

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FEBRUARY 2018 MEETING

1:00-3:00pm EST
Friday
February 23, 2018

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

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. [Approval of the Minutes of November 10, 2017](#) Tab 1
- IV. [Consent Agenda \(5 minutes\)](#) Tab 2
 - A. [Minutes from the November 10, 2017 Finance and Administration Committee](#)
 - B. [Minutes from the November 10, 2017 Academic and Student Affairs Committee](#)
 - C. [Minutes from the November 10, 2017 Audit Committee](#)
 - D. [Policies from the Finance and Administration Committee](#)
 - E. [Policies from the Academic and Student Affairs Committee](#)
 - F. [Revisions to the Audit Plan](#)
- V. Report from the Finance and Administration Committee (5 minutes)
- VI. Report from the Academic and Student Affairs Committee (5 minutes)
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Tenure Appointment with the Rank of Professor in the Department of Educational Leadership and Policy Analysis \(Dr. Brian Noland\) \(5 minutes\)](#)..... Tab 3
- IX. [Schedule for Future Board of Trustees Meetings \(5 minutes\)](#) Tab 4
- X. [Impact of the Tennessee Promise \(10 minutes\)](#) Tab 5
- XI. President’s Report (30 minutes)
- XII. Other Business
- XIII. Executive Session
 - A. Discuss pending legal action (if necessary)
- XIV. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 23, 2018
ITEM: Approval of Minutes of November 10, 2017 Meeting
RECOMMENDED ACTION: Approval
PRESENTED BY: David Linville, Secretary

The minutes of the November 10, 2017 meeting of the Board of Trustees are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the November 10, 2017 meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

November 10, 2017
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1:15 p.m. on Friday, November 10, 2017, in the East Tennessee Room of the D.P. Culp University Center on ETSU's main campus in Johnson City, Tennessee. The meeting was also livestreamed for those who could not be in attendance.

I. Call to Order

Chair Scott Niswonger called the meeting to order, welcoming everyone to the fourth regularly scheduled meeting of the ETSU Board of Trustees.

In his opening remarks, Chair Niswonger commended the ETSU staff for positive enrollment growth at the university, including significant increases in the freshman class. He said 2,050 freshmen began at ETSU this academic year, representing an increase of 10 percent over last year. The class is well prepared academically with an average GPA of 3.5. Chair Niswonger encouraged staff to continue to work the plan that was presented to the trustees in September as the institution works toward its goal of 18,000 students. Chair Niswonger also addressed student success, noting that the fall-to-fall retention rate of 75.9 percent is the highest in the history of ETSU and increased 10 percent from the 2012-13 academic year. He said no single initiative or individual is responsible for this success, but rather it is a collective endeavor. From the grounds crews to the faculty to the counseling staff to financial aid to the Board of Trustees, all are committed to student success. Chair Niswonger said to keep pushing because the Board of Trustees is expecting similar results this next fall.

Chair Niswonger also talked about the impending merger between Mountain States Health Alliance and Wellmont Health System, noting that there has been considerable action among individuals in the room to ensure the realization of the merger. A byproduct of the merger will be investments in residencies and research at ETSU and Chair Niswonger said it is critical that the university review its existing structure to be sure it can reap the merger benefits. He charged President Brian Noland to present to the trustees at their next meeting a staffing structure and operations that may need to be made to ensure success in the post-merger environment.

In terms of athletics, Chair Niswonger said he recognized the need for ETSU to review its Title IX compliance as preparations begin for new women's programs. He charged Dr. Noland with working with ETSU Athletic Director Scott Carter to review the strategic plan to be sure of Title IX compliance and present at the summer quarterly meeting of the Board of Trustees.

II. Roll Call

Secretary David Linville called the roll, and Trustees in attendance were:

Fred Alsop
Steven DeCarlo
Nathan Farnor
David Golden
Dorothy Grisham
Linda Latimer
Scott Niswonger
Jim Powell
Ron Ramsey

** Janet Ayers – Trustee Ayers joined the Board of Trustees meeting via telephone later in the meeting. Her joining the meeting is reflected in the minutes just prior to item VI on the agenda.

III. Approval of the Minutes of September 8, 2017

Trustee Golden made a motion to accept the minutes of the September 8, 2017, Board of Trustees meeting. It was seconded by Trustee Grisham and unanimously approved.

IV. Consent Agenda

Chair Niswonger asked if anyone had an item they wished to have pulled from the consent agenda for full board consideration. Trustee Farnor asked that item F (Academic Calendars for 2018-19 and 2019-20) be pulled for further discussion.

Items that remained on the consent agenda were:

- A. Minutes from the September 8, 2017, Finance and Administration Committee
- B. Minutes from the September 8, 2017, Academic and Student Affairs Committee
- C. Minutes from the September 8, 2017, Audit Committee
- D. Finance and Administration Policies from the Finance and Administration Committee
- E. Medical Student Center Debt Service and Activity Fee
- G. Proposal to Pilot Alternative Out-of-State Tuition Models

Trustee Jim Powell made a motion to accept the remaining items on the consent agenda. It was seconded by Trustee Ramsey and unanimously approved.

In discussing Item F, the academic calendars for 2018-19 and 2019-20, Trustee Farnor said he is not directly opposed to the proposed calendars but had overheard comments from several faculty, students and staff specifically around pushing back fall break. Trustee Farnor said the month of November is one of the most strenuous for faculty and, with the proposed changes, there would be a three-week period where

students would be out of class at least part of each week (for example, fall break is on Nov. 1 and 2 in the 2018-19 year, Veterans Day and Thanksgiving break).

Dr. Noland responded, noting that a committee met to work on the calendar because up until this year, ETSU has had to operate under the calendar developed by the Tennessee Board of Regents. The proposed recommendations came from the committee and were shared with Faculty Senate, Staff Senate and the Student Government Association and Dr. Noland said no concerns were raised at any of those meetings. He added that he met just yesterday with the executive committee of Faculty Senate and Staff Senate and the calendar was not an issue. Trustee Farnor asked how the calendar compares to other schools' calendars, to which Dr. Noland said spring break was moved back to more closely reflect when it takes place at other colleges.

Since the proposal came from a committee, a motion was not needed to approve the academic calendars. The trustees unanimously approved the academic calendars as proposed.

V. Report from the Finance and Administration Committee

Committee Chair DeCarlo reported on the happenings of the Finance and Administration Committee as follows:

- Approved October budget revisions as presented. The revisions reflect the new enrollment numbers. Chair DeCarlo thanked Dr. BJ King and her staff for their hard work and tolerating all of the committee's questions.
- Five policies were presented and approved as part of the continued review. The policies were: Delegation of Authority/Signature Authorization; Disposal of Surplus Personal Property; Equipment/Moveable Property Inventory Control; Memberships and Subscriptions; and the Alcohol Policy.
- Approved reduction of Quillen College of Medicine fees by \$100 beginning in July 2018.
- Reviewed unaudited financial statements. The audit report will be released in the spring.
- Reviewed the Composite Financial Index.
- Discussed increasing reserves as part of the strategic plan.
- Discussed the new budget model and its implementation this year.
- Reviewed quarterly report of agreements of \$250,000 or higher. All purchases were routine.
- Received a brief update on campus construction and heard about the potential for the funding of a new humanities building on campus.

As the Board of Trustees moved on to the next agenda item, Trustee Ayers joined the meeting via telephone.

VI. Report from the Academic and Student Affairs Committee

Committee Chair Latimer reported on the happenings of the Academic and Student Affairs Committee as follows:

- Dr. Michael Hoff, associate vice president for Planning & Decision Support and chief planning officer, reviewed with the committee the THEC Outcomes Based Funding Formula.

- Athletic Director Scott Carter reviewed success metrics.
- Mr. Scott Jeffress presented on the Roan Scholars Leadership Program.
- Dr. Bert Bach, provost and vice president for Academic Affairs, presented the THEC Productivity Report.
- The majority of the committee's meeting was based around the consent agenda items presented at the full board meeting in item IV.

VII. Report from the Audit Committee

Committee Chair Golden reported on the happenings of the Audit Committee as follows:

- Covered several audits finished as well as a couple of investigations. Unlike previous audits related to tennis that involved services not rendered, tennis audits discussed this time revolved around expenses for services that have been rendered but the correct processes were not followed, he noted.
- Looked at heat map of audits.
- Reviewed recommendation log.
- Ms. Becky Lewis, director of Internal Audit, talked about the Quality Assurance and Improvement Program. Essentially, this is about the auditors getting audited. The Office of Internal Audit will go through an audit during the first half of next year.
- The committee went into executive session for a discussion around active audits and risk assessment.

VIII. October Budget Revision

Dr. BJ King explained that the university submits two major budgets to the Tennessee Board of Regents that then move to THEC and the state. The revised budget represents an increase in the budget of \$3,938,400 from enrollment increases over projections. Additionally, ETSU is receiving more money through TCRS, University School's addition of a class has led to additional funding from Washington County, and sales and services increased by \$471,400. In all, the revised budget totals slightly more than \$7 million in increased revenues.

Dr. King also addressed expenditures, noting that the \$15 million sum in expenditures relates to doing carry-forward funds for fees not fully expended in the previous year (for example, the technology access fee). Dr. King said it has to be put in the expenditure budget but it is being paid through the fund balance. She also touched on the Student Services line being down \$3.1 million, explaining that this money represented athletic scholarships that were moved to a different line. The scholarship line went up to \$6.2 million, which includes that athletics scholarship number as well as additional funding for expanded scholarship offerings this year going forward. Institutional support went up because of carry-forward fees and the same happened with academic support.

The operating expenses show an increase of \$10 million, but Dr. King said this is where the majority of carry-over funds are housed. Then, budget managers in every budget area across campus have access to that budget in operating expenses and are

given the ability to do adjustments throughout the year (and can move funds to travel, temporary staff, etc.). The money basically is parked there and budget managers do adjustments throughout the year based on needs in the unit. In April when the actual budget is being prepared for May submittal, these numbers get trued up. The Auxiliaries activity also went up as a result of housing and dining services going up.

In terms of the College of Medicine budget, Dr. King said revenue is up just slightly. She noted a \$2 million transfer to balance the budget and said that, in the spring, we will probably see it go back out to the R & R fund. Family Medicine, meanwhile, is expecting to increase its clinical activity and the College of Pharmacy has reported a little reduction in revenue, but nothing to be concerned about, Dr. King said.

With no questions from the trustees, a roll call vote was required to approve the October revised budget. Prior to the vote, Secretary Linville asked Trustee Ayers if she could hear everyone in the room, to which she said yes. She also informed Secretary Linville that she was in a room by herself. The trustees at the meeting confirmed they could hear Trustee Ayers as well. The revised budget was approved unanimously via the roll call vote.

IX. Wellmont Memorandum of Understanding

Dr. Wilsie Bishop, vice president for Health Affairs, explained that she had come before the Board of Trustees in June with a Memorandum of Understanding with Mountain States Health Alliance and this MOU was similar but with Wellmont Health System. She informed the trustees that the university had approximately \$8 million in contracts, residents, salaries and services with Wellmont in FY2016. All health sciences colleges place students in Wellmont facilities in both Kingsport and Bristol as well as Greeneville. She said the College of Medicine's activities with Wellmont are a little different than the activities with Mountain States. The College of Medicine has residencies at Wellmont within Family Medicine, Internal Medicine, Surgery, and Pulmonary and Critical Care (fellowship). Dr. Bishop shared several ways in which ETSU works with Wellmont. (For example: Surgery residents at Holston Valley Medical Center staff the Level 1 Trauma Center. At Holston Valley Medical Center and the Bristol Regional Medical Center, ETSU's Family Medicine folks from Kingsport and Bristol work with Wellmont Health System. Residents are in house 24/7 in Kingsport, available for codes, back-up, etc.)

The MOU affirms a mutual commitment to providing medical and health profession education. Dr. Bishop talked about the reason to create the MOU even with the proposed merger ongoing. She said the MOU was initiated before COPA approval was received and the university agreed to do an MOU with both health systems. She said that a meeting with the Academic Health Sciences Center deans and Wellmont leaders revealed that there was a lot they didn't know about each other. The relationship had grown and conversations were needed about the relationship so that when an MOU for the new Ballad Health System comes, the same conversations will have occurred between ETSU and both health systems. Dr. Bishop said the

Wellmont MOU is more focused on communication and coordination and less focused on governance than the Mountain States MOU. It does have the provision for a coordinating council that includes a representative from the Board of Trustees along with a representative from Wellmont. It is a larger council, but it takes the place of the clinical coordinating council. She noted that this puts the university in the best position to move forward with both systems should the merger not happen and, when the merger does occur, it also puts the university in the best position to move forward with a Ballad MOU. The trustees unanimously approved the Wellmont MOU.

X. Legislative Agenda

Ms. Bridget Baird, associate vice president for Community & Government Relations, began her presentation by sharing a little about herself. She grew up on a dairy farm and began her career at Duke Power in Charlotte before returning to Tennessee to work for the TVA. Her public service career began in 1997 when she went to work for then-Congressman Bill Jenkins. She also worked for Senator Bob Corker in his first term and part of his second term.

She joined ETSU over four years ago and acts as the liaison between the institution and elected officials. Her goal is to engage with local, state and federal officials. At the federal level, she visits Washington, D.C., a couple times a year to tell elected officials what is happening at ETSU and engage with them. At the local level, she said the partnership with Johnson City to use Freedom Hall began with conversations through her role as a liaison, as did ETSU's move to the academic center in Kingsport and the nursing partnership with Wellmont at Holston Valley Medical Center. At the state level, Ms. Baird spends significant time in Nashville during the legislative session each year. There she interfaces with leaders, attends meetings and listens to legislation. She also began a legislative luncheon and encourages students to interact with legislators as well. Last year, there were five student interns working in Nashville, with two of them now holding jobs in House member offices in Nashville. Ms. Baird has also established a Government Relations Advisory Council.

Ms. Baird went over the 2017 Legislative Review. The university's legislative agenda included support for the following: fully funding the outcomes formula and salary enhancements; deferred maintenance projects; capital projects, including \$23 million for Lamb Hall renovations; and FOCUS implementation. The university also enacted major policy changes that impact access, veterans and free speech. She noted we already were in compliance with the free speech legislation that passed.

Ms. Baird shared that ETSU hosted the state's opioid task force for a forum on campus earlier this year, which marked the task force's first meeting outside of Nashville. She added that leaders at the institution were a little disappointed when a \$500,000 budget amendment for ETSU's research related to prescription drug abuse got cut at the last second, but she said she is hoping to secure that funding in 2018. She also reported that a legislative lunch was held at the Gray Fossil Site in October.

Additionally, Ms. Baird reported on 2018 initiatives SLIDE that include the support of the outcomes formula; scholarships for the Gatton College of Pharmacy; the new humanities building; ETSU efforts to combat the opioid epidemic; deferred maintenance projects; campus safety issues; and the merger and university research funds.

She concluded by noting that we have a fabulous opportunity to work together with the Board of Trustees, faculty, staff, students and legislative leaders to make this a quality region to live now and in the future.

Dr. Noland informed the trustees that, earlier in the week, he presented the budget on behalf of the six independent universities. Within that conversation, he said he is hopeful that there will be significant support for outcomes and noted that THEC is going to recommend a 5 percent increase in outcomes funding at next week's meeting. Also at the commission meeting, he said we will present to THEC a proposal around scholarships that the trustees had discussed at the last meeting. He also touched on the humanities building, noting that in the former process this would have taken much longer. The new process, he said, involves independently scoring projects based upon their own merits. He also said he is hopeful there will be funding for pediatric subspecialists included in the governor's budget. He said it is approximately \$600,000 for four pediatric subspecialists at Niswonger Children's Hospital. Dr. Noland said that if the humanities building project gets funded and the merger takes place, calling it a transformative year for the university would be an understatement.

Dr. Noland thanked Mr. Jeremy Ross for his presentation to THEC on the humanities building, including a slide that included photos of hallways and restrooms. Dr. Noland said it was a pretty powerful presentation and noted that, if the project is funded, he would be asking the trustees for permission to name a portion of the restroom after Mr. Ross. He said Mr. Ross did a fantastic job making the case for the new building and that pushed the project into the Top 10, something Dr. Noland said he "never in a million years thought would happen." Trustee Ramsey jokingly asked if there needed to be a motion to name part of the bathroom for Mr. Ross.

XI. Markov Chain: Background and Enrollment Projections

Dr. Mike Hoff, associate vice president for Planning & Decision Support and chief planning officer, said he arrived at ETSU in August of 2013 and in September of that year, the president asked for an enrollment projection for the next fall within 5 percent. He set about looking for a valid model for enrollment projections. He said people running an institution might not be able to tell you why something is happening, but if you get relatively good at knowing when and how they're going to happen, we can go about changing the direction. Enrollment projections, Dr. Hoff pointed out, allow us to test recruitment and retention scenarios. We can get some idea of impact proposed changes should have on the projection. It also allows for testing of things in markets when it comes to recruitment. Dr. Hoff said he tries to

expand the projection every year in an area where it hasn't been before. For example, it started with university-level enrollment, then moved down to college-level enrollment and now has moved down to the credit hour. Eventually, Dr. Hoff hopes to get down to market demographics that offer even more precise control when it comes to freshmen and transfer students. The projections are also used to set goals and inform the budget.

He addressed the assumptions – consistent external environment, student behavior happens the same way it does every year (because we have a lot of rules and have to follow a specific pathway, which makes them relatively predictable). Also assumed is that enrollments at the College of Medicine and College of Pharmacy are approximately stable.

The Markov Chain model is a time-series model that looks at past practice to predict future outcome. For enrollment modeling, it tracks students by status from year to year, allowing for the calculation of recruitment rate and dropout rate by class.

In addressing why the Markov Chain is used as the projection method utilized, Dr. Hoff said it is used by similar institutions and uses only institutional data. It is shown to be accurate for one-year projections. He said he tried other methods and could not get as close as he gets with the Markov Chain.

To validate, data was collected by year for 2008-2013. (Banner started in 2008.) Dr. Hoff then went back and calculated enrollment periods up through 2010. He found a 95 percent confidence interval +/- 2 percent and a 99 percent confidence interval +/- 2.4 percent. From a statistical analysis perspective, this means 99 percent of the time, the number he comes up with is going to be within 2.4 percent – unless we change or the external environment changes.

In October 2013, he projected enrollment for 2014 and was off by just four students. ETSU started to change though and he became less accurate. (In 2014, he projected 14,430 students; actual was 14,434. In 2015, he projected 14,292; actual was 14,334. In 2016, he projected 14,349; actual was 14,024. In 2017, he projected 13,840; actual was 14,352.)

The headcount projection for 2018 is 14,525 +/- 2.4 percent, with a low-end margin of error of 14,176 and a high-end range of 14,874. Both exclude medical residents. Ninety-nine percent of the time, if we don't change and the environment doesn't change, we are going to be within 2.4 percent of that projection. Lower enrollment is possible but would mean a deviation from the norm and the same goes for higher enrollment.

To project credit and FTE enrollment, Dr. Hoff uses an induced course load matrix, which is essentially a chart that looks at the head count college of a student and the credit hour college of a student. For example, he looks at biology majors who take courses in public health and figures out what percent of the time that happens. The rules of the institution are what allow Dr. Hoff to know what courses a student is supposed to be taking if they are taking courses in the major they say they are in. This projection is important, especially with the decentralized budget model. To have an efficient decentralized budget model, you need good budget projections at the level

you are going to decentralize to. You need to know how those numbers impact each other, and that is what an induced course load matrix allows you to do. So far, we've been able to become as accurate with the FTE as we were with the head count.

In terms of projections and goals, Dr. Hoff said enrollment projections are only good if you set goals to exceed expectations. In talking about how the projections are used, Dr. Hoff said the projections are used to determine staffing, to set budgets and to drive actions on goals. They are also used to assess effectiveness in a scientific manner.

