

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

9:00–10:15 a.m. EDT
Friday
September 12, 2025

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

AGENDA

- I. Call to Order
- II. Roll Call
- III. [Approval of the Committee Minutes from May 23, 2025](#)

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, 2025 through July 31, 2025 – McCorkle](#) (5 minutes)
- VII. [College Spotlight: Quillen College of Medicine – Block](#) (10 minutes)
- VIII. [ETSU Research Update: Center for Community Outreach – Edwards/Hagemeier](#) (15 minutes)
- IX. [Overview of Strategic Enrollment Management Plan – Sherlin/Levesque](#) (15 minutes)

GENERAL INFORMATION ITEMS

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

ITEM: Approval of the Minutes from May 23, 2025

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the May 23, 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 May 23, 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

May 23, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, May 23, 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. 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 February 21, 2025

The minutes from the February 21, 2025, meeting of the Academic, Research, and Student Success Committee were approved as submitted, with Trustee Tony Treadway making the motion and Trustee Charles Allen 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 reviewed the process for earning promotion and tenure at ETSU, describing it as “long and arduous” and a

reflection of the institution's dedication to academic rigor. The process begins early in the fall semester and culminates in May, when the Board of Trustees acts upon the university's recommendations. Dr. McCorkle presented a list of faculty from across eight colleges that staff is recommending for promotion and/or tenure this year.

Trustee Dr. Linda Latimer made a motion to approve the promotion and tenure recommendations, and Trustee Charles Allen seconded the motion. It passed unanimously.

V. Approval of the Letter of Notification (LoN) Regarding the Establishment of a Hospitality and Tourism Management BBA Degree

Provost McCorkle detailed the university's plans to create a new BBA degree program in Hospitality and Tourism Management. The 120-credit-hour program will be housed in the College of Business and Technology, within the Department of Management and Supply Chain. Plans are to start the program in the fall of 2026 and to seek accreditation by the Association to Advance Collegiate Schools of Business (AACSB). Dr. McCorkle thanked College of Business and Technology Dean Dr. Tony Pittarese and the college's faculty for the planning and expertise that have gone into the program proposal. Provost McCorkle stressed that it will be a collaborative venture, drawing on strengths from across the university.

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. Tennessee ranks eleventh nationally in tourism revenue, welcoming more than 144 million domestic and international visitors in 2023 alone. Furthermore, employment in the hospitality and tourism-related sectors is projected to grow significantly in Northeast Tennessee between now and the year 2030.

Provost McCorkle indicated that there is great interest in this new degree among community partners throughout the Tri-Cities as well as in Sevierville.

Trustee Allen made a motion that the Letter of Notification be approved and sent to the Tennessee Higher Education Commission, and Trustee Treadway seconded the motion. It passed unanimously.

INFORMATION AND DISCUSSION ITEMS

VI. Provost's Update

Dr. McCorkle reflected on the fact that it has been one year since the Board of Trustees approved the academic restructuring initiatives and the Compass General Education Core Curriculum. Academic restructuring, she said, went into effect on July 1, 2024, and the changes have gone quite well, including the creation of six new schools. She reported that several of those schools now have permanent directors. During the upcoming year, strategic

planning will continue, and the university will explore ways to share curricula across colleges in an effort to enhance efficiencies.

Provost McCorkle told the committee that a number of academic policies have been updated recently, and that work will continue throughout the summer and into the fall.

Provost McCorkle described the recent faculty salary adjustments as “historic,” as 389 faculty members were notified earlier this semester that they will be receiving increases. Later (on the day of the meeting), 599 staff members will be notified that they will receive pay increases as well. Another recent accomplishment is a review of the university’s academic portfolio to determine what programs need to be added in the future. Provost McCorkle then provided an update on Compass, the university’s new general education core curriculum, saying that its implementation has gone very well. All general education courses have been re-evaluated, and 30 new ones have been added.

In the area of program review and accreditation, Dr. McCorkle announced that ETSU’s new program in Occupational Therapy has been granted initial accreditation by the Accreditation Council for Occupational Therapy Education. The new Orthotics and Prosthetics program has undergone a pre-accreditation site visit, and Dr. McCorkle indicated that the team was impressed with our facilities, our community support, and our connection to the Veterans Administration Medical Center at Mountain Home.

Dr. McCorkle highlighted areas of growth in ETSU’s current academic program portfolio, noting that as a result of the change in the delivery model for the Executive MBA program to online courses, fall 2024 enrollment in that program reached an all-time high of more than 200 students. Nursing, she said, continues to lead the state in enrollment.

Dr. McCorkle provided a brief update on plans in the field of engineering, which she called “our top focus” over the next five years. Mechatronics has already shown growth and next steps include looking at areas for curriculum revision in engineering to sharpen our focus. An external consultant will be identified to examine regional needs and our strengths. Facilities expansion will need particular attention, considering the limitations of Wilson-Wallis Hall. One of the future programs under strong consideration is a degree in bioengineering.

Provost McCorkle described recent successes of the Tennessee Center for Nursing Advancement (now under new leadership), including the Nurse Narratives project, which tells stories of the nursing profession, supported by Ballad Health.

Dr. McCorkle then summarized progress made in the Quality Enhancement Plan and the university’s Go Beyond initiative. She reported that over 75 courses have been developed for the Community-Engaged Learning designation and that 12 percent of students took a CEL course this past academic year. On April 1, the university submitted an application for the Carnegie Classification for Community Engagement. A decision is expected by January.

Dr. McCorkle highlighted recent *U.S. News & World Report* recognition of the Quillen College of Medicine. It is one of only 16 schools designated as Tier 1 medical schools in primary care and is second among U.S. medical schools with the most graduates practicing in medically underserved areas.

Dr. McCorkle extended congratulations to Leah Loveday, who became the second ETSU student in two consecutive years to earn a Truman Scholarship. Dr. McCorkle announced that the BlueSky Institute graduated its first class in December. And she announced that ETSU's inaugural Doctor of Occupational Therapy graduates, 27 of them, were presented their diplomas on May 10.

VII. Student Success Update: Student Government Association

This was a joint presentation by Dr. Michelle Byrd, Associate Vice President and Dean of Students and Student Life, and Hunter Turgeon, 2024-25 SGA President. Dr. Byrd also serves as Advisor to the SGA.

Dr. Byrd told the committee that the SGA is comprised of students from all areas of the campus whose common purpose is to serve the community. Mr. Turgeon outlined SGA's values and focus:

- Service to others
- Respect
- Building relationships
- Following process and procedures
- Listening to constituents
- Leadership and integrity
- Decision-making and impact

Dr. Byrd reported that interest in SGA is growing. In the 2025 SGA election, 86 candidates met the requirements and completed the steps to be on the ballot.

Among SGA's major accomplishments for the most recent academic year, Dr. Byrd highlighted the organization's leadership role in mobilizing resources and services in the aftermath of Hurricane Helene, including item collection and blood drive support.

Mr. Turgeon reported on the SGA's involvement with new spaces and accents: Pepper's Grill, the proposed Student Life Village, and plans for a statue of Bucky. Mr. Turgeon reviewed SGA's focus on academics, highlighting expanded library hours and 24/7 study space, a partnership with Career Services, and more opportunities for internships and networking. Dr. Byrd said one of SGA's major goals is to help students help each other, through supporting mental health and wellness and improving access to campus facilities, with such additions as

push plates on doors. Dr. Byrd recapped efforts in which the SGA has helped to bring about change on campus. These projects included the Center for Physical Activity, the return of the football program and Marching Bucs, and the renovations to the Culp Center.

Looking to the future, Dr. Byrd said the SGA plans to continue working with Sodexo on dining options. It will continue to help plan the Student Life Village. It has supported the addition of pickleball courts at the CPA. And the SGA hopes to help plan an Appalachian-themed cultural event on campus. Dr. Byrd concluded the presentation by summarizing recent student successes and by briefly reviewing the annual SGA calendar.

President Noland complimented this year's SGA leadership team for doing an outstanding job.

VIII. Research Update

Dr. Nick Hagemeyer, Vice Provost for Research, began his presentation with a brief analysis of how the federal landscape has shifted since January. He said that ETSU has lost one grant, in the amount of \$1.6 million, that would have supported rural STEM education, and will lose out on two awards that would have focused on climate, in the amount of approximately \$1 million.

Dr. Hagemeyer gave an overview of recent research and sponsored program activity at ETSU. For fiscal year 2024, we reached the \$70 million mark for the third consecutive year. A breakdown of those totals shows 32.15 percent for service, 34.82 percent for clinical service, 22.52 percent for research, and 10.52 percent for training.

Dr. Hagemeyer reported on an expansion of his office's recognition program for faculty and staff research, and he announced that in July, two inaugural Research Fellows will join his office to learn more about research administration. They are Dr. Pamela Mims from the Clemmer College of Education and Human Development and Dr. Saurabh Mehta from the College of Health Sciences. Dr. Hagemeyer described his office's partnership with the ETSU Research Corporation and the contract with Jon Wood, who is assisting with intellectual property matters.

