

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
MAY 2025 MEETING

1:00–2:15 p.m. EDT
Friday
May 23, 2025

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

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. Public Comments pursuant to [Appearances Before the Board of Trustees Policy](#)
- IV. [Approval of Minutes from February 21, 2025](#)
- V. Report from the Academic, Research, and Student Success Committee (5 minutes)
- VI. Report from the Finance and Administration Committee (5 minutes)
 - A. [Approval of Tuition and Mandatory Fees](#) – *Graham (15 minutes)*
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Consent Agenda \(5 minutes\)](#)
 - A. [Minutes from February 21, 2025 Academic, Research, and Student Success Committee](#)
 - B. [Minutes from February 21, 2025 and April 11, 2025 Finance and Administration Committee](#)
 - C. [Minutes from February 21, 2025 Audit Committee](#)
 - D. [Promotion and Tenure of Faculty Members](#)
 - E. [Approval of the Letter of Notification \(LON\) Regarding the Establishment of a Hospitality and Tourism Management, BBA Degree](#)
 - F. [Approval of Spring Estimated and July Proposed Budgets](#)
 - G. [Approval of Non-Mandatory Fee for Quillen College of Medicine FY26](#)
 - H. [Approval of FY26 Capital Budget Submittals and Disclosures](#)
 - I. [Approval of Audit Committee Charter](#)
 - J. [Approval of Internal Audit Charter](#)
 - K. [Approval of Compliance Charter](#)
 - L. [Approval of Internal Audit Policy](#)
 - M. [Approval of Preventing and Reporting Fraud, Waste, and Abuse Policy](#)
 - N. [Revisions to the FY25 Audit Plan](#)
 - O. [President Emeritus Contract for Dr. Stanton](#)
 - P. [Approval of Non-Mandatory Fees for FY26*](#)
 - Q. [Approval of College of Pharmacy Tuition for FY26*](#)

- R. [Approval of Fixed Price Online Masters in Criminal Justice and Criminology*](#)
- S. [Approval of Military Tuition Assistance Undergraduate Tuition Rate*](#)
- T. [Approval of Salary Pools for FY26*](#)

**Approved during April 11, 2025 Special Called Finance and Administration Committee Meeting*

- IX. [Trustees Self-Evaluation Report](#) – *Green* (5 minutes)
- X. President’s Report – *Noland* (20 minutes)
- XI. [Action Item: Selection of Board Chair](#) – *Latimer, Green* (3 minutes)
- XII. [Action Item: Selection of Board Vice Chair](#) – *Latimer, Green* (3 minutes)
- XIII. [Action Item: Selection of Executive Committee Member](#) – *Latimer, Green* (3 minutes)
- XIV. [Action Item: Resolution of Appreciation for Mr. Trent White](#) – *Noland* (5 minutes)
- XV. [Action Item: Resolution of Appreciation for Ms. Dorothy Grisham](#) – *Noland* (5 minutes)
- XVI. [Action Item: Resolution of Appreciation for Dr. Linda Latimer](#) – *Noland* (5 minutes)
- XVII. [Action Item: Student Trustee Selection](#) – *Noland* (5 minutes)
- XVIII. Other Business
- XIX. Executive Session
 - A. Discuss pending legal action (if necessary)
- XX. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of the Minutes from February 21, 2025

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the February 21, 2025 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 February 21, 2025 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

February 21, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, February 21, 2025, at 1:30 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

I. Call to Order

Chair Dr. Linda Latimer called the meeting to order at 1:30 p.m. She reported on several milestones and accomplishments that highlight the dedication and talent within the university community. Among the highlights:

- At the recent Tennessee Intercollegiate State Legislature, ETSU students received multiple recognitions including the prestigious Carlisle Awards and Outstanding Representative honors. ETSU student Kyah Powers was elected as Governor for the upcoming session.
- Trey Hensley, an adjunct faculty member in the Bluegrass, Old-Time, and Roots Music Studies program, won the Grammy for Best Traditional Blues Album.
- The ETSU Center for Appalachian Studies and Services is celebrating its 40th anniversary, and it has been instrumental in research, cultural preservation, and community engagement throughout the region.
- The ETSU Research Corporation, in partnership with the state of Tennessee, recently released the results of the Northeast Tennessee Music Census, which showed that the music industry contributes \$75.9 million annually to the region's economy. The Research Corporation also cohosted a community summit to discuss the findings and to explore additional ways to support and develop the regional music industry and ecosystem.

Chair Latimer expressed her thanks to Tennessee Governor Bill Lee for including funding for Phase 2 of the renovation of Brown Hall and funds to update ETSU's facilities at Valleybrook in his proposed budget. She said Governor Lee and members of the Tennessee General Assembly continue to be important supporters of higher education, positioning Tennessee as a leader for both innovation and workforce development. As the hub for many of ETSU's science classrooms and research laboratories, she said, Brown Hall is a critical facility on the campus. She added that

Valleybrook will serve as an important incubator space for businesses in pioneering fields, helping to strengthen and expand our biomanufacturing industry in the region.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call.

Trustees physically present were:

Chair Dr. Linda Latimer
Trustee Charles Allen
Trustee Janet Ayers
Trustee Steve DeCarlo
Trustee Dr. Steph Frye-Clark
Trustee Dorothy Grisham
Trustee Melissa Steagall-Jones
Trustee Tony Treadway
Trustee Trent White

Dr. Green informed the board chair that a quorum was present.

III. Public Comments

No individuals were signed up to speak to the board during the public comment period.

IV. Approval of Minutes from November 15, 2024

The minutes from the November 15, 2024, meeting of the Board of Trustees were approved as submitted, with Trustee Melissa Steagall-Jones making the motion to approve and Trustee Tony Treadway seconding the motion. The motion passed unanimously.

V. Report from the Academic, Research, and Student Success Committee

Trustee Janet Ayers reported that the morning's meeting consisted of two action items and four information items. For the first action item, Provost Dr. Kimberly McCorkle presented the Policy on the Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes, which the committee approved. For the second action item, Provost McCorkle presented a request to provide notification of the adoption of the Institutional Research Security Policy, which the Board of Trustees passed in December 2024. The committee voted to authorize the President to notify the chairs of the Education Committees of the Tennessee Senate and House of Representatives of the adoption of the new policy.

Among the four information items, Provost McCorkle gave a report on academic notification actions that took place from August 1, 2024, through December 31, 2024. There were seven curriculum actions that required notification to the Tennessee Higher Education Commission and thirteen curriculum actions that did not require THEC notification, including the establishment of a new Center for Rural Education.

Chair Ayers reported that Dr. David Linville, Associate Vice President for Clinical Affairs, presented to the committee an executive summary of the annual Institutional Review of Graduate Medical Education. The review demonstrates that the program continues to meet all accreditation standards.

Chair Ayers summarized the presentation made to the committee by Dr. Jeffrey Snodgrass, Dean of the College of Health Sciences, which consisted of an overview of the academic, research, and clinical contributions of the college.

Chair Ayers concluded her report by providing a brief review of the report given to the committee by Dr. Joe Sherlin, Vice President for Student Life and Enrollment. He shared information with the committee on historic enrollment growth for the last three entering classes and the largest on-campus residential population in the history of ETSU. New initiatives in the works for the Division of Student Life and Enrollment include a Student Success Center, a One-Stop Shop, and a Student Life Village.

VI. Report from the Finance and Administration Committee

Trustee Steve DeCarlo reported that his committee reviewed several agenda items focused on the financial health of ETSU. The committee approved the proposal to keep College of Medicine tuition constant for academic year 2025-26. The committee also approved the proposed student housing and meal plan rates for fall 2025. Both these items are included in the Board's Consent Agenda.

Chair DeCarlo reported that the committee heard an update on the university's financial condition for the last quarter. Revenues and expenditures have seen positive growth, with tuition, state appropriations, and auxiliary revenues all showing increases.

As part of an information item, the committee reviewed criteria for consideration of an increase in tuition and mandatory fees and was given information on comparative rates for all public universities in Tennessee. Those figures demonstrate that ETSU continues to be an affordable option among public institutions in Tennessee. In accordance with the Tennessee Higher Education Commission's limits on tuition and mandatory fee increases of 0 percent to 4 percent, for budget development purposes, ETSU is considering no less than a 4 percent increase for the 2025-26 academic year.

As another information item, the committee was given figures on salary pools that are in Governor Bill Lee's proposed budget and the amount of money ETSU would need to identify internally to fund faculty and staff raises, ranging from 2 percent to 3 percent.

Finally, the committee heard a discussion about updates and improvements to the university's ProCard program.

VII. Report from the Audit Committee

Committee Chair Melissa Steagall-Jones reported that the Audit Committee heard a report from Ms. Becky Lewis, Director of Internal Audit, on audits performed since the November Board of Trustees meeting. There were two, the Auxiliary Enterprises audit and the WETS-FM financial statement audit. There were no significant issues or findings in either audit.

The committee heard a report by Ms. Christy Graham, Chief Financial Officer, on ETSU's audited financial statements from the Comptroller of the Treasury. The audit received an unmodified opinion, with no findings. This is the first time since 2019 that the ETSU audit has included no findings.

Ms. Steagall-Jones then told the board that the Audit Committee heard an update from ETSU Public Safety on the annual Clery Report, which shows a decrease in campus crime. The committee meeting concluded with the news that the ETSU Department of Public Safety has earned accreditation by the Tennessee Law Enforcement Accreditation Program.

VIII. Consent Agenda

Chair Latimer then called the board's attention to the Consent Agenda that included several routine items as well as items acted upon during the morning's committee meetings. Chair Latimer asked if there were any items on the Consent Agenda that needed to be pulled for discussion and consideration by the full board. There were none.

Chair Latimer then asked for a motion to approve the full Consent Agenda. Trustee Melissa Steagall-Jones moved that the Consent Agenda be approved, and Trustee Janet Ayers seconded the motion. It passed unanimously.

IX. Overview of Athletic Department's Strategic Plan

Dr. Richard Sander, Director of Intercollegiate Athletics, outlined the department's plan to navigate the future, beginning with the impacts of NIL, inflation, changes in conference affiliation, and the settlement of the House vs. NCAA lawsuit. He explained that the nearly \$2.8 billion settlement will result in ETSU contributing \$288,000 a year to the NCAA for the next 10 years, beginning this June in accordance with the terms of the settlement agreement. Institutions were directed by the NCAA to opt in or out of the new model by March 1, 2025. Dr. Sander explained that opting in means that an institution can compensate student-athletes directly for their NIL rights/revenue share and that there will be roster limits for teams instead of scholarship limits.

Against this backdrop, Dr. Sander said the ETSU Department of Intercollegiate Athletics has developed a new strategic plan, consisting of six elements: student-athlete experience, fiscal management, facilities, organization, revenue generation, and strategic engagement. Within the student-athlete experience component, ETSU will focus on 10 areas: academic performance, athletic performance, mental health, nutrition, career development, sports psychology, networking, mentoring and peer counseling, student/staff engagement, and a leadership academy.

Dr. Sander shared some factors involved in fiscal management as part of the new environment for college athletics, including the House settlement, NIL, revenue sharing, inflation, and travel and scheduling. He supplied travel figures for ETSU football trips to Mercer University in 2023 and 2025. These figures show a 24 percent increase in travel costs, from \$44,611 to \$55,213. This is just one example of why new revenue must be generated and the department must become more entrepreneurial.

Dr. Sander then discussed facilities, indicating that a consultant has been retained to look at needs and opportunities in all facilities used by the Department of Intercollegiate Athletics.

X. ETSU Research Update: Using Biomimetic Robotics to Better Understand Pollinator Behavior

Provost Dr. Kimberly McCorkle introduced Dr. Melissa Whitaker, Assistant Professor in the Department of Biological Sciences, who gave a presentation on her work with pollinators. She told the board that her lab is especially interested in the functions and consequences of non-nutritional elements that are in flower nectar and how they affect pollinator behaviors, specifically related to decisions. She pointed out that studying pollinator decision making is tedious and laborious if it is done in the field. Therefore, she and her colleagues have developed a new method of reporting bee visitation and understanding their preferences. Dr. Whitaker recognized two of her master's degree students, Skylar Mathieson and Josh Foley, and Professor David Zollinger from the Department of Engineering Technology. Together, they have designed a robotic flower that includes a very small camera that is motion-triggered. She noted that if a bee is tagged, researchers can connect to its individual identity. Underneath the "flower," bees can access a nectar reservoir filled with artificial nectar. The camera records the time of the bees' visitations and the duration, and the information is saved on tiny computers.