Dr. Hoff noted that, for ETSU to change enrollment, it has to do something where it had never done it before or do something done well in a place it has never done it before. Disruptive initiatives have included online growth, scholarship opportunities, athletics, research, student activities, recruitment, college/department-level action, capital projects, focusing on employee needs, a new budget model and more to come in 2017-18. In terms of the new budget model, Dr. Hoff said this new model allows, for the first time, the ability to budget for more than one year and that helps with strategic planning. Yields from the disruption for Fall 2017 include an increase of 164 first-time freshmen (without sacrificing quality); the largest student FTE increase among state public universities; record graduate enrollment; highest recorded retention rate; and best recorded campus climate. This year, in the Great Colleges to Work For Survey, we were only a few points off of the average.

Dr. Hoff again reminded the trustees of the fall 2018 projection of 14,525 students and noted that the number used to create the budget will be less than that.

Trustee DeCarlo asked about Dr. Hoff projecting a decline last year and seeing an increase and then, this coming year, projecting an increase. He wondered if variables had changed to make Dr. Hoff's projection go from declining in 2017 to increasing in 2018. Dr. Hoff explained that retention going up by four points and enrollment increasing by double digits are driving it north. Those numbers are the highest we've ever had, making it new territory for the person making projections. Dr. Hoff said he just has to believe that the recruitment and retention strategies of the university in the past year have changed the paradigm.

Just before the conclusion of Dr. Hoff's presentation, Trustee Golden left the meeting.

XII. President's Report

Dr. Noland began his presentation to the Board of Trustees by noting that he and his staff are trying to be very prescriptive in approaching the business aspects of the institution. He said this fall has been outstanding in terms of enrollment and shared a couple of fun facts to further showcase the success. [In 2015, the ETSU cafeteria, on average, served 900 meals per day. This fall, the cafeteria is serving 3,212 per day. In 2015, there was one food truck delivery per week to the cafeteria and now there are four per week.] The ability to continue this momentum, Dr. Noland, requires the university to stay focused on the plan, working the plan and keeping our foot on the gas pedal. He said other institutions across the state are looking at ETSU's playbook

and also referenced other challenges, including North Carolina instituting its version of Promise. He thanked the trustees for their approval of the scholarship pilot and noted a recent Greensboro, North Carolina, newspaper article addressing out-of-state tuition trends showed ETSU as among the top places students there are going in terms of out-of-state schools.

Student Success: In terms of student success, Dr. Noland mentioned the 75.9 percent fall-to-fall retention rate and also emphasized that enrollment is more than advising, undergraduate research, study abroad. He said it is a complete university initiative and so is student success. At an open house last weekend, Dr. Noland said he overheard a Memphis parent saying to her husband, if ETSU takes this good care of its grounds, then the institution is going to take care of their child. Dr. Noland encouraged members of the Board of Trustees to join him at the holiday lighting on Nov. 13, saying that those types of events create connections and contribute to a culture of student success.

Merger: In terms of the merger, Dr. Noland thanked several trustees, including Chair Niswonger and trustees Latimer and Golden, for their work in supporting the university as we worked with Mountain States and Wellmont to keep the merger moving along. He also thanked Chair Niswonger for the charge related to the Research Foundation. He said the chance to realize investments from the merger have the opportunity to change the face of the institution.

Budgeting: Dr. Noland noted that budgets on college campus are confusing, explaining that we build a budget in July based on projections and then, in October, are looking at carry-forward funding and actual enrollment numbers. He said a lot of conversation has occurred around how best to invest the additional revenue and noted that it is incumbent on the institution to build its reserves for that inevitable rainy day. He said there is currently \$7 million in reserves, but it should be at \$25 million. He said there is plan for an annual \$1 million payment into reserves, but also recognized the need to reward colleges by sending revenues back for enrollment growth. Seventy percent of the new revenue is being sent back to the colleges after the investment in reserves, he said. Dr. Noland also said there is a need to invest in campus security and a complete inventory across campus is underway.

Chair Niswonger asked Dr. Noland to remind the board of what percentage of the budget comes from the state. Dr. Noland said that of the \$250 million in unrestricted funds, less than 25 cents on the dollar comes from the state of Tennessee. That, he said, is why it is so important to model the budget process on enrollment.

Facilities: Dr. Noland reported that THEC meets on Wednesday and will affirm the process of severance. ETSU will be the first of the six institutions to be approved in the capital severance process and will be the only institution the state will approve at this time. The severance means ETSU can select designers, architects and others locally. ETSU is also the first institution to go through the procurement severance and, ultimately, will be the first institution to be officially severed.

Dr. Noland said he wanted to temper expectations on capital, noting that if the humanities building does make the top 10 list, it will still take several years for that

project to come to fruition. By the year 2023, though, Dr. Noland said many things likely will be different on campus with the completion of such projects as the Culp Center renovation, work on a new parking garage, the Martin Center, a new addition to Lamb Hall, renovations at Mathes and Rogers-Stout halls and the new humanities building. He called the \$74 million humanities building project a “game changer” for the institution.

Athletics: Dr. Noland said it is critical to begin the process to ensure Title IX compliance. He also noted that it has been an outstanding fall for athletics, specifically noting success by the volleyball and men’s soccer teams. Women’s basketball, he noted, begins tonight at home while the men’s team kicks off its season tonight at Northern Kentucky. He also said it was a wonderful fall on campus and it was rewarding to open and close the football season in the new stadium with wins.

Legislation: In addressing campus safety, Dr. Noland brought up two major incidents that have given him concern – a shooting threat at the mini-dome and a shooting threat at University School. He said the institution has learned things from both of these incidents and noted that Mr. Jeremy Ross is conducting a threat assessment as it relates to safety. Chair Niswonger chimed in, telling Dr. Noland, “Do not wait on us with any issue related to safety. When you see it, fix it.”

Board Operations: Dr. Noland said he hoped the trustees enjoyed the Veterans Day ceremony earlier in the day. He encouraged consideration of a board retreat and options related to location and date. He also said he’ll plan more deep dives for different aspects of the university.

Closing: In closing, Dr. Noland discussed an event he attended a month ago to say thank you to a person who has transformed lives at ETSU. It was a birthday party (for Trustee Powell) at Munsey church. During the party, ETSU chorale students sang for 45 minutes, and at the end, every one of them said they had received Powell scholarships. Next, an alumni group sang, and 75 percent of them had also received Powell scholarships. Then, the 2012 12BucsWorth performed, including a member who has since suffered an aneurysm. Dr. Noland said the coming together that night of teaching, research and service happens because of the generosity of people in this room and faculty and others. He thanked Trustee Powell for allowing him to be a part of that celebration. Chair Niswonger asked the room for a round of applause for Trustee Powell.

XIII. Other Business

Trustee Alsop requested a comparative review with the goal of updating ETSU’s STEM labs. He asked that the university look at surrounding schools’ labs and see what is offered/provided to students, noting that it impacts the university’s ability to recruit good STEM students, to engage undergraduate research. He said Brown Hall was added to in the 1960s and the labs have not changed since he arrived at ETSU in 1972. He requested they be reviewed on a comparative basis.

XIV. Executive Session

None

XV. Adjournment

Trustee Jim Powell made a motion to adjourn.

David Linville
Secretary of the Board of Trustees

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: February 23, 2018

ITEM: Consent Agenda

RECOMMENDED ACTION: Approval

PRESENTED BY: David Linville, Secretary

The Consent Agenda items presented to the Board of Trustees are routine in nature, noncontroversial, or have been approved by a board committee unanimously. The Board votes on all items by a single motion.

Full information about each item on the consent agenda is provided in the meeting materials.

As stipulated in the Bylaws, any Trustee may remove an item from the consent agenda by notifying the Secretary prior to the meeting. Before calling for a motion to approve the consent agenda, the Chair or Vice Chair (or the applicable senior Trustee in their absence) shall announce any items that have been removed from the consent agenda and ask if there are other items to be removed.

Requests for clarification or other questions about an item on the consent agenda must be presented to the Secretary before the meeting. An item will not be removed from the consent agenda solely for clarification or other questions.

Motion: I move for the adoption of the Consent Agenda.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

November 10, 2017
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Finance and Administration Committee held a meeting at 10 a.m. on Friday, November 10, 2017, in Meeting Room 3 of the D.P. Culp University Center on ETSU's main campus in Johnson City, Tennessee.

I. Call to Order

Mr. Steven DeCarlo, chair of the Finance and Administration Committee, called the meeting to order.

II. Roll Call

Secretary Dr. David Linville called the roll. Committee members in attendance were:

Steven DeCarlo, chair

Nathan Farnor

Dorothy Grisham (joined meeting immediately following the approval of September committee meeting minutes)

Ron Ramsey

Jim Powell

Secretary Linville told Chair DeCarlo he had a quorum.

Others in attendance included: Acting Chief Operating Officer Jeremy Ross, Acting Chief Financial Officer B.J. King, Associate Dean for Finance and Administration for College of Medicine Greg Wilgocki, Associate Vice President for Budget and Financial Planning Margaret Pate, Comptroller and Director of Financial Reporting Karen Glover, James Batchelder (College of Clinical and Rehabilitative Health Sciences), Vice President of Advancement Pam Ritter, Kristen Swing (University Relations) and Amanda Marsh (taking minutes).

III. Approval of the Finance and Administration Committee Minutes of September 8, 2017

Trustee Powell made a motion to approve the minutes of the September 8, 2017,

Finance and Administration Committee minutes. It was seconded by Trustee Ramsey and unanimously approved.

IV. October Budget Revision

Dr. B.J. King presented the revised budget for the university and explained that the budget will be presented to the Finance Committee and the Board of Trustees for approval twice per year – once to adopt the budget and another to adopt budget revisions. Once budget revisions are approved, they are submitted to the Tennessee Board of Regents (TBR), which approves the budget for debt service conveyance, then the Tennessee Higher Education Commission (THEC), which then forwards the revisions for consolidation with the State of Tennessee. She said the revisions have already been submitted for this year, but in the future, revisions will be brought to the board before submitting to TBR.

Since the adoption of the 2017-18 budget by the Board of Trustees at its June 2017 meeting, Dr. King reported that enrollment was up, which increased tuition and fees received by the university. The original budget predicted a decrease in enrollment over last year. Dr. King said there was also an increase in state appropriations to the Tennessee Consolidated Retirement System (TCRS). The university is also receiving more funds from Washington County because University School added another class. Dr. King also pointed out that some of the revenue had been misclassified at year-end, which has now been resolved. In terms of auxiliaries, Dr. King noted that student housing was at capacity, causing food service meal plans to increase. She said in terms of revenue, it was “good news all around.”

Dr. King stated that the first slide in her presentation showed that revenue was up \$7 million for the university, but the next slide showed a \$15 million adjustment in expenditures. She asked committee members to recall the last budget presented to them, which was almost completely balanced. Even though the budget revision looks “quirky,” Dr. King explained that at the end of the fiscal year, there are numerous fees that aren’t completely spent, so they are carried forward. She said the revised budget accounts for over \$10 million in carried forward funds. Dr. King said she is required to put carried forward funds into the expenditure budget so that the expenditures can be controlled and so the money is expendable, but it’s not coming out of new revenue; it’s part of the fund balance. Dr. King told the committee that every year, they may see revenues go up in October, but expenditures will always increase more than revenue because of the funds being carried over from the prior year.

Chair DeCarlo asked Dr. King if she examines what will be carried over again in the next budget. She said that she reviews it constantly. She added that the new budget model will change some of the carry forward amounts. Chair DeCarlo then asked Dr. King how much was carried over last year. She replied \$9 million. He also asked if the amount was like “a reserve that keeps flowing forward?” Dr. King agreed and said that was a good way to think about it. She then provided an example that the technology fee has a designated use and can be carried over and spent the following year. Chair DeCarlo then asked Dr. King if her method could be defined as cruel accounting. She replied that the funds carried over each year are noted in the budget for control purposes.

Next, Dr. King explained the additions to the main campus expenditure budget by function. She noted that there was an increase in the Instruction line item due to enrollment growth, as well as a reallocation of funds noted on the next line. Dr. King said she was required to move athletic scholarships from Student Services to Scholarships Fellowships and pointed to the negative \$3.1 million on the Student Services line and the positive \$6.2 million on the Scholarships Fellowships line. She told the Committee that the remaining increase in Scholarships and Fellowships is due to a budget increase for scholarships this year.

Then, Dr. King described the additions to the main campus expenditure budget by natural class stating that most of the money is being carried forward as operating expenses. She provided an example by stating if Pam Ritter, Vice President of Advancement, has carried over funds in her department’s operating budget, she can opt to move the money to travel, temporary support (not a permanent position), or other means to help her office. Dr. King said her office puts the carry forward money into operating expenses so that financial managers can oversee the use of the funds and move them at their discretion.

Chair DeCarlo noted that with \$17.3 million in total revenue (including the carried over funds) minus \$15.5 million in expenditures, he wanted to know how Dr. King viewed this. Was it accrued funds, access reserves, or timing? Dr. King responded that it was timing and said she wished she could “tie everything out,” but budget isn’t the same as the way she looks at actuals. If it were actuals, she said she would be looking down to the penny. Seeking clarification, Chair DeCarlo asked if debits still equal credits in governmental accounting to which Dr. King agreed. She said that at the state level, they balance to the penny. Dr. King then reviewed why revenue was up \$7 million for the university, yet expenditures were up \$15 million, which was due to carried over funds from the previous fiscal year.

Next, Dr. King presented highlights from each budget entity, beginning with main campus. She stated that debt service was increasing and the reasons are twofold – a lot of debt was refunded, but two projects were added and bonded this year causing the slight increase. She then turned her attention to non-mandatory transfers and told the committee that \$1 million from the new revenue stream will go into reserves. Dr. King said that the university needs to increase its reserves. She then noted the increase in housing and food services and said it allowed more funds to go into renewal and replacement (R&R) to keep the auxiliary units running smoothly throughout the year.

Dr. King then turned the committee's attention to the Quillen College of Medicine budget and reminded them that the college implemented a 2 percent fee increase, which the Board of Trustees approved in the spring. She then indicated that the college had an increase in revenue, but was negative in instruction because enrollment was down by a few students, causing the instruction expense to decrease. Dr. King said everything else remained the same, but there had been some reallocations between different functions. She noted the overall increase in revenue by \$77,000 and a decrease in expenditures by \$208,000 and said Mr. Greg Wilgocki, Dean for Finance and Administration for the Quillen College of Medicine, is available to answer any specific questions. Chair DeCarlo then asked Dr. King to explain the non-mandatory transfer line, which showed a negative \$5.4 million. She replied that the non-mandatory transfer balances the budget. Then, Mr. Wilgocki stated that it had been done that way for the last 10 years because just like main campus, the college has a number of unfilled positions. He said that in the past, the college has been required to fund those open positions, resulting in the negative mandatory transfer each year. Chair DeCarlo then asked if the change from negative \$7 million to negative \$5 million in non-mandatory transfers was seen as an improvement, to which Mr. Wilgocki replied yes. Dr. King said it was an improvement because the funds were being transferred to R&R, and Mr. Wilgocki elaborated that those funds then go back to the budget. He said that at the end of each year, he looks to see what kind of funds are available and will move funds out of the general budget into R&R for additional reserves. To conclude the discussion, Dr. King said that although she wants to balance everything to the penny, she is reminded that the budget is different from actuals.

Next, Dr. King explained the budget for Family Medicine, which recorded an increase in revenue and an increase in expenses, which is mostly from the carry forward money. The increase in revenue is based on history and as Mr. Wilgocki noted, projected clinical income for the year.

Dr. King then turned the committee's attention to the budget for the College of Pharmacy. She noted the negative revenue amount, which was due to a slight decrease in enrollment. Dr. King reiterated what the Board of Trustees heard previously about the College of Pharmacy facing competition from other schools. She stated that the increase in expenditures is related to carry forward funds. To conclude her presentation, Dr. King said pharmacy, as well as the College of Medicine and main campus each has designated fees so those three units will always have carry forward funds in the October revised budget. Trustee Ramsey then asked if the College of Pharmacy is full in terms of enrollment and wanted to know how many students are currently enrolled. Mr. Wilgocki said the College of Pharmacy has 307 students and the original budget projected 312 students. He said the difference equals about \$160,000 in revenue. Dr. King added that a few students make a significant difference in revenue for both the college of pharmacy and medicine. Chair DeCarlo then asked the committee to think about the College of Medicine, Family Medicine and the College of Pharmacy and how each entity will be impacted three years from now because of the hospital systems merger. Trustee Powell replied that he thinks income will be up considerably for research and will filter in to cover some of the expenses related to research positions.

Following the conversation, Trustee Ramsey made a motion to recommend to the full Board of Trustees the approval of the submission of the October Budget Revisions. It was seconded by Trustee Grisham and unanimously passed.

Following the vote, Trustee Powell stated that in the future, the committee should further discuss reserves. Dr. King agreed and said she is collecting information for President Noland regarding history, as well as goals for what the university needs to have in its reserves. Trustee Powell noted that when he was on the board for THEC, he felt no one talked about reserves and that the financial issues that occurred in Blountville are a good example of how "no one was looking over their shoulder at the current bank balance." Dr. King responded that although she has not delved into the subject, it is her understanding that those issues were due to over spending for a number of years. She assured the committee that the university does not have that problem, but does need to build its reserves and she will provide a report about reserves at a future meeting.

Trustee Powell stated that in the future, perhaps during an unofficial meeting, the Committee can discuss how the university will handle cash flow for the Mary B. Martin Center for the Arts until the university receives payments from the City of Johnson City. Dr. King said this topic will be discussed at a later time. Jeremy Ross, Acting Chief Operating Officer, said those reserves can help with bonding and rating,

too. Trustee Powell replied that it could become an issue if money is taken from reserves to pay for the arts center.

V. Finance and Administration Policies

Dr. King gave a brief overview of Finance and Administration policies that have been revised to reflect current operations for the university and foundation under the institutional Board of Trustees. She said all policies and procedures will be brought before the board for approval, and noted that the format of the policies will be changing and any changes in procedure will not be required to go to the Board of Trustees for approval. Dr. King explained that all the policies being presented before the committee did exist before the institutional Board of Trustees was established with the exception of the Alcohol Policy, which is new.

- A. **Delegation of Authority/Signature Authorization** – This policy is a combination of an old TBR policy and one that the university already had. It tells how authority can be delegated appropriately and documented. Dr. King said this policy is very important to the audit process.
- B. **Disposal of Surplus Personal Property** – These guidelines come from the state as well as the university. If these controls were not in place, Dr. King said one could image what might happen, therefore it is important to document the university’s assets. She noted that there are procedures in place to document the university’s property and equipment, which is tagged and its current location is noted in the system. Dr. King explained that surplus items are sold on the website govdeals.com and another method with the state is being explored.
- C. **Equipment/Moveable Property Inventory Control** – This is a combination of a board policy and guidelines, and the university’s procedure merged into one document. Dr. King said the policy pertains to equipment tagging, depreciation, how purchases are handled, control and movement of equipment between departments. It also serves as internal controls for auditors.
- D. **Memberships and Subscriptions** – This is a general policy from the TBR. Dr. King said memberships to civic clubs and political organizations are not allowed in the State of Tennessee. She noted that this policy provides efficiency; an example is the institution’s membership to the National Association of College and University Business Officers, which is shared by 25 people at ETSU.
- E. **Alcohol Policy** – It was devised this fall and was reviewed by University Council. Secretary Linville then stated that the policy is revised from a previous one and now reflects what the university has been doing and is based on the alcohol policy at the University of Tennessee. He added that this policy isn’t much different than what was used before, but exceptions were made to the previous policy on a routine basis. Secretary Linville said this new policy “cleans things up” to reflect what the university is allowing and what is allowable by the State of Tennessee.

