

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

9:00–10:15 a.m. EDT
Friday
May 23, 2025

East Tennessee Room
D.P. Culp Student Center
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 February 21, 2025](#)

ACTION ITEMS

- IV. [Promotion and Tenure of Faculty Members – McCorkle](#) (10 minutes)
- V. [Approval of the Letter of Notification \(LON\) Regarding the Establishment of a Hospitality and Tourism Management, BBA Degree – McCorkle](#) (5 minutes)

INFORMATION AND DISCUSSION ITEMS

- VI. [Provost’s Update – McCorkle](#) (10 minutes)
- VII. [Student Success Update: Student Government Association – Byrd](#) (15 minutes)
- VIII. [Research Update – Hagemeyer](#) (15 minutes)

GENERAL INFORMATION ITEMS

- IX. Committee Discussions
 - General Discussion
- X. Other Business
- XI. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of the Minutes from February 21, 2025

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the February 21, 2025 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the February 21, 2025 meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

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

MINUTES

February 21, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, February 21, 2025, at 9:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

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

II. Roll Call

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

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

Other Trustees present were Steve DeCarlo, Dorothy Grisham, Melissa Steagall-Jones, and Trent White.

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

The minutes from the November 15, 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. Approval of Policy on Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle told the committee that the Board of Trustees is required by state statute to adopt a policy on the use of artificial intelligence technologies for instructional and assignment purposes before July 1, 2025. She indicated that the policy under consideration 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.

Trustee Tony Treadway made a motion to approve the recommendation as presented, and Trustee Dr. Linda Latimer seconded the motion. It passed unanimously.

V. Approval to Provide Notification of Adoption of Institutional Research Security Policy

Provost McCorkle reported that, pursuant to Tennessee Code Annotated, ETSU adopted an Institutional Research Security Policy on December 17, 2024, and that, in compliance with TCA, the 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. The purpose of the policy is to affirm the institution's commitment to safeguarding research and development efforts and to protect university assets against interference by U.S.-designated foreign adversaries. The policy is also necessary to ensure that the university community continues to adhere to state and federal law regarding research integrity.

Trustee Charles Allen made a motion 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. Trustee Tony Treadway seconded the motion. It passed unanimously.

INFORMATION AND DISCUSSION ITEMS

VI. Academic Notification for Period of August 1, 2024, through December 31, 2024

Dr. McCorkle told the committee that during the fall semester, most of the curriculum change efforts were a result of the recent academic restructuring. There were several curriculum actions that required approval by the Tennessee Higher Education Commission including a letter of notification for a bachelor of science degree program in Digital Development, several Department name changes, and the establishment of a new academic unit.

There was also one program termination reported to the commission: the Early Childhood Special Education Teacher Licensure Concentration in the Special Education Masters program. This termination occurred because of changes in licensure standards established by the Tennessee Department of Education.

Actions that did not require THEC notification included program progression policies and admissions policies. The Doctor of Occupational Therapy program is revising pre-requisites to allow students more flexibility. In addition, there were two substantive curriculum revisions, in the Master of Science in Orthotics and Prosthetics program and the Bachelor of Business Administration program.

Provost McCorkle concluded her report by announcing the creation of a new center, the Center for Rural Education, which will provide transformative opportunities across the region to address the unique educational and health challenges associated with Appalachian communities. The center will be housed in the Clemmer College of Education and Human Development.

VII. Annual Institutional Review for Graduate Medical Education

Dr. David Linville, Associate Vice President for Clinical Affairs with the Quillen College of Medicine, reminded the board that the Accreditation Council for Graduate Medical Education, the accrediting body for graduate medical education programs, requires that a report be given to the Board of Trustees annually. Dr. Linville provided a summary of the Annual Institutional Review, which includes specific information related to performance indicators, action plans, and monitoring procedures. ETSU continues to meet all accreditation standards. Across our 16 graduate medical education programs, Dr. Linville noted that there were only three citations, and none of our programs have any adverse actions taken against them. Dr. Linville added that we have 250 trainees—residents and fellows—across those 16 programs. He reported that this year, expansion will occur in our gastroenterology fellowship and our general surgery program, thanks to our partnership with Ballad Health, as well as our partnership with the Veterans Administration Medical Center at Mountain Home.

VIII. College of Health Sciences Update

Dr. Jeffrey Snodgrass, Dean of the College of Health Sciences, focused his report on recent developments and priorities within the college. He told the board that the college was a major beneficiary of the recent academic restructuring. Prior to July 2025, the College of Clinical and Rehabilitative Health Sciences included 14 academic programs, whereas the newly established College of Health Sciences includes 21 academic programs. Formerly there were three clinics within the college, and there are four now. The number of students has grown from 1,000 to 1,700, and the new college has 145 full-time faculty and staff. With the restructuring, there are now two schools within the college: the School of Clinical Sciences and the School of Human Performance and Sport Science.

Dr. Snodgrass reported that the first graduating class of 18 doctoral students in Occupational Therapy will cross the stage in May. The master of science in Orthotics and Prosthetics recently launched, with the first cohort entering in January. It is the only program of its kind in

the state. Recently, fully online degrees were initiated for the BSW, MSW, and B.S. in Rehabilitative Sciences programs.

Dr. Snodgrass highlighted the work of the four clinics within the college: BucSports Physical Therapy at ETSU and Milligan University; the Dental Hygiene Clinic; the Community Counseling Clinic; and the Nave Center, all operating under the ETSU Health umbrella. Last year, these clinics served over 14,000 people.

Dr. Snodgrass told the committee that the vision for the college is to build a connected, inclusive, collaborative environment that promotes innovation in health sciences education, research, and practice. Overarching goals are to elevate the college as a nationally-recognized leader in interprofessional education, training, and practice; teaching excellence and exceptional education; outcomes-based, interprofessional research; and impactful community engagement through teaching, research, and service.

Priorities for the college within the next six to twelve months include strategic enrollment management, considering new programs, and offering hybrid and online formats for existing programs. Other key initiatives are faculty mentoring, leadership development, staff development and support, and outcomes-based research.

IX. Enrollment and Student Success Initiatives Update

Dr. Joe Sherlin, Vice President for Student Life and Enrollment, reported to the committee that ETSU has experienced three consecutive freshman classes above 2,000 and the first back-to-back classes of 2,100 students in our history. Dr. Sherlin indicated that we are positioned for a fourth class above 2,000 and a third class above 2,100. We also experienced the largest residential population in our history, with more than 3,300 students, last fall. New applications for housing for fall 2025 are running ahead of last year and double what they were three years ago. At the same time, the academic profile of students has remained consistent. Retention rates have increased from the mid-60s to the mid-70s, and graduation rates have increased more than 10 percent over the last decade.

Dr. Sherlin summarized the work of a committee that he charged along with Provost McCorkle to look at Strategic Enrollment Management Planning. That committee recommended a collaborative and integrated approach to student recruitment, focusing on growth in strategic markets, including Northeast Tennessee; the Knoxville, Chattanooga, and Nashville Metro areas; Southwest Virginia; Upstate South Carolina; and Western North Carolina. The committee also recommended the establishment of operational goals and targets: 15,500 students by 2030, for a 12.5 percent increase.

Dr. Sherlin reported that a group is currently developing a Student Services One-Stop Shop, to provide students and their families with integrated and holistic service and support related to financial matters, registration, and records. Other initiatives underway include an effort to

increase our military-affiliated enrollment, with an accompanying plan to initiate tuition assistance for active military.

Dr. Sherlin said that ETSU continues to experience some success gaps, particularly for Pell-eligible, low-income students, first-generation students, and underserved students. Therefore, ETSU is creating a Student Success Center, for all students, but particularly for these groups who need it the most. Dr. Sherlin reported that Provost McCorkle, working with our deans, has begun a review of our academic portfolio, assessing where we have capacity to grow.

Connected to the One-Stop Shop effort, Dr. Sherlin indicated that the university is working to enhance financial transparency, so students and families do not experience sticker shock, to leverage more of our aid earlier, and to maximize our approach to need-based aid. Other initiatives include continuing to enhance undergraduate advising and growing transfer enrollment. Dr. Sherlin then described efforts to establish a shared approach to priority enrollment markets, including the creation of a campus enrollment committee. As a follow-up to his earlier comments, Dr. Sherlin provided additional details on the plans for the One-Stop Shop and for the Student Success Center.

Dr. Sherlin praised the work of Dr. Susan McCracken and her colleagues in Community Engagement in producing scholars who are also caring and connected citizens. He reported that the work of the ETSU Serves platform is being expanded, noting that it powered the region during Hurricane Helene. This year, during spring break, students will be carrying out service projects within our region, to help those affected by the hurricane.

Dr. Sherlin concluded his presentation by updating the committee on the Student Life and Fraternity and Sorority Life Village Project, which will include large meeting spaces for fraternities and sororities and other student organizations, individual chapter spaces for meetings and functions, and a lawn for events and activities. The village will be adjacent to Buc Ridge and will be constructed in phases.

GENERAL INFORMATION ITEMS

X. Committee Discussions

There was no further discussion.

XI. Other Business

There was no other business to come before the committee.

XII. Adjournment

The committee adjourned at 10:10 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Promotion and Tenure of Faculty Members

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

Promotion in rank recognizes the past achievements of a faculty member and expresses confidence in their ability to achieve greater accomplishments and assume increasing responsibility in the life of the university. Faculty awarded tenure demonstrate sustained contributions and merit, substantiated by academic and professional credentials. Tenure conveys to the candidate that peer university scholars evaluated their performance and recognized their capacity to engage in professional and community service responsibly, teach students to engage with empirically-sound information, and produce scholarship that contributes to society. In this respect, tenure and promotion are essential to the University's mission to improve the quality of life in the region and beyond. The University awards tenure to faculty whose professional abilities and accomplishments warrant the degree of recognition afforded by academic tenure.

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

RESOLVED: Promotion in rank and/or the awarding of tenure is granted to the faculty members recommended by the President in the particular unit, department or college as outlined in the meeting materials.



**East Tennessee State University
Office of the President**

Box 70734 • Johnson City, Tennessee 37614-1710 • (423) 439-4211 • Fax: (423) 439-4004

May 23, 2025

Adam Green, Ed.D.
Secretary to ETSU Board of Trustees

Dr. Green,

I recommend the Board of Trustees award tenure and/or promotion to the faculty indicated on attachment A. Faculty who were awarded tenure upon appointment and previously presented to the board this academic year are included in the faculty listed in attachment A. Attachment B provides numbers of ETSU faculty with tenure and by professorial rank in 2024-2025.

