

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

9:00–10:15 a.m. EDT
Friday
September 11, 2026

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

COMMITTEE MEMBERS

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

- I. Call to Order
- II. Roll Call
- III. [Approval of the Committee Minutes from May 21, 2026](#)

ACTION ITEMS

- IV. [Recommendation for Promotion and Tenure of Faculty Member](#) – *McCorkle* (5 minutes)
- V. [Approval of the ETSU Mission Profile](#) – *McCorkle/Hoff* (5 minutes)

INFORMATION AND DISCUSSION ITEMS

- VI. [Academic Notification for Period of January 1, 2026, through July 31, 2026](#) – *McCorkle* (5 minutes)
- VII. [Enrollment Update](#) – *Sherlin* (15 minutes)
- VIII. [Faculty Research Update: Kidney Disease](#) – *Polichnowski* (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: September 11, 2026

ITEM: Approval of the Minutes from May 21, 2026

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the May 21, 2026, 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 May 21, 2026, 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

May 21, 2026
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Thursday, May 21, 2026, at 9:01 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 9:01 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 Dr. Steph Frye-Clark
Trustee Jon Lundberg
Trustee Melissa Steagall-Jones
Trustee Tony Treadway

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

III. Approval of the Committee Minutes from February 20, 2026

The minutes from the February 20, 2026, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Jon Lundberg making the motion and Trustee Tony Treadway seconding the motion. The motion passed unanimously.

ACTION ITEMS

IV. Promotion and Tenure of Faculty Members

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle summarized ETSU's comprehensive tenure and promotion processes and presented the

names of 56 faculty members recommended by President Noland for tenure and/or promotion.

Trustee Dr. Steph Frye-Clark moved that the list be approved, and Trustee Jon Lundberg seconded the motion. It passed unanimously.

V. Approval of Tenure and Promotion Policy for Tenure-Track and Tenured Faculty

Provost McCorkle described the current policy which was approved by the Board of Trustees on May 8, 2017. The policy specifies the processes for earning tenure and promotion and outlines the required reviews during, and beyond, the tenure and promotion processes. Provost McCorkle described the work that had taken place to update all policies related to tenure and promotion. She said the key areas of revision in the policy covering tenure-track and tenured faculty include more rigorous standards for tenure and promotion consideration that are closer in line with the university's peer institutions and with changes that have been taking place at ETSU as more emphasis is being placed on research and creative activities. The proposed policy was divided into two parts, one covering tenure-track and tenured faculty and one covering renewable term faculty. The proposed policy for tenure-track and tenured faculty adds a requirement for a mid-point review to make sure that faculty are on track to meet tenure and promotion standards. There is also a requirement for external reviews by qualified experts for faculty being considered for promotion to the rank of full professor.

Trustee Dr. Steph Frye-Clark made a motion that this policy be approved, and Trustee Tony Treadway seconded the motion. It passed unanimously.

VI. Approval of Promotion Policy for Renewable Term Faculty

Provost McCorkle told the committee that this is a stand-alone policy specifying the process for earning promotion, as well as the required reviews during and beyond the promotion process. The proposed policy applies to faculty who are not in tenure-earning positions but who hold other full-time appointments related to teaching, research, clinical practice, and professional service.

Trustee Dr. Steph Frye-Clark made a motion that the policy be approved, and Trustee Jon Lundberg seconded the motion. It passed unanimously.

VII. Approval of Termination of Tenure Policy

Provost McCorkle indicated that this policy, and the one following, are new for the institution. This policy specifies the times when tenure may be terminated. Provost McCorkle summarized for the committee the various categories that may lead to termination of tenure.

Trustee Jon Lundberg made a motion to approve this policy, and Trustee Tony Treadway seconded the motion. It passed unanimously.

VIII. Approval of Faculty Misconduct Policy

Provost McCorkle explained that a new state law in Tennessee requires Boards of Trustees to adopt a new policy by July 1, 2026, that distinguishes between tenure decisions and disciplinary actions related to faculty members, tenured or non-tenured. Provost McCorkle summarized the elements included in the new law.

Trustee Dr. Steph Frye-Clark made a motion that this policy be approved, and Trustee Jon Lundberg seconded the motion. It passed unanimously.

President Noland thanked Provost McCorkle for her leadership in accomplishing these policy revisions and additions.

INFORMATION AND DISCUSSION ITEMS

IX. Research Update

Dr. Nick Hagemeyer, Vice Provost for Research, reported to the committee that in fiscal year 2025, ETSU brought in \$64.5 million in external awards, which was down slightly because of the uncertainties in the national funding landscape. Dr. Hagemeyer said ETSU is positioned well because of its diverse portfolio of sponsored programs in the general categories of service (27.3%), clinical service (35.2%), research (21.9%), and training (15.6%).

Dr. Hagemeyer shared notable examples in each of these categories, beginning with research by Distinguished Faculty Award winner Dr. Aaron Polichnowski and his work on hypertension and chronic kidney disease. In the service category, Dr. Hagemeyer praised the work of Dr. Amy Edwards in the Center for Community Outreach and Dr. Ronnie Gross, Executive Director of TRIO Programs. In clinical service, Dr. Hagemeyer recognized the Quillen College of Medicine (\$16.2 million) and the College of Nursing (\$6.6 million), whose externally funded work allows us to serve patients who might not otherwise receive care. In the training category, Dr. Hagemeyer highlighted the work of Drs. Dawn Rowe, Ginger Christian, and Pamela Mims in the Clemmer College of Education and Human Development, as they equip teachers to help students with special needs.

Dr. Hagemeyer mentioned that one measure of success in research and sponsored program activity is the number of proposals submitted. ETSU submitted 275 during the 2025 fiscal year, and the goal for this year is 300. He added that ETSU had four intellectual property disclosures in FY25, and that number is expected to rise. Further, in FY25, there were 13 new research funding program awards totaling \$214,000 across five colleges. Over \$300,000 was contributed to startup accounts for FY26. Dr. Hagemeyer

said there are now 32 active startup accounts, totaling almost \$1 million. He added that we have increased indirect cost recovery by some 80% on the main campus and 40% overall.

Dr. Hagemeyer told the committee that ETSU is on the cusp of becoming a top 10% regional public research university. The top five are the University of Alabama Birmingham, Wichita State, Wayne State, Montana State, and the University of Louisiana at Lafayette.

Turning to the subject of visioning, Dr. Hagemeyer reported that there has been an increase of over 500% in research expenditures in the last decade at ETSU and that this year, ETSU is on the cusp of the R1—R2 threshold. In that decade, ETSU jumped by 120 positions in the National Science Foundation Higher Education Research and Development ranking.

