AGENDA

I. Call to Order

II. Roll Call

**Action Items**

III. Approval of the Committee Minutes from November 16, 2018

IV. Recommend Bylaw Amendment: Name Change for the Committee

V. Tenure Appointment with the Rank of Professor in the University Library for Mr. David Atkins

VI. Tenure Appointment with the Rank of Professor in the Department of Rehabilitative Sciences for Dr. Jeff Snodgrass

**Information Items**

VII. Academic Action Notifications for the Period of August 1, 2018 through December 31, 2018

VIII. Graduate Medical Education’s Annual Institutional Review, Executive Summary

IX. THEC Quality Assurance Funding Results and Overall Impact to ETSU

X. Other Business

XI. Adjournment
The minutes of the November 16, 2018 meeting of the Academic and Student Affairs Committee are included in the meeting materials.

**MOTION:** I move that the Academic and Student Affairs Committee adopt the resolution, approving the minutes as outlined in the meeting materials.

**RESOLVED:** The reading of the minutes of the November 16, 2018 meeting of the Academic and Student Affairs 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.
The East Tennessee State University Board of Trustees Academic and Student Affairs Committee met at 9 a.m. on Friday, November 16, 2018, at the Millennium Center.

I. Call to Order

Dr. Linda Latimer, chair of the Academic and Student Affairs Committee, called the meeting to order.

II. Roll Call

Deputy Secretary Mr. Nathan Dugger called the roll. Committee members in attendance were:

Dr. Linda Latimer, Chair
Dr. Fred Alsop
David Golden
Scott Niswonger, Chair, Board of Trustees

Not in attendance was Trustee Janet Ayers. Guests in attendance included: Dr. Wilsie Bishop, Vice President for Health Affairs; Dr. Larry Calhoun, Special Assistant to the President and the Vice President for Health Affairs; Scott Carter, Director, Intercollegiate Athletics; Lauren Collier, Tennessee Higher Education Commission; Alyssa Dingus, Institutional Research; Dr. William R. Duncan, Vice Provost for Research; Laura Hesser, Office of the Vice President for Health Affairs; Dr. Mike Hoff, Associate Vice President for Institutional Research and Chief Planning Officer; Dr. Jane Jones, Chief of Staff and Associate Vice President; Dr. Karen King, Chief Information Officer and Senior Vice Provost for Information Technology Services; Dr. Sam Mayhew, Assistant Vice President for Student Affairs; Dr. Wendy Nehring, Dean, College of Nursing; Dr. Brian Noland, President; Jeremy Ross, Chief Operating Officer; Dr. Joe Sherlin, Vice President for Student Affairs; Dr. Larry White, Chair, Department of Criminal Justice and Criminology; and Ms. Jennifer Hill of University Relations (taking minutes).

III. Approval of the Committee Minutes from September 21, 2018

Trustee Alsop made a motion that the minutes of the September 21, 2018, meeting of the committee be approved and submitted. Trustee Golden seconded the motion and the minutes were unanimously approved.
IV. Proposal for a Revised Pricing Model for an Online M.A. Degree in Criminal Justice

In the absence of Dr. Bert Bach, Provost and Vice President for Academic Affairs, Dr. Wilsie Bishop presented a proposal to offer the complete 36-credit M.A. degree in criminal justice online for a total fee of $19,800, or $550 per credit. Dr. Bishop stated that there is a need for access across state borders and affordability for criminal justice professionals in the region, and that the program is similar in price and structure to other university programs. She referred committee members to the full text of the proposal in their meeting materials.

Trustee Golden made a motion to adopt the proposal for the revised pricing model for the online M.A. degree in criminal justice. The motion was seconded by Trustee Alsop and approved unanimously.

V. University Enrollment Projections and Strategies

Dr. Mike Hoff delivered a slide presentation titled “Fall 2019 Enrollment Project & International Student Goal” (slides included in committee materials). He said that enrollment projections are important because enrollment provides the foundation of what the university is able to do and allows the administration to frame the budget. He noted that the university has used the Markov Chain model of enrollment projection for four years and that the colleges of Medicine and Pharmacy are not included in the projections. Dr. Hoff said the assumption of a consistent external environment is not true; he said the state has invested heavily in recruiting students to other institutions statewide, and ETSU administration has had to work harder to make sure that students who would benefit the most from starting college at a four-year institution do so. The total main campus projection is 13,689. Dr. Hoff pointed out the figures of 3,786 seniors compared to 1,978 freshmen, and noted that recent increases in graduation and degree production may be affected if the numbers of underclassmen are not filled back in. He said that four-year institutions across the state, including those close to the fast-growing metropolitan area of Nashville, are struggling and did not see enrollment increases this year.

Dr. Hoff said the administration is asking the committee’s endorsement to budget based on a decrease of 100 students at 14,473, which will allow administrators to run the model under such a scenario to project areas that need investment and ensure that critical items are funded.

Dr. Hoff shared several points of strategy that have been discussed, including international students, dual enrollment, CRM (customer-relationship management), scholarships, recruitment area, and marketing. He said that international students are a key part of the plan to increase diversity and build partnerships outside the country. CRM, he said, is a project to communicate with students and make their experience better. Scholarships have been increased in targeted areas, and recruitment has been expanded to a 250-mile radius. A brand awareness marketing-based survey will be conducted soon to help the university develop marketing plans within that radius.
In discussing international recruitment, Dr. Hoff said consultant Jim Crawley, Director of University Recruitment and Outreach for ELS Education Services, Inc., found this year that ETSU’s international program is well done but could benefit from investments in recruitment. The university’s goal of reaching 1,000 international students by 2026 was on track when it was set, and needs re-endorsement; ETSU is at 505 international students at present. Dr. Hoff said the university would like to take a small portion of current International Merit Scholarship funding to invest in recruitment efforts. He said the amount of money needed for this is small, because international students often have other means of support or have demonstrated the financial ability to be able to attend a university in the U.S., and if the effort is successful, it will allow administration to readjust strategy to allow other investments in retention and graduation.

Trustee Golden noted that ETSU is not alone in declining international enrollment, which is common for various reasons, and asked what unique things ETSU might do to boost recruitment.

Dr. Hoff said the university could do two things: continue to invest in international recruitment by building partnerships that will pay dividends later, and send recruiters to locations where ETSU has existing partnerships. Trustee Golden suggested leveraging relationships with regional companies that have significant international recruitment programs in place. Dr. Hoff also noted that the university could leverage partnership with the Department of Intercollegiate Athletics, which has numerous sports that recruit internationally.

President Noland referred back to the enrollment portion of Dr. Hoff’s presentation and said the administration is trying to give this committee a line of sight on enrollment projections so members could anticipate how numbers would affect academic and budget strategies. He thanked Chairman Niswonger for his work in providing dual enrollment opportunities for rural high school students; it is hoped that more dual-enrolled students will enroll at the university level after high school. Dr. Noland also told the committee that a wide range of marketing initiatives will begin in 2019 that are also geared toward boosting enrollment.

Chair Latimer confirmed with Dr. Hoff that the matter did not need a motion, but an endorsement.

VI. Plan for Path Forward in Research

President Noland delivered a slide presentation outlining “A Joint Vision for Research Between East Tennessee State University and Ballad Health.” In his presentation, he briefly covered the background of potential opportunities in research that could be provided by the newly formed Ballad Health, which has created a venture capital/investment pool of $10 million and has spoken of the possibility of investing up to $8 million annually in research at ETSU. He summarized the findings of various consultants who had reviewed and assessed ETSU’s infrastructure research capacities and identified areas of strength, weakness, opportunity and threat. He
noted that ETSU’s strategic plan recognizes the need to make research and infrastructure investments in areas of strength, such as infectious disease, addiction and others. He referred to the previous meeting, in which College of Arts and Sciences Dean Dr. Gordon Anderson had identified the need for upgrades in laboratories, and noted that improved start-up packages to support new faculty in research would benefit faculty recruitment efforts. Dr. Noland said ETSU has historically focused on its mission of instruction and service to the region, but needs to ensure that research is also integral to the mission.

President Noland reported that he and Ballad CEO Alan Levine have come to consensus that ETSU and Ballad must develop a path forward and strategically plan together to ensure collaboration across all regional institutions; he noted that the COPA requires the creation of a post-secondary collaborative in which resources from all institutions are used to address the health challenges of the regional population. Noland and Levine have proposed the creation of a new senior level position, possibly a vice president, which would report to both the ETSU president and Ballad CEO. The individual in such a position would direct and coordinate the research and innovation activities resulting from and coordinate strategic planning related to the ETSU-Ballad partnership; oversee cluster hires; and more. Their plan calls for restructuring the ETSU Research Foundation to include not only university employees (as it does now), but also leaders from regional industry, health care and business sectors who would provide guidance and expertise. It also calls for the creation of an ETSU-Ballad Collaborative Research Institute to provide infrastructure for collaborative research, support efforts to recruit new faculty, and more; a Ballad Health-ETSU Innovation Center as a venue for the venture capital fund; an Academic Consortium to coordinate the academic programming development and other related needs among member institutions; and a Center for Rural Health Research, which would build upon the existing Center for Rural Health in Appalachia currently housed in ETSU’s College of Public Health and become a destination center for rural health research. It would also build upon the existing efforts of ETSU’s Center for Prescription Drug Abuse and Treatment and its Overmountain Clinic. Dr. Noland noted that this plan is not yet fully articulated but provides a start in bringing the Ballad-ETSU partnership to fruition, and could be redirected if needed.

In response to a question from Trustee Golden, Dr. Noland stated he is certain that the proposed new position should be at the vice presidential level, but he welcomes the input of board members as the plan is fine-tuned. Trustee Golden requested copies of the full consultants’ reports referenced by Dr. Noland, and Dr. Noland said he would send those.

In response to a second question from Trustee Golden, Dr. Noland noted two gaps in the plan. The first is that it does not address the clinical enterprise because it is, so far, focused on research; concerns were raised by consultants about the need to take the currently disparate set of clinical endeavors across campus and integrate them, and he said that work toward that goal is under way. The second is that it does not address other aspects that need to be enhanced in the area of research, including grant support
and student research needs. He said the work being done by Dr. William Duncan in Research and Sponsored Programs needs to be strengthened and integrated with the efforts with Ballad.

Discussion ensued on the need to move quickly in putting elements of the partnership in place; opportunities for interdisciplinary research for non-health-related areas of the university; the need for patience, as long-term investments now could yield benefits 10 to 15 years from now; and the need for board members to see more metrics and timelines. Chair Latimer said the board needs to help the university in coming to an actual agreement with Ballad, and President Noland concurred, saying the university is ready. President Noland suggested calling a meeting of the board’s Executive Committee prior to the end of the calendar year so that he and Mr. Levine could jointly present the plan to them; he does not want to wait until the February board meeting, as that would cause the legislative window to be missed when the General Assembly convenes in January.

**VII. Discussion of Effective Use of Academic and Student Affairs Committee Structure and Time**

Chair Latimer told the committee that she had visited the online portal of the Board of Governors that oversees the University of Florida system and found a report by the Association of Governing Boards of Universities and Colleges, titled “Restructuring Board Committees: How to Effectively Create Change,” which is included in today’s meeting packet. She shared the article to spur thought and discussion on how the board and its committees spend their time. She specifically pointed to the introductory paragraph and pull-out quotation on page 1 of the report, which speak of boards spending “too much board time and attention” on routine reports and operational oversight and not enough on strategic, focused discussion. She said it is important to hear how the university is performing, but that the Board also needs to figure out where it’s going.

Trustee Alsop agreed, and stated that while the Academic and Student Affairs Committee has had some times of real discussion, including during this meeting, there has been little opportunity to hear other board members and learn their thoughts about items being presented. He expressed appreciation for information given, but said he did not feel that board members had enough time for meaningful discussion on items on which they vote. Trustee Golden also agreed and asked how the board and its committees could have more “unscripted” discussion; he said he understands that some “scripted” governance has to occur, but suggested that more meaningful discussion could be sparked by asking better, pointed questions and provide time to think about the answers. He also questioned whether Academic and Student Affairs is the proper name for the committee, but stated that he is happy with where the board is after just 18 months since its inception.

President Noland said that boards across the state are going through a similar process, and at this point, the board members now have a sense of the institution and its mission, people and data; they also have experience and expertise that they can bring
to bear in addressing shortcomings. He rhetorically asked how the university positions agendas and the institution itself, and how comfortable we are with having uncomfortable conversations. He stressed the importance of shared governance and said the campus needs to have a sense of the board’s angst, excitement, and support. He pointed out that this is a growing process for the university after 100 years of doing things essentially on its own, and other institutions are in the same process. He welcomed board input on how to structure committee operations, and stated that staff was committed to working with the board.