Dr. Whitaker said that her graduate students are using the "flowers" in their research investigating the effects of psychoactive floral compounds on pollinator behavior. Two of those compounds are caffeine and nicotine, both of which enhance pollinator learning.

Dr. Whitaker pointed out that much has been learned about how bees behave outside the nest, and she indicated that she and her colleagues are now interested in how these compounds, one of which is morphine, affect them in the nest. In the future, she said, the

hope is to use machine vision to track and observe bee behavior within the nest, using an artificial nest box. Each bee would be given an individual QR tag so that locations can be tracked and recorded. The goal is to learn more about such subjects as queen care, grooming, and food sharing, as well as how chemicals affect bee behavior at the colony level.

Dr. Whitaker concluded her presentation by thanking her graduate and undergraduate students and Professor Zollinger for their collaboration, as well as the College of Arts and Sciences, which has funded her research.

XI. Voyager Update

Dr. Karen King, Chief Information Officer, presented a status report on the upcoming implementation of the Voyager/Oracle system. She began by reviewing the project timeline, starting with last July's relaunch. Since then, she said, work has continued on planning and design. During the next few months, various testing sessions will occur, along with cut-over practice. Examples of systems integration testing, which is now underway, include parking deductions, integrations with the bank, and integrations with state agencies.

Dr. King pointed out that a number of business impacts have been realized with a high level of confidence, including a streamlined application process for employees. She noted that with the new system, an employee can apply for a job in approximately five minutes. She showed examples of the system's web clock and leave request sheets as they would look on mobile devices.

Dr. King said the chart of accounts has undergone a complete redesign, resulting in what will be an efficient framework for financial management. Other features include improved supplier registration and the ability to assign security in the system based on a person's role.

Dr. King told the Board that she expects all training materials to be completed in April. Training will take place throughout the spring, summer, and fall. Multiple training modalities will be used, such as quick-reference guides, videos, instructor-led training, and Oracle Guided Learning.

Dr. King indicated that she sees no "red flags" at this point, and the plan is to go live with the system in July.

XII. President's Report

Dr. Noland began his presentation by reaffirming the mission of ETSU: to improve the quality of life for the people of the region and beyond. He then turned to the work of the Tennessee Higher Education Commission, which is now creating a strategic master plan for the state's universities, community colleges, and colleges of applied technology.

Through a statewide survey of policy leaders and opinion makers, the commission has identified a list of issues critical to higher education. Among them are student success, mental health, campus safety, return on investment, maintenance and development of facilities, and the quality of teaching and learning. Dr. Noland commented that this list reaffirms the commonality between ETSU's strategic plan and the one that is emerging from THEC.

Dr. Noland noted that the first element in the THEC survey is student success and that the first pillar in ETSU's strategic plan is access and success. He reported that this spring, ETSU undergraduate enrollment is up by 343 students compared to the same time last year, while overall enrollment is up by 279. Enrollment figures indicate that ETSU has fully rebounded from the downturn that occurred during the COVID-19 Pandemic. Further, fall to spring retention for freshmen now stands at 90.4 percent. Applications are up by 800 over this time last year.

Continuing to focus on the student success aspect of our strategic plan, Dr. Noland discussed ETSU's work in building a regional P20 network, consistent with the ETSU 125, Chapter 2 study. He said that ETSU staff are engaged in improving the college-going rate in the region, building dual enrollment opportunities, ensuring that students are prepared in high school for careers and transition to college, improving retention and persistence to graduation, exploring ways to better serve adult populations, and helping to find meaningful employment for our graduates inside and outside the region.

Dr. Noland stressed that the P20 initiative not only involves a partnership with other educators, it relies on business and industry partnerships. As an example, he highlighted the \$15 million Bloomberg grant. ETSU is a principal partner with Ballad Health in educating students to become LPNs while they are still in high school and then for that degree to articulate and transfer seamlessly to a community college or ETSU. He said that rather than Ballad replicating staff, it took the leadership team already in place for P20, and they are leading the Bloomberg effort. Using that same basic structure, Dr. Noland said, we have applied for a \$2 million Rural Health Care Pathway Grant from the Tennessee Higher Education Commission to expand pre-practical nursing programs to other counties in the region, in partnership with the Tennessee College of Applied Technology in Morristown. Dr. Noland told the Board that this is another example of how the ETSU master plan is being put into action.

Turning to operations, President Noland reviewed operating budget figures for 2024-25 which show that the university's budget exceeds \$400 million. Outlining what the university is doing for the next fiscal year, Dr. Noland said a budget call to the campus has gone out and that the new budget will be built with the assumption of a constant enrollment level. The new budget model, nearly complete, will be used for the 2025-26 budget. Dr. Noland pointed out that under the new model, job vacancy management will be done at the divisional level, with each vice president managing those vacancies. He said that the university is in a solid position as it relates to the primary components of the budget, with the bulk of revenue that supports the institution coming from tuition and

fees and a significant percentage coming from the state. He indicated that this year, Governor Bill Lee's budget not only is balanced but it is making solid investments in operating, capital, and salaries. He said the funding for Phase 2 of Brown Hall renovation will change the face of science education on campus and that he and the staff are working to ensure that the funding for the project and the funding for Valleybrook remain in the budget as it moves through the legislative process. Dr. Noland emphasized the fortunate position ETSU is in with regard to state support

The state's investments in higher education, Dr. Noland said, are one reason why we are able to hold down tuition and fees, and those investments benefit our employees. He noted that at its November 2024 meeting, the board authorized across-the-board salary enhancements for faculty and staff and also created a supplemental pool of \$3 million that will allow for market adjustments. Dr. Noland reported that by the end of March, \$1.6 million in market salary enhancements will be distributed to faculty. Then, as the new classification and compensation system is put in place through Voyager, that structure will be used to make staff market adjustments later in the spring. All market adjustments, he said, will be retroactive to November.

Dr. Noland summarized the work being done to enhance facilities across campus. Phase 1 of Brown Hall renovation is underway, with displaced faculty and staff temporarily occupying the former Northeast State space downtown. Burleson Hall renovation is complete and faculty and staff will move back into that building soon. We are continuing to build out the Commons, and construction of the new Academic Building is progressing. Projects to come include Brown Hall Phase 2 and the Integrated Health Sciences building, with a groundbreaking planned for this year. Dr. Noland thanked ETSU's capital staff for their diligence in managing so many important projects.

Dr. Noland then briefly reviewed strategic initiatives related to our strategic goal of community stewardship. Those included the work of the Strategic Enrollment Management Task Force, financial aid optimization, the Strategic Resource Alignment Advisory Committee, plans for the comprehensive Student Success Center, research enhancement and diversification, and school implementation as part of the recent academic restructuring on campus.

Dr. Noland told the Board that the university remains committed to assisting students, faculty, and staff who were affected by Hurricane Helene, as well as those who are undergoing hardships because of the recent flooding in the region. He reiterated that Alternative Spring Break 2025 will focus on rebuilding in our region.

Dr. Noland then outlined the university's current legislative agenda:

- Ensure that the Tennessee Higher Education Commission recommendation on state appropriations moves through the state budget process
- Support the THEC recommendation regarding the Gatton College of Pharmacy and the Quillen College of Medicine

- Continue to ensure that we secure resources in Governor Lee's budget for Phase 2 of Brown Hall renovation and for Valleybrook
- Support THEC's efforts to deepen financial aid opportunities for students. Dr. Noland noted that these efforts will primarily assist students at Tennessee's colleges of applied technology but that those opportunities will affect ETSU positively in the long run.

Dr. Noland reported to the Board that the university is paying very close attention to recent developments at the federal level and how they might affect us. The Chair also directed staff to review any language in university policy and operations to ensure compliance and appropriate alignment with state and federal law.

Looking to the months ahead, Dr. Noland highlighted the appearance of author Anthony Doerr and actor LeVar Burton for the ETSU Festival of Ideas 2025, pointing out that Doerr's book *All the Light You Cannot See* was chosen as ETSU's Campus Read. He added that there are three remaining Broadway performances at the Martin Center this season.

Dr. Noland closed his presentation by describing recent celebrations. Building on the day's earlier announcement that ETSU Public Safety has earned accreditation from the Tennessee Association of Chiefs of Police, he announced that Interim Chief Mark Tipton is no longer interim and is now the new Chief of Police at ETSU on a permanent basis.

XIII. Other Business

There was no other business to come before the board.

XIV. Executive Session

There was no need to convene in executive session.

XV. Adjournment

The meeting was adjourned at 2:46 p.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Tuition and Mandatory Fees

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Ms. Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

The Board of Trustees annually evaluates certain criteria when considering increases in tuition and mandatory fees. Those criteria include:

1. Level of state support;
2. Total cost of attendance;
3. Efforts to mitigate the financial impact of an increase on students;
4. Tennessee Higher Education Commission (THEC) binding tuition and mandatory fee increase ranges;
5. Other factors affecting the university's financial stability such as projected student enrollment; university enrollment goals; market and cost factors for higher education; new program or new facility cost; and cost related to operations, programs of study, or individual courses.

Staff has outlined the current year assessment of these criteria as follows:

1. **Level of state support** – THEC based their tuition models on a core Consumer Price Index of 3.3 percent coupled with flat enrollment. THEC did not include a salary allocation in their request for new state operating revenues. The inflation factor for the three state supported units at ETSU equates to an appropriation increase of \$1.2 million.
2. **Total cost of attendance** – Tuition and fees increased by 5.2 percent in FY25. Tuition and mandatory fees for FY25 at ETSU continue to be comparable to other public institutions of higher education in the state. A comparison of tuition and mandatory fees is listed below and shows that ETSU is below the university average.
3. **Efforts to mitigate the financial effect on students** – The university routinely explores opportunities to mitigate rising costs and maximize efficiencies. Reviews of academic and administrative services are ongoing and should identify areas to improve services, reduce costs, or allow assets to be used more effectively for students. Furthermore, process efficiencies will be realized through the implementation of ETSU's new Oracle-based ERP

system, Voyager.

4. **THEC binding tuition and mandatory fee increase ranges** – THEC approved a binding range of a zero percent to 6.5 percent for tuition and mandatory fees for FY26 at their March 19th meeting.
5. **Other factors affecting the university's financial stability:**
 - a. Projected student enrollment and university enrollment goals – The university's enrollment continues to align with projections, and first-time freshmen enrollment increased over the last four years. The university is continuing efforts and activities to grow enrollment as defined in the strategic plan. Tuition and fees must remain competitive in the marketplace and students should be able to identify the value inherent in the education provided by ETSU over other institutions.
 - b. Market and cost factors for higher education – The market for higher education shows a declining number of high school graduates nationally and increased competition for enrollment from community colleges, other state universities, regional private institutions and border state colleges and universities. Faculty and staff salaries are the primary cost driver for the university.
 - c. New program or new facility cost – Costs related to new programs are largely being absorbed in the colleges per the institution's budget model. Facility costs have primarily been driven by inflationary costs related to utilities.
 - d. Cost related to operations, programs of study, or individual courses – Data from THEC show the core Consumer Price Index increased by 3.3 percent in 2024.