This year, ETSU unveiled its first Research Strategic Plan. Dr. Hagemeyer outlined the pillars upon which the new plan is based:

- ETSU’s research vision and identity
- Strengthening infrastructure and processes
- Enhancing enrollment and student success through research
- External engagement, innovation, and partnerships

Dr. Hagemeyer reviewed ETSU’s research vision as articulated in the ETSU 125 Chapter 2 document: ETSU is recognized, through funding and program rankings, as one of the premier R2 research universities in the nation. The revised vision, as stated in the new strategic plan, is: ETSU is recognized, through funding, rankings, and impact, as one of the premier regional public research universities in the nation.

X. Provost’s Update

Provost McCorkle updated the committee on academic programs and curriculum. Recent investments from the strategic fund, established in October of 2024, have helped to establish the new Mechatronics program and have supported new programs in Occupational Therapy and Orthotics and Prosthetics. Money from the strategic fund has also been used to help house various programs in the Ashe Street Courthouse, including Art and Design studios and an art gallery, the BucHouse student advertising agency, and the Tennessee Climate Office.

Provost McCorkle reported that the Tennessee Higher Education Commission has granted final approval for the Hospitality and Tourism Management BBA and the Environment, Health, and Disaster Science MS. Both of these programs are enrolling students for fall 2026.

Provost McCorkle then presented an enrollment summary from the fall of 2025, showing an overall increase of 406 students. She noted the continued increases in enrollment for the College of Medicine and the College of Pharmacy. The top undergraduate majors campuswide are: Psychology, Nursing, Biology, Management, and Computer Science. The top graduate majors are: Educational Leadership, Business Administration (online), Public Health, Nursing, and Counseling. Dr. McCorkle reported that the College of Medicine's entering class has now been increased to 100 students.

Dr. McCorkle also reported on two dean-level leadership transitions, with the retirement of David Atkins, Dean of Libraries, and Dr. Randy Wykoff, Dean of the College of Public Health.

Provost McCorkle highlighted various recognitions and celebrations, including the creation of a new ETSU Leadership Academy, which will allow selected faculty and staff honorees to learn more about the workings of the university. She spotlighted Graham Mefford, a student at University School, who won the 2025 Congressional App Challenge from the First Congressional District for his app entitled MediClear. Dr. McCorkle then reiterated the significance of ETSU's January 2026 recognition as a Carnegie Community Engaged institution—one of only 277 in the country.

Provost McCorkle ended her presentation by reviewing the Division of Academic Affairs strategic alignment, noting that ETSU continues to explore new programs, including the expansion of engineering and a new nurse anesthetist program in the College of Nursing. Additional programs under consideration are one in construction management and a master's in athletic training. She added that the university, and particularly the College of Business and Technology, will be focusing more deeply on Artificial Intelligence. Dr. McCorkle underscored her division's partnership with the Office of Administration as illustrated by the future opening of the new Academic Building, the renovations of Brown Hall, and the prospect of a new Integrative Health Sciences building.

GENERAL INFORMATION ITEMS

XI. Committee Discussions

- General Discussion

No further discussion took place.

XII. Other Business

There was no other business to come before the committee.

XIII. Adjournment

The committee adjourned at 10:02 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 11, 2026

ITEM: Recommendation for Promotion and Tenure of Faculty Member

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 academic accomplishments and assume increasing responsibility at the university. Tenure is foundational to the principles of academic freedom, which is necessary for the creation, distribution, and application of knowledge. The assurances that accompany tenure allow that university faculty can responsibly engage in professional and community service, teach students to engage with empirically-sound information, and conduct research 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 continued employment. Information about recommendations for awarding tenure and recognizing faculty rank is presented for consideration in the supporting memorandum.

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

RESOLVED: Faculty rank and the awarding of tenure are granted to the faculty member recommended by the President in the particular academic unit 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

September 11, 2026

Dr. Adam S. Green
Secretary of the Board of Trustees
East Tennessee State University

Dr. Green,

I recommend that the Board of Trustees confer tenure upon appointment to the individual whose accomplishments were reviewed by the Academic, Research, and Student Success Committee at the Board of Trustees meeting.

**Recommended for Tenure Upon Appointment
Dr. Lynette Hamlin
College of Nursing**

Dr. Lynette Hamlin was appointed Professor and Associate Dean in the College of Nursing, Graduate and Undergraduate Programs with tenure, effective August 24, 2026. This appointment is fully supported by the department's faculty, the dean, and the Provost. Dr. Hamlin joins ETSU from the Uniformed Services University of the Health Sciences in Bethesda, Maryland, where she served as the Director of the Center for Military Women's Health Research. Prior to that role, Dr. Hamlin taught at Saint Joseph's College of Maine, University of South Carolina Upstate, and Yale University School of Nursing. Dr. Hamlin serves as a member of the American Midwifery Certification Board Research Committee. Dr. Hamlin's expertise includes a focus on breast cancer, fetal alcohol spectrum disorders prevention, and COVID-19 responsiveness. During her career, she has accrued \$17.8 million in grant funding and has been published in *Female Pelvic Medicine and Reconstructive Surgery*, *Frontiers in Psychiatry*, and *Journal of Women's Health*. Dr. Hamlin's honors and awards include membership in Sigma Xi, the Scientific Research Honor Society, and the 2024 Military Health System Research Symposium Award for Excellence.

I am honored to recommend the faculty in this letter for tenure upon appointment and promotion as outlined.

Sincerely,

Brian Noland
President

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 11, 2026

ITEM: Approval of the ETSU Mission Profile

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

Dr. Michael Hoff
Vice Provost, Planning and Decision Support

The Tennessee Higher Education Commission (THEC) requires governing boards to submit an annual Mission Profile that accurately reflects the institution's mission, characteristics, and the populations it serves. Staff recommends updating ETSU's Mission Profile to align with recent changes to the institution's Carnegie Classification and ensure consistency with current institutional descriptions.

The revised ETSU Mission Profile is noted below with proposed deletions indicated by strikethrough and additions indicated by underline. The recommended revisions update the institution's description to align with current Carnegie Classification terminology while preserving the mission, scope, and populations served by the university.

East Tennessee State University is a traditionally selective institution located in Johnson City, part of the Northeast Tennessee region. Undergraduate students represent approximately 78 percent of headcount enrollment; students in graduate and professional programs constitute the remaining 22 percent, a result of programmatic growth and responsiveness to community and workforce needs. The university educates significant numbers of low-income students, first-generation students, adult students, and students pursuing degrees in the basic and clinical health sciences.

ETSU awards degrees in over one hundred baccalaureate, masters and doctoral programs, including distinctive interdisciplinary programs. An emphasis on the clinical and health sciences, with respect to doctoral and professional programs supporting research and clinical service delivery, is a distinctive feature of the university. ETSU's enrollment profile displays a clear focus on Tennessee and Southern Appalachia. The university is especially committed to serving rural populations throughout the region and around the world; it does this through a commitment to teaching, research, and service that supports the needs of Tennessee and Southern Appalachia

first then sharing that knowledge to improve outcomes in similar communities around the world. ETSU is an R2 Research University according to the Carnegie Foundation classification (Doctoral University: High Research Activity). Additionally, ETSU ~~has a Carnegie Undergraduate Program classification of “Professions plus arts & sciences, high graduate coexistence” and a Graduate Program classification of “Research Doctoral: Professional—dominant.”~~ has an institutional classification of “Professional-focused Undergraduate/Graduate-Doctorate-Medium” and the elective classification for Community Engagement.

