EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE
FEBRUARY 2025 MEETING

9:00–10:15 a.m. EST   East Tennessee Room
Friday   D.P. Culp Student Center
February 21, 2025   412 J.L. Seehorn Road
                                                      Johnson City, TN

COMMITTEE MEMBERS

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

AGENDA

I.   Call to Order

II. Roll Call

III. Approval of the Committee Minutes from November 15, 2024

ACTION ITEMS

IV. Approval of Policy on Use of Artificial Intelligence Technologies for Instructional and
     Assignment Purposes – *McCorkle* (5 minutes)

V.   Approval to Provide Notification of Adoption of Institutional Research Security Policy
     – *McCorkle* (5 minutes)

INFORMATION AND DISCUSSION ITEMS

VI. Academic Notification for Period of August 1, 2024 through December 31, 2024 – *McCorkle*
     (10 minutes)

VII. Annual Institutional Review for Graduate Medical Education – *Block, Linville* (5 minutes)

VIII.   College of Health Sciences Update – *Snodgrass* (15 minutes)

IX.   Enrollment and Student Success Initiatives Update – *Sherlin* (15 minutes)

GENERAL INFORMATION ITEMS

X.   Committee Discussions
- General Discussion

XI.   Other Business

XII.   Adjournment

ACTION ITEM

DATE: February 21, 2025

ITEM: Approval of the Minutes from November 15, 2024

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
                                   Board Secretary

The minutes of the November 15, 2024 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 15, 2024 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 15, 2024
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, November 15, 2024, 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:

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

III.   Approval of the Committee Minutes from September 13, 2024

The minutes from the September 13, 2024, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Charles Allen making the motion and Trustee Tony Treadway seconding the motion. The motion passed unanimously.

ACTION ITEMS

IV.   Recommendation for Tenure Upon Appointment of Faculty Member

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle presented a recommendation to award tenure upon appointment and the rank of full Professor to Dr. Dena Evans, who will become ETSU's Dean of Nursing on January 1, 2025. Dr. Evans is Professor

and Vice Dean of Faculty and Academic Affairs at the University of South Florida. She earned a doctorate in education from North Carolina State University.

Trustee Dr. Steph Frye-Clark made a motion to approve the recommendation as presented, and Trustee Dr. Linda Latimer seconded the motion. It passed unanimously.

V.   **Approval of the Expedited Letter of Notification (ELON) Regarding the Establishment of a Digital Development, BS Degree**

Provost McCorkle noted that the Department of Digital Media and the Department of Computing have collaborated to create this innovative degree program in Digital Development. It will be a 120-credit-hour program and will feature full stack and game development, which are fields with expanding entrepreneurial and workforce growth across the region, state, and nation. If the program is granted approval by the Tennessee Higher Education Commission, the program is expected to launch in the fall of 2025.

Trustee Treadway underscored the high demand for professionals in these areas and applauded the university for creating the new degree.

Trustee Treadway made a motion to approve the Expedited Letter of Notification, and Trustee Allen seconded the motion. It passed unanimously.

VI.   **Approval of Institutional Accreditation Policy per Tennessee Code § 49-7-187**

Dr. McCorkle indicated that the Institutional Accreditation Policy specifies the accrediting agencies or associations that may serve as an accreditor for ETSU and that the Board of Trustees is required to adopt a policy on accreditation before December 31, 2024. She said that ETSU has developed a new policy consistent with state law that indicates the university can select an institutional accreditor from the list of all accreditors approved by the U.S. Department of Education.

Trustee Latimer made a motion that the new Institutional Accreditation Policy be approved, and Trustee Treadway seconded the motion. It passed unanimously.

INFORMATION AND DISCUSSION ITEMS

VII. **Quality Assurance Funding Update**

Dr. McCorkle reviewed the history and purpose of Quality Assurance Funding, formerly known as Performance Funding, which provides incentives for all public colleges and universities in Tennessee to measure student learning and institutional effectiveness as part of the continuous improvement process. The Provost noted that institutions may earn an additional 5.45 percent over their base operating budgets predicated on performance across a

series of metrics. Traditionally, these metrics assess student learning outcomes, program viability, student and alumni satisfaction, and a variety of other academic quality metrics. Provost McCorkle told the committee that the metrics are evaluated every five years by the Tennessee Higher Education Commission, and ETSU has one more year in the cycle before the metrics change.

Dr. McCorkle then introduced Dr. Michael Hoff, Vice Provost for Decision Support and University Chief Planning Officer, who summarized how ETSU performed in the various standards in the 2023-24 review. In the General Education assessment, ETSU outperformed the national mean by three points, therefore earning the maximum 10 points. The Major Field Assessment standard is designed to provide incentives for institutions to improve the quality of major field programs as evaluated by the performance of graduates on approved examinations. For this standard, ETSU earned the maximum 15 points. The Academic Programs standard, Dr. Hoff explained, is a measure of quality, and ETSU earned a total of 32 points, out of a maximum of 35. For the Institutional Satisfaction standard, which is based on surveys of undergraduate students, recent graduates, and faculty, ETSU scored 10 out of a possible 10. Dr. Hoff explained that the Equity standard focuses on specific populations of students. In the most recent cycle, ETSU focused on first-generation students and earned the maximum 10 points for the standard. Commenting on the Focus Populations standard, Dr. Hoff told the committee that ETSU is increasing articulation efforts and other programs to attract more community college graduates, as well as working to encourage more students who are here and close to a bachelor's degree to finish that degree. Dr. Hoff underscored the success ETSU has had with low-income student progression toward graduation.

For the past two years of the Quality Assurance Funding cycle, Dr. Hoff reported, ETSU has received 96 points out of a possible 100, achieving a perfect score on all but two standards, and placing us second among Tennessee's Locally-Governed Institutions for the second year in a row.

President Noland emphasized the importance of Quality Assurance Funding and its role in achieving and ensuring academic quality, and he reminded the committee that 5.5 percent of the institution's state budget is riding on these outcomes.

VIII. Roan Scholars Leadership Program and Office of Prestigious Awards Update

Lieutenant Colonel (Retired) Scott Jeffress, Executive Director of the Roan Scholars Leadership Program, reported on the program's expansion from a core area of 27 counties to six states at present. Two years ago, some 350 students applied for the Roan program. This fall, more than 1,000 students requested applications, and 150 will be interviewed. From the inaugural class of four students, the program has expanded in size and scope, as eleven students joined Roan Scholars in the fall of 2024. LTC Jeffress reported that the Roan's endowment balance has also grown from $6.5 million in the fall of 2022 to $11 million in the fall of 2024.

In the past two years, two Roan Scholars have been recognized as finalists for the Rhodes Scholarship, and one has been selected as a Truman Scholar. LTC Jeffress shared stories of Roan Scholars Shaina Thompson and Abby Simpson. Shaina started ETSU Letters of Love 18 months ago. After Hurricane Helene, they asked the campus community to join them in writing notes to first responders and people affected by the devastation. Their efforts have resulted in some 2,000 notes of encouragement distributed across the region.

LTC Jeffress then introduced Dr. Carson Medley, Assistant Dean of ETSU's Honors College and Director of the Office of Prestigious Awards. Dr. Medley shared his vision, which is for ETSU to be Tennessee's leading institution in guiding students through the process of applying for and securing nationally and globally competitive awards. This fall, he said, we have had five applicants for the Fulbright U.S. Student Program, eight for the Gilman Scholarship Program, and 12 for the Critical Language Scholarship.

IX.   **Annual ETSU Research Corporation Update**

David Golden, CEO of the ETSU Research Corporation, provided his annual update on progress toward building connections between the university and university partners to advance regional prosperity, with the theme "world-class in a rural setting." He provided for the committee a brief overview of the corporation's staffing and its Board of Directors.

Mr. Golden updated the committee on the corporation's innovation partners and its role in recruiting partners like Polysilicon, which is investing $850 million and bringing more than 400 jobs to Hawkins County.

Mr. Golden reported that we are about to rebrand our Appalachian Highlands Center for Innovation, supported by a grant from Ballad Health. He gave an update on the Innovation Lab, indicating that it is at 95 percent occupancy. He then highlighted ETSU's presence at the Select USA Summit, attended by over 5,000 people and more than 1,000 economic development organizations.

