDICATORS DASHBOARD



OVERVIEW



Purpose

- Serves as a resource for the public, non-profits, academia, and government to examine key factors that contribute to livability in Tennessee communities.

ETSU & TDH Team

- Qian Huang
- Michael Meit
- Fatimah Olawuyi
- Peter Adediji
- John Vick
- Sarah Elliott
- Bege Mallam

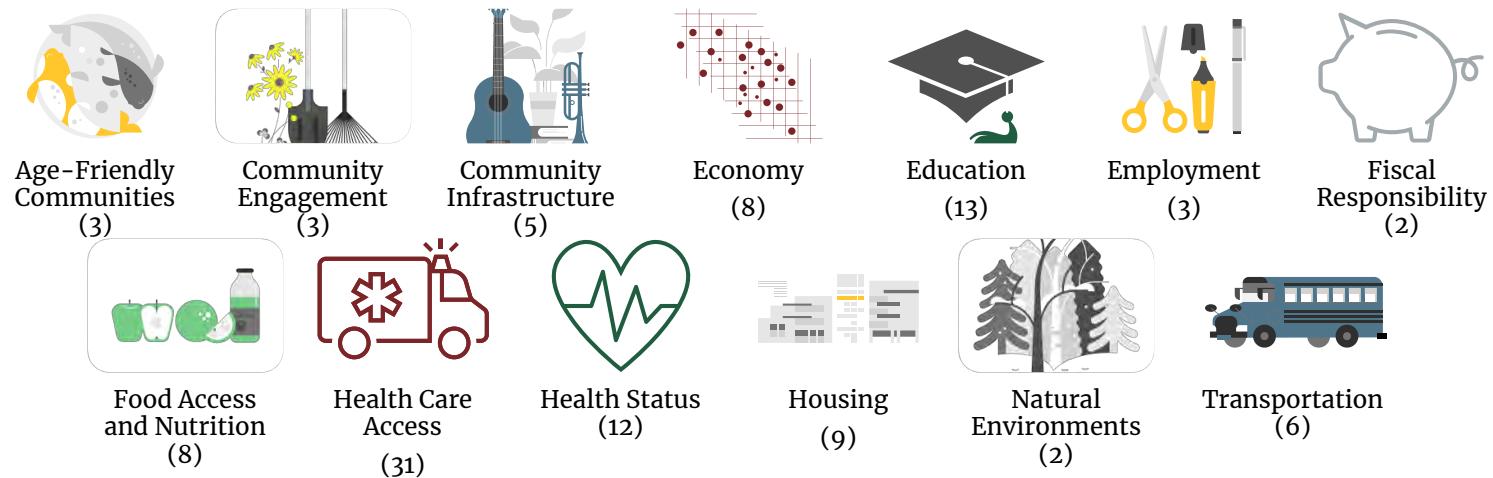


OVERVIEW

- Present over **sixty quantitative indicators** identified through a multi-agency collaborative process.
- Designed as a public platform to support **alignment, collaboration, and transparency** in the Tennessee State Government.
- Provide actionable insights for **policymakers, non-profits, academia, and the public.**
- Dashboard is optimized for accessibility.