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

RESOLVED: The Board of Trustees approves the ETSU Mission Profile for submission to the Tennessee Higher Education Commission.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 11, 2026

ITEM: Academic Notification for Period of January 1, 2026,
through July 31, 2026

COMMITTEE: Academic, Research, and Student Success

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

This information item is presented to the ETSU Board of Trustees as an update regarding academic action items that have occurred between January 1, 2026, and July 31, 2026. 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 January 1, 2026, through July 31, 2026:

<i>Type of Action – THEC Notification</i>	<i>Quantity</i>
Establish New Concentration in Existing Program	8
Change Credits in Academic Program / Certificate	4
Terminate Concentration	3
Change Name of Concentration	3
Change Name of Academic Program	2
Establish New Certificate	2
Establish New Department in Existing Academic Unit	2
Establish New Academic Program	1
Inactivate Academic Program	1
Inactivate Program Concentration	1
Change Instructional Delivery Mode	1
Change Department Name	1

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

Establish New Concentration in an Existing Program:

Establish New Concentration in an Existing Program: French concentration - World Languages, BA

The program currently offers a B.A. in only three languages: German, Japanese, and Spanish. Peer institutions typically offer a B.A. in more languages. Student requests for a French major have increased, and enrollment in the French minor has increased substantially. By making a French concentration, ETSU will be able to grow the French program and enhance enrollment in the program.

Establish New Concentration in an Existing Program: Health Sciences concentration - Chemistry, BS

This proposed concentration will meet a needed curriculum area within the Chemistry department. This concentration is designed to meet the needs of students with health care/medical professional aspirations. This concentration is similar to concentrations offered at other institutions and will be a benefit to ETSU students. It is expected that this concentration will also enhance student enrollment in the Chemistry program.

Establish New Concentration in an Existing Program: Intelligent Enterprise concentration - Information Systems, MS

The proposed Intelligent Enterprise concentration within the Master of Science in Information Systems responds to the growing need for advanced, specialized graduate study in enterprise systems, digital transformation, and integrated organizational technologies. As enterprise information systems continue to evolve toward intelligent, data-driven, and process-centric platforms, graduate students increasingly seek focused academic pathways to develop deeper expertise beyond foundational information systems knowledge.

Establish New Concentration in an Existing Program: Filmmaking concentration - Media and Communication, BA/BS

The media and communication major does not have concentrations, so three concentrations are being developed to provide focused areas of content and flexibility for students in pursuing their academic and professional goals. Filmmaking has been an area of interest to students. The filmmaking minor has grown, and a concentration is being recommended. The film and entertainment industry is expected to grow at rates above average for the next decade, and ETSU has direct connections with multiple film festivals and screenings. It is anticipated that this will be a popular program for students.

Establish New Concentration in an Existing Program: Public Relations and Social Media Management concentration - Media and Communication, BA/BS

The department is establishing new concentrations in the Media and Communication major. The Public Relations and Social Media Management concentration will provide students with a focused curriculum in a growing labor field that touches just about every kind of business. This concentration is expected to enhance new student interest and enrollment.

Establish New Concentration in an Existing Program: Sports, Entertainment, and News concentration - Media and Communication, BA/BS

This concentration is being established to add an additional area of focus to the Media and Communication major based on student interest. Sports, entertainment, and news communication are very popular areas of study across the state and nation and are growing fields of employment. This concentration will prepare graduates for employment in this exciting and rapidly evolving workforce area and provide an academic foundation for graduate studies.

Establish New Concentration in an Existing Program: Filmmaking concentration - Digital Media, MFA

This new concentration consists of 12 credits devoted to graduate-level filmmaking classes in the Department of Media and Communication and will be one of two concentrations available in the MFA. The creation of the School of Marketing and Media provided an opportunity for a new collaborative concentration in Filmmaking with the faculty in Digital Media and Media and Communication. It is expected that this concentration will attract new students to the Master of Fine Arts.

Establish New Concentration in an Existing Program: Motion, Interaction, and Visual Development concentration - Digital Media, MFA

This 12-credit concentration maintains the original Master of Fine Arts pathway. With the introduction of the Filmmaking concentration, Motion, Interaction, and Visual Development will serve as the content pathway for the original degree focus and will also provide updated marketing opportunities for students in the program.

Change Credits in Academic Program / Concentration:

Change Credits in Academic Program / Certificate: Sport Nutrition Certificate

This revision reduced the certificate by one 3-credit class, reducing total certificate credits from 15 credits to 12 credits. Content in the course being removed was covered throughout other certificate courses, which will maintain the certificate's depth and rigor. The reduction of credits keeps the certificate program consistent with similar programs across the state and nation.

Change Credits in Academic Program / Certificate: Global Health Certificate

This revision reduced the certificate credits from 17 credits to 12 credits. This reduction resulted from a curricular review and subsequent revision to the content in the certificate. This will align the certificate with other graduate certificates in Public Health and remove redundant content, making the certificate an enhanced academic option for students.

Change Credits in Academic Program / Certificate: Teaching English to Speakers of Other Languages Certificate

This revision reduced the total credits for the certificate from 18 credits to 15 credits. A curriculum revision to the certificate reduced redundant content, which will enhance student interest in the certificate and facilitate more timely completion.

Change Credits in Academic Program / Certificate: Biology MS

Program credits have changed from 30 credits to a range of 30 – 36 credits. This change will provide students with greater flexibility for completion of culminating research projects. It is expected that this change will enhance the student experience in their research phase of the program.

Terminate Concentration:

Terminate Academic Concentration: Mathematics Education concentration - Mathematics, BS

The secondary education teacher preparation program has been embedded in the Mathematics major. Therefore, the stand-alone concentration is no longer needed and is being terminated.

Terminate Academic Concentration: Economic Development and Planning concentration - Public Administration, MPA

The MPA program has transitioned to a fully online program and now offers only a generalist track. The fully online, revised program will begin in the fall of 2026 and will not have specific concentrations. The curriculum revision will enhance student flexibility in formatting the program for their professional aspirations and will bring the online degree in line with similar programs across the state and nation.

Terminate Academic Concentration: Public Financial Management concentration - Public Administration, MPA

The MPA program has transitioned to a fully online program and now offers only a generalist track. The fully online, revised program will begin in the fall of 2026 and will not have specific concentrations. The curriculum revision will enhance student flexibility in formatting the program for their professional aspirations and will bring the online degree in line with similar programs across the state and nation.