Dr. Hagemeyer then summarized Carnegie R1-R2 status. He reminded the committee that our research vision, as outlined in the Committee for 125, Chapter II, was to be a premier R2. Historically, R1 status was out of reach for ETSU. However, Dr. Hagemeyer indicated that with the release of new classification standards in February, "the goal posts have changed." For R1, the threshold is now at least \$50 million annually in research and development expenditures and production of at least 70 research doctorates. With recent increases in research expenditures, Dr. Hagemeyer explained, ETSU is now at \$50.6 million, based on fiscal year 2024 figures. He added that this does not automatically make us an R1. That level has to be sustained for three years. In the new classification system, Dr. Hagemeyer said, the R1 designation is no longer a select group of flagship and elite institutions. R1, he said, is now mission-aligned. In the number of doctorates produced, ETSU is well above the new threshold.

Based on this change and the growth that is occurring in research at ETSU, Dr. Hagemeyer suggested that it is time to revisit our vision. He added that a research strategic plan will be developed this fall.

GENERAL INFORMATION ITEMS

IX. Committee Discussions

There was no further discussion.

X. Other Business

There was no other business to come before the committee.

XI. Adjournment

The committee adjourned at 10:21 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

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 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. 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: 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**

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September 12, 2025

Dr. Adam 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. Cristina Barroso

**Department of Community and Behavioral Health
College of Public Health**

Dr. Cristina Barroso was appointed Associate Professor and Chair of the Department of Community and Behavioral Health with tenure, effective August 15, 2025. This appointment is fully supported by the department's faculty, the dean, and the Provost. Dr. Barroso joins ETSU from the University of Texas, where she served as the founding chair of the Department of Health, Behavior, and Society in the College of Public Health. Prior to that role, she was a tenured Associate Professor in the College of Nursing at the University of Tennessee. Dr. Barroso's expertise includes rural health settings related to physical activity, with a particular focus as well on maternal and child health. She has more than 60 peer-reviewed articles, often in collaboration with students, and has secured over \$6 million in grant funding as principal investigator or co-principal investigator. Dr. Barroso was nominated for the Chancellor's Excellence in Teaching Award.

I am honored to recommend the faculty named in this letter for tenure upon appointment and/or 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 12, 2025

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 ETSU Board of Trustees is required to provide to the Tennessee Higher Education Commission annually a Mission Profile that accurately describes the institution and those it serves. Staff is recommending no change to the current Mission Profile since last approved by the Board of Trustees on September 13, 2024.

The current ETSU Mission Profile is as follows:

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."

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 12, 2025

ITEM: Academic Notification for Period of January 1, 2025
through July 31, 2025

COMMITTEE: Academic, Research, and Student Success

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

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

Part I: THEC Notification Items

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, 2025, through July 31, 2025:

<i>Type of Action – THEC Notification</i>	<i>Quantity</i>
Letter of Notification (LON)	1
Establish Free Standing Degree from Concentration	4
Establish New Concentration	4
Change Name of Academic Program	3
Change Name of Academic Department	1
Change Instructional Delivery Mode	2
Terminate Academic Program or Concentration	2

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

Letter of Notification (LON):

Letter of Notification (LON) Establish New Academic Program: Hospitality and Tourism Management, BBA

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. Over the past five years, Tennessee's Leisure and Hospitality industry has experienced 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. This undergraduate degree will provide students with employable skills upon graduation. Based on engagement with our regional partners and stakeholders, there is strong interest in this degree program and it is anticipated that this program will attract new students to ETSU.

Establish Free Standing Degree from Concentration:

Establish Free Standing Degree from Concentration: Kinesiology, BS K-12 Physical Education concentration to Physical Education, BS

The conversion of the K-12 Physical Education concentration to a degree will establish a Physical Education Bachelor of Science degree. This change is a component of the recent academic restructure recommendations and is necessary to move a concentration to a stand-alone teacher education degree, which will be housed in the Clemmer College of Education and Human Development.

Establish Free Standing Degree from Concentration: Kinesiology, BS Exercise Science concentration to Exercise Science, BS

The conversion of the Exercise Science concentration to a degree will establish the Bachelor of Science in Exercise Science. This degree will focus on the health science components of the prior concentration, as well as areas such as anatomy, physiology, biochemistry, and applications ranging from clinical settings to athletics. This degree will be a positive fit for the College of Health Sciences and align well with CAAHP accreditation standards.

Establish Free Standing Degree from Concentration: Computing, BS Computer Science concentration to Computer Science, BS

The conversion of the Computer Science concentration will result in a Bachelor of Science in Computer Science degree. The concentration in computing has had strong enrollment for many years, as have other concentrations under the Computing BS. Moving this concentration to a stand-alone degree will not negatively impact enrollment in other areas. This move is consistent with similar programs and with ABET accreditation standards. This new degree will positively impact student enrollment and the overall academic portfolio in the college.

Establish Free Standing Degree from Concentration: Computing, BS Information Systems concentration to Information Systems, BS

The conversion of the Information Systems concentration will result in a Bachelor of Science in Information Systems degree. The concentration has been accredited since 2012 and has grown with the expansion of the computing industry. Due to growth in the information systems area in our region and beyond, this stand-alone degree will meet employment demand and enhance our academic portfolio in the college.

Establish New Concentration:

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

The Health Sciences BS had one concentration and a non-concentration pathway. Establishing the non-concentration pathway as the Health Sciences concentration will clarify student options within the degree. It will also provide students with a transcribed concentration associated with an area of projected growth of 11 percent from 2023 to 2033, while enhancing professional opportunities for graduates.

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

The Interdisciplinary concentration will now require that students complete a minor. Having a minor for the program will allow students to engage in different areas of study, fostering interdisciplinary connections across content areas and enhancing professional opportunities by providing students with a broader knowledge base.

Establish New Concentration in an Existing Program: Management, BBA Organizational Leadership concentration

This revision will establish a 24 – 27-credit concentration in organizational leadership within the BBA. Currently, there is a content void in this program that combines the elements of organizational leadership and management. This concentration is expected to lead to increased student enrollment in the BBA.

Establish New Concentration in an Existing Program: Master of Business, MBA Sport Administration concentration

This proposal will establish a sport administration concentration in the MBA. Sports is a rapidly evolving industry. Students, alumni, and local and regional sports organizations have recommended adding this concentration to meet professional demands in a growing market. This concentration is expected to increase new student enrollment in the MBA.

Change Name of Academic Program:

Change Name Academic Program: Foreign Languages BA to World Languages BA

The Department of Literature and Language proposed changing the current Foreign Languages BA program to a World Languages BA. This change reflects the addition of American Sign Language to the department and a broader world language focus, consistent with current trends in similar programs across the state and nation.

Change Name Academic Program - Concentration: Contemporary Music Performance to Commercial Music, Music BA

Contemporary, in the music industry, is a descriptor for popular musical genres, and sometimes is a descriptor for avant-garde and new musical genres. The proposed concentration name change to commercial music is recommended to reduce confusion for prospective music students. Commercial music is the industry standard and has become the recognized name for this study area at other institutions offering similar programs across the state and nation. The National Association of Schools of Music (NASM) also supports commercial music use as an area of study.

Change Name Academic Program: Sport Management MS to Sport and Recreation Management MS

The name Sport Management does not reflect the two concentration areas available for students in this program. Changing the program name to Sport and Recreation Management will reflect the program content more clearly. This name change will also benefit students as they move into related professions, as the degree title will provide additional detail associated with their academic training. This change does not include content revision or CIP code change.

Change Department Name:

Change Name Academic Department: Foreign Languages BA

The Department of Literature and Language proposed changing the Foreign Languages BA to the World Languages BA. This change reflects the addition of American Sign Language into the department and world language offerings. It also reflects current trends in naming world language departments and programs.

Change Instructional Delivery Mode:

Change Instructional Delivery Mode: Master of Public Administration, MPA

Since 2021, the Master of Public Administration has been offered in both on-ground (Traditional) and online delivery modalities. Online program enrollment has grown over the past few years, while on-ground program enrollment has declined. As a result of this enrollment shift and faculty guidelines established by the National Association of Schools of Public Affairs and Administration (NASPAA), it is clear that the best opportunity for current and future students in this professional master's program will be to focus on the success of the online program and phase out the on-ground program.

Change Instructional Delivery Mode: MBA On-Ground Program

As a result of declining enrollment over several years in the on-ground MBA and increasing enrollment in the online MBA, the on-ground MBA will be phased out. The delivery mode for this program will be entirely online.

Terminate Academic Program or Concentration:

Termination of Academic Program or Concentration: Kinesiology, BS

The Kinesiology, BS was renamed Exercise Science, BS. To remove the Kinesiology, BS from the Academic Program Inventory (API), a termination of this program must be submitted to THEC.

Terminate Academic Program: Economics, BA

For many years, the Economics BA has been a low-enrollment program. Most students opt for the Economics BBA. Due to low enrollment and a lack of student interest, the program is being terminated. A teach-out plan is not required, as all courses in this program are offered in the Economics BBA.

Part II: ETSU Approval items

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

<i>Type of Action – University-Level Approval</i>	<i>Quantity</i>
Revise Curriculum Substantive	24
Establish Academic Minor	2
Change Name of Academic Minor	1
Establish Center	1
Establish Institute	1
Establish Program Policy: Admission	1
Revise Program Policy: Admission	9
Revise Program Policy: Progression	5
Revise Undergraduate Graduation Policy	1

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

Revise Curriculum Substantive:

Revise Curriculum Substantive: Nutrition BS

This program revision includes the revision of two existing classes, the establishment of one new course, and the establishment of three concentrations: Dietetics, Nutrition and Wellness, and Nutrition for Healthcare Professionals. While registered dietitian nutritionists (RDN) are considered food and nutrition experts, healthcare professionals and nutritionists play an instrumental role in extending the reach of evidence-based nutrition guidance to patients and the community, implementing Food Is Medicine initiatives, and ultimately improving population health. These recommended program revisions will provide more specific professional preparation options for students. This change will enhance student recruiting and better prepare students for job opportunities in the growing areas of dietetics, nutrition and wellness, and nutrition for healthcare professionals, as well as establish a strong foundation for moving into graduate education in medical and health-related fields.