Trustee Ramsey responded that the new football stadium being on campus has “changed things.” Dr. King agreed and provided examples of tailgating as well as events held by the Alumni Association. Chair DeCarlo asked how the university is covered from liability and asked if the state purchases protection. Dr. King responded that the university does not allow the sale of alcohol, only serving of alcohol. Chair DeCarlo asked how the university would be protected if someone drank alcohol on campus and the proceeded to drive a vehicle and have an accident. Dr. King responded that the state’s position would be that the driver would be at fault. Chair DeCarlo said he understood this, but wanted to know if the university purchased liability insurance. Dr. King said there is a tort liability cap for the State of Tennessee that she believes is \$300,000 if the university is found to be at fault. Trustee Ramsey added that the amount had increased from \$150,000 in previous years. Secretary Linville said the State Claims Commission manages these claims should they arise.

At the conclusion of Dr. King’s presentation of the policies, Chair DeCarlo asked a question in regards to item A. Delegation of Authority/Signature Authorization. He said the policy does not mention wires and wanted to know if that fell under accounting policies. Dr. King responded that wires occur in her office and outgoing wires require her signature and standing wires are payroll related and involve health/life insurance. She said those wires are set up with the bank and have specific rules and dollar limits. If there is a wire transaction that does not follow the correct pathway through their system, Dr. King said the bank will contact her. Chair DeCarlo asked if there is a dollar amount that requires a verbal authorization and Dr. King replied yes. She said it doesn’t happen often, but several years ago a transfer was over the set limit and the bank contacted her via email and it was an instance when the increase was okay. Chair DeCarlo said he was aware of spoofing and was recently involved in a \$7 million error so he feels it is important to pay attention to those controls. He stated that certain levels of transfers should be verbally approved. Dr. King then provided an example in which she said information is gathered and the person contacted in advance of outgoing transfers for the university’s study abroad program. Chair DeCarlo was pleased with this practice.

Trustee Powell made a motion to approve the Finance and Administration policies presented in the meeting materials. It was seconded by Trustee Ramsey and unanimously approved.

VI. Medical Student Center Debt Service and Activity Fee

Mr. Greg Wilgocki presented the proposed changes to the Medical Student Center Debt Service and Activity Fee. He said several years ago, students agreed to pay for a

student center behind Stanton Gerber Hall and incur additional fees to pay for the operating costs, as well as debt service. Mr. Wilgocki explained that the TBR instructed that a certain percentage for debt service be used, which was about three percent higher. He said those funds have been accumulating and are being used to pay for the debt service, which is about \$88,000 per year. A portion of the fee, as previously approved by TBR, is being used for operational costs such as utilities and custodial services. Mr. Wilgocki explained that operational costs are increasing, but the fee has accumulated enough funds to cover major maintenance repairs. He stated that the time has come to “back down” and proposed that the fee be reduced by \$100 beginning July 2018. Mr. Wilgocki said the amount might not seem like much, but it is very important to the students and also important to the College of Medicine as it begins its self-study for accreditation, which looks closely at the amount of debt students incur. He said the college has requested to decrease the fee from \$650 to \$550 per semester and requested that \$210 of that fee be allocated toward debt service and \$340 toward operational expenses.

Mr. Wilgocki commented that the students enjoy using the space and this request is feasible for them and keeps the college fiscally sound. He noted that any funds left in operational expenses at year-end carry over and are not used for anything other than the student center building. Mr. Wilgocki described where the building is located and told the committee that only medical students have access. Chair DeCarlos asked for clarification regarding the fee and wanted to know if it had increased in 2017-18. Dr. King responded that the student center debt service and activity fee did not increase, but the tuition maintenance fee increased by 2 percent. Chair DeCarlos said that if we assume there will be a maintenance fee increase next year then this fee decrease will offset it. Dr. King agreed. Then, Chair DeCarlos asked what the 2 percent increase equaled to in dollars. Mr. Wilgocki said the maintenance fee increase was \$600 per student. Trustee Ramsey asked if these fees are issued in addition to tuition. Dr. King said yes and that they are part of the program service fee that includes debt service and student activity fees. Chair DeCarlos asked if these fees are broken down for medical students. Mr. Wilgocki said students see the detailed cost when they meet with the Financial Aid Department.

Trustee Grisham made a motion to approve the Medical Student Center Debt Service and Activity Fee as presented. It was seconded by Trustee Ramsey and unanimously approved.

VII. Presentation of unaudited financial statement

Dr. King presented an overview of the unaudited financial statements for the 2016-17 fiscal year. She said the audited statements should be finalized within a week, but the

official report will not be available until spring. Each Board of Trustees member will receive an official copy. In the past, Dr. King said the unaudited financial statements were posted on the ETSU website. Now, she provides a link to the state's audit website so users can access a copy if desired. Dr. King stated that she did not see anything negative in the financial statement. She referenced a bar graph comparing 2016 and 2017 assets and told the committee that current assets went up because of cash held in plant funds and due to an increase in accounts receivable. Capital assets increased due to the completion of the data center and construction of the football stadium, which was counted as construction in progress and in capital assets. Dr. King stated that other assets increased in 2017 because of additional money being allocated toward renovations of the D.P. Culp University Center and due to additional funds for the Mary B. Martin Center for the Arts. She said deferred outflows remain the same and were driven by bond refunding and pension liability.

Next, Dr. King focused on a graph comparing 2016 and 2017 liabilities. She stated that liabilities increased, but for good reasons including construction progress and unearned grant revenue. Dr. King explained that noncurrent liabilities also increased because of a \$12 million increase in pension liability, which will be described in greater detail in the financial statement released in the spring. Trustee Ramsey asked why the university incurs pension liability if employees are enrolled in the TCRS. Dr. King replied that the state does not record all of the liability on its books for TCRS or other post-employment benefits (OPEB) and pushes it down so all units at the lowest level, like Johnson City Power Board, Johnson City Schools and Washington County Schools, all the unique municipalities and state entities record a pension liability for TCRS. She added that the TCRS website provides pension liability reports for the entire State of Tennessee and everyone on that list has to record these liabilities and adjust them at every year-end based on actuarial calculations. Trustee Ramsey said he was under the impression until now that the liabilities were recorded at the state level. Dr. King said the liabilities are listed on the statement, but they are consolidated from everyone reporting up and the state does not show individual entities because they aren't really part of the state's system. Seeking clarification, Chair DeCarlos wanted to know if the liabilities are pushed to the university, does TCRS still manage the cash, to which Dr. King replied yes. Then, Trustee Ramsey asked if the liabilities have more to do with actuarial studies. Dr. King agreed and said there are alarming issues regarding pensions in other states and that TCRS is within the top five programs in the nation. Chair DeCarlo provided an example that if the state was out of liability \$5 million and they pushed it down and ETSU's liability became \$50 million, he wanted to know how the university would respond to \$50 million and not \$60 million. He asked if it is specific or reflective of the school, to which Dr. King explained that there are separate entities like Washington County School and Johnson

City Power Board, but higher education is one large entity in TCRS. Consequently, each year, TCRS must divide the liability among the institutions and struggles to do so. Dr. King said she watches it closely, as last year's information was wrong and when she questioned it, TCRS found that it was \$2 million off and the amount was recalculated for everyone in higher education. Trustee Ramsey then asked if it was a paper transaction to which Dr. King agreed and said TCRS sends a list of entries to book and distribute across campus. She said expenses can go up and down based on their calculations and it has nothing to do with what the university has paid, as TCRS tells the university what to do with it. Chair DeCarlo said it sounded as if TCRS is the home office and they allocate so it's difficult to argue. Dr. King said the university typically does not argue unless they are told that the closed pension grew, which it cannot. Trustee Ramsey said he previously thought TCRS was one "big umbrella" that pushed funds down to entities. Dr. King replied that she spends at least 40 hours working the TCRS entry each year and a lot of employee time is spent on this across the state. Trustee Ramsey said he didn't understand the reason for it, as pension liability throws a red flag, but there isn't really a red flag.

Dr. King then reiterated that the university investment capital assets increased because of the football stadium and data center, and funds are being held in debt service for projects that weren't bonded as of June 30, which impacted the university's restricted expendable net position. Trustee Ramsey then asked what the university's plant funds are. Dr. King replied that there are different fund types at the university including education and general funds, which the budget is based on. There are also restricted funds that come from outside sources used for research and public service, plus loan and auxiliary funds for housing and food service, bookstore, among others. Dr. King stated that the plant funds include:

- Unexpended plant - The university puts money into or gets money from the state or through gifts that are used to build or buy land
- Renewal and replacement - Money that is held each year for maintenance and repairs
- Auxiliary - Sets its own plant funds out of revenue
- Retirement and indebtedness - Includes mandatory and non-mandatory transfers to pay principle interest payments on debt service
- Investment and plant - Accounts for all the university's assets after buildings are completed or repaired and includes all equipment.

Trustee Ramsey said he has observed entities with a lot of plant funds which made him wonder if they were being given too much money, so the term "plant fund" is often mysterious. Dr. King said the plant fund is where money goes when the

university is told it has a match from the state and the funds have to build up there in order to do the project.

Next, Dr. King focused on the graph comparing 2016 and 2017 operating revenues. She stated there was a 2.6 percent increase in tuition and fees, and federal grant contracts increased, as did sales and services due to athletic ticket sales and auxiliaries due to the new food service contract with Sodexo.

Then, Dr. King turned her attention to operating expenses comparison for 2016 and 2017. She said salaries and wages went up due to a 2 percent across-the-board salary increase and an 8 percent benefit increase, mostly for health insurance. She also noted that expenses for utilities and supplies was increased due to repairs for elevators, lighting and campus housing improvements.

Dr. King then presented non-operating and capital income comparisons for 2016 and 2017, which she said was flat with the exception of some capital gifts for construction of the football stadium and some capital projects like the powerhouse boiler and roof replacement.

The next graph Dr. King presented was a comparison of net capital assets for 2016 and 2017, which she said increased because of the data center and construction of the football stadium. She then turned to the next graph - outstanding debt comparison for 2016 and 2017. Dr. King noted that debt is decreasing as some of it is being paid off, but some debt was added in Family Medicine because the Kingsport Family Medicine building was bonded after waiting two years. The football stadium was also bonded.

VIII. Presentation of Composite Financial Index

Dr. King presented an overview of the Composite Financial Index from unaudited statements. She said the index was first introduced to private institutions by KPMG and Prager, McCarthy & Sealy, LLC and was later modified for public institutions. Dr. King noted that the university has been tracking the ratios for at least 10 years to measure the financial health of the institution. She presented a graph comparing return on net assets, which is a measure of total economic return for the fiscal year and is similar to a return on equity. The ratio is determined by taking the change in net assets and dividing by the beginning total net assets. She explained that the graph is broken down by unit, but the next slide represents all units combined, which is how the state and TBR looks at the ratio. Dr. King told the committee that the combined ratio increased in 2017, which is positive for the university. Chair DeCarlo asked if there was any concern about the College of Pharmacy, to which Dr. King replied no.

She added that the difference wasn't substantial and that the College of Pharmacy has great reserves.

Next, Dr. King focused on net operating revenues, which she said is similar to a profit margin. She said Foundation is included in these calculations like all other public schools using these measures; however, the Medical Education Assistance Corporation (MEAC) is not included. In comparing the industry standard for net operating revenues to the university's combined net operating revenues, Dr. King noted an increase in 2017 and said overall all the measures look better than last year. Chair DeCarlo asked if Dr. King was concerned during 2013, when the combined net operating revenues was negative 1 percent. She replied that at the time, she was concerned, but thought it would trend back up as it may have been related to the implementation of the pension liability.

Then, Dr. King focused on the primary reserve graph and said she is concerned because the primary reserve can influence the entire calculation of CFI, the final consolidated index. She believes that addressing primary reserves will positively impact the CFI rating for the university. Dr. King said the graph represents why she is not concerned about the College of Pharmacy. The primary reserve measure is 35 percent of the end calculation (CFI), indicating its importance, she said. Dr. King told the committee that improvements are needed to the main campus primary reserve because it is driving the combined ratio down. The calculation uses expendable net assets and total expenses and although Dr. King said she cannot control expenses too much, she can control the net assets by increasing reserves. She pointed to a graph showing that the university has been below the combined benchmark for the last 10 years and said the committee will discuss this in greater detail in the future.

Dr. King then turned the committee's attention to the viability ratio, which is also 35 percent of the total CFI rating. She pointed to the corresponding graph and said it shows why she does not worry about the College of Medicine. The viability ratio shows plant debt, which the university has a lot of, and the College of Medicine does not other than its student center, she said. The viability ratio is expendable net assets divided by plant-related debt.

Overall, Dr. King said she is not too worried about the individual ratios, but she is more concerned about the composite financial index of the four entities combined. She is focused on primary reserve and viability, and since reserves is part of the calculation for both ratios, she said the best way to change it is to increase the reserves for the university. Trustee Powell asked if housing were removed, would it help the ratio. Dr. King said it might, but it doesn't get to "the heart of things"

because when she looks at non-auxiliary reserves “we’re not where we should be.” She acknowledged the debt in housing and said a revenue stream is coming in to pay it off and the debt is being analyzed, as there are possibilities for new construction in housing. To conclude the discussion, Dr. King reiterated that if the university wants to increase its combined CFI to hit the benchmark, the best way to do that is to focus on the primary reserve and viability ratios by increasing reserves. She added that other schools in the state are struggling with their CFI rating, which may not be favorable because of the amount of debt taken on.

IX. Presentation of new budget model procedures

Dr. King told the committee that the university’s new budget process is in draft form and will go to University Council for approval and will be shared with the committee at its next meeting. She said the new budget model will align with strategic planning to promote fiscal responsibility, to ensure transparency and enhance community on campus. A new annual calendar for budgeting will begin after the THEC meeting the following week. Dr. King said recommendations from THEC for appropriations and cap on fees will be submitted to the governor.

Currently, colleges and units are preparing budget proposals to go before the budget advisory committee that serves to advise the president, who is also on the committee, Dr. King said. It is a small group with members across campus that vet the requests for new funding through state appropriations and fee increases against the strategic plans. She said this process will be completed by February and will be brought to the Board of Trustees in the spring. She added that the governor’s budget will be released at the end of January and at that time any changes in fees and state appropriations will be reviewed and adjustments will be made accordingly. Dr. King said this process is much more transparent, but this is a transition year for the university.

X. Quarterly Report of Agreements \$250,000 or greater

Before this informational item was discussed, Chair DeCarlo asked if any additional agenda items needed to be voted on because allotted time for the committee meeting was running out. Secretary Linville stated that the remaining agenda items were informational. Dr. King referenced the spreadsheet attached to the meeting materials and said pending agreements were added to the list and those that had been approved. She added that all agreements listed were routine.

XI. Campus Construction Update

Mr. Ross presented a brief update outlining upcoming construction. He said the fine arts center (\$53 million) is under construction with an estimated completion date of 2019, renovations to the D.P. Culp Center (\$45 million) will begin May 2018, and

Lamb Hall renovations (\$23 million) were recently approved and designer selections should be completed by December. He told the committee that the presentation of the proposed humanities building (\$76 million) was well received and, based on feedback, will be in the top 10 of THEC's recommendations, but he does not know when the project will be funded.

Then, Mr. Ross said conversations continue to focus on campus safety. A top priority is to make sure every classroom can be locked. He added that master planning for the university will continue through the next 18 months, and is currently focused on parking and residence life. Mr. Ross said a survey on the Human Resources Department is being conducted.

Chair DeCarlo asked if there has been any major changes since the last construction update provided by Mr. Ross in September. He said yes because the humanities building is under consideration to be included in THEC's list of recommended projects. Mr. Ross said if that happens it should be celebrated because everyone worked together to make sure the project aligns with the state's goals, Drive to 55 and the university's mission. Mr. Ross noted that facilities on campus are beautiful, but student experience in general education classes is not. He added that the humanities building project aligns with what the state is asking the university to do – keep and retain freshmen and increase degree rates from 71 to 85 percent, which would increase enrollment by 300 students. Trustee Ramsey asked who Mr. Ross presented the humanities building project to. He said it was presented to the Tennessee Higher Education Commission (THEC). Trustee Powell asked what amount of matching funding would be available. Mr. Ross replied that he did not know for sure because of the new funding model that previously funded at 25 percent and would likely change to 15 percent, which is \$11.4 million. Chair DeCarlo asked when Mr. Ross will know if the humanities building project is on THEC's list. He said he will know after THEC's meeting the following week, which will include 10 projects that total \$330 million, which was the amount funded last year by the state. Mr. Ross predicted that the project will be funded in the next two to three years.

XII. Other Business

None.

XIII. Adjournment

Chair DeCarlo made a motion to adjourn. It was unanimously approved.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC AND STUDENT AFFAIRS COMMITTEE

MINUTES

November 10, 2017
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee met on Friday, November 10, 2017, in Meeting Room #1 in the D.P. Culp University Center on ETSU's main campus in Johnson City.

I. Call to Order

Dr. Linda Latimer, Chair of the Academic and Student Affairs Committee, called the meeting to order at 9:41 a.m.

II. Roll Call

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

Dr. Linda Latimer, Chair
Dr. Fred Alsop
Mr. David Golden

Mr. Dugger indicated to Chair Latimer that a quorum was present.

Guests in attendance included: Dr. Bert Bach, Provost and Vice President for Academic Affairs; Dr. Wilsie Bishop, Vice President for Health Affairs; Mr. Scott Carter, Director of Intercollegiate Athletics; Ms. Lauren Collier, Tennessee Higher Education Commission; Ms. Joy Fulkerson, Assistant Director of the Student Organization Resource Center; Dr. Michael Hoff, Associate Vice President for Planning and Decision Support and Chief Planning Officer; Dr. Karen King, CIO and Vice Provost for Information Technology Services; Dr. Brian Noland, President; Dr. Joe Sherlin, Vice President for Student Affairs; Mr. Fred Sauceman, University Relations (taking minutes); and from the Roan Scholars Leadership Program: LTC (ret.) Scott Jeffress, Director, Dr. Jennifer Adler, Assistant Director, Ms. Sharon Boles, Mr. Ben Daugherty, and Mr. Louis Gump, Roan Founder.

III. Approval of Minutes

Trustee Alsop made a motion that the minutes of the September 8, 2017, meeting of the committee be approved as submitted. Trustee Golden seconded the motion.

Special Announcement

Dr. Bishop requested permission to address the committee and announced that ETSU has been selected by the Association of Academic Health Centers and the Association of Academic Health Centers International for a pilot program to test a new approach to examining how institutions bring research, clinical practice, and educational programs into alignment with their mission. ETSU is one of only four participants to be selected. There are two international health science centers taking part and two domestic ones. Three consultants will be visiting the campus in February, and they will be evaluating an ETSU-generated self-study, which will be the foundation for a strategic plan.

IV. Proposal to Pilot Alternative Out-of-State Tuition Models

Dr. Bach told the committee that this proposal addresses the university's enrollment goals while considering its geographic constraints. In the past, ETSU has offered reduced tuition equivalent to "in-state rates" in North Carolina and Virginia counties that immediately border Tennessee. In addition, ETSU has also recently restructured its out-of-state scholarship portfolio—specifically with regard to the Carter and Gilbreath scholarships. Further, and more recently, ETSU has offered "program specific discounted tuition" to designated out-of-state locations in order to provide access to programs that are particularly desirable because they have a perceived and significant positive community impact that would not otherwise be readily obtainable in those areas. A case in point is ETSU's Social Work program and its availability in Asheville and Abingdon.

As a result of the success ETSU has had in employing student recruitment strategies that mitigate the negative impact of its geographical location, and as a result of funding formula changes, the university is engaging in a comprehensive review to assess potential populations for student recruitment. Dr. Bach indicated that the review is focusing attention on discrete 50-mile increments up to 250 miles from ETSU. That review is ongoing, but it has raised concerns about our ability to impact recruitment, especially beyond the 150-mile range. A more modest proposal has been created involving pilot models that would discount out-of-state tuition in no more than two additional out-of-state counties within 100 miles of ETSU. Those two counties are Buncombe and Henderson in North Carolina. Dr. Bach told the committee that those counties were selected based on these criteria:

1. Admission application trend from the county, the yield from applications, and enrollment
2. Size of the 18-24 population current and future
3. Competitor pricing within 100 miles of the pilot county
4. Qualitative review from admissions counselors who have previously visited the counties
5. Consideration will also be given to the counties where we currently have agreements or programs to maximize the potential for success.