I am honored to recommend for tenure and/or promotion the faculty named in the documents accompanying this letter.

Sincerely,

Brian Noland
President

Attachments

CC: Kimberly D. McCorkle, Provost and Senior Vice President for Academics
Human Resources

Attachment A: Tenure and Promotion Recommendations for 2024-2025
(those in *italics* are information items)

College/Faculty Name		Department	Rank	Tenure Location
Arts and Sciences				
P	Briley, John	Political Science	Professor	
P	Espino, Brian	Physics and Astronomy	Master Lecturer	
P/T	Fowler, Michael	Art and Design	Associate Professor	Art and Design
P/T	Fugate, Bradley	Theatre and Dance	Associate Professor	Theatre and Dance
P	Gilger, Ann	Literature and Language	Associate Professor	
P	Gordon, Frederick	Political Science	Professor	
P/T	Hensley, Ian	Philosophy and Religious Studies	Associate Professor	Philosophy and Religious Studies
P	Honeycutt, Scott	Literature and Language	Professor	
P	Killmeyer, Heather	Music	Professor	
P/T	MacMorran, Jane	Appalachian Studies	Associate Professor	Appalachian Studies
P/T	Miller-Slough, Rachel	Psychology	Associate Professor	Psychology
P/T*	Perry, Lisa	Music	Associate Professor	Music
P	Razskazovskii, Yuriy	Physics and Astronomy	Professor	
P/T	Taylor, Jonathon	Theatre and Dance	Associate Professor	Theatre and Dance
<i>A</i>	<i>Vega, Anthony</i>	<i>Geosciences</i>	<i>Professor</i>	<i>Geosciences</i>
<i>A</i>	<i>Wright, Amy</i>	<i>Literature and Language</i>	<i>Associate Professor</i>	<i>Literature and Language</i>
P	Yeagle, Kalia	Appalachian Studies	Senior Lecturer	
Business and Technology				
<i>A</i>	<i>Hall, Kelly</i>	<i>Management and Supply Chain</i>	<i>Associate Professor</i>	<i>Management and Supply Chair</i>
P/T	Jenkins, Matthew	Management and Supply Chain	Associate Professor	Management and Supply Chain
P	Loveday, Kenneth	Computing	Senior Lecturer	
P	Mirchandani, Sonu	Marketing	Senior Lecturer	
P/T	Piercy, David	Media and Communication	Associate Professor	Media and Communication
P/T	Standridge, Sarah	Sport and Recreation Management	Associate Professor	Sport and Recreation Management
Clemmer College of Education and Human Development				
T	Dycus, Tammy	University School		University School
P	O'Neil, Kason	Curriculum and Instruction	Professor	
<i>P</i>	<i>Shelton, Angela</i>	<i>Early Childhood Education</i>	<i>Associate Professor</i>	
T	Ziglar, Holley	University School		University School
Health Sciences				
P/T	Carroll, Kevin	Exercise Science	Associate Professor	Exercise Science
P	Eveland-Sayers, Brandi	Exercise Science	Professor	
P/T	Gahreman, Daniel	Exercise Science	Associate Professor	Exercise Science
P/T	Isbell, Christy	Rehabilitative Sciences	Professor	Rehabilitative Science
T	Mehta, Saurabh	Rehabilitative Sciences		

Attachment A: Tenure and Promotion Recommendations for 2024-2025
(those in italics are information items)

College/Faculty Name		Department	Rank	Tenure Location
Gatton College of Pharmacy				
P	Cluck, David	Pharmacy Practice	Professor	Pharmacy Practice
P/T	Dowling-McClay, KariLynn	Pharmacy Practice	Associate Professor	
P	Gray, Jeffrey A.	Pharmacy Practice	Professor	
P/T	Puri, Ashana	Pharmaceutical Sciences	Associate Professor	Pharmaceutical Sciences
Nursing				
P	Arsenault, Amber	Nursing Undergraduate Programs	Assistant Professor	Nursing Graduate Programs
A	Evans, Dena	Nursing Undergraduate and Graduate Programs	Professor	
P/T	Montgomery, Kristen	Nursing Graduate Programs	Associate Professor	
P	Napier, Schyler B.	Nursing Undergraduate Programs	Assistant Professor	
P	Pope, Victoria	Nursing Graduate Programs	Associate Professor	
P	Quillen, Tabitha	Nursing Undergraduate Programs	Assistant Professor	
P	Thompson, Beth	Nursing Undergraduate Programs	Associate Professor	
T	Yeh, Pi-Ming	Nursing Graduate Programs		Nursing Graduate Programs
Public Health				
P	Alali, Walid	Biostatistics and Epidemiology	Professor	Biomedical Health Sciences
P	Altura, Melissa	Biomedical Health Sciences	Senior Lecturer	
P	Fox, Sean	Biomedical Health Sciences	Senior Lecturer	
P	Hale, Nathan	Health Services Management and Policy	Professor	
P	Mathis, Stephanie	Community and Behavioral Health	Associate Professor	
P	Oliver, Whitney	Health Services Management and Policy	Senior Lecturer	
P/T	Petersen, Erik	Biomedical Health Sciences	Associate Professor	
P	Youngblood, Ryan	Health Services Management and Policy	Associate Professor	
Quillen College of Medicine				
P	Abercrombie, Caroline	Medical Education	Professor	Biomedical Sciences
P	Alfaro Cruz, Ligia	Pediatrics	Associate Professor	
P	Blevins, Emily	Medical Library Administration	Associate Professor	
P	Cook, Emilie	Pathology	Associate Professor	
P/T	Frasier, Chad	Biomedical Sciences	Associate Professor	
P	Henry, Joshua	Pediatrics	Associate Professor	
P	Krolikowski, Matthew	Internal Medicine	Associate Professor	
P	Lamsal, Riwaaj	Pediatrics	Associate Professor	
P	Lindsey, Rachel	Pediatrics	Associate Professor	
P	Reece, Blair	Internal Medicine	Associate Professor	
P	Selzer, Lauren	Pediatrics	Associate Professor	
P	Sheffey, James	Medical Education	Associate Professor	

Attachment A: Tenure and Promotion Recommendations for 2024-2025
(those in italics are information items)

College/Faculty Name		Department	Rank	Tenure Location
P	Singal, Sakshi	Internal Medicine	Associate Professor	
P	Wood, Timothy	Obstetrics and Gynecology	Associate Professor	
P	Woodward, Nakia	Medical Library Administration	Associate Professor	

A – tenure upon appointment approved this past year; P* – recommended for promotion by exception; T* – recommended for tenure by exception;
P – recommended for promotion only; T – recommended for tenure only; P/T – recommended for promotion and tenure

Attachment B

ETSU 2024-2025 Faculty by Rank						
College	Faculty Rank					
	Assistant Professor	Associate Professor	Professor	Instructor	Lecturer	Grand Total
College of Arts and Sciences	51	67	81	14	29	240
College of Business and Technology	23	30	18	7	18	96
Clemmer College	10	14	21	4	2	51
College of Health Sciences	41	21	12	2	2	78
College of Nursing	21	8	3	18	13	63
College of Public Health	20	18	9	5	6	58
Gatton College of Pharmacy	9	9	6	1		25
Provost VP Academic Affairs	1					1
Quillen College of Medicine	96	55	72	5		228
University Libraries	4	6	1			11
Grand Total	276	228	223	56	70	851

ETSU 2024-2025 Faculty by Tenure Status								
College	Tenure Status							
	Tenure	On Tenure Track	Research Track	Clinical Track	Coordinator	Ineligible	Term Contract	Grand Total
College of Arts and Sciences	149	37	1	6		45	2	240
College of Business and Tech	47	22		1		22	4	96
Clemmer College	34	10		2		2	3	51
College of Health Sciences	27	24		19		3	5	78
College of Nursing	9	9		21		19	5	63
College of Public Health	25	9	8	6	2	4	4	58
Gatton College of Pharmacy	4	2		18		1		25
Quillen College of Medicine	51	7	15	152		1	2	228
Provost VP Academic Affairs			1					1
University Libraries	7	1		3				11
Grand Total	353	121	25	228	2	97	25	851

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of the Letter of Notification (LON) Regarding the Establishment of a Hospitality and Tourism Management, BBA Degree

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

This Letter of Notification (LON) for the BBA degree in Hospitality and Tourism Management is presented to the East Tennessee State University Board of Trustees for review and approval before submission to the Tennessee Higher Education Commission (THEC) to begin the process of establishing a new academic program. Pending approval by the Board, the notification of the proposal to develop a new degree program will be sent to the THEC, where it will be posted for public comment, reviewed by external academic evaluators, and subsequently recommended for approval by the Commission unless substantial curricular or fiscal changes are made to the proposal. If THEC approves, no further action will be required of the Board. This proposal has been appropriately vetted through the internal curriculum process, including approval by the Academic Council and President Noland.

The proposed Bachelor of Business Administration in Hospitality and Tourism Management builds upon existing strengths across the university, including an established Management major, a Hospitality and Tourism Concentration, a suite of relevant courses, an active student organization, and strong relationships with local industry partners. The transition from a concentration to a standalone degree program reflects internal capability as well as external demand.

Over the past five years, Tennessee's Leisure and Hospitality industry has seen a 6.7 percent increase in employment, making it one of the fastest-growing sectors in the Southeast. This rapid growth underscores the importance of hospitality and tourism as key drivers of Tennessee's economy, as it welcomes more than 144 million domestic and international visitors annually. In 2023, visitor spending reached a record \$30.65 billion, representing a 26 percent increase over the previous two years and generating \$3.15 billion in state and local tax revenue, including \$1.9 billion in state sales tax collections. Tourism supported 191,522 direct jobs statewide, which equates to approximately one in every 24 jobs. Across the state, 84 out of 95 counties experienced year-over-year growth in visitor spending, with

notable gains in lodging, recreation, and food and beverage sectors. The growth trajectory highlights the pressing need for a well-trained, innovative workforce equipped to lead and sustain this momentum.