Mr. Golden presented a brief update on StoryCollab, including the ongoing Nurse Narratives Initiative, the Virginia Neonatal Perinatal Collaborative, and Bring Your Brave, a project with the Centers for Disease Control and Prevention and the National Association of County and City Health Officials that includes a digital storytelling workshop with breast and ovarian cancer survivors.

Mr. Golden then updated the committee on the work of the Center for Bioindustrial Manufacturing and synthetic biology. He also announced a major grant from the Department of Defense through its Distributed Bioindustrial Manufacturing Program.

GENERAL INFORMATION ITEMS

X. Committee Discussions

There were no further discussions**.**

XI. Other Business

There was no other business to come before the committee.

XII. Adjournment

The committee adjourned at 10:25 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2025

ITEM: Approval of Policy on Use of Artificial Intelligence
                               Technology for Instructional and Assignment Purposes

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

The Board of Trustee's Policy on Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes specifies East Tennessee State University's (ETSU) approach to the use of Artificial Intelligence by ETSU faculty, staff, and students for instructional and assignment purposes. The Board is required pursuant to Tenn. Code Ann. § 49-7-185 to adopt a policy before July 1, 2025. It should be noted that this Board policy directs the Office of the Provost to publish written guidance and policy, as needed, related to the use of Generative Artificial Intelligence by faculty and students for instructional and assignment purposes on or before June 1, 2025.

MOTION: I move that the Academic, Research, and Student Success Committee recommend that the Board of Trustees adopt the following resolution.

   RESOLVED: The Board of Trustees approves the Policy on Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes as presented in the meeting materials.

Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes

Academic, Research, and Student Success Committee
February 21, 2025

Policy Name: Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes

Policy Purpose

This policy specifies East Tennessee State University's (ETSU) approach to the use of artificial intelligence by ETSU faculty, staff, and students for instructional and assignment purposes.

Applicability

This policy is applicable to ETSU faculty, staff, and students.

Responsible Official, Office, and Interpretation

The Academic, Research, and Student Success Committee of the Board of Trustees is responsible for the review and revision of this policy. For questions about this policy, please contact the Secretary of the Board of Trustees. The Board of Trustees, in consultation with the Office of University Counsel, has the final authority to interpret this policy.

Defined Terms

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

Artificial Intelligence Technologies

Machine-based systems that can, for a given set of human-defined objectives, make predictions, recommendations, or decisions influencing real or virtual environments and that are capable of using machine and human-based inputs to perceive real and virtual environments, abstract such perceptions into models through analysis in an automated manner, and use model inference to formulate options for information or action.

Generative Artificial Intelligence

Artificial intelligence systems that are capable of creating new content or data, including text, images, audio, or video, when prompted by an individual.

Policy Name: Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes

Breach of System Security

A breach under T. C. A. § 47-18-2107 of HIPAA 45 CFR 164.402.

Confidential Data

Information that is meant to be private and is not intended for public dissemination.

Regulated Data

Information that is protected by laws and regulations that restrict how it can be used, accessed, or disclosed. Examples of regulated data include: Social security numbers, account, credit card or debit card numbers, usernames and passwords, account information, driver license numbers, HIPAA protected health information, and FERPA education records, etc.

Policy Name: Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes

Policy

ETSU recognizes the potential benefits of the responsible use of Artificial Intelligence Technologies, including Generative Artificial Intelligence, by faculty, staff, and students for instructional and assignment purposes, but is also aware of its limitations and the potential risks.

The use of Artificial Intelligence Technologies, including Generative Artificial Intelligence, to fabricate data or research results, or to falsify academic content is strictly prohibited.

1. <u>Use for Instructional and Assignment Purposes.</u>

On or before June 1, 2025, the Office of the Provost will publish written guidance and university policies, as needed, related to use of Generative Artificial Intelligence by faculty and students for instructional and assignment purposes. Staff assisting faculty with their course design, preparation, or with student support of a course will follow the same requirements as faculty. The department or instructor of record may also establish policies (not to supersede or conflict with this Board policy or University policy) provided, however, that these policies must be in writing and in a format accessible to students.

2. <u>User Responsibilities.</u>

In the instances where use of Generative Artificial Intelligence is permitted under this policy, faculty, staff, and students:

   2.1. Shall follow all university and department policies related to the use and academic misconduct;

   2.2. Shall not input Confidential Data or Regulated Data into or use in manner that would inappropriately disclose Confidential Data or Regulated Data to an unauthorized party;

   2.3. Shall immediately report any Breach or suspected Breach of data to ITS.

   2.4. Shall not utilize to present work as their own in violation of another individual's intellectual property rights;

   2.5. Shall follow all copyright laws;

2.6. Shall not utilize to create malicious content (e.g., malware, viruses, worms, trojan horses, etc.);

2.7. Shall confirm the accuracy of the output received before utilizing the information;

2.8. Shall consider the potential bias and inaccuracies, and revise accordingly;

2.9. Shall disclose the use of Generative Artificial Intelligence; and

2.10.   Shall be responsible for continually consulting university and department policies regarding use as this technology will continue to evolve.

3. <u>Data Privacy</u>.

When using Artificial Intelligence Technologies, compliance with data protection regulations, such as the Health Insurance Portability and Accountability Act (HIPAA) and the Family Educational Rights and Privacy Act (FERPA) in the U.S. and the General Data Protection Regulation (GDPR) in the European Union, is mandatory. Users shall not disclose or expose Regulated Data in ways that violate university policies or applicable laws. For instance, when using Artificial Intelligence Technologies, including Generative Artificial Intelligence for grading purposes, personal student data must be de-identified. Users are prohibited from inputting identifiable data concerning individuals (students, patients, or others) into Artificial Intelligence Technologies, including Generative Artificial Intelligence.

4. <u>Ethical Considerations.</u>

Users of Artificial Intelligence Technologies, including Generative Artificial Intelligence, are expected to engage with the technology in an ethical and responsible manner. This includes:

4.1.1. Avoiding the generation or dissemination of harmful, offensive, or misleading content;

4.1.2. Ensuring that the use aligns with the university's values of inclusivity, respect, and academic integrity; and

4.1.3. Recognizing the limitations and potential biases, particularly when using content generated in decision-making or research.

Policy Name: Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes

5. <u>Violations.</u>

Violations of this policy will be subject to the university's policies on academic misconduct and/or the university's human resource disciplinary policy.

Policy Name: Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes

Procedures

N/A

Applicable Forms and Websites

N/A

Authority and Revisions

Authority: TCA § 49-8-203, et seq.; TCA §49-7-185; 45 C.F.R. §160, §162, and §164; 20 U.S.C. §1232g and 34 CFR Part 99

Previous Policy: N/A

The ETSU Board of Trustees is charged with policy making pursuant to TCA § 49-8-203, et seq. This policy may only be revised by the Board of Trustees. Before a substantive change to the policy section may take effect, the requested changes must be: (1) presented to the Academic, Research, and Student Success Committee of the Board of Trustees for review and approval; and (2) if approved by the Academic Committee, presented for a vote of the Board of Trustees and approved by a majority of the Board of Trustees. The Secretary of the Board will provide a notification to the Board of Trustees if a technical revision to this policy is implemented or a revision to the procedure section is implemented.

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2025

ITEM: Approval to Provide Notification of Adoption of
                                     Institutional Research Security Policy

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

Pursuant to Tenn. Code Ann. § 49-7-188, East Tennessee State University adopted an Institutional Research Security Policy on December 17, 2024. In compliance with Tennessee Code Annotated, the ETSU Board of Trustees is required to notify the Chairs of the Education Committees of the Tennessee Senate and House of Representatives of the adoption of this policy no later than July 1, 2025.

MOTION: I move that the Academic, Research, and Student Success Committee recommend that the Board of Trustees adopt the following resolution.

> **RESOLVED: The Board of Trustees directs the President to notify the Chairs of the Education Committees of the Tennessee Senate and House of Representatives of the institution's adoption of the Institutional Research Security Policy as presented in the meeting materials no later than July 1, 2025.**

Institutional Research Security Policy

Academic, Research, and Student Success Committee
February 21, 2025

Policy Name: Institutional Research Security Policy

Policy Purpose

This policy specifies how the institution will safeguard ETSU research and development against interference by U.S.-designated foreign adversaries or any threat to the integrity and conduct of institution's research activities.