CATEGORIES



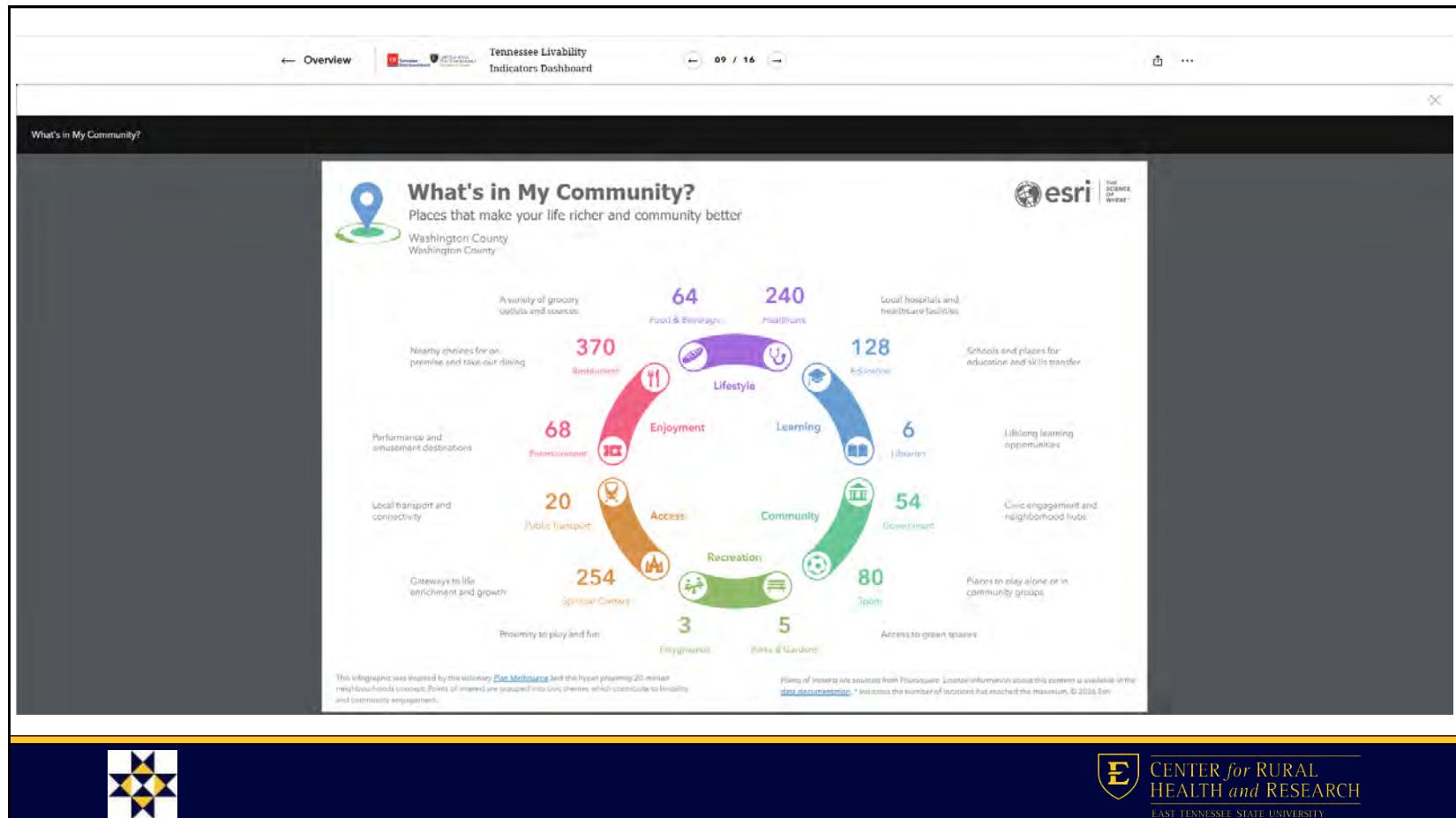


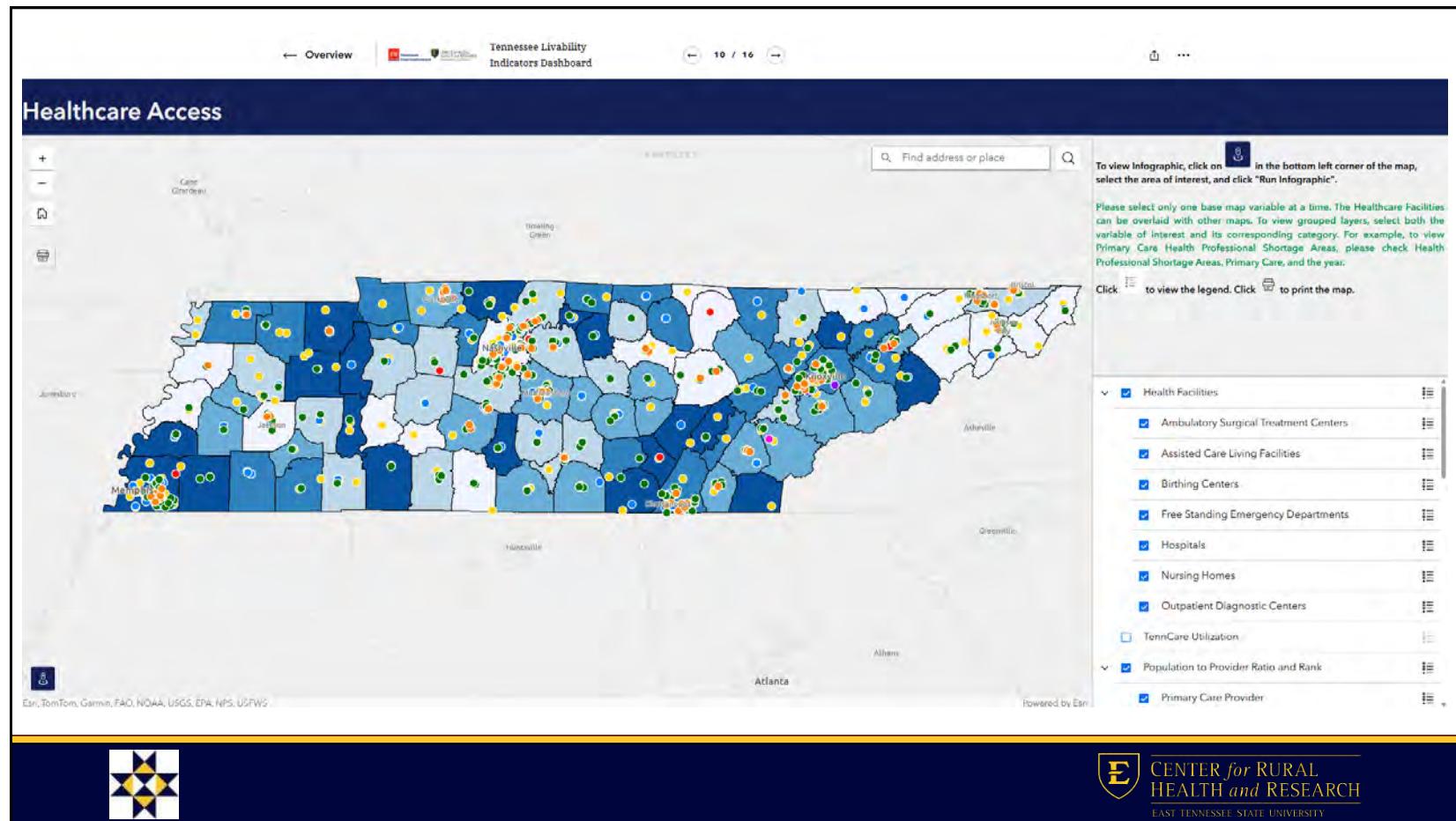
The Tennessee Livability Indicators Dashboard is a resource for the public, non-profits, academia, and government to examine key factors that contribute to livability in Tennessee communities. The project was developed by the Tennessee Livability Collaborative, a group of 28 state agencies, departments, commissions, and associations that work to promote alignment and collaboration within Tennessee State Government. The group members identified the need for a public platform to share data on a range of topics that contribute to quality of life to better understand and serve our communities. The project includes over thirty indicators identified through a multi-agency collaborative process on topics including economic development, tourism, transportation, education, and employment, among others. East Tennessee State University's Center for Rural Health and Research, a member of the Livability Collaborative, developed and hosts the Livability Indicators website.