A five-year history of student maintenance and mandatory fees is presented below:

	Tuition (Maintenance Fees)									
	2020-21	% Incr	2021-22	% Incr	2022-23	% Incr	2023-24	% Incr	2024-25	% Incr
APSU	\$7,044	0%	\$7,146	1.5%	\$7,146	0%	\$7,356	2.9%	\$7,717	4.9%
ETSU	7,572	0%	7,722	2.0%	7,722	0%	7,950	3.0%	8,376	5.4%
MTSU	7,554	0%	7,704	2.0%	7,704	0%	7,908	3.2%	8,334	5.4%
TSU	7,026	0%	7,128	1.5%	7,128	0%	7,323	2.7%	7,733	5.5%
TN Tech ¹	9,060	12.7%	9,240	2.0%	9,240	0%	9,510	2.9%	9,990	5.0%
Memphis	8,220	0%	8,352	1.6%	8,352	0%	8,520	2.0%	8,856	3.9%
UTC	7,836	0%	7,992	2.0%	7,992	0%	8,232	3.0%	8,550	3.9%
UTK	11,332	0%	11,332	0.0%	11,332	0%	11,332	0.0%	11,660	2.9%
UTM	8,214	0%	8,378	2.0%	8,378	0%	8,546	2.0%	8,904	4.2%
UTS			9,000		9,000	0%	9,270	3.0%	9,640	4.0%
Univ. Avg	\$8,206	1.4%	\$8,333	1.6%	8,333	0%	\$8,520	2.4%	\$8,902	4.5%

¹TTU implemented 15/4 fee structure in 2020-21

Mandatory Fees										
	2020-21	% Incr	2021-22	% Incr	2022-23	% Incr	2023-24	% Incr	2024-25	% Incr
APSU	\$1,583	0%	\$1,615	2.0%	\$1,615	0%	\$1,667	3.1%	\$1,667	3.1%
ETSU	1,919	0%	1,952	1.7%	1,952	0%	2,000	2.4%	2,096	4.8%
MTSU	1,870	0%	1,888	1.0%	1,888	0%	1,970	4.3%	2,062	4.7%
TSU	1,157	0%	1,207	4.3%	1,207	0%	1,248	3.3%	1,248	0.0%
TN Tech	1,278	0%	1,282	0.3%	1,282	0%	1,320	2.9%	1,386	5.0%
Memphis	1,704	0%	1,704	0.0%	1,704	0%	1,824	6.6%	1,872	2.6%
UTC	1,820	0%	1,856	2.0%	1,856	0%	1,912	2.9%	1,912	0.0%
UTK	1,932	0%	1,912	-1.0%	1,912	0%	2,152	11.2%	2,152	0.0%
UTM	1,534	0%	1,534	0.0%	1,534	0%	1,662	7.7%	1,662	0.0%
UTS			1,200		1,200		1,236	3.0%	1,284	3.9%
University Average	\$1,644		\$1,615		\$1,615		\$1,699		\$1,734	

Total Tuition and Mandatory Fees										
	2020-21	% Incr	2021-22	% Incr	2022-23	% Incr	2023-24	% Incr	2024-25	% Incr
APSU	\$8,627	0%	\$8,761	1.6%	\$8,761	0%	\$9,023	2.9%	\$9,384	4.0%
ETSU	9,491	0%	9,674	1.9%	9,674	0%	9,950	2.8%	10,472	5.2%
MTSU	9,424	0%	9,592	1.8%	9,592	0%	9,878	2.4%	10,396	5.2%
TSU	8,183	0%	8,335	1.9%	8,335	0%	8,571	2.9%	8,981	4.8%
TN Tech ¹	10,338	11.0%	10,522	1.8%	10,522	0%	10,830	2.8%	11,376	5.0%
UM	9,924	0%	10,056	1.2%	10,056	0%	10,344	2.8%	10,728	3.7%
UTC	9,656	0%	9,848	2.0%	9,848	0%	10,144	2.9%	10,462	3.1%
UTK	13,264	0%	13,244	-0.2%	13,244	0%	13,484	1.8%	13,812	2.4%
UTM	9,748	0%	9,912	1.7%	9,912	0%	10,208	2.9%	10,566	2.9%
UTS			10,200		10,200		10,506	3.0%	10,924	4.0%
University Average	\$9,851		\$10,014		\$10,014		\$10,294		\$10,710	

¹TTU implemented 15/4 fee structure in 2020-21

Rate Per Term

	FY25 Actual	FY26 Proposed	\$ increase	% increase	Additional Revenue	Purpose of Funding
Undergrad Tuition @ 15 cr hr	\$4,188	\$4,401	\$213	5.09%	\$5,649,710	Salary Pool – University share 45% (\$1.8 million) Property and Casualty Insurance Increase (\$1,033,200) Scholarship Increase associated with tuition increase (\$500,000) Operating Expense Inflation (\$2.3 million)
Tuition Charge in addition to above rate						
UG International @ 15 cr hr	\$9,591	\$9,846	\$255	2.66%		
UG – GA, KY, NC, SC, VA @ 15 cr hr	\$435	\$450	\$15	3.45%		
UG–44 other states @ 15 cr hr	\$2,025	\$2,100	\$75	3.70%		
Graduate Tuition Rates						
Graduate Tuition @ 12 cr hr	\$5,356	\$5,564	\$208	3.88%		
Grad Out-of-State @ 12 cr hr (In addition to the rate above)	\$7,560	\$7,560	\$0	0.0%		

Mandatory Fee Request – Per Semester (Fee Capped at 8 hours)

	2024-25	2025-26		
	Actual	Proposed	\$ Increase	+Revenue
Student Life Village	\$8/\$1 per cr hr	\$48/\$6 per cr hr	\$40	\$877,200
Parking Student Campus Access	\$100/\$11.95 per cr hr	\$108/\$12.95 per cr hr	\$8	\$177,500
Total			\$48	\$1,054,700

Undergraduate In-State Tuition and Mandatory Fee Request – Per Academic Year

	2024-25	2025-26		
	Actual	Proposed	\$ Increase	% Increase
Undergrad Tuition @ 15 cr hr	\$8,376	\$8,802	\$426	5.09%
Mandatory Fees	\$2,096	\$2,192	\$96	4.58%
Total UG Tuition and Mandatory Fees	\$10,472	\$10,994	\$522	4.98%

It should be noted that all fee increases included in this item are contingent on the passage of the Governor's budget.

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed tuition and mandatory fees for 2025-2026 are approved as presented in the meeting materials contingent on the approval of the Governor's budget.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: May 23, 2025

ITEM: Consent Agenda

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board 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.

RESOLVED: The Board of Trustees adopts the Consent Agenda as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of the Minutes from February 21, 2025

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

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

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

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

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

MINUTES

February 21, 2025
Johnson City, Tennessee

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

I. Call to Order

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

II. Roll Call

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

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

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

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

The minutes from the November 15, 2024, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Charles Allen making the motion and Trustee Tony Treadway seconding the motion. The motion passed unanimously.

ACTION ITEMS

IV. Approval of Policy on Use of Artificial Intelligence Technologies for Instructional and Assignment Purposes

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle told the committee that the Board of Trustees is required by state statute to adopt a policy on the use of artificial intelligence technologies for instructional and assignment purposes before July 1, 2025. She indicated that the policy under consideration directs the Office of the Provost to publish written guidance and policy, as needed, related to the use of Generative Artificial Intelligence by faculty and students for instructional and assignment purposes on or before June 1, 2025.

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

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

Provost McCorkle reported that, pursuant to Tennessee Code Annotated, ETSU adopted an Institutional Research Security Policy on December 17, 2024, and that, in compliance with TCA, the Board of Trustees is required to notify the chairs of the Education committees of the Tennessee Senate and House of Representatives of the adoption of this policy no later than July 1, 2025. The purpose of the policy is to affirm the institution's commitment to safeguarding research and development efforts and to protect university assets against interference by U.S.-designated foreign adversaries. The policy is also necessary to ensure that the university community continues to adhere to state and federal law regarding research integrity.

Trustee Charles Allen made a motion that the Academic, Research, and Student Success Committee recommend that the Board of Trustees adopt the following resolution. Resolved: The Board of Trustees directs the President to notify the Chairs of the Education Committees of the Tennessee Senate and House of Representatives of the institution's adoption of the Institutional Research Security Policy as presented in the meeting materials no later than July 1, 2025. Trustee Tony Treadway seconded the motion. It passed unanimously.

INFORMATION AND DISCUSSION ITEMS

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

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

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

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

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

VII. Annual Institutional Review for Graduate Medical Education

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

VIII. College of Health Sciences Update

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

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

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

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

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

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

IX. Enrollment and Student Success Initiatives Update

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

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

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

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

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

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

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

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

GENERAL INFORMATION ITEMS

X. Committee Discussions

There was no further discussion.

XI. Other Business

There was no other business to come before the committee.

XII. Adjournment

The committee adjourned at 10:10 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of the Minutes from February 21, 2025
and April 11, 2025

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the February 21, 2025 quarterly meeting and April 11, 2025 special called meeting of the Finance and Administration Committee are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the February 21, 2025 and April 11, 2025 meetings of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

February 21, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, February 21, 2025, at 10:20 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Committee Chair Steve DeCarlo called the meeting to order at 10:20 a.m.

II. Roll Call

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

Chair Steve DeCarlo
Trustee Charles Allen
Trustee Dorothy Grisham
Trustee Dr. Linda Latimer
Trustee Trent White

Other Trustees present were Janet Ayers, Dr. Steph Frye-Clark, and Melissa Steagall-Jones.

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

The minutes from the November 15, 2024, meeting of the Finance and Administration Committee were approved as submitted, with Trustee Charles Allen making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

IV. Action Item: Approval of College of Medicine FY26 Tuition

Ms. Christy Graham, Chief Financial Officer, indicated that the university is requesting no increase in College of Medicine tuition for fiscal year 2026. This will be the third year that tuition has remained flat.

Trustee Grisham made a motion to accept the recommendation, and Trustee Latimer seconded the motion. It passed unanimously.

V. Action Item: Approval of Housing and Meal Plans for FY26

Ms. Graham outlined the proposed increases to campus housing rates for fiscal year 2026, which range between 5 percent and 8.7 percent --from \$95 to \$250 per semester. She indicated that the increase is part of a two-year plan to bring rental rates closer to the market rate. Housing rates for on-campus students have been benchmarked against regional benchmarks to ensure that the campus remains competitive and affordable in the marketplace. Ms. Graham said the additional revenue will help maintain facilities, address inflation, and service the debt. Our proposed rates still fall within the range of the other state institutions.

Trustee Grisham made a motion that the proposed housing rates be approved, and Trustee Latimer seconded the motion. It passed unanimously.

Ms. Graham then presented information on proposed meal plan increases for fiscal year 2026, pointing out that the increases are based on market increases as projected by Sodexo, our food service provider. Ms. Graham reported that compared to other Tennessee public universities, ETSU still offers some of the lowest meal plan costs. The requested increase is 4.1 percent and directly reflects the increase ETSU is receiving from Sodexo.

Trustee Allen moved that the meal plan rates be approved as presented, and Trustee Grisham seconded the motion. It passed unanimously.

VI. Quarterly Financial Update

Ms. Graham presented to the committee figures comparing December 31, 2024, to December 31, 2023. Among the highlights:

- Unrestricted education and general revenue by appropriation unit increased on the main campus by 4.6 percent, the College of Medicine and Family Medicine by 5.5 percent, and the College of Pharmacy by 12.5 percent (reflecting the new state appropriation for Pharmacy).
- By revenue source, tuition and fees have increased by 4.1 percent, state appropriations by 5.3 percent, and grants, contracts, and gifts by 92.7 percent.
- Ms. Graham noted that last quarter, Other Revenue was down by 11 percent, but that has now returned to flat.
- Changes in E&G unrestricted expenditures show an overall increase of nearly 6 percent. The increase is largely due to higher salary and benefit costs.

- Instruction remains our primary expense, followed by nearly equal spending on student services, academic support, and institutional support.
- When including auxiliaries and restricted funds, our total revenue through December was \$385 million, up by \$21.7 million, or 6 percent.
- Auxiliary revenue has seen the most significant change, partially due to maintaining near capacity in housing. Auxiliary expenses have risen by 4.2 percent, and salaries have increased by 6.7 percent, including both auxiliary and restricted funds.

Ms. Graham then gave a brief overview of the university's Statement of Net Position. Overall, assets have increased by 7 percent compared to this time last year, with most of the growth in cash and capital assets. Liabilities have decreased by 5.2 percent. She indicated that ETSU is in a sound financial position.

VII. Discussion of Comparative Tuition and Mandatory Fees for Tennessee Public Universities

Ms. Graham reviewed the criteria that the Board of Trustees must evaluate when considering an increase in tuition and mandatory fees.

Ms. Graham reported that in two of the last five years, Tennessee public universities have frozen tuition rates. The largest increase over the last five years was capped at 5.5 percent this fiscal year. ETSU's tuition rate is below the average for Tennessee public universities. However, ETSU's mandatory fees remain among the highest at Tennessee public universities. Despite that fact, ETSU's total cost of tuition and fees remains below the average.

While efforts continue to keep ETSU as affordable as possible, Ms. Graham told the committee that a tuition increase for next year will likely be proposed. The Tennessee Higher Education Commission's recommended range for tuition and fee increases is 0 percent to 4 percent. Ms. Graham said that we expect to be near a 4 percent increase, which would result in a \$318 annual increase per student, which would generate some \$3.5 million in revenue after discount, assuming stable enrollment.

Discussion then took place about the various financial packages and options available to students and how that information is disseminated.

VIII. Discussion of Proposed Salary Pool for FY26 Budget Development

Ms. Graham called the committee's attention to a chart showing required resources to fund a 2 percent or a 3 percent salary increase for ETSU faculty and staff. She said Governor Bill Lee's budget proposal included an appropriation that equates to a 2.3 percent salary pool for ETSU. Fifty-five percent of the main campus salary pool would be funded by the state and 45 percent

by the institution. Management is proposing holding state appropriations for salaries in pools until the state budget is adopted and fall 2025 enrollment is known. Trustees will be asked to consider a formal salary enhancement recommendation in November.