Dr. Bach asked the committee for approval of the pilot proposal for offering the out-of-state tuition model for up to two counties within 100 miles of the university. Trustee Golden made the motion, and Trustee Alsop seconded. The motion passed unanimously.

V. Wellmont Memorandum of Understanding

Dr. Bishop reviewed for the committee the major components of the Memorandum of Understanding with Wellmont Health System and commented about the timing of the document, considering the upcoming merger with Mountain States Health Alliance. She indicated that discussions leading toward the MOU had begun before anyone knew the merger would become a reality, and that ETSU wanted to make sure that relationships with both health care systems were in good order. She said should the merger occur, the next step would be to begin the process of a joint MOU with Ballad Health System. The current MOU under consideration by the committee brings together all existing affiliation agreements under one umbrella.

The Wellmont MOU affirms mutual commitment to providing medical and health professional education, conducting research, and improving the health and welfare of the people of our region. Further, it affirms the commitment of the two institutions to develop a strategic relationship governed at a senior level which will benefit the respective goals of Wellmont and ETSU. Dr. Bishop said the MOU should prove invaluable in bringing together the senior leadership of two very complex institutions through a Coordinating Council. The council will meet regularly to ensure close and ongoing collaboration, explore and address current and future trends in healthcare and community health, evaluate the changing health status of the region, share best practices, and bridge the historical divide between “academia” and the “work place.” A joint Education Council and a joint Research Council will also be created.

Trustee Alsop moved that the committee approve the Memorandum of Understanding as written. Trustee Golden seconded the motion. It carried unanimously.

VI. Academic Calendars for 2018-19 and 2019-20

Dr. Bach summarized the major features of an on-campus committee’s work to restructure the university’s academic calendars. He told the Academic and Student Affairs Committee members that the new calendar will enhance planning for students, faculty, and staff by incorporating a predictable structure. Knowing that the fall semester will always start on the fourth Monday in August will especially help in planning for summer orientation activity. In addition, both commencements will now be held on the Saturday after the 15th week of classes. The new calendar also includes three new administrative holidays: Veterans Day, the Wednesday before Thanksgiving, and the Friday prior to Easter. Fall Break will now occur during the week of Halloween. The spring semester will begin the Tuesday after Martin Luther King, Jr., Day. Starting in 2019, Spring Break will occur the week of St. Patrick’s

Day. The three new administrative holidays are a way to say “thank you” to the faculty and staff for all they do to support the mission of ETSU.

Dr. Bach requested that the committee approve the new calendars. Trustee Golden made the motion, and Trustee Alsop seconded. The motion carried unanimously.

VII. Review of ETSU Performance within THEC Outcomes Based Funding Formula

Dr. Michael Hoff presented an information item about the funding formula being used by the Tennessee Higher Education Commission and how ETSU has performed with regard to the student and university outcomes used in the formula. Dr. Hoff pointed out that the driver of the formula is still enrollment. The Complete College Act of 2010 requires Tennessee’s public community colleges and universities to be funded based on outcomes like student progression and completion. Using a three-year average, the formula, in the case of universities, is based on the following outcomes: students accumulating 30 hours; students accumulating 60 hours; students accumulating 90 hours; Bachelor’s and Associate degrees; Masters/Ed. Specialist degrees; Doctoral/Law degrees; Research, Service, and Sponsored Programs; six-year graduation rates; and Degrees per 100 FTE. These are weighted according to the mission of the institution. Dr. Hoff pointed out that the formula also includes premiums for what are called focus populations. For state universities, these populations are adult and low-income students.

The formula is a way for institutions to share available state appropriations through improvement in outcomes relative to peers. The formula also includes an assessment of institutional quality and programmatic support via a Quality Assurance score. In addition, there is a provision for fixed costs, to ensure that institutions receive adequate funds to maintain the operation of their infrastructure.

Dr. Hoff believes ETSU’s overall performance is improving. For students accumulating 30 hours, Dr. Hoff said ETSU is getting better, but its numbers are below the university average. The 60 hours metric is not as good, with ETSU placing further below the university average. The 90-hour accumulation category is steadily improving, as students are less likely now to spend time at other institutions. For the year 2012, ETSU slightly exceeded the university average in that category. Dr. Hoff described the Bachelor and Associate category as “going like gangbusters,” as we graduate more students every year. As the university average has climbed, so have ETSU’s numbers, and they correspond with the university average almost exactly. The Masters and Educational Specialist category is thriving, with record graduate enrollments, and a significant progression has occurred in the Doctoral category (obviously ETSU has no law school). As Dr. Hoff told the committee, “We are what a comprehensive institution should be.” In analyzing the Research, Service, and Sponsored Programs category, Dr. Hoff said more funded research and more interdisciplinary research are needed. ETSU’s numbers have steadily declined since a peak in 2011. In looking at Degrees per 100 FTE, Dr. Hoff commented that ETSU is getting more students through to graduation than the data say we should have. Our

numbers in this case are quite close to the university average. ETSU's six-year graduation rate rose above the 50 percent mark in 2011 and reached a high in 2014. In the two reporting years since, it has shown a slight drop. For the two focus populations, adult and low income, Dr. Hoff points to great success with the credentials we have been given.

For 2017-18, Dr. Hoff reported that ETSU's total point calculation rose by 1.07 percent. Our increase was second highest among the six universities formerly in the Tennessee Board of Regents system.

Chair Latimer thanked Dr. Hoff on behalf of the committee for his report.

VIII. Athletics Initiatives and Success Metrics

Mr. Scott Carter gave an informational presentation to the committee entitled "ETSU Buccaneers Student-Athlete Success: Superlatives, Celebrations, and Future Development." He reported that nearly 400 student-athletes are working toward degrees across 53 different majors of study at ETSU. During the spring semester of 2017, 40 of those student-athletes earned a perfect 4.0 GPA. A total of 134 student-athletes, or 35 percent of the population, achieved Dean's List distinction. ETSU student-athletes were also well-represented on the Southern Conference Honor Roll, with 193 earning that distinction. During the past year, ETSU student-athletes completed 3,789 hours of community service. Most of that service involved working with underprivileged youth and reading programs.

Mr. Carter then discussed ETSU's Academic Progress Rate, or APR, which has a target of 985 (+) for the entire athletics program. In 2020, he said, the distribution of NCAA resources will be handled differently. Mr. Carter explained that each student-athlete receiving athletically-related financial aid earns one point for staying in school and one point for being academically eligible. A team's total points are then divided by points possible and multiplied by 1,000 to equal the team's Academic Progress Rate. In addition to a team's current-year APR, its rolling four-year APR is also used to determine accountability.

ETSU's current cumulative APR is 978, just seven points shy of the target that needs to be reached by 2020. For 2016-17, eight of our programs had a rate of 1,000: men's basketball, men's soccer, men's tennis, men's track, women's golf, women's softball, women's tennis, and women's volleyball.

Mr. Carter then reported on ETSU's Graduation Success Rate, or GSR, which illustrates successful graduation over a six-year period. The 2010-11 graduation rate for all students at ETSU was 40 percent, while the rate for student-athletes was 65 percent. The four-class average for all students was 42 percent and for student-athletes 59 percent. ETSU's overall Student-Athlete Graduation Success Rate is 88 percent.

Mr. Carter explained that schools would annually earn an academic fund payment for their conference if their overall student-athlete populations meet any of three criteria: an Academic Performance Rate of at least 985 for the previous year; a Graduation Success Rate of at least 90 for the most recent year; or a federal graduation rate for the most recent year that is at least 13 percentage points greater than that of the entire undergraduate student body.

Mr. Carter concluded his presentation by outlining various programs and projects in the works to help student-athletes in their personal development. He told the committee that the education student-athletes receive at ETSU is second to none, but there are gaps in real-life education. Among the topics to be covered through a new model are nutrition, finance, interviewing, insurance, résumé building, drug and sex education, independent living, personal branding, investments, retirement, building credit, and home buying. Mr. Carter hopes that former ETSU student-athletes will come back to campus and provide training in these areas.

Chair Latimer expressed thanks from the committee to Mr. Carter for his report.

IX. Roan Scholars Leadership Program

LTC Jeffress began his informational presentation to the committee by recounting the journey of Roan alumna Alicyn York, from the class of 2015, who is now Assistant to the Chief of Staff for United States Senator Lamar Alexander in Washington. She credits the Roan program for challenging her and changing her life. LTC Jeffress highlighted the leadership excellence and lifelong impact of the Roan program by sharing stories of several other alumni, including Dr. Kristin Farr '04, Attending Physician at East Tennessee Children's Hospital in Knoxville; Brian McCormack '05, Assistant Commissioner of the Tennessee Department of Commerce and Insurance; LCDR Allen Barnett '05 of the U.S. Navy; Erin Shores '07, Foster Parent Trainer at Holston United Methodist Home for Children in Greeneville; Audrey Wilkinson '16 and Millie Robinson '17, both elementary school teachers in the Johnson City system; Grace and Sean Collins from the class of 2012, former Peace Corps volunteers in Swaziland; and Julie Keeton '04, founder of the non-profit Weston's Warriors. There are currently 55 Roan alumni, and there are 27 Roan Scholars now on campus.

LTC Jeffress indicated that since Mr. Louis Gump first introduced the idea for the program, its mission has been to inspire and develop leaders of excellence, and its vision has been to produce transformative leaders actively serving ETSU, their communities, and the world. The pillars of the program are character, intellectual curiosity, physical vigor, and leadership. In selecting students, LTC Jeffress said, the Roan also looks for those with the capacity, desire, and drive to become change agents.

LTC Jeffress reported that this year's selection process attracted nearly 100 students, and some 60 community and campus leaders took part in the interviews.

The Roan experience, he said, is intended to challenge, inspire, and connect, and he quoted Tiffani Carrasco '18, who interned last summer with Remote Area Medical: “The program has led me to believe that I am capable of so much more than I give myself credit for . . . I have confidence that what I have to offer our community can be great.”

LTC Jeffress said a culture of excellence characterizes the Roan Program, as well as pride in connection to ETSU. As a case in point, he reported that there is a 92 percent participation rate among Roan graduates in the university’s annual giving program. He concluded that the Roan Scholars Leadership Program is looking forward to its 20th anniversary in the year 2020.

Trustee Golden asked LTC Jeffress what he would do with additional resources—expand the cohort or enhance the experience. LTC Jeffress responded that he would enhance the experience first, then look for opportunities to grow. Trustee Golden asked about the ideal cohort size. LTC Jeffress said that four students were admitted annually at the beginning, and that has now grown to eight. Ideally, he said, we would have between 12 and 15 students admitted each year, which would place 50 to 60 participants on campus.

The committee expressed its appreciation to LTC Jeffress for his presentation.

X. THEC Program Productivity Report

Dr. Bach explained that the Tennessee Higher Education Commission benchmark calls for producing at least ten bachelor’s, five master’s, and three doctoral graduates in each program on average for the past five years. ETSU has conducted a review of all programs not meeting that benchmark and has proposed corrective action on those programs it wishes to retain. In the case of the MFA, ETSU has argued that it should be subject to the three benchmark, like doctorates, since the MFA is a terminal degree. For several certificate programs that fall below the benchmark, ETSU has contended that those programs are often used toward degree completion. In addition, ETSU has argued that liberal arts programs with large service roles, such as Philosophy, should not be subject to the benchmark, especially since they are strong components of general education. Dr. Bach added that the university is awaiting consultant review for two programs in Environmental Health. The results of the program productivity study will be presented to the Tennessee Higher Education Commission at its January 2018 meeting.

XI. Other Business

There was no other business to come before the committee.

XII. Adjournment

The meeting adjourned at 11:01 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
AUDIT COMMITTEE

MINUTES

November 10, 2017
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Audit Committee met at 8:30 a.m. on Friday, November 10, 2017 in the Third Floor Meeting Room in the D.P. Culp University Center on ETSU's main campus in Johnson City, Tennessee.

I. **Call to Order**

Mr. David Golden, chair of the Audit Committee and Vice Chair of the Board of Trustees, called the meeting to order at 8:30 a.m.

II. **Roll Call**

Board of Trustees Secretary Dr. David Linville led the roll call. Trustees in attendance were:

Dorothy Grisham
Ron Ramsey
David Golden

Guests in the Third Floor Meeting Room were Dr. David Linville, ETSU Board of Trustees Secretary; Becky Lewis, chief internal auditor; Martha Stirling, internal auditor; Amanda Marsh, communications coordinator; Dr. Karen King, chief information officer; Scott Carter, intercollegiate athletics director; Dr. Brian Noland, ETSU President; Dr. Lauren Collier from the Tennessee Higher Education Commission; Jennifer Clements, marketing and special events director; and Joe Smith, executive assistant to the president for University Relations (taking minutes).

III. **Approval of Minutes of the Audit Committee from September 8, 2017**

The minutes of the September 8, 2017 meeting of the Audit Committee were presented. Trustee Grisham made the motion to approve the minutes, and Trustee Ramsey seconded the motion.

IV. **Audits and Investigations Performed**

Rebecca Lewis, Director of Internal Audit at ETSU, reported on two audits and two investigation reports that were completed during the timeframe of Sept. 1 – Oct. 31, 2017.

Athletic Ticket Office: Relatively minor issues were identified in the Athletic Ticket Office regarding the timeliness of deposits and failure to report and pay sales tax on

tickets, vendors, and parking for home games. An executive summary was included in the audit information packet. The total of unpaid sales tax was \$1,003 during the audit period. Controls are to be put into place to help prevent future errors from occurring.

President's Expense Audit: A state statute requires that all public institutions produce an annual report detailing the expenditures made by, at the direction of, or for the benefit of the President and that an audit will be performed annually. The audit revealed no statutory or policy violations, material omissions from the expense report, or deficiencies in internal controls. A summary of expenses as well as supplemental schedules for the travel, business meals and hospitality, and other expenses were included in the audit information packet.

Women's Tennis Expenditures: An investigation of the women's tennis program resulted in two separate reports being issued. The investigation was conducted based on questionable items discovered during a previous investigation involving "Coach A," who was reimbursed for expenses supported by fabricated, forged, or altered documentation.

The reports being presented to the Audit Committee were completed since the prior Sept. 8 meeting and involve a current tennis coach – "Coach B" – and a previous tennis coach, hereunto referred to as "Coach C." The majority of the questionable documents involve tennis racquet restringing expenses submitted by Coach B and Coach C on team travel claims. The major difference between Coach A and Coach B/Coach C is that Coach A was getting reimbursed for stringing services that were not paid for or performed by him. Coach B and Coach C were performing the stringing services. Coach C was being paid for stringing submitted by him and indicating that he had performed the work. This raises concerns regarding Coach C, given that he was an employee and employees should not be compensated through the travel claim process. From 2010-16, the reimbursed amount was \$10,145.

For Coach B, the situation differed in that Coach B performed the racquet stringing services and submitted fabricated receipts to support the expenses. These receipts indicated that another company or institution performed the services. Coach B has received a reprimand and is paying back the questioned costs, which total \$1,926. With the exception of one charge in 2010, all of the questioned costs were from the 2016-17 year.

Committee members asked if there was any knowledge as to why the Coach B exhibited this behavior, and Ms. Lewis stated that we do not know why. Another committee member asked if Coach B had purchased the ledgers from another company or if they had been created. Ms. Lewis said it appeared the invoices for the stringing services were fake. Four invoices appeared to be created with the other school's logo, date paid, and amount paid. There were two invoices from the same

company (ProCircuit Stringing). A blank multi-part receipt identical to the two submitted was discovered in Coach A's Office.

Audit Heat Map: Ms. Lewis presented the completed audits heat map.

Chairman Golden commended Ms. Lewis and her staff for the exceptional work they had done.

- V. **Recommendation Log:** In referring to the recommendation log, Ms. Lewis reported that there are no audits in the red area, which reflects audits that are significantly overdue. Only one item is in the yellow area. This project involves the PCI Questionnaire that needs to be completed. Internal Audit has been working with Information Technology Services to get this resolved as quickly as possible. Dr. Karen King, who is the chief information officer for ETSU, said efforts are underway to get this done.
- VI. **Quality Assurance and Improvement Program:** Ms. Lewis reported that state law requires the Office of Internal Audit to follow the "International Professional Practices Framework" established by the Institute of Internal Auditors (IIA). This framework requires external assessments be performed every five years by a qualified, independent assessor or assessment team outside of the institution. ETSU's most recent assessment was completed in 2013 through TBR, which means that the next review will be due in 2018. According to Ms. Lewis, there are two processes for which the external assessment could be achieved. One is through a self-assessment with independent validation, and the second option is a full external assessment.

Ms. Lewis noted that in either case, a self-assessment will be necessary. The self-assessment with independent validation typically involves volunteers from internal audit offices across the country and that these individuals usually will perform the assessment for travel expense reimbursement only. The full external assessment performs 100 percent of the work needed to determine if the entity is in compliance with IIA Standards. This approach likely would be more costly and time consuming. It was Ms. Lewis' recommendation that the self-assessment with independent validation would be the best approach to ensure items that were in place with the Tennessee Board of Regents have been properly addressed by the institution and by ETSU's Office of Internal Audit.

Chairman Golden noted that he preferred the self-assessment approach with the independent validation would be the better option. It was agreed that Ms. Lewis should move forward with this approach. The 2013 report was issued in August of that year. Ms. Lewis hopes to have the self-assessment done by March of 2018.

VII. Other Business

Chair Golden asked if there were any other business matters to discuss. Given there were no further business matters raised, Chair Golden adjourned the open portion of the meeting and stated that after a brief recess the committee would go into Executive Session.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 23, 2018
ITEM: Employment Policies
COMMITTEE: Finance and Administration Committee
RECOMMENDED ACTION: Approve
PRESENTED BY: David Linville, Secretary

The following administrative policies for Employment have been revised to reflect current operations of the university and foundation with the establishment of an institutional board of trustees. The university's policies are now being presented in a new format which provides for separate policy and procedures within the same document.

- Anti-nepotism

MOTION: I move that the Board of Trustees adopt the Employment policies as outlined in the meeting materials

RESOLVED: Upon the recommendation of the Finance and Administration Committee, the Board of Trustees adopts the Employment policies as outlined in the meeting materials.



Anti-Nepotism	
Responsible Official: Chief Operating Officer	Responsible Office: Human Resources

Policy Purpose

The purpose of this policy is to assure that employees are supervised and evaluated objectively and to prevent occurrences whereby relatives who are employees of the university are in direct supervisory line with respect to each other.

Policy Statement

In compliance with T.C.A. § 8-31-101, et seq., the university prohibits full, part-time, student, or temporary employees from being supervised by a relative. This policy shall not be construed to prohibit two or more such relatives from working for the university.

Definitions

Relative Includes a parent, parent-in-law, child, spouse, brother, foster brother, sister, foster sister, grandparent, grandchild, son-in-law, brother-in-law, daughter-in-law, sister-in-law, or other family member who resides in the same household.

Supervision Includes authority to substantially influence hiring, evaluation, or promotion and to oversee another person in the performance of that person’s duties and responsibilities.

Policy History

Effective Date:

Procedure (s)

The hiring department must assure compliance with state law. While employment of relatives is permitted, no employee shall participate in the hiring, retention, promotion, or termination of a relative as herein defined.

When employees of the university become in violation as a result of marriage, the violation shall be resolved by means of transfer within the university, transfer to another institution or school, or resignation as may be necessary to remove the violation. If transfer alternatives are available, the employees shall be given the opportunity to select among the available alternatives. If the employees are unable to agree upon any such alternative within sixty days, the University President shall take appropriate action to remove the violation.