Regarding shared governance, Trustee Alsop stated that he liked the group assembled today, and would like to see more diversity among those in attendance – more faculty members, more students and more administrators who listen to the conversations and know what is going on. He said he would like to have more dialogue in some way.

Chair Latimer said having a small board as ETSU does is effective, but it is unusual to have a medical school, a nursing school and a pharmacy school and not have a health sciences committee. She said she looked at other schools to see what they were doing, and suggested a discussion about its name, and possibly change it to something like Academic, Research, and Student Success Committee. That would remind members that research is a very important focus and part of the mission. She said tradition is wonderful, but we are in a time of rapid change, and it is important to avoid “silos.” She also pointed to the importance of the Sunshine Law and transparency, but said it is uncomfortable, because it is easy to discuss successes but hard to discuss shortcomings; she said that is a shame, because shortcomings are discussed for the purpose of making things better.

Trustee Golden agreed about both the importance of transparency and the idea of including Research in the committee’s name, particularly after hearing from President Noland about the importance of research.

President Noland questioned whether changing the sequence of board meeting activities would help facilitate conversations, and said that while ETSU has tried to be mindful of board members’ time, some universities are scheduling committee meetings the afternoon before a full board meeting. In addition to changing the sequence of events, some ideas discussed by committee members included having board members eat breakfast with randomly selected employees to get unvarnished truths, continuing the walking tours of the colleges, and taking a bus tour of campus and allowing more time for board members to get to know each other during the next retreat. It was mentioned that the next retreat needs to be placed on board members’ calendars as early as possible.

VIII. Update on University Strategic Plan

President Noland noted that he would be touching on the funding model and outcomes performance in his afternoon presentation to the full Board of Trustees. He said the takeaway is that ETSU is ranked second among all institutions in the state in terms of performance in the outcome formula. He referred to feedback from the last
Board meeting requesting a clear line of sight and strategy, and said that on a handout being provided to committee members, Dr. Hoff had condensed multiple key performance indicators to two pages, aligned those KPIs to the Strategic Plan, provided data points on where the university is presently, and showed that ETSU is on target to hit its aggressive goal for 2026.

Dr. Noland said this sheet would be presented at every Board meeting going forward to let members know where the university is on KPIs. He noted that the sheet contains the indicators about which he asks most frequently, including numbers of applications, ACT scores, numbers of freshmen and transfers, research expenditures, and numbers of funding proposals submitted and funded.

IX. Athletics Initiatives and Success Metrics

Mr. Scott Carter provided committee members copies of “Taking the Initiative,” the Department of Intercollegiate Athletics’ 2017-18 annual report covering its academic, athletic, service and business achievements. He called their attention to a number of highlights, including:

- Cumulative GPA of 3.211
- 234 students on Southern Conference Honor Roll
- 141 student-athletes on the Dean’s List
- 41 with 4.0 GPAs
- ETSU is the only conference school with two post-graduate scholarship recipients

Mr. Carter told the committee that Nikki Stewart was recently promoted to assistant athletics director for academic services, and her previous position will be filled with a third full-time academic support staff member, continuing to increase focus on academics following the additions of the new sports of football and triathlon. Not in the annual report is the fact that 63 of ETSU’s more than 400 student-athletes were recently awarded the Southern Conference Commissioner’s Medal for carrying a 3.8 GPA for the entire academic year. In addition, new turf has been installed inside the Mini-Dome; this project carries a large academic component in that it provides needed practice space for the ETSU marching band and for physical education classes, in addition to practice space for the football team.

In response to a question from Trustee Golden, Mr. Carter said that his top two concerns as an athletic director are how APR (Academic Progress Rate) funds will be distributed from the NCAA through the Southern Conference, which is why it is important to continue to invest in the academic services model of the department, and the NCAA’s shift toward easier transfers by student-athletes from one university to another. He said that the more freedom student-athletes have to transfer, the more it could affect the metrics collegiate athletic departments are held accountable for, and it is not yet fully known how some of the NCAA’s decisions regarding ease of transfer will affect APR.

There being no further business, Chair Latimer adjourned the meeting at 10:38 a.m.
Emerging from previous discussions of the Academic and Student Affairs Committee, members of the committee believe that updating committee’s name would provide a more accurate reflection of the committee’s responsibilities, specifically highlighting a focus on the research enterprise and on student success, which are germane to the committee’s work. The proposed name, the “Academic, Research, and Student Success Committee,” best reflects the committee members’ discussion and the responsibilities of committee. Changing the name of the committee represents an amendment to the Bylaws as stipulated in Article VI, Section 2.

MOTION: I move that the Board of Trustees adopt the amendment to the Bylaws, changing the name of the Academic and Student Affairs Committee.

RESOLVED: The Bylaws are hereby amended upon recommendation from the Academic and Student Affairs Committee to change the name of said committee to the Academic, Research, and Student Success Committee.
DATE: February 22, 2019

ITEM: Tenure Appointment with the Rank of Professor in the University Library for Mr. David Atkins

COMMITTEE: Academic and Student Affairs

RECOMMENDED ACTION: Approve

PRESENTED BY: Bert C. Bach
Provost and Vice President for Academic Affairs

With his appointment as Dean of University Libraries on January 1, 2019, Mr. David Atkins brought to the University valuable experience from his previous appointments. Most recently he served as department head and professor or Branch Libraries & Collection Logistics at the University of Tennessee at Knoxville. Previously he was department head of Resource Sharing & Document Delivery at UT-K, and prior to that he served in a number of other roles in the UT-K libraries. He was promoted to the rank of professor in 2016. Mr. Atkins earned the Master of Arts in Library Science, the terminal degree in his field, from the University of Wisconsin at Madison. He has published several scholarly articles, contributed to an edited volume, and has made numerous professional presentations, many of them invited.

With the full support of the Sherrod Library faculty and of President, Mr. Atkins is recommended to be awarded tenure and the faculty rank of full professor in the University Library.

MOTION: I move that the Board of Trustees adopt the resolution, approving tenure at the rank of professor for Mr. David Atkins.

RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees awards Mr. Atkins tenure at the rank of professor in the University Library effective upon action of the board.
David Linville, MD, EdD, Secretary  
ETSU Board of Trustees  
East Tennessee State University  

January 4, 2019

Dr. Linville,

I recommend that the Board of Trustees award tenure upon appointment at the rank of professor in the Sherrod Library to Mr. David Atkins, Dean of University Libraries, effective January 1, 2019.

Mr. Atkins comes to East Tennessee State University from the University of Tennessee at Knoxville, where he was department head and professor for Branch Libraries & Collection Logistics. Previously he was department head of Resource Sharing & Document Delivery at UT-K, and prior to that he served in a number of other roles in the UT-K libraries. He was promoted to the rank of professor in 2016. Mr. Atkins earned the Master of Arts in Library Science, the terminal degree in his field, from the University of Wisconsin at Madison. He has published several scholarly articles, contributed to an edited volume, and has made numerous professional presentations, many of them invited.

Sincerely,

[Signature]

Brian Noland  
President

Attachments

Copies: Bert C. Bach  
Diana McClay
David P. Atkins
Dean of University Libraries
East Tennessee State University
Johnson City TN, 37604
atkinsdp@etsu.edu

EDUCATION

M.A., Library and Information Studies with emphases in Academic Libraries Reference and Archives Administration, University of Wisconsin, Madison, 1994

B.A., History, Political Science, and Ancient Mediterranean Cultures, University of Tennessee, Knoxville, 1988

EXPERIENCE

Dean of University Libraries
East Tennessee State University, Charles C. Sherrod Library, Johnson City, January 2019 – present
Leads all areas of library planning, policies, and operations including personnel management and organization, strategic planning and assessment, fiscal management, staff and faculty development, fund raising, public services and collection development, space planning, and facilities. Represents the library in university-level administrative groups and committees. Responsible to the Provost and Vice President for Academic Affairs.

Department Head, Professor, Branch Libraries & Collection Logistics, University of Tennessee, Knoxville, August 2013 – December 2018
Leads all UT branch libraries and the following departments: Library Express/Shipping, Hodges Stacks, Storage collections and reading room. Serves as member of the Dean's Cabinet senior leadership team.

Department Head, Associate Professor, Resource Sharing & Document Delivery, University of Tennessee, Knoxville, June 2008 – July 2013
Led Interlibrary Services department and the library's resource sharing initiatives, and the following departments: Library Express/Shipping, Hodges Stacks, Storage collections and reading room.

Team Leader, Assistant Professor/Associate Professor, Access & Delivery Services, University of Tennessee, Knoxville, December 2002 – June 2008
Led the following departments and services: Interlibrary Services, Hodges Circulation/Commons & Stacks, Library Express/SWAT, Current Periodicals, Reserve, Duplication, and Digital Production Services.

Coordinator, Assistant Professor, Interlibrary and Document Delivery Services, Hodges Library Reference and Information Services, University of Tennessee, Knoxville, November 1999 – December 2002
Led the Interlibrary Services department and library's resource sharing initiatives.

Electronic Resources/Reference Librarian, Assistant Professor, Hodges Library Reference and Information Services, University of Tennessee, Knoxville, June 1997 – November 1999
Contributed to the leadership and management of the library's personal computer, networked, and web-based public services and interfaces.
David P. Atkins

Electronic Reference Services Librarian, Assistant Professor, Louisiana State University, Baton Rouge, January 1996 – May 1997
   - Led the library's personal computer, networked, and web-based public services and interfaces.

Life & Physical Sciences Librarian, Assistant Professor, Louisiana State University, Baton Rouge, September 1994 - December 1995
   - Served as liaison and reference librarian for life and physical sciences.

Special Librarian, half-time appointment, School of Journalism & Mass Communications Reading Room, University of Wisconsin-Madison, May 1994 - August 1994
   - Managed all technical and public service operations of a departmental library.

TEACHING EXPERIENCE

SIS/CS 515: Online Information Retrieval, Louisiana State University, School of Library and Information Science, Summer, 1995

DATES APPOINTED/PROMOTION and TENURE GRANTED

Promoted to Professor, University of Tennessee, Knoxville, 2016

Tenured and promoted to Associate Professor, University of Tennessee, Knoxville, 2003

Appointed Assistant Professor, University of Tennessee, Knoxville, 1997

Appointed Assistant Professor, Louisiana State University, Baton Rouge, 1994

HONORS and AWARDS

Visiting Scholar, School of Business and Economics, University of Tasmania, Australia, March 7-23, 2014

Tennessee Resource Sharing Award, Tenn-Share, Tennessee's statewide library consortium, September 28, 2012

Dean of the Libraries Special Recognition Award: Project leader for the installation of Technology Fee PCs in the UT Libraries, May 19, 1998

PUBLICATIONS

Articles Published in Refereed Journals

Lubke, Jennifer, Virginia G. Britt, Trena M. Paulus, and David P. Atkins (2017)
David P. Atkins

https://doi.org/10.1177/0894439315596311 (co-author)

http://dx.doi.org/10.1080/13645579.2015.1102454 (co-author)

https://doi.org/10.1108/ILDS-01-2014-0010 (lead author)

Atkins, David (2010). Going global: Examining issues and seeking collaboration for international interlending, the view from the US. Interlending & Document Supply. 38:2, 72-75.
https://doi.org/10.1108/02641611011047132

https://doi.org/10.6017/ital.v24i4.3384 (primary author)

https://doi.org/10.1016/S1464-9055(99)00093-7 (co-author)

Contributions to Edited Volumes

Papers Published in Refereed Conference Proceedings


Research Reports Submitted to Sponsors
http://works.bepress.com/david_atkins/9 (40 downloads from Trace repository)

Other Evidence of Research or Creative Accomplishments


PRESENTATIONS

Refereed


Paulus, Trena and David Atkins (2015). Best practices for reporting the use of data analysis software in qualitative research. 11th International Congress of Qualitative Inquiry, University of Illinois at Urbana-Champaign, May 22, 2015. (co-author)


David P. Atkins


Invited


Updated January 7, 2019
David P. Atkins


GRANTS

Active

Updated January 7, 2019
David P. Atkins

2018-2019, United States Agriculture Information Network, Project Ceres Digitization Grant, “Tennessee Farm News,” $12,000. (co-investigator)

Completed
2009-2012, Interlibrary Services for the State of Tennessee, State of Tennessee, Secretary of State, Tennessee State Library and Archives, $9,708. (principal investigator)