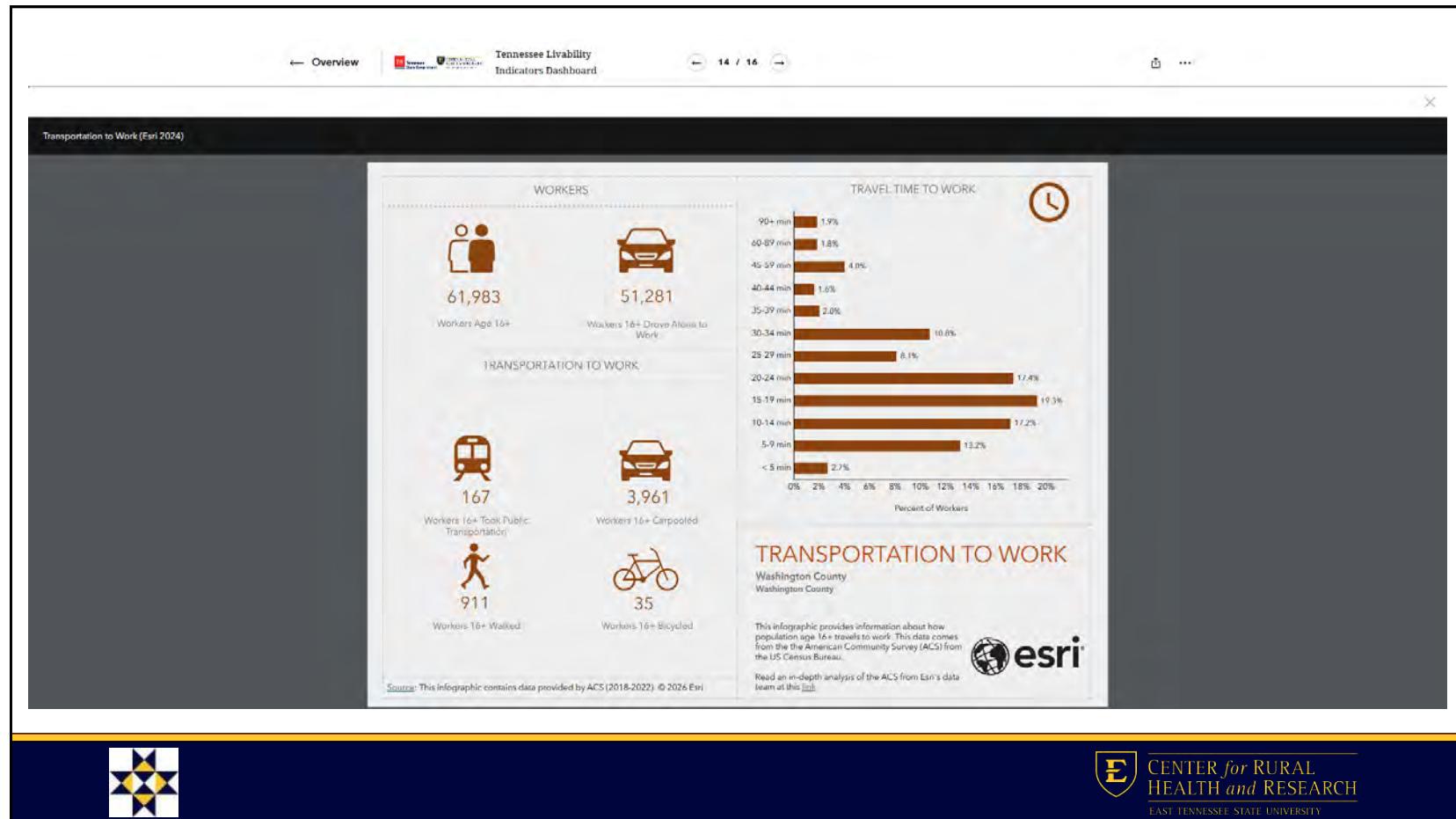




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APPALACHIAN WORK

- Evaluation of ARC's Health Grants
- Evaluation of ARC's INSPIRE Grants
- Regional Public College and University (RPCU) Central Appalachia Health Consortium
- ARC Diseases of Despair Annual Report
- Transylvania County (NC) index work
- STRONG LINK
- PEERhelp



Appalachian
Regional
Commission



CENTER for RURAL
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NATIONAL WORK

- ETSU/NORC Rural Health Research Center
- Consortium for Workforce Research in Public Health (CWORPH)
- Recovery Ecosystem Index
- Milbank Memorial Fund
- National Association of County & City Health Officials



HIGHLIGHTS FROM THE ETSU/NORC RHRC



Suicide mortality rates are greater in rural areas compared to urban areas

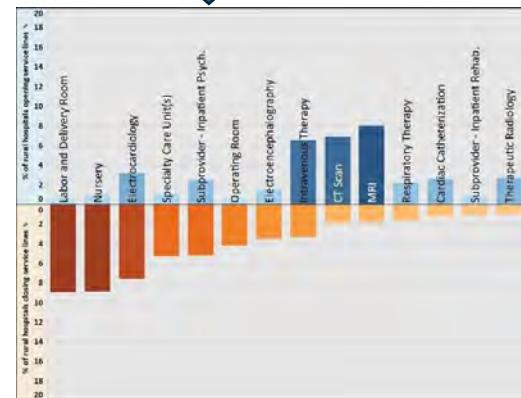


Identify rural hospital service lines that are most frequently opening or closing

Commonly-used area-level indices used to allocate resources often disadvantage highly rural and urban areas



Federal block grant formulas are complex, outdated, no longer align with state-level need, and don't consider rurality.



HIGHLIGHTS FROM ETSU CWORPH PROJECTS & RELATED WORK



UNIVERSITY
OF MINNESOTA



JOHNS HOPKINS
UNIVERSITY



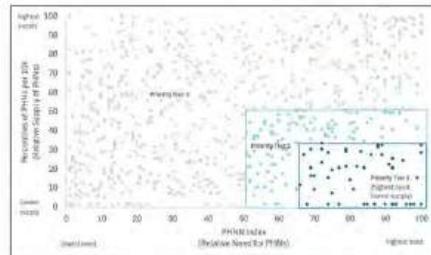
EAST TENNESSEE STATE
UNIVERSITY



INDIANA UNIVERSITY



UNIVERSITY *of* WASHINGTON



Need for and supply
of public health
nurses do not align

The structure, role,
and needs of rural
PH is different than
in non-rural areas

Research Full Report

Small but Essential: Understanding Rural Public Health Workforce Challenges and Strengths From the 2024 Public Health Workforce Interests and Needs Survey

Dawn P. Ballo, PhD, Stephen M. Martin, DPH, MPH, Michael E. Mox, MA, MPH, Debra Deneve, PhD, MPH, RD, FNAS

ABSTRACT
Objective: Continue an investigation of rural public health workforce challenges and strengths from 2022 to 2024.