IX. Quarterly Report of Agreements \$250,000 or Greater

Dr. Katie Zink, Director of Procurement and Contract Services, reported on five such contracts and purchase orders included in the meeting materials.

Dr. Zink indicated that just prior to the committee meeting, an intent to award notification was sent to Carnegie Dartlet for enrollment consulting services for undergraduate admissions, for an estimated \$2,207,675, covering five years. Other RFQ/RFPs in process and upcoming include ones for athletic apparel, air filters, professional cleaning services, a library subscription agent, and fire sprinkler and standpipe inspection services.

X. CFO Update

Ms. Graham's report consisted of an update on the university's ProCard program. She indicated that over the last six months, the program has been analyzed and revamped. The focus has been to reduce exposure by pulling back underused cards, lowering credit limits to match spending, and freezing cards that are out of compliance. Campus staff have also been retrained on ProCard responsibilities, including cardholders and their supervisors. Ms. Graham said there has been a substantial reduction in missing receipts and in missing approvals. Next year, the focus will be more on audits, which will be aided by the Oracle system. The number of ProCards issued will be reduced, with a closer analysis of who gets to use them.

XI. Other Business

There was no other business to come before the committee.

XII. Adjournment

The meeting was adjourned at 11:10 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE
SPECIAL CALLED MEETING

MINUTES

April 11, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met in a special called session on Friday, April 11, 2025, at 11:04 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Committee Chair Steve DeCarlo called the meeting to order at 11:04 a.m.

II. Roll Call

Since Trustees participated in the meeting remotely, Board Secretary Dr. Adam Green posed two questions to each member, as required by Tennessee law asking if Trustees were able to clearly hear so that they could participate in the meeting, and if they could identify any persons present with them in the room from which they were participating in the meeting? Dr. Green added that since Trustees were participating remotely, all votes must be taken by roll call. Trustees taking part in the meeting by electronic means were:

Chair Steve DeCarlo
Trustee Charles Allen
Trustee Dorothy Grisham
Trustee Trent White

All four Trustees present reported that they were able to hear and that there were no other individuals in the room. Dr. Green noted that although a physical quorum was not present, a quorum did exist by including members participating by electronic means. In accordance with state law, Dr. Green then offered to the committee the following circumstances which necessitated the reason for holding the meeting:

- It is necessary for the Finance and Administration Committee to review and approve undergraduate tuition and fees and the proposed salary pool for fiscal year 2026 and to review the budget proposal for 2025-26 prior to the full Board of Trustees meeting on May 23.

- The necessity of the committee's meeting did not provide adequate time for the membership to make arrangements to be present physically for a quorum.

For those reasons, Dr. Green indicated that participation by a quorum of the committee's members by electronic means was necessary. He then asked that a motion be made and a roll-call vote be taken to determine the necessity of holding the meeting. Trustee Charles Allen made a motion to proceed with the meeting, and Trustee Dorothy Grisham seconded the motion. It passed unanimously.

Other Board of Trustees members attending the meeting electronically were Dr. Steph Frye-Clark and Mr. Tony Treadway.

III. Action Item: Approval of Tuition and Mandatory Fees for FY26

Ms. Christy Graham, Chief Financial Officer, presented to the committee recommended tuition and mandatory fees for the 2025-26 academic year. Ms. Graham reviewed the various factors that are considered prior to recommending any fee increases. First is the level of state support. Ms. Graham reported that the Tennessee Higher Education Commission's model for fiscal year 2026 was built on a flat enrollment with a 3.3 percent outcomes growth and inflationary adjustment. She said that Governor Bill Lee's proposed budget for an expenditure increase and a partially funded 2.3 percent salary pool was slightly over \$4 million. Ms. Graham indicated that the university also considers total cost of attendance, pointing out that for fiscal year 2025, tuition and fees at ETSU increased by 5.2 percent. A comparison of tuition and mandatory fees with other state universities continues to show that ETSU is below this year's average. Further, Ms. Graham told the committee that ETSU is engaged in an ongoing analysis of all units across campus to identify areas where services can be improved, where costs can be reduced, and where assets can be used more effectively for students. Also considered are THEC's binding tuition and mandatory fee ranges. At its March 2025 meeting, the commission approved a zero to 6.5 percent tuition and mandatory fee increase limit. Other factors taken into account are projected student enrollment, university enrollment goals, and market and cost factors for higher education.

Ms. Graham reported that ETSU is proposing a 4.98 percent increase in total tuition and mandatory fees for all classes of undergraduate students on the main campus: a 5.09 percent increase in tuition and a 4.58 percent increase in fees. She said that equates to a total increase for full-time undergraduate students of \$213 per semester for tuition and \$48 per semester for fees. She added that ETSU is recommending a \$15 increase for new border state students and a similar percentage for out-of-state, international, and graduate students. Assuming flat enrollment, this should result in a revenue increase of \$5.6 million. Ms. Graham told the committee that the added revenue will help fund ETSU's portion of the salary pool as well as increased insurance costs, scholarship increases, and other inflationary increases. The mandatory fee increase includes a \$40 per semester increase for the Student Life Village and \$8 per semester for the Parking Student Campus Access Fee. The overall increase of 4.98 percent will bring the annual cost of tuition and mandatory fees to \$10,994 per student. Ms. Graham

reiterated the fact that ETSU remains an affordable option for public higher education in Tennessee. Ms. Graham noted that if the committee approves the recommendation, staff will provide notice of the increases to the campus, as stipulated by state statute. The public notice period is 15 days. The full Board of Trustees will consider the proposed increases at its May 23 meeting.

Trustee Dorothy Grisham made a motion that the proposed fees be approved as presented, and Trustee Charles Allen seconded the motion. Through a roll-call vote, the motion passed unanimously.

IV. Action Item: Approval of Non-Mandatory Fees for FY26

Ms. Graham began with a request from the College of Arts and Sciences for approval of several non-mandatory fee increases, to become effective for the upcoming academic year. For the Brewing and Distillation program, the current fee of \$10 per credit hour would increase to \$50 per credit hour. The Theatre and Dance materials fee, currently \$10, would increase to \$35. The Music Education applied lessons fee would change from \$200 to \$400 per credit hour. Ms. Graham noted that this is revenue neutral and is related to credit hours associated with the course being reduced from two to one. Since the Ensemble courses will change to zero credit hours from one, a flat fee of \$50 per course is requested, since the \$10 per credit hour fee is no longer applicable. The Brewing and Distillation change is expected to bring in an additional \$3,300 in revenue for the program. The Theatre and Dance materials fee should result in a total revenue increase of \$93,125. And the change in the Ensemble course fee should result in a \$3,480 total revenue increase.

Trustee Allen made a motion that the non-mandatory fees be approved as presented, and Trustee Grisham seconded the motion. Through a roll-call vote, the motion passed unanimously.

V. Action Item: Approval of College of Pharmacy Tuition for FY26

Ms. Graham reported that the Gatton College of Pharmacy is requesting a two percent tuition increase for fiscal year 2026 for in-state and out-of-state students. The increase would result in an additional \$540 for in-state students and \$660 for out-of-state students. Ms. Graham said the college will continue to rely on funding from expense reductions and reserves to balance its budget while continuing to pursue appropriation assistance from the state.

Trustee Allen made a motion to approve the tuition increase, and Trustee Grisham seconded the motion. Through a roll-call vote, the motion passed unanimously.

VI. Action Item: Approval of Fixed Price Online Masters in Criminal Justice and Criminology

Ms. Graham told the committee that in the fall of 2018, the ETSU Board of Trustees approved a fixed price model for the launch of a fully online masters degree program in Criminal Justice and Criminology. That model fixes the tuition and mandatory fee rate for each cohort for three years. The College of Arts and Sciences has requested approval to continue a fixed price tuition model for the next three academic years, with an increase in the rate to \$618 per credit hour for the next three new student cohorts. The model includes tuition at \$535, a program fee of \$33, and an online fee of \$50. Under the proposal before the committee, the fixed price model would be maintained for academic years 2025-26 through 2027-28 at the increased rate.

Trustee Grisham made a motion that the proposal be approved as presented, and Trustee Allen seconded the motion. Through a roll-call vote, the motion passed unanimously.

VII. Action Item: Approval of Military Tuition Assistance Undergraduate Tuition Rate

Col. (Ret.) Dan Bishop, Director of the Office of Military and Veteran Services, presented a request to lower the undergraduate tuition rate to \$250 per credit hour for students using military Tuition Assistance, which is the primary education benefit available to active duty servicemembers. Col. Bishop explained that ETSU's current in-state tuition and fees exceed the federal TA reimbursement cap. He said there are 200,000 or more servicemembers using the TA benefit annually and that the Department of Defense is spending \$500,000,000 on TA benefits. He told the committee that the preponderance of those using TA benefits are from the enlisted ranks, pursuing their first undergraduate degree. He said education is one of the top three reasons why individuals join the military. Col. Bishop added that more than 20 universities match the TA cap for online tuition and service fees and that Austin Peay State University is the only institution in Tennessee to match the rate. APSU does so for undergraduate and graduate students.

ETSU CFO Graham added that approval of the new rate is being requested for a three-year period, after which it will be evaluated.

Trustee Allen made a motion that the rate be approved, and Trustee Grisham seconded the motion. Through a roll-call vote, the motion passed unanimously.

VIII. Action Item: Approval of Salary Pools for FY26

Ms. Graham told the committee that Governor Bill Lee presented his budget proposal to the Tennessee General Assembly on February 10. She said his proposal included a recommendation for a 2.3 percent salary pool for ETSU. She reminded the committee that the state historically funds 55 percent of the salary pool, with the rest coming from institutional resources. A 2.3 percent pool for ETSU's main campus will require approximately \$4 million to fund. The governor's proposed budget includes \$2.2 million of increased resources as the state portion. The remaining \$1.8 million will have to come from other resources or efficiencies. Ms. Graham said that ETSU intends to hold state appropriations for salaries in pools until the state budget is adopted and enrollment for fall 2025 is finalized. Any additional

resources identified by the ETSU administration that are above and beyond the \$4 million across-the-board salary pool would be used in part to provide strategic market rate salary adjustments. Ms. Graham added that board-approved salary adjustments will be implemented in November.

Trustee Grisham made a motion that the salary pools be approved as presented, and Trustee Allen seconded the motion. Through a roll-call vote, the motion passed unanimously.

IX. Information Item: Discussion of Spring Estimated and July Proposed Budgets

Ms. Graham presented these budgets as information items, indicating that they will be discussed in more detail during the May Board of Trustees meeting. The budgets presented to the committee included the 4.98 percent increase in tuition and mandatory fees as well as the 2.3 percent salary pool. Also included in the budgets is Governor Lee's recommended state appropriations amount. Ms. Graham told the committee that the state budget will not be confirmed until May.

For the main campus, Ms. Graham reported, the budget reflects an increase in revenue of \$12 million. That includes \$6 million in increased revenue to be realized through tuition, \$2 million through state appropriations, \$1 million from the mandatory fee increase, and \$2 million in increased revenue through auxiliaries. Tuition and mandatory fees equate to 53 percent of total revenue, and state appropriations provide 37 percent, excluding auxiliaries. Expenses are projected to increase by 3.3 percent. Of the \$9 million increase in expenses, \$4 million is a result of salaries, with \$2 million from benefits and taxes. Ms. Graham pointed out that the university has reduced its position count by 14.

Ms. Graham then discussed the Quillen College of Medicine budget, which includes a projected \$7 million increase in revenue, primarily due to increased state appropriations and an increase in private grants and contracts. An increase in expenses is mainly attributable to higher personnel costs.

Ms. Graham then summarized the Family Medicine budget, noting that revenue is projected to increase by \$600,000. Expenses are projected to increase by around \$1 million, largely due to personnel costs.

Ms. Graham concluded her presentation with a look at budget information for the Gatton College of Pharmacy. Revenue for the college is projected to increase by \$1.2 million, as a result of the increase in tuition and the state appropriation portion of the salary pool. Increased expenses are reflective of increased personnel costs. Ms. Graham added that the difference will continue to come from the college's reserves.

X. Other Business

There was no other business to come before the committee.

XI. Adjournment

The committee meeting was adjourned at 11:54 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of the Minutes from February 21, 2025

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

The minutes of the February 21, 2025 meeting of the Audit Committee are included in the meeting materials.

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

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
AUDIT COMMITTEE

MINUTES

February 21, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, February 21, 2025, at 11:12 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Committee Chair Melissa Steagall-Jones called the meeting to order at 11:12 a.m.