This policy does not apply to employment relationships in effect prior to July 1, 1980, provided that the university takes appropriate action to ensure that employees neither initiate nor participate in university decisions involving a direct benefit (retention, promotion, salary, leave, etc.) to a relative.

Procedure History

Effective Date:

Related Form(s)

N/A

Scope and Applicability

This policy applies to employment relationships of administrators, faculty, and staff.

	Governance
	Academic
	Students
✓	Employment
	Information Technology
	Health and Safety
	Business and Finance
	Operations and Facilities
	Advancement

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 23, 2018

ITEM: Non-Student Minors Policy

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Jeff Howard
Associate Vice President for Student Engagement
Dean of Students

The purpose of this proposal is to set forth East Tennessee State University's policy regarding Non-Student Minors who participate in University Programs. The policy requires members of the University community to: register programs that involve non-student minors; execute appropriate written contract(s) involving such programs; conduct background checks of those in the program who will have substantial contact with non-student minors; ensure all program staff have completed required online training; establish and monitor behavioral expectations for interactions with non-student minors. Furthermore, the policy ensures members of the University understand their obligation to report both internally and externally to the Title IX Coordinator, Public Safety, local police etc., as warranted and how complaints would be investigated following established University processes.

MOTION: I move that the Board of Trustees adopt the resolution, approving the Non-Student Minors Policy.

RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees approves the Non-Student Minors Policy, related to non-student minors who participate in University Programs.



Non-Student Minors on Campus	
Responsible Official: Vice President for Student Affairs	Responsible Office: Student Affairs/Conference Services

Policy Purpose

The purpose of this policy is to set forth East Tennessee State University’s policy regarding Non-Student Minors who participate in University Programs.

Policy Statement

The following requirements govern participation in Programs as defined in the next section. Failure to meet the obligations of this policy may result in the non-renewal of future Program registrations.

Register the Program

- The Program Organizer shall register the Program through ETSU Conference Services at least 45 days in advance of the Program. Ongoing programs must register on an annual basis.

Execute Appropriate Written Contract(s)

- For every Program, the parent/guardian of the Non-Student Minor shall execute a [University Participation Agreement](#) prior to the Non-Student Minor’s participation in the Program. University Participation Agreements should be initiated through the D.P. Culp University Center Conference Coordinator.
- Non-University Organizations shall execute a Conference Services Agreement when using University Facilities, including but not limited to housing and dining services, for Non-Student Minors participating in a Program.
- For those Programs that do not require the use of housing or dining services, Non-University Organizations shall execute a Facilities Use Agreement.
- The Program Organizer may contact Conference Services for a copy(ies) of the agreement(s) appropriate for the Program.

Conduct Background Checks

- University-sponsored Programs will be required to conduct a criminal background check on all persons, including but not limited to faculty, staff, students, and volunteers, who work with, instruct, or otherwise have substantial contact through a Program with Non-Student Minors. If a criminal record history is revealed, the Program Organizer will refer the application to Human Resources for evaluation.
- Background checks must be completed and evaluated prior to the individual beginning work with Non-Student Minors. The Program Organizer will be required to conduct criminal background checks on returning individuals at least every four (4) years.

Require Training

- All persons working in University-sponsored Programs will be trained regarding policies and issues relating to interactions with Non-Student Minors. This training shall be completed annually before an individual begins working with Non-Student Minors. Training shall be documented, with the individual signing a statement indicating understanding and receipt of related ETSU policies and procedures.
- Each Program Organizer will be responsible for requesting online training when registering the Program, and will be responsible for ensuring that all individuals working with Non-Student Minors in their Program are in compliance.
- This training shall include at a minimum:
 - ETSU policies regarding interactions with Non-Student Minors;
 - Use of background checks to screen individuals working with Non-Student Minors;
 - Responsibility for modeling respectful behaviors;
 - Consequences of conduct violations involving Non-Student Minors;
 - Behavioral signs that Non-Student Minor victims may exhibit;
 - Sexual abuse and sexual harassment;
 - Laboratory safety for Non-Student Minors;
 - Inappropriate behavior with Non-Student Minors;
 -
 - Reporting requirements and procedures.

Establish Behavioral Expectations

Employees/Volunteers should be positive role models for Non-Student Minors, and act in a caring, honest, respectful and responsible manner that is consistent with ETSU's mission, vision, and values. Individuals working in Programs covered by this policy **will not:**

- engage in any sexual activity, make sexual comments, tell sexual jokes, or share sexually explicit material (or assist in any way to provide access to such material) with Non-Student Minors.
- be alone with a Non-Student Minor. If one-on-one interaction is required, meet in open, well illuminated spaces or rooms with windows observable by other individuals from the Program, unless the one-on-one interaction is expressly authorized by the Program Organizer, dean, department chair person or is being undertaken in a clinical setting and/or by a health care provider.
- meet with Non-Student Minors outside of established times for Program activities. Any exceptions require written parental authorization and must include more than one Employee/Volunteer from the Program.
- invite individual Non-Student Minors to your home. Any exceptions require authorization by the Program Organizer and written authorization by a parent/guardian.
- engage or allow Non-Student Minors to engage them in romantic or sexual conversations, or related matters, unless required in the role of resident advisors, counselors, or health care providers.
- engage or communicate with Non-Student Minors through email, text messages, social networking websites, internet chat rooms, or other forms of social media at any time except and unless there is an educational or programmatic purpose and the content of the communication is consistent with the mission of the Program and the university.
- touch Non-Student Minors in a manner that a reasonable person could interpret as inappropriate. Touching should generally only be in the open and in response to the Non-Student Minor's needs, for a purpose that is consistent with the Program's mission and

culture, and/or for a clear educational, developmental, or health related (i.e., treatment of an injury) purpose. Any resistance from the Non-Student Minor should be respected.

- engage in abusive conduct of any kind toward, or in the presence of, a Non-Student Minor, including but not limited to verbal abuse, striking, hitting, punching, poking, spanking, or restraining. If restraint is necessary to protect a non-Student Minor or other Non-Student Minors from harm, all incidents must be documented and disclosed to the Program Organizer and the Non-Student Minor's parent/guardian.
- use, possess, or be under the influence of alcohol or illegal drugs while on duty or when responsible for a Non-Student Minor's welfare.
- provide alcohol or illegal drugs to Non-Student Minors.
- transport Non-Student Minors in a Program, unless more than one Employee/Volunteer from the Program is present in the vehicle, except when multiple Non-Student Minors will be in the vehicle at all times through the transportation. Avoid using personal vehicles if possible.
- Possess or use of any type of weapon or explosive device.

Good Faith and Community Reporting

Every member of the university community has an obligation to report immediately instances or suspected instances of the abuse of or inappropriate interactions with Non-Student Minors to ETSU Public Safety. This includes information about suspected abuse, neglect, or inadequate care provided by a parent, guardian, or custodian/caretaker. Every member has a further obligation under Tennessee law to make a report to the director of the department of social services in the county where the Non-Student Minor resides or is found. Members making a report in good faith will be protected from criminal and civil liability for making the report and will not be retaliated against in the terms and conditions of employment or educational program.

Conflicting Policies and Laws

The University expects all members of the University community to adhere to and act in accordance with this policy. There are additional ETSU policies and Tennessee state laws in effect to protect Children such as those in daycare/child study facilities on the ETSU campus. Those policies and laws may have stronger requirements and obligations. In any case, when more than one policy applies, the more stringent requirement shall be followed. Deans and Department Chairs in charge of clinical settings should consult with the HIPAA compliance office in deciding how policy and best practice should be implemented in the health care setting.

Authority: (Statute, regulation, THEC policy, Executive order, or other authority governing the policy)

Definitions

Child (or Children) - A person who has not reached the age of 14 and is considered a "child of tender age."

External Organization – An organization or individual from outside of the University that uses University Facilities to conduct a Program pursuant to an approved contract or other Use Agreement with the University.

Non-Student Minor – A person under the age of eighteen (18) who is not enrolled or accepted for enrollment at the University. This includes, but is not limited to, visitors or summer campers on the campus including Upward Bound or Governor’s School participants. The term “Non-Student Minor” does not include a student who is “dually enrolled” in University programs while also enrolled in primary or secondary schools, or students enrolled in an early college high school affiliated with the University. A “Child” as defined above shall also be considered a Non-Student Minor.

Program – Any activity that is under the direction or control of the University wherein the University and/or University staff are responsible for the supervision of Non-Student Minors, regardless of its location or a program or activity in which Non-Student Minors participate that is sponsored by an entity other than a University unit and involves use of University Facilities. When ETSU students are hosting high school students, including prospective athletes, participating in pre-enrollment visitation, the policy requirements for a background check will be waived but best practice and other guidelines will be followed. Examples of Programs include, but are not limited to, athletic camps, academic camps, day care or early learning programs/centers, recreational camps, individual lessons, workshops, competitions, clinics, conferences, pre-enrollment visits, University outreach programs and activities, and University Units that employ minors in compliance with University Policy.

For purposes of this policy, an athletic camp owned or operated by an employee of the University’s athletics department (including but not limited to an athletic camp operated by a limited liability company owned by a University coach), either on or off campus, and in which prospective student-athletes participate, shall be considered a Program that is sponsored by a University Unit.

The term “Program” does not include:

1. A program or activity that requires each minor to be accompanied by his/her parent or legal guardian.
2. A program or activity designed primarily for regularly enrolled University students, including credit courses and community service projects organized by the University;
3. A program or activity open to the general public that is not targeted toward minors (e.g., athletic events, plays, concerts, lectures, and other special events);
4. Practicum activities, student teaching activities, or college-approved academic curriculum activities that include University student interaction with minors;
5. Orientation programs for first year or transfer students;
6. Campus tours and visitation programs for prospective students that do not involve an overnight stay;
7. Field trips supervised by a minor participant’s school or organization and not sponsored by the University; or
8. Patient-care related activities relating to minors. (This exception does not exclude day care programs from the definition of “Program.”)

If there is any doubt whether a particular program or activity is subject to this policy, the Program Organizer shall consult with the Office of University Counsel as needed.

This policy does not prohibit the employment of minors in compliance with University policy.

Program Organizer – The contact person directing a Program for an External Organization, or the University department, unit, or employee that is responsible for the overall administration of a Program.

University Facilities – Facilities owned by or under the control of East Tennessee State University.

University-Sponsored – Under the direction and control of University employees acting under assigned job responsibilities.

Policy History

Effective Date:

Revision Date:

Procedure (s)

Any behavior deemed inappropriate or concerning by the Program Organizer should be documented in one of the following manners:

Violation of Law

- Upon notification, the Program Organizer shall immediately file a police report with the local jurisdiction where the situation occurred.
- If the incident does not occur on campus property and the report is not made directly to ETSU Public Safety, then Public Safety and Student Affairs should be notified that a report was filed, where it was filed, and when it was filed.

Violation of University Policy

- An incident report should be filed with the Division of Student Affairs if the situation does not rise to a violation of law.
File online at: https://etsu-advocate.symplcity.com/public_report/index.php/pid905232?

Program Rules

- Lower level violations of Program rules should be documented and handled by the Program Organizer in accordance with Program policy and procedure. These rules are violations that do not violate University Policy nor Law.
- If the Program Organizer is unsure how to handle a situation, Student Affairs should be consulted.
- Any incident involving inappropriate behavior including but not limited to sexual contact of any sort must be reported to Student Affairs.

Parental/Guardian Notification

- The office receiving the report, either Public Safety or Student Affairs, shall make a determination in consultation with one another, University Counsel, the Counseling Center, and others as needed to determine if, when, and how parents/guardians will be notified.
- Generally, a violation or allegation that a law or university policy is violated will result in immediate notification of the parents by Public Safety and/or Student Affairs. Decisions will be made on a case by case basis given the nature of the incident.
- Parental notification regarding Program rules shall be at the discretion of the Program Organizer.

Documentation

- All records should be maintained following ETSU's Records Policy.

ETSU Public Safety can assist in providing contact information for reporting to social service agencies. See Part III (Sexual misconduct, child abuse and neglect - REPORTING OBLIGATIONS) In [Appendix A — ETSU Program Registration Form and Checklist](#)

Investigation

- Reports will be investigated by one or more of the following:
 - ETSU Public Safety will lead investigations of a violation of law. If the violation is alleged to occur off campus property, then Public Safety shall take the lead as liaison to the investigating parties.
 - Student Affairs will lead investigations of university policy following protocol outlined in ETSU’s Institutional Disciplinary Rules.
 - Title IX investigators shall lead investigations involving sexual misconduct. This shall be in addition to a Public Safety or other police review and shall follow the guidelines outlined in University sexual misconduct policies.

Generally speaking, conduct processes will follow the structure outlined in ETSU’s Institutional Disciplinary Rules as to procedure and complainant and respondent rights. The Program Organizer shall lead any review of Program rules violation.

Procedure History

Effective Date:

Revision Date:

Related Form(s)

Program Registration: Conference Services, 423-439-7103

Background Checks: Human Resources, 423-439-5825

Training: online at <https://www.etsu.edu/students/currentstudents/forms.php>

Law, Policy, and/or Program Rule Violations: Student Affairs, 423-439-4210 and/or Public Safety, 423-439-4480

Appendix A — ETSU Program Registration Form and Checklist

For use in University sponsored Program, or where the Program is operated by a University employee/volunteer acting within the scope of his or her employment.

This form is to be completed by all employees/volunteers who supervise Non-Student Minors or who have substantial contact with Non-Student Minors. This form is NOT to be used for third party sponsored Programs.

- I. Participation Form: Each Non-Student Minor’s parent/guardian must sign a Program-specific Participation Form. If you know of a Non-Student Minor who has not, please contact your Program Organizer with the name of the Non-Student Minor so that a Participation Form can be obtained. If you are given a signed Participation Form, please provide that to your Program Organizer.
- II. Supervision and Behavior Expectations:
 - A. Every Non-Student Minor must be supervised by employees/volunteers during the Program. Supervision is defined as having the Non-Student Minors within your line of sight.

- B. Generally, there should be a supervision ratio of at least one Employee/Volunteer supervisor for every 10 Non-Student Minors. Please ask your Program Organizer for proper ratios depending on the age of the Non-Student Minors and the nature of the Program activities.
 - C. Children should use the buddy system for restroom breaks and should check in and out with the supervisor for restroom breaks.
 - D. At no time may an employee/volunteer leave a Non-Student Minor unattended or in the care of a person that is not a registered employee/volunteer.
 - E. Employees/volunteers in overnight Programs must provide the Program Organizer with their contact numbers. One employee/volunteer must be “on call” and present at all times to ensure Non-Student Minors are secure in their rooms. Employees/volunteers in overnight Programs may not leave the premises once Non-Student Minors are secure in their rooms. Program Organizers must provide their personal contact information to all employees/volunteers.
 - F. Guidelines for touching Non-Student Minors include the following:
 - 1. You may not touch a minor in any place normally covered by a bathing suit unless for clear medical reasons and then only with another Employee/Volunteer’s supervision.
 - 2. You shall not use hitting or other physical punishment as discipline.
 - 3. Exercise good common sense and judgment.
 - G. You may not use abusive and derogatory language, including words commonly recognized as “cuss words.”
 - H. You may not engage in any behavior or conduct that is contrary to the University’s mission or University policies.
- III. Sexual misconduct, child abuse and neglect - REPORTING OBLIGATIONS:
- A. Who is a minor? Anyone under the age of 18.
 - B. Mandatory Reporting: If anyone has reason to believe that any Minor (Non-Student or Student) is the victim of abuse or neglect, it is his/her duty to immediately report it. This reporting obligation is on the individual who suspects abuse.
 - C. The Tennessee Child Abuse Hotline for reporting is 1-877-237-0004.
 - D. Additionally, notify ETSU Public Safety at 423-439-4480.
 - E. Reasonable suspicion: One does not have to know with certainty that abuse is taking place. Reasonable cause to believe or suspect that child abuse has occurred is sufficient. When in doubt, report it.
- IV. Background Checks:
- A. Criminal and sex offender background checks: You agree that you are responsible for supervising Non-Student Minors or will have substantial contact with Non-Student Minors during the Program. You must have successfully passed a criminal and sexual offender background check acceptable to ETSU Human Resources within 365 days of the first day of the Program. Until a successful background check is received, you may not supervise or have any substantial contact with any Non-Student Minors.
 - B. Student Misconduct checks (if applicable): University students working the Program must have successfully completed a check through the University’s Student Conduct Office within the past six (6) months. Please contact Student Conduct at 423-439-4210. Please note this takes a minimum of five (5) business days to complete.
- V. Transportation:
- A. You must ensure that you follow appropriate drop-off and pick-up schedules and locations. Non-Student Minors may not be released to anyone other than the person listed on the approved list with valid authorization even if they claim to be a relative, and must show valid identification. Parents must give permission in writing for their Non-Student Minor to drive

themselves or ride with another person to and from the Program. If the Non-Student Minor is not picked up at the appropriate time, please contact ETSU Public Safety.

- B. You may not transport Non-Student Minors in a vehicle unless you are over the age of 21 and you are specifically authorized by your Program Organizer. You should avoid any situation where you would be alone in a vehicle with a Non-Student Minor.

VI. Security:

- A. Make sure you have been briefed by your Program Organizer of all security measures in place to protect Non-Student Minors (including inclement weather procedures, fire and safety evacuation procedures). At the start of each day, you must inform Non-Student Minors where to go or what to do if they need help.
- B. Injuries/Medication: Report all incidents and injuries to your Program Organizer immediately when they occur and to ETSU Public Safety if injuries occur in an ETSU facility. DO NOT wait to see if a parent or any other person complains.
- C. Hazards: You should inspect all areas within your supervision to ensure there are no hazards, e.g. open windows, doors propped open, broken glass, candles or cooking in the rooms, alcohol, drugs or tobacco etc. If you notice any hazard, report it directly to the Program Organizer or facility manager.

These Guidelines are in addition to all guidelines, policies and procedures applicable to the University. If you have any questions about this document, please contact your Program Organizer.

I have read and agree to abide by these Guidelines and attest to my understanding of the Guidelines. I understand that if I am also an employee or student of the University, failure to comply with these Guidelines or other University policies could result in disciplinary action upon to and including termination.

Employee/Volunteer:

Print Name: _____

Date: _____

Signature: _____

Scope and Applicability

Check those that apply to this policy.

	Governance
X	Academic
	Students
	Employment
	Information Technology
X	Health and Safety
	Business and Finance
X	Operations and Facilities
	Communications & Marketing
	Advancement

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 23, 2018

ITEM: Deferral of Admission to Graduate Program

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

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

The purpose of the Deferral of Admission to Graduate Program policy is to allow students admitted to the ETSU School of Graduate Studies to request deferment of admission to a future term. An offer of admission to the School of Graduate Studies is made for a specific semester. In order to accommodate a student who cannot enter the program for the specified semester, he or she may request from the graduate program coordinator a deferral of admission for up to one year from the initial term of admission.

MOTION: I move that the Board of Trustees adopt the resolution, approving the Deferral of Admission to Graduate Program policy.

RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees approves the Deferral of Admission to Graduate Program policy which will allow students to defer admission to a graduate program for up to one year from the initial term of admission.



Deferral of Admission to Graduate Program	
Responsible Official: Provost	Responsible Office: Dean, School of Graduate Studies

Policy Purpose:

The purpose of the policy is to allow students admitted to the ETSU School of Graduate Studies to request deferment of admission to a future term.

Policy Statement:

An offer of admission to the School of Graduate Studies is made for a specific semester. A student who cannot enter the program for the specified semester may request a deferral of admission from the graduate program coordinator for up to one year from the initial term of admission. Decisions of the graduate program coordinator are final.