SERVICE

Service to the Libraries
~Active
   UT Libraries Dean’s Cabinet, 2015 – present
   Collaborative Print Collections Working Group, 2017-present, (co-convener)
   Library Council, 2008 – present
   Library Assessment Advisory Group, 2014 – present
   Library Faculty Research Interest Group, 2016 – present (convener)

~Completed
   Search Committees
      Assistant Librarian for Instruction & Outreach, 2017-2018 (chair)
      Agriculture & Natural Resources Liaison Librarian, 2016-2017 (chair)
      Electronic Resources Librarian, 2016 (chair)
      Scholarly Communication Librarian, 2014
      Diversity Residents, Committee, 2012 (chair)
      Business Librarian, 2011
      Associate Dean, Collections, 2009-2010
      Department Head, Library Technology Services, 2008
      Serials Coordinator, 2006
      Coordinator, Science & Technology Group, 2001 – 2002
      Coordinator, Digital Media Services, 2001
      Programmers, Systems, 2000
      Agriculture and Natural Resources Librarian, 2000
      Systems Librarian, 1999

Library Faculty
   Library Faculty Promotion and Tenure Criteria Working Group, 2014 – 2017(chair)
   Library Faculty Executive Committee, 2007 – 2010
      Co-chair elect, 2008; Co-chair, 2009; Past Co-chair, 2010
   Faculty Research Incentives Program (FRIP), 2005-2007 (2006-2007, chair)

   UT Libraries Makerspace Planning Group, 2017-2018 (co-convener)
   UT Libraries Strategic Planning, Organizational Excellence Working Group, May – June, 2016 (convener)
   Catalog Advisory Think Tank, 2012 – 2014
   Library Faculty Research Leave Application Review Committee, 2013 (chair)
   Hodges Library First Floor Study Group, 2011 – 2012
David P. Atkins

Library Assessment Advisory Group, 2009 – 2011
Mod Squad Mobile Devices and Services Workgroup, 2009 – 2011
Library Spirit Awards Committee
   Member: 1998 – 1999
Next Generation Catalog Exploratory Committee, 2008 – 2009
Library Management Group, 2001 – 2008
   Duplication/Reserve Services Working Group, 2004 – 2005 (convener)
   (convener)
   Public Services and Spaces Working Group, 2004 – 2005
Aleph Library System Implementation Team, 2002 – 2004
Hodges Library Public Spaces Working Group, 2002 – 2003 (convener)
Staff Development Advisory Committee, 2002 – 2003
SFX Implementation Group, 2002
Disabilities Services Coordinator, 2001 – 2002
Diversity Committee, 2001 – 2002
Dean’s Faculty Advisory Committee on Promotion, Tenure, and Retention, 2001
Dean’s Faculty Cabinet, 1998, 2000 – 2001
Information Alliance Steering Committee 1998 – 2000, (UT representative)
Catalog Advisory Group (CAG) & subgroups, 1997 – 1999
   SiteSearch Index Filters, 1997-1998
   Web Catalog Help Site, 1998
LibLink/Library Web Site Redesign Group & Subgroups, 1997 – 1999
   Database Menus/dbwizard Design and Implementation Group, 1999
   Menus on the Fly Design Group, 1999

Service to the University

University of Tennessee, College of Veterinary Medicine Teaching & Learning Center
   Facilities Program Planning Group, 2018

Tennessee Speech and Debate Society, 2015- present
   Library Liaison and Alumni Member

Faculty Senate
   Library Senator, 2008 – 2012
   Information Technology Committee, 2008 – 2009
   University System Relations Committee, 2009 – 2010
   Budget and Planning Committee, 2011 – 2012

Office of Information Technology and UT Libraries Joint Operations / Commons Steering
   Committee, 2005 – 2008

Service to the Profession

Updated January 7, 2019
David P. Atkins

~International & National

University of Tennessee/Makerere University Libraries, Kampala, Uganda, Exchange Program, 2001 – 2009 (program coordinator)

American Library Association
Reference and Adult User Services (ALA/RUSA)
RUSA Executive Committee, 2012 – 2013
RUSA Budget and Planning Committee, 2011 – 2012
Sharing and Transforming Access to Resources Section (STARS)
Publication Recognition Award Committee, 2018 (member)
Executive Board
Chair-elect, 2011 – 2012
Chair, 2012 – 2013
STARS Section Review Committee, 2011 – 2013
Interlibrary Loan Discussion Group, 2010 – 2012 (elected chair)
Website and listserv manager, 2005 – 2006
Rethinking Resource Sharing Policies Committee, 2008 – 2010
Wiki administrator, 2008 – 2009

Association of College and Research Libraries (ALA/ACRL)
Science & Technology Section
Researcher & web editor, 1999 – 2000
listservs and website editor, 1995 – 1999
Bibliographic Instruction Section
Communications Committee, 1995 – 1997

Empirical Librarians Conference, 4th Annual, 2018
Program Peer-Review and On-Site Implementation Committees


RAPID Interlibrary Loan Users’ Group, 2001 – 2006

~State and Regional Service

Preserving the Academic Record of Scientific and Scholarly Literature for the State of Tennessee (PARSSL), 2013 – 2016
Steering Committee, 2013 – 2016
Collection Holdings Survey Working Group, 2013 – 2015 (convener)

Association of Southeastern Regional Libraries (ASERL)
ASERL/CRL Serials Retention Pilot Project, 2017 – Present
Interlibrary Loan Working Group, 2007 – 2014
David P. Atkins

Tenn-Share, Tennessee's statewide, multi-type library consortium, 2000 – present
  Nominating Committee, 2013 – 2015
  Tenn-Share State Wide Courier RFP Committee, 2011 – 2013
    RFP Committee, 2011 – 2012 (chair)
    Courier Implementation Group, 2012 – 2013 (chair)
  Tenn-Share Annual Conference Program Planning Committee, 2010, 2011
  Share Your Stuff Committee, 2009 – 2012

  Tennessee Electronic Library II Task Force: One-Step Access to Library Collections,
    2003 – 2009 (chair)
  Tenn-Share Annual Meeting Program Planning Committee, 2006

Tennessee Library Association
  Conference Program Planning Committee, 2004
  A/V Sub-Committee (co-chair)

~External Reviewer for Promotion and/or Tenure
  Kent State University Libraries, 2017, for promotion to Professor
  University of Maryland Libraries, 2014 for promotion to Librarian (Full Professor)
  University of Kansas Libraries, 2013 for promotion to Librarian (Full Professor)
  University of Indiana/Purdue University Indianapolis, 2013, for promotion and tenure to
    Associate Professor
  University of Houston Libraries, 2013, for promotion and tenure to Associate Professor
  University of Missouri-Kansas City, 2009, for promotion to Librarian II (Associate
    Professor)
  Auburn University Libraries, 2009 for promotion and tenure to Associate Librarian
  Queens College, City University of New York, 2008, for promotion and tenure to
    Associate Professor
  University of South Carolina, 2005, for tenure as Associate Professor

~Editorial Service and Formal Manuscript Review
    manuscripts reviewed.
  Public Services Quarterly, Haworth Press, Editorial Board, 2003 – 2004 (title became
    Internet Reference Services Quarterly). Two manuscripts reviewed.
  Libres: Library and Information Science e-journal. Webmaster and mirror site manager, 1995
    – 1999

MEMBERSHIPS

American Library Association (ALA), 1992 – present
  Reference and Adult User Services (ALA/RUSA), 2001 – present
    Sharing and Transforming Access to Resources Section (RUSA/STARS), 2004 – present
    Interlibrary Loan Discussion Group, 2001-2004
    Management and Operation of User Services Section, 2001-2004

Updated January 7, 2019
EXAMPLES OF CONTINUING EDUCATION/PROFESSIONAL DEVELOPMENT

Southeastern Library Assessment Conference, Georgia Institute of Technology, Atlanta, GA, Nov. 2017

@Risk: Stewardship, Due Diligence, and the Future of Print, a CRL Collections Forum. Center for Research Libraries, University of Chicago, Chicago, IL, April 14-15, 2016


Annual IDS Project Membership Meeting and Conference:
~ Transforming Discovery and Delivery: Acquisitions, ILL, and IDS Search. State University of New York, Oswego, Aug 3 – 4, 2010


Southeastern Institute on Collaborative Library Leadership: An Institute to develop and enhance leadership among library staff in the southeast. Atlanta, GA, May 7 – 11, 2001. Sponsored by Solinet, Institute of Museum and Library Services, and the Council on Library and Information Resources (competitive selection process)


Host. Understanding the New DOCLINE. Knoxville Area Health Sciences Libraries and Information Centers training provided by National Library of Medicine personnel. John C. Hodges Library, UT, June 14, 2000
David P. Atkins

SiteSearch Administrator Training, OCLC, Dublin, OH, July 14 – 18, 1997
Copyright Law in the Age of Technology, Hill Memorial Library, LSU, October 1995
Geographic Information Systems: An Introduction, American Library Association, LITA Pre-Conference, Chicago, IL, June 1995
The Successful Searcher, SOLINET's OCLC workshop, LSU, April 1995
Dr. Snodgrass comes to East Tennessee State University from Milligan College, where he served as the chair and professor of the Department of Healthcare Administration and Occupational Therapy. In that role he directed the graduate program for a total of 12 years; oversaw assessment and accreditation activities; and led and served on numerous college-wide committees, including a strategic growth task force and a SACS steering committee. He has held leadership roles in state and national health care associations, including serving as chair of the Tennessee Board of Occupational Therapy Examiners. Dr. Snodgrass also holds part-time faculty appointments in the School of Health Sciences at Walden University and in Business Administration at Bethel University. Dr. Snodgrass is a proud alumnus of East Tennessee State University, having earned a Master’s degree in Public Health here. He earned a Ph.D. in Health Sciences from Trident University International. Prior to moving to Milligan College he held faculty appointments in the College of Public Health at East Tennessee State University and at the University of St. Augustine for Health Sciences in its departments of occupational and physical therapy. He has co-authored two books and contributed chapters to six, as well has written several articles and served on a variety of health science peer-review journals.

With the full support of the College of Clinical and Rehabilitative Health Sciences faculty and of President Noland, Dr. Snodgrass is recommended to be awarded tenure and the faculty rank of full professor in the Department of Rehabilitative Sciences.
MOTION: I move that the Board of Trustees adopt the resolution, approving tenure at the rank of professor for Dr. Jeff Snodgrass.

RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees awards Dr. Snodgrass tenure at the rank of professor in the Department of Rehabilitative Sciences effective upon action of the board.
David Linville, M.D., Ed.D., Secretary of the Board
ETSU Board of Trustees
East Tennessee State University

January 24, 2019

Dr. Linville,

I recommend that the Board of Trustees award tenure upon appointment at the rank of professor in
Rehabilitative Sciences to Dr. Jeff Snodgrass, chair of the Department of Rehabilitative Sciences,
effective January 1, 2019. A committee of senior faculty representing every department in the College of
Clinical and Rehabilitative Health Sciences has reviewed his curriculum vitae and recommended his
appointment as a tenured professor.

Dr. Snodgrass comes to East Tennessee State University from Milligan College where he served as the
chair and professor of the Department of Healthcare Administration and Occupational Therapy. In that
role, he directed the graduate program for twelve years; oversaw assessment and accreditation activities;
and led and served on numerous college-wide committees, including a strategic growth task force and a
SACS steering committee. He has held leadership roles in state and national health care associations,
including serving as chair of the Tennessee Board of Occupational Therapy Examiners. Dr. Snodgrass
also holds part-time faculty appointments in the School of Health Sciences at Walden University and in
Business Administration at Bethel University. Dr. Snodgrass is a proud alumnus of East Tennessee State
University, having earned a master’s degree in Public Health. He earned a Ph.D. in Health Sciences from
Trident University International. Prior to moving to Milligan College, he held faculty appointments in the
College of Public Health at East Tennessee State University and at the University of St. Augustine for
Health Sciences in its departments of occupational and physical therapy. He has co-authored two books,
contributed chapters to six, written several articles, and served on a variety of health science peer-review
journals.