Design: Cross-sectional analysis of rural public health workforce interests and needs survey (PHWIN).

Participants: The study sample included 172 405 nonprofit responses from individuals working in PHWIN and 32 714 of those individuals were rural.

Main Outcome Measures: Objective and survey questions. Non-responses are 14.6%, total annual salary (USD), and 32.7% of respondents are rural.

Results: Greater evidence of education and public health workforce needs were less likely to be addressed in their place of employment. The rural public health workforce is more likely to be employed in a rural area (70.7% vs 57.0% of the urban public health workforce) and less likely to be employed in a public health practice (27.1% vs 42.0% of the urban public health workforce). Service in a public agency dominates health practice (33.8% vs 14.6% of the urban public health workforce) and less likely to be employed in a public health practice (27.1% vs 42.0% of the urban public health workforce).

Conclusion: The rural public health workforce is less likely to be employed in a public health practice (27.1% vs 42.0% of the urban public health workforce) and less likely to be employed in a public health practice (27.1% vs 42.0% of the urban public health workforce).

KEY WORDS: rural public health, PHWIN, public health workforce, need

Journal of Public Health Management & Practice

RESEARCH FULL REPORT

Composition of the Public Health Workforce: Distribution, Training, and Tenure

Ballo, Dawn P. PhD, Leslie, Haleigh, DrPH, MBA, Kate Beatty, PhD, MPH, Christen Merrick, DrPHc, MPH, Michael Mox, MA, MPH

On average, the rural public
health workforce has
greater tenure in public
health practice and lower
intentions to leave

Local public health
workforce composition
varies by geography, agency
characteristics, and
characteristics of the
jurisdiction served.

Michael Meit, MA, MPH
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East Tennessee State University Center for Rural Health and Research
www.etsu.edu/cph/rural-health-research



Michael Meit
ETSU Center for Rural Health and Research
ETSU/NORC Rural Health Research Center
Consortium for Workforce Research in Public Health

**EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

INFORMATION ITEM

DATE: February 20, 2026

ITEM: ETSU College of Nursing: Major Initiatives in 2025

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Dena Evans
Dean, College of Nursing

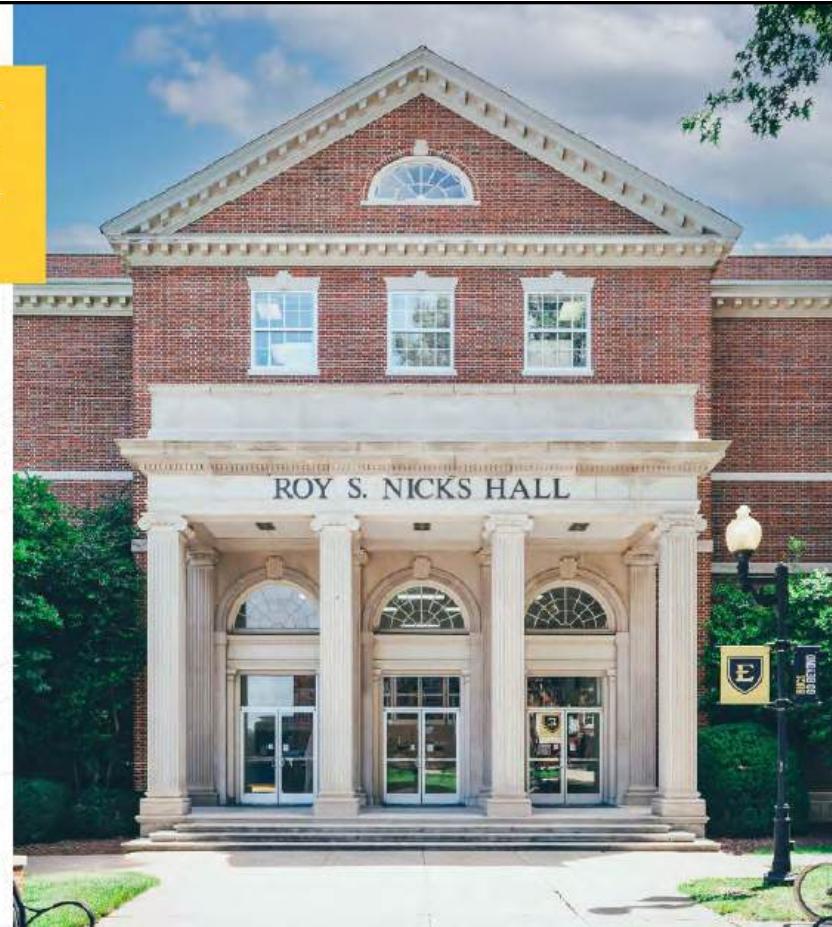
Staff will provide an overview of the ETSU College of Nursing's major initiatives over the last year. The presentation highlights focused work on reputational enhancements, infrastructure changes, and academic/operational improvements. Infrastructure investments include \$3.5 million in classroom and facilities renovations and technology enhancements. Organizational enhancements include the establishment of the division of Academic Clinical Affairs, including the Academic Student Success Center, with goals tied to student retention and completion, and a 93 percent NCLEX-RN pass rate; improved onboarding/credentialing processes; and expanded clinical rotation opportunities.