Hospitality and tourism are economic anchors throughout Northeast Tennessee. In 2023 alone, Washington County, TN, generated \$318 million in visitor spending, ranking 13th out of Tennessee's 95 counties. Nearby Sullivan County followed closely with \$340 million, while Carter (\$57M), Unicoi (\$18M), and Greene (\$107M) counties all reported steady tourism growth.

The Tennessee Department of Labor and the U.S. Bureau of Labor Statistics project employment growth for several key hospitality roles. These include lodging managers, food service managers, and meeting, convention, and event planners. Employment in the hospitality and tourism-related sectors is projected to grow significantly in Northeast Tennessee by 2030. Jobs in Accommodation and Food Services are expected to increase by 44.33 percent, while Arts, Entertainment, and Recreation will see a projected growth of 59.82 percent. These figures represent annual growth rates of 3.74 percent and 4.80 percent, respectively, which are well above average for most industries. This strong upward trend highlights the need for a qualified workforce and underscores the relevance of a BBA in Hospitality and Tourism Management at ETSU.

The addition of this degree will enhance ETSU academic portfolio, attract new students, and help to further develop industry partnerships across the region. It will also provide students with a high-quality academic and experiential program that will prepare students for post-graduation employment in the growing area of hospitality and tourism.

Attachments:

- Letter of Notification
- THEC Financial Projections Form

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

RESOLVED: The Establishment of a Bachelor of Business Administration in Hospitality and Tourism Management is approved by the ETSU Board of Trustees as outlined in the meeting materials. The University is directed to submit Notification of a new degree proposal to the Tennessee Higher Education Commission and complete all additional steps required by THEC and ETSU for full implementation of this new academic program should THEC support the proposal during the post-external judgment determination.



EAST TENNESSEE STATE UNIVERSITY

Letter of Notification (LON)

BBA Hospitality and Tourism

Table of Contents	
Section	Page Number
Section I: Overview	2
Program Information	2
Academic Program Liaison	2
Proposed Implementation Date	2
Section II: Background	2-8
Purpose and nature of the academic program	2-4
Alignment with state master plan and institutional mission	4-6
Institutional capacity to deliver the proposed academic program	6
Existing programs offered at public and private Tennessee institutions	6
Accreditation	8
Section III: Feasibility Study	9-10
Local and regional demand	9
Employer demand	10



EAST TENNESSEE STATE UNIVERSITY

Section I: Overview

Program Information

Institution Name: East Tennessee State University

Name: Hospitality and Tourism Management
Designation: BBA
Proposed CIP Code and Title: 32.52.0901.00

CIP code Definition: A program that prepares individuals to serve as general managers and directors of hospitality operations on a system-wide basis, including both travel arrangements and promotion and the provision of traveler facilities. Includes instruction in principles of operations in the travel and tourism, hotel and lodging facilities, food services, and recreation facilities industries; hospitality marketing strategies; hospitality planning; management and coordination of franchise and unit operations; business management; accounting and financial management; hospitality transportation and logistics; and hospitality industry policies and regulations.

Academic Program Liaison (APL) Name and Contact Information:

Kimberly McCorkle
Provost and Senior Vice President for Academics
P.O. Box 70733
Johnson City, TN 37614
(423) 439-4811
mccorklek@etsu.edu

Proposed Implementation Date:

The proposed implementation date for this degree program is Fall semester 2026.

Section II: Background

Purpose and Nature of the Proposed Academic Program

The proposed Bachelor of Business Administration in Hospitality and Tourism Management builds upon existing strengths, including an established Management Major Hospitality and Tourism Concentration, a suite of relevant courses, an active student organization, and strong relationships with local industry partners. The transition from a concentration to a standalone degree program reflects internal capability and external demand.

Over the past five years, Tennessee's Leisure and Hospitality industry has seen a 6.7% increase in employment, making it one of the fastest-growing sectors in the Southeast. This rapid growth underscores the importance of hospitality and tourism as key drivers of Tennessee's economy, as it welcomes more than 144 million domestic and international visitors annually. In 2023, visitor spending reached a record \$30.65 billion, representing a 26% increase over the previous two years and generating \$3.15 billion in state and local tax revenue, including \$1.9 billion in state sales tax collections. Tourism supported 191,522 direct jobs statewide, which equates to approximately one in every 24 jobs. Across the state, 84 out of 95 counties experienced year-over-year growth in visitor spending, with notable gains in lodging, recreation, and food and beverage sectors. The growth trajectory highlights the pressing need for a well-trained, innovative workforce equipped to lead and sustain this momentum.

The BBA in Hospitality and Tourism Management is designed to meet these needs by equipping students with:

1. **Industry expertise** in areas such as lodging operations, food and beverage management, event planning, and destination marketing;
2. **Business acumen and client management skills**, including financial oversight, marketing, HR, and customer relationship management;
3. **Practical competencies**, reinforced through internships, simulations, and co-op opportunities; and
4. **Leadership and innovation**, cultivating ethical, strategic, and tech-savvy leaders who are prepared to shape the industry's future.

The proposed program aligns with the department's goal of advancing workforce readiness and regional economic development. Moreover, the structure and scope of the new BBA program position it to gain regional and national recognition, particularly as Tennessee's hospitality sector continues to expand in visibility and impact. With its emphasis on experiential learning, strong business foundation, and regional partnerships, the program is well-positioned to distinguish itself within the field of Hospitality and Tourism Management.

Sources:

- Tennessee Department of Labor and Workforce Development. (2023). *Tennessee's Economy 2022–2023*. <https://www.tn.gov/content/dam/tn/workforce/documents/majorpublications/reports-02/Tennessee-Economy-2022-2023.pdf>
- Tennessee Department of Tourist Development. (2024). *2023 Economic Impact of Travel on Tennessee* [PDF]. Prepared by Tourism Economics and Longwoods International. https://industry.tnvacation.com/sites/industry/files/component/pod/2024_Economic-Impact-Share_0.pdf
- Tennessee Department of Tourist Development. (2024). *Statewide Full Report: Economic Impact of Visitors in Tennessee 2023* [PDF]. Prepared by Tourism Economics. <https://industry.tnvacation.com/sites/industry/files/component/pod/Statewide%20Full%20Report%20-%20Tennessee%20Tourism%20Economic%20Impact%20-%202023.pdf>
- U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Leisure and Hospitality, June 2018 – June 2023

Alignment with State Master Plan and Institutional Mission

Alignment with State Master Plan:

The state Master Plan (<https://www.tn.gov/thec/about-thec-tsac/master-plan.html>) is a document that establishes the role for higher education in the future of the Tennessee economy. “As emerging technologies have created a pace of change faster than at any time in history, navigating this challenge requires the full commitment of our colleges and universities. Tennessee’s public campuses possess unmatched intellectual capabilities, enduring communities, and world-class research capacity unmatched by any other entity in this state. It is critical, therefore, that there is a roadmap for postsecondary engagement in the crucial task of shoring up the state economy where it is already strong, and building new capacity where it is needed.” (Introduction TN Master Plan)

The Tennessee Master Plan focuses on three pillars: Student Success, Family Prosperity, and The Future Workforce. East Tennessee State University has a clear focus of student success and promoting support for the region and beyond.

East Tennessee State University (ETSU) was founded in 1911 with a singular purpose: to improve the quality of life for people in the region. With a focus on hands-on learning opportunities, the university offers more than 160 programs at the undergraduate, graduate, and professional levels. ETSU is ranked among the top 10 percent of colleges in the nation for students graduating with the least amount of debt and has consistently been named among the most military friendly schools in America.

Through its world-class health sciences programs and interprofessional approach to health care education, ETSU is a highly respected leader in rural health research and practices. The university also boasts nationally ranked programs in the arts, technology, computing, and media studies. Located in the scenic Appalachian Highlands, the university is at the center of a thriving arts and cultural scene and has been named the Top Adventure College in the Southeast.

The guiding principle of ETSU is that people come first. The institution provides hands-on learning opportunities that allow ETSU students to make a real-world impact from the moment they enroll and long after they graduate. ETSU’s vision is to develop a world-class environment to enhance student success and improve the quality of life in the region and beyond.

ETSU provides a student-centered community of learning reflecting high standards and promoting a balance of liberal arts and professional preparation, and continuous improvement. The university conducts a wide array of educational and research programs and clinical services including a comprehensive Academic Health Sciences Center. Education is the university’s highest priority, and the institution is committed to increasing the level of educational attainment in the state and region based on its core values. At ETSU, people come first, are treated with dignity and respect, and are encouraged to achieve their full potential. Relationships are built on honesty, integrity, and trust. The institution pursues and achieves excellence through teamwork, leadership, creativity, and a strong work ethic. Efficiency is achieved through wise use of human and financial resources, and commitment to intellectual achievement is embraced.

ETSU is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate, master’s, education specialist, and doctoral degrees. ETSU may also offer credentials such as certificates and diplomas at approved degree levels.

ETSU's work with students exemplifies a strong commitment to student success, family prosperity and workforce development. The proposed Hospitality and Tourism Management, BBA will clearly link to work force development. Data provided by the Tennessee Vacation Industry (<https://industry.tnvacation.com/tourism-news/tennessee-fastest-growing-state-international-travel-us>) indicates that Tennessee is the fastest growing state form international travel in the United States and has ranked among the top 10 states for travel destinations for the fourth consecutive year. The Tennessee Department of Tourism (<https://www.tn.gov/tourism/news/2023/9/15/tennessee-tourism-thrives-141-million-visitors-spent-a-record-29-billion-in-2022.html>) indicates that Tennessee tourism generated \$29 billion in direct spending and saw 141 million visitors to the state in 2022. Tourism in Tennessee continues to grow and as such is a high need work force development area. From Memphis to Nashville and Sevierville there are growing employment opportunities for workers in the tourism industry. Bureau of Labor Statistics indicates that management positions in Hospitality and Tourism are projected to grow much faster than average for all occupations from 2023 to 2033 with approximately 1.2 million opening projected annually with median wages currently identified as \$116, 880 per year.

With the current growth rate in Sevier County and expectations for growth in the Bristol, TN and the general Northeast area of Tennessee, this proposed degree will serve a workforce demand that is directly aligned with the goals embedded in the Tennessee Master Plan.