Sincerely,

Brian Noland
President

Attachments

c: Dr. Wilsie Bishop
   Dr. Don Samples
   Ms. Diana McClay
Jeff Snodgrass, PhD

**WORK**
East Tennessee State University

**ADDRESS:**
Department of Rehabilitative Sciences
P.O. Box 70260

**EDUCATION**

**PhD- Doctor of Philosophy in Health Sciences**
Trident University International, 2006
Area of Specialization: Health Care Administration
Dissertation: Faculty perceptions of occupational therapy program directors’ leadership styles and outcomes of leadership

**MPH- Master of Public Health (CEPH-Accredited)**
East Tennessee State University, 2001
Area of Concentration: Public Health Administration
Internship: Hospital administration, Wellmont Health Systems, Kingsport, TN

**Bachelor of Science**
Eastern Kentucky University, 1996
Major: Occupational Therapy

**UNIVERSITY TEACHING EXPERIENCE**

2003-2018

**Professor of Healthcare Administration & Occupational Therapy** (tenured) (2014)
Associate Professor of Occupational Therapy (2006-2014, tenured in 2008)
Assistant Professor of Occupational Therapy (2003-2006)
Milligan College
Departments of Business Administration & Occupational Therapy

Courses designed and taught (hybrid and online bachelor’s and master’s level): BADM 525 Administration of Healthcare Organizations, BADM 380 Introduction to Health Care Administration, BADM 481 Policy and Issues in Healthcare, MOT 710 Leading and Managing Occupational Therapy Services, MOT 643 Industrial and Orthopedic Rehabilitation, MOT 615 Work Programs.

2007-Present
Graduate Faculty, Health Services and Public Health (Part-time)
Walden University
School of Health Sciences- Master of Public Health PhD Programs in Health Services and Public Health

Responsibilities include serving as lead faculty and subject matter expert for public health administration and leadership and health policy courses, developing and instructing online courses, mentoring new graduate faculty, chairing dissertation committees, serving as an administrator and instructor at doctoral academic residencies.

Courses designed (online master’s level): PUBH 6127 Health Policy, Politics, and Progress, PUBH 6031 Administration and Leadership in Public Health.

Courses taught (online master’s and doctoral level): PUBH 6031 Administration and Leadership in Public Health, PUBH 6175 & 8175 Health Policy and Management, PUBH 6250 US and International Health Care Systems, Foundations of Health Care Administration.

2017-Present
MBA Lecturer, Healthcare Administration
Bethel University
College of Professional Studies- Master of Business Administration with Concentration in Healthcare Administration Program

Courses taught (online): HCA 501 Healthcare Administration, HCA 521 Leading Healthcare Organizations, HCA 531 Health Policy, HCA 561 Strategic Planning and Execution in Healthcare.

2007-2012
Adjunct Associate Professor (Part-time)
University of St. Augustine for the Health Sciences
Doctoral Programs in Education, Occupational and Physical Therapy
2007-2012

Course designed and taught (online doctoral level): HSA 6201 Organizational Leadership and Policy in Health Care.

2007-2008
Graduate Adjunct Faculty, Public Health
East Tennessee State University
College of Public Health- Doctor of Public Health Program
2007-2008

Course designed and taught (online): PUBH 8130 Public Health Leadership, Policy Development and Ethics.
ADMINISTRATIVE EXPERIENCE

2006-2018

Area Chair and Program Director
Department of Occupational Therapy
Milligan College, Milligan College, TN
2006-Present

Duties and Responsibilities:

- Responsible for the leadership and administration of a graduate accredited occupational therapy program including but not limited to maintenance of program accreditation and quality of the curriculum, student fieldwork experience planning, strategic planning, budgeting, program evaluation, learning outcomes assessment, faculty recruitment, and program marketing and student recruitment.
- Mentor and supervise six core and eight part-time graduate faculty members.
- Manage annual operational budget of approximately $950,000.
- Major accomplishments:
  - Successfully led program reaccreditation efforts of the department including an extensive 1½ year self-study process culminating in successful reaccreditation for the maximum allowed 10 years.
  - Achieved record program enrollment for 13 consecutive years with an overall increase of more than 100% between 2006 to 2018.
  - Move to renovated facilities that doubled classroom, laboratory and faculty office space.
  - Alumni pass rate on national OT registration examination highest in program’s history (which exceeds the national average).
  - Increased faculty scholarship and research including peer-reviewed publications, national presentations and published books and book chapters.

2001-2003

Ergonomics Program Director
Wellmont Health System, Kingsport, TN

Duties and Responsibilities:

- Responsible for system-wide development and administration of ergonomic and injury prevention program including program development, policy and procedures, strategic planning, marketing and media relations.
- Responsible for developing and implementing system-wide injury prevention program for 1,000+ nursing staff including supervision of multidisciplinary, multi-site training teams.
- Responsible for development and provision of professional presentations, educational seminars, and training to regional employers and allied health professionals.

1997-1999

Director of Occupational Therapy
Columbia Health System- Indian Path Rehabilitation Center, Kingsport, TN

Duties and Responsibilities:

- Responsible for operational, strategic, and financial management of occupational therapy department providing services in skilled nursing, outpatient and acute care settings.
- Developed outpatient upper extremity rehabilitation program.
- Supervised therapist, assistants and technicians.
- Developed and implemented restorative care nursing program, performance improvement.
program, and fieldwork student programs.

PROFESSIONAL HEALTHCARE EXPERIENCE

2003-2008

**Owner- Occupational Rehabilitation and Ergonomic Consulting Services**

Duties and Responsibilities:

- Provided ergonomic evaluations and developed injury prevention programs for corporations including GlaxoSmithKline Pharmaceuticals, Snap-On Tools and Boise Office Solutions.
- Provided functional capacity evaluations and return to work determinations as an independent contractor with Wellmont Health System.

1999-2001

**Upper Extremity Specialist-Occupational Therapist**

Wellmont Health System, Kingsport, TN

Duties and Responsibilities:

- Provided direct specialty care services at the Hand Therapy Center specializing in upper extremity rehabilitation.
- Supervised Occupational Therapists, OT Technicians and supportive personnel.
- Supervised Level I and II fieldwork OTR and COTA students.

1996-1997

**Occupational Therapist**

Therapy Innovations, Gate City, VA

Duties and Responsibilities:

- Performed evaluations, assessment and interventions for adult physical dysfunction population in home health, outpatient and skilled nursing.
- Supervised therapists, assistants and technicians.
- Developed and marketed outpatient OT services.

PEER-REVIEWED PUBLICATIONS

ARTICLES


**BOOKS AND BOOK CHAPTERS**


**PEER-REVIEWED PRESENTATIONS (State and National)**


Snodgrass, J. & Gupta, J. (2013, October). Influences and perceived outcomes of professional socialization in occupational therapy. Poster presented at the Education Summit, American Occupational Therapy Association, Atlanta, GA.


HEALTH CARE LICENSES and CERTIFICATIONS

Licensed Occupational Therapist, No. 1713, Tennessee, 1996-present
Licensed Occupational Therapist, No. 1888, Virginia, 1996-present
Registered Occupational Therapist, No. 1009038, National, 1996-present
Board Certified Disability Analyst, No. 5667, National, 2002-2009
Certified Work Capacity Evaluator, No. 900544, National, 2003-2013
**SERVICE**

**Profession**
- Board member, Commission on Education, American Occupational Therapy Association (2010-2013)
- Board Member (2006-2009) and Chair (2008), Occupational Therapy Board of Examiners, Division of Health-Related Boards, Tennessee.
- Executive Board Member and Northeast District Chair, Tennessee Occupational Therapy Association (2003-2005).

**Community**
- Accreditation Leadership Team and Chair of the Evaluation Standards Committee, Senior Center, Johnson City (2012-2014).
- Population Health Steering Committee, Mountain States Health Alliance-Wellmont Health System Merger (2015-2016).

**University**
- Strategic Growth Task Force (Milligan College, 2013-Present).
- Steering Committee, SACS reaccreditation (Milligan College, 2010).
- Strategic Planning Committee, Chair of the Finance Subcommittee (Milligan College, 2009).
- Health Care Administration Curriculum Task Force (Milligan College, 2008).

**Department**
- Chair, Occupational Therapy Faculty Council (Milligan College, 2006-Present).
- Occupational Therapy Admissions Committee (Milligan College, 2003-Present).
- Chair, Occupational Therapy Admissions Committee (Milligan College, 2003-2006).
- Chair, Theses Projects (Milligan College, 2003-Present).
MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

- Academy Health (2010-2013).

PROFESSIONAL RECOGNITION

- Roster of Fellows for the American Occupational Therapy Association (2017).
- Fellow of the American College of Disability Analysts (2002).
- Bernard L. Turner Faculty Award at Walden University (2012).

DISSERTATION AND THESIS SERVICE

Dissertation Committee Chair

- Riegel, L. Perceived organizational support and organizational commitment: A comparison of intent to leave or intent to stay among Registered Nurses in North Carolina (2010-2012). Walden University.
- Gibson, J. Health literacy levels and caregiver burdens in the rural south (2009-2012). Walden University.

Dissertation Committee Member

- Diaz, M. Health literacy impact on health decision-making attitudes in people with Human


**Master’s Research Project Chair**

- Henley, K., Jesse, K., & Stroup, E. Department head leadership practices and strategic planning in occupational therapy graduate programs (2005). Milligan College.
The ETSU Board of Trustees must be apprised of select academic actions taken by the university on a periodic basis. Included in the meeting materials is a memorandum outlining the academic action notifications for the period of August 1 – December 31, 2018, which consist of:

**Academic Actions Submitted as Notifications to THEC**

<table>
<thead>
<tr>
<th>Type of Action</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish New Certificate (12-23 Credits)</td>
<td>1</td>
</tr>
<tr>
<td>Change Name/Title for Program or Concentration</td>
<td>2</td>
</tr>
<tr>
<td>Establish New Concentrations</td>
<td>4</td>
</tr>
<tr>
<td>Change the Primary Delivery Mode for an Existing Academic Program</td>
<td>1</td>
</tr>
<tr>
<td>Terminate Concentrations (in order to merge them into one concentration)</td>
<td>2</td>
</tr>
<tr>
<td>Terminate Concentration</td>
<td>1</td>
</tr>
</tbody>
</table>

**Academic Actions Submitted to ETSU Board of Trustees**

<table>
<thead>
<tr>
<th>Type of Action</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission Policy Revision</td>
<td>4</td>
</tr>
<tr>
<td>Substantive Revision of Degree</td>
<td>6</td>
</tr>
</tbody>
</table>
Establish New Certificate (12-23 Credits)

1 Instructional Design
   This graduate certificate prepares students for careers in creating online training and professional development for organizations or institutes of higher education by covering key components of effective instructional design practices for online learners.

Change Name/Title for Program or Concentration

2 BS in Physical Education changed to BS in Kinesiology
   The new degree title better represents the scope of the program which includes physical education, sport, and exercise science. Students will graduate from the program with a degree whose name reflects an evolving, diverse field of study.

3 MA in Art changed to MA in Studio Art
   The new degree title was recommended by the NASAD accreditation agency to better represent the various studio art media available in the degree.

Establish New Concentration

4 BA in Theatre: Four New Concentrations: 1) Acting, 2) Design/Production, 3) Musical Theatre, and 4) Physical Theatre
   The four proposed concentrations better organize the existing courses for students interested in Acting and Design/Production, but also create new paths of study for students through the Musical Theatre and Physical Theatre concentrations. The revised curriculum follows NAST requirements, and suggestions from the Consultative Review. See also Item #12.

Change the Primary Delivery Mode for an Existing Academic Program

5 MA Criminal Justice & Criminology
   Many students working in the criminal justice field are unable to attend traditional classes. By offering both online and traditional courses, students who are unable to commute to the main campus due to work schedules or distance will benefit from online and on-ground options.

Terminate Concentrations

6 BS in Special Education: Terminate Two Concentrations: (1) Modified Special Education, and (2) Comprehensive Special Education
   The two individual special education concentrations - Modified Special Education and Comprehensive Special Education – are terminated because they are being merged into one program – See also Item #14.

7 Graduate Certificate in Mathematical Modeling in Biosciences
   The certificate is a low-producing program. Only one student has enrolled in the program since 2014 and is the only one that graduated. SACSCOC approval pending.

Revise Policy - Admission

8 MA in Criminal Justice and Criminology
   This admission policy revision: 1) replaces the GRE requirement with a 3-5 page written narrative statement and three letters of recommendation, and 2) clarifies the language regarding the requirement for students to have an undergraduate degree from an accredited institution to be considered for the program.
9 **MA in English**
This admission policy revision: 1) replaces the GRE requirement with a minimum ten page writing sample, 2) replaces “undergraduate English major with at least a 3.0 GPA (on a 4.0 scale)” with an “undergraduate degree in English or a related field from an accredited college or university”, 3) adds “a cumulative GPA of 3.0 or higher for all completed undergraduate coursework”, and 4) adds a requirement for applicants wishing to be considered for graduate assistantships to include an explanation of teaching interests in the personal statement portion of the Graduate School application.