Applicability

This policy is applicable to ETSU employees, students, volunteers, guests, and third-party licensees.

Responsible Official, Office, and Interpretation

The Provost is responsible for the review and revision of this policy. For questions about this policy, please contact the Office of the Vice Provost for Research. The Provost, in consultation with the Office of University Counsel, has the final authority to interpret this policy.

Defined Terms

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

Insider Threat

Potential for an individual connected with East Tennessee State University to use their authorized access to or understanding of institutional resources to cause harm to East Tennessee State University. This harm can include, but is not limited to, malicious, complacent, or unintentional acts that negatively affect the integrity, confidentiality, and availability of East Tennessee State University, its data, personnel, or facilities.

Research and Development

Creative and systematic work undertaken to increase the stock of knowledge – including knowledge of people, culture, and society – and to devise new applications using available knowledge. Research and Development includes basic research, applied research, and experimental development.

U.S.-Designated Foreign Adversaries

Countries, entities, or individuals identified by the U.S. government as posing a threat to national security or the interests of the United States. These adversaries may engage in activities such as espionage, cyber-attacks, or other forms of interference that compromise the integrity of U.S. institutions, technologies, and intellectual property. The designation is typically made by federal agencies, including the Department of State, Department of Justice, Department of Defense, and Department of Commerce.

Policy

East Tennessee State University (ETSU) is committed to safeguarding the University's Research and Development enterprise and adhering to federal, state, and all other applicable legal requirements.

To safeguard Research and Development at ETSU against interference by U.S.-Designated Foreign Adversaries or any threat to the integrity of research conducted by ETSU employees, students, volunteers, guests, and third-party licensees, ETSU will comply with all applicable legal, regulatory, and contractual standards and requirements for securing and protecting the institution's academic research enterprise, including, as applicable, any research involving the institution and its internal components.

A list of U.S.-Designated Foreign Adversaries can be found on U.S. government websites, which are regularly updated. University personnel are encouraged to contact the Office of Research and Sponsored Programs Administration (ORSPA) for the latest information.

The Office of the Vice Provost for Research, in partnership with the Offices of Administration, Business and Finance, Information Technology Services, University Counsel, and the Provost, is responsible for promoting an institutional culture of compliance with the institution's research security policy consistent with federal regulations to ensure that the institution maintains eligibility for federal funding, including, as applicable, federal risk mitigation requirements pertaining to standardized disclosures, cybersecurity, foreign travel security, insider threats, and export controls.

The Vice Provost for Research, or qualified designee, serves as Research Security Officer (RSO) for ETSU. The RSO is responsible for coordinating:

1. The establishment of policies and procedures to ensure compliance with, and reporting within, the institution's research security policy;

2. The review of the research security policy and procedures to reflect changes in applicable legal and regulatory requirements at a minimum every three years;

3. The communication to the ETSU community regarding research security matters concerning the institution's academic research enterprise;

4. Publicly accessible contact information on the OVPR website; and

5. The establishment of the institution's infrastructure in coordination with other applicable ETSU divisions, offices, and units. The infrastructure will include, but is not limited to, establishing an incident reporting and response program for research security matters.

At a minimum, the incident reporting and response program shall require ETSU employees and researchers to report information that may negatively impact research security and shall establish procedures for resolving research security incidents in coordination with necessary University and campus programs and offices. The incident reporting and response program shall also establish points of contact and communication standards for any required communications with government personnel in relation to research security incidents. Failure to report may result in disciplinary action under the Misconduct in Scholarship and Research Policy, including and up to suspension or termination.

The University Office of Internal Audit shall conduct periodic compliance reviews of the research security policies and procedures every three years with the first review to be conducted before the conclusion of fiscal year 2028.

Policy Name: Institutional Research Security Policy

Procedures

N/A

Applicable Forms and Websites

[Research Compliance](#)

Authority and Revisions

Authority: TCA § 49-8-203 et seq.; TCA § 49-7-188; National Security Presidential Memorandum-33; CHIPS and Science Act (Public Law No: 117-167); Office of Science and Technology Policy (OSTP) Guidelines for Research Security Programs at Covered Institutions (July 9, 2024)

Previous Policy: N/A

The ETSU Board of Trustees is charged with policy making pursuant to TCA § 49-8-203, et seq. On March 24, 2017, the Board delegated its authority to ETSU's President to establish certain policies and procedures for educational program and other operations of the University, including this policy. The delegation of authority and required process for revision to this policy can be found on the [Policy Development and Rule Making Policy webpage](#).

To suggest a revision to this policy, please contact the responsible official indicated in this policy. Before a substantive change to the policy section may take effect, the requested changes must be: (1) approved by the responsible office; (2) reviewed by the Office of University Counsel for legal sufficiency; (3) posted for public comment; (4) approved by either Academic Council or University Council; and (5) approved by ETSU's President.

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 21, 2025

ITEM: Academic Notification for Period of August 1, 2024
                             through December 31, 2024

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 from August 1, 2024, through December 31, 2024. 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

These curriculum items are fully vetted through the ETSU curriculum approval processes and are subsequently submitted to THEC as notification items. The following table outlines the types of academic action notifications for the period of August 1, 2024, through December 31, 2024:

Type of Action – THEC Notification	*Quantity*
Letter of Notification	1
Concentration Name Change	1
Establish New Academic Unit	1
Change Department Name	3
Terminate Academic Program or Concentration	1

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

Letter of Notification:

Letter of Notification for Program Proposal: Digital Development BS

The proposed 120-credit Digital Development Bachelor of Science degree will focus on Full Stack Development and Game Development. This will equip graduates for professional engagement in a field that offers expanding entrepreneurial and employment opportunities. The proposed Digital Development degree combines digital design, project management, computer programming, creativity, and analytical skills into one degree. Students will be able to utilize backend and frontend software development tools to create and manage e-commerce sites and analyze and predict digital development trends.

Concentration Name Change:

Change Name/Title of Academic Program: Health Sciences BS to Biomedical Health Sciences BS

As part of finalizing elements associated with the ETSU Academic Restructure, the name of the Department of Health Sciences has changed to the Department of Biomedical Health Sciences. Faculty in the department proposed changing the degree name to align with the department name. This does not impact the CIP code or content of the program. The new degree name will be Biomedical Health Sciences, BS.

Establish New Academic Unit:

Establish New Academic Unit: Department of Nutrition and Integrated Health Sciences

The new department proposal establishes the Department of Nutrition and Integrated Health Sciences. This department will house the following programs from the existing Department of Rehabilitative Sciences: Bachelor of Science in Nutrition, Master of Science in Clinical Nutrition/Dietetic Internship, and Bachelor of Science in Rehabilitative Health Sciences. This represents part of splitting the current Department of Rehabilitative Sciences into two departments. Establishing this new department will allow for a more focused connection to the programs in the department. It will also facilitate more effective work with students in a growing area of the college.

Change Department Name:

Department Name Change: Department of Rehabilitative Sciences to Department of Rehabilitation

This proposed name change results from program growth and enrollment in the current Department of Rehabilitative Sciences. As a result, the current department will be renamed the Department of Rehabilitation and will include the Doctor of Physical Therapy, Doctor of Occupational Therapy, and Master of Science in Orthotics and Prosthetics. The second component of this realignment of programs is the establishment of the new Department of Nutrition and Integrated Health Sciences.

Department Name Change: Department of Philosophy and Humanities to Department of Philosophy and Religious Studies

As part of the ETSU Academic Restructure, the Department of Philosophy and Humanities has become part of the School of Humanities. Removing humanities from the department name reduces the

appearance of naming redundancy and allows the department to emphasize religious studies, which has long been a central component of the department. The recommended new department name is the Department of Philosophy and Religious Studies.

Department Name Change: College of Public Health - Department of Health Sciences to Department of Biomedical Health Sciences

This recommended name change reflects the department's curriculum focus. Courses in the major include anatomy, physiology, molecular and cell biology, neurology, immunology, and molecular and microbial genetics. It is common in many universities to have these content areas in the Department of Biomedical Sciences. Adding health in the department name sets the department apart from others across the state while focusing on its placement in the College of Public Health.