Alignment with Institutional Strategic Plan:

The proposed Bachelor of Business Administration in Hospitality and Tourism Management aligns with the University's "Go Beyond" Strategic Plan through 2026, particularly in the following areas:

- Access and Success - By introducing the BBA in Hospitality and Tourism Management, ETSU expands its academic offerings, providing students with new pathways to pursue careers in a vital and growing industry. This initiative supports the university's goal of maximizing the student experience both inside and outside the classroom, ensuring access to higher education that aligns with regional economic needs and student interests.
- Teaching Excellence - The program emphasizes high-quality instruction grounded in real-world experience, reflecting ETSU's commitment to student-centered learning. Existing Hospitality and Tourism courses and co-curricular activities already incorporate high-impact, hands-on experiences that enhance student engagement and career readiness. For example, students have participated in behind-the-scenes tours of full-service hotels, gaining firsthand insight into both front-of-house and back-of-house operations. During these visits, they engaged with hotel leadership teams to explore career pathways and better understand the value of transferable skills in hospitality management. These types of experiential learning opportunities will be intentionally scaffolded throughout the BBA in the Hospitality and Tourism Management program, ensuring students benefit from transformative, career-relevant experiences at every stage of their academic journey.
- Community Stewardship - Leveraging existing relationships with local and regional hospitality and tourism businesses, the program enhances community engagement by providing educational opportunities that benefit both students and the region. This collaboration aligns with ETSU's commitment to serving as a steward of place and fostering partnerships that contribute to regional development.

Institutional Capacity to Deliver the Proposed Academic Program

The proposed program is financially feasible and strategically structured to support enrollment growth. The program builds on an existing concentration with a strong academic and operational foundation, reducing the need for extensive new infrastructure during its initial implementation.

In Phase I (2025–2026), the program will combine newly developed core courses and existing offerings from disciplines such as management, marketing, nutrition and food science, and sport and leisure management. The curriculum will include core courses like MGMT 3100, MGMT 3200, MKTG 3202, MGMT 4050, and MGMT 4510, as well as electives such as BLUE 3232, NTFD 4475, SALM 4105, SALM 4317, and MGMT 4217. This cross-disciplinary approach allows the program to launch with minimal new course development and enables students to benefit from diverse learning experiences across campus.

A key asset to the program is our current Professor of Practice in Hospitality and Tourism, Ken Misterly, who brings substantial industry experience and serves as the program’s coordinator. His existing relationships with regional and statewide hospitality leaders will be instrumental in supporting student internships, experiential learning opportunities, and job placement. These community partnerships also enhance the program’s visibility and alignment with workforce needs.

In Phase II (2026–2027 and beyond), the program will begin incorporating new Hospitality and Tourism Management (HTMT) electives, such as HTMT 3200 Cost Controls, HTMT 3300 Event Design, Management and Logistics, HTMT 4100 Hospitality and Tourism Marketing, and HTMT 4200 Financial Management for Hospitality. The gradual rollout of new courses allows for intentional curriculum design aligned with industry trends while also effectively managing resource needs.

An additional faculty line will be needed by Fall 2026 to align with accreditation guidelines and support anticipated program growth. There is the potential for further staffing needs as enrollment scales. Given the demonstrated community interest and the industry’s regional economic significance, the program may garner donor support. These resources could further enhance program innovation, student scholarships, and faculty capacity.

Existing Programs Offered at Public and Private Tennessee Institutions

While institutions across Tennessee offer programs in hospitality and tourism, relatively few hold specialized accreditations that signal program high-quality and industry relevance. Among the programs reviewed, only two institutions currently hold accreditation from the Accreditation Commission for Programs in Hospitality Administration (ACPHA), and three programs are accredited by the Association to Advance Collegiate Schools of Business (AACSB). The tables below summarize data on Tennessee institutions that offer similar programs.

Public Institutions with 4-Year Degree Options

Institution	Type	Program Name	CIP	AACSB Accredited	ACPHA Accredited
University of Tennessee, Knoxville	Bachelor of Science	Retail, Hospitality, and Tourism Management	32.52.0901.00	YES	YES
Austin Peay State University	Bachelor of Business Administration – Management Major with Concentration	Management, Hospitality Management Concentration	32.52.0901.00		
Austin Peay State University	Bachelor of Professional Studies	Hospitality Administration	32.52.0901.00		
Middle Tennessee State University	Bachelor of Science	Tourism and Hospitality Management	32.52.0901.00		YES
University of Memphis	Bachelor of Arts	Hospitality and Resort Management	32.52.0904.00	YES	

Private Institutions with 4-Year Degree Options

Institution	Type	Program Name	CIP	AACSB Accredited	ACPHA Accredited
Belmont University	Bachelor of Business Administration	Hospitality and Tourism Management	32.52.0901.00	YES	

Public Institutions with Associate and Certificate Options

Institution	Type	Program Name	CIP	AACSB Accredited	ACPHA Accredited
Chattanooga State Community College	Associate of Applied Science	Hospitality and Tourism Management	32.52.0904.00		
Columbia State Community College	Undergraduate Certificate	Hospitality and Tourism Management C1	32.52.0904.00		
Tennessee College of Applied Technology at Harriman	Certificate	Hospitality and Tourism	32.52.0909.00		

Nashville State Community College	Associate of Applied Science	Hospitality Management	32.52.0904.00		
Walters State Community College	Associate of Applied Science	Culinary Arts and Hospitality Management	32. 52.0901.00		

Accreditation

We plan to seek dual accreditation through both AACSB (Association to Advance Collegiate Schools of Business) and ACPHA (Accreditation Commission for Programs in Hospitality Administration) for the proposed Bachelor of Business Administration in Hospitality and Tourism Management.

Given ACPHA's focus on demonstrated program quality and outcomes, we plan to pursue this specialized accreditation after approximately five years of implementation. This timeline allows the program to:

- Graduate its first cohort (or have students well into the program)
- Demonstrate effectiveness through learning outcomes, internships, and job placements
- Establish the full curriculum and faculty stability
- Collect necessary data for the ACPHA self-study, including assessment results and employer feedback

The proposed timeline for ACPHA accreditation, summarized below, ensures we are well-positioned to meet accreditation standards and reflect the program's long-term value and impact.

ACPHA Accreditation Timeline

Timeframe	Milestone
Fall 2026	Program launch: ETSU begins offering the BBA in Hospitality & Tourism
Fall 2026 – Spring 2031	Program operates, collects data, builds stability, prepares for accreditation
Spring 2031	ACPHA self-study completed, ACPHA application submitted, site visit scheduled
Fall 2031/Spring 2032	ACPHA site visit conducted; team report submitted
Summer 2032	ETSU responds to site report by June; ACPHA makes decision at July meeting

In addition to ACPHA, and consistent with other offerings in the Department of Management and Supply Chain, we will align the BBA in Hospitality and Tourism Management with AACSB standards for accreditation. There are no additional costs associated with adding the proposed program to the department's accredited program offerings, as AACSB accreditation is supported at the college level. AACSB does not require separate notification for the addition of this major. Assessment and reporting for the new major will be integrated into the college's existing accreditation processes and timeline, scheduled for 2032.

Section III: Feasibility Study

Local and Regional Demand

Hospitality and tourism are economic anchors throughout Northeast Tennessee and the tri-state region. In 2023 alone, Washington County, TN, generated \$318 million in visitor spending, ranking 13th out of Tennessee's 95 counties. Nearby Sullivan County followed closely with \$340 million, while Carter (\$57M), Unicoi (\$18M), and Greene (\$107M) counties all reported steady tourism growth.

The Tennessee Department of Labor and the U.S. Bureau of Labor Statistics project employment growth for several key hospitality roles. These include lodging managers, food service managers, and meeting, convention, and event planners. Employment in the hospitality and tourism-related sectors is projected to grow significantly in Northeast Tennessee by 2030. Jobs in Accommodation and Food Services are expected to increase by 44.33%, while Arts, Entertainment, and Recreation will see a projected growth of 59.82%. These figures represent annual growth rates of 3.74% and 4.80%, respectively, which are well above average for most industries. This strong upward trend highlights the need for a qualified workforce and underscores the relevance of a BBA in Hospitality and Tourism Management at ETSU.

Regional demand extends beyond Tennessee. In Southwest Virginia, areas such as Abingdon and Bristol, VA, are known for their strong cultural tourism, performance arts, and heritage tourism. These markets support boutique lodging, destination dining, and seasonal event employment, including roles aligned with hospitality management education.

Similarly, Western North Carolina, including Boone and Asheville, has experienced growth in resort lodging, adventure tourism, and culinary hospitality. In 2023, the North Carolina reported a record \$35.6 billion in visitor spending. This was a 6.9% increase over the previous year and marks a significant recovery from the pandemic-related decline in 2020 when spending fell to \$20 billion. The rebound reflects rising demand for skilled professionals across lodging, event planning, food services, and tourism management—particularly in high-traffic destinations such as Asheville and Boone.

The region has a robust tourism economy with local businesses, event venues, parks, restaurants, and hotels relying on a workforce trained in both customer service and operational management. Regional labor market reports from the Tennessee WIRED system and the Virginia Employment Commission reflect continued job growth in food services, accommodations, and travel-related services.

Sources:

- Business NC (2025). Destination NC: Reshaping tourism and travel in North Carolina. <https://businessnc.com/reshaping-tourism-and-travel-in-north-carolina/>
- Tennessee Department of Labor and Workforce Development. (2023). *Tennessee's Economy 2022–2023*. <https://www.tn.gov/content/dam/tn/workforce/documents/majorpublications/reports-02/Tennessee-Economy-2022-2023.pdf>
- Tennessee Department of Labor and Workforce Development, Research and Reporting Engine Division (2023). *TN Dept of Labor; Northeast TN Workforce Insights, Research and Reporting Engine Division (WIRED) - Appendix B; 04.07.2025*
- Tennessee Department of Tourist Development. (2024). *Statewide Full Report: Economic Impact of Visitors in Tennessee 2023* [PDF]. Prepared by Tourism Economics.

Employer Demand

While ETSU primarily serves the Appalachian Highlands region, the career pathways associated with hospitality and tourism extend beyond state borders. Graduates of the program are expected to find opportunities across Tennessee and throughout the Southeastern United States. Given the global nature of the industry, additional career paths are available in national and international markets. For this proposal, employer demand metrics, summarized below, are drawn from the O*NET OnLine database and reflects key hospitality occupations in the geographic areas where graduates are most likely to seek initial employment.