II. Roll Call

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

Committee Chair Melissa Steagall-Jones
Trustee Dorothy Grisham
Trustee Dr. Linda Latimer
Trustee Tony Treadway

Other Trustees present were Janet Ayers, Steve DeCarlo, Dr. Steph Frye-Clark, and Trent White.

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

The minutes from the November 15, 2024, meeting of the Audit Committee were approved as submitted with Trustee Tony Treadway making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

IV. Audits Performed November 2024 through January 2025

Ms. Becky Lewis, Director of Internal Audit, reported on two audits that were completed between November 2024 and January 2025. The first was for Auxiliary Enterprises, including student housing, parking services, postal services, and the Center for Physical Activity. She indicated that with the exception of a few minor discrepancies, there were no material weaknesses and no findings. The second was the annual financial statement audit of WETS-FM, as required by the Corporation for Public Broadcasting. Ms. Lewis said the audit concluded that the financial statements fairly present the financial position of the station as of June 30, 2024, and an unqualified opinion was issued.

Ms. Lewis then presented an audits heat map, which showed no areas of concern.

V. Recommendation Log Status as of January 31, 2025

Ms. Lewis briefly reviewed the log, which includes the status of all prior audit recommendations. Her office continues to perform follow-up reviews to make sure that prior audit recommendations have been addressed. She reported that her office has completed follow-ups for four prior recommendations and that the departments involved have implemented additional controls and procedures to help improve operations.

VI. Review of Audited Financial Statements from the Comptroller of the Treasury

Ms. Christy Graham, Chief Financial Officer, reported on the results of the audit of financial statements for the year ending June 30, 2024. She told the committee that the opinions on the financial statements are unmodified. There were no audit findings, and the previous audit finding was resolved. She said this was the first time since 2019 that the university had no audit findings. Ms. Graham recognized her staff for their work in achieving these results.

Some of the highlights of the audit report were:

- An increase year-over-year in capital assets and total assets, as reflected in the balance sheet
- A reduction in total liabilities
- An increase in net position year-over-year
- An increase in operating expenses primarily due to a 7.7 percent increase in salaries, wages, and benefits
- A slight decrease in scholarships due to the change in scholarship structure for out-of-state students
- A reduction in bond debt

VII. Annual Public Safety and Clery Report Update

Mr. Jeremy Ross, Chief Operating Officer, introduced Mr. Jeff Blanton, ETSU's Associate Vice President for Administration and Director of Emergency Management. Mr. Blanton briefly summarized the contents of the Clery Report, noting that all major crimes have gone down across campus. He attributed that decrease to partnerships with local law enforcement agencies and first responders and with the entire campus community. Among those partnerships is one involving the ETSU Department of Criminal Justice and Criminology, the ETSU College of Business and Technology, local law enforcement, the Bureau of Alcohol, Tobacco, Firearms, and Explosives, and the Tennessee Bureau of Investigation, which has resulted in the creation of a National Integrated Ballistic Information Network on the ETSU campus. Mr. Blanton indicated that it is the first such unit on a U.S. college campus.

Mr. Ross then introduced Michelle Jones, Deputy Chief of the Morristown Police Department and Chair of the Tennessee Law Enforcement Accreditation Program, and Morristown Police Chief Roger Overholt, with the program's Professional Standards Committee. They announced the recent successful accreditation of the ETSU Department of Public Safety, as a result of a complete assessment that occurred in December of 2024, with no compliance issues.

VIII. Other Business

There was no other business to come before the committee.

IX. Executive Session to Discuss Active Audits, Enterprise Risk Management, and Review University Risks and Related Internal Controls

The committee adjourned at 11:42 a.m. to go into executive session.

X. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Promotion and Tenure of Faculty Members

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

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

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

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



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

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

May 23, 2025

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

Dr. Green,

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

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

Sincerely,

Brian Noland
President

Attachments

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

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

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

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

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

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

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

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

Attachment B

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

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

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

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

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

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

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

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

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

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

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

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

Attachments:

- Letter of Notification
- THEC Financial Projections Form

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

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



EAST TENNESSEE STATE UNIVERSITY

Letter of Notification (LON)

BBA Hospitality and Tourism

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EAST TENNESSEE STATE UNIVERSITY

Section I: Overview

Program Information

Institution Name: East Tennessee State University

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

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

Academic Program Liaison (APL) Name and Contact Information:

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

Proposed Implementation Date:

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

Section II: Background

Purpose and Nature of the Proposed Academic Program

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

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

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

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

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

Sources:

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

Alignment with State Master Plan and Institutional Mission

Alignment with State Master Plan:

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

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

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

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

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

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

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

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

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

Alignment with Institutional Strategic Plan:

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

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

Institutional Capacity to Deliver the Proposed Academic Program

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

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

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

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

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

Existing Programs Offered at Public and Private Tennessee Institutions

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

Public Institutions with 4-Year Degree Options

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

Private Institutions with 4-Year Degree Options

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

Public Institutions with Associate and Certificate Options

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

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

Accreditation

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

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

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

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

ACPHA Accreditation Timeline

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

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

Section III: Feasibility Study

Local and Regional Demand

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

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

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

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

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

Sources:

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

Employer Demand

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

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

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

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

Sources:

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

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



Financial Projections Form

Institution East Tennessee State University

Program Name Hospitality and Tourism Management, BBA

Projected One-Time Expenditures

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

Projected Recurring Expenditures

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

Projected Revenue

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

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Spring Estimated and July Proposed Budgets

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

In compliance with Tennessee Code Annotated 49-8-203 (a) (1) (C), ETSU policy *Budget Control* requires three budgets be prepared each year and submitted to the Board of Trustees for approval. The university prepares budgets for the one formula funded unit (Main Campus), and three non-formula units (College of Medicine, Family Medicine, and College of Pharmacy).

The three budgets prepared each year are:

1. The proposed budget to fund the fiscal year beginning July 1;
2. The revised fall budget that is prepared after the fall enrollment cycle and financial statement preparation for the prior fiscal year; and
3. The estimated spring budget that is submitted at the same time as the proposed budget for the next fiscal year.

The Board will consider the 2024-25 spring estimated budgets and the July 2025-26 proposed budgets for the one formula funded unit and three non-formula units. In meetings held during the last year, the Board approved the 2024-25 July proposed and October revised budgets. The proposed budgets for the new fiscal year are based on the estimates for revenue and expenditures known at the time the budget is prepared. Details of these budgets are outlined below.

MOTION: I move that the Finance and Administration Committee recommend that the Board of Trustees adopt the following resolution:

RESOLVED: The estimated Spring 2024-25 and proposed July 2025-26 budgets that incorporate the previously approved salary pool by the committee are approved as presented in the meeting materials in accordance with the Governor's budget and THEC binding tuition limit.

Main Campus Budget

	<u>Actual 23-24</u>	<u>Orig. 24-25</u>	<u>Oct. Revised</u>	<u>Est. Spring</u>	<u>July Proposed</u>	<u>F25 to F26</u>
Revenue	319,197,301	318,102,000	319,894,200	320,773,100	331,478,100	13,376,100
<u>Expenditures and Transfers</u>						
Instruction	115,368,571	124,486,500	140,276,300	138,932,800	124,970,500	484,000
Research	5,642,020	6,365,300	13,472,300	14,377,800	7,979,000	1,613,700
Public Service	5,476,717	5,196,100	6,763,200	6,712,100	5,337,400	141,300
Academic Support	24,327,016	27,581,000	33,249,700	33,627,200	29,420,900	1,839,900
Student Services	30,378,216	33,000,100	35,682,200	35,610,300	33,545,700	545,600
Institutional Support	30,115,124	23,514,300	37,846,200	39,384,600	25,702,800	2,188,500
Facilities	23,169,590	22,419,900	27,302,000	26,480,300	25,873,000	3,453,100
Scholarships	25,743,476	29,933,300	27,985,600	28,391,700	28,754,800	(1,178,500)
Total before transfers	260,220,730	272,496,500	322,577,500	323,516,800	281,584,100	9,087,600
Debt Service	6,162,041	6,166,900	6,089,600	5,143,000	5,309,100	(857,800)
Non-Mandatory Transfers	18,697,810	2,885,800	11,323,800	12,242,300	4,915,700	2,029,900
Auxiliaries Exp & Tnfrs	31,306,068	36,224,200	36,806,300	36,787,800	38,416,340	2,192,140
Total	316,386,649	317,773,400	376,797,200	377,689,900	330,225,200	12,451,940

<u>FT Unrestricted and Auxiliary Positions</u>	<u>Orig 2024-25</u>	<u>Oct 2024-25</u>	<u>July Proposed</u>	<u>FY25 to FY26</u>
Faculty	732	731	720	(12)
Administration	40	39	41	1
Maint/Tech/Support	435	427	406	(29)
Professional Support	587	598	596	9
Sub Total	1794	1795	1780	(31)
Auxiliaries	47	47	69	22
Total	1841	1842	1827	(9)

Quillen College of Medicine Budget

	Actual 23-24	July 24-25	Oct Revised	Est Spring	July Proposed	FY25 to FY26
Revenue	78,245,308	79,329,500	90,594,000	90,410,800	86,671,300	7,341,800
<u>Expenditures and Transfers</u>						
Instruction	45,855,172	59,290,900	60,921,700	60,542,900	61,250,800	1,959,900
Research	3,394,488	3,925,100	7,157,100	7,157,100	5,031,100	1,106,000
Academic Support	7,489,658	8,803,900	8,355,900	8,355,900	9,092,200	288,300
Student Services	3,048,980	4,771,600	4,915,100	4,915,100	4,080,500	(691,100)
Institutional Support	4,216,552	4,036,400	4,112,900	4,112,900	3,968,600	(67,800)
Facilities	5,443,784	7,419,800	7,675,100	7,675,100	7,537,300	117,500
Scholarships	255,000	260,000	260,000	260,000	260,000	-
Total before transfers	69,703,634	88,507,700	93,397,800	93,019,000	91,220,500	2,712,800
Debt Service	116,225	106,400	106,400	106,400	106,900	500
Non-Mandatory Transfers	13,844,825	(9,284,400)	(7,739,600)	(7,544,000)	(4,525,800)	4,758,600
Total	83,664,684	79,329,700	85,764,600	85,581,400	86,801,600	7,471,900

FT Unrestricted and Auxiliary Positions	Orig 23-24	Oct Revised		July Proposed	FY25 to FY26
Faculty	165	165		167	2
Administration	5	5		5	-
Maint/Tech/Support	105	101		102	(3)
Professional Support	109	112		112	3
Total	384	383	-	386	2

Family Medicine Budget

	Actual 23-24	July 24-25	Oct Revised	Est Spring	July Proposed	FY25 to FY26
Revenue	21,755,616	21,774,200	22,224,200	22,474,200	22,366,000	591,800
<u>Expenditures and Transfers</u>						
Instruction	14,409,337	15,464,100	17,457,300	16,730,270	16,233,670	769,570
Research	123,238	399,100	309,000	173,630	309,680	(89,420)
Academic Support	3,860,845	4,295,500	4,746,500	4,710,630	4,718,660	423,160
Institutional Support	1,445,106	1,939,700	1,814,300	1,563,550	1,805,590	(134,110)
Facilities	422,672	412,500	636,100	869,560	412,500	-
Total before transfers	20,261,198	22,510,900	24,963,200	24,047,640	23,480,100	969,200
Non-Mandatory transfers	3,691,703	(719,210)	(4,173,590)	1,165,220	(1,039,100)	(319,890)
Total	23,952,901	21,791,690	20,789,610	25,212,860	22,441,000	649,310

FT Unrestricted and Auxiliary Positions	Orig 24-25	Oct Revised	July Proposed	FY25 to FY26
Faculty	33	33	34	1
Administration	-	-	-	-
Maint/Tech/Support	50	52	52	2
Professional Support	32	30	30	(2)
Total	115	115	116	1

Gatton College of Pharmacy Budget

	<u>Actual 23-24</u>	<u>Orig. 24-25</u>	<u>Oct. Revised</u>	<u>Est. Spring</u>	<u>July Proposed</u>	<u>F25 to F26</u>
Revenue	\$ 8,523,080	\$ 8,408,200	\$ 8,778,600	\$ 8,778,600	\$ 9,613,000	\$ 1,204,00
<u>Expenditures and Transfers</u>						
Instruction	\$ 3,662,485	\$ 3,665,900	\$ 3,944,400	\$ 3,772,500	\$ 3,977,000	\$311,100
Research	224,835	325,900	690,400	650,000	500,100	174,200
Public Service	448,174	470,000	710,100	710,100	507,500	37,500
Academic Support	1,716,542	2,274,500	2,429,200	2,198,300	2,276,100	1,600
Student Services	827,113	897,900	950,000	885,600	804,700	(93,200)
Institutional Support	545,181	569,000	715,800	648,300	556,900	(12,100)
Facilities	393,119	439,600	533,700	494,400	415,500	(24,100)
Scholarships	221,465	375,000	464,700	417,200	569,100	194,100
Total before transfers	8,038,914	9,017,800	10,438,300	9,776,400	9,606,900	589,100
Debt Service	670,976	671,000	671,600	671,700	706,300	35,300
Non-Mandatory Transfers	(395,648)	(1,280,600)	(386,600)	275,200	(700,200)	580,400
Total	<u>\$ 8,314,242</u>	<u>\$ 8,408,200</u>	<u>\$ 10,723,300</u>	<u>\$ 10,723,300</u>	<u>\$ 9,613,000</u>	<u>\$1,204,800</u>

<u>FT Unrestricted and Auxiliary Positions</u>	<u>Orig. 24-25</u>	<u>Oct. Revised</u>	<u>July Proposed</u>	<u>F25 to F26</u>
Faculty	30	30	30	-
Administration	1	1	1	-
Maint/Tech/Support	12	12	12	-
Professional Support	11	11	11	-
Total	<u>54</u>	<u>54</u>	<u>54</u>	<u>-</u>

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Action Item: Approval of Non-Mandatory Fee for Quillen College of Medicine FY26

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

The Quillen College of Medicine requests the following change in non-mandatory fees. The recommendation is to eliminate the Microscope Fee of \$125 per semester and create a new Microscope Lab Fee of \$25 per semester. The proposed fee more accurately reflects the current need for the program.