10 **MS in Allied Health Sciences**
This admission policy revision: 1) removes the bachelor’s degree requirement, 2) maintains the required professional license in an allied health discipline, 3) removes the GRE test requirement for applicants who have a cumulative grade point average of 2.75 or higher on a 4.0 scale (3.0 or higher for international students), and 4) maintains the required three professional letters of recommendation.

11 **MSN (Master of Science in Nursing)**
The admission policy revision: 1) adds a directive to international students to refer to the International Admissions section of the graduate catalog for additional requirements, and 2) requires from applicants a curriculum vitae/resume and three letters of recommendation, (preferably from individuals who can best assess one’s potential for graduate study and two professionals including current or most recent supervisor).

### Substantive Revision - Degree

12 **BA in Theatre and the Establishment of Four Concentrations**
The growth of the Theatre and Dance program from a division to an accredited academic department created the need for a more structured curriculum which includes a common core and four structured concentrations: Acting, Design/Production, Musical Theatre, and Physical Theatre. The revised curriculum follows NAST requirements, and suggestions from the Consultative Review. See also Item #4.

13 **BA/BS in Criminal Justice and Criminology**
This curricular revision, which emerged from recent program review recommendations, resulted in curriculum updates to reflect the standards of the criminal justice and criminology academic fields as stated by the Academy of Criminal Justice Sciences (ACJS) and comparative, accredited institutions.

14 **BS in Special Education**
The department examined Special Education undergraduate programs at other universities in the State of Tennessee, and realized the need to combine modified and comprehensive special education concentrations into one program. This curricular revision will make our students marketable in the State of Tennessee as most school systems in Tennessee prefer a teacher candidate who teaches in both comprehensive and modified setting. See also Item #6.

15 **Doctor of Public Health (DrPH)**
The Council on Education for Public Health (CEPH) in 2016 implemented new criteria for accrediting Doctor of Public Health (DrPH) programs within Schools and Programs of Public Health, including 1) 20 prescribed foundational competencies for all DrPH students, and 2) concentration-specific competencies. This curricular revision enables the program to meet those requirements.

16 **Master of Public Health (MPH)**
The Council on Education for Public Health (CEPH) in 2016 implemented new criteria for accrediting Master of Public Health (MPH) programs within Schools and Programs of Public Health, including 1) 22 prescribed foundational competencies for all MPH students, and 2) concentration-specific competencies. This curricular revision enables the program to meet those requirements.

17 **MEd in School Librarianship**
This curricular revision: 1) prepares M.Ed. students who have not previously obtained a teacher’s license to complete the edTPA assessment, which assures that students are ready to teach in public schools (this is a new TN state requirement for 2019), and 2) provides more time (beyond one semester) for students seeking add-on licensure to complete the required 200 practicum hours.
The Quillen College of Medicine operates training programs for resident and fellow physicians in 15 different specialty specific programs, also known as graduate medical education (GME) programs. The Accreditation Council for Graduate Medical Education (ACGME) is the accrediting body for GME programs and prescribes accreditation standards for the Sponsoring Institution (the university) and individual GME programs. The associate dean for graduate medical education in the Quillen College of Medicine serves as the ACGME defined Designated Institutional Official (DIO) and is responsible for ensuring oversight of GME programs and maintenance of accreditation. The ACGME accreditation standards require the DIO to provide a written report to the governing board of the Sponsoring Intuition on an annual basis. The report includes specific information related to performance indicators, action plans, and monitoring procedures. This report has been compiled under the direction of the DIO and approved by the governing body for GME programs in college, the Graduate Medical Education Committee. This report, the Annual Institutional Review Executive Summary, is included in meeting materials for your review.
January 7, 2019

David Linville, MD, EdD
Associate Vice President for Health Affairs
Professor of Medical Education
Secretary of the Board of Trustees
Burgin-Dossett Hall, Room 206
Johnson City, TN 37614

Dear Dr. Linville,

In your role as Secretary of the Board of Trustees, please accept the enclosed document, the East Tennessee State University, Quillen College of Medicine Graduate Medical Education 2017 – 2018 Annual Institutional Review (AIR) Executive Summary.

Per the Accreditation Council for Graduate Medical Education (ACGME) Institutional Requirements, the Designated Institutional Official (DIO) must annually submit a written executive summary AIR to the Sponsoring Institution’s Governing Body, the Board of Trustees. The written executive summary must include a synopsis of institutional performance on indicators for the AIR, and action plans and performance monitoring procedures resulting from the AIR. Furthermore, per the requirements, the Graduate Medical Education Committee (GMEC) must demonstrate effective oversight of the Sponsoring Institution’s accreditation through the AIR. The GMEC must identify institutional performance indicators for the AIR, to include, at a minimum the most recent ACGME institutional letter of notification, results of the ACGME surveys of resident/fellows and core faculty members, and each of its ACGME-accredited programs’ ACGME accreditation information, including accreditation statuses and citations.

I presented the AIR to the GMEC at the December 6, 2018 meeting. The GMEC voted to approve the report. I respectfully ask that the report be included in Board of Trustees’ February 22, 2019 agenda.

Please let me know if I can answer any questions or be of any further help. I truly appreciate your assistance in this matter and all of the help you have given me since I have been at this institution.

Sincerely,

Michael Ostapchuk, MD
Associate Dean for Graduate Medical Education
Designated Institutional Official
East Tennessee State University
Quillen College of Medicine.
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Introduction

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

The AIR report was presented to, and approved by, the GMEC on December 6, 2018. In accordance with the ACGME Institutional Requirements, the approved AIR is hereby presented to the Sponsoring Institution’s Governing Body, which is the East Tennessee State University Board of Trustees.

Graduate Medical Education

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

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

Goals

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

The James H. Quillen College of Medicine at East Tennessee State University is an ACGME Sponsoring Institution. In the 2017 – 2018 academic year, there were 15 ACGME accredited training programs and 262 residents and fellow trainees. Our residents and fellows rotate at four major hospitals, Johnson City Medical Center, Holston Valley Medical Center, Bristol Regional Medical Center, and the VA Healthcare System in Johnson City, along with numerous other teaching sites.

<table>
<thead>
<tr>
<th>Residency/Fellowship Programs</th>
<th>IM Pulmonary/Critical Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Medicine Bristol</td>
<td></td>
</tr>
<tr>
<td>Family Medicine Johnson City</td>
<td>Obstetrics/Gynecology</td>
</tr>
<tr>
<td>Family Medicine Kingsport</td>
<td>Orthopaedics</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>Pathology</td>
</tr>
<tr>
<td>IM Cardiology</td>
<td>Pediatrics</td>
</tr>
<tr>
<td>IM Gastroenterology</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>IM Infectious Disease</td>
<td>Surgery</td>
</tr>
<tr>
<td>IM Oncology</td>
<td></td>
</tr>
</tbody>
</table>

**GME Office**

**Staff:**

- Michael Ostapchuk, MD, MSEd
  - Associate Dean for Graduate Medical Education (GME)
  - Designated Institutional Official (DIO)
- John B. Schweitzer, MD
  - Assistant Dean GME
- Debra Shaw
  - Assistant Dean GME
  - Ombudsperson
- Renee McNeely
  - Institutional Coordinator GME
- Sissy Shipley
  - Administrative Coordinator GME
- Stephanie Nave
  - Office Coordinator GME
- Tawana Holland
  - Medical Education Coordinator
  - Johnson City Medical Center
- Rita Forrester
  - Medical Education Coordinator
  - Holston Valley Medical Center

During the academic year 2017 – 2018, the GME Office created a dedicated Ombudsperson telephone line that residents/fellows can anonymously call with any type of issues they may have. There is a dedicated Ombudsperson to respond to each call. If the Ombudsperson needs help with the situation, she consults with the DIO.

The DIO and Ombudsperson conduct regular meetings with the residents/fellows from each program to get their input on their programs. With the approval of the learners, the DIO will provide feedback from the meeting and discuss any issues with the Program Director to provide corrective guidance. These
meetings are semiannual unless there are major issues. In these instances, the meetings occur more frequently.

In February 2018, the two private hospitals systems, Mountain States Health Alliance and Wellmont Health System, where residents/fellows rotate, merged into one system, Ballad Health. The certificate of public advantage, COPA, includes resources to enhance resident/fellow education. The GME Office is working closely with Ballad Health in resident/fellow education. One initial result is the agreement to begin the steps to create and apply for an addiction medicine fellowship to be housed in the Family Medicine Department.

### Resident/Fellow Salary and Benefits

The total resident salaries and benefits paid by hospitals for 2017 – 2018 was $18,276,293.

<table>
<thead>
<tr>
<th>PGY Level</th>
<th>2017/2018 Salaries</th>
<th>2018/2019 Salaries (2% increase)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PGY I</td>
<td>49,122</td>
<td>50,104</td>
</tr>
<tr>
<td>PGY II</td>
<td>50,589</td>
<td>51,601</td>
</tr>
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<td>PGY III</td>
<td>52,400</td>
<td>53,448</td>
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<td>PGY IV</td>
<td>53,403</td>
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<td>PGY V</td>
<td>56,396</td>
<td>57,524</td>
</tr>
<tr>
<td>PGY VI</td>
<td>58,537</td>
<td>59,708</td>
</tr>
</tbody>
</table>

### Insurance Benefits:

**Health Insurance**

The resident health insurance is provided through United Healthcare. Residents may elect single coverage or family coverage. Premiums are shared by the university and the resident. The resident portion is $35.00 for single coverage and $75.00 for family coverage. The premiums are payroll deducted monthly.

**Vision**

If enrolled in the health insurance through United Healthcare residents also receive vision coverage at no additional premium. For explanation of full benefits log in to myuhcvision.com.

**Dental**

The resident dental insurance is provided by Guardian. Residents may elect single coverage or family coverage. Premiums are shared by the university and the resident. If the resident has elected to United Healthcare coverage, the resident's premium is covered in the $35 single/$75 family health care premium; however, if the resident declined health coverage, the dental premium is $15 single/$35 family.

**Life**

A basic term life insurance policy is available for each resident in the amount of $50,000. No life insurance is available for dependents. Residents may elect to purchase additional life insurance up to $500,000.
Disability
Individual disability policies with monthly benefits of 60% salary, after 90 days of disability are available for the resident only. Additional coverage may be purchased by the resident.

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

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

Leave:

Vacation/Annual Leave
All residents may receive up to 15 days annual leave per contract year. Unused vacation days may not be carried over from year to year.

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

Educational Leave
Educational leave may be provided. This is left totally to the discretion of each program.

Sick Leave
Sick leave is provided at the rate of one (1) day per month, and may accumulate to a total of not more than sixty (60) days for continuous service.

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

Maternity/Paternity Leave
Maternity leave is available to eligible residents for the birth or adoption of a child under the Family Medical Leave Act (FMLA) and the Tennessee Maternity Leave Act (TMLA). This leave is without pay, but use of accrued sick and annual leave may be used as part of this leave.
Military Leave
Residents who are members of any reserve component of the armed forces of the United States or of the Tennessee National Guard may be entitled to leave of absence from their duties for all periods of military service during which they are engaged in the performance of duty or training in the services of Tennessee, or of the United States, under competent orders.