Revise Curriculum Substantive: Microbiology BS

This curriculum revision establishes two pathways through the Microbiology BS. One pathway will allow students to include a minor in the program. This will establish the minor as part of the degree program of study. The other option will be a pathway that does not require a minor. A minor option will benefit students by including an interdisciplinary component in the program. The non-minor pathway will facilitate students transferring into the program by allowing enhanced credit acceptance

opportunities.

Revise Curriculum Substantive: Music BA, Composition Concentration

This curriculum revision will establish an Aural Skills and Music Theory course sequence within the program. These content areas will contain three courses aligned with associated competencies for levels I, II, and III. This revision will create consistency for students as they move through the program, build on prior skill development, and align the program with accreditation standards and similar programs across the state and nation.

Each of the following Music Revise Curriculum Substantive items is identical to the Revise Curriculum Substantive Music BA, Composition Concentration (above), including: Aural Skills and Music Theory I, II, and III courses.

Revise Curriculum Substantive: Music BA, Music History Concentration

Revise Curriculum Substantive: Music BA, Performance Concentration

Revise Curriculum Substantive: Music BM, Performance Vocal Concentration

Revise Curriculum Substantive: Music BM, Performance Instrumental Concentration

Revise Curriculum Substantive: Music BM, Performance Keyboard Concentration

Revise Curriculum Substantive: Music BA, Commercial Music Concentration

Revise Curriculum Substantive: Music BM, Music Education Vocal/General Concentration

This curriculum revision results from recommendations from an accreditation site visit and efforts to include teacher education courses in the major. The result has been revisions to course credits within the program, removing the education minor, and including these courses in the concentration within the major. This revision aligns this program with similar programs across the state.

Revise Curriculum Substantive: Music BM, Music Education Instrument/General Concentration

This curriculum revision relates to recommendations from an accreditation site visit and efforts to include teacher education courses in the major. The result of those recommendations has been revisions to course credits within the program, removal of the education minor, and inclusion of the revised courses in the concentration within the major. This revision aligns this program with similar programs across the state.

Revise Curriculum Substantive: English BA

This curriculum revision will establish a central core and three new concentrations: English Teacher Education, Literary Studies, and Creative Writing. These concentrations will enhance the overall program by giving students clear pathways while focusing on content areas associated with student professional and post-baccalaureate academic aspirations.

Revise Curriculum Substantive: Theater, BA – Musical Theater Concentration

This revision will replace a music course (MUSC 1300) that is being phased out with a new music course (MUSC 1405). It will also change the credit values of Applied Voice Level I, II, and III. Total program credits will not change.

Revise Curriculum Substantive: Computer Science, MS

This revision will establish a coursework-only pathway through the program. This is consistent with

similar programs in the state and nation and allows additional flexibility for students accessing this program for professional growth. There is no change in overall program credits.

Revise Curriculum Substantive: Early Childhood Education, MA (Initial Licensure)

This revision results from changes to initial licensure requirements established by the Tennessee Department of Education. Seven new courses have been developed to satisfy these changes and replace existing core and concentration courses.

Revise Curriculum Substantive: Early Childhood Education, MA – Research Concentration

This revision results from recommendations from the National Association for the Education of Young Children, Tennessee Department of Education regulations changes, and student requests. The total program credits are not changing. The revision will add two course options to the program core, move one existing core class to elective status, and add a new course to the concentration.

Revise Curriculum Substantive: Information Systems, MS

This revision will establish a coursework-only pathway through the program. This is consistent with similar programs in the state and nation and allows additional flexibility for students accessing this program for professional growth. There is no change in overall program credits.

Revise Curriculum Substantive: Master of Business Administration

This revision will reduce the total program credits from 36 to 33. In reviewing the curriculum in this program, the department determined that there was redundancy of content. Removing a class will make the program more precise and align with many other MBA programs in the state and the nation. This change in credit is expected to increase new student enrollment.

Revise Curriculum Substantive: Sport Management, MS

This revision will establish two new concentrations in the program and impact total degree credits by going from a range of 33 to 36 credits to a fixed number of 36 credits for the degree. These are Sport Management and Recreation Administration. Three new courses will be included in the recreation administration concentration, and one additional course has undergone substantive content revision. Having these concentrations will enhance the program by providing students with career-focused options.

Revise Curriculum Substantive: MA Teaching

This revision includes adding courses to strengthen students' knowledge of content-specific instructional methods related to the program's elementary and middle grades concentrations. For the elementary concentration, adding new content methods courses will give students a more in-depth introduction to the methods of teaching Mathematics and Science. The revision to the current methods course will allow for additional time devoted to the instruction of Literacy and Social Studies. For the middle grades concentration, new methods courses align with the licensure programming requirements established by the Tennessee Department of Education.

Revise Curriculum Substantive: MEd Special Education

The proposed revision will update the curriculum in the Advanced Studies concentration. Currently, there are four areas of emphasis in the Advanced Studies concentration. This proposal removes the following two areas of emphasis: Response to Intervention and Early Childhood Special Education, and

adds a new area, Interprofessional Disability-related Studies. This new area of emphasis aligns with best practices in special education and interprofessional training for special educators. This programmatic update is expected to enhance marketing opportunities and result in new student enrollment.

Revise Curriculum Substantive: Psychology, PhD – Clinical Psychology concentration

This revision will reduce the total program credits by six, from 96 to 90. The program has been course-heavy, and this reduction aligns with APA accreditation guidelines and makes it more competitive in the field.

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

This revision will move an elective course into the master's component of the program to provide some flexibility for students in the program's initial phase. This change in program structure does not impact the program's total credits and does help align this PhD program with similar programs nationwide.

Revise Curriculum Substantive: Gerontology, C4 (Graduate Certificate)

There is an increasing demand for professionals trained in aging/gerontology. This revision will reduce the total credits for this certificate from 16 to nine and involves adding a new course and revising the content of two current courses. A nine-credit certificate aligns with similar graduate certificates and is expected to bring new student enrollment to the program.

Establish Academic Minor:

Establish Minor Music, BS: Music Composition Minor

Music Composition is a unique subset of the music profession, and this 22-credit minor will allow students who are not music majors to study music in an area of growing demand.

Establish Minor: Graphic Design

The Department of Art and Design proposes an 18-credit minor in Graphic Design. In an increasingly visual and digital world, graphic design has become a fundamental skill in nearly every industry, from marketing, branding, and advertising to tech and entertainment. This minor will be an opportunity for students to improve their visual communication and problem-solving skills and enhance their employability upon graduation.

Change Name of Academic Minor:

Change Name of Academic Minor: Secondary Education Teacher Preparation to Teacher Education Multiple Disciplines

The proposed name change from Secondary Education Teacher Preparation to Teacher Education Multiple Disciplines will more appropriately address the minor content as it is connected with multiple license and grade level pathways.

Establish Center:

Cybersecurity Innovation and Outreach Center

The Department of Computing proposes establishing the Cybersecurity Innovation and Outreach Center (CIOC), a strategic initiative designed to elevate our university's cybersecurity capabilities and achieve

recognition as a National Security Agency (NSA) Center of Academic Excellence in Cyber Defense (CAE-CD). This center will serve as a cybersecurity education, research, and workforce development hub, positioning our institution as a leader in cybersecurity excellence.

Establish Institute:

Institute for Cyber and Homeland Security

The Institute for Cyber and Homeland Security at East Tennessee State University (ETSU) is dedicated to advancing technical and human research for a safer and more secure future. Strategically positioned within ETSU's College of Business and Technology, the institute aims to foster research, teaching, and career development while promoting business development and regional service.

Establish Program Policy - Admission:

Establish Program Policy Admission: Online Dental Hygiene, BS

This policy proposal will add a minimum GPA requirement that aligns with other departmental GPA requirements for program admission and establish a July 1 application deadline for fall starts.

Revise Program Policy – Admission:

Revise Program Policy Admission: Dental Hygiene, BS

This revision focuses on language clarification that details the requirements for program admission. More than 100 students apply annually for 25 seats in the program, and the admission requirements must be precise so that those who may not be admitted understand the decision points and can develop alternative program plans as needed. This revision also establishes an admission date deadline.

Revise Program Policy Admission: Nursing, BS

This revision clarifies and details specific requirements for students in the Nursing program. Changes are focused on making the admission requirements for all students direct and in a more reader-friendly format.

Revise Program Policy Admission: Radiologic Science, BS

This revision focuses on language clarification that details the requirements for program admission. More than 100 students apply annually for 34 seats in the program, and the admission requirements must be precise so that those who may not be admitted understand the decision points and can develop alternative program plans as needed. This revision also establishes an admission date deadline.

Revise Program Policy Admission: Respiratory Therapy, BS

This revision focuses on language clarification that details the requirements for program admission. More than 50 students apply annually for 24 seats in the program, and the admission requirements must be precise so that those who may not be admitted understand the decision points and can develop alternative program plans as needed. This revision also establishes an admission date deadline.