Authority

N/A

Definitions:

N/A

Policy History

Effective Date:

Procedure (s)

To request a deferral the student must:

- Complete the deferral form (available on the School of Graduate Studies website)
- Submit the form to the graduate program coordinator prior to the first day of classes of the original term of admission (<https://www.etsu.edu/gradstud/coordinators.php>)

The graduate program coordinator must:

- Approve/deny the deferral request within one week of receipt of the form

Consent Agenda

- Send the form with the decision to the appropriate Graduate Program Specialist in the School of Graduate Studies as soon as the decision is made.

The Graduate Program Specialist will:

- Record the decision
- Notify the student, the graduate coordinator, and other offices as appropriate when the deferral decision has been recorded.

If the deferral is approved, the student must reapply for any scholarships, financial aid, graduate assistantships, or other opportunities that were offered for the original admission.

Procedure History

Effective Date:

Related Form(s)

Graduate Admission Deferment/Change of Term Request (<https://www.etsu.edu/gradstud/forms.php>)

Scope and Applicability

This policy applies to students admitted to graduate school.

	Governance	
X	Academic	
X	Students	
	Employment	
	Information Technology	
	Environmental Health and Safety	
	Business and Finance	
	Facilities and Operations	
	Communications & Marketing	
	Advancement	

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 23, 2018

ITEM: Proposed Amendment to Definition of Faculty and Types of Appointments

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

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

The purpose of this amendment to the Definition of Faculty and Types of Appointments policy is to create a new non-tenurable and non-promotable full-time or part-time faculty renewable term appointment at East Tennessee State University titled “Professor of Practice.” Professors of Practice will be highly accomplished individuals who have made major contributions to fields related to academic departments or colleges at ETSU and for whom other faculty appointments are not suitable.

MOTION: I move that the Board of Trustees adopt the resolution, approving the amendment to the Definition and Types of Appointments policy to include the addition of the new faculty type, “Professor of Practice.”

RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees approves the amendment to the Definition and Types of Appointments policy to include a new faculty appointment type titled “Professor of Practice.”

**Amendment to the
Definition of Faculty and Types of Appointments Policy**

Professor of Practice

Professor of Practice appointments are full- or part-time faculty appointments. Professors of Practice are highly accomplished individuals who have made major contributions to fields related to academic departments or colleges at ETSU and for whom other faculty appointments are not suitable. The appointments are not tenurable and not convertible to tenure-track appointments, and they are not promotable. Professors of Practice are appointed on three-year, renewable contracts with no limit on the number of years that may be served. The college or department may choose not to renew a Professor of Practice contract prior to the end of a three-year term of appointment.

**Proposal to Create a New Faculty Appointment:
Professor of Practice
(Approved by Academic Council on January 11, 2018)**

Summary

We propose the creation of a new non-tenurable and non-promotable faculty appointment at East Tennessee State University, the Professor of Practice. Professors of Practice will be highly accomplished individuals who have made major contributions to fields related to academic departments or colleges at ETSU and for whom other faculty appointments are not suitable.

Rationale

“Professor of Practice” and similar titles are well-established at many well-respected universities including MIT, Carnegie Mellon, Lehigh, Purdue, Penn State, Worcester Polytechnic, George Washington, Georgia Tech, and Duke. The Professor of Practice appointment allows a university to draw upon the experience and abilities of high qualified individuals for whom tenure-track, clinical, research, lecturer, and adjunct appointments are not appropriate by providing such individuals with appropriate positions and levels of respect.

Because of the stature of individuals to be offered this appointment, it will have only one rank—professor. Other non-tenurable appointments at ETSU are more suitable for junior ranks. Unlike adjunct professor appointments, Professors of Practice will be paid in light of their professional experience and accomplishments and their expected duties at ETSU.

Proposed Description of Faculty Type

Professor of Practice appointments are full- or part-time faculty appointments. Individuals appointed to 50% or greater time are eligible for fringe and retirement benefits provided to full-time ETSU faculty. The appointments are not tenurable and not convertible to tenure-track appointments, and they are not promotable. Professors of Practice are appointed on three-year, renewable contracts, with no limit on the number of years that may be served. The college or department may choose not to renew a Professor of Practice contract prior to the end of the three-year term of appointment.

Appointment as Professor of Practice carries with it membership in the general faculty of the college. Professors of Practice are subject to and protected by all university policies governing East Tennessee State University faculty, including academic freedom.

The appointee and his or her department chair or dean will agree in advance on the general duties and responsibilities of the appointment, which should include teaching, external engagement and service or some combination thereof.

Professor of Practice appointments may be supported in whole or in part by appropriated funds or funding from grants or contracts. Depending on the circumstances of their appointments, Professors of Practice may be expected to generate financial resources to support and enhance the ETSU programs in which they work.

Qualifications

Individuals hired as Professor of Practice should meet the following criteria:

- The appointee has rich and extensive experience in a field related to the academic department or college in which she or he will serve and has made significant contributions in that field.
- The appointee is committed to enhancing ETSU's programs and reputation.

December 15, 2017

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 23, 2018

ITEM: Proposed Revision of Dual Enrollment Provision in the
Policy on Undergraduate Admissions

COMMITTEE: Academic and Student Affairs

RECOMMENDED ACTION: Approve

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

The following two revisions in the Dual Enrollment section of the Undergraduate Admissions policy are proposed in order, first to reduce minimum high school GPA for eligibility from 3.2 to 3.0 and, second, to increase the total number of credits students are permitted to take per term from 7 credits to 11 credits.

The purpose of these revisions is to eliminate the recurring need to grant exceptions for capable dual enrollment students (who have not attained a 3.2 GPA) and will also increase to the maximum number of credits allowable per term in order for the students to maintain part-time status.

MOTION: I move that the Board of Trustees adopt the resolution, approving the revision of the Admissions Policy pertaining to eligibility and guidelines related to Dual Enrollment students.

RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees approves the revision of the Undergraduate Admissions policy pertaining to lowering the GPA eligibility requirement from 3.2 to 3.0 and increasing the number of credits allowable per term for Dual Enrollment students.



Undergraduate Admissions	
Responsible Official: Provost	Responsible Office: Admissions

Policy Purpose

The policy provides information on admission to East Tennessee State University for domestic and international undergraduate students.

Policy Statement

ETSU admission decisions are based on academic performance in high school, assessment scores (ACT, SAT, or other), completion of high school requirements with grades earned in those courses, and/or transfer credit.

East Tennessee State University will make reasonable accommodations which may include, but are not limited to, course substitutions and other academic adjustments when necessary to ensure equal access for students with disabilities. East Tennessee State University does not discriminate against applicants for admission on the basis of race, color, religion, creed, national origin, sex, sexual orientation, gender identity/expression, disability, age, status as a protected veteran, genetic information, or any other legally protected class.

Admission to ETSU does not guarantee admission to specialized or limited enrollment programs.

Admission Requirements by Type

First-Time Freshmen

- Under the age of 21 years of age
 - Documentation of High School Graduation or Equivalency
 - Required high school course requirements

Units	Course
4	English
2	Algebra
1	Geometry or other advanced math
1	Additional unit of advance math
3	Natural/Physical Sciences, including at least one unit with a laboratory in either biology, chemistry, or physics
1	United States History

- 1 Social Studies from world history, world geography, ancient history, modern history, or European history
 - 2 Foreign Language (same for both units)
 - 1 Visual or Performing Arts
- Minimum High School Grade Point Average (2.3) or valid ACT (19) or equivalent SAT Scores
 - 21 years of age or older
 - Official transcript showing graduation from highschool (High School Equivalency (HSE))

Early Admission of First-Time Freshmen

The minimum requirements:

- Completed the 9th 10th and 11th grades with a minimum cumulative grade point average of 3.5 based on a 4.0 scale;
- An ACT Composite score of 25 or a comparable SAT score;
- A written statement from the high school principal specifying the college courses that will be substituted for the remaining high school courses needed for high school graduation; and
- Written endorsements from the high school counselor and from parents or guardians.

Freshman Admission by Exception

Applicants who are deficient in no more than two high school units may be admitted if they have a:

- Minimum ACT composite score of 21 (or equivalent SAT score) **or**
- ACT score of 19 or 20 (or equivalent SAT Score) and a minimum high school GPA of 2.5 on a 4.0 scale

Applicants who do not meet the requirements outlined above may be admitted if they are:

- Tennessee residents with a minimum high school GPA of 2.0 on a 4.0 scale or an ACT composite score of 17 (or equivalent SAT score) **or**
- Non-residents of Tennessee with a minimum high school GPA of 2.3 on a 4.0 scale or an ACT composite score of 19 or higher (or equivalent SAT score).

Admission of Transfer Students

Applicants for degree admission as transfer students:

- Who have completed fewer than 12 semester credit hours will be considered for admission based on their high school record consistent with the freshman admission policy.

- Must provide official transcripts of credit from all institutions of higher education previously attended.
- Must provide proof of high school completion either by an official high school transcript or HSE results.
- May be required to meet certain transfer GPA requirements for a subset of courses for admission to specialized programs at the discretion of the department offering the program.
- Will be considered for admission in a manner that is consistent with ETSU's academic retention standards and readmission criteria for its native students.
- Must meet the grade point average requirements based on the number of attempted college-level hours below:

Attempted Hours	GPA
12-29	1.4
29.1-45.0	1.7
45.1-59.9	1.9
60+	2.0

Transfer applicants who do not meet the standards outlined above and who have not been enrolled in any institution of higher education for a minimum of three years may be admitted through individual review by the Vice Provost for Enrollment or his/her designee.

Grades transferred to ETSU will not be reflected in the student's overall GPA at ETSU. Courses completed at other institutions will be counted toward the cumulative number of hours earned but the grades will be entered in such a way that they are not calculated in the student's overall ETSU GPA. Additional information about transfer of credit is available in the "transfer of credit" policy.

V. Readmission

All former ETSU students who have not been enrolled for one major term (Spring or Fall) must apply for readmission. In order to be readmitted, students who have attended no other institution of higher education after enrollment at ETSU must be eligible to return to ETSU based on the university's retention standards or must have served the appropriate academic suspension period to be eligible for re-enrollment. In order to be readmitted, students who have attended another institution of higher education after enrollment at ETSU must meet the transfer admission requirements outlined above.

VI. Undergraduate Special Student Admission

Consent Agenda

This admission is available to persons over 18 years of age. Students admitted as Undergraduate Special Students are not required to submit full application materials (official transcripts or standardized test scores). This category applies to persons who:

- Plan to enroll only in undergraduate courses
- Are not admitted into an undergraduate degree program
- Plan to enroll in a limited number of courses

VII. Visiting/Transient Student Admission

The classification of Visiting Student is provided to persons enrolled in a degree program at another institution who wish to take a limited number of classes at ETSU. Students must be in “good standing” at their home institution and provide proof through either an official transcript or letter of good standing.

VIII. Dual Enrollment Admission

- A. A high school student who has completed his/her sophomore year in high school may be admitted for dual enrollment to complete university courses. The applicant :
- Must have a minimum 3.0 high school GPA on a 4.0 scale.
 - Must have a minimum ACT composite score of 19 with no subscore below 19 or appropriate score on the Acuplacer exam or other approved exam.
 - Must have approval from the high school and, if under the age of 18 years, approval from a parent or guardian to enroll.
 - Must submit an official high school transcript.
 - May not enroll in more than 11 semester credits per term.
 - Must meet any prerequisite requirements to enroll in a specific course.

A student with unique talents may be granted permission to enroll in specific courses with approval of the Director of Admissions.

- B. An academically talented/gifted student in grades 9-12 in public or private high schools in Tennessee whose program of study is planned on an individual basis by a multidisciplinary team may, with the endorsement of the high school and the university, enroll for prescribed courses and earn university credit if the student has a GPA of 3.0 on a 4.0 basis and if such a placement is part of the student’s planned Individual Education Plan. Students may register for no more than 11 semester credits when enrolled in this program.

IX. International Student Admission

Students who are not U.S. citizens or U.S. permanent residents (international students) are required to submit proof of successful completion of secondary education. Applicants who have attended institutions of higher education must submit official transcripts from all institutions attended.

- A. International freshman applicants under the age of 21 who graduated from a U.S. high school must submit official ACT or SAT scores.
- B. International freshman applicants who completed secondary education in countries other than the U.S. are not required to submit ACT or SAT scores.
- C. International applicants whose first language is not English must provide proof of English proficiency by submitting one of the following:
 - Paper-based TOEFL score of 500, computer based TOEFL score of 173, or internet based TOEFL score of 61.
 - Proof of successful completion of level 112 English in an approved ELS program.
 - ACT reading and English scores of 19.
 - SAT evidence based reading score of 500 on the new SAT or critical reading score of 450 on the old SAT.
 - Two semesters or three quarters of college-level English composition from an accredited U.S. institution of higher education with a grade of C- or better.
 - Evidence of English proficiency as demonstrated through successful completion of writing-intensive courses from an accredited U.S. institution.
 - Minimum of one year of attendance as an exchange student in or graduation from a U.S. high school as reflected on an official high school transcript.
 - Results from another nationally recognized, comparable, standardized English proficiency exam that indicates requisite English proficiency.
- D. Students who cannot demonstrate satisfactory proficiency in English may be offered conditional admission to study English at the ELS Center on ETSU's campus. Admission must be granted and financial documentation and degree information must be received prior to the issuance of an I-20 or IAP-66 form needed to obtain a visa.
- E. Students enrolled pursuant to an F visa must have and maintain medical and hospitalization insurance as a condition of initial and continued enrollment at the institution.
 1. In the letter of admission, in the I-20, and in the DS-2019, all international, nonimmigrant students will be informed of this requirement, of the extent of coverage required, which may vary slightly from year to year, and of the approximate cost to obtain the coverage.
 2. All international, nonimmigrant students will be required to enroll in the Student Comprehensive Health Insurance Plan. The only exception to this requirement will be international, nonimmigrant students who have a scholarship that includes the purchase of an insurance policy on their behalf. This policy must meet or exceed the level of coverage provided to participants in the Student Comprehensive Health Insurance Plan.
 3. Students will be covered for twelve months. Exception to this rule will be made in the case of international students who abandon their F status, by leaving the U.S., by changing to another nonimmigrant status, or by adjusting status to that of an immigrant.

Consent Agenda

4. Students under Practical Training will not be required to purchase the coverage. Students under Practical Training, however, may purchase the coverage during the period of training.
5. Once the insurance premium is paid, there will be no refunds.

X. Second Undergraduate Degree Admission

- A. Students who hold a bachelor's degree from ETSU or any other regionally accredited institution of higher education may apply to earn a second bachelor's degree. Applicants for second undergraduate degree admission must submit official transcripts from all institutions of higher education attended.
- B. Academic requirements for the successful completion of a second undergraduate degree can be found in the policy for academic degree requirements.

XI. Enrollment of Disabled Persons and Persons Over 60 Years of Age

- A. Disabled persons who are domiciled in Tennessee and who have a permanent disability which totally incapacitates them from employment and persons 60 years of age or older may audit courses without the payment of regular maintenance fees. The student is responsible for any course or online fees associated with the class.
- B. Disabled persons described above and persons 65 years of age or older who are domiciled in Tennessee, may enroll for credit without the payment of regular maintenance fees. The student is responsible for a service fee required to defray the cost of record keeping and any course or online fees associated with the class.

Authority: Tennessee Code 49-7-10
Section 504 of the Rehabilitation Act of 1973 (Non-discrimination on the Basis of Handicap,)
Americans with Disabilities Amendment Act of 2008

Definitions

Dual Enrollment	Enrolling in college courses in advance of high school graduation for which the student receives both high school and college credit.
First-Time Freshman	A student who has not been enrolled previously for work creditable toward a bachelors or associate degree or certificate in any college, university, or technical institute since they graduated from high school but who is now

	enrolled for work creditable toward such a degree.
Official Transcript	An official transcript is one that is validated, issued, and mailed directly from the previous institution or testing agency. Electronic transcripts from recognized third party providers are also accepted.
Transfer Student	A student who last attended another institution from which credit is acceptable toward the degree or certificate in progress by the student.
Undergraduate Special	A student who is (1) non-degree seeking and holds no degree or certificate; or (2) non-degree seeking, holding any level degree, but taking only courses for undergraduate credit.
Visiting/Transient Student	A student who is regularly enrolled and in good standing at another institution while taking courses to transfer to their regular institution.
Practical Training	Practical Training is employment related to the area of study of an international student, normally occurring after a student graduates. Schools continue to be responsible for reporting on these students; training may last from 1 to 3 years.

Policy History

Effective Date: March 2017

Revision Date:

Procedure (s)

General Admission Procedures include the following:

1. Student submits application form, official transcript(s), and fee
2. Office of Admissions receives application and checks requirements for admission or readmission
 - a. Freshman
 - i. Review high school transcripts for GPA and high school units or high school equivalent (HSE) score
 - ii. Review ACT/SAT test scores if student is under 21 years of age

- b. Transfer
 - i. Review high school transcripts for GPA and high school units or high school equivalent (HSE) score
 - ii. Review college transcripts from all regionally accredited institutions (review based on hours attempted, GPA, and course descriptions that are found and reviewed from College Source)
 - c. Readmission
 - i. Review college transcripts from all regionally accredited institutions (review based on hours attempted, GPA, and course descriptions that are found and reviewed from College Source) if the student attended another institution after last enrollment at ETSU
 - ii. Review GPA and academic standing on last term of ETSU enrollment
 - d. Dual Enrollment
 - i. Review high school transcripts for GPA
 - ii. Review ACT/SAT or other approved exam scores
 - e. International Student
 - i. Review high school transcript for GPA or college transcript for GPA to determine eligibility
 - ii. Reviews proof of English proficiency
 - f. Undergraduate Special Student
 - i. Reviews plan to enroll in undergraduate students
 - ii. Not admitted to an undergraduate degree program
 - g. Visiting/Transient Student
 - i. Reviews verification that student is in “good standing” at home institution
 - ii. Provides transcript or letter of good standing.
3. If documents are missing, the Office of Admissions sends a notification letter to the student, and continues to follow-up with the student via email until an admission decision is made or the student notifies ETSU that they will not be attending ETSU.
 4. Office of Admissions indicates admission decision in the student database
 - a. Admit
 - b. Admit by exception
 - c. Alternative admission
 - d. Deny
 5. Office of Admissions sends appropriate communication regarding admission to students.
 6. Student accepts or rejects admission decision.
 7. If attending ETSU, the student provides documentation of receipt of required immunizations or medical reports

Applicants for admission as first-time freshman who are under the age of 21 must present Standardized Examination Scores, ACT or SAT scores, from an exam taken in the past five (5) years. Applications who are 21 yearsof age or older may submit ACT or SAT scores or scores from an approved nationally normed standardized assessment of mathematics, reading, and writing. These scores may be used in the admissions process, advisement, and as a component in placement decisions, including placement into Learning Support.

Procedure History

Effective Date: March 2017
 Revision Date: January 2018

Related Form(s)

NA

Scope and Applicability

	Governance	
X	Academic	
X	Students	
	Employment	
	Information Technology	
	Environmental Health and Safety	
	Business and Finance	
	Facilities and Operations	
	Communications & Marketing	
	Advancement	

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 23, 2018

ITEM: Undergraduate Advisement

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

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

The Undergraduate Advisement policy provides for mandatory undergraduate advisement is to promote student success and provide students with comprehensive advising services which also include accurate referrals for policies, procedures, and resources.

MOTION: I move that the Board of Trustees adopt the resolution, approving the Undergraduate Advisement policy.

RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees approves the Undergraduate Advisement policy.



Undergraduate Advisement	
Responsible Official: Vice Provost for Enrollment Services	Responsible Office: Undergraduate Student Advisement

Policy Purpose

This policy describes the university-wide advising policy. The purpose of mandatory undergraduate advisement is to promote student success and provide students with comprehensive advising services which also include accurate referrals for policies, procedures and resources.