Change Name of Concentration:

Change Name of Concentration: Old-time Music Studies concentration to Old-Time Music - Bluegrass, Old-Time, and Roots Music, BA

The Bluegrass, Old-Time, and Roots Music Studies program has become nationally accredited by the National Association of Schools of Music (NASM). Following recommendations from accreditation work, it was recommended that the word *studies* be removed from the major, concentrations, and minors. This recommendation is the result of an accreditor recommendation.

Change Name of Concentration: Scottish and Irish Traditional Music Studies concentration to Scottish and Irish Traditional Music – Bluegrass, Old-Time, and Roots Music, BA

The Bluegrass, Old-Time, and Roots Music Studies program has become nationally accredited by the National Association of Schools of Music (NASM). Following recommendations from accreditation work, it was recommended that the word *studies* be removed from the major, concentrations, and minors. This recommendation is the result of an accreditor recommendation.

Change Name/Title of Academic Concentration: Marketing Analytics concentration to Digital Marketing and Analytics - Marketing, BBA

This recommendation will change the concentration name from Marketing Analytics to Digital Marketing and Analytics. This name change keeps the program current in a rapidly evolving professional area and aligns with similar programming across the state and nation.

Change Name of Academic Program:

Change Name/Title of Academic Program: Bluegrass, Old-Time, and Roots Music Studies, BA to Bluegrass, Old-Time, and Roots Music, BA

The Bluegrass, Old-Time, and Roots Music Studies program has become nationally accredited by the National Association of Schools of Music (NASM). Following recommendations from accreditation work, it was recommended that the word *studies* be removed from the major, concentrations, and minors. This recommendation is the result of an accreditor recommendation.

Change Name/Title of Academic Program: Master of Professional Studies, MPS to Master of Leadership Studies, MLS

The Master of Professional Studies, MPS was developed as part of the Tennessee eCampus consortium. ETSU is no longer part of the eCampus consortium. As the degree evolved, enrollment has been concentrated in the Leadership, Organization, and Workforce Studies concentration, with student interest very focused on leadership studies. After reviewing enrollment within the degree and content interests of students, the faculty recommends that the name of the degree be changed to Master of Leadership Studies, MLS, to focus the program on the strongest area of student interest.

Establish New Certificate:

Establish New Certificate: Surveying and Mapping Science

A 36-credit fully online undergraduate certificate focusing on professional skills needed for licensure requirements for Surveying and Mapping. This certificate will help students who are currently employed in the field receive initial training that allows them to take the survey licensing exam. This certificate will fill a growing employment need in the state and region.

Establish New Certificate: Intelligent Enterprise

The proposed graduate certificate in Intelligent Enterprise is designed to support the rapidly evolving field of enterprise information systems, responding to significant changes in how organizations design and manage enterprise technologies. As digital transformation accelerates across sectors, enterprise systems increasingly integrate business processes, data, and intelligent technologies, creating a growing gap between traditional academic preparation and current enterprise practice. This 12-credit certificate addresses that gap by providing focused, graduate-level instruction aligned with contemporary organizational needs.

Establish New Department in an Existing Academic Unit:

Department of Early Childhood and Elementary Education

The Clemmer College of Education and Human Development underwent a restructuring, which resulted in the establishment of two new departments. The Department of Early Childhood and Elementary Education brings together two key program areas with a focus on early learning. The programs in this department prepare educators and other professionals for work in early childhood education and elementary through middle-level education. This department has strong student enrollment, and the collaboration across program areas allows students to have a strong vertical understanding of both the educational process and human development process for young learners.

Department of Teaching and Learning Sciences

The Clemmer College of Education and Human Development underwent a restructuring, which resulted in the establishment of two new departments. The Department of Teaching and Learning Sciences combines programs focused on developing professionals for PK-12 educational settings. The programs in this department have worked collaboratively for many years, but bringing them together will enhance the delivery of programs that benefit public and private education across the state and region. Key areas of this department are secondary education, physical education, education foundations, as well as others that support the future of education in the state.

Establish New Academic Program:

Establish New Academic Program: Environment, Health, and Disaster Sciences, MS

The Letter of Notification (LON) has been approved by the ETSU Board of Trustees at its November 2025 meeting. The New Academic Program Proposal (NAPP) includes the full curriculum for the degree. This new program was approved by the Tennessee Higher Education Commission (THEC) at its May 2026 meeting. *Due to the large size of this file, the PDF was divided into 5 links:* [Part 1.](#) [Part 2.](#) [Part 3.](#) [Part 4.](#) [Part 5.](#)

Inactivate Academic Program:

Inactivate Academic Program: Allied Health, MS

A 10-year review of program productivity indicates that this program has had steady enrollment declines. Despite curriculum revisions and online marketing enhancements, the program has not made enrollment improvements that support continuing the degree. Faculty and college administration recommend the inactivation of this degree.

Inactivate Program Concentration:

Inactivate Program Concentration: Archival Studies concentration - Interdisciplinary Studies, MALS

The Archival Studies concentration has only had one student in the last 5 years and currently has no enrollment. Additionally, the Archival Studies graduate certificate is moving from Cross-Disciplinary Studies in the Clemmer College of Education and Human Development to the Department of Appalachian Studies in the College of Arts and Sciences. Given very low concentration productivity and the relocation of the certificate, it is recommended that this concentration be inactivated.

Change Instructional Delivery Mode:

Change Instructional Delivery Mode: Public Health, DrPH

This proposed recommendation will add an online option to the DrPH. Interest in online DrPh programs has grown substantially across the state and nation. Adding this degree-completion pathway is expected to increase new student enrollment in the program.

Change Department Name:

Change Department Name: Exercise Science to Exercise and Sport Science

This proposal is to change the name of the Department of Exercise Science to the Department of Exercise and Sport Science. Programs in the department represent both academic areas of exercise science and sport science. It is a more precise name for the department and will help prospective students searching for sport programming to find exercise and sport offerings.

Part II: ETSU Approval items

These curriculum items are fully vetted through ETSU's curriculum approval processes and are approved at the university level. The following table outlines the ETSU academic action items for the period of January 1, 2026, through July 31, 2026.

<i>Type of Action – University-Level Approval</i>	<i>Quantity</i>
Revise Program Policy: Admission	14
Revise Program Policy: Progression	5
Revise Program Policy: Graduation	1
Revise Curriculum Substantive	7
Change Name of Academic Minor	3
Establish Academic Program Articulation	2
Move Academic Program to New Academic Unit	1
Establish Academic Minor	1
Establish Center	1

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

Revise Program Policy: Admission

Revise Program Policy (Admission): Elementary/Secondary School Counseling concentration – Counseling, MA

The Counseling program is updating admission requirements to better align with ETSU Graduate School policies and procedures, current accreditation standards, and to clarify required information for students.

Revise Program Policy (Admission): Respiratory Therapy, BS

This admission revision requires applicants to be at least 18 years old. In the state of Tennessee, regulations require applicants to be 18 years of age for a license to practice and to work with medical equipment that utilizes X-ray technology. This policy aligns with other respiratory therapy programs across the United States.