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

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

Graduate Medical Education Committee (GMEC) Report

<table>
<thead>
<tr>
<th>Name</th>
<th>Specialty/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Mike Ostapchuk</td>
<td>Associate Dean/DIO, Graduate Medical Education</td>
</tr>
<tr>
<td>Dr. Alexandra Boley</td>
<td>Resident, Pediatrics</td>
</tr>
<tr>
<td>Dr. Christopher Bridges</td>
<td>Resident, Family Medicine Johnson City</td>
</tr>
<tr>
<td>Dr. Mark Brummel</td>
<td>Family Medicine Kingsport Program Director</td>
</tr>
<tr>
<td>Dr. Shambhavi Chandraiah</td>
<td>Psychiatry Program Director</td>
</tr>
<tr>
<td>Dr. Gregory Clarity</td>
<td>Family Medicine Bristol Program Director</td>
</tr>
<tr>
<td>Dr. Beth Fox</td>
<td>GME Family Medicine Director</td>
</tr>
<tr>
<td>Ms. Ronda Gentry</td>
<td>Quality Director Ballad Health</td>
</tr>
<tr>
<td>Dr. Jeffrey Ham</td>
<td>Resident, Family Medicine Johnson City</td>
</tr>
<tr>
<td>Dr. Diana Heiman</td>
<td>Program Director, Family Medicine Johnson City</td>
</tr>
<tr>
<td>Dr. Kent Hjerpe</td>
<td>Obstetrics and Gynecology Program Director</td>
</tr>
<tr>
<td>Dr. Daniel Krenk</td>
<td>Orthopedic Program Director</td>
</tr>
<tr>
<td>Ms. Kathy Kunisch</td>
<td>Coordinator, Family Medicine</td>
</tr>
<tr>
<td>Dr. Joseph Lee</td>
<td>Surgery Program Director</td>
</tr>
<tr>
<td>Dr. James Myers</td>
<td>Infectious Disease Program Director</td>
</tr>
<tr>
<td>Dr. Deidre Pierce</td>
<td>Internal Medicine Program Director</td>
</tr>
<tr>
<td>Dr. John Schweitzer</td>
<td>Assistant Dean, GME Office</td>
</tr>
<tr>
<td>Ms. Debra Shaw</td>
<td>Assistant Dean, GME Office</td>
</tr>
<tr>
<td>Dr. Salah Shurbaji</td>
<td>Pathology Program Director</td>
</tr>
<tr>
<td>Dr. Dawn Tuell</td>
<td>Program Director, Pediatrics</td>
</tr>
</tbody>
</table>

Michael Ostapchuk, MD, MEd, assumed the role of Designated Institutional Official and Associate Dean of Graduate Medical Education on November 6, 2017. To address ACGME citations related to the DIO working in collaboration with the Graduate Medical Education Committee (GMEC) changes were made.
to the structure and function of the GMEC meetings. A restructuring of the GMEC included downsizing
the committee from 40 voting members to 19 voting members, all of whom are dedicated to the
mission and responsibilities of oversight by the GMEC. The new meeting format follows ACGME

During the 2017 – 2018 academic year, the GMEC met nine times. Meetings included reports from the
DIO, hospital CMO’s and VA DEO, Quality and Patient Safety Officer, Resident Leadership Committee,
Chair of the Policy Subcommittee, and Program Coordinator Committee.

The committee approved:

1. One new program (orthopaedics),
2. Three new program directors (internal medicine, infectious diseases, obstetrics/gynecology),
3. One complement change (internal medicine), and
4. One site addition (orthopaedics).

In March 2018, with the help of the GME Office, the program coordinators reorganized the structure of
their monthly meetings to establish a more autonomous committee with an emphasis on professional
development and is now the Program Coordinator Committee. On August 8, 2018 they conducted the
first annual coordinator’s retreat to address core competencies for coordinators.

The GMEC conducted one program special review for the psychiatry program on January 30, 2018. That
review resulted in eight areas of concerns. The DIO shared the findings with the Program Director and
the Chair of the Department.

GMEC Policy Subcommittee

<table>
<thead>
<tr>
<th>2017- 2018 GMEC Policy Subcommittee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
</tr>
<tr>
<td>Dr. John Schweitzer</td>
</tr>
<tr>
<td>Dr. Beth Fox</td>
</tr>
<tr>
<td>Dr. Jeffrey Ham</td>
</tr>
<tr>
<td>Dr. Joe Lee</td>
</tr>
<tr>
<td>Ms. Debra Shaw</td>
</tr>
<tr>
<td>Ms. Patti Taylor</td>
</tr>
<tr>
<td>Mr. Terry Xixis</td>
</tr>
<tr>
<td>Dr. Maria Zayko</td>
</tr>
</tbody>
</table>

The GMEC Policy Subcommittee chair presented 24 updated policies which to and were approved by the
GMEC.

<table>
<thead>
<tr>
<th>Policies Updated and Approved 2017 - 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Initiated Grievances</td>
</tr>
<tr>
<td>Drug Free Campus</td>
</tr>
<tr>
<td>Tobacco Free Campus</td>
</tr>
<tr>
<td>Professional Liability (Malpractice)</td>
</tr>
<tr>
<td>HIPAA</td>
</tr>
<tr>
<td>Authorship</td>
</tr>
<tr>
<td>Medical Licenses and Exemptions</td>
</tr>
<tr>
<td>Observerships</td>
</tr>
</tbody>
</table>
Performance Indicators

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

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

Results of the most recent institutional self-study visit

The Institutional Self-Study is tentatively due October 1, 2022.

CLER Site Visit

On December 19-20, 2017, the ACGME conducted a CLER Site Visit at Johnson City Medical Center. This was the first CLER Site Visit for this hospital. Throughout the visit, the site visitors met with the senior leadership of the hospital, GME leadership, residents and fellows, faculty members, and program directors. The group conducted walking rounds and visited more than 15 clinical locations. GME received a report February 13, 2018 giving feedback in six areas of focus: patient safety, health care quality (with a special focus on health care disparities), supervision, care transitions, well-being, and professionalism.

Accreditation Status, Citations, and Concerns of the Sponsoring Institution

The sponsoring institution received an ACGME Letter of Notification on March 27, 2018 stating the institution had moved from continued accreditation with warning to continued accreditation. The letter listed one extended citation and two new citations.

Extended Citation:

Non-Compliance: 04/19/2017
GMEC responsibilities must include review and approval of annual recommendations to the Sponsoring Institution’s administration regarding resident/fellow stipends and benefits. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirements. It was reported at the site visit that while the DIO discusses resident salaries and benefits with the GMEC, the GMEC does not provide recommendations. Minutes of the Sponsoring Institution’s GMEC meetings do not document review or approval of recommendations related to resident stipends and benefits. (SR, p. 15; IRQ, Attachment—GMEC Minutes)
Continued Non-Compliance: 01/24/2018 The information provided to the Institutional Review Committee (“IRC”) does not demonstrate substantial compliance with the requirements. The meeting minutes of the Graduate Medical Education Committee (“GMEC”) do not document review and approval of annual recommendations to the Sponsoring Institution’s administration regarding resident/fellow stipends and benefits. (Institutional Review Questionnaire (“IRQ”), p. 7; Attachment—GMEC Minutes)

Institution Response: 8/10/2018 The Institution recognizes that the GMEC must review and approve the annual recommendations to the Sponsoring Institution’s administration regarding resident/fellow stipends and benefits. At the December 7, 2017 GMEC meeting, the DIO discussed the resident/fellow stipends and benefits for the upcoming academic year, 2018 - 2019. After discussion, the recommendation was to increase the resident/fellow stipends/benefits by 2% from the previous year. The GMEC agreed to allow the DIO to meet with the administration of each hospital to discuss this increase. There was no vote on increasing the stipends/benefits for the upcoming year at that meeting. The DIO discussed with the DEO of the Veterans Hospital and the CMO’s of all other affiliated hospitals the Institutions desire to increase the stipends/benefits. All of the parties agreed to the 2% increase. After receiving the Institution’s Letter of Notification dated, March 27, 2018 the Institution realized the GMEC had failed to vote on the increase. In order to rectify this error, the DIO asked for a vote to take place. On March 28, 2018, the DIO, in an email, requested the voting members of the GMEC to vote on the stipend/benefit increase by 2% from the previous year. There was a 100% response with 100% agreement to increase the stipend/benefit by 2%. This is recorded as an addendum in the March 22, 2018 GMEC minutes. These minutes were approved at the April 26, 2018 GMEC meeting. The Institution and GMEC are committed to review and approve the annual recommendations to the Sponsoring Institution’s administration regarding resident/fellow stipends and benefits. For future years the DIO and GMEC will discuss, recommend, and vote on all stipend/benefits decisions at the beginning of the calendar year.

New Citations:

Structure for Educational Oversight, Sponsoring Institution (Institutional Requirements I.A.5, I.A.5.b))
The Sponsoring Institution must identify a Governing Body: The entity which maintains authority over the Sponsoring institution and each of its ACGME-accredited programs. (Core) The information provided to the IRC does not demonstrate substantial compliance with the requirements. The Sponsoring Institution’s Governing Body does not appear to be identified in the IRQ or in the Sponsoring Institution’s organizational charts. (IRQ, p. 2; Attachments—Organizational Chart 1, Position of GMEC; Organizational Chart 2, Position of Designated Institutional Official (“DIO”))

Institution Response: 8/10/2018 The Sponsoring Institution's Governing Body, East Tennessee State University Board of Trustees, has been added to both the IRQ and the Sponsoring Institution’s organizational chart. The chart was recently updated to include the interim Dean, who began this position on July 25, 2018. The chart includes both the position of the GMEC and DIO in the institution. This chart has been uploaded into "Position of the GMEC" and "Position of the DIO" sections of the Institutional Review Uploads.
Structure for Educational Oversight, Sponsoring Institution (Institutional Requirement I.A.6)

A written statement must document the Sponsoring Institution’s commitment to GME by providing the necessary financial support for administrative, educational, and clinical resources, including personnel, and which must be reviewed, dated, and signed at least once every five years by the DIO, a representative of the Sponsoring Institution’s senior administration, and a representative of the Governing Body. (Core) The information provided to the IRC does not demonstrate substantial compliance with the requirement. It is not apparent that the Sponsoring Institution’s written statement of commitment to graduate medical education (“GME”) is signed by a representative of the Governing Body. (IRQ, Attachments—Organizational Chart 1, Position of GMEC; Organizational Chart 2, Position of DIO; Statement of Commitment)

Institution Response: 8/10/2018 The Sponsoring Institution’s written statement of commitment to GME has been corrected to include the Chair of the East Tennessee Board of Trustees, Mr. Scott Niswonger. With the change in Deans, the statement has been recently updated to include the Interim Dean, who began July 25, 2018. The revised written statement of commitment has been uploaded to the "written statement of commitment" section of the Institutional Review Updates.
National Residency Match Program (NRMP) Results of the Sponsored Programs

Programs have been very successful in the NRMP.

<table>
<thead>
<tr>
<th>Program</th>
<th>2015 Quota/Filled</th>
<th>2016 Quota/Filled</th>
<th>2017 Quota/Filled</th>
<th>2018 Quota/Filled</th>
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</thead>
<tbody>
<tr>
<td>FM Bristol</td>
<td>8/8</td>
<td>8/8</td>
<td>8/8</td>
<td>8/8</td>
</tr>
<tr>
<td>FM JC</td>
<td>6/6</td>
<td>6/6</td>
<td>6/6</td>
<td>6/6</td>
</tr>
<tr>
<td>FM Kingsport</td>
<td>6/6</td>
<td>6/6</td>
<td>6/6</td>
<td>6/6</td>
</tr>
<tr>
<td>IM</td>
<td>21/21</td>
<td>22/22</td>
<td>22/22</td>
<td>12/12</td>
</tr>
<tr>
<td>Cardiology</td>
<td>3/3</td>
<td>3/3</td>
<td>3/3</td>
<td>3/3</td>
</tr>
<tr>
<td>GI</td>
<td>2/2</td>
<td>2/2</td>
<td>2/2</td>
<td>2/2</td>
</tr>
<tr>
<td>ID</td>
<td>2/1</td>
<td>2/0</td>
<td>2/2</td>
<td>3/0</td>
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<tr>
<td>Oncology</td>
<td>3/3</td>
<td>1/1</td>
<td>2/2</td>
<td>3/3</td>
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<tr>
<td>Pul/CC</td>
<td>3/3</td>
<td>1/1</td>
<td>2/2</td>
<td>2/2</td>
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<tr>
<td>OB/GYN</td>
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<td>3/3</td>
<td>3/3</td>
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<td>Pathology</td>
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<td>2/2</td>
<td>2/2</td>
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<tr>
<td>Pediatrics</td>
<td>7/7</td>
<td>7/7</td>
<td>7/7</td>
<td>7/7</td>
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<tr>
<td>Psychiatry</td>
<td>4/4</td>
<td>5/5</td>
<td>5/5</td>
<td>5/5</td>
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<tr>
<td>Surgery</td>
<td>8/8</td>
<td>7/7</td>
<td>7/7</td>
<td>7/6</td>
</tr>
</tbody>
</table>

Longevity of Program Directors and Program Coordinators in their Respective Roles