The presentation summarizes academic portfolio review efforts and workforce/alumni feedback to identify new programs and certifications and to assess ongoing alignment with workforce needs, alongside new and planned pathways/programs (e.g., Direct Entry and Military/Veterans pathways in 2026; DNP/MBA in 2026; planned CRNA in 2028; and additional program planning through 2027). Finally, the presentation describes strategies to support faculty and staff development and well-being, substantial growth in interprofessional education engagement, and the reach of the Tennessee Center for Nursing Advancement.



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MAJOR INITIATIVES IN 2025

INVESTING

in Brand and Reputation

BUILDING

Infrastructure

RENOVATING

Nicks Hall

EVALUATING

the Academic Portfolio

CREATING

Pipeline Programs

SUPPORTING

Faculty & Staff

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NURSES CHANGE LIVES.
Earn your BSN at ETSU.
etsu.edu/nurse

INVESTING IN BRAND AND REPUTATION


THE GOLD STANDARD
• EXCELLENCE AND INNOVATION IN NURSING EDUCATION •



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**2024
FOLLOWERS**

4.4k

IMPRESSIONS

111k

ENGAGEMENT RATE

7.87%

LINK CLICKS

337

**2025
FOLLOWERS**

6.85k ^ 55%

IMPRESSIONS

740k ^ 567%

ENGAGEMENT RATE

8.7% ^ 10%

LINK CLICKS

3.3k ^ 878%

SOCIAL MEDIA METRICS





RENOVATING NICKS HALL

- The last renovations to Roy S. Nicks Hall were completed in 2006.
- To date, we have invested \$3.5 million dollars in renovations and technology enhancements.



COLLEGE of NURSING
EAST TENNESSEE STATE UNIVERSITY

BUILDING INFRASTRUCTURE FOR GROWTH

Academic Student Success Center

- Active learning space
- Executive Director
- Student Success Educators
- **Goals**
 - Increased retention
 - Increase in competitive applicants
 - Increase in completion
 - Increase NCLEX-RN pass rate
93% for the year



COLLEGE of NURSING
EAST TENNESSEE STATE UNIVERSITY

Department of Academic Clinical Affairs

- Onboarding and credentialing of faculty, staff, and students
- Director
- Clinical Health Specialists
- **Goals**
 - Improved overall onboarding experience
 - Additional clinical rotation sites in Tennessee and surrounding states



COLLEGE *of* NURSING
EAST TENNESSEE STATE UNIVERSITY

- **Hanover Research Identified**

- Areas for new programs & certifications
- Existing programs that may no longer meet workforce needs

Provided

- Employment insights
- Program satisfaction information

EVALUATING OUR ACADEMIC PORTFOLIO

AREAS OF GROWTH TO MEET WORKFORCE NEEDS

- 56% Emergency/Trauma Nurse Certification
- 42% Forensic Nursing/SANE
- 40% CRNA
- 38% Palliative and Hospice Care

IN WHICH COUNTY DO YOU CURRENTLY WORK? (N=43)

- 30% Knox
- 16% Davidson
- 16% Washington
- 14% Sullivan
- All other counties 2% or less