Revise Program Policy Admission: Music BA

This proposed admission policy revision will remove the requirement that students pass an entrance exam for Music Theory and Aural Skills and add a requirement that all students entering the program

take an introductory course covering foundational skills.

Revise Program Policy Admission: Music BM

This proposed admission policy revision will remove the requirement that students pass an entrance exam for Music Theory and Aural Skills and add a requirement that all students entering the program take an introductory course covering foundational skills.

Revise Program Policy Admission: Speech-Language Pathology, MS

This proposal will revise admission requirements by removing the Graduate Record Exam, a trend across the state and nation in graduate program admissions. It is also expected to enhance the number of applicants to the program.

Revise Program Policy Admission: Curriculum and Instruction, MEd

This revision to the admission process will add a required resume as part of the application process.

Revise Program Policy Admission: Digital Media, MFA

This policy proposal will remove letters of recommendation as a program admission requirement. Not requiring letters of recommendation is a program trend across the state and nation. Letters of recommendation have not been as crucial as other admissions criteria and often only delay the admission decision.

Revise Program Policy - Progression:

Revise Program Policy Progression: Computing, BS

This progression policy revision will update the course and major GPA requirements and the required courses in the program. The revisions do not impact the total program and are expected to provide students with more flexibility as they progress in the degree.

Revise Program Policy Progression: Dental Hygiene, BS

This revision will change the minimum required grade for dental hygiene classes from C- to C.

Revise Program Policy Progression: Nursing, BS

This progression policy revision adds language to clarify the proof of licensure requirement for specific pathways in this degree program.

Revise Program Policy Progression: Radiologic Science, BS

This progression policy revision clarifies the minimum allowable grades in the program and delineates the process and requirements for readmission to the program for students who may have been dismissed.

Revise Program Policy Progression: Respiratory Therapy, BS

This progression policy revision clarifies the minimum allowable grades in the program and delineates the process and requirements for readmission to the program for dismissed students.

Revise Undergraduate Graduation Policy:

Graduation Policy Revision: Change Name of Foreign Language Requirement to World Language Requirement with the addition of American Sign Language

This revision will change the language requirement for graduation with a Bachelor of Arts degree from Language Requirement to World Language Requirement and establish American Sign Language as one of the possible languages to fulfill the requirement.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 12, 2025

ITEM: College Spotlight: Quillen College of Medicine

COMMITTEE: Academic, Research, and Student Success

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

East Tennessee State University has a rich history of serving its community. The university was founded in 1911 with a singular purpose to improve the lives of the people of the region. The Quillen College of Medicine and ETSU Health contribute to this mission by training the next generation of healthcare providers, providing clinical care across many specialties, and enabling cutting edge biomedical science research

Since the college's founding in 1974, Quillen has distinguished itself as a leader in medical education focused on primary care and graduates who practice in medically underserved areas. Enhancing and expanding current programs will continue to enlarge the impact as we serve the region and beyond.

The Quillen College of Medicine today stands as a testament to the community's passion for health care and education, placing a great priority on the wellbeing of individuals in the region. Dr. Block will provide an overview of the Quillen College of Medicine and highlight future projects.

Quillen College of Medicine Update

September 2025



QUILLEN
COLLEGE *of* MEDICINE

EAST TENNESSEE STATE UNIVERSITY



- Quillen College of Medicine
- Gatton College of Pharmacy
- College of Public Health
- College of Nursing
- College of Clinical and Rehabilitative Health Sciences



Quillen College of Medicine Mission

The primary mission of the Quillen College of Medicine is to educate future physicians, *especially those with an interest in primary care*, to practice in underserved rural communities. In addition, the College is committed to excellence in biomedical research and is dedicated to the improvement of health care in Northeast Tennessee and the surrounding Appalachian Region.

Overview

- 78 MD students per year (326 currently)
- 30 PhD candidates in Biomedical Sciences
- 236 Resident and Fellow Physicians
- 250 Faculty
 - Departments of Biomedical Sciences, Internal Medicine, Medical Education, Obstetrics and Gynecology, Pathology, Pediatrics, Psychiatry, Rural Health, Surgery, and Family Medicine
 - Divisions of Academic Affairs (including Medical Education), Student Affairs, Graduate Medical Education, Continuing Medical Education, Library Services



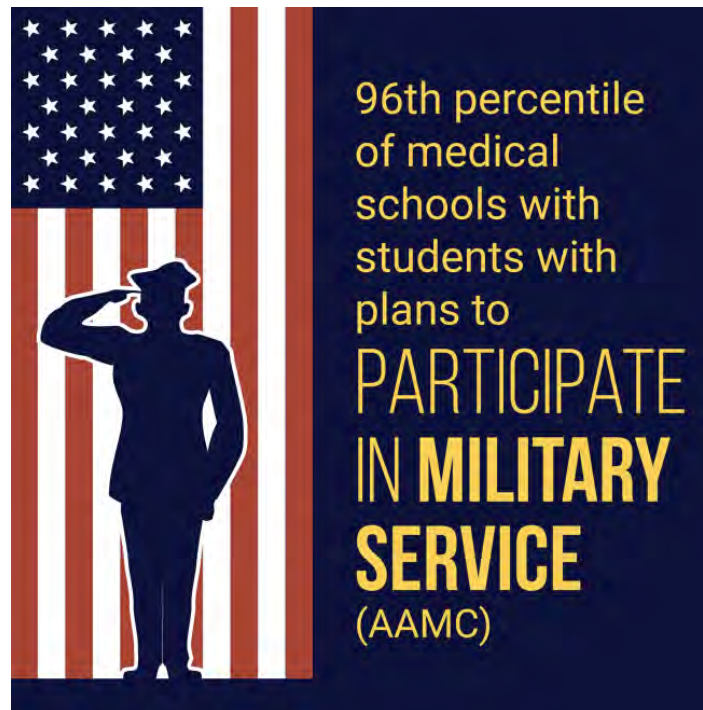
2543 Graduates

from 44 graduating classes (1982-2025)





In the 90th percentile of
medical schools with
**GRADUATES PRACTICING
PRIMARY CARE**
(AAMC)



**US News and World Report
2025 Rankings**

**#2 Most Graduates Practicing in Health Professional
Shortage Area**

Tier 1 – Best Medical Schools: Primary Care

16 schools in Tier 1

Other schools in Tier 1 include

East Carolina, University of MN, UCSF, UNC
Chapel Hill



Taking care of our area's populations
to the tune of approximately

**370,000 PATIENT
VISITS**

every year.





Exclusive provider:

- Neonatal and pediatric intensive care in the region
- Trauma and surgical intensive care in the region
- Faculty staffing the Regional Cancer Center in Johnson City
- Regional St. Jude Affiliate
- JCMC Perinatal Center Obstetrical Care
- Orthopedic trauma, Plastic Surgery call, Pediatric Surgery, etc.

QUILLEN'S CLINICS PROVIDE IN EXCESS OF
\$3.2 MILLION
PER YEAR IN UNCOMPENSATED HEALTH CARE
TO THE PEOPLE OF OUR REGION.



QUILLEN
COLLEGE *of* MEDICINE
EAST TENNESSEE STATE UNIVERSITY



Partnering to Improve Care

- Master Affiliation Agreement July 1, 2023
 - Increasing educational opportunity across the health science colleges
 - Enhancing clinical partnerships
 - Developing joint research opportunities
 - Working together strategically to develop our workforce and improve the lives of the region!



FUTURE INITIATIVES

Class Size

Facilities

Renovations

Integrated Health Sciences Building

Clinical Growth



CLASS SIZE

- Current Medical School Class Size – 78 per year
- Planned enrollment July 2026 of first class of 100 students
 - ☐ Notice made to LCME
 - ☐ Anatomy lab expansion
 - ☐ Classroom expansion
 - ☐ Student services expansion











Clinical Growth

- New Faculty Hires
 - Gynecologic Oncology
 - Surgical Oncology
 - Medical Oncology
 - Pediatrics
 - Family Medicine
 - Surgery
 - Internal Medicine
 - And more.....



Thank you for your ongoing support!
Questions?



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 12, 2025

ITEM: ETSU Research Update: Center for Community Outreach

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Dr. Amy Edwards
Executive Director, Center for Community Outreach

Dr. Nick Hagemeier
Vice Provost for Research

Staff will provide an overview of ETSU's Center for Community Outreach, including a brief history and current work of the Center. Staff will provide a summary of the impact the Center has had not only on the people of the region, but also the entire State of Tennessee.



Center for Community Outreach

Executive Director –
Amy Edwards, M.B.A.



Our Mission

To utilize university expertise and resources in the provision of workforce services, human services, and clinical outreach to the citizens of East Tennessee.