Terminate Academic Program or Concentration:

Terminate Academic Program or Concentration: Early Childhood Special Education Concentration - Special Education MEd

Due to changes in Tennessee Department of Education (TN DOE) licensure requirements, Early Childhood Special Education is now part of an integrated Early Childhood licensure program. Therefore, this program will no longer meet licensure requirements and is no longer needed as a teacher preparation concentration under the M.Ed. in Special Education.

Part II: ETSU Approval items

These curriculum items are fully vetted through ETSU 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, 2024, through December 31, 2024:

Type of Action – University-Level Approval	Quantity
Establish Program Policy: Progression	2
Revise Program Policy: Admission	6
Revise Program Policy: Progression	3
Revise Curriculum Substantive	2
Establish Academic Minor	1
Establish Center	1

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

Establish Program Policy - Progression:

Establish Program Progression Policy: Allied Health BS Allied Health Leadership Concentration

The proposed progression policy is as follows: Students enrolled in Allied Health courses are required to have a C or better for all major course requirements. This aligns with the retention/progression policy for all Allied Health Programs

Establish Program Progression Policy: Brand and Media Strategy MA

This proposal will establish a clear policy statement regarding progression through the program. Students admitted to the program must meet Graduate School requirements for students in good standing and may not receive a grade lower than a B-; students receiving a grade lower than a B- in the program will be recommended for program dismissal.

Revise Program Policy - Admission:

Revise Program Admission Policy: ETSU Doctor of Nursing Practice

This policy revision will remove the requirement for applicants to submit letters of recommendation. The letters do not serve a significant role in the applicant review process. This practice is consistent with similar programs and will increase the speed of admission reviews.

Revise Program Admission Policy: TTU-ETSU Doctor of Nursing Practice Nursing & Health Care Leadership Concentration

This policy revision will remove the requirement for applicants to submit letters of recommendation. The letters do not serve a significant role in the applicant review process. This practice is consistent with similar programs and will increase the speed of admission reviews. This revision will be consistent across both the ETSU and the TTU DNP Nursing Practice & Health Care Leadership Concentration.

Revise Program Admission Policy: TTU-ETSU Doctor of Nursing Practice

This policy revision will remove the requirement for applicants to submit letters of recommendation. The letters do not serve a significant role in the applicant review process. This practice is consistent with similar programs and will increase the speed of admission reviews. This revision will be consistent across both the ETSU and the TTU DNP Nursing Practice & Health Care Leadership Concentration.

Revise Program Admission Policy: Doctor of Occupational Therapy

This program revision addresses the prerequisites for entry into the program. It is recommended that Kinesiology and Biomechanics be added to the prerequisite list and that the list be revised so that students may enter the program with one of the following three classes: Kinesiology, Biomechanics, and General Physics with lab. A similar, flexible option will also be included for Psychology prerequisites. It is anticipated that this revision will allow more students to access admission to the program.

Revise Program Admission Policy: Sport Science and Coach Education MS Strength and Conditioning Concentration

This policy revision recommends removing the Graduate Record Exam (GRE) as a program-specific requirement for this degree option. Department research has determined that GRE scores are not a significant indicator of student success in the program.

Revise Program Admission Policy: Master of Accountancy

This revision will update GMAT exam score information as the exam has been revised. It also clarifies GPA requirements for admission and the possible waiver of GMAT score requirements for program admission for those with a bachelor's degree in accounting from an accredited school and who have a 3.5 or higher undergraduate GPA, or who have passed the Certified Public Accountant (CPA) exam.

Revise Program Policy - Progression:

Revise Program Progression Policy: Bachelor of Business Administration
After reviewing the department policy that students could not take a course more than three times, the faculty decided to remove this component of the progression policy for the Bachelor of Business Administration. Advisors will still work with students to help them understand the consequences of repetitive course attempts on their GPA.

Revise Program Progression Policy: Digital Media BS
This policy revision is a recommendation to designate five program-specific digital media courses that can only be repeated three times.

Revise Program Progression Policy: Mathematical Sciences MS
This policy revision recommends that students complete the mathematics comprehensive exam by the end of their third semester of enrollment.

Revise Curriculum Substantive:

Revise Curriculum Substantive: MS Orthotics and Prosthetics
The curriculum revisions for the MSOP program encompass a comprehensive update to optimize learning outcomes and adjust credit hours for several key courses. These changes aim to enhance the educational experience by aligning course content with current accreditation standards and best practices, ensuring students acquire the most relevant and up-to-date knowledge and skills. The O&P program has gone through an external pre-accreditation review. All programmatic modifications result from recommendations by the external review committee to improve the overall program before accepting students.

Revise Curriculum Substantive: Bachelor of Business Administration
Following extensive faculty engagement in reviewing the current BBA core and AACSB standards and working to align Compass Core requirements with the degree, it was determined that the core for this degree needed revision. The revisions will allow students to access more coursework in Compass Core related to the program; updates were also made to the BBA's math requirement.

Establish Academic Minor:

Establish Minor: Healthcare Foundations
The Healthcare Foundations minor will provide students with access to allied health and science courses and allow them to choose from elective classes to tailor their learning to their interests and future careers. The minor complements the program of study for students seeking entry into Dental Hygiene, Nursing, Radiologic Science, Respiratory Therapy, and other health-related majors. Additionally, the minor may be valuable for students in related fields who will work closely with healthcare professionals, such as Human Services, Social Work, Psychology, and Rehabilitative Health Sciences.

Establish Center:

Establish Center: Center for Rural Education

The proposed Center for Rural Education will provide transformative opportunities across the region to address the unique educational and health challenges associated with Appalachian communities. This center will be housed in the Clemmer College of Education and Human Development and will collaborate with the Center for Rural Health and other Centers of Excellence across campus to promote initiatives to enhance our area's education, health, and overall well-being. The center is anticipated to support community leadership development and pursue grant opportunities to support community development. This center will provide valuable resources and opportunities to the region and is directly aligned with the ETSU mission of improving the lives of those in the region and beyond.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

<u>INFORMATION ITEM</u>

DATE: February 21, 2025

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
                                         Senior Associate Dean and Chief of Staff

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 Intuition on an annual basis. The report includes specific information related to performance indicators, action plans, and monitoring procedures. The 2023-24 report has been compiled under the direction of the DIO and approved by the governing body for GME programs in college, the Graduate Medical Education Committee. The Annual Institutional Review Executive Summary is included in meeting materials for your review.

ANNUAL INSTITUTION REVIEW (AIR)

Executive
Summary
2023-2024

Graduate Medical
Education

Table of Contents

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 5, 2024. 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 2023 – 2024 academic year, there were 16 ACGME-accredited training programs and 243 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	2022-2023 Salaries (3% increase)	2023-2024 Salaries (3% increase)	2024-2025 Salaries (3% increase)
PGY I	$56,392.50	$58,084.32	$59,827.00
PGY II	$58,077.58	$59,820.00	$61,615.00
PGY III	$60,156.12	$61,960.80	$63,820.00
PGY IV	$62,456.11	$64,329.84	$66,260.00
PGY V	$64,744.77	$66,687.12	$68,688.00
PGY VI	$67,201.32	$69,217.36	$71,294.00

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 2023 – 2024 was $17,409,565.16.

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 $35.00 for single coverage and $75.00 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 sq). 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.