	2024-2025 Actual	2025-2026 Proposed	Per cr hr Decrease
Microscope Fee	\$125 per semester	\$0	(\$125)
Microscope Lab Fee	\$0	\$25 per semester	\$50

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed non-mandatory fee for 2025-2026 is approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of FY26 Capital Budget Submittals and Disclosures

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Laura Bailey
Associate Vice President of Capital Planning
and Facilities Services

The overall policy goal of facilities planning for the Tennessee Higher Education Commission (THEC) is to provide physical facilities that enable institutions to provide a quality educational atmosphere that fulfill their role and mission. This goal is accomplished through annual recommendations for the funding of projects in capital outlay and capital maintenance, as follows:

Capital outlay projects utilize state funding in whole or in part. They include new facilities or additions required by enrollments or significant changes in programmatic requirements; major renovation which change the function, use, or capacity of existing space; major expansions or conversion of central energy plants; and major renovation projects which upgrade or appreciably extend the life of an existing facility. Capital maintenance projects recommended annually provide a multi-year commitment to protect the integrity of the building structures, or bring the equipment or systems in the buildings into compliance with current federal, state, and local standards.

Below is a list of ETSU's capital projects and priorities for fiscal year 2025-2026:

Capital Outlay Top 5 Rev - \$53,440,170 – Submitted 09/05/2024

1. Brown Hall Renovation Phase II – \$53,440,170

Capital Outlay - \$16,960,000 – Submitted 09/05/2024

1. Main Campus Utility Infrastructure – \$16,960,000

Capital Demolition - \$250,000 – Submitted 08/02/2024

1. Demolition of Powerhouse Chimney and Support Structure – \$250,000

Capital Maintenance - \$23,490,000 – Submitted 08/02/2024

1. Safety Steam Line Repairs & Replacement – \$3,500,000
2. Multiple Buildings HVAC & Plumbing Repairs – \$3,500,000
3. Multiple Buildings Elevator Repairs and Replacement – \$1,000,000
4. Multiple Buildings Roof Replacements – \$3,500,000
5. Multiple Buildings Electrical Infrastructure – \$3,800,000
6. Repair and Replace Campus Water Lines – \$4,290,000
7. Exterior & Structural Repairs and Replacement – \$3,900,000

Capital Disclosures - \$95,000,000 – Submitted 08/02/2024

1. Residence Hall – \$40,000,000
2. Parking Garage – \$55,000,000

MOTION: I move that the Finance and Administration Committee recommend that the Board of Trustees adopt the following resolution:

RESOLVED: The ETSU Board of Trustees approves and directs university staff to submit the capital outlay, capital maintenance, and disclosed projects to the Tennessee Higher Education Commission as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Audit Committee Charter

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

The specifications in TCA § 4-35-103 require that an audit committee develop a charter addressing the committee's purpose, powers, duties, and mission. As outlined in TCA § 4-15-105 the responsibilities of the Audit Committee include "overseeing the university's financial reporting and related disclosures, especially when financial statements are issued; evaluating management's assessment of the body's system of internal controls; formally reiterating, on a regular basis, to the state governing board, council, commission, equivalent body, or management and staff of the agency to which the audit committee is attached, the responsibility of the state governing board, council, commission, equivalent body, or management and staff of the agency for preventing, detecting, and reporting fraud, waste, and abuse; serving as a facilitator of any audits or investigations of the body to which the audit committee is attached, including advising auditors and investigators of any information the audit committee may receive pertinent to audit or investigative matters; informing the comptroller of the treasury of the results of assessment and controls to reduce the risk of fraud; and promptly notifying the comptroller of the treasury of any indications of fraud."

MOTION: I move that the Audit Committee recommend that the Board of Trustees adopt the following resolution:

RESOLVED: Upon the recommendation of the Audit Committee, the Board of Trustees adopts the Audit Committee Charter as outlined in the agenda materials.

East Tennessee State University

Audit Committee Charter

I. Purpose and Mission

The Audit Committee, a standing committee of the East Tennessee State University Board of Trustees, provides oversight and accountability on all aspects of university operations. The committee will assist the Board in fulfilling its oversight responsibilities by reporting regularly to the Board about Audit Committee activities and issues that arise with such recommendations as the committee deems appropriate. The Audit Committee will provide for open communications among the Board, university senior management, and the Tennessee Comptroller's Office auditors regarding audit matters.

The Audit Committee will provide oversight in the following areas:

- A. Audit engagements with the Tennessee Comptroller's Office, including the integrity of financial statements and compliance with legal and regulatory requirements,
- B. Audit engagements with external auditors,
- C. Internal Audit administration and activities,
- D. Management's internal controls and compliance with laws, regulations, and other requirements,
- E. Management's risk and control assessments,
- F. The University's Code of Conduct,
- G. Fraud, waste, and abuse prevention, detection, and reporting, and
- H. Other areas as directed by the Board.

II. Authority

The Audit Committee has the authority to conduct or authorize audits or investigations into any matter within its scope of responsibility. The scope of internal auditing extends to all aspects of institutional operations and beyond fiscal boundaries. The committee is authorized to:

- A. Seek any information it requires from employees or external parties. Employees are directed to cooperate with the committee's requests,
- B. Have access to all books, records, and physical properties of East Tennessee State University,
- C. Meet with Board and institutional officials, external and internal auditors, legal counsel, or others as necessary, and
- D. Delegate authority to subcommittees, providing that such decisions by any subcommittee are presented to the full committee at its next scheduled meeting.

III. Responsibilities

The Board employs a person qualified by training and experience to serve as the Chief Audit Executive, who reports directly to the Audit Committee. The Chief Audit Executive coordinates audit activities with the Tennessee Comptroller of the Treasury and with any other appropriate external auditors. The Audit Committee facilitates any audit and investigative matters, including advising auditors and investigators of any information the committee may receive pertinent to these matters.

The Audit Committee will carry out the following duties for the Board and will report to the Board about Audit Committee activities and issues that arise with such recommendations as the committee deems appropriate:

A. Tennessee Comptroller's Office Audits (State Auditors)

1. Understand the scope and approach used by the State Auditors in conducting their examinations,
2. Review results of the Comptroller's examinations of financial statements and any other matters related to the conduct of the audits,
3. Review with management and legal counsel any legal matters (including pending litigation) that may have a material impact on the financial statements, and any material reports or inquiries from regulatory or governmental agencies,
4. Ensure that the Comptroller is notified of any indications of fraud in the manner prescribed by the Comptroller,
5. Resolve any differences between management and the Comptroller's auditors regarding financial reporting, and
6. Meet, as needed, with the Comptroller's auditors to discuss any matters that the Audit Committee or State Auditors deem appropriate.

B. External Audits

1. Understand the scope and approach used by the external auditors in conducting their examinations,
2. Review results of the external auditors' examinations and any other matters related to the conduct of the external audits, and
3. Meet, as needed, with the external auditors to discuss any matters that the Audit Committee or external auditors deem appropriate.

C. Internal Audit Activities

1. Ensure that the Chief Audit Executive reports directly to the Audit Committee and has direct and unrestricted access to the chair and other committee members,
2. Review and approve the charter for the East Tennessee State University's Internal Audit department,
3. Review and approve the annual audit plans for East Tennessee State University's Internal Audit department, including management's request for unplanned audits,
4. Receive and review significant results of internal audits performed,
5. Work with East Tennessee State University management and Internal Audit to assist with the resolution of cooperation issues and to ensure the implementation of audit recommendations,

6. Review the results of the year's work with the Chief Audit Executive, and
 7. Assure compliance with *the Global Internal Audit Standards (Standards)*, the Office of Internal Audit must implement and maintain a quality assurance and improvement program that incorporates both internal and external assessments.
 - a. Internal assessments are ongoing, internal evaluations of the internal audit activity, coupled with periodic self-assessments and/or reviews.
 - b. External assessments enable the internal audit activity to evaluate conformance with the *Standards*; internal audit and audit committee charters; the organization's risk and control assessment; the effective use of resources; and the use of successful practices.
 - c. An external assessment must be performed at least every five years by an independent reviewer or review team.
 - d. Results of the external assessment will be communicated to the Audit Committee and management.
- D. Internal Audit Administration
1. Ensure the Chief Audit Executive reports functionally to the Audit Committee of the Board and reports to the President for administrative purposes only.
 2. Ensure that East Tennessee State University Internal Audit has adequate resources in terms of staff and budget to effectively perform its responsibilities.
 3. Review and approve the appointment, compensation, reassignment, or dismissal of the Chief Audit Executive, and
 4. Review and approve the compensation and dismissal of campus internal auditors.
- E. Risk, Internal Control and Compliance
1. Consider the effectiveness of the internal control system and compliance with laws and regulations, including computerized information system controls and security,
 2. Understand the scope of internal and external auditors' reviews of internal controls over financial reporting,
 3. Make recommendations to improve management's internal control and compliance systems to ensure the safeguarding of assets and prevention and detection of errors and fraud. The components of the control system are:
 - a. control environment—creating a culture of accountability;
 - b. risk assessment—performing analyses of program operations to determine if risks exist;
 - c. control activities—taking actions to address identified risk areas;
 - d. information and communication—using and sharing relevant, reliable, and timely information; and
 - e. monitoring —tracking improvement initiatives and identifying additional actions needed to further improve program efficiency and effectiveness.
 4. Review and evaluate the enterprise risk management process performed by institutional management, and
 5. Inform the Comptroller of the Treasury of the results of enterprise risk management process.
- F. Fraud

1. Ensure that the Board and the institution have an effective process in place to prevent, detect, and report fraud, waste and abuse.
2. Establish a process for employees, taxpayers and other citizens to confidentially report suspected illegal, improper, wasteful, or fraudulent activity.
3. Inform the Comptroller of the Treasury of assessments of controls to reduce risks of fraud.
4. Promptly report indications of fraud to the Comptroller of the Treasury.
5. Facilitate audit and investigative matters, including advising auditors and investigators of any pertinent information received by the Audit Committee.

G. Other

1. Review and assess the adequacy of the Audit Committee's charter annually -, requesting Board approval for any proposed changes.
2. Ensure there are procedures for the receipt, retention, and treatment of complaints about accounting, internal controls, or auditing matters.
3. Review East Tennessee State University's code of conduct and/or policies regarding employee conduct to ensure that they are easy to access, are widely distributed, are easy to understand and implement, include a confidential mechanism for reporting code violations, are enforced, and include a conflict of interest policy.
4. Review East Tennessee State University's conflict of interest policy to ensure that the term "conflict of interest" is clearly defined, the policy is comprehensive, annual signoff is required, and potential conflicts are adequately resolved and documented.

IV. Independence

Each member should be independent in fact and appearance of any interests that are in conflict with their duties as a Committee member.