Revise Program Policy (Admission): Clinical Mental Health concentration - Counseling, MA

This proposed admission policy revision clarifies language for potential students and clearly identifies program admission guidelines, clearly aligns program admission requirements with graduate admission requirements, and establishes expectations for students upon completion of the program.

Revise Program Policy (Admission): Sport Nutrition Certificate

This proposed admission policy revision will remove letters of recommendation as an admission requirement. Over the past five years, it has become clear to program faculty that letters of recommendation are less valued in the admission process and are often a hindrance to efficient admission decisions. This aligns with other graduate program admission revisions.

Revise Program Policy (Admission): Reading, MEd

The proposed admission policy revision aligns admission requirements with recent changes for teacher licensure requirements at the Tennessee Department of Education. It is expected that the revisions will make the program more accessible to teachers interested in a Reading Specialist endorsement.

Revise Program Policy (Admission): Master of Business Administration

The proposed admission policy revision is to drop the GMAT exam from admission requirements. This will ensure consistency with admission standards across similar state and national-level programs. This change will also allow ETSU's MBA program to remain competitive in the recruitment of students.

Revise Program Policy (Admission): Dental Hygiene, BSDH

This admission revision will add the admission requirement of a minimum age of 18 years old to be fully admitted to the program due to the use of X-rays in clinical settings and will also add a requirement that students will need to submit scores from the Admission Test for Dental Hygiene (ATDH) prior to the application deadline.

Revise Program Policy (Admission): Radiologic Science, BS

This proposed admission revision will add a minimum age of 18 years to be fully admitted to the Radiologic Science program. This requirement results from clinical placement requirements, which include the 18-year-old minimum age for radiation workers.

Revise Program Policy (Admission): Sport Physiology and Performance, PhD

To enhance the competitiveness and accessibility of the on-ground PhD program, it is recommended that the GRE requirement be removed from the admissions criteria and the letter-of-recommendation requirement be eliminated. This change will align the program with institutional and national best practices, broaden our applicant pool, and strengthen our capacity to attract top-tier students committed to advancing research and practice in Exercise and Sport Science.

Revise Program Policy (Admission): Sport Science and Coach Education, MS

To enhance the competitiveness and accessibility of our on-ground Master's program, it is recommended that the GRE requirement be removed from the admission criteria. This change will align our programs with institutional and national best practices, broaden our applicant pool, and strengthen our capacity to attract top-tier students committed to advancing research and practice in Exercise and Sport Science.

Revise Program Policy (Admission): School Librarianship, MEd

This admission policy revision will update the minimum undergraduate and prior graduate work GPAs for domestic students seeking admission to the program. These revisions will align the program with the Tennessee Department of Education's revised admission standards for Educator Preparation programs.

Revise Program Policy (Admission): Special Education, MEd

This admission policy revision applies to the Advanced Studies in Special Education concentration, a non-licensure program pathway. The revisions include removing the GRE requirement and clarifying the policy language for this concentration.

Revise Program Policy (Admission): Nursing, BSN

The proposed revision to the undergraduate nursing admissions policy is intended to support the College of Nursing's strategic enrollment goals and enhance the visibility and competitiveness of our pathways into the Bachelor of Science in Nursing (BSN) program. Although a Direct Entry Freshman Pathway currently exists in policy, it is embedded within broader admissions language and is not prominently positioned or aligned with peer institutions offering similar opportunities. By elevating and refining this pathway, guaranteed admission options for high-achieving incoming freshmen who demonstrate strong academic preparation and a commitment to the nursing profession will be more clearly articulated and advertised.

Revise Program Policy (Admission): History Graduate Certificate

This proposed admission revision for the History graduate certificate removes the personal statement, three letters of recommendation, and a resume or CV. These requirements are more consistent with admission to a degree program and removing them is expected to increase enrollment in the certificate program.

Revise Program Policy: Progression

Revise Program Policy (Progression): Respiratory Therapy, BS

This proposed revision to the respiratory therapy program progression policy clarifies that progression requirements apply only to CPSC-designated courses within the professional program, not to all courses in the overall curriculum.

Revise Program Policy (Progression): Dental Hygiene, BSDH Online Program

This proposed revision to the Dental Hygiene Online Program progression policy clarifies that progression requirements apply only to DHYG-designated courses within the professional program, not to all courses in the overall curriculum.

Revise Program Policy (Progression): Dental Hygiene, BSDH

This proposed progression revision clarifies language to make progression procedures clear for students. The revision clarifies that students must maintain a grade of C or better throughout the program in all dental hygiene courses.

Revise Program Policy (Progression): Mental Health concentration and Elementary/Secondary School Counseling concentration – Counseling, MA

Currently, the progression policy requires a grade of B or better in specific classes. This creates confusion for students and issues for program faculty in tracking student performance. The proposed revision will require a grade of B or better in all courses in the program. This revision is aligned with other similar programs as well as current accreditation standards.

Revise Program Policy (Progression): Criminal Justice & Criminology, MA

The proposed policy revision will allow students to take the culminating program examination more than once per semester. This revision will provide students with an enhanced opportunity to graduate on time. Data collected in the department indicates that most students who fail on the first administration have not had unanimous failure votes. This revision will benefit students in the program.

Revise Program Policy: Graduation

Revise Program Policy (Graduation): International Student Policy College of Business and Technology

This college-level graduation policy revision will remove the requirement that all international students take four credits of International Student Seminar. This class is no longer required. This change will enhance the pathway to degree completion for international students.

Revise Curriculum Substantive:

Revise Curriculum Substantive: Art History concentration – Art, BA

This curriculum revision involves changing some class numbers from 4000 level to 3000 level. Prior to this revision, the program only included 4000-level classes. With this revision, course numbering will align with the SACSCOC program guidelines, indicating that courses progressively become more rigorous as the program progresses.

Revise Curriculum Substantive: Respiratory Therapy, BS

Revisions advanced by the American Association for Respiratory Care, the Commission on Accreditation for Respiratory Care, and the National Board for Respiratory Care reflect a national transition toward a more comprehensive, outcomes-driven educational model in respiratory therapy. To meet these new standards, existing courses have been revised, and two new courses have been added to the program.

Revise Curriculum Substantive: Fashion Marketing and Merchandising concentration - Marketing BBA

This proposed revision will reduce the total credits in the concentration from 39 to 30; total degree credits do not change. The fashion marketing and merchandising concentration is currently difficult for students to complete due to the prerequisites, the semesters in which courses are offered, and the limited number of electives in the program. Reducing the number of required courses enables more electives in the fashion marketing and merchandising concentration and is expected to increase enrollment in the concentration.

Revise Curriculum Substantive: Nursing, BSN

The proposed revision of the ETSU BSN Curriculum is due to the outdated curriculum in the current program and to address recent updates in the AACN BSN Essentials Standards. These changes reflect evolving healthcare needs and expectations for nursing education, emphasizing competencies in evidence-based practice, technology integration, and interprofessional collaboration.