2023 – 2024 GMEC Voting Members		
Name	**Title**	**Program**
Huthaifah Aburumman, MD	Peer-Selected Resident, PGY 3	Internal Medicine
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
Shambhavi Chandraiah, MD	Program Director	Psychiatry
Gregory Clarity, MD	Program Director (Interim)	Family Medicine-Bristol
Rhonda Gentry	Quality Director	Ballad Health
Brandon Green, DO	Program Director (Interim)	Orthopaedic Surgery
Robert Harris, MD	Program Director	Orthopaedic Surgery
Carla Hill	Program Coordinator	Internal Medicine Fellowships
Christy Lawson, MD	Program Director	Internal Medicine
Matthew Loos, MD	CMO, Chief Academic Officer	Ballad Health
Renee McNeely	Assistant Dean	GME
Stephen Owen, MD	Peer-Selected Resident, PGY 4	Surgery
Abhijith Paladugula, MD	Peer-Selected Resident, PGY 2	Internal Medicine
Deidre Pierce, MD	Program Director (Interim)	Internal Medicine
Vijay Ramu, MD	Program Director	Cardiology
Mark Ransom, MD	Program Director	Obstetrics and Gynecology
Nadia Sabri, MD	Assistant Dean of GME Wellness	GME
Alissa Schuh, MD	Peer-Selected Resident, PGY 5	Surgery
Salah Shurbaji, MD	Program Director	Pathology
Jason Soong, MD	Peer-Selected Resident, PGY 2	Family Medicine Johnson City
Lauren Swift, MD	Program Director	Pediatrics

Graduate Medical Education Committee (GMEC) Report

During the 2023 - 2024 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. Four new program directors during the 2023-2024 academic year: Orthopaedics (to start September 6, 2024), Pediatrics, Bristol Family Medicine, and Oncology (all to start July 1, 2024).
2. Holston Valley Medical Center was added as a site for two programs: Infectious Diseases/Critical Care and Surgery. OB/GYN added Indian Path Community Hospital. Addiction Medicine removed the Veterans Affairs Medical Center (VAMC), while Orthopaedics added the VAMC and removed Shriner's Hospital.
3. Internal Medicine increased its complement to 50 residents.
4. A 3% salary increase for residents and fellows' salaries for 2024-2025.

The Institutional self-study was conducted during the 2022-2023 academic year and the final step was completed on July 27, 2023, when it was reviewed and approved by GMEC. The Institution received an ACGME Letter of Notification (LON) dated January 23, 2024, stating Continued Accreditation with no citations or Areas for Improvement (AFI) noted. All ETSU programs received LONs with continued accreditation during 2023-24. In its LON on January 29, 2024, the Family Medicine Kingsport program had one AFI identified. The LON on March 25, 2024, for Orthopaedic Surgery, identified two new citations. A request for a permanent complement increase was denied at this time due to current citations. OB/Gyn received their LON on April 26, 2024, and was notified of one extended citation. The GMEC monitors all citations and AFI with 60-day Plans of Action (POA) with two-to-six-month follow-ups for areas not deemed corrected and continues monitoring these areas until they are resolved. During the 2023-24 academic year, the Office of GME conducted two Special Reviews (SR) – Pediatrics and Internal Medicine. Pediatrics has an implemented POA last reviewed by GMEC at the May 23, 2024 meeting. Three areas are scheduled for follow-up during the 2024-25 academic year. The IM program has an active POA for the SR completed on May 31, 2022. While improvements had been noted by GMEC at subsequent reviews, the 2024 ACGME survey showed declining trends in all 8 areas, so a subsequent SR was conducted on 6/4/24. The follow-up POA will be the focus of the GMEC review during the 2024- 25 academic year. The GMEC requested and received a POA from Orthopaedics for their SR conducted on February 16, 2023. A delay in this POA was granted given leadership turnover and significant changes in faculty structure as they switched from hospital to ETSU employees. GMEC reviewed its POA at its July 25, 2024 meeting. The POA approved by GMEC and implemented by Family Medicine Bristol resolved their areas of concern as of the May 23, 2024 GMEC meeting. The POA approved by GMEC and implemented by the Pathology Residency Program resolved their areas of concern as of the 12/7/23 GMEC meeting. The POA approved by GMEC and implemented by the Medical Oncology Fellowship resolved their areas of concern as of the October 26, 2023 GMEC meeting. GMEC continues to monitor OB-Gyn's citation first reported in its April 11, 2023 letter of notification and then extending in its April 26, 2024 letter of notification. GMEC reviewed OB-Gyn's progress at its July 27, 2023, December 7, 2023, and May 23, 2024 meetings and continues to monitor the citation every 6 months. Surgery received a LON on July 16, 2024, that its' international elective to Kenya was approved, and on January 19, 2024, an international elective to Zambia was approved.

Several new Program Directors (PD) were approved and/or began during the 2023-24 academic year. Dr. Robert Harris was nominated to be the new program director of Orthopaedic Surgery. His qualifications were reviewed and approved by GMEC at the July 27, 2023 meeting. The Orthopaedic RC approved his appointment effective September 6, 2023. Dr. Elizabeth White was nominated to be the new PD of ETSU Family Medicine in Bristol, to replace Dr. Greg Clarity who had been serving as Interim PD since April 1, 2022. Her qualifications were reviewed and approved by GMEC at the March 28, 2024 meeting. The RC approved her appointment effective July 1, 2024. Dr. Lauren Swift resigned as Pediatric PD, effective June 30, 2024. Dr Priya Jain was nominated to become the new PD. Her qualifications were reviewed and approved by GMEC at its February 22, 2024 meeting, and she became the PD as of July 1, 2024. Dr. Kanishka Chakraborty resigned as PD of the Medical Oncology fellowship, effective June 30, 2024. The Chair of Internal Medicine nominated Dr. Sakshi Singal, the Associate Program Director, to become the permanent program director starting July 1, 2024. Her qualifications were reviewed and approved by GMEC by email on May 31, 2024, before being sent to the RC. The DIO, Dr. Reid Blackwelder, met with all of the new PDs to discuss their roles and responsibilities. The DIO continues to have regular in-person meetings with the Program Directors individually and as a group. The DIO has regular meetings with the Department Chairs to review program issues and provide feedback on the Program Director's performance.

Internal Medicine increased its resident complement to better align with available educational sites and experiences. GMEC reviewed and approved the request to increase the complement from 46 to 50 residents at its March 28, 2024 meeting before it was submitted to the RC who approved the change request on April 16, 2024. Orthopaedics stopped rotating at the Shriner's Hospital as an equivalent children's Orthopaedic experience became available within a local facility and with current ETSU-appointed faculty. Similarly, Orthopaedics found new opportunities within the local VAMC which will be added to the 2024-25 block schedule. GMEC reviewed and approved both of these requests at its October 26, 2023 meeting. OB-Gyn added a new faculty in Gyn oncology which warranted a new site, at Indian Path Community Hospital, be added. GMEC reviewed and approved this addition at its February 22, 2024 meeting. Addiction Medicine ceased scheduling rotations at the VAMC as its other sites covered the necessary educational and clinical components.

GMEC reviewed and approved the request for the VA to be removed as a site at its September 28, 2023 meeting. Infectious Disease added Holston Valley Medical Center (HVMC)as a site after GMEC reviewed and approved the change at its July 27, 2023 meeting. Similarly, Surgery added back HVMC as its PGY 5 complement was full and HVMC provides additional training in pre, peri, and post-operative phases of patient care. GMEC reviewed and approved this change to begin in the 2024-25 academic year at its May 25, 2024 meeting. Weekly GME staff meetings are held in a hybrid fashion, with all on-site staff meeting in person, and off-site staff joining by Zoom. An in-person WebADS workshop for all Program Directors and Program Managers was held on May 4, 2024, for the first time in a few years. All resident and fellow recruitment during the 2023-24 academic year occurred via Zoom. Our resident recruitment season was very successful and culminated with all residency programs filling. Similarly, all the fellowship programs filled either through the match or by the end of the academic year.

The Infectious Disease Fellowship now includes Critical Care as a component of the program beginning on July 1, 2024, and the program matched three fellows under the new designation of ID/CC. The well-being of the residents and fellows is continually assessed through the GMEC meetings and Resident Leadership Committee meetings. The Assistant Dean of Wellness has restarted the Wellness committee and has begun regular didactics in lifestyle medicine with Internal Medicine and Pediatric residents. The Office of GME, through the university and state of Tennessee policy, is required to rebid the resident's insurance benefits package every five years. We completed this process in June and the new benefit package is approved and executed. Resident and fellow salaries were addressed by the DIO and Ballad Chief Academic Office, and a 3% increase was approved by GMEC on December 7, 2023, for the 2024-25 academic year ETSU and Ballad have been working on an improved collaborative process for strategic planning and operational decisions. As part of this process, the DIO and the Ballad Chief Academic Officer are now on a subcommittee focusing on graduate medical education programs to advance joint goals for meeting community needs. The Office of GME hired a new Office Coordinator who began on January 1, 2024, and she has been an outstanding addition to the team. The 2022-23 Annual Institutional Review was reviewed and accepted by GMEC on December 7, 2023. The AIR was then presented to the ETSU Board of Trustees at its February 16, 2024 meeting.