Hospitality & Tourism Employer Demand Outlook 2020-2030, O*NET OnLine Data

State	Occupation	Projected State Growth (U.S. Average)	Projected Annual Job Openings
Tennessee	Food Service Managers	30% (2%)	139
	Lodging Managers	32% (10%)	260
	Meeting, Convention & Event Planners	33% (7%)	260
North Carolina	Food Service Managers	19% (2%)	1,090
	Lodging Managers	19% (10%)	70
	Meeting, Convention & Event Planners	24% (7%)	490
Virginia	Food Service Managers	15% (2%)	680
	Lodging Managers	9% (10%)	90
	Meeting, Convention & Event Planners	11% (7%)	450
South Carolina	Food Service Managers	17% (2%)	620
	Lodging Managers	13% (10%)	100
	Meeting, Convention & Event Planners	18% (7%)	220
Kentucky	Food Service Managers	17% (2%)	340
	Lodging Managers	-5% (10%)	20
	Meeting, Convention & Event Planners	13% (7%)	130

In addition to data from O*NET, state-level sources from the Tennessee Department of Labor and Workforce Development reflect strong growth in employer demand for hospitality and tourism occupations. These include the department's 2023 Tennessee's Economy 2022–2023 report and statewide data provided by the WIRED (Workforce Insights, Research and Reporting Engine Division) platform.

Sources:

- National Center for ONET Development. (n.d.). ONET OnLine. U.S. Department of Labor, Employment and Training Administration. <https://www.onetonline.org/>
- Tennessee Department of Labor and Workforce Development. (2023). *Tennessee's Economy 2022–2023*. <https://www.tn.gov/content/dam/tn/workforce/documents/majorpublications/reports-02/Tennessee-Economy-2022-2023.pdf>

- Tennessee Department of Labor and Workforce Development, Research and Reporting Engine Division (2023). *TN Dept of Labor; Statewide TN Workforce Insights, Research and Reporting Engine Division (WIRED) - Appendix C; 04.07.2025*



Financial Projections Form

Institution East Tennessee State University

Program Name Hospitality and Tourism Management, BBA

Projected One-Time Expenditures

Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6*	Year 7
Faculty & Instructional Staff								
Non-Instructional Staff								
Graduate Assistants								
Accreditation					\$3,500	\$5,100		
Consultants	\$2,000							
Equipment								
Information Technology								
Library resources								
Marketing								
Facilities								
Travel								
Other								
Total One-Time Expenditures	\$2,000	\$0	\$0	\$0	\$3,500	\$5,100	\$0	\$0

Projected Recurring Expenditures

Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6*	Year 7
Faculty & Instructional Staff		\$135,000	\$270,000	\$270,000	\$270,000	\$270,000		
Non-Instructional Staff								
Graduate Assistants		\$8,000	\$8,000	\$8,000	\$8,000	\$8,000		
Accreditation					\$1,000	\$1,000		
Consultants								
Equipment								
Information Technology								
Library								
Marketing		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000		
Facilities								
Travel		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000		
Other								
Total Recurring Expenditures	\$0	\$153,000	\$288,000	\$288,000	\$289,000	\$289,000	\$0	\$0
Grand Total (One-Time and Recurring)	\$2,000	\$153,000	\$288,000	\$288,000	\$292,500	\$294,100	\$0	\$0

Projected Revenue

Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6*	Year 7
Tuition		\$200,000	\$300,000	\$400,000	\$500,000	\$600,000		
Grants								
Other								
Total Revenues	\$0	\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$0	\$0

*Years 6 and 7 should only be included for doctoral programs

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: May 23, 2025

ITEM: Provost's Update

COMMITTEE: Academic, Research, and Student Success

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

Staff will provide an update to the Academic, Research, and Student Success Committee on current and completed initiatives across the Division of Academic Affairs for the 2024-25 academic year, including an overview of the first-year implementation of the Board's approved changes to the University's academic structure and the new General Education curriculum. Among other topics, staff will also provide updates on the continued focus on expanding community-engagement across the division for the University's Carnegie classification application; growing regional partnerships; and targeting curriculum development in areas related to workforce demand to impact student success.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: May 23, 2025

ITEM: Student Success Update: Student Government Association

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Michelle Byrd
Associate Vice President and Dean of Students
Student Life and Enrollment

Staff will provide an update on ETSU Student Government Association (SGA) activities for the 2024-25 academic year. Student leaders who participate in SGA have done tremendous work to promote our campus community by encouraging their peers to reach their full potential. Staff will highlight efforts and achievements for the past year and spotlight goals for the 2025-26 SGA executive team.



EAST TENNESSEE STATE
UNIVERSITY

Student Government Association: Developing Leaders

2025



SGA

Student Development and Community Engagement



SGA Composition

- Roan Scholars
- Global Citizen Scholars
- Fraternity and Sorority Members
- International Students
- Graduate Students
- Student Organization Execs and Members
- Preview and Orientation Leaders
- Expedition Leaders
- Athletes
- Band Members
- Resident Assistants



Building a Community to Serve Others



Relationships Matter



SGA Values and Focus

- Service to Others
- Respect
- Building Relationships
- Following Process and Procedures
- Listening to Constituents
- Leadership and Integrity
- Decision Making and Impact



Student interest in SGA is growing

- In 2025, 86 candidates met the requirements and completed the steps necessary to be listed on the ballot
- In 2024, 78 candidates ran
- In 2023, 34 candidates ran
- In 2022, 50 candidates ran



SGA Accomplishments through Initiatives or Support

- **Helene Disaster Relief** Item Collection; Blood Drive Support; Serving Communities
- **New Spaces and Accents:** Pepper's Grill, Student Life Village, Bucky Statue
- **New Traditions:** Senior Sunset, Mini-Dome Takeover, State of the Student Body
- **Focus on Academics:** Expansion of Library Hours and Study Space; Supporting Internships and Networking; Changes in Curriculum Requirements (CSCI 1100)
- **Helping Each Other:** Supporting Mental Health and Wellness (JED Campus Initiative, etc.); Improving Access (Dining Hall Push plates); Emergency Alerts/ App

Service Matters



SGA: A History of Partnership



SGA

Looking to the Future

- Enhancing Campus Amenities- Dining Options
- Student Life/Greek Life Village
- Pickleball Courts at the CPA
- Traditions and Events- Bluegrass and Old Time Music
- Updated Mobile App
- Updated SGA Webpage
- 24/7 Study Space
- Professional Development- Internships and Networking



SGA Student Next Steps and Accolades

- **Aashi Vora** – Board of Trustees, Student Member
- **Skylar Bracket** – THEC Board of Trustees, Student Member 2024-25, Quillen College of Medicine
- **Leah Loveday** – Truman Scholar
- **Finnigan Shirley** – Peace Corp
- **Hunter Turgeon** – Vanderbilt, Graduate School- Masters Degree-Finance
- **Morgan Blazer** – Medical School (TBD)
- **Taylor Corum** – UT School of Law
- **Matthew Sutphin** – Law School (TBD)
- **Trent White** – UT School of Law
- **Noah Cole** – Graduate School, IT

Building Student Success



SGA Calendar

Elections

April of each academic year

Summer Planning

Executive meetings

Summer retreat

Training for SGA Execs and Cabinet

Fall

Senate Meetings

Committee Meetings

SGA Office Hours

SGA Concert

Homecoming

Other Initiatives

Spring

Senate Meetings

Committee Meetings

SGA Office Hours

Election Applications (SGA and BOT)

SGA Major Concert

Festival of Ideas

Local Hearts Concert

Other Initiatives



Thank you!



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: May 23, 2025

ITEM: Research Update

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Nick Hagemeier
Vice Provost for Research

Staff will provide an update on institutional research metrics framed in ETSU's vision of being a premier R2 research university. Furthermore, staff will provide an update on recent changes to the R1 vs. R2 designation and discuss initiatives related to the institution's research enterprise.