Revise Curriculum Substantive: Clinical Psychology concentration – Psychology, MA/PhD

The proposed revisions to this concentration will reduce the concentration's total credits but will not affect the degree's total credits. The curricular changes will update student experiential and supervisory training within the program and align the program with similar programs across the state and nation.

Revise Curriculum Substantive: Digital Media, MFA

With the creation of the School of Marketing and Media, the opportunity arose for a new collaborative concentration in Filmmaking with the faculty in Digital Media and Media and Communication. This revises the current core from 42 credits to 30 credits and establishes two new 12-credit concentrations. Total degree credits will not change. Students in older catalogs will not be impacted.

Revise Curriculum Substantive: School Librarianship, MEd

This curriculum revision is in response to residency standard changes by the Tennessee Department of Education. The changes reflect an increase in student hours of practice in the field and include the addition of elective options that will enhance student options in their program.

Change Name of Academic Minor:

Change Name of Academic Minor: Bluegrass, Old-Time, and Roots Music Studies to Bluegrass, Old-Time, and Roots Music

Change Name of Academic Minor: Scottish and Irish Traditional Music Studies to Scottish and Irish Traditional Music

Change Name of Academic Minor: Old-Time Music Studies to Old-Time Music

The Bluegrass, Old-Time, and Roots Music Studies program has become nationally accredited by the National Association of Schools of Music (NASM). Following recommendations from accreditation work, it was recommended that the word *studies* be removed from the major, concentrations, and minors. This recommendation is the result of an accreditor recommendation and applies to each of the minors identified above.

Establish Academic Program Articulation:

Establish Articulation Agreement Between Academic Programs: DNP/MBA

The MBA has articulations with Pharmacy and Medicine; this proposal will allow nursing students in the Healthcare and Leadership concentration in the DNP to also pursue an MBA. This program articulation will provide DNP students with an opportunity to earn an additional credential that will greatly enhance professional opportunities upon graduation.

Establish Articulation Agreement Between Academic Programs: School Librarianship, MEd and School Library Professional Certificate (C4)

In response to professional students' interest in transferring the School Library Professional certificate into the School Librarianship, MEd, this articulation agreement is recommended to allow students to transfer the certificate into the degree program. It is expected that this articulation will encourage

professional students to continue in the degree program. It will also improve graduates' professional credentials.

Move Academic Program to New Academic Unit:

Move Academic Program to New Academic Unit: Archival Studies from Clemmer College of Education and Human Development to College of Arts and Sciences

Following meetings with the Clemmer College of Education and Human Development leadership and the College of Arts and Sciences leadership, it has been concluded that placing the Archival Studies Graduate Certificate in the Department of Appalachian Studies makes sense from a curriculum perspective, and it is also expected that this will improve marketing and enrollment in this certificate program.

Establish Academic Minor:

Establish Minor: Surveying and Mapping Science

This 18-credit proposed minor will offer interdisciplinary value by bridging theoretical and applied courses in measurement science, mapping, and spatial data management with project-based learning experiences relevant to construction, planning, and environmental monitoring. Students pursuing this minor will develop competencies that enhance employability and professional versatility, particularly in sectors where spatial data integration and georeferencing are vital.

Establish Center:

Establish Center: Community Engagement Center

The purpose of the Center for Community Engagement is to develop and oversee policies and procedures that support and institutionalize a sustainable community engagement focus at ETSU, and that help the University achieve the community engagement strategic initiatives identified in ETSU's current and future strategic plans. The Center will facilitate and promote community engagement activities including teaching and scholarship, partnerships with external stakeholders, and outreach services emanating from the ETSU campus. It will serve as a resource and a hub for ETSU faculty, staff, students, and community partners. This new center will support the University's ongoing efforts related to being recognized as a Carnegie Community Engaged Institution this year.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 11, 2026

ITEM: Enrollment Update

COMMITTEE: Academic, Research, and Student Success

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

Staff will provide an update on Fall 2026 enrollment, including historical enrollment trends. The presentation will highlight institutional enrollment characteristics, key opportunities, and the enrollment outlook. Final enrollment data were not available at the time this agenda item was prepared and will be provided at the meeting.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 11, 2026

ITEM: Faculty Research Update: Kidney Disease

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Aaron Polichnowski
Associate Professor, Department of Biomedical Sciences
Quillen College of Medicine

Staff will present to the Board of Trustees highlights of NIH-funded kidney disease research at ETSU, with an emphasis on improving our understanding of kidney disease and developing new approaches to identify and reduce risk. Examples from three ongoing research projects illustrate how external funding supports scientific discovery while also strengthening the broader research environment at ETSU. The presentation highlights how NIH funding contributes to research infrastructure, promotes collaborations within ETSU and with investigators at other institutions, and creates training and career opportunities for students and research staff. Collectively, these efforts demonstrate how externally funded research can have an impact that extends well beyond the laboratory.

Kidney Disease Research at ETSU

Research Impact and Student Engagement

Aaron Polichnowski, PhD

Associate Professor

Department of Biomedical Sciences

Director, Medical Student Summer Research Program



Kidney Disease and Hypertension

Major health challenges with a disproportionate burden in Appalachia

THE HEALTH CHALLENGE



37 MILLION

U.S. adults have CKD
(14% of adults –
more than 1 in 10)



>1 IN 5

adults with high blood
pressure have CKD (21%)



CKD INCREASES THE RISK OF
cardiovascular disease
and premature death

A DISPROPORTIONATE BURDEN IN APPALACHIA



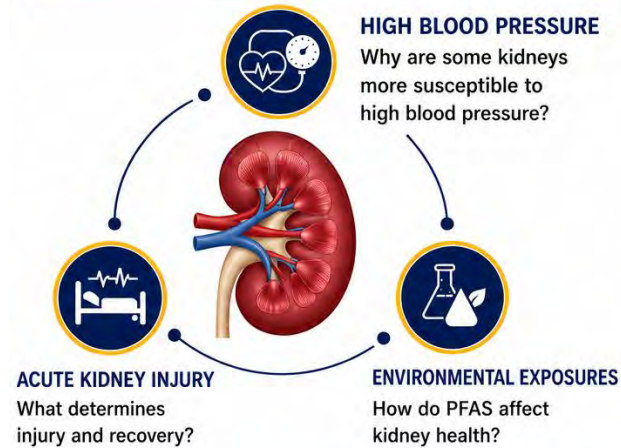
46.7%
of adults in
our region have
hypertension



KIDNEY DISEASE
CDC identifies
Appalachia as a region
with higher CKD
prevalence

Sources: CDC Chronic Kidney Disease in the United States, March 2026.
America's Health Rankings (using CDC BRFSS 2023); CDC MMWR 69(18):493–499, 2020.
CDC Preventing Chronic Disease 2024;23:23_0286.