-Families First Support/Activity-

- Temporary Assistance for Needy Families (TANF)
- Oversee customer compliance
- Provide support to remove employment barriers
- Cover all 95 counties in Tennessee
- Employs 44 staff

Transportation

July 2025

7,242 Checks
Totaling \$214,520

FY 25

63,267 checks
totaling \$1,868,066

Supports

July 2025

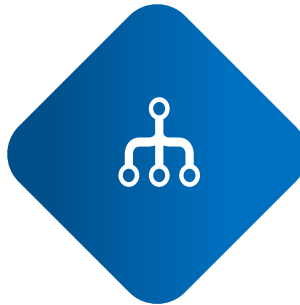
\$119,579

FY 25

\$856,257

Supports include:

- Car Repair
- Vision Services
- Dental Assistance
- Education (tuition, laptops, etc.)
- Rental Assistance
- Employment Supports



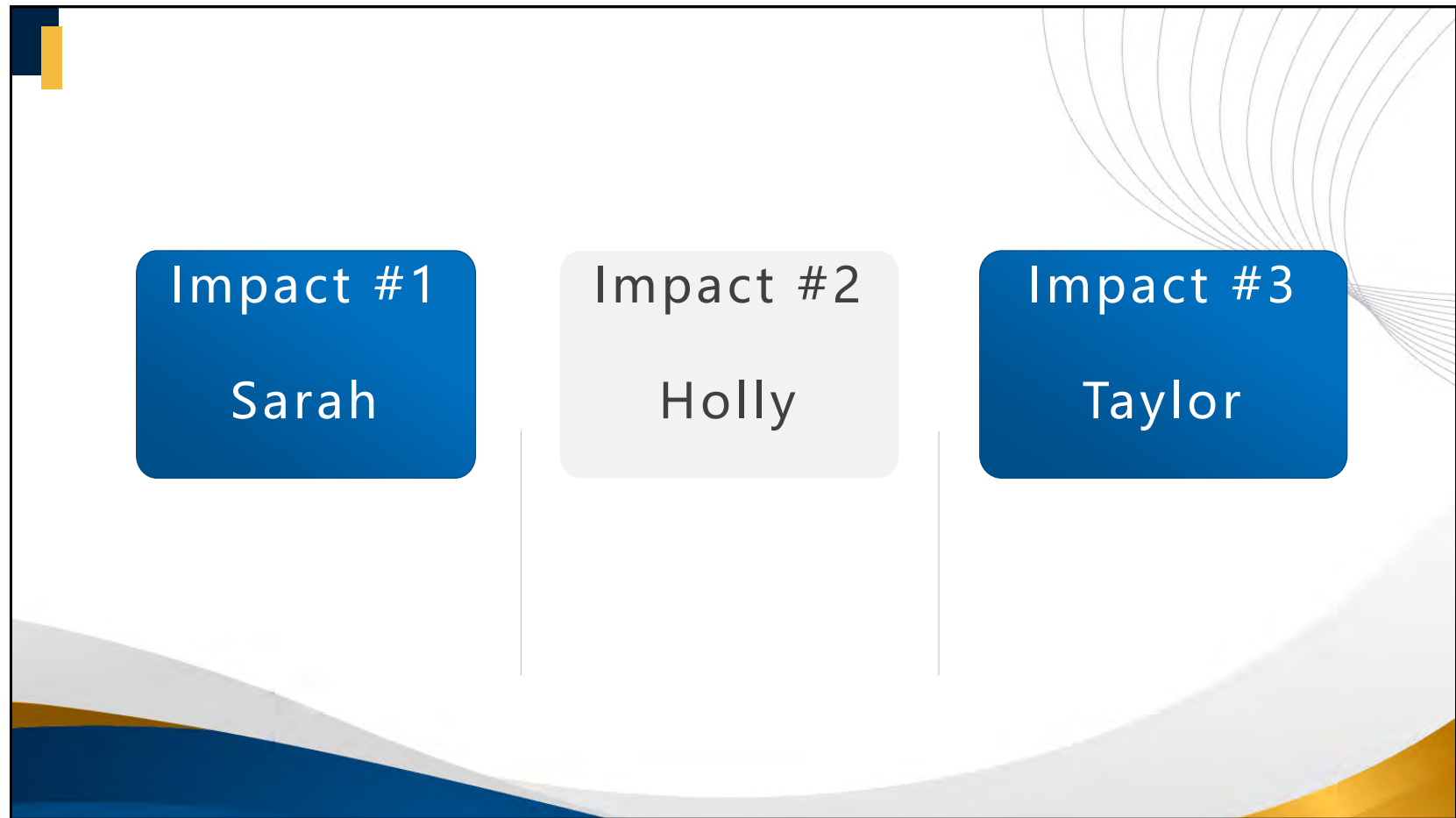
“

Customer Testimonial

Thank you for helping me get my car back on the road so quickly.
You have helped me keep my job.

”







-Family Focused Solutions Counseling-

- Temporary Assistance to Needy Families (TANF)
- Provides individual and family counseling
- Case management services
- Linkage to community resources
- Covers 34 counties in Tennessee
- Employs 10 Masters-level staff

PMO 1

85% Successful completions.

PMO 2

85% in housing crisis will be safe or in better circumstances by closure.

PMO 3

75% in crisis with physical or mental health will be safe or in better circumstances by closure.



PMO 4

75% in crisis in healthcare domain will be safe or in better circumstances by closure.

PMO 5

75% in crisis in support system domain will be safe or in better circumstances by closure.



-Healthy Careers Chattanooga-

- Partnership between ETSU and Blue Care TN
- Provides support to remove barriers to employment
- Covers 10 counties around Chattanooga
- Employs 5 staff

Healthy Career Testimonials

“

I would like to thank ETSU for all the help. You helped me find employment, supplied a gas card, scrubs, and socks. This really meant a lot to me. I'm forever grateful and I'm going to tell every young lady seeking employment to reach out to you guys. Thanks again.

”

“

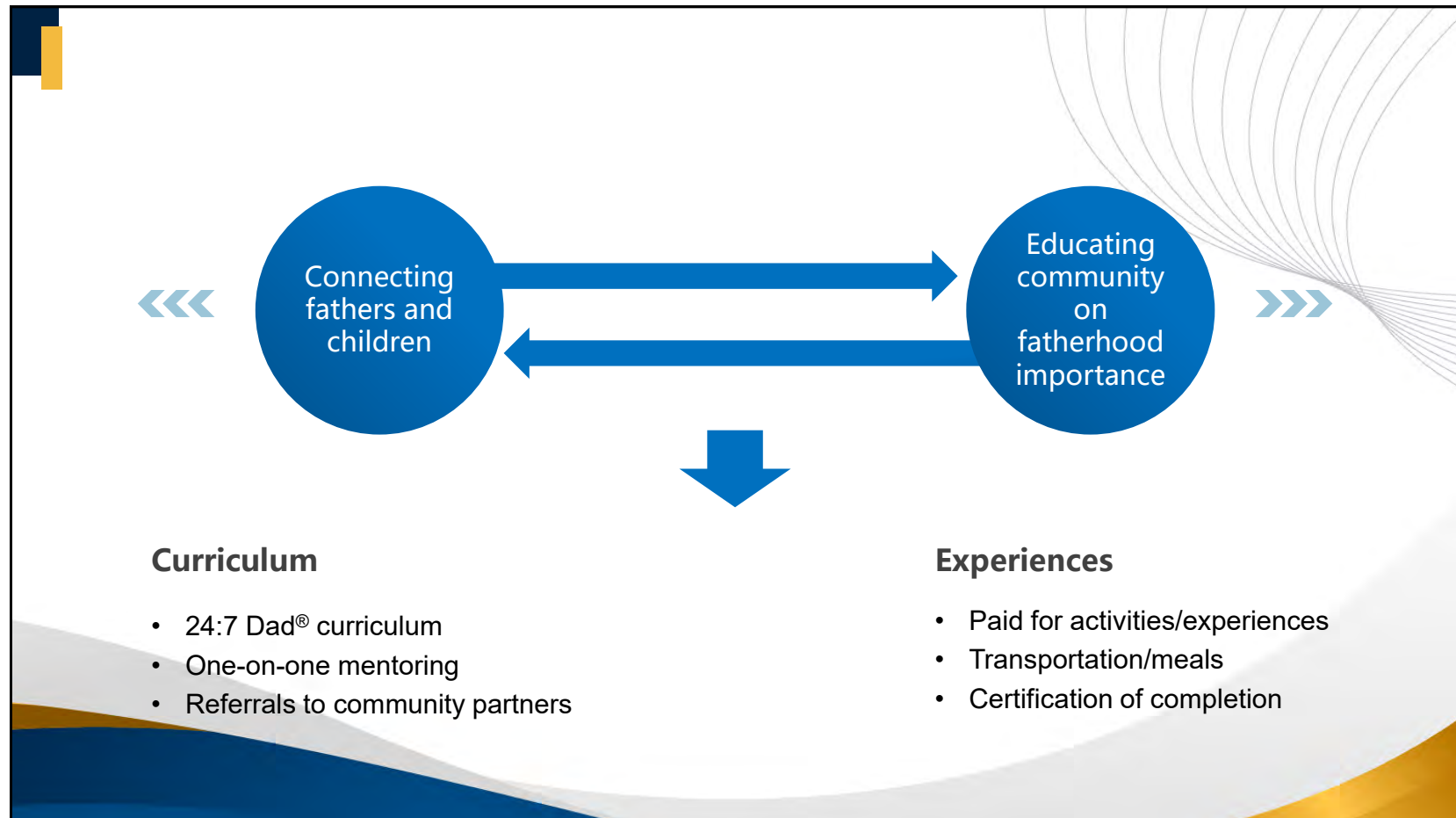
I would like to extend heartfelt thanks for the assistance with fixing my car. It came when I truly needed it. The Healthy Careers team showed me kindness and professionalism during a stressful time. Now I can work without worrying about transportation.