2023- 2024 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. Andrea Mosley	Pediatric Resident
Dr. Jared Shelton	Psychiatry Resident

GMEC Policy Subcommittee

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

2023-2024 New or Updated and Approved Policies	
Abuse of Information Technology	Other Learners
Discrimination, Harassment, and Sexual Misconduct	Professional Code of Conduct
Identification/Intervention/Assistance/Resolution of Unsatisfactory Performance	Promotion and Reappointment of Residents/Fellows
Leave of Absence	Visas and Foreign Medical Graduates
Non-Renewal of Resident Contract	Workers' Compensation

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 is due on July 31, 2023, and a 10-year Site Visit to follow tentatively between July 1, 2025, and January 1, 2026.

CLER Site Visit

The last CLER Site Visit was on December 19-20, 2017. A follow-up visit has not been scheduled.

Accreditation Status, Citations, and Concerns of the Sponsoring Institution

The sponsoring institution received an ACGME Letter of Notification on January 16, 2024, stating the institution received Continued Accreditation Status. There were no citations or areas of concern listed.

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

Program	2020 Quota/Filled	2021 Quota/Filled	2022 Quota/Filled	2023 Quota/Filled	2024 Quota/Filled
Addiction Medicine	n/a	n/a	n/a	2/2	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	16/16	14/13	14/14	18/17	17/17
Cardiology	3/3	3/3	3/3	3/3	3/3
GI	2/2	2/2	2/2	2/2	2/2
ID	2/2	2/2	2/1	2/2	2/2
Oncology	3/2	2/2	3/3	2/2	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	2/2
Pathology	2/2	2/2	2/2	2/2	2/2
Pediatrics	7/7	7/7	8/8	8/8	8/8
Psychiatry	6/6	6/6	7/7	7/7	7/7
Surgery	9/9	9/9	8/8	8/8	8/8

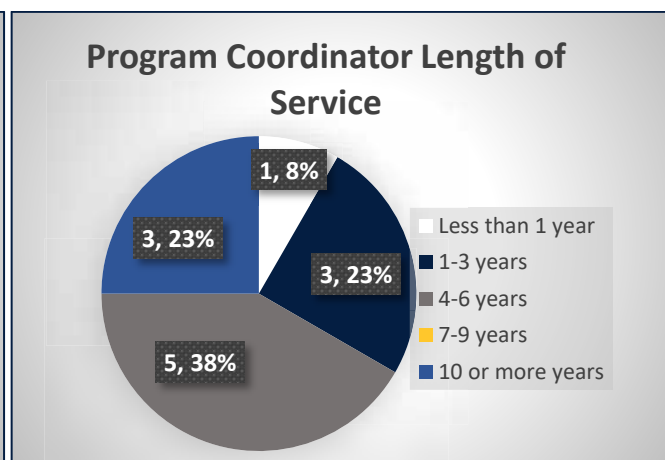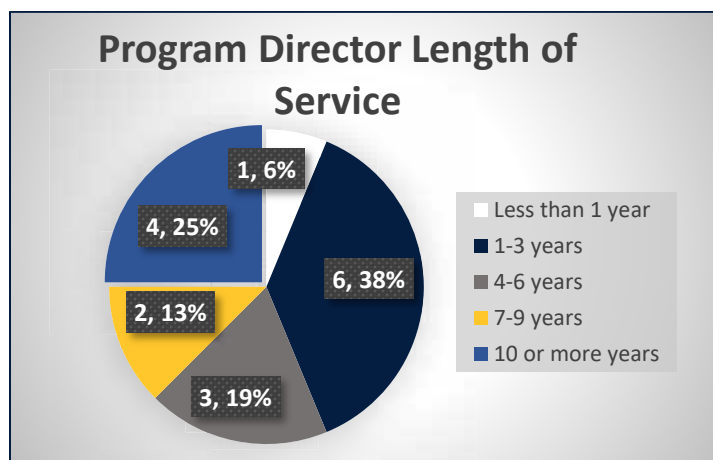## Longevity of Program Directors and Program Coordinators in their Respective Roles

The GMEC approved three new program directors for the 2023 – 2024 academic year.
1. Dr. Kanishka Chakraborty became the new Program Director for the Medical Oncology program beginning July 1, 2023 after the GMEC reviewed and approved his credentials. He replaced Dr. Devapiran Jaishankar.
2. Dr. Robert Harris became the new Program Director of the Orthopaedic Surgery program beginning September 23, 2023 after the GMEC reviewed his credentials and approved him for appointment. He replaced Dr. Brandon Green who was serving as the interim program director.
3. Dr. Christy Lawson was recommended and approved as the program director for Surgery beginning July 1, 2023 after her credentials were approved by the GMEC. Dr. Lawson replaced Dr. Michael Allshouse.

Program Director changes over the last five academic years:
- 2019-2020—Brian Earley, MD (FM Johnson City)
- 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), Diedre Pierce, MD (Interim, Internal Medicine)
- 2023-2024—Kanishka Chakraborty, MD (Oncology), Robert Harris, MD (Orthopaedic Surgery), Christy Lawson, MD (Surgery)

Program	Length	Program Director	Program Coordinator	Total # of Residents	Original	Effective Date
ATION					**Accreditation**	
Institutional Office	--	Reid Blackwelder, MD		--	--	1/16/2024
Family Medicine-Bristol	3 years	Greg Clarity, MD (3)	Ms. Julie Robinette (14)	23	7/26/1976	1/24/2024
Family Medicine-Johnson City	3 years	Max Bayard, MD (3)	Ms. Jennifer Edwards (5)	18	9/11/1979	1/24/2024
Addiction Medicine	1 year	Joyce Troxler, MD (5)	Ms. Stacy Fletcher (<1)	2	7/1/2019	1/24/2024
Family Medicine-Kingsport	3 years	Mark Brummel, DO (10)	Ms. Kelly Fleenor (4)	18	9/29/1975	1/24/2024
Internal Medicine	3 years	Deidre Pierce, MD (1) (Interim)	Ms. Hannah Powell (1)	42	5/1/1977	1/19/2024
Cardiovascular Disease	3 years	Vijay K Ramu, MD (11.5)	Ms. Carla Hill (14)	9	7/1/1987	1/19/2024
Gastroenterology	3 years	Mark F Young, MD (13)	Ms. Carla Hill (14)	6	7/1/2010	1/19/2024
Infectious Disease	2 years	Paras Patel, MD (6)	Ms. Jessica Arnold (2)	4	7/1/1987	1/19/2024
Oncology	2 years	Kanishka Chakraborty, MD (1)	Ms. Jessica Arnold (2)	5	7/1/1997	1/19/2024
Pulmonary Disease and Critical Care	3 years	Girendra Hoskere, MD (8)	Ms. Carla Hill (14)	6	7/1/2000	1/19/2024
Obstetrics and Gynecology	4 years	Mark Ransom, MD (4)	Ms. Brandi Nave (4)	13	5/20/1993	2/7/2024
Orthopaedic Surgery	5 years	Robert Harris, MD (<1)	Ms. Caitlin Smith (5)	10	7/1/2011	1/19/2024
Pathology - Anatomic & Clinical	4 years	Salah Shurbaji, MD (13)	Ms. Terri McFeature (28)	8	7/1/1983	1/17/2024
Pediatrics	3 years	Lauren Swift, MD (3.5)	Mr. Dennis Calain (1)	21	4/7/1991	1/22/2024
Psychiatry	4 years	Shambhavi Chandraiah, MD (8)	Ms. Linda Sweeney (4)	21	11/8/1985	2/9/2024
Surgery	5 years	Christy Lawson, MD (1)	Mr. Jake Rodeback (2)	31	7/1/1978	1/4/2024

Program Director Length of Service

- Less than 1 year
- 1-3 years — 6, 38%
- 4-6 years — 3, 19%
- 7-9 years — 2, 13%
- 10 or more years — 4, 25%
- 1, 6%

Program Coordinator Length of Service

- Less than 1 year — 1, 8%
- 1-3 years — 3, 23%
- 4-6 years — 5, 38%
- 7-9 years
- 10 or more years — 3, 23%

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 on par with the national mean. A small percentage of ETSU residents and fellows view their programs somewhat negatively (1%) or very negatively (1%), and 8% have a neutral view. This has changed minimally from the last survey in 2022 – 2023 where 4% of ETSU residents and fellows viewed their programs somewhat negatively, only 1% viewed their programs very negatively, and 7% viewed their programs as neutral.