COLLEGE *of* NURSING
EAST TENNESSEE STATE UNIVERSITY

- Established a Direct Entry Pathway (2026)
- Established a Military & Veterans Pathway (2026)
- Established a DNP/MBA Program (2026)
- Planning a CRNA program (2028)
- Planning a Direct Entry MSN Program (2027)
- Planning an EMT/Paramedic pathway (2027)
- Planning K-12 Pipeline Initiative & Nurse Summer Camp (2027)
- Exploring Hospice & Palliative Care

CREATING PIPELINE PROGRAMS





COLLEGE *of* NURSING
EAST TENNESSEE STATE UNIVERSITY

- Emphasizing Professional Growth
- Investing in Appreciation and Recognition
- Reinforcing a Culture of Well-Being
- Supporting Innovation

SUPPORTING FACULTY AND STAFF





COLLEGE *of* NURSING
EAST TENNESSEE STATE UNIVERSITY

INTERPROFESSIONAL ED

- Across four years, undergraduate IPE training expanded dramatically—from **544 hours to 5,440 hours**, an **894% increase**.
- Graduate learner participation grew from **384 hours to 2,720 hours**, reflecting a **608% increase**.
- With the upcoming curricular revisions, we anticipate that undergraduate IPE engagement will continue to rise, increasing an additional **four- to sixfold by 2028–2029**.

TENNESSEE CENTER FOR NURSING ADVANCEMENT



VOICES FROM THE NURSING FRONTLINE

- 14,096 total listeners
- 58 episodes released
- Records personal stories from nurses across Tennessee and the Appalachian Highlands to highlight their experiences, wisdom, and impact.



NURSE OF THE MONTH PROGRAM

- Celebrating the compassion, dedication, and resilience of nurses across Tennessee.
- 28 nurses recognized
- Over 1000 nurses nominated state-wide
- Tri-Cities/Appalachian Highlands, Knoxville, Chattanooga, Nashville, and Memphis



EDUCATIONAL PROGRAM OFFERINGS

CLINICAL FACULTY TRAINING PROGRAM

- Provides experienced nurses with the skills and confidence to assume educator roles.
- 77 graduates

EMERGING NURSE LEADER FELLOWSHIP

- 13-week fellowship for early-career nurses to lead with confidence across clinical, academic, and policy settings.
- 24 graduates





LOCAL, STATE, NATIONAL, AND INTERNATIONAL REACH

- The Center sponsored nine events.
- Center staff served as invited speakers at more than fifteen events.
- The TCNA added and managed over nineteen events.



DIGITAL REACH

- 13.3 million impressions
- 1.3 million completed video views
- 2,200 visits generated to TCFNA.org



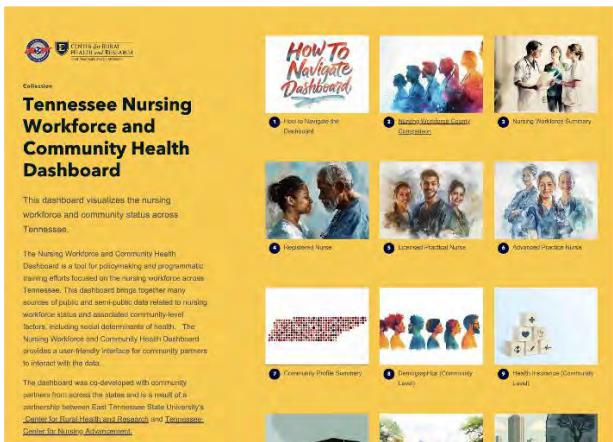
DATA DASHBOARDS

 CENTER for RURAL
HEALTH and RESEARCH
for the BALTIC

Tennessee Nursing Workforce and Community Health Dashboard

This dashboard visualizes the nursing workforce and community status across Tennessee. The Nursing Workforce and Community Health Dashboard is a tool for policymaking and programmatic training efforts focused on the nursing workforce across Tennessee. This dashboard brings together many sources of public and semi-public data related to nursing workforce and provides community-level factors, including social determinants of health. The Nursing Workforce and Community Health Dashboard provides a user friendly interface for community partners to interact with the data.

The dashboard was co-developed with community partners from across the states and is a result of a partnership between East Tennessee State University's Center for Rural Health and Research and Tennessee's Center for Nursing Advancement.



 CENTER for RURAL
HEALTH and RESEARCH
for the BALTIC

Nursing Workforce and Community Health Dashboard

This dashboard visualizes the nursing workforce and community status across the BALTIC Health service area in Tennessee and Virginia. The Nursing Workforce and Community Health Dashboard is a tool for policymaking and programmatic training efforts focused on the nursing workforce across the BALTIC Health Service Areas in northeast Tennessee and southwest Virginia. This dashboard brings together many sources of public and semi-public data related to nursing workforce status and associated community-level factors, including social determinants of health. The Nursing Workforce and Community Health Dashboard has a user friendly interface for community partners to interact with the data.