”



-Fatherhood Connection Initiative-

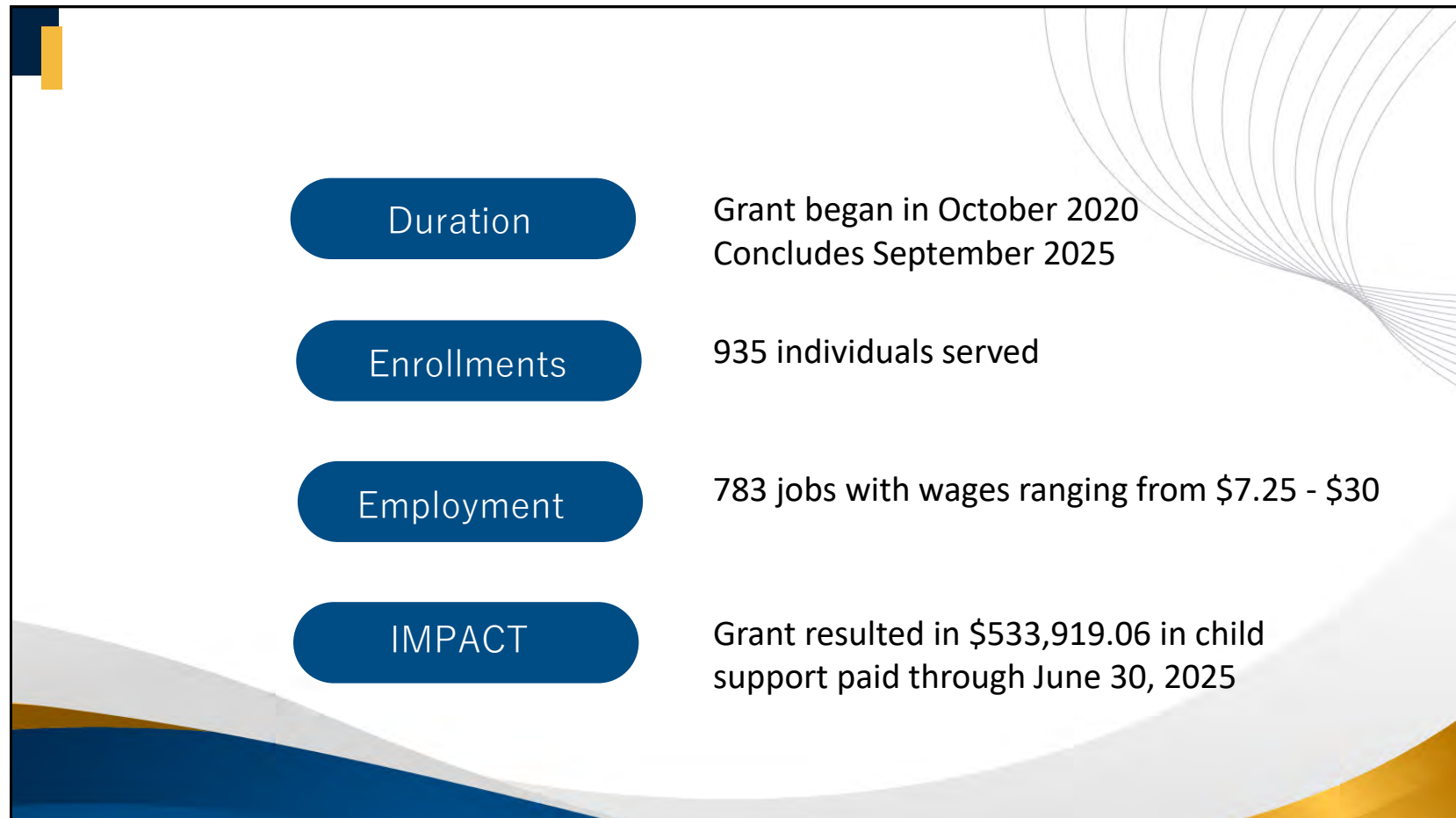
- Foster positive father-child connections
- Provides meaningful experiences
- Community recognition of fatherhood role
- Covers 3 counties
- Employs 2 staff





-Non-Custodial IMPACT Program-

- Partnership with Judicial Districts 1, 2, & 3
- Employment services
- Provides support to remove employment barriers
- Covers 9 counties
- Employs 11 staff





Looking Forward

- Continue serving
- Continue seeking funding
- Expand partnerships



Center for Community Outreach

Executive Director –
Amy Edwards, M.B.A.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 12, 2025

ITEM: Overview of Strategic Enrollment Management Plan

COMMITTEE: Academic, Research, and Student Success

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

Dr. Heather Levesque
Associate Vice President and Executive Director of
Undergraduate Admissions, Student Life and Enrollment

The President charged a working group to develop a strategic enrollment management plan that identifies a mission-aligned path to achieve university enrollment and success goals through increases in new student enrollment and persistence to graduation. Staff will provide the committee with an overview of the plan, including the university's five-year enrollment targets and key enrollment and success strategies.



EAST TENNESSEE STATE
UNIVERSITY

Strategic Enrollment Management Plan

2025-2030



Overarching Target

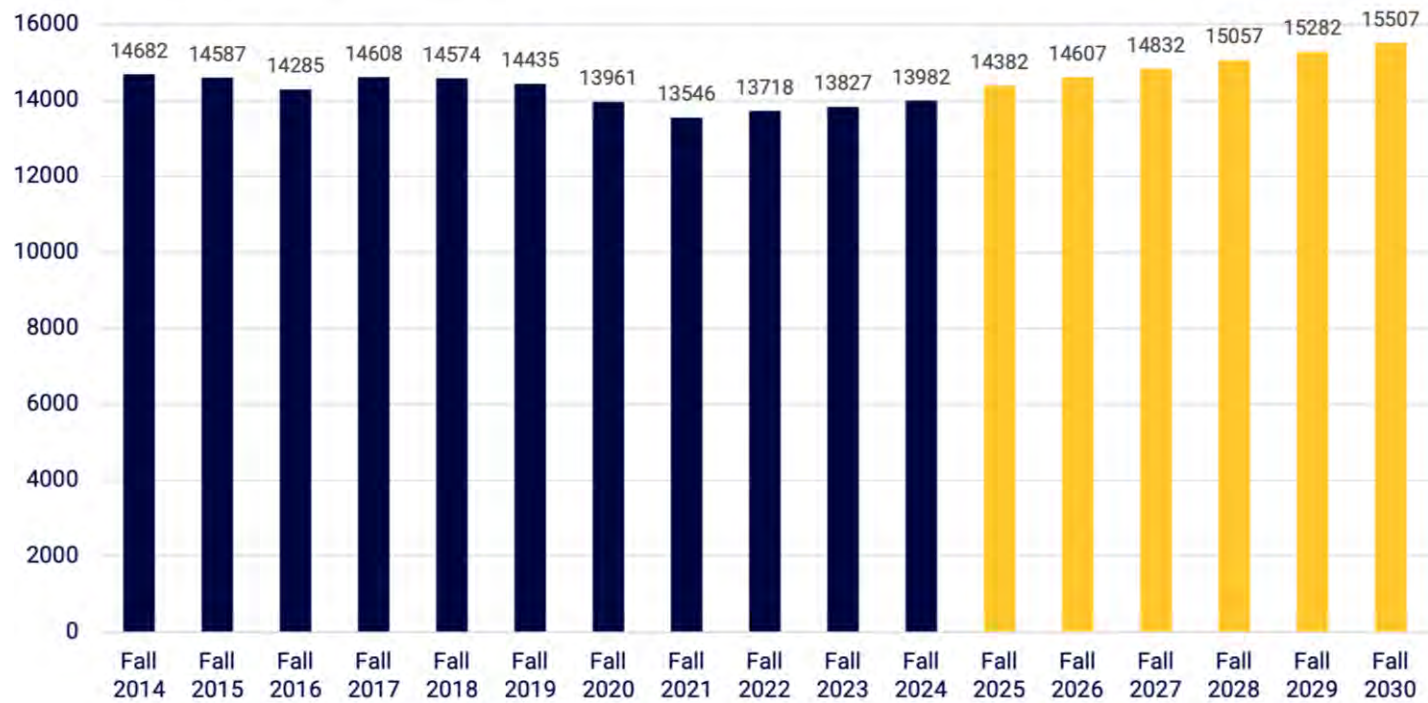
15,500 students by 2030

- 10.9% increase in total enrollment
- Increase of approximately 300 in headcount each year

Baseline: 13,982 (Fall 2024 total enrollment including Gatton College of Pharmacy and Quillen College of Medicine)



Total Headcount Enrollment



Goals



Sustain the size and academic profile of the first-year cohort



Expand the incoming undergraduate transfer population



Grow undergraduate adult (age 25+) enrollment



Increase graduate enrollment



Improve student retention and success





Sustain the size and academic profile of the first-year cohort

Objective: Sustain a first-year cohort of 2,100 students with an average GPA of 3.5