OUR RESEARCH



Understanding what causes kidney injury—
and how we can prevent it.



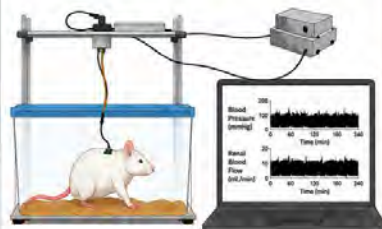
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Assessment of Renal Vascular Function

NIH-funded research on new approaches to assess risk of CKD progression

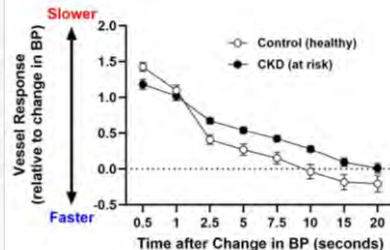
1. OUR UNIQUE CAPABILITY

We measure blood pressure and renal blood flow continuously in conscious, freely moving rats.



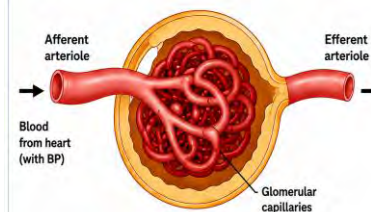
2. WHAT WE DISCOVER

Kidney blood vessels in at-risk kidneys respond more slowly to changes in blood pressure.



3. WHY THIS MATTERS

The afferent arteriole normally protects the glomerular capillaries from changes in blood pressure.



THE IMPACT

HEALTHY KIDNEY



Fast vascular response protects the glomerulus

AT-RISK KIDNEY (SLOW RESPONSE)



Slow vascular response
Greater pressure exposure → injury and CKD progression



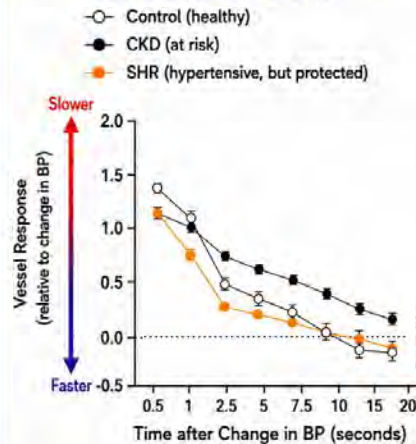
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Assessment of Renal Vascular Function

NIH-funded research on new approaches to assess risk of CKD progression

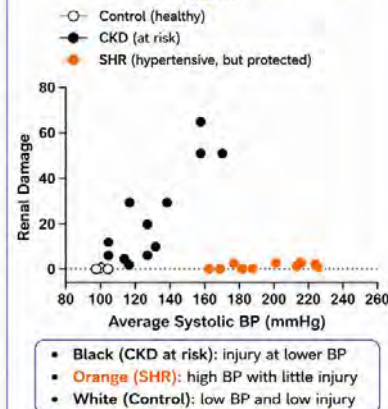
1. VASCULAR FUNCTION

We can measure differences in autoregulation that reflect vascular function.



2. DISEASE SUSCEPTIBILITY

Vascular function correlates with susceptibility to hypertensive kidney injury—not blood pressure alone.



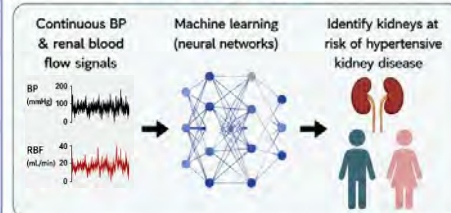
3. CURRENT LIMITATIONS & OUR GOAL

Current clinical tools detect injury after it has occurred.



These are late markers and do not identify kidneys at risk before damage occurs.

Where we are headed.



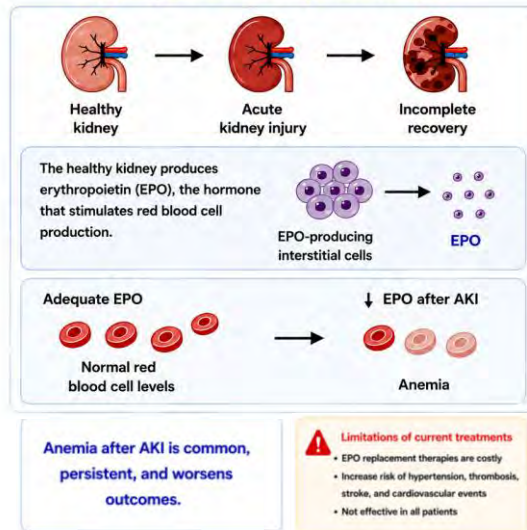
New analytical approaches could enable earlier identification of those at risk and inform prevention and treatment strategies.

Improving Recovery After Acute Kidney Injury

NIH-funded research uncovering a new cause of anemia after AKI

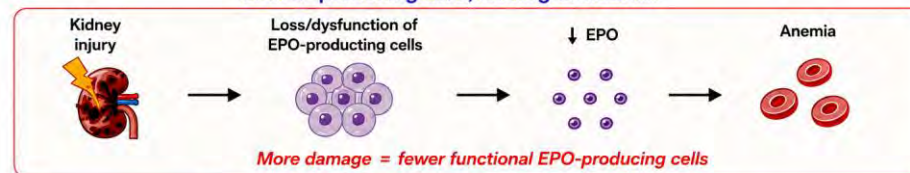
1. THE CLINICAL PROBLEM

AKI is common and often leads to incomplete recovery and anemia.

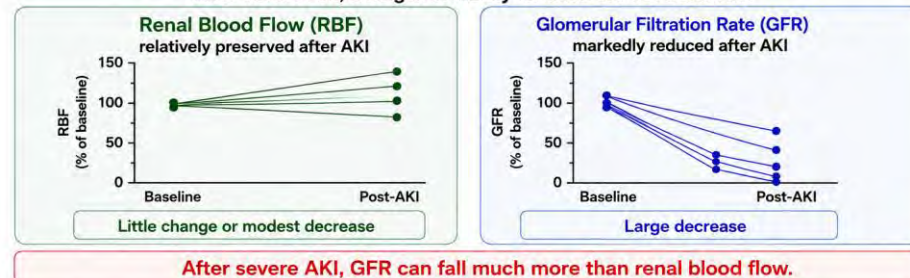


2. CHALLENGING THE DOGMA

Current view: More severe kidney injury causes greater loss/dysfunction of EPO-producing cells, leading to anemia.



Our hemodynamic findings suggest another explanation.
After severe AKI, changes in kidney function are not balanced:



Improving Recovery After Acute Kidney Injury

NIH-funded research uncovering a new cause of anemia after AKI

3. A NEW MECHANISM

Disproportionate reductions in GFR (oxygen demand) vs. RBF (oxygen delivery) may increase renal oxygen tension and weaken the stimulus for EPO production.