Policy Statement

Academic advisement is mandatory for all ETSU undergraduate, degree seeking students who:

- Have earned less than 60 credit hours
- Are new to ETSU regardless of earned hours
- Are readmitted students in their first term back at ETSU, regardless of earned hours
- Have not declared a major or who have chosen an Academic Focus Area
- Are in pre-programs (non-degree programs) such as Pre-Nursing, Pre-Business, and Pre-Education
- Are in colleges or departments that have mandatory advisement regardless of earned hours

Authority: N/A

Definitions:

N/A

Policy History

Effective Date: Board Date

Procedure (s)

The University monitors compliance with this policy in the registration process. Academic advisors clear advisement registration holds after they meet with their students. Advisement meetings include discussions about course selection, program requirements, and referrals to other applicable offices and resources.

New students: Advisement holds are automatically applied in the registration system during the admissions process for undergraduate, degree seeking students. Advisement holds prevent students from registering without first conferring with their advisor.

Consent Agenda

Most new students meet with an advisor and register for classes at new student orientations. Students who are not required to attend orientation are required to confer with an advisor and register for classes after advisement occurs.

Current students: Advisement holds are applied to undergraduate, degree seeking students each semester before registration begins for the next term. These holds prevent students from registering until they confer with an advisor.

Procedure History

Effective Date:

Related Form(s)

None

Scope and Applicability

This policy applies to professional advisors, faculty who serve as advisors, and ETSU students.

	Governance	
✓	Academic	
✓	Students	
	Employment	
	Information Technology	
	Environmental Health and Safety	
	Business and Finance	
	Facilities and Operations	
	Communications & Marketing	
	Advancement	

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 23, 2018

ITEM: Revisions to the FY 2017-18 Audit Plan

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Director of Internal Audit

The audit plan is developed through a process known as risk assessment. Risk factors include previous audit results, internal control systems, policy or personnel changes, size, sensitivity, and external audit coverage. Special requests by Board of Trustees and university management are also considered when scheduling audits. The audit plan, developed at the beginning of each fiscal year and subject to revision, lists areas to be audited and expected completion dates. The plan is submitted to the Treasury Division of State Audit.

The current audit plan was approved by the Audit Committee and Board of Trustees on June 9, 2017. The Director of Internal Audit provides an overview of the requested revisions to this plan.

MOTION: I move that the Audit Committee recommend adoption of the following Resolution by the Board of Trustees:

RESOLVED: The revisions to the Audit Plan for 2017-18 is approved as presented in the meeting materials.



EAST TENNESSEE STATE UNIVERSITY

Department of Internal Audit
Box 70566
Johnson City, TN 37614-1707
Telephone: (423) 439-6155

MEMORANDUM

TO: ETSU Board of Trustees' Audit Committee

FROM: Becky Lewis, Director of Internal Audit *B. Lewis*

SUBJECT: Revisions to the FY 2017-18 Audit Plan

DATE: February 23, 2018

The following revisions to the original 2017-18 audit plan are requested:

Additions

FWA 18-01 – Investigation due to concerns received by Internal Audit.

FWA 18-02 – Investigation due to concerns received by Internal Audit.

FWA 18-03 – Investigation due to concerns received by Internal Audit

FWA 18-04 – Investigation due to concerns received by Internal Audit

President's Expenses FY 2018 – Required audit for next fiscal year that was added to the current year audit plan since Internal Audit is reviewing the expenses each quarter.

ACUA Track Coordinator FY 2018 Project - Martha Stirling selected as a track coordinator for the 2018 Annual Conference.

Football Expenditures – Special Request due to the upcoming retirement of the head coach.

Deletions

Unscheduled Investigations – removed due to the investigations added above.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 23, 2018

ITEM: Tenure Appointment with the Rank of Professor in the
Department of Educational Leadership and Policy Analysis

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

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

With his appointment as President of East Tennessee State University in 2012, Dr. Brian Noland brought to the University a distinguished record of executive leadership, of public policy and data analysis in higher education, and of statewide strategic planning implementation. During his administrative career, he has held adjunct faculty appointments and taught in the graduate programs at Vanderbilt University and at Tennessee State University. Following his arrival at ETSU, Dr. Noland immediately became active in the Department of Educational Leadership and Policy Analysis in the Clemmer College of Education. His service to that departments is reflected by his teaching, his work with the Center for Community College Excellence, and his dissertation committee work. With the full support of the Department, of the Chair, and of Dean, Dr. Noland is recommended to be awarded tenure and the faculty rank of full professor in the Department of Educational Leadership and Policy Analysis.

MOTION: I move that the Board of Trustees adopt the resolution, approving tenure at the rank of professor for Dr. Brian Noland.

RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees awards Dr. Brian Noland tenure at the rank of professor in the department of Educational Leadership and Policy Analysis effective upon action of the board.

CURRICULUM VITAE

Brian E. Noland

President

East Tennessee State University
Johnson City, Tennessee 37614
Phone and Voice Mail: (423) 439-4211
FAX: (423) 439-4004
Email: nolandb@etsu.edu

Updated 2-22-18

EDUCATION:

Ph.D., Political Science. University of Tennessee, Knoxville. 2001. Dissertation: *The Fruits of Judicial Decision: An Analysis of Geier v. Sundquist*. Committee: Dr. Mike Fitzgerald (chair), Dr. John Peters, Dr. Bill Lyons, and Dr. Grady Bogue. Fields: American Government and Institutions, Research Methods, Public Administration, Public Policy.

M.A., Public Policy Studies. West Virginia University. 1994. Thesis: *The Impact of Changes to the Presidential Nominating System*. Thesis Committee: Dr. Robert C. DiClerico (chair), Dr. Kevin Leyden, Dr. Joseph Bondari.

B.A. (Cum Laude), Political Science. West Virginia University. 1991.

PROFESSIONAL EXPERIENCE:

East Tennessee State University (2012 to present)

President. The President serves as the executive head of the university, exercising supervision and direction to promote the efficient operation of the institution. The Office of the President is responsible to the East Tennessee State University Board of Trustees (BOT) for the operation and management of the institution, and for the execution of directives provided by BOT. The President guides the shared governance work of the institution in alignment with the goals and objectives of the BOT. The President is responsible for the academic integrity of the university and also bears responsibility for assuring the continued accreditation of the institution. The President has the authority to make appointments of personnel, to prescribe salaries, and to recommend or approve tenure and promotions, transfers, leaves of absence, and removal of personnel, pursuant to the requirements of policies and procedures established by the BOT. The President is responsible for all aspects of intercollegiate athletics, student life, and public safety. The President takes a leadership role in all aspects of fund-raising, including securing private/corporate donor support, being active in encouraging and securing support of research and sponsored program development, and advocates with the State Legislature regarding institutional needs as approved by the BOT.

West Virginia Higher Education Policy Commission (2006 – 2012):

Chancellor. The Chancellor serves in both a governing and coordinating capacity over the actions of the local boards of the eleven public baccalaureate and graduate institutions under its jurisdiction, with total operating budgets exceeding one billion annually in 2012. The office also held policy and administrative responsibility for the state's panoply of financial aid programs. Serving a ten member board, the office of the Chancellor was responsible for developing and implementing the public policy agenda for higher education in the State of West Virginia and for orchestrating planning voices of multiple campus and civic/political stakeholders. In this role, there was active engagement in external relations and government affairs, serving as the spokesperson and advocate for higher education in West Virginia. In addition, in conjunction with Battelle Memorial Institute, the office of the Chancellor was responsible for the administration, management and development of the West Virginia Education, Research, and Technology Park, which serves as the foundation of the state's burgeoning research and economic development activities.

Tennessee Higher Education Commission (1998-2006):

Associate Executive Director. Job responsibilities included the development, implementation, and oversight of the Tennessee Education Lottery Scholarship program including, but not limited to, functioning as the Deputy Director of the Tennessee Student Assistance Corporation; Development and implementation of all statewide strategic planning initiatives; Director of statewide GEAR UP initiatives; Director of the Performance Funding program; Director of evaluation for the Tennessee Education Lottery Scholarship program; P-16 Council coordinator; Legislative relations; Media and external relations; Director of enrollment services; Data management, analysis, and research; State-level IPEDS coordinator; SREB State Data Exchange coordinator; and the production of scholarly research. December 2002 - June 2006.

Director of Academic Affairs. Job responsibilities included oversight of the Performance Funding program; Academic Common Market director; SREB State Data Exchange coordinator; Director of academic programs; Data management, analysis, and research; State-level IPEDS coordinator; and the production of scholarly research. December 1999 – December 2002.

Assistant Director of Academic Programs. Job responsibilities included the coordination of the Performance Funding program; SREB Academic Common Market director; Budget and financial analysis; Provision of data analysis and database management; and the production of scholarly research. March 1998 – December 1999.

Policy Associate. *National Center for Public Policy and Higher Education*. Associates address current public policy issues in higher education through involvement in the work of the National Center. July 2003-July 2004.

Research Assistant. *Office of Institutional Research and Assessment*, University of Tennessee, Knoxville. Responsible for the implementation and analysis of inter-university survey research; retention and persistence research; and miscellaneous data analysis. 1997-98.

Teaching Assistant. *Department of Political Science*, University of Tennessee, Knoxville. Political Science 101: Introduction to Political Science and American Government. 1995-1997.

Graduate Assistant. *Department of Academic Affairs-Program and Evaluation Services*, University of Tennessee, Knoxville. Responsible for survey research; Data collection and statistical analysis of the Campus Teacher Evaluation Program (CTEP). 1994-95.

Graduate Teaching Assistant. *Department of Political Science*, West Virginia University. Political Science 100: Research Methods. 1992-93.

TEACHING EXPERIENCE:

East Tennessee State University (Fall 2016)

Educational Leadership and Policy Analysis (ELPA 6454) - Policy, Power & Politics in Education: This course examines the interrelationship of the formal and informal political and social forces that influence the development of federal, state, and local educational policy in the United States. Emphasis is given to the development of individual strategies to influence educational policy within the democratic process.

Department of Global Sports Leadership (GSLD 6900) - Organizational Theory and Behavior for Sport Leaders: Identifies and analyzes components of sport organizational behavior and leadership responsibilities. Areas of emphasis included individual and group dynamics, strategies and structures that guide organizations, decision-making, and team building. Individual motivation and organizational culture are examined through the viewpoint of an institutional leader and/or member of a complex organization.

Faculty Fellow - Institute of Higher Education. *The University of Georgia*. Fellows contribute to the Institute's programs and intellectual community, and assist with the coordination and facilitation of research, internships, and external grant activity. August 2014 – Present.

Adjunct Assistant Professor of Public Policy and Higher Education. *Vanderbilt University*. LPO 3800: The Nature and Function of Higher Education. LPO 3900: Higher Education Research Methods. August 2005 – June 2006.

Adjunct Faculty. *Nashville State Community College*. Political Science 1101: An Introduction to Political Science. August 1999 – July 2004.

Adjunct Faculty. *Tennessee State University*. Education 745: Economics and Finance of Higher Education. Education 712: Current Issues in American Higher Education. Education 610: Governance and Organization in Higher Education. January 2002 – July 2004.

PUBLICATIONS:

Ness, E. and Noland, B. 2007. "Targeted merit aid: Implications of the Tennessee Education Lottery Scholarship Program." *Journal of Student Financial Aid*, 7 (1).

Noland, B. 2006. "Changing perceptions and outcomes: The accountability paradox in Tennessee." Nancy Shulock ed. Practitioners on Making Accountability Work for the Public. *New Directions for Higher Education*. Number 135. San Francisco, Ca: Jossey Bass.

Davis, H. and Noland, B. 2003. "Understanding human capital through multiple disciplines: The development of an Educational Needs Index." *Journal of Social Indicators Research*. (Vol. 61(1): pp. 147-174).

Davis, H., Noland, B., and Deaton, R. 2002. "A survey of post-secondary education opportunities in Tennessee." *Journal of College Orientation and Transition*. (Vol. 10 (1): Fall 2002).

Cooper, C. and Noland, B. 2002. "Lobbying the executive branch." in Clive Thomas, ed. *The Handbook of Political Science Literature on Interest Groups*. Westport, CO: Greenwood Press.

Davis, H., Noland, B., and McDonald, N. 2001. "The impact of state financial aid on college participation: Meeting the needs of the underserved." *Journal of College Orientation and Transition*. (Vol. 9 (1): Fall 2001).

PAPERS, PRESENTATIONS, AND SELECTED ADDRESSES:

Noland, B. 2016. "The Access Agenda and American Higher Education." Invited presentation to the annual meeting of the *Appalachian Regional Commission*. Kingsport, TN. June 22, 2016.

Noland, B. 2016. "Public Policy Issues and Opportunities." Invited presentation to the annual meeting of the *Association for Continuing Higher Education*. Charleston, SC. April 19, 2016.

Noland, B. 2015. "Public Policy Trends and Opportunities." Invited presentation to the *2015 Tennessee Valley Corridor Summit*. Johnson City, TN. May 27, 2015.

Noland, B. 2015. "Stewardship, Service, and Dedication." Spring Commencement address. Northeast State Community College. Johnson City, TN. May 12, 2015.

Noland, B. 2013. "Reflections on the Transition to College." Spring Commencement address. Virginia High School. Bristol, VA. May 24, 2013.

Noland, B. 2012. "Leading Public Policy Issues and Opportunities." Invited presentation to the annual meeting of the *Tennessee Association of Collegiate Registrars and Admissions Officers*. Kingsport, TN. November 14, 2012.

Noland, B. 2011. "Life lessons and reflections." Spring Commencement address. West Virginia School of Osteopathic Medicine. Lewisburg, WV. May 28, 2011.

Noland, B. 2011. "The graduate's charge." Spring Commencement address. Bluefield State College. Bluefield, WV. May 14, 2011.

Noland, B. 2010. "Reflections on the college experience." Fall convocation address, West Virginia University at Parkersburg. Parkersburg, WV. August 30, 2010.

Anderson, R. and Noland, B. 2010. "Examining state level merit aid and its impact on financial aid trends for in-state and out-of-state students." Paper presented to the *Student Financial Aid Research Network*, San Diego, California. June 2010.

Noland, B. 2009. "Elements of the policy agenda for higher education." Education Policy Series Lecture at the Institute of Higher Education, University of Georgia. Athens, GA. October 27, 2009.

Noland, B. 2009. Higher Education and Economic Growth in Michigan: Looking Back and Ahead on the fifth Anniversary of the Cherry Commission. Panelist. Ann Arbor, MI. December 10, 2009.

Noland, B. 2009. "Creating opportunities." Spring Commencement address. Potomac State College of West Virginia University. Keyser, WV. May 9, 2009.

Noland, B. 2008. "Charge to graduates: A focus on civic engagement." Fall Commencement address. Fairmont State University. Fairmont, WV. December 20, 2008.

Noland, B. 2008. "New views for a new Appalachian workforce." Invited presentation to the annual meeting of the *Appalachian Regional Commission*. Tupelo, Mississippi. October 22, 2008.

Noland, B., Heller, D., and Ness, E. 2008. "Merit based financial aid: Antecedents, present landscapes, and future directions." Panel presentation at the *Student Financial Aid Research Network*, Baltimore, Maryland. June 2008.

Noland, B. 2008. "The college access challenge in Southern West Virginia." Spring Commencement address. Bluefield State College. Bluefield, WV. May 10, 2008.

Noland, B. 2007. "The college access imperative." Winter Commencement address. West Virginia State University. Charleston, WV. December 16, 2007.

Noland, B., Davis, H., and Kelly, P. 2007. "The changing landscape of human capital: The educational needs index." Paper presented to the *Association for the Study of Higher Education (ASHE)* 33rd annual meeting, Louisville, KY. November 10, 2007.

Noland, B. 2007. "Reflections on the first-year experience." Fall convocation address, West Virginia University at Parkersburg. Parkersburg, WV. August 27, 2007.

DeFrank Cole, L., Noland, B., and Green, A. 2007. "Merit based aid in West Virginia: An overview of the PROMISE Scholarship program." Paper presented to the *Association for Institutional Research (AIR)* 47th annual meeting. Kansas City, MO. June 2007.

Noland, B. 2007. "Perspectives on the college experience." Spring Commencement address. Shepherd University. Shepherdstown, WV. May 19, 2007.

Anderson, R., Noland, B., and Deaton, R. 2006. "An analysis of Tennessee's need-based aid program." Paper presented to the *Student Financial Aid Research Network*, Providence, Rhode Island. June 2006.

Doyle, W. and Noland, B. 2006. "Does performance funding make a difference for students?" Paper presented to the *Association for Institutional Research (AIR)* 46th annual meeting. Chicago, IL. May 17, 2006.

Davis, H. and Noland, B. 2006. "National overview of ENI." Invited presentation to the national *SHEEO-NCES Network Conference and IPEDS Workshop*. Washington, DC. May 9, 2006.

Davis, H. and Noland, B. 2006. "Examining the Midwestern States through the Educational Needs Index Project." Presented to the *Midwestern Higher Education Commission*. Chicago, IL. January 11, 2006.

Skolits, G., Noland, B., and Yarbrough, S. 2005. "Community college stakeholders' perspectives of institutional effectiveness: Is institutional effectiveness coming of age?" Paper presented to the *Association for Institutional Research (AIR)* 45th annual meeting, San Diego, CA. May 31, 2005.

Ness, E. and Noland, B. 2004. "Targeted merit aid: Tennessee Education Lottery Scholarships." Paper presented to the *NASSGAP / NCHELP 21st Annual Student Financial Aid Research Network Conference*. San Francisco, California. June 10, 2004. This paper was also presented at the *Association for Institutional Research (AIR)* 44th annual meeting, Boston, MA. June 1, 2004.

Noland, B., Dandridge-Johnson, B., and Skolits, G. 2004. "Changing perceptions and outcomes: The Tennessee performance funding experience." Paper presented to the *Association for Institutional Research (AIR)* 44th annual meeting, Boston, MA. May 31, 2004.

Noland, B. and Davis, H. 2004. "New expectations and new realities: Education, human capital, and the knowledge economy." Presented to the *Tennessee Colleges Association*. Nashville, TN. April 13, 2004.

Noland, B. and Davis, H. 2004. "Raising adult learning levels in the South: Understanding the challenge." Presented to the *Southern Regional Education Board*. Tampa, FL. March 10, 2004.

Noland, B. 2004. "Realizing the dream: The benefits of higher education." Presented to the *2004 University of Memphis Public Forum on Higher Education and the Lottery*. Memphis, TN. January 8, 2004.

Noland, B., Ness, E., and Bogue, E. 2003. "Noble dreams and fiscal reality: Framing strategic redirection policy in times of retrenchment." Paper presented at the 29th annual conference of the *Association for the Study of Higher Education*. Portland, OR. November 15, 2003.

Ness, E. and Noland, B. 2003. "Tennessee Education Lottery Scholarships: A case study of the policy process." Paper presented at the 29th annual conference of the *Association for the Study of Higher Education*. Portland, OR. November 15, 2003.

Noland, B. and Davis, H. 2003. "Aligning resources to meet state needs: The Educational Needs Index." Presented to the 2003 annual meeting of the *Southern Governor's Association*. Charleston, WV. September 22, 2003.

Noland, B. 2003. "An overview of the Tennessee HOPE scholarship program." Paper presented at the *Tennessee Association of Institutional Research* 16th annual conference. Nashville, TN. August 7-8, 2003.

Noland, B. and Davis, H. 2003. "State and campus policies in times of fiscal uncertainty." Paper presented to the *Association for Institutional Research (AIR)* 43rd annual meeting, Tampa, FL. May 18-21, 2003.

Davis, H. and Noland, B. 2003. "An analysis of demographic, economic, and educational conditions in the Southern states: The Educational Needs Index." Paper presented to the *Association for Institutional Research (AIR)* 43rd annual meeting, Tampa, FL. May 18-21, 2003.

Noland, B. and Davis, H. 2003. "Retrenchment revisited: State and campus policies in times of fiscal uncertainty." Presented to the 2003 *SHEEO/NCES Network Conference*. Phoenix, AZ. May 14, 2003.