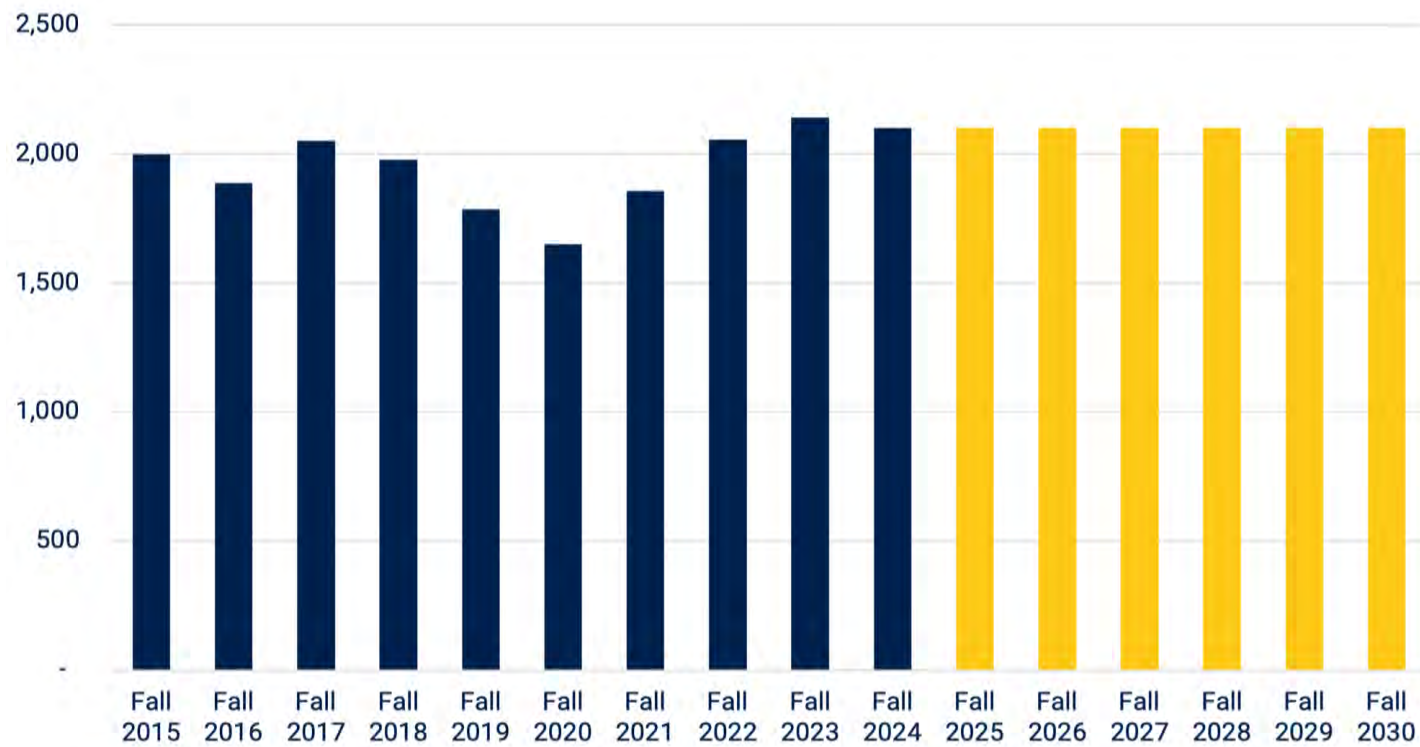


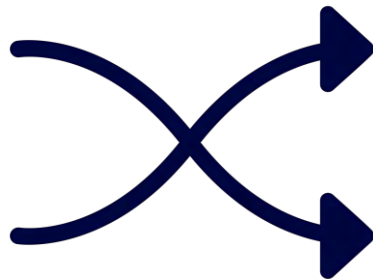
First-Year Cohort Strategies

- Continue leveraging integrated recruitment and marketing plans emphasizing key territories in TN, strategic out-of-state and international markets, and military- and veteran-affiliated students.
- Continue expanding High Impact Practices.
- Enhance scholarship opportunities that promote the importance of academic excellence and support need-based aid strategies.



First-Time Freshmen Headcount





Expand the incoming undergraduate transfer population

Objective: Grow undergraduate transfer enrollment by 2% annually



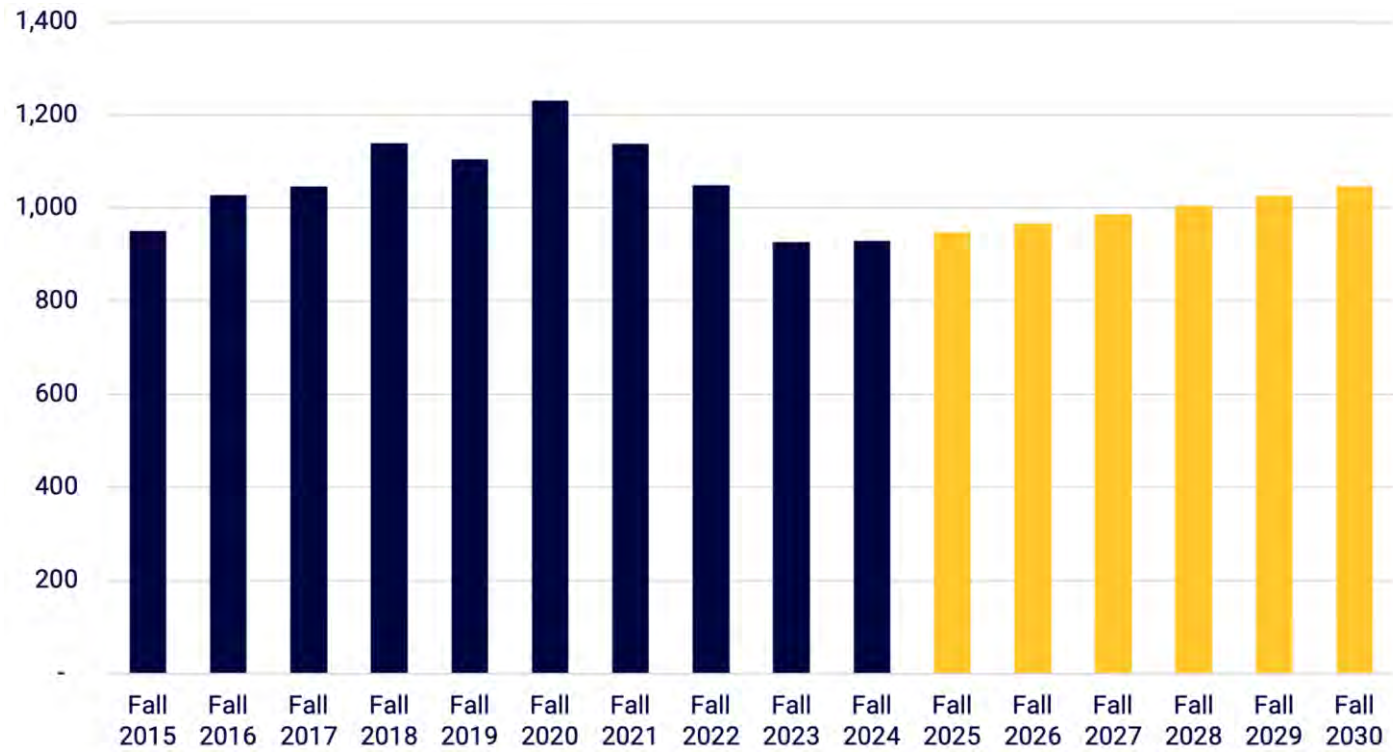


Transfer Strategies

- Identify academic programs with ease to degree and capacity to grow.
- Add scholarship opportunities and streamline the awarding process.
- Increase recruiting/engagement with National Guard & Reserve Units and Match the Department of Defense per credit Tuition Assistance Rate.



Incoming Transfer Headcount





Grow undergraduate adult (age 25+) enrollment

*Objective: Grow undergraduate adult enrollment
by 7% annually for a total of 2,000 students*