KEY EVIDENCE

Hypoxyprobe staining (kidney tissue)

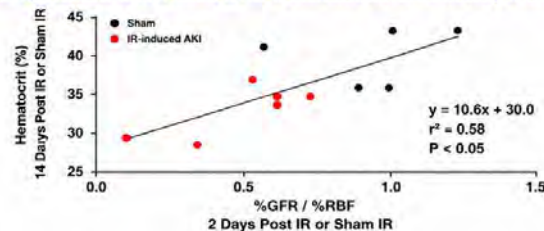


Mild injury

Severe injury

Hypoxia is markedly reduced in the most severely injured kidney.

Greater preservation of GFR relative to RBF is associated with better recovery of hematocrit.



PROPOSED MECHANISM

GFR (oxygen demand) falls disproportionately to RBF (oxygen delivery)



Less tubular filtration and reabsorptive work (less oxygen demand)



Lower oxygen consumption



Higher renal oxygen tension / less hypoxia



Weaker stimulus for EPO production



Altered renal hemodynamics after AKI may reduce the oxygen-dependent stimulus for EPO production—revealing a potential new mechanism of post-AKI anemia.



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PFAS and Kidney Health

NIH-funded research investigating the kidney effects of “forever chemicals”

PFAS and Kidney Health: From a Student's Question to an NIH-Funded Project

WHY PFAS AND KIDNEY DISEASE?

Epidemiological evidence links PFAS exposure with hypertension and kidney disease.



Strong associations exist, but it is not known whether PFAS directly alter blood pressure and contribute to kidney injury.

HOW THIS PROJECT STARTED



Prospective PhD student working at the EPA contacted me:
“Could I pursue a PhD in your lab studying PFAS and kidney disease?”



A new research question.
We had the expertise—but no funding in this area.



Built a new research program.
Literature review → preliminary studies → preliminary data



NIH R21 Funded
PFAS and Kidney Health



A student's scientific interest helped launch a new NIH-funded research direction.



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NIH Funding Builds Research Infrastructure

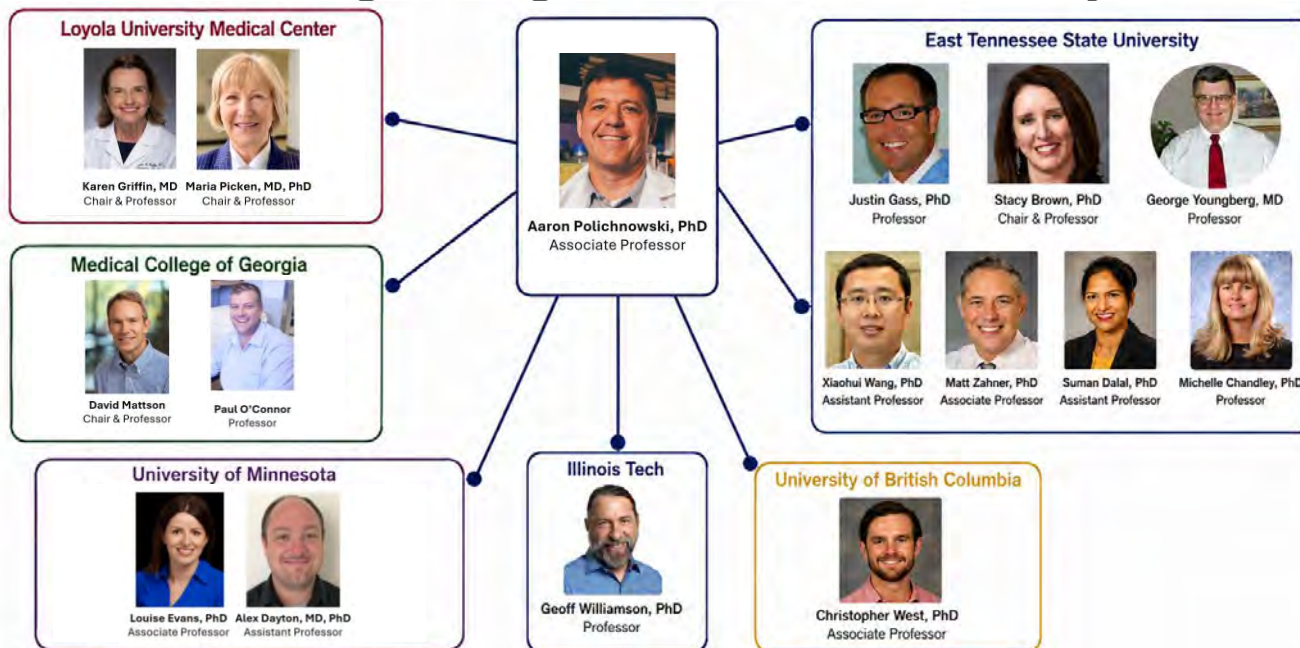
Collaboration extends the impact of NIH funding across ETSU

XIAOHUI WANG, PhD	Stacy Brown, PhD	Valentin Yakubenko, PhD
Assistant Professor Quillen College of Medicine	Chair & Professor Bill Gatton College of Pharmacy	Associate Professor Quillen College of Medicine
Vevo F2 Ultrasound Imaging System	Liquid Chromatography–Tandem Mass Spectrometry (LC-MS/MS) System	Leica Stellaris Confocal Microscope
		
✓ FUNDED Supports high-resolution imaging of cardiovascular and renal structure and function in small animals.	✓ FUNDED Enables sensitive, high-throughput analysis of PFAS and other small molecules.	✗ UNDER REVIEW Provides advanced imaging for cellular and molecular studies across multiple research programs.

**Collaborative instrumentation grants extend the impact of NIH funding.
They build shared research infrastructure that benefits investigators and students across ETSU.**

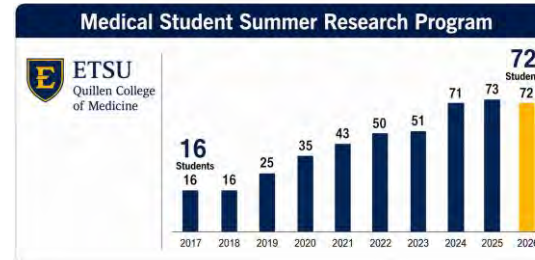
NIH Funding Drives Collaboration

Connecting investigators across ETSU and beyond



Training & Career Opportunities

NIH-funded research provides training, mentorship, and national exposure



Over the past 5 years, more than 20 students (undergraduate, PhD, and medical) have engaged in research in my laboratory through NIH-funded projects.



NIH-Funded Research Creates Impact at ETSU

Advancing science, strengthening ETSU, and creating opportunities

1

ADVANCING SCIENCE

Addressing important health problems and developing new approaches to understand kidney disease.

2

STRENGTHENING ETSU

Building research infrastructure and collaborations that extend the impact of external funding.

3

CREATING OPPORTUNITIES

Providing students and staff with research experience, mentorship, training, and national exposure.

External research funding has an impact far beyond the laboratory.



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