Each member shall strictly adhere to the Code of Ethics for Appointed Board Members.

V. Membership

- A. Pursuant to TCA § 4-35-104, the Audit Committee shall have at least three members,
- B. The Committee and its Chair shall be approved by the Board upon recommendation of the Board Chair,
- C. Audit Committee members, including its Chair, shall serve for a two-year term,
- D. For good cause, such as the need to ensure continuity in Board leadership during a period of transition in Board membership or in the offices of Governor or President, the Board, on the recommendation of the Chair, may extend the term of the Committee and Committee Chair appointments for up to one year beyond the two year term,
- E. Competencies and professional or business expertise of members and previous Board and committee experience of Trustees, together with any special qualifications required by the bylaws for certain committees, will be considered in committee and

chair appointments.

- F. The Audit Committee shall include at least one member, preferably the chair of the committee, who shall have extensive accounting, auditing, or financial management expertise,
- G. Each member of the audit committee should have an adequate background and education to allow a reasonable understanding of the information presented in the financial reports of the university and the comments of auditors with regard to internal control and compliance findings and other issues.
- H. The Vice Chair of the Board shall serve as an ex officio member of the Audit Committee but shall not be counted for quorum purposes.
- I. The Audit Committee may be composed of one external member and two or more Trustees who satisfy the membership requirements. An external member must have extensive accounting, auditing, or financial management expertise. An external member may not serve as Chair of the Audit Committee.
- J. If a vacancy occurs in a committee or chair position prior to expiration of the two-year term, the Board shall appoint a Trustee to fill the remainder of the term, upon the recommendation of the Chair.

VI. Meetings

- A. The Audit Committee shall meet as necessary, but at least annually, and also whenever requested by the chair of the Audit Committee or the Comptroller of the Treasury,
- B. The Audit Committee may invite Board management, auditors, or others to attend and provide relevant information,
- C. Meeting agendas will be provided to members in advance, along with appropriate briefing materials,
- D. The Board Secretary or their designee shall take minutes at each meeting of the Audit Committee and maintain approved minutes as the official record of such meeting,
- E. A majority of the members of the committee shall constitute a quorum for the transaction of business
- F. All meetings of the Audit Committee shall adhere to the Open Meetings Act, Tennessee Code Annotated Title 8, Chapter 44, except that pursuant to TCA § 4-35-108(b), the Audit Committee may hold confidential, nonpublic executive sessions for the sole purpose of discussing the following:
 - 1. Items deemed not subject to public inspection under Tennessee Code Annotated, Sections 10-7-503 and 10-7-504, and all other matters designated as confidential or privileged under state or federal law,
 - 2. Litigation,
 - 3. Audits or investigations,
 - 4. Information protected by federal law, and
 - 5. Matters involving information under Tennessee Code Annotated, Section 4-35-107(a), where the informant has requested anonymity.

Approvals

Approved by: _____ Date: _____

Melissa Stegall-Jones
Chair of the Audit Committee

Approved by: _____ Date: _____

Linda Latimer, MD
Chair of the Board of Trustees

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Internal Audit Charter

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

The Office of Internal Audit adheres to the Institute of Internal Auditors' mandatory guidance known as the International Professional Practices Framework (IPPF). This includes the core principles, definition, code of ethics, and the Global Internal Audit Standards that govern the practice of internal auditing. ETSU's Office of Internal Audit developed an Internal Audit Charter which outlines the purpose, mandate, board oversight, Chief Audit Executive's roles and responsibilities, and the scope and types of internal audit services performed.

MOTION: I move that the Audit Committee recommend that the Board of Trustees adopt the following resolution:

RESOLVED: Upon the recommendation of the Audit Committee, the Board of Trustees adopts the Internal Audit Charter as outlined in the agenda materials.

Internal Audit Charter

East Tennessee State University

Purpose

The purpose of the internal audit function is to strengthen East Tennessee State University's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

Assurance services involve the internal auditor's objective assessment of evidence to provide an independent opinion or conclusions regarding an entity, operation, function, process, system, or other subject matter. The nature and scope of the assurance engagement are determined by the internal auditor. There are generally three parties involved in assurance services: (1) the person or group directly involved with the entity, operation, function, process, system, or other subject matter — the process owner, (2) the person or group making the assessment — the internal auditor, and (3) the person or group using the assessment — the user.

Consulting services are advisory in nature, and are generally performed at the specific request of an engagement client. The nature and scope of the consulting engagement are subject to agreement with the engagement client. Consulting services generally involve two parties: (1) the person or group offering the advice — the internal auditor, and (2) the person or group seeking and receiving the advice — the engagement client. When performing consulting services, the internal auditor should maintain objectivity and not assume management responsibility.

The internal audit function enhances East Tennessee State University's:

- Successful achievement of its objectives.
- Governance, risk management, and control processes.
- Decision-making and oversight.
- Reputation and credibility with its stakeholders.
- Ability to serve the public interest.

East Tennessee State University's internal audit function is most effective when:

- Internal auditing is performed by competent professionals in conformance with The IIA's Global Internal Audit Standards, which are set in the public interest.
- The internal audit function is independently positioned with direct accountability to the board.
- Internal auditors are free from undue influence and committed to making objective assessments.

East Tennessee State University's management has the primary responsibility for establishing and maintaining a sufficient system of internal controls as well as the enterprise risk management process.

Commitment to Adhering to the Global Internal Audit Standards

The East Tennessee State University's internal audit function will adhere to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements. The Chief Audit Executive will report periodically to the board and senior management regarding the internal audit function's conformance with the Standards, which will be assessed through a quality assurance and improvement program.

Mandate

Authority

In accordance with the T.C.A. Higher Education Accountability Act of 2004 (Tenn. Code Ann. § 49-14-101) and the T.C.A. Audit Committee Act of 2005 (Tenn. Code Ann. § 4-35-102), the Audit Committee, a standing committee of the Board, oversees the internal audit function at East Tennessee State University. Audit activities are conducted in accordance with and governed by all applicable internal audit and audit committee state statutes, the Institute of Internal Auditors' International Professional Practices Framework, which comprise Global Internal Audit Standards and Topical Requirements (Standards).

The internal audit function's authority is created by its direct reporting relationship to the board. Such authority allows for unrestricted access to the board.

The board authorizes the internal audit function to:

- Have full and unrestricted access to all functions, data, records, information, physical property, and personnel pertinent to carrying out internal audit responsibilities. Internal auditors are accountable for confidentiality and safeguarding records and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques, and issue communications to accomplish the function's objectives.
- Obtain assistance from the necessary personnel of East Tennessee State University and other specialized services from within or outside East Tennessee State University to complete internal audit services.

Other than its work performed in conjunction with its quality assurance and improvement program, Internal Audit has neither direct responsibility for, nor authority over, any of the activities, functions, or tasks it reviews nor shall their review relieve others of their responsibilities.

Independence, Organizational Position, and Reporting Relationships

The Chief Audit Executive will be positioned at a level in the organization that enables internal audit services and responsibilities to be performed without interference from management, thereby establishing the independence of the internal audit function. The Chief Audit Executive will report functionally to the board and administratively to the President. This positioning provides the organizational authority and status to bring matters directly to senior management and escalate matters to the board, when necessary, without interference and supports the internal auditors' ability to maintain objectivity.

The Chief Audit Executive will confirm to the board, at least annually, the organizational independence of the internal audit function. If the governance structure does not support organizational independence, the Chief Audit Executive will document the characteristics of the

governance structure limiting independence and any safeguards employed to achieve the principle of independence. The Chief Audit Executive will disclose to the board any interference internal auditors encounter related to the scope, performance, or communication of internal audit work and results. The disclosure will include communicating the implications of such interference on the internal audit function's effectiveness and ability to fulfill its mandate.

Changes to the Mandate and Charter

Circumstances may justify a follow-up discussion between the Chief Audit Executive, board, and senior management on the internal audit mandate or other aspects of the internal audit charter. Such circumstances may include but are not limited to:

- A significant change in the Global Internal Audit Standards.
- A significant acquisition or reorganization within the institution.
- Significant changes in the Chief Audit Executive, board, and/or senior management.
- Significant changes to the organization's strategies, objectives, risk profile, or the environment in which the organization operates.
- New laws or regulations that may affect the nature and/or scope of internal audit services.

Board Oversight

To establish, maintain, and ensure that East Tennessee State University's internal audit function has sufficient authority to fulfill its duties, the board will:

- Discuss with the Chief Audit Executive and senior management the appropriate authority, role, responsibilities, scope, and services (assurance and/or advisory) of the internal audit function.
- Ensure the Chief Audit Executive has unrestricted access to and communicates and interacts directly with the board, including in private meetings without senior management present.
- Discuss with the Chief Audit Executive and senior management other topics that should be included in the internal audit charter.
- Participate in discussions with the Chief Audit Executive and senior management about the "essential conditions," described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
- Approve the internal audit function's charter, which includes the internal audit mandate and the scope and types of internal audit services.
- Review the internal audit charter annually with the Chief Audit Executive to consider changes affecting the organization, such as the employment of a new Chief Audit Executive or changes in the type, severity, and interdependencies of risks to the organization.
- Approve the risk-based internal audit plan.
- Approve the internal audit function's human resources administration and budgets.

- Approve the internal audit function's expenses.
- Collaborate with senior management to determine the qualifications and competencies the organization expects in a Chief Audit Executive, as described in the Global Internal Audit Standards.
- Authorize the appointment and removal of the Chief Audit Executive.
- Approve the remuneration of the Chief Audit Executive.
- Review the Chief Audit Executive's performance.
- Receive communications from the Chief Audit Executive about the internal audit function including its performance relative to its plan.
- Ensure a quality assurance and improvement program has been established and review the results annually.
- Make appropriate inquiries of senior management and the Chief Audit Executive to determine whether scope or resource limitations are inappropriate.

Chief Audit Executive Roles and Responsibilities

Ethics and Professionalism

The Chief Audit Executive will ensure that internal auditors:

- Conform with the Global Internal Audit Standards, including the principles of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality.
- Understand, respect, meet, and contribute to the legitimate and ethical expectations of the organization and be able to recognize conduct that is contrary to those expectations.
- Encourage and promote an ethics-based culture in the organization.
- Report organizational behavior that is inconsistent with the organization's ethical expectations, as described in applicable policies and procedures.

Objectivity

The Chief Audit Executive will ensure that the internal audit function remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matters of engagement selection, scope, procedures, frequency, timing, and communication. If the Chief Audit Executive determines that objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to appropriate parties.

Internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively such that they believe in their work product, do not compromise quality, and do not subordinate their judgment on audit matters to others, either in fact or appearance.

Internal auditors will have no direct operational responsibility or authority over any of the activities they review. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, or engage in other activities that may impair their judgment, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing operational duties for East Tennessee State University or its affiliates.
- Initiating or approving transactions external to the internal audit function.
- Directing the activities of any East Tennessee State University employee that is not employed by the internal audit function, except to the extent that such employees have been appropriately assigned to internal audit teams or to assist internal auditors.

Internal auditors will:

- Disclose impairments of independence or objectivity, in fact or appearance, to appropriate parties and at least annually, such as the Chief Audit Executive, board, management, or others.
- Exhibit professional objectivity in gathering, evaluating, and communicating information.
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid conflicts of interest, bias, and undue influence.

Managing the Internal Audit Function

The Chief Audit Executive has the responsibility to:

- At least annually, develop a risk-based internal audit plan that considers the input of the board and senior management. Discuss the plan with the board and senior management and submit the plan to the board for review and approval.
- Communicate the impact of resource limitations on the internal audit plan to the board and senior management.
- Review and adjust the internal audit plan, as necessary, in response to changes in East Tennessee State University's business, risks, operations, programs, systems, and controls.
- Communicate with the board and senior management if there are significant interim changes to the internal audit plan.
- Ensure internal audit engagements are performed, documented, and communicated in accordance with the Global Internal Audit Standards.
- Follow up on engagement findings and confirm the implementation of recommendations or action plans and communicate the results of internal audit services to the board and senior management periodically and for each engagement as appropriate.
- Ensure the internal audit function collectively possesses or obtains the knowledge, skills, and other competencies and qualifications needed to meet the requirements of the Global Internal Audit Standards and fulfill the internal audit mandate.
- Identify and consider trends and emerging issues that could impact East Tennessee State University and communicate to the board and senior management as appropriate.
- Consider emerging trends and successful practices in internal auditing.