Research **TRAILBLAZER**

Research Update Board of Trustees

May 23, 2025



Topics

1. Sponsored Programs Overview & Initiatives
2. R1 vs. R2 Update
3. Visioning

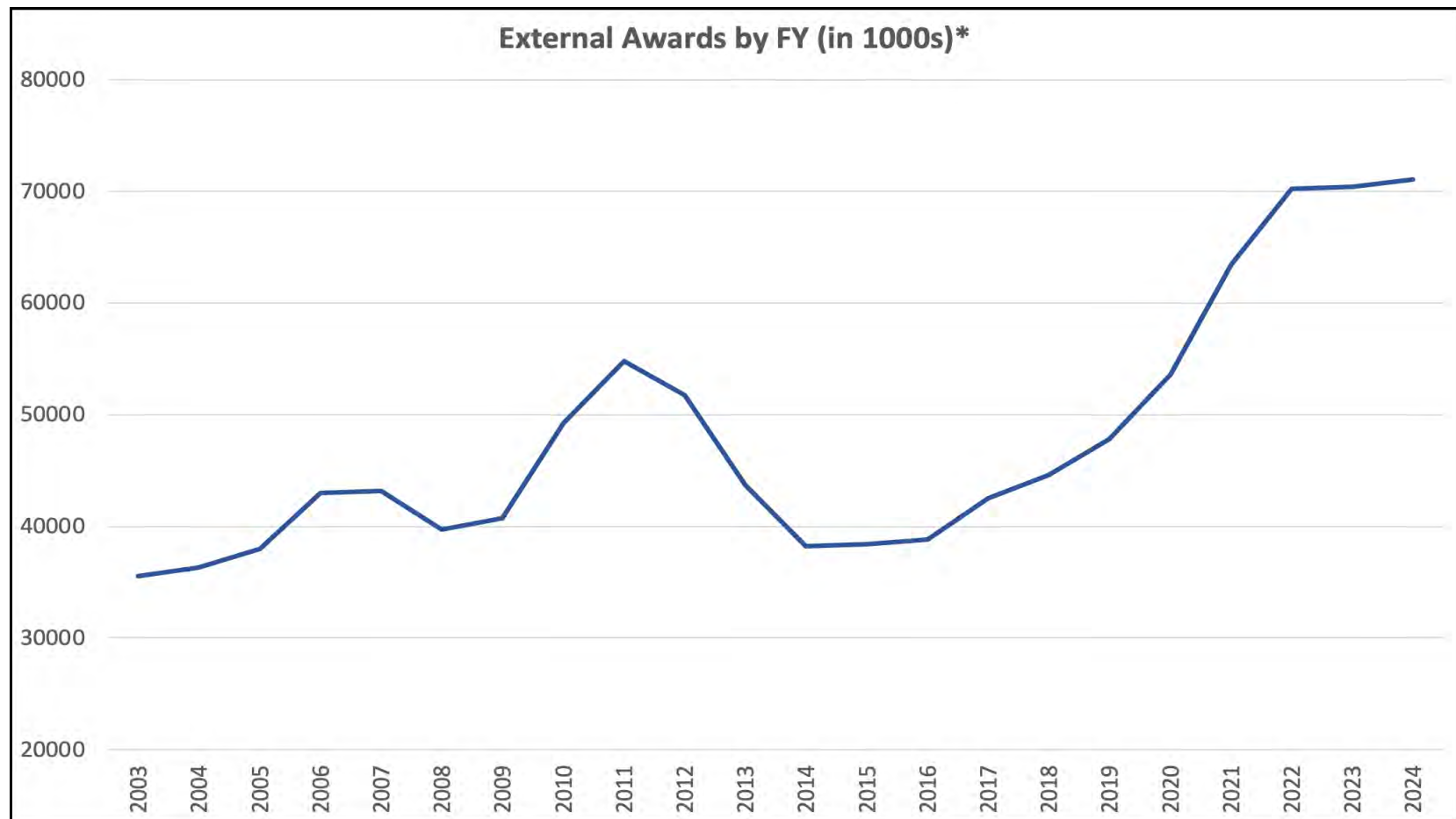




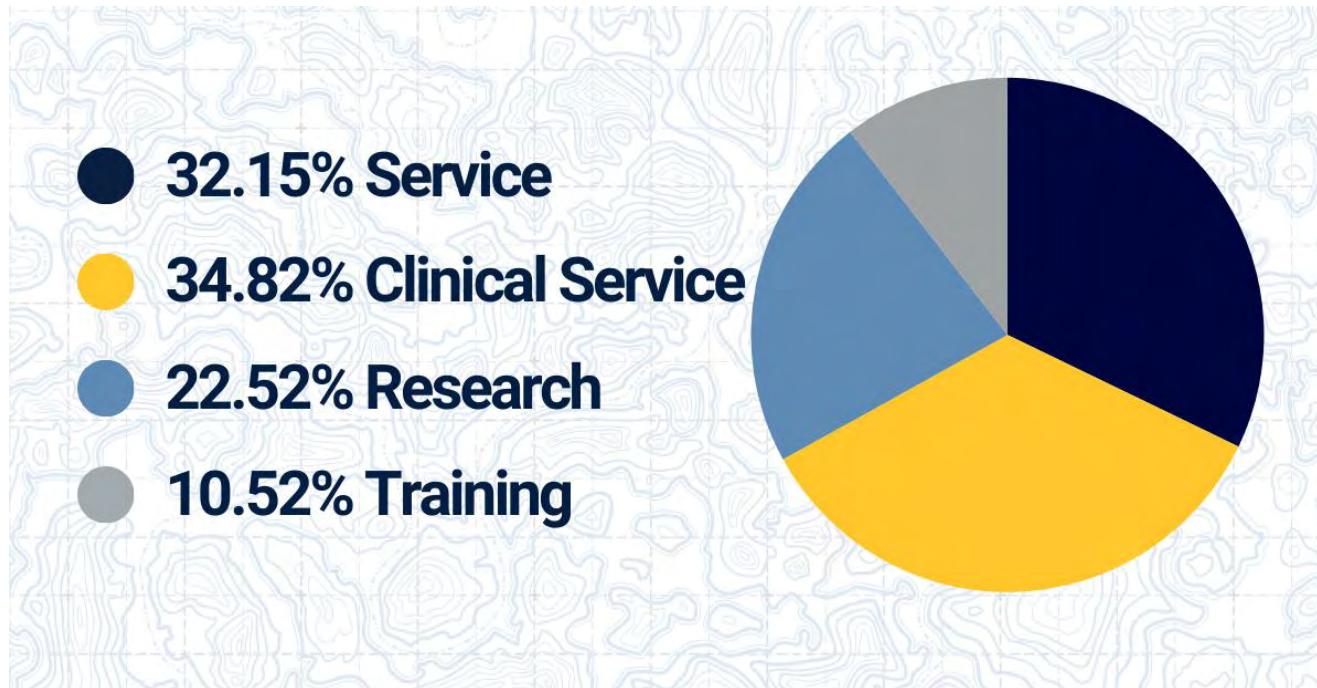
Research **TRAILBLAZER**

ETSU's Sponsored Programs Portfolio



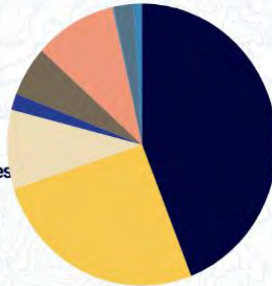


Award \$ by Type – FY24



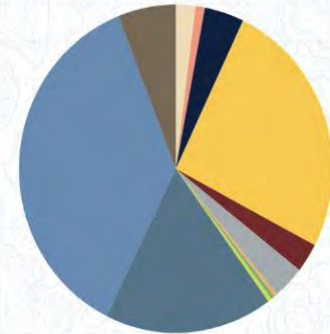
RESEARCH

- \$7M Quillen College of Medicine
- \$4.1M College of Public Health
- \$1.4M College of Arts and Sciences
- \$0.9M Clemmer College
- \$0.3M College of Clinical & Rehabilitative Health Sciences
- \$1.5M College of Business & Technology
- \$0.39M College of Pharmacy
- \$0.02M Office of the Vice Provost for Research
- \$0.02M Office of the Vice Provost for Research



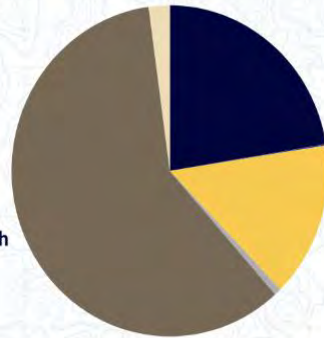
SERVICE

- \$8.4M Office of the Vice Provost for Research
- \$3.9M Division of Student Life & Enrollment
- \$0.74M College of Public Health
- \$5.8M College of Nursing
- \$1.3M Clemmer College
- \$0.92M Quillen College of Medicine
- \$0.65M Gatton College of Pharmacy
- \$0.21M College of Business & Technology
- \$0.46M College of Arts & Sciences
- \$0.08M College of Graduate & Continuing Studies
- \$0.08M Office of Administration
- \$0.09M Office of the President
- \$0.01M College of Clinical and Rehabilitative Health Sciences



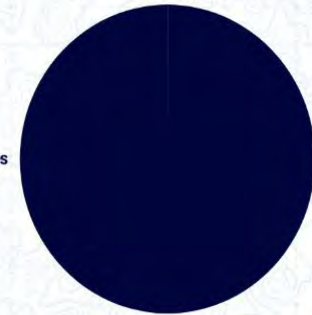
TRAINING

- \$4.5M Clemmer College
- \$1.1M College of Nursing
- \$1.6M Quillen College of Medicine
- \$0.16M College of Arts & Sciences
- \$0.05M College of Public Health
- \$0.009M College of Clinical & Rehabilitative Health Sciences



CLINICAL SERVICE

- \$24.7M Quillen College of Medicine
- \$0.003M College of Clinical & Rehabilitative Health Sciences



By the numbers...

- 150 active Institutional Biosafety and Chemical Committee (IBC) protocols
- 68 active Institutional Animal Care and Use Committee (IACUC) protocols
 - 136 rats, 2256 mice, 31 faculty
- 514 active human subjects research studies



By the numbers...

- 2 IP disclosures
- 1 patent
- 13 new RFP awards totaling \$203,700 across 6 colleges
- \$337,130 in new start-up OVPR funding in FY24
- 34 active start-up accounts totaling over \$800K





Inaugural COR Awardees

October 18, 2024



Inaugural Research Fellows



Dr. Pamela Mims



Dr. Saurabh Mehta



Intellectual Property



Enriching the Region, Impacting the World.



Mr. Jon Wood





Research **TRAILBLAZER**

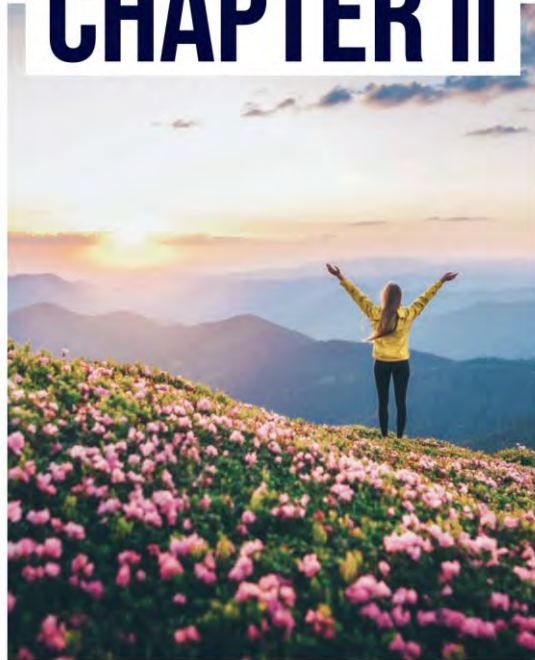
R1 vs. R2 Update





EAST TENNESSEE STATE
UNIVERSITY

ETSU COMMITTEE FOR 125 **CHAPTER II**



Research and Scholarship Task Force: ETSU is recognized, through funding and program rankings, as one of the premier R2 research universities in the nation.