<table>
<thead>
<tr>
<th>Program</th>
<th>Length</th>
<th>Program Director</th>
<th>Program Coordinator</th>
<th>Total # of Residents</th>
<th>Original Date</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Office</td>
<td>--</td>
<td>Michael Ostapchuk, MD, (DIO)</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>1/24/2018</td>
</tr>
<tr>
<td>Bristol Family Medicine</td>
<td>3 years</td>
<td>Gregory E Clarity, MD (9.5)</td>
<td>Ms. Julie Robinette (8)</td>
<td>24</td>
<td>7/26/1976</td>
<td>1/31/2018</td>
</tr>
<tr>
<td>Johnson City Family Medicine</td>
<td>3 years</td>
<td>Diana L Heiman, MD (6.5)</td>
<td>Mr. Terry Xixis (3)</td>
<td>18</td>
<td>9/11/1979</td>
<td>1/31/2018</td>
</tr>
<tr>
<td>Kingsport Family Medicine</td>
<td>3 years</td>
<td>Mark Brummel, DO (3)</td>
<td>Ms. Amy Murphy (12)</td>
<td>18</td>
<td>9/29/1975</td>
<td>1/31/2018</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>3 years</td>
<td>James Myers, MD (&lt;1)</td>
<td>Ms. Heather Grove (3)</td>
<td>72</td>
<td>5/1/1977</td>
<td>1/19/2018</td>
</tr>
<tr>
<td>Infectious Disease</td>
<td>2 years</td>
<td>Paras Patel, MD (&lt;1)</td>
<td>Ms. Carla Hill (8)</td>
<td>4</td>
<td>7/1/1987</td>
<td>1/19/2018</td>
</tr>
<tr>
<td>Cardiovascular Disease</td>
<td>3 years</td>
<td>Vijay K Ramu, MD (5)</td>
<td>Ms. Carla Hill (8)</td>
<td>9</td>
<td>7/1/1987</td>
<td>1/19/2018</td>
</tr>
<tr>
<td>Oncology</td>
<td>2 years</td>
<td>Devapiran Jaishankar, MD (3)</td>
<td>Ms. Carla Hill (8)</td>
<td>4</td>
<td>7/1/1997</td>
<td>1/19/2018</td>
</tr>
<tr>
<td>Pulmonary Disease and Critical Care</td>
<td>3 years</td>
<td>Girendra Hoskere, MD (2)</td>
<td>Ms. Carla Hill (8)</td>
<td>6</td>
<td>7/1/2000</td>
<td>1/19/2018</td>
</tr>
<tr>
<td>Gastroenterology</td>
<td>3 years</td>
<td>Mark F Young, MD (6)</td>
<td>Ms. Carla Hill (8)</td>
<td>6</td>
<td>7/1/2010</td>
<td>1/19/2018</td>
</tr>
<tr>
<td>Obstetrics and Gynecology</td>
<td>4 years</td>
<td>Kent Hjerpe, MD (&lt;1)</td>
<td>Ms. Patti Taylor (14)</td>
<td>12</td>
<td>5/20/1993</td>
<td>2/1/2018</td>
</tr>
<tr>
<td>Orthopaedic Surgery</td>
<td>5 years</td>
<td>Dan Krenk, DO (5)</td>
<td>Ms. Stacy Christian (7)</td>
<td>10</td>
<td>*7/1/2011</td>
<td>4/20/2018</td>
</tr>
<tr>
<td>Pathology - Anatomic &amp; Clinical</td>
<td>4 years</td>
<td>Salah Shurbaji, MD (6)</td>
<td>Ms. Terri McFeature (22)</td>
<td>8</td>
<td>7/1/1983</td>
<td>1/29/2018</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>3 years</td>
<td>Dawn S Tuell, MD (5)</td>
<td>Ms. Caitlin Smith (4)</td>
<td>21</td>
<td>4/7/1991</td>
<td>1/28/2018</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>4 years</td>
<td>Shambhavi Chandraiah, MD (3)</td>
<td>Ms. Dakotah Phillips (2)</td>
<td>18</td>
<td>11/8/1985</td>
<td>4/27/2018</td>
</tr>
<tr>
<td>Surgery</td>
<td>5 years</td>
<td>Joseph R Lee, MD (4)</td>
<td>Ms. Julie Simerly (6)</td>
<td>30</td>
<td>7/1/1978</td>
<td>1/18/2018</td>
</tr>
</tbody>
</table>

*Orthopaedic Surgery transitioned to oversight by ETSU 1/1/2018

Agenda
During the 2017-2018 academic year the GMEC approved three new Program Directors.

With the impending departure of the Internal Medicine Program Director on June 30, 2018, the GMEC approved the appointment of a new Program Director to begin July 1, 2018. The new Program Director had served as the Infectious Disease Fellowship Program Director for numerous years. The core program appointed two new Associate Program Directors.

With the transposition of the Infectious Disease program director to the core program, the GMEC approved a new Infectious Diseases Program Director to begin July 1, 2018. The new Program Director served as Associate Program Director for many years.

The Obstetrics and Gynecology program director stepped down with planned retirement and the GMEC approved a new Program Director to begin in March 2018.

**Program Director changes over the last five academic years:**

- 2013-2014- Jospeh Lee (Surgery), James Myers (ID)
- 2014-2015- Mark Brummel (FMKGPT), Stephen Geraci (IM), Jonathan Moorman (IM), Devapiran Jaishankar (Oncology), Jay Mehta (Pulmonary/Critical Care)
- 2015-2016- Girendra Hoskere (Pulmonary/Critical Care), Keith Huffaker (OB/GYN), Tom Jernigan (OB/GYN), Jay Griffith (Psychiatry), Shambhavi Chandraiah (Psychiatry)
- 2016-2017- Deidre Pierce (IM)
- 2017-2018- Kent Hjerpe (OB/GYN), James Myers (IM), Paras Patel (ID)
Results of the ACGME Annual Resident/Fellow and Faculty Surveys

Resident Results
The residents’ satisfaction with their ETSU Graduate Medical Education experience (Institutional Mean) is comparable with the National Mean. However, 6% of ETSU residents and fellows view their programs negatively (5%) or very negatively (1%), and 9% had a neutral view. This has improved since the last survey of 2016 – 2017 where 3% of ETSU residents and fellows view their programs very negatively and 3% view their programs as negative. The neutral response was 14% on that survey.

Faculty Results
ETSU’s teaching faculty’s overall evaluation of the quality of their respective programs is near the national mean. This has improved since the 2016 – 2017 faculty survey.
## Accreditation Status, Citations, and Concerns of Sponsored Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Status</th>
<th>Self-Study or Next Site Visit</th>
<th>Citations</th>
<th>Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bristol Family Medicine</td>
<td>CA</td>
<td>10/31/2018*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Johnson City Family Medicine</td>
<td>CA</td>
<td>11/1/2019-SV</td>
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<tr>
<td>Kingsport Family Medicine</td>
<td>CA</td>
<td>10/1/2023-SS</td>
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*Self-study in process at ACGME
CA – continued accreditation
CW – continued accreditation with warning
AW – accreditation withheld
P – probation (accredited)
PA – pre-accreditation
SS – self-study
SV – site visit

The Family Medicine Kingsport program received an ACGME LON January 31, 2018 replacing the continued accreditation with warning status with continued accreditation.

On January 3, 2018, the ACGME approved East Tennessee State University as the Sponsoring Institution of an AOA accredited orthopaedic residency program previously managed by Wellmont Hospital System. The ACGME application process required co-requisite programs in their Sponsoring Institution that ETSU could provide. The program remains on pre-accreditation status. The program responded to 12 citations listed on the March 3, 2017 ACGME LON. The review committee, in an ACGME LON dated May 15, 2018, found six of the 12 resolved and six extended. The review committee “noted that considerable progress had been made toward eventual ACGME accreditation and with care and attention to detail, the program should be able to accomplish this in a reasonably short time.” The program addressed the six citations and reapplied for ACGME initial accreditation on November 8, 2018. The RC decision will be available in late January 2019.

The ACGME Review Committee for Psychiatry notified the program and SI on the May 30, 2018 that it had been placed on probationary accreditation. The letter identified 16 citations. The probation followed a program site visit conducted in March 2018. The program had downward trends in many areas of the ACGME resident survey over a two-year period, 2015 – 2016 and 2016 – 2017. On January 30 2018, the GMEC conducted a special review of the program. That review resulted in eight areas of concerns. The DIO shared the findings with the Program Director and the Chair of the Department.
The GMEC is monitoring the program’s plan of action for the special review concerns and the citations of the LON bimonthly. In addition, the GMEC offers guidance to the Program Director to correct the issues. The DIO is working closely with the Program Director and Chair to correct the issues. The DIO and Ombudsperson meet with the residents alone bimonthly to discuss ongoing progress and continued concerns, after which the DIO and the Program Director meet to review the findings and implement corrective processes.

Citations and Concerns by Categories (as of June 30, 2018)

<table>
<thead>
<tr>
<th>Citation Category</th>
<th>Citations</th>
<th>Concerns</th>
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<td>Resident Appointment</td>
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<td>Program Personnel and Resources</td>
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<td>Education Program</td>
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<td>Evaluation</td>
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<td>Education Environment</td>
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<tr>
<td>Resident Scholarly Environment</td>
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<td>Evaluation</td>
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<tr>
<td>Faculty Supervision</td>
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<td>Learning and Working Environment</td>
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<td><strong>Total</strong></td>
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<table>
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<th>Citation Category</th>
<th>Number of Citations</th>
<th>Specialties/Subspecialty Receiving Citation</th>
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<tr>
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<td>A. Institutional Support-Sponsoring Institution</td>
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<tr>
<td>B. Institutional Support-Program Director</td>
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<tr>
<td>C. Institutional Support-Participating Institution</td>
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<td>ORS</td>
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<tr>
<td>D. Facilities-Educational Space Including Library</td>
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<tr>
<td>E. Facilities-Clinical Space</td>
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<tr>
<td>F. Medical Records Retrieval</td>
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<tr>
<td>G. On-call Rooms</td>
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<tr>
<td>H. Appropriate Food Services</td>
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<tr>
<td>I. Safety/Security</td>
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<tr>
<td>J. Patient Support Services</td>
<td></td>
<td></td>
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<tr>
<td>2. Resident Appointment</td>
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<tr>
<td>A. Resident Appointment Issues</td>
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<td>3. Program Personnel &amp; Resources</td>
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<tr>
<td>A. Qualifications of Program Director</td>
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<td>P</td>
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<tr>
<td>B. Responsibilities of Program Director</td>
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<td>C. Qualifications of Faculty</td>
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<td>D. Responsibilities of Faculty</td>
<td>4</td>
<td>FM, ORS, P</td>
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</table>

14
### 4. The Education Program

#### C. Progressive Resident Responsibility

#### D. ACGME Competencies

- **D.1. Patient Care**
- **D.2. Medical Knowledge**
- **D.3. Practice-based Learning and Improvement**
- **D.4. Interpersonal and Communication Skills**

- **D.5. Professionalism**

- **D.6. Systems Based Practice**

#### E. Educational Program - Didactic Components

#### F. Educational Program - Patient Care Experience

- **F.1. FM**

#### G. Educational Program - Procedural Experience

- **G.1. OBG**

#### H. Service to Education Imbalance

#### I. Scholarly Activities

- **I.1. ORS**

#### J. Supervision

- **J.1. OBG, P**

#### K. Learning and Working Environment

- **K.1. 80 Hours per week**
- **K.2. 1 day in 7 free**
- **K.3. Minimum Time Off Between Scheduled Duty Periods**
- **K.4. Maximum Duty Period Length**
- **K.5. In-House Call Frequency**
- **K.6. Moonlighting**
- **K.7. Other**
- **K.8. Oversight**
- **K.9. Culture of Professional Responsibilities**

- **K.10. Transitions of Care**

- **K.11. Maximum Frequency of In-House Night Float**

- **K.12. At-Home Call**
- **K.13. Patient Safety**
- **K.14. Quality Improvement**
- **K.15. Well-Being**
- **K.16. Fatigue Mitigation**
- **K.17. Teamwork**
### A. Evaluation of Residents

| A. Evaluation of Patient Care |  |
| A.2. Evaluation of Medical Knowledge |  |
| A.3. Evaluation of Practice-based Learning/Improvement |  |
| A.4. Evaluation of Interpersonal/Communication Skills |  |
| A.5. Evaluation of Professionalism |  |
| A.6. Evaluation of Systems-based Practice |  |

### B. Evaluation of Faculty

| B. Evaluation of Faculty | 1 | ORS |
| C. Evaluation of Program |  |
| D. Performance on Board Exams | 2 | IM, OBG |