Noland, B. and Davis, H. 2003. "An analysis of the effectiveness of judicial decision making: The impact of diversity decisions on higher education." Paper presented at the 84th annual meeting of the *American Educational Research Association*. Chicago, Illinois. April 22, 2003.

Noland, B. and Davis, H. 2002. "Retrenchment revisited: State and campus policies in times of fiscal uncertainty." Paper presented at the *Southern Association of Institutional Research (SAIR)* annual meeting, Baton Rouge, LA. October 12-15, 2002.

Davis, H. and Noland, B. 2002. "Demographic, economic, and educational conditions in the southern states: A county by county analysis." Paper presented at the *Southern Association of Institutional Research (SAIR)* annual meeting, Baton Rouge, LA. October 12-15, 2002.

Noland, B. and Bogue, G. 2002. "Improving institutional accountability through performance funding: The Tennessee experience." Presented to the *South Carolina FIPSE Conference on Performance Funding*. Hilton Head, SC. February 7-9, 2002.

Davis, H. and Noland, B. 2001. "The Educational Needs Index: A new approach to education policy and research." Paper presented to the *Association for the Study of Higher Education (ASHE)* 26th annual meeting, Richmond, VA. November 14-18, 2001.

Noland, B., Schutz, G., and Deaton, R. 2001. "Is remedial education a wise investment for at-risk students?" Paper presented at the *Southern Association of Institutional Research (SAIR)* annual meeting, Panama City, FL. October 13-16, 2001.

Noland, B., Smith P., Schutz, G., and Ness, E. 2001. "Migration to the workforce: An analysis of the earnings potential of recent college graduates." Paper presented at the *Southern Association of Institutional Research (SAIR)* annual meeting, Panama City, FL. October 13-16, 2001.

Davis, H. and Noland, B. 2001. "Understanding human capital through multiple disciplines: The development of an educational needs index." Paper presented to the *Association for Institutional Research (AIR)* annual meeting, Long Beach, CA. June 3-6, 2001.

Davis, H., Noland, B., and Deaton, R. 2001. "Novel approaches to college choice: A survey of postsecondary opportunities." Paper presented to the *Association for Institutional Research (AIR)* annual meeting, Long Beach, CA. June 3-6, 2001.

Noland, B. 2000. "Insights on accountability: Performance funding in Tennessee." Presented to the annual meeting of the *Commission on Colleges*. Atlanta, GA. December 2-6, 2000.

Davis, H., Noland, B., and McDonald, N. 2000. "The impact of financial aid on college participation: Meeting the needs of the underserved." Paper presented to the *Association for the Study of Higher Education (ASHE)* 25th annual meeting. Sacramento, CA. November 16-19, 2000.

Noland, B., Davis, H., and McClendon, S. 2000. "Improving student outcomes and institutional accountability through performance funding." Paper presented to the *Association for the Study of Higher Education (ASHE)* 25th annual meeting. Sacramento, CA. November 16-19, 2000.

Davis, H. and Noland, B. 2000. "Human capital theory: Linkages to Tennessee's Educational Needs Index." Paper presented at the *Southern Association of Institutional Research (SAIR)* annual meeting. Myrtle Beach, SC. October 2000.

Noland, B. and Davis, H. 2000. "Improving institutional accountability through performance funding: The Tennessee experience." Paper presented at the *Southern Association of Institutional Research* annual conference. Myrtle Beach, SC. October 2000.

Davis, H. and Noland, B. 2000. "Understanding human capital through multiple disciplines: Tennessee's Educational Needs Index." Paper presented at the *Tennessee Association of Institutional Research* 13th annual conference. Nashville, TN. August 10-11, 2000.

Noland, B. and Davis, H. 2000. "TennAIR Best paper - *Geier v. Sundquist*: A student's view of policy impacts." Paper presented at the 40th annual forum of the *Association of Institutional Research (AIR)*. Cincinnati, OH. May 21-24, 2000.

Noland, B., Lyons, W., and Davis, H. 1999. "The fruits of judicial decision: An analysis of *Geier v. Sundquist*." Paper presented at the *Association for the Study of Higher Education (ASHE)* 24th annual conference. November 17-21, 1999.

Noland, B. and Davis, H. 1999. "An analysis of *Geier* from the student's perspective." Paper presented at the *Tennessee Association of Institutional Research* 12th annual conference. Murfreesboro, TN. August 5-6, 1999.

SELECTED ARTICLES AND REPORTS PREPARED

Noland, B. 2013. "Foreward." in Laura W. Perna, ed. *The State of College Access and Completion: Improving College Success for Students from Underrepresented Groups*. New York, NY: Routledge.

Noland, B. 2011. "The West Virginia experience: Creating a sustainable public agenda for higher education." *National Crosstalk Magazine*. May 2011. (Vol. 10 (1): pp. 12-13).

Noland, B. 2009. "Wanted: College Graduates." *West Virginia Executive Magazine*. Spring 2009: pp. 67-69.

Davis, H., Noland, B., Kelly, P., and Holdsworth, J. 2006. *Educational Needs Index State Reports*. The National Educational Needs Index Project, http://www.educationalneedsindex.com/reports_publications.php

Noland, B. 2006. *Creating Partnerships for a Better Tennessee: The 2005-2010 Master Plan for Tennessee Higher Education*. Tennessee Higher Education Commission.

Noland, B and Davis, H. 2003. *Aligning Resources to Meet State Needs: The Educational Needs Index*. Paper prepared for the Southern Governor's Association.

Annual Joint Report on Kindergarten Through Higher Education (11th edition). January 2003. Report developed and prepared for the Tennessee State Board of Education and the Tennessee Higher Education Commission.

The Condition of Higher Education In Tennessee (2nd edition). January 2003. Report developed and prepared for the Tennessee Higher Education Commission.

An Analysis of Remedial and Developmental Education in Tennessee. 2001. Paper prepared for the Tennessee Higher Education Commission.

The Status of Higher Education in Tennessee: Challenge 2000 (10th edition). January 2001. Report developed and prepared for the Tennessee Higher Education Commission.

GRANTS AND CONTRACTS PROCURED

Degree Now: Enhancing adult degree completion. Lumina Foundation. Anderson, R. and Noland, B. Principal investigator and project administration. \$800,000. (2010-2014).

GEAR UP. U.S Department of Education. Green, A. and Noland, B. Principle investigator and project administration. \$18,000,000. (2008-2013).

Passport to opportunity grant. Southern Governors Association – Gates Foundation. Noland, B. and Boyd, D. Co-principal investigator. \$100,000. (2006).

GEAR UP. U.S Department of Education. Noland, B. Principal project director. \$21,500,000. (2005-2010).

An analysis of educational needs at the county level. Lumina Foundation. Davis, H., Noland, B., and Kelly, P. Co-Principal investigator. \$403,500. (2004-2009).

College Goal Sunday – Enhancing student access to financial aid. Lumina Foundation. Noland, B. and Rampy, J.F. Principal investigator. \$7,500. (2004-2005).

Changing directions – Integrating higher education, financial aid, and finance policy. Western Interstate Commission for Higher Education. Noland, B. and Deaton, R. Principal investigator. \$6000. (2004).

The Educational Needs Index: Tennessee Tomorrow, Inc. Noland, B. and Davis, H. Principal investigator. \$3,500. (2002)

High school senior opinion survey: Tennessee Tomorrow, Inc. Noland, B. and Davis, H. Principal investigator. \$5,700. (2002)

CURRENT AND PRIOR PROFESSIONAL ORGANIZATIONS

American Educational Research Association

American Society of Higher Education
Association of Institutional Research
Association of State Colleges and Universities
Education Commission of the States
Higher Learning Commission
Leadership Tennessee
National Association of System Heads
National Society of Collegiate Scholars
Southern Association of Colleges and Schools Commission on Colleges
Southern Association of Institutional Research
Southern Regional Education Board
State Higher Education Executive Officers
Rotary International – Johnson City chapter

CURRENT BOARD APPOINTMENTS:

American Council for Education
Association of State Colleges and Universities - State Relations Board
Bank of Tennessee - Board of Directors
Higher Ed for Higher Standards - Advisory Council
Johnson City Chamber of Commerce - Executive Committee
Johnson City Industrial Development Board
Launch Tennessee Board
Ballad Health System Board of Directors

HONORARY DEGREES:

Shepherd University. May 19, 2007. Doctorate of Humanities.
West Virginia State University. December 16, 2007. Doctor of Laws.
West Virginia School of Osteopathic Medicine. May 28, 2011. Doctor of Science.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 23, 2018
ITEM: Schedule for Future Board of Trustee Meetings
RECOMMENDED ACTION: Approve
PRESENTED BY: David Linville, Secretary

The Focus on College and University Success Act (FOCUS Act), requires quarterly meetings of the East Tennessee State University Board of Trustees. In accordance with these requirements, the following calendar is proposed for regularly scheduled meetings through 2019.

Board of Trustees Meeting Schedule

Friday, April 27, 2018 (already scheduled)

Proposed:

Friday, September 21, 2018
Friday, November 16, 2018
Friday, February 22, 2019
Friday, April 26, 2019
Friday, September 20, 2019
Friday, November 15, 2019

The Standing Committees of the Board of Trustees will meet telephonically as necessary and will hold meetings in conjunction with the standing quarterly meetings of the full Board. With the D.P. Culp Center going off-line in May 2018, future meetings will be at other campus locations.

MOTION: I move that the Board of Trustees adopt the meeting calendar as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 23, 2018

ITEM: Impact of Tennessee Promise

PRESENTED BY: Dr. Michael Hoff
Associate Vice President, Planning & Decision Support and
Chief Planning Officer

A component of the Governor's Drive to 55 initiative, Tennessee Promise is both a scholarship and mentoring program focused on increasing the number of students that attend college in Tennessee, providing students a last-dollar scholarship at all 13 community colleges, 27 colleges of applied technology, and other eligible institutions which offer associate degree programs.

Dr. Hoff provides an overview of the impact of Tennessee Promise at ESTU.



EAST TENNESSEE STATE
UNIVERSITY



Tennessee Promise Impact at ETSU

TN Promise Cohorts 2015 & 2016
February 23, 2018

Mike Hoff, Planning and Decision Support

Overview

- Review TN Promise Features
- Information regarding TN Promise enrollment patterns
- Summary of TN Promise students currently enrolled at ETSU

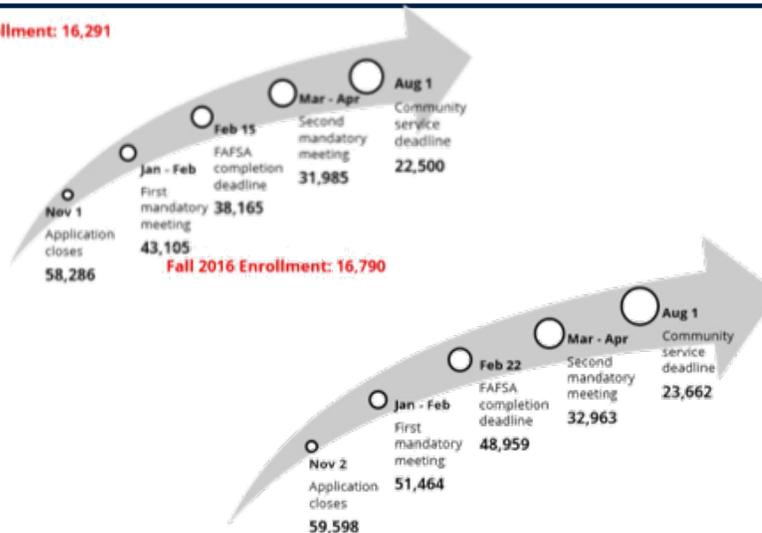
Tennessee Promise

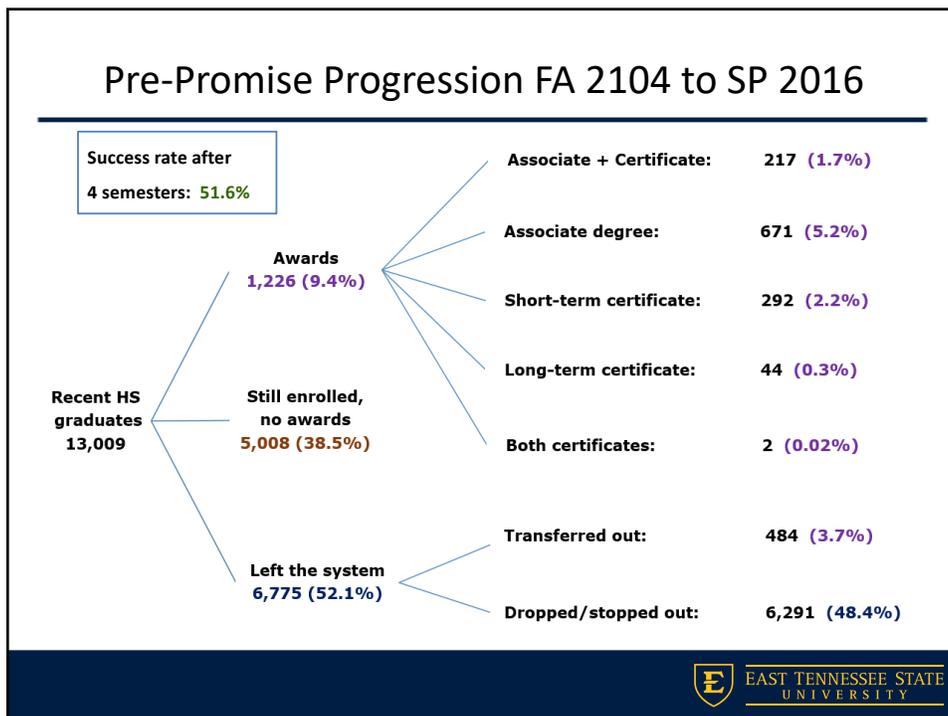
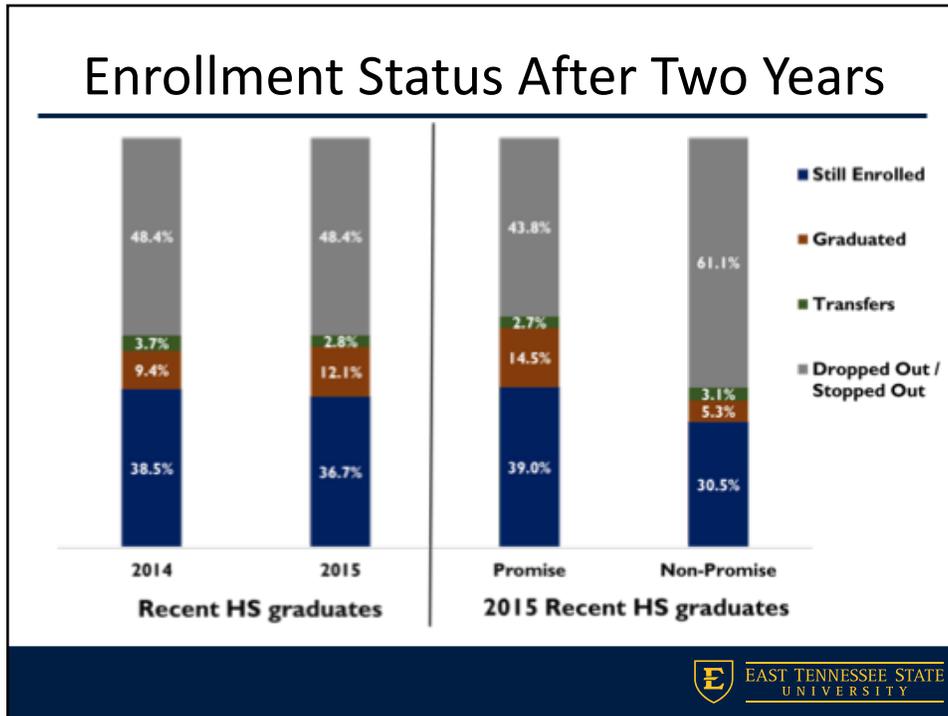
- Main features:
 - Tuition-free attendance at a community or technical college
 - Last-dollar scholarship after Pell, TSAA, Lottery
 - 5 semesters of eligibility
 - Guidance from mentors
- Requirements:
 - Full-time enrollment
 - Recent high school graduate
 - 8 hours of community service a semester
 - Satisfactory academic progress (2.0 GPA)

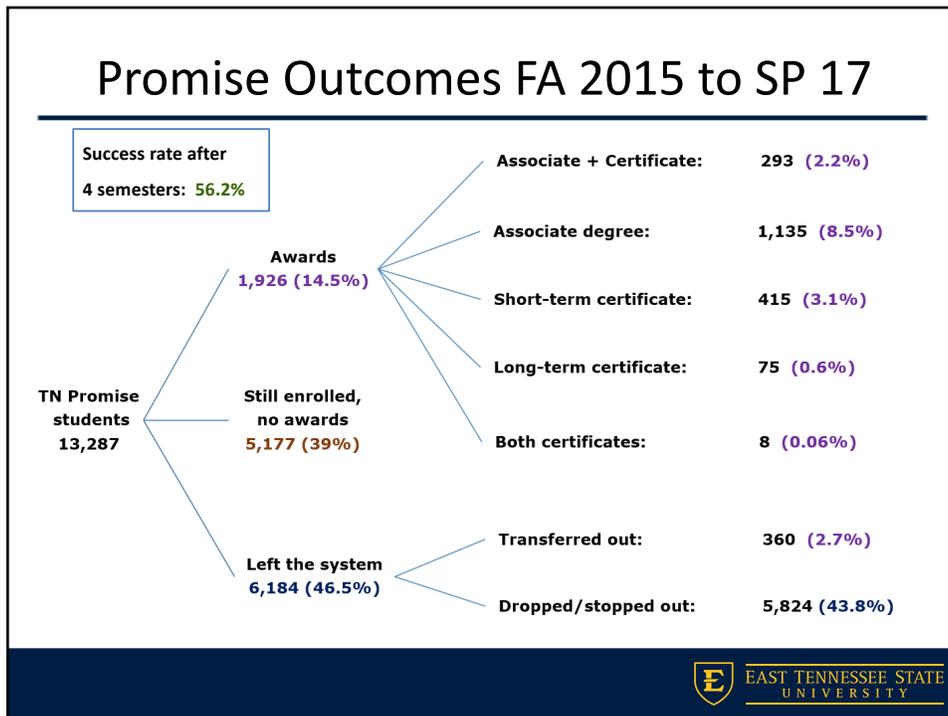


Tennessee Promise Structure

Fall 2015 enrollment: 16,291







- ## TN Promise at ETSU
- Fall 2015 Cohort
 - 59 Students enrolled at ETSU fall 2016
 - 81% retained to fall 2017
 - 311 total TN Promise students from 2015 enrolled at ETSU fall 2017
 - Fall 2016 Cohort
 - Additional 46 TN promise Students enrolled at ETSU Fall 2017
 - Total fall 2017 TN promise enrollment at ETSU of 357
- EAST TENNESSEE STATE UNIVERSITY**

TN Promise at ETSU - Demographics

- Average age 19.8 yrs. (23.3 Regular Transfer)
- 55% female (57% Regular Transfer)
- 92.7% White (82.5% Regular Transfer)
- 97% Full-time (83% Regular Transfer)



TN Promise at ETSU - Majors

- Pre-business
- Psychology
- Pre-nursing
- Nursing
- Biology
- Computer Science
- Dental Hygiene
- Radiological Science
- Pre-interdisciplinary Studies
- Social Work



TN Promise at ETSU - Geography

- Location
 - 54% come from five counties
 - Sullivan
 - Washington
 - Knox
 - Hamblen
 - Hawkins
- Transfer Institution
 - 68% come from four institutions
 - Northeast State Technical Community College
 - Walters State Community College
 - Pellissippi State Technical Community College
 - Roane State Community College



Review

- TN Promise is having a positive impact on students persistence
- ETSU has been able to support those TN promise students seeking a 4-year degree
- TN Promise students enroll full-time
- More work needs to be done regarding the diversity of incoming TN promise cohorts





Questions