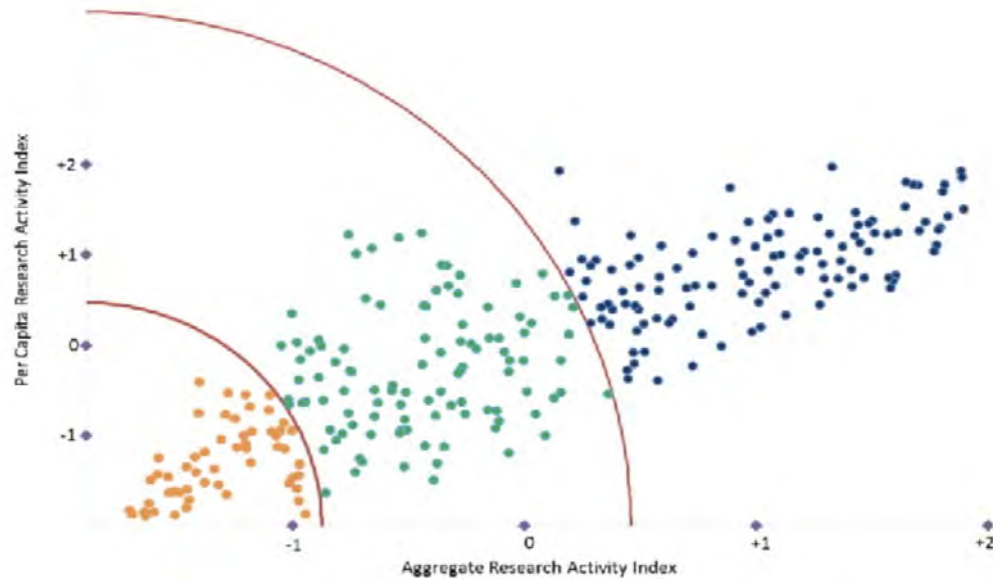


Research
TRAILBLAZER



Historically...

1 STEM Expenditures	2 Non-STEM Expenditures	3 Research Staff	4 STEM Doctorates	5 Humanities Doctorates	6 Social Science Doctorates	7 Professional Doctorates
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In the historical classification system...

- R1 was arguably out of reach and not mission aligned
- \$120M-\$150M research spend annually simply to have a shot, not considering any of the other variables
- ETSU was squarely an R2 institution



CARNEGIE CLASSIFICATIONS TO MAKE MAJOR CHANGES IN HOW COLLEGES AND UNIVERSITIES ARE GROUPED AND RECOGNIZED, SET CLEAR THRESHOLD FOR HIGHEST LEVEL OF RESEARCH

November 01, 2023

Research 1: Very High Spending and Doctorate Production

On average in a single year, these institutions spend at least \$50 million on research & development and produce at least 70 research doctorates.

Research 2: High Spending and Doctorate Production

On average in a single year, these institutions spend at least \$5 million on research & development and produce at least 20 research doctorates.

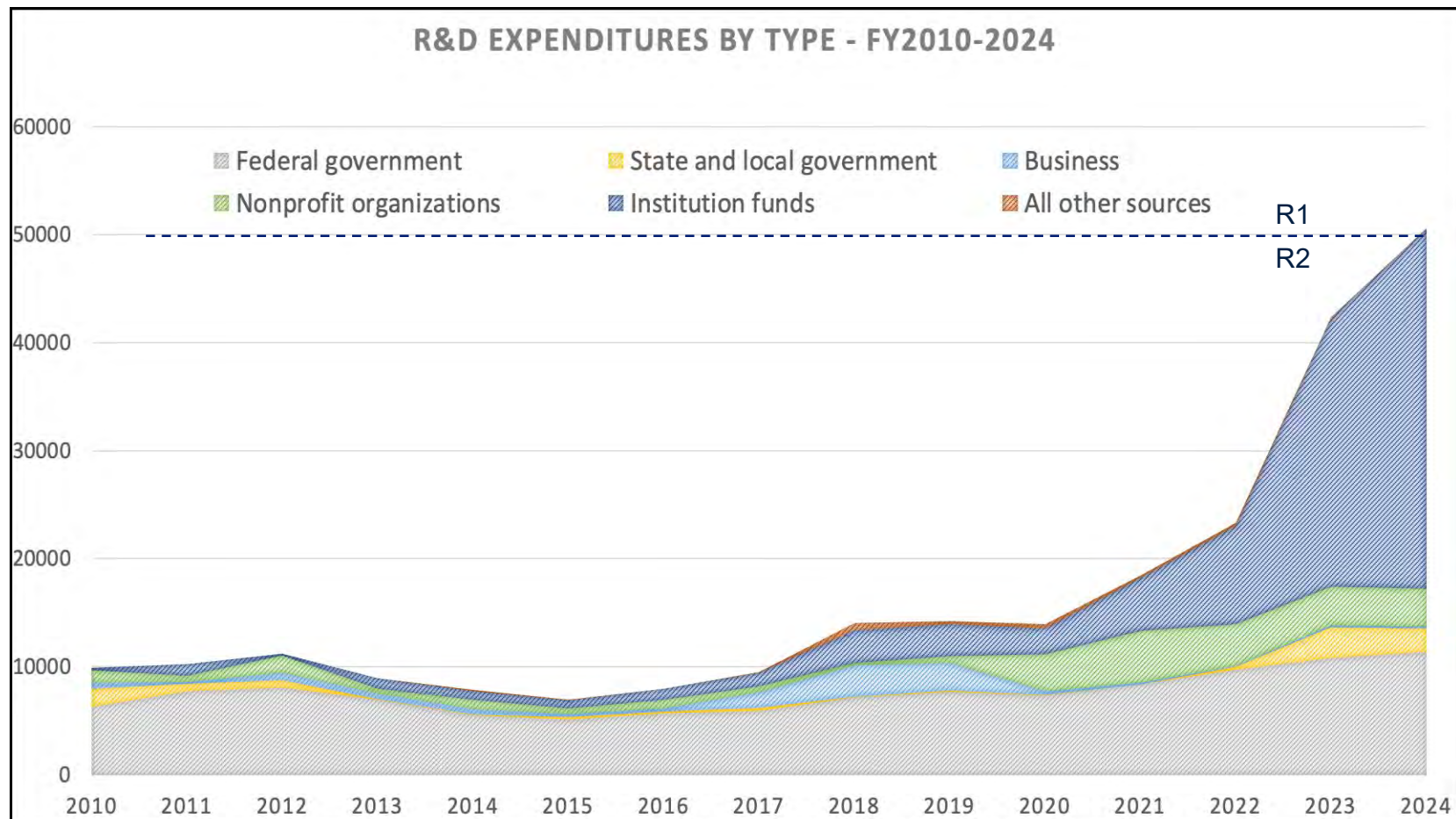
<https://carnegieclassifications.acenet.edu/carnegie-classification/research-designations/>

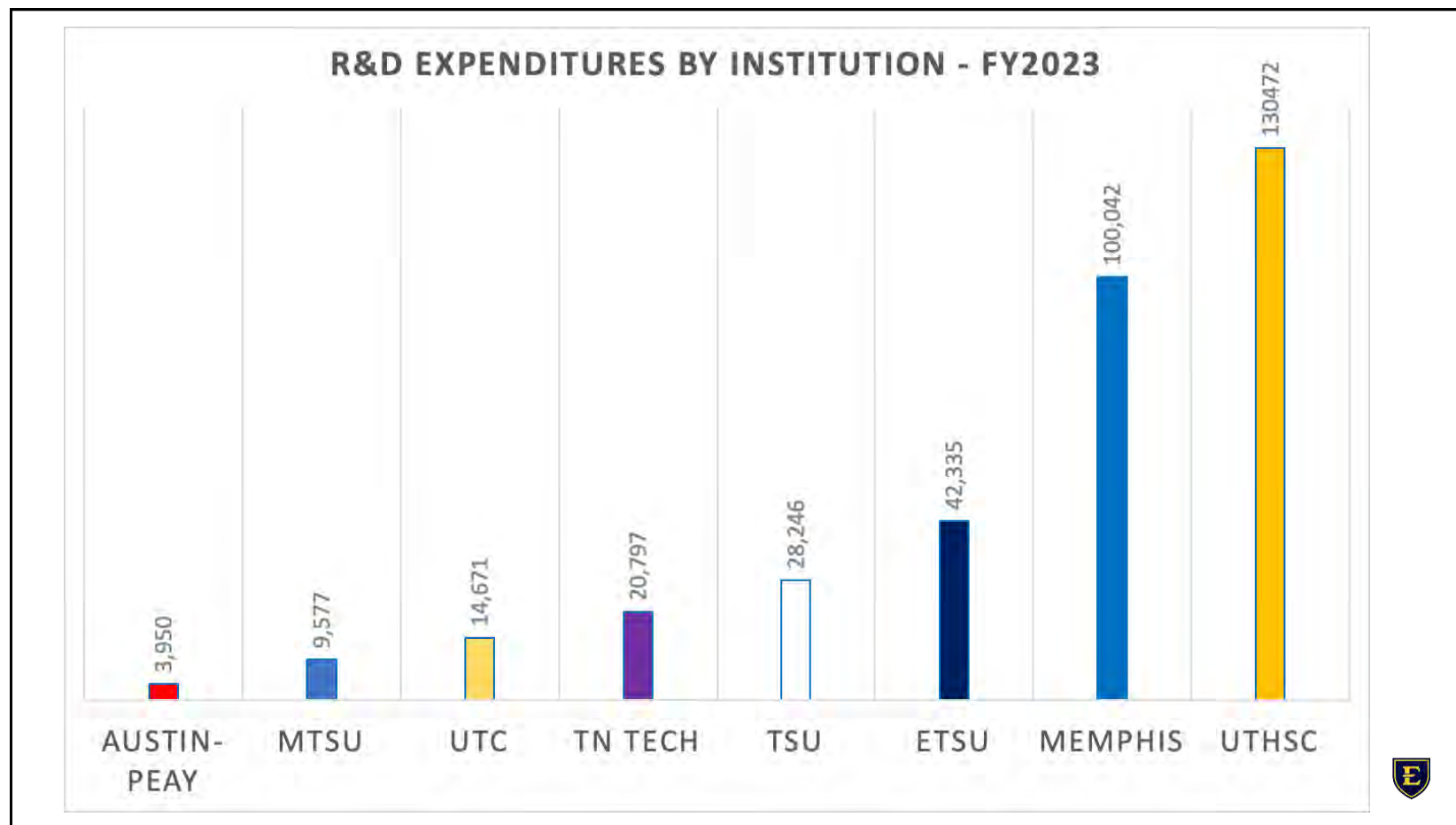


Higher Education Research & Development (HERD) Survey

- Conducted by NSF annually
- R&D expenditures explicitly defined
- All institutions with \$150K+ in R&D expenditures ranked
 - 1 = Johns Hopkins University (\$3.4B)
 - 664 = St. Mary's College of Maryland (\$205K)
- Captures federal, institutional, state/local government, business, nonprofit, other R&D expenditures







In the new classification system...