The dashboard was co-developed with community partners from across the states and is a result of a partnership between East Tennessee State University's Center for Rural Health and Research, Appalachian, Highlands and Tennessee Center for Nursing, and Center for Nursing Advancement.



RESEARCH AND SCHOLARSHIP

- **Submitted and/or Accepted**
 - National League for Nursing
 - Rush University
 - American Association of Colleges of Nursing
 - 12 additional publications and presentations in development



NURSE NARRATIVES INITIATIVE

Spotlighting profound stories of resilience and strength in the face of adversity from nurses in our region.

Over 114 stories collected from patients, nursing faculty, nursing students, and practicing nurses.

NURSE NARRATIVES INITIATIVE



NURSE EMPATHY HEALS

INSPIRED BY THE NURSE NARRATIVES INITIATIVE

Showcased real stories of nurses, focusing on their resilience, emotional labor, and the impact of compassionate care on patient outcomes.

Over 400 attendees from across the state.



OTHER MAJOR INITIATIVES

“FROM CURIOSITY TO CARE: WHERE FUTURE NURSES BEGIN.”

- LPN curriculum redesign for the Tennessee Board of Nursing
- Continuing Nurse Education (CNE) Center Designation
- ETSU Future Nurse Explorers Program [Grades 6-8]
- Launched Wellbeing Program at Belmont University
- Began hosting the Tennessee Deans & Directors website



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 20, 2026

ITEM: Campus Recreation Update

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Ms. Kari Osborne Albarado
Director, Campus Recreation

Staff will provide an update on Campus Recreation programs, facilities, and services. Highlights will include Sport Clubs, Outdoor Adventure, and student employment initiatives, with emphasis on student engagement, development, and overall student success.



Fall Semester Recap

- **113,219** entrances to the CPA during Fall 2025 semester
- **7,077 unique students** accessed the CPA in Fall 2025
- **1,832 unique participants participated 5,722 times** in intramural sports
- **1,665 unique participants participated 3,589 times** in group fitness classes
- **481 unique students** climbed at the CPA climbing wall



Comparison to State Peers

University	Rec Center Hours Per Week	Professional Staff	Graduate Assistant Staff	Sport Club Teams
Austin Peay	92	7	0	9
Memphis	93	12	0	19
UT Martin	93	5	0	3
UTC	96	10	1	20
TN Tech	102	8	0	Student Orgs
MTSU	102	10	6	19
ETSU	102	8	7	22
Vanderbilt	107	7	0	32
UTK	109	19	4	42

Sport Club Growth

Academic Year	Participants	Number of Clubs
2021-2022	206	9 teams
2022-2023	306	12 teams
2023-2024	364	13 teams
2024-2025	463	21 teams
Fall 2025	475	22 teams

130.5% increase 144.4% increase



Current Club Teams | Badminton, Pickleball, Bass Fishing, Climbing, Powerlifting, Martial Arts, Men's Soccer, Women's Soccer, Swimming, Tennis, Ultimate, Weightlifting, Women's Volleyball, Men's Volleyball, Rugby, Baseball, Women's Basketball, Men's Basketball, Women's Lacrosse, Disc Golf, Women's Wrestling, Men's Wrestling

Outdoor Adventure | First-Year Trip Expansion

- **TREK** serves first-year students through a 6 day/5 night experience; 3 sessions per summer
- Our vision is to expand to serve **500 students** through first-year trips program



Student Spotlight | Sam Perez



“TREK helped prepare me for my first semester by easing the transition into college life before classes even began. It allowed me to meet new people, build friendships, and get comfortable in a new environment. It was my first time driving hours away from home to an area I didn't know well, which pushed me out of my comfort zone and helped me gain confidence and independence. Because of that experience, starting my first semester felt much less intimidating and made me more comfortable navigating new situations on my own.”—Sam Perez, *TREK Participant in 2024*

Student Employment

- One of the largest on-campus employers; **130+ student employees**
- Work experience focused on transferable skills and career readiness



Looking Ahead

- **Knoxville TVA Employees Credit Union Sports Complex | April 18, 2026**
- **Upcoming Projects**
 - Pickleball Courts
 - Outdoor Fitness Court
- **Next Spring → CPA 25th Anniversary | April 17, 2027**
- **Strategic Framework | 2025-2030**



Connect with us



@ETSCampusRec



ETSU Campus Recreation