---

### Institutional Action Plans

#### 2017 – 2018 Institutional Action Plans

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Description</th>
<th>Goal</th>
<th>Status</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership development</td>
<td>Need for permanent leadership in OB-GYN (chair).</td>
<td>DIO assist the Dean in planning, recruiting, and selection. New chair and Program Director in place.</td>
<td>Complete</td>
<td>January 2016</td>
</tr>
<tr>
<td>GME Summit</td>
<td>Engage dean, department chairs, hospital leaders, and community leaders in how GME can impact the health of the region.</td>
<td>Provide leaders across constituencies with the background of GME, current status, examples of engagement, and possibilities for expansion.</td>
<td>Complete</td>
<td>March 2016</td>
</tr>
<tr>
<td>Explore potential for program expansion</td>
<td>BRMC has voiced interest in looking to expand programs. Both HVMC and BRMC have agreed to share funding a pulmonary/critical care fellowship position. Continued discussion will occur with Wellmont about program expansion.</td>
<td>Continue dialog with BRMC leadership around position planning</td>
<td>Complete</td>
<td>October 2016</td>
</tr>
<tr>
<td>Program Self-studies</td>
<td>Assist programs in implementing their new self-study protocols.</td>
<td>Participate as possible in the pilot self-study process. Have programs implement a process, focusing on the aims of the program and the program’s environment.</td>
<td>Complete</td>
<td>December 2016</td>
</tr>
<tr>
<td>Resident Education Series</td>
<td>Identify needs and develop programs for institution-wide educational events for residents and fellows. Plan for video</td>
<td>Create new resident lecture series event hosted by GME Office, planning for roll out on quarterly basis. Video</td>
<td>Complete</td>
<td>February 2017</td>
</tr>
<tr>
<td>Area</td>
<td>Description</td>
<td>Action</td>
<td>Status</td>
<td>Deadline</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>-------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Leadership development</td>
<td>Need for permanent leadership in internal medicine (chair). Mentoring and assisting program directors.</td>
<td>DIO assist the Dean in planning, recruiting, and selection</td>
<td>Complete</td>
<td>January 2017</td>
</tr>
<tr>
<td>Data about practice habits</td>
<td>All programs have difficulty in obtaining both attending and resident performance data from the hospitals for review. CRIMSON system implemented at JCMC in Fall 2015 With creation of merged health system Ballad, planning for single EHR and data system.4</td>
<td>Continue discussions with college and hospital leadership on improving data sharing.</td>
<td>Progressing – to be carried forward</td>
<td>February 2018</td>
</tr>
<tr>
<td>Evaluation confidentiality and use in improvement</td>
<td>Concerns about confidentiality of surveys is improved. Concerns still exist about using evaluations to improve.</td>
<td>Continue program level discussion about APE, use of survey data, and the cycle of improvement within educational programs.</td>
<td>Progressing – to be carried forward</td>
<td>February 2018</td>
</tr>
<tr>
<td>Position planning</td>
<td>MSHA – position cuts on hold for 2015-16 with review of department cost savings Wellmont – position reductions completed with 2015-16 plan MSHA – position cuts remain on hold for 2016-17 Need for continued discussion about program expansion as Ballad merger comes to fruition</td>
<td>Continue negotiations on mitigating cuts to programs and potential for expanding select programs across the two systems.</td>
<td>Progressing – to be carried forward</td>
<td>February 2018</td>
</tr>
<tr>
<td>Continued review of CLER, engaging hospitals and leadership</td>
<td>Second CLER visit completed in October 2015 Both ACGME faculty and resident surveys indicate that resident involvement in QI and patient safety initiatives are a concern.</td>
<td>Continue improvements at HVMC with engaging residents in hospital QI and patient safety initiatives</td>
<td>Progressing – to be carried forward</td>
<td>February 2018</td>
</tr>
<tr>
<td>Faculty development</td>
<td>Need for expanding central GME faculty development around teaching and evaluation. Noted trainee survey results related to program improvement, service vs. education, and scholarly activity. Continue.</td>
<td>Office of GME to design and implement ongoing series, explore opportunities with Office of Academic and Faculty Affairs</td>
<td>Progressing – to be carried forward</td>
<td>February 2018</td>
</tr>
<tr>
<td>Research</td>
<td>APE action plans and ACGME faculty and resident surveys indicate the need for increased opportunities for scholarly activity. Continue.</td>
<td>Monitor program specific goals. Assist in creating new opportunities in the hospital, especially related to QI and safety</td>
<td>Progressing – to be carried forward</td>
<td>February 2018</td>
</tr>
</tbody>
</table>
GME policy review | Next round of policies for review in this cycle according to the policy on policies. Continue cycle review | Continued GMEC review of all policies including special attention to improving unsatisfactory performance and due process procedures. | **Progressing** – this is an ongoing process, every five years | **May 2018**

### 2018 – 2019 Institutional Action Plans

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Description</th>
<th>Goal</th>
<th>Status</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Billing</td>
<td>GME to use the New Innovation Program to bill hospitals for resident/fellow monthly salaries &amp; benefits</td>
<td>Currently working with Ballad in implementing the new process. Will begin working with the VA</td>
<td>Progressing</td>
<td>July 2019</td>
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<tr>
<td>Resident/fellow salaries &amp; benefits</td>
<td>To work with hospital partners to reach at least the mean GME salary for residents/fellows in the southern region as reported by the AAMC</td>
<td>Currently asking for a 3% increase in resident salary and benefits for the upcoming academic year 2019 – 2020</td>
<td>Progressing</td>
<td>July 2020</td>
</tr>
<tr>
<td>Resident as Teachers</td>
<td>Conduct resident as teachers workshops for all first year residents</td>
<td>Conduct the first annual resident as teachers workshop in the spring of 2019</td>
<td>Progressing</td>
<td>April 2019</td>
</tr>
<tr>
<td>Accreditation subcommittee</td>
<td>Begin meeting to review all accreditation issues</td>
<td>The committee will review all accreditation issues and bring monthly report to GMEC</td>
<td>Progressing</td>
<td>July 2019</td>
</tr>
<tr>
<td>Wellness curriculum</td>
<td>Develop and present wellness curriculum</td>
<td>Develop curriculum to be presented annually to residents</td>
<td>Progressing</td>
<td>July 2019</td>
</tr>
<tr>
<td>Data about practice habits</td>
<td>All programs have difficulty in obtaining both attending and resident performance data from the hospitals for review. CRIMSON system implemented at JCMC in Fall 2015 With creation of merged health system Ballad, planning for single EHR and data system.4</td>
<td>Continue discussions with college and hospital leadership on improving data sharing. Have an increase in the 2018 – 2019 resident survey compliance in this area</td>
<td>Progressing</td>
<td>July 2019</td>
</tr>
<tr>
<td>Faculty development</td>
<td>Need for expanding central GME faculty development around teaching and evaluation.</td>
<td>Office of GME to design and implement ongoing series, explore opportunities with Office of Academic and Faculty Affairs</td>
<td>Progressing</td>
<td>July 2019</td>
</tr>
<tr>
<td>Addition of Addiction Medicine Fellowship</td>
<td>Develop Addiction Medicine Fellowship.</td>
<td>ACGME accredited fellowship with two fellows.</td>
<td>Progressing</td>
<td>First fellows July 2020</td>
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</table>
Dr. Hoff’s presentation outlines the university’s performance on metrics the Tennessee Higher Education Commission uses to assess the performance of higher-education institutions. This assessment is tied to approximately 5% of the overall state appropriation for the institutions. This presentation focuses on the performance assessment for academic year 2017-18. This is the third year of the new Quality Assurance Calendar. ETSU received 91 points for the 2017-18 assessment, the highest total this assessment cycle and an annual increase of 5 points over 2016-17. This increase is the result of sustained efforts with program quality improvements, student satisfaction, and a focus on at-risk populations.
ETSU Quality Assurance Funding Review

A report to the Academic and Student Affairs Committee of the ETSUBT
2.15.2019

Mike Hoff

Overview

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<td>86</td>
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General Education Assessment

- **Points Available:** 15
- **Purpose:** This standard is designed to provide incentives to institutions for improvements in the quality of their undergraduate general education program as measured by performance of graduates on an approved standardized test of general education.

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<td>17.4</td>
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<td>16.2</td>
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<td>Difference</td>
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<td>1.1</td>
<td>1.2</td>
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<td>% Institution to National Mean</td>
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<td>107%</td>
<td>107%</td>
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<td>Points Awarded</td>
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Major Field Assessment

- **Points Available:** 15
- **Purpose:** This standard is designed to provide incentives for institutions to improve the quality of major field programs as evaluated by the performance of graduates on approved examinations.

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<th>Program Type</th>
<th>2015/16</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
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<td>Licensure</td>
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<td>N Points</td>
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<td>6</td>
<td>13</td>
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<td>Non-Licensure</td>
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<td>4</td>
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Academic Programs

- **Points Available:** 25
- **Purpose:** This standard is designed to provide incentives for institutions to achieve and maintain program excellence and accreditation.

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<td>Undergraduate</td>
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<td>Graduate</td>
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<td>Accreditable</td>
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<td>4</td>
<td>4</td>
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</tbody>
</table>

Institutional Satisfaction Studies

- **Points Available:** 10
- **Purpose:** This standard is designed to provide incentives for institutions to improve the quality of their undergraduate programs as evaluated by surveys of undergraduate students, recent graduates, and faculty.

<table>
<thead>
<tr>
<th>Cycle Year</th>
<th>Satisfaction Study</th>
<th>Points Earned</th>
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<tbody>
<tr>
<td>2015/16</td>
<td>National Survey of Student Engagement (NSSE)</td>
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</tr>
<tr>
<td>2016/17</td>
<td>Faculty Survey of Student Engagement (FSSE)</td>
<td>8</td>
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<tr>
<td>2017/18</td>
<td>PEG Alumni Study &amp; NSSE/FSSE Qualitative Analysis</td>
<td>10</td>
</tr>
<tr>
<td>2018/19</td>
<td>National Survey of Student Engagement (NSSE)</td>
<td></td>
</tr>
<tr>
<td>2019/20</td>
<td>Comprehensive Satisfaction Study Report</td>
<td></td>
</tr>
</tbody>
</table>
Adult Learner Success

- **Points Available**: 10
- **Purpose**: This standard is designed to incentivize institutions to qualitatively and quantitatively improve services for adult learners. This standard directs institutions to enhance the quality of adult student services in effort to increase the enrollment, retention, and completion of adult learners at the institution.

<table>
<thead>
<tr>
<th>Cycle Year</th>
<th>Qualitative Indicators</th>
<th>Quantitative Indicators</th>
<th>Points Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>Self-Assessment</td>
<td>Graduates</td>
<td>7 points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Retention</td>
<td>3 points</td>
</tr>
<tr>
<td>2016/17</td>
<td>Action Plan</td>
<td>Graduates</td>
<td>4 points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Retention</td>
<td>3 points</td>
</tr>
<tr>
<td>2017/18</td>
<td>Status Report</td>
<td>Graduates</td>
<td>4 points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Graduates</td>
<td>6 points</td>
</tr>
<tr>
<td>2018/19</td>
<td>Status Report</td>
<td>Graduates</td>
<td>4 points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Graduates</td>
<td>6 points</td>
</tr>
<tr>
<td>2019/20</td>
<td>Comprehensive Report</td>
<td>Graduates</td>
<td>4 points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Graduates</td>
<td>6 points</td>
</tr>
</tbody>
</table>

**Action Plan Objectives**:
1. Provide adult learners with more accessible course options and programs of study.
2. Ensure adequate financial support is available for adult learners.
3. Establish a campus culture that is supportive of adult learners.

Focus Populations

- **Points Available**: 25
- **Purpose**: This standard is designed to provide incentives for institutions to increase the number of graduates from select populations.

<table>
<thead>
<tr>
<th>Focus Population</th>
<th>Points Available</th>
<th>Points Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Programs</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Low Income</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Males</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>STEM Undergraduate Degrees</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Veterans</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>
Next Steps

- **General Education Assessment**
  - Encourage serious student participation and engage faculty with respect to teaching critical thinking

- **Major Field Assessment**
  - All licensure programs tested every year and four non-licensure programs (not previously tested) will participate in 2018/19

- **Academic Programs**
  - Encourage all accreditable programs to seek accreditation
  - Three undergraduate programs and four graduate programs will participate in program review (or academic audit) in 2018/19

Next Steps

- **Institutional Satisfaction Studies**
  - National Survey of Student Engagement (NSSE)

- **Adult Learner Success**
  - Continue to track retention and graduation
  - Report on progress toward action plan objectives

- **Focus Populations**
  - Continue to identify and implement strategies that improve the probability of graduation for each population of focus