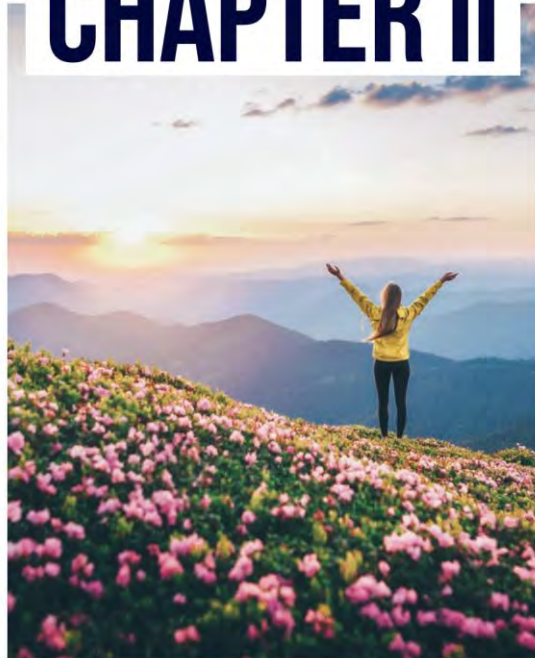
- The R1 designation is no longer a select group of flagships and elites
- R1 is arguably mission aligned
- ETSU is well above the research doctorates threshold





EAST TENNESSEE STATE
UNIVERSITY

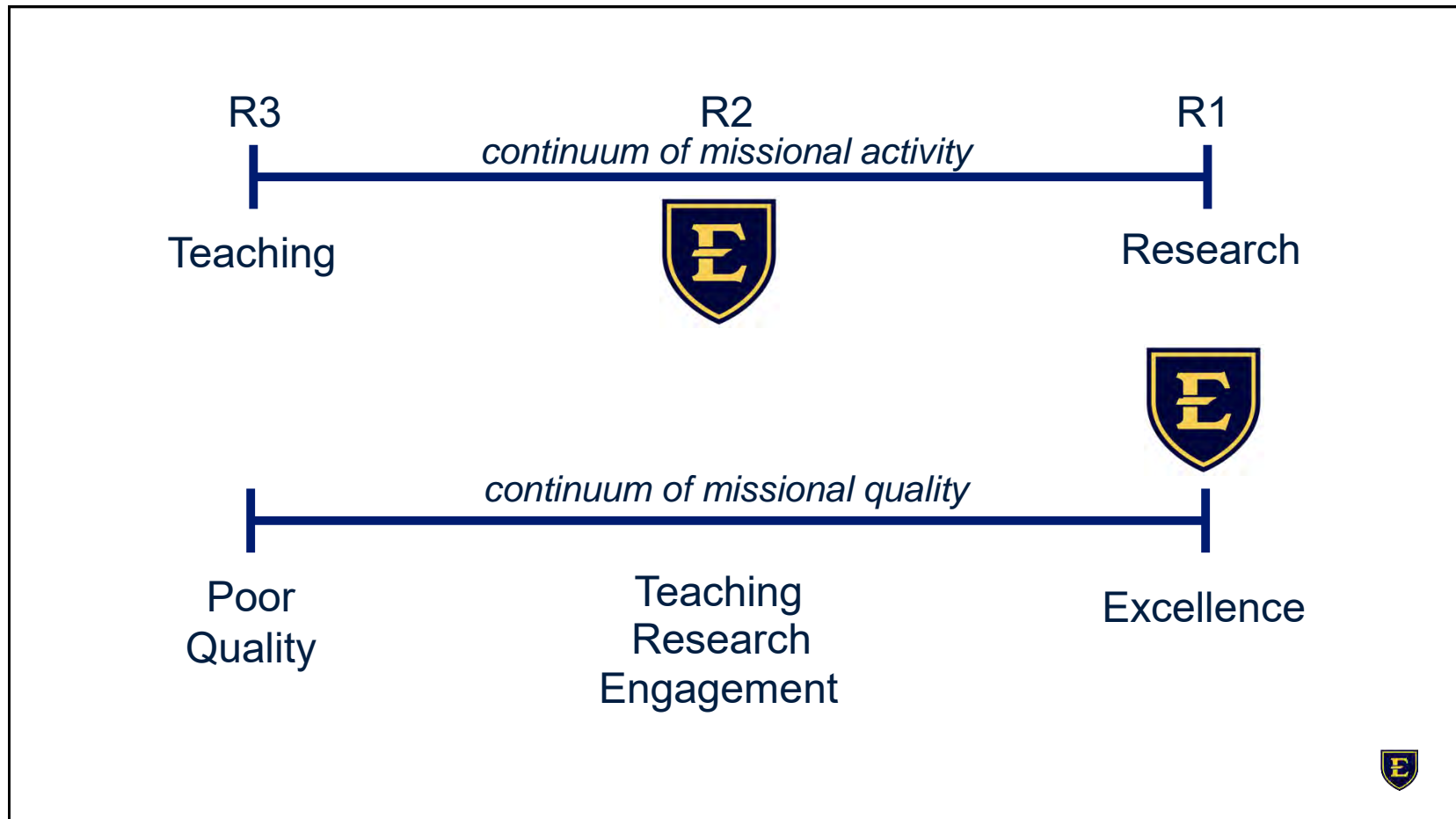
ETSU COMMITTEE FOR 125 **CHAPTER II**

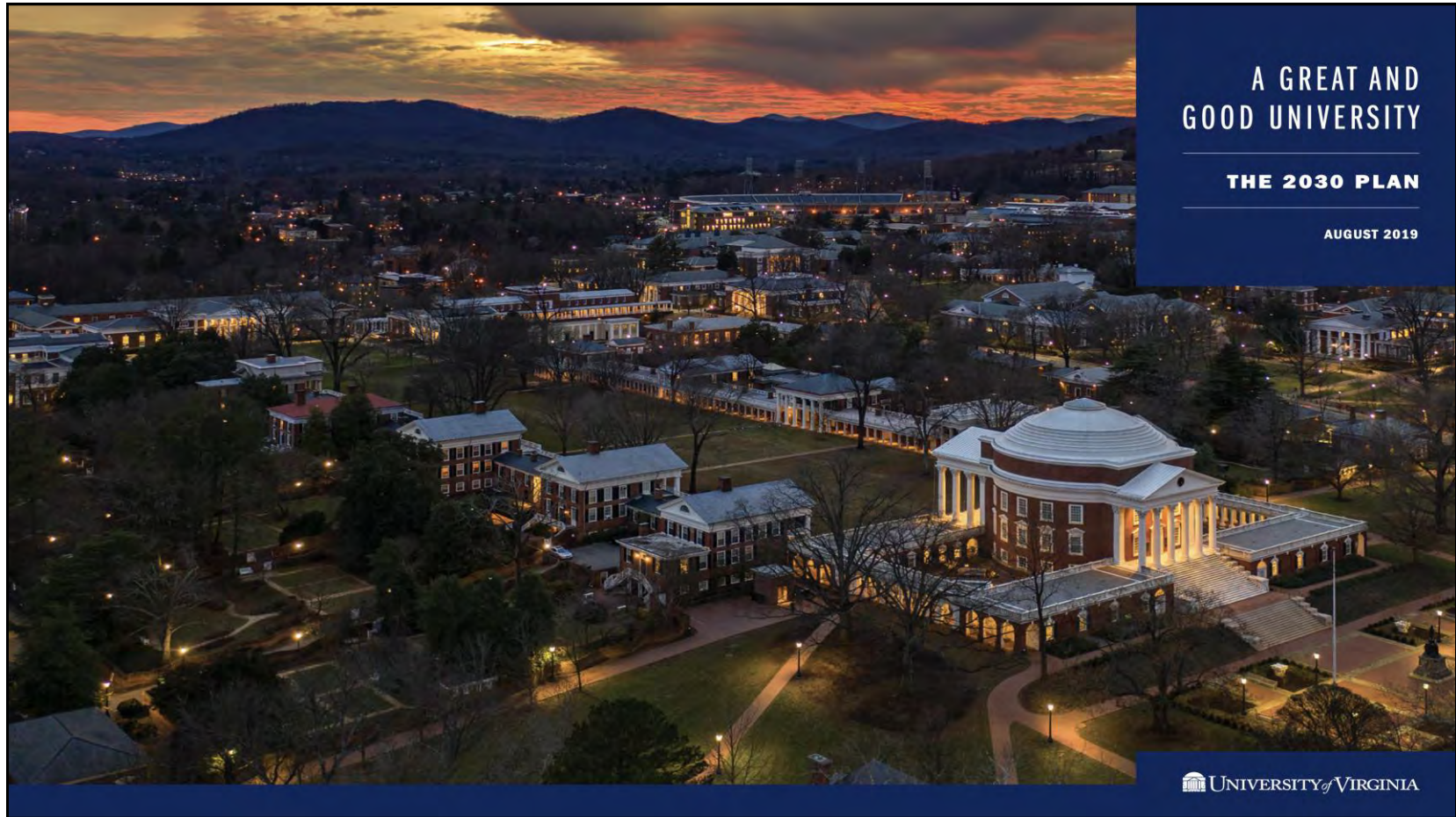


Research and Scholarship Task Force: ETSU is recognized, through funding and program rankings, as one of the premier R2 research universities in the nation.

- We're not an R1 yet
- What's our missional HERD rank?
- What's our new vision statement?







A GREAT AND GOOD UNIVERSITY

THE 2030 PLAN

AUGUST 2019

 UNIVERSITY of VIRGINIA

University of Virginia

1. Democracy
2. Environmental Resilience & Sustainability
3. Precision Medicine
4. The Brain & Neuroscience
5. Digital Technology & Society





PURDUE'S NEXT

MOVES

Purdue University

1. Plant Science 2.0
2. National Security & Technology Initiative
3. Purdue Applied Research Institute
4. Transformative Education 2.0
5. Equity





East Tennessee State University

- Bioengineering
- Computation & Connectedness
- Hazards, Weather & The Outdoors
- Inflammation, Infectious Disease and Immunity
- Rural & Appalachian Thriving
- The Brain & Mind
- Transformative Education



**To pursue
excellence, we
must...**

- Optimize and resource infrastructure
- Name and invest in priority research areas
- Integrate research into the education experience
- Integrate research into clinical care
- Build business partnerships
- Strategically engage in culture change
- Demonstrate value





Research **TRAILBLAZER**

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