Residents' and fellows' overall opinion of their programs showed a slight upward trend in the most recent 2022-2023 survey over the 2021-2022 survey. Only 13% of residents and fellows answered that they might or might not choose, probably would not choose, or definitely would not choose the program again, a slight improvement from 15% the previous year. As the same as the previous year, 86% of residents and fellows reported that they probably would choose or definitely would choose the program again.

9
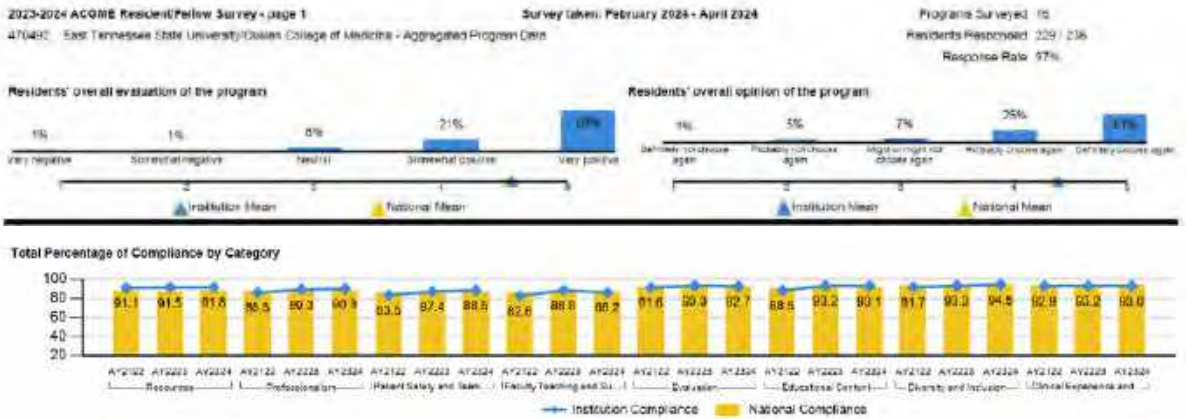
Faculty Results

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 and Diversity and Inclusion with an overall score of 4.4 compared to the national mean's 4.5. 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 or somewhat negative to the overall evaluation of the program, a slight increase from 3% in the previous year. On the 2023-2024 survey, 84% of respondents answered very positively regarding the overall evaluation of the program, a slight increase over the previous year's 80%.

In the compliance by category section, trends over the past three years are tracked within the six survey sections. Most categories increase very slightly over the previous year. The Patient Safety and Teamwork decreased from 93.1 to 92.6, Education Content from 97.7 to 96.8, and Diversity and Inclusion from 93.9 to 93.8 in the 2022-23 and 2023-24 surveys respectively.
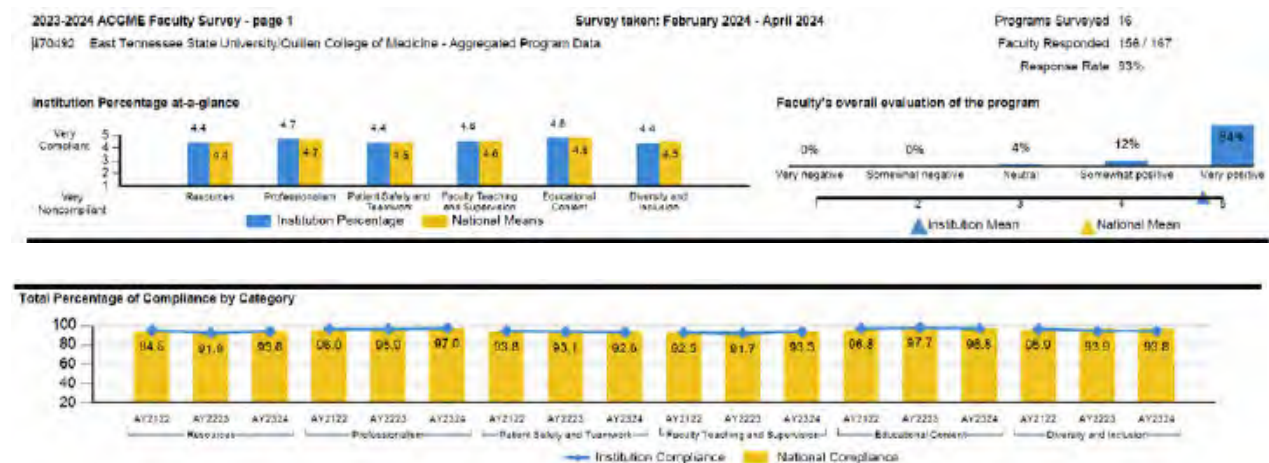
Accreditation Status, Citations, and Concerns of Sponsored Programs

Program	Status	Self-Study or Next Site Visit	Citations	Concerns
Addiction Medicine	Continued Accreditation	Not provided	0	0
Bristol Family Medicine	Continued Accreditation	Not provided	0	0
Johnson City Family Medicine	Continued Accreditation	Not provided	0	0
Kingsport Family Medicine (Core)	Continued Accreditation	Not provided	0	1
Kingsport FM (Osteopathic Recognition)	Continued Accreditation	Not provided	0	0
Internal Medicine	Continued Accreditation	Not provided	0	0
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	2	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 16, 2024 stating Continued Accreditation with no citations or Areas for Improvement (AFI). There were no site visits that occurred during 2023-2024.

OB/GYN received a letter of notification on April 26, 2024 outlining one continued citation. The citation references minimum case logs were not met for 2023 graduates for vaginal deliveries and abortions.

The Internal Medicine residency program received a letter of notification on February 29, 2024 indicating its previous AFI was resolved.

The Orthopaedic residency program received a letter of notification on March 26, 2024 which indicated two new citations. The first is in relation to the responsibilities of the program director and the second is regarding service to education imbalance.

The Kingsport Family Medicine program received its letter of notification on January 29, 2024 which indicated one area for improvement regarding concerns expressed in the area of professionalism on its resident survey. The institution continues to work with both programs to rectify these citations and area for improvement.

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

Citation Category	Citations
Institutional Support	0
Resident Appointment	0
Program Personnel and Resources	1
Education Program	2
Evaluation	0
Non-Reporting Category Codes	0
Total	**3**

Concern Category	Concerns
Educational Environment	1
Evaluation	0
Faculty Supervision	0
Clinical and Educational Work	0
Patient Safety	0
Procedural Volume	0
Resources	0
Total	**1**

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	1	ORS
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	1	ORS

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

2023 – 2024 Institutional Action Plans

Action Item	Description	Goal	Status	Target/ Timeframe
Standardized Diversity Goals	Develop standardized goals for recruitment of a diverse group of residents and fellows.	Each program to use the goals when recruiting new applicants.	Complete	June 2024
Wellness Curriculum	Develop and present a wellness curriculum	Develop curriculum presented annually to residents.	In process	June 2024
Wellness Subcommittee	Continue Wellness Committee to develop	Appoint a new Wellness Committee Chair and hold	Started & ongoing	To continue

Action Item	Description	Goal	Status	Target/Timeframe
	and enhance the wellness curriculum.	regular wellness committee meetings.		
Addition of Fellowships	Collaborate with Ballad Health and ETSU to identify opportunities for fellowship expansion	Strategically plan for 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 Sports Medicine under review.	July 2024
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 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	Started & ongoing DIO and Ballad Chief Academic Officer have begun 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 "Train the Trainer" session on Diversity and Inclusion for program faculty.	Not started.	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 to 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.	Not started	January 2024

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	Strategically plan for the creation and accreditation	In process: Multiple subspecialties have	July 2024

	identify opportunities for fellowship expansion	of fellowships that meet enterprise needs.	been discussed with C&A Psychiatry fellowship planning moving forward and 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 & ongoing. DIO and Ballad's Chief Academic Officer have begun 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	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.	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.	Not started	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 nto the culture of our community.	Not started	June 2025

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

<u>INFORMATION ITEM</u>

DATE: February 21, 2025

ITEM: College of Health Sciences Update

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Jeffrey Snodgrass
                                Dean, College of Health Sciences

This information item presented to the ETSU Board of Trustees as an update on the College of Health Sciences, focusing on recent developments and priorities within the College. The presentation will highlight:

- Updates on academic restructuring efforts and the opportunities they present for enhancing operational efficiency and academic excellence.
- Growth in academic programs, including recent programmatic expansions that address workforce and student demand.
- Expansion of clinical services to support both the college's mission and the community's needs.
- Short-term and intermediate priorities for the college, emphasizing strategic initiatives to foster continued growth and innovation.