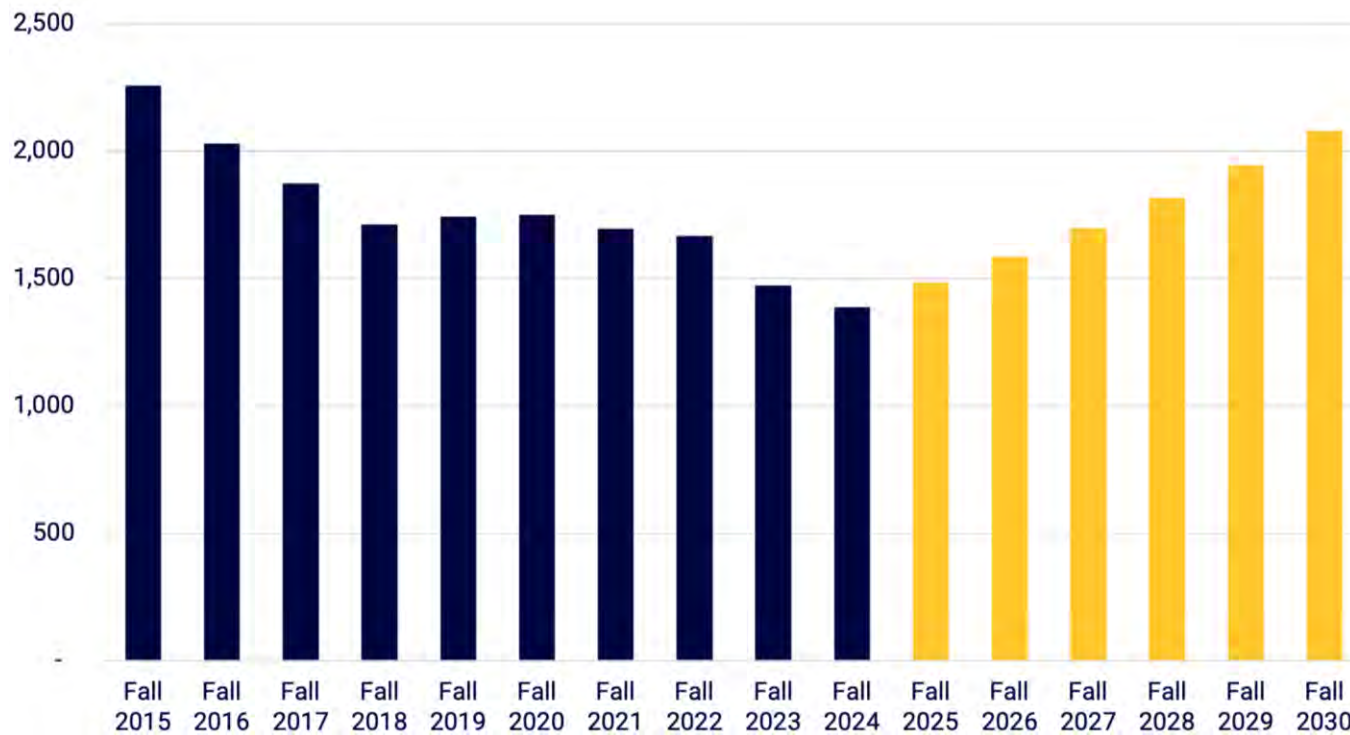


Adult Learner Strategies

- Expand degree completion options for adult and non-traditional students across all colleges at ETSU.
- Implement alternate schedule options (i.e., 5 weeks/7 weeks) for programs that data indicate are meaningful for adult and other non-traditional students.
- Expand non-credit offerings that are meaningful for regional businesses and help act as a bridge to academic programs for adult and non-traditional students.



Undergraduate Adult Headcount





Increase graduate enrollment

Objective: Grow graduate enrollment by 1.5% annually



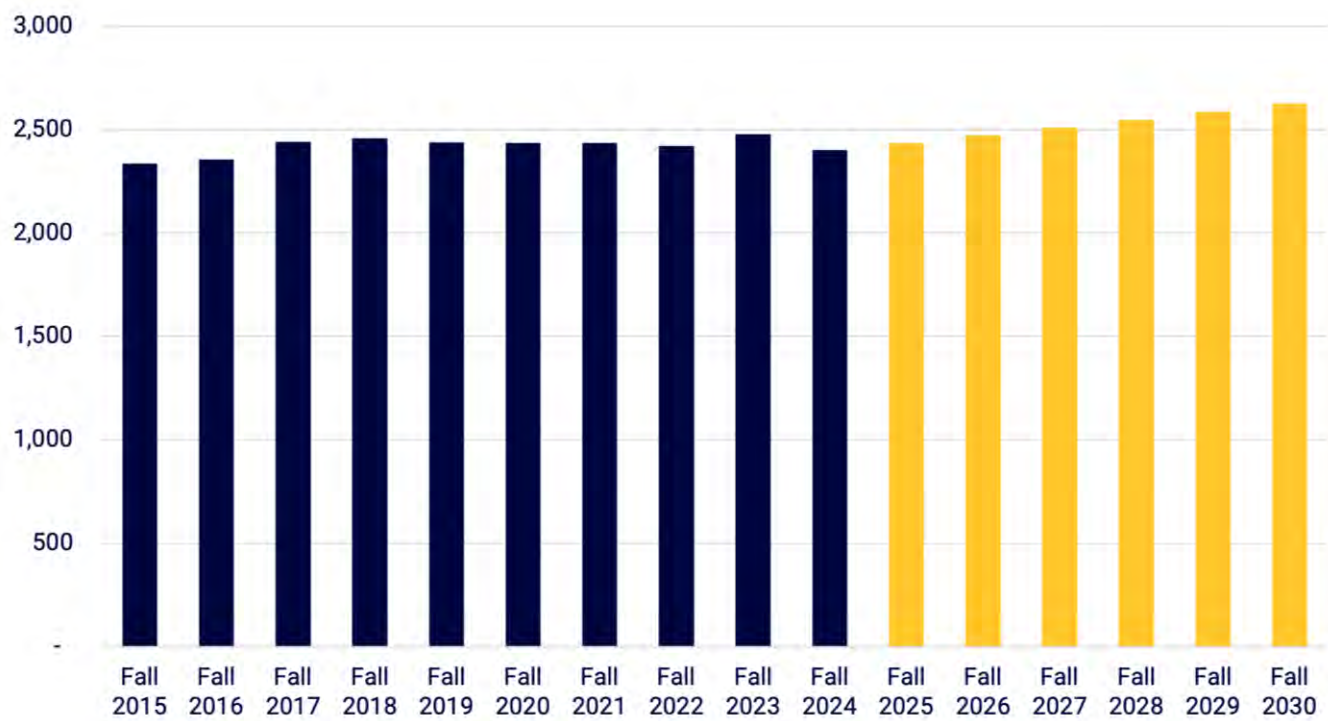


Grad Student Strategies

- Promote graduate education to ETSU undergraduate students.
- Expand data-driven recruitment and marketing in identified key markets and demographics and identify target programs for growth and marketing investment.
- Explore changing models of program delivery to meet student needs and market interest and continue efforts to grow the MBA programs.



Graduate Student Headcount





Improve student retention and success rates

Objective: Increase the first-year persistence rate to 85% and the undergraduate graduation rate to 60%



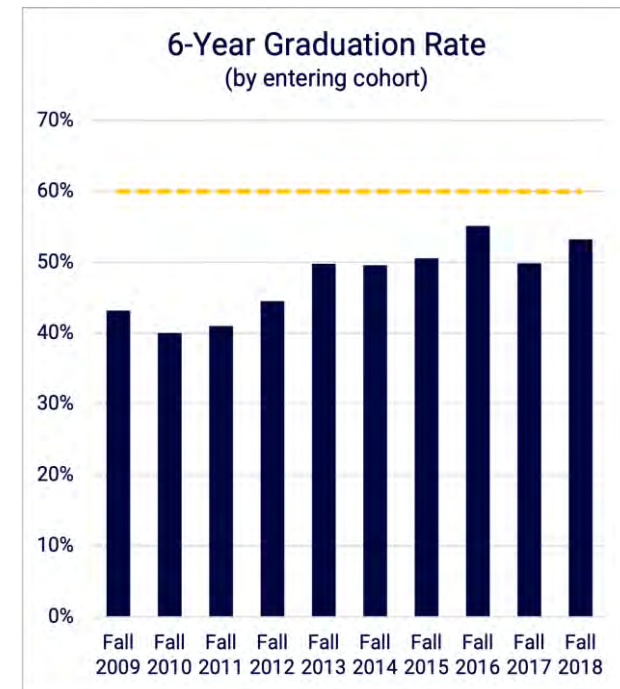
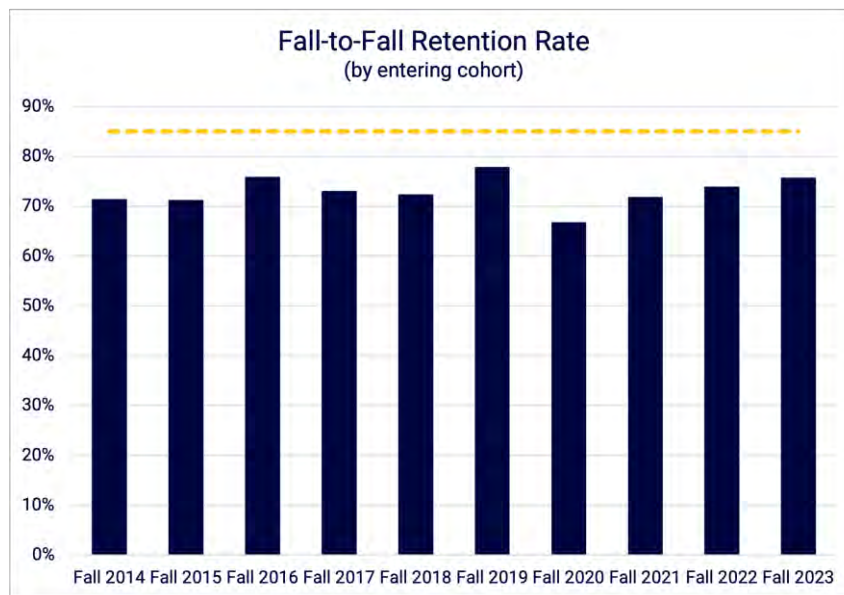


Student Success Strategies

- Create a one-stop student services model designed to streamline institutional processes and improve experiences for students.
- Create a Student Success Center designed to support student persistence and graduation and reduce success gaps among low-income, first-generation, and academically at-risk students.
- Embed student success practices and support in general education experience through the ETSU Compass Core.



Student Success Metrics



Key Initiatives



**Aligned Marketing
& Communications**



Military Outreach



**International
Enrollment**



**Academic Portfolio
Enhancement**



Financial Support



**Student Support
Center**



One-Stop Shop





Implementation

- SEM Executive Committee
 - Student Success Committee
 - Recruitment Committee
 - Tuition and Fee Committee
- Infrastructure Enhancements
- Risk Management



Questions?

Joe Sherlin

Senior Vice President, Student Life and Enrollment
sherlin@etsu.edu

Heather Levesque

Associate Vice President and Executive Director of
Admissions, Student Life and Enrollment
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