This presentation will provide the Academic, Research, and Service Committee with an understanding of the college's progress, opportunities, and strategic direction in alignment with the university's mission.

College of Health Sciences Updates

Academic, Research, and Student Success Committee

Jeff Snodgrass, PhD
Dean,
ETSU College of Health Sciences

Updates

- Academic Restructuring
- Academic Programs
- Clinical Services
- Priorities

Academic Restructuring

- Prior to July 2025, the College of Clinical and Rehabilitative Health Sciences included:
  - ➤ 14 academic programs
  - ➤ 3 clinics
  - ➤ ~1,000 students
  - ➤ ~95-100 full-time faculty and staff

- College of Health Sciences established in July 2025, and now includes:
  - ➤ 21 academic programs
  - ➤ 4 clinics
  - ➤ ~1,700 students
  - ➤ ~130-135 full-time faculty and staff

Academic Restructuring

- School of Clinical Sciences
- School of Human Performance and Sport Science
- Leveraging faculty expertise across departments for revising and developing courses across curricula
- Interprofessional education, training, and practice
- Interprofessional research
- Enhancing clinical services and specialty clinics
- Leadership positions

Academic Program Updates

- 21 programs leading to licensure in 14 healthcare professions
- Doctor of Occupational Therapy launched in 2022
- Master of Science in Orthotics and Prosthetics launched in January 2025
- Fully online degrees recently launched include:
  - ➢ BSW
  - ➢ MSW
  - ➢ B.S. in Rehabilitative Sciences

Clinics and Clinical Service Updates

- Four clinics:
  - ➢ BucSports Physical Therapy at ETSU and Milligan University
  - ➢ Dental Hygiene Clinic
  - ➢ Community Counseling Clinic (part of restructuring)
  - ➢ Nave Center- comprehensive outpatient rehabilitation with multiple specialty clinics
- New clinical services:
  - ➢ Physical therapy in sports medicine, primary care, and neurological care
  - ➢ Occupational therapy in pediatrics
  - ➢ Vestibular rehabilitation
  - ➢ Counseling
- Summary of clinical services for FY 2024:
  - ➢ Total patient visits: 14,200
  - ➢ Total charges: $1,375,000
  - ➢ Total charitable care: $575,000

Vision for CHS

- Build a connected, inclusive, collaborative environment that promotes innovation in health sciences education, research, and practice.

Overarching Goals:

- Elevate CHS as a nationally recognized leader in:
  - ✓Interprofessional education, training, and practice
  - ✓Teaching excellence and exceptional education
  - ✓Outcomes-based, interprofessional research
  - ✓Impactful community engagement (teaching, research, and service)

Priorities for the next 6-12 Months

- Academic growth
  - ➤ Strategic enrollment management
  - ➤ New programs
  - ➤ Hybrid and online formats
- Faculty mentoring
- Leadership development
- Staff development and support
- Clinical expansion and growth
  - ➤ Expansion of occupational therapy and physical therapy (pediatrics and adult neurological rehabilitation)
  - ➤ Integration of social work and counseling in specialty clinics
  - ➤ Integrated Health Services Building

Priorities for the next 6-12 Months

- Research Affairs
  - ➢ Embed outcomes-based research in BucSports and Nave
- Key Leadership Positions
  - ➢ Associate Dean
  - ➢ School Directors
  - ➢ Department Chairs
- Renovations and Facility Improvement
- New strategic planning cycle

Questions?

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 21, 2025

ITEM: Enrollment and Student Success Initiatives Update

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Joe Sherlin
                               Vice President, Student Life and Enrollment

Staff will provide an update of university planning and initiatives related to student enrollment, success, and engagement. He will highlight key strategies identified to continue to grow student enrollment and improve student success.

Student Enrollment and Success Initiatives Update

Academic, Research, and Student Success Committee

ETSU Board of Trustees

February 21, 2025

EAST TENNESSEE STATE UNIVERSITY

Working from a Solid Position

- Three consecutive years of 2000+ FTF classes and on track for number four

- Largest on-campus residential population in the institution's history

- Academic profile of students has remained consistent
  - Entering FTF 3.6 GPA and 23 ACT

- FTF retention rates have increased from mid 60's to mid 70's

- Graduation rates have increased more than 10% over the last decade

- Strategic Investments have borne fruit
  - Academic programs
  - Advising and engagement
  - Academic and student spaces and grounds

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Strategic Enrollment Management Planning

- Committee Charged by Provost and SLE VP
  - Strategic Enrollment Management Approach-25-30
    - Focus on growth in strategic markets
      - Northeast Tennessee
      - Knoxville, Chattanooga, Nashville Metro Areas
      - Southwest Virginia, Upstate South Carolina, Western North Carolina
    - Establish operational goals and targets
      - 15,500 by 2030 (12.5% increase)
      - 2.5% increase annually (1720 students)

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Initiatives

- Sustain Size (2100) and Academic Profile of the Freshman Class
  - Grow strategic and operational alignment among admissions, marketing and colleges
  - Continue strategic investments in programs, supports and environments

- Establish a Student Services One Stop Shop
  - Provide students and families with integrated and holistic service and support related to financial matters, registration and records

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Initiatives

- Increase Military-Affiliated Enrollment
  - Initiate Tuition Assistance for active military

- Establish a Student Success Center
  - Conduct outreach and personalized support for low-income first-generation, and underserved students

- Conduct Academic Portfolio Review
  - Grow capacity and establish new programs in high demand fields

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Initiatives

- Optimize Financial Aid and Support
  - Enhance transparency, awarding and need-based aid

- Continue Enhancements in Undergraduate Advising
  - Increase proactive outreach and differentiated support
  - Initiate review to right-size advising case loads

- Grow Transfer Enrollment
  - Increase scholarship opportunities and streamline transfer awarding
  - Grow community college partnerships/agreements in high demand disciplines

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Initiatives

- Expand Pre-college Support and First-Year Experience Programs
  - Embed mentoring and coaching in program delivery

- Establish Shared Approach to Priority Enrollment Markets
  - Establish campus enrollment committee
    - Undergraduate Enrollment
    - Graduate Enrollment
    - Academic Colleges
    - Marketing and Communication
  - Identify marketing priorities

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One Stop Shop

- Working Group Charged by Provost, CFO, VP SLE
- Integration of front-facing service and support
  – Financial Aid
  – Bursar
  – Registrar
- Goals
  – Consistent, outstanding, accessible service and support across the units
  – One virtual and physical front-counter location for students and families as an entry point
  – Common training and integrated processes

Student Success Center

- Student Success "Front Door" for the Institution
- Success specialist support for low-income, first-generation, and underserved students
- Student success teams
- Integrated network
  - Early and enhanced outreach and support
  - Revision "Bridge Programming"
  - Academic support
  - Financial assistance
  - Engagement and connection

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Student Engagement

- Community Engagement Partnership
  - (Community Engagement/Leadership and Civic Engagement)
    - Expansion of ETSU SERVES
    - Growth of Community Partnerships
    - Continue building Alternative Breaks program

- FSL/Student Life Village Project (Buc Ridge adjacent)
  - Large meeting space for fraternities/sororities and student organizations
  - Individual chapter spaces to allow for meetings and functions
  - Outdoor lawn for events and activities

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U N I V E R S I T Y

The Village

With our students every step of the way

Academic, Research, and Student Success Committee
February 21, 2025