- Establish and ensure adherence to methodologies designed to guide the internal audit function.
- Ensure adherence to East Tennessee State University's relevant policies and procedures unless such policies and procedures conflict with the internal audit charter or the Global Internal Audit Standards. Any such conflicts will be resolved or documented and communicated to the board and senior management.
- Coordinate activities and consider relying upon the work of other internal and external providers of assurance and advisory services. If the Chief Audit Executive cannot achieve an appropriate level of coordination, the issue must be communicated to senior management and if necessary escalated to the board.

Communication with the Board and Senior Management

The Chief Audit Executive will report periodically to the board and senior management regarding:

- The internal audit function's mandate.
- The internal audit plan and performance relative to its plan.
- Internal audit budget.
- Significant revisions to the internal audit plan and budget.
- Potential impairments to independence, including relevant disclosures as applicable.
- Results from the quality assurance and improvement program, which include the internal audit function's conformance with The IIA's Global Internal Audit Standards and action plans to address the internal audit function's deficiencies and opportunities for improvement.
- Significant risk exposures and control issues, including fraud risks, governance issues, and other areas of focus for the board.
- Results of assurance and advisory services.
- Resource requirements.
- Management's responses to risk that the internal audit function determines may be unacceptable or acceptance of a risk that is beyond East Tennessee State University's risk appetite.

Quality Assurance and Improvement Program

The Chief Audit Executive will develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the internal audit function. The program will include external and internal assessments of the internal audit function's conformance with the Global Internal Audit Standards, as well as performance measurement to assess the internal audit function's progress toward the achievement of its objectives and promotion of continuous improvement. The program also will assess, if applicable, compliance with laws and/or regulations relevant to internal auditing. Also, if applicable, the assessment will include plans to address the internal audit function's deficiencies and opportunities for improvement.

Annually, the Chief Audit Executive will communicate with the board and senior management about the internal audit function's quality assurance and improvement program, including the results of internal assessments (ongoing monitoring and periodic self-assessments) and external assessments. External assessments will be conducted at least once every five years by a qualified, independent assessor or assessment team from outside East Tennessee State University; qualifications must include at least one assessor holding an active Certified Internal Auditor credential.

Scope and Types of Internal Audit Services

The scope of internal audit services covers the entire breadth of the organization, including all East Tennessee State University's activities, assets, and personnel. The scope of internal audit activities also encompasses but is not limited to objective examinations of evidence to provide independent assurance and advisory services to the board and management on the adequacy and effectiveness of governance, risk management, and control processes for East Tennessee State University.

The nature and scope of advisory services may be agreed with the party requesting the service, provided the internal audit function does not assume management responsibility. Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during advisory engagements. These opportunities will be communicated to the appropriate level of management.

Internal audit engagements may include evaluating whether:

- Risks relating to the achievement of East Tennessee State University's strategic objectives are appropriately identified and managed.
- The actions of East Tennessee State University's officers, directors, management, employees, and contractors or other relevant parties comply with East Tennessee State University's policies, procedures, and applicable laws, regulations, and governance standards.
- The results of operations and programs are consistent with established goals and objectives.
- Operations and programs are being carried out effectively and efficiently.
- Established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact East Tennessee State University.
- The integrity of information and the means used to identify, measure, analyze, classify, and report such information is reliable.
- Resources and assets are acquired economically, used efficiently and sustainably, and protected adequately.

Approved by the Board of Trustees during the quarterly meeting on May 23, 2025.

Acknowledgments/Signatures

Chief Audit Executive, East Tennessee State University

Date

Chair, ETSU Board of Trustees Audit Committee

Date

President, East Tennessee State University

Date

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Compliance Charter

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

The Office of University Compliance has developed a charter, which outlines the following, the Office's: purpose; mission; vision; organizational oversight; authority; coordination with other units; professional standards; and responsibilities.

MOTION: I move that the Audit Committee recommend that the Board of Trustees adopt the following resolution:

RESOLVED: Upon the recommendation of the Audit Committee, the Board of Trustees adopts the Compliance Charter as outlined in the agenda materials.



OFFICE OF UNIVERSITY COMPLIANCE CHARTER

Purpose

The Office of University Compliance at East Tennessee State University (ETSU) is committed to upholding the University's foundational values of integrity, accountability, and ethical conduct. The Office fosters a culture of compliance by promoting adherence to applicable federal, state, and local laws, regulations, and University policies.

ETSU established the Office of University Compliance to prevent, detect, and respond to violations of law, policy, and regulation. These responsibilities are carried out through education and outreach, policy development, internal investigations, monitoring, and required reporting to governmental agencies. This charter formally outlines the mission, structure, authority, and responsibilities of the Office.

Mission

The Office of University Compliance serves as an independent and objective function dedicated to supporting ETSU's legal, regulatory, and ethical responsibilities. The Office collaborates across the institution to:

- Monitor compliance with federal, state, and local laws
- Provide oversight and training for core regulatory frameworks, including Title IX, Title VI and Title VII of the Civil Rights Act, the Americans with Disabilities Act (ADA), and other civil rights and equity-based laws
- Investigate potential violations and facilitate appropriate corrective actions
- Promote fairness, transparency, and non-retaliation in University processes

Vision

The Office of University Compliance envisions a university community in which compliance is embraced as a shared responsibility and embedded in all aspects of University operations. The Office aims to foster a culture of continuous improvement, transparency, and ethical leadership that supports ETSU's mission of excellence in education and service.

Organizational Oversight and Independence

The Director of University Compliance oversees the Office of University Compliance. This Director:

- Reports directly to University Counsel and the President of the University, ensuring alignment with legal risk management while providing visibility and authority at the highest institutional level;

- Holds a dotted-line reporting relationship to the Office of Internal Audit to ensure organizational independence and functional objectivity in the execution of compliance functions.

The Director of University Compliance oversees the daily operations of the Office and supervises additional compliance staff, including two Compliance Officers. The Office operates independently from operational management and shall be free from actual or perceived interference in the performance of its responsibilities.

Authority

To meet its responsibilities and maintain independence, the Office of University Compliance, with strict accountability for confidentiality and safeguarding of records and information, is authorized to have full, free, unrestricted access to any and all of the University's records, education records, physical properties, and personnel pertinent to conduct compliance assessments, training, monitoring, and investigations.

The University's administration will ensure that units and personnel cooperate with the Office of University Compliance in carrying out its compliance activities.

Coordination with other Units

The Office of University Compliance collaborates with Internal Audit, Human Resources, Student Life & Enrollment, Athletics, and ETSU Police, among other university units, to discuss compliance issues, coordinate efforts, and collaborate on compliance initiatives.

Professional Standards

The compliance function's objective is to establish and promote standards that meet the U.S. Federal Sentencing Guidelines' criteria for an effective compliance program:

1. Compliance standards and procedures to prevent and detect criminal activity;
2. Oversight by high-level personnel, with periodic reporting to the Audit Committee of the Board of Trustees from individuals with operational responsibility;
3. Due care in delegating substantial discretionary authority;
4. Effective communication and training to all levels of employees;
5. Systems for monitoring, auditing, and reporting suspected wrong-doing without fear of reprisal and for periodically evaluating the effectiveness of the compliance and ethics programs;
6. Consistent enforcement of compliance standards including disciplinary mechanisms and appropriate incentives to perform in accordance with the compliance and ethics program; and
7. Reasonable steps to respond to and prevent further similar offenses upon detection of a violation.

Responsibilities

All members of the University community share responsibility for maintaining an environment of accountability and integrity.

- Supervisors must ensure employees have the knowledge and skills to fulfill their obligations. Supervisors must appropriately address or elevate reported violations or similar issues, including by preventing retaliation.
- All employees must obey the laws, regulations, and policies applicable to their university activities, and report illegal or unethical action that comes to their attention.

Members of the University community having responsibility for a specific area of compliance must ensure:

- Oversight of compliance in their specific functional areas;
- Adherence to the University's compliance policies; and
- Implementation of corrective action as necessary, arising from compliance reviews or investigations.

The Director of University Compliance and Compliance Officers are to remain well-informed on the content and operation of the University's compliance program to exercise reasonable oversight of the effectiveness of the program. These responsibilities include:

1. Standards of Conduct/Policies and Procedures: confirming that the University implements policies, procedures, training programs, and internal control systems that are reasonably capable of reducing misconduct and that comply with relevant regulatory requirements.
2. Compliance Roles and Responsibilities: establishing clear compliance roles and responsibilities across the University, including maintaining a professional staff with sufficient size, knowledge, skills, and experience to oversee University compliance.
3. Compliance Oversight: exercising reasonable oversight over compliance activities by requesting and receiving updates from compliance partners.
4. Reporting and Investigative Mechanisms: confirming that the University maintains an effective mechanism for stakeholders to report or seek guidance regarding potential or actual wrongdoing, including performing internal investigations and ethics reviews.
5. Correction and Prevention: working with the University's senior leadership to promote and enforce compliance through appropriate incentives and disciplinary measures.
6. Culture of Integrity and Compliance: promoting the University's culture of integrity and compliance through communication of compliance standards and policies.

7. External Inquiries: overseeing and coordinating external inquiries into compliance with federal and state laws or regulatory bodies, including taking appropriate steps to ensure safe harbor in instances of non-compliance.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Internal Audit Policy

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

The Board of Trustees is committed to the responsible stewardship of its resources. Management of the university is responsible for maintaining a work environment that promotes ethical and honest behavior. Additionally, it is the responsibility of management to establish and implement internal control systems and procedures to prevent and detect irregularities, including fraud, waste and abuse. Management at all levels should be aware of the risks and exposures inherent in their areas of responsibility and should establish and maintain proper internal controls to provide for the security and accountability of all resources entrusted to them.

To that end, staff recommends that the ETSU Board of Trustees approve the policy related to the Office of Internal Audit. This policy addresses staffing, responsibilities of the internal audit function, audit planning and reporting on internal audit activities.

MOTION: I move that the Audit Committee recommend that the Board of Trustees adopt the following resolution:

RESOLVED: Upon the recommendation of the Audit Committee, the Board of Trustee adopts the Internal Audit Policy as outlined in the agenda materials.



EAST TENNESSEE STATE
U N I V E R S I T Y

Internal Audit

Policy Name: Internal Audit

Policy Purpose

This policy specifies the responsibilities of the Internal Audit function, staffing, audit planning, and reporting on Internal Audit activities.

Responsible Official, Office, and Interpretation

The Board of Trustees Audit Committee, in consultation with the Chief Audit Executive, is responsible for the review and revision of this policy. For questions about this policy, please contact the Secretary of the Board of Trustees. The Board of Trustees, in consultation with the Office of University Counsel, has the final authority to interpret this policy.

Defined Terms

A defined term has a specific meaning within the context of this policy.

Attribute Standards

Standards that address the expected characteristics of organization and individuals performing Internal Audit activities.

Governance Processes

The combination of processes and structures implemented by the Board to inform, direct, manage, and monitor the activities of the organization toward the achievement of its objectives. Examples of such processes include: 1) the organizational structure within an institution or a department; 2) policies, guidelines, and procedures instituted by the Board or management to direct and control a particular activity such as maintenance fees or hiring practices; and 3) preparation and review procedures for preparing reports such as annual financial statements or federal grant or financial aid reports.

Internal Auditing

An independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of Risk management, control, and Governance Processes.

Performance Standards

Policy Name: Internal Audit

Standards that describe the nature of Internal Audit activities and establish criteria to evaluate the performance of Internal Audit activities.

Risk

The possibility of an event occurring that will have an impact on the achievement of an institution's goals and objectives. Risk is measured in terms of the impact an event may have, the likelihood that an event will occur, and the speed to impact.

Policy Name: Internal Audit

Policy

The Internal Audit function contributes to the improvement of the institution's operations by providing objective and relevant assurance regarding Risk management, control and Governance Processes to management and the Board of Trustees. Management is responsible for evaluating the institution's Risks and establishing and maintaining adequate controls and processes. To provide relevant information, the Internal Audit activity will consider the goals of the institution, management's Risk assessments and other input from management in determining its Risk-based audit activities. To optimize the achievement of the institution's goals and objectives, the Board and management act to minimize the related Risks by implementing reasonable procedures to control and monitor the Risks.

1. Internal Audit Standards.

The Internal Audit function shall adhere to The Institute of Internal Auditors' (IIA) Global Internal Audit Standards and Code of Ethics. To assure compliance with the IIA Standards, the Office of Internal Audit must implement and maintain a quality assurance and improvement program that incorporates both internal and external review activities. Internal reviews include both ongoing and periodic review activities. External reviews must be performed at least every five years by a qualified, independent reviewer. Results of the quality assurance reviews will be communicated to the Board of Trustees Audit Committee and management.

2. Internal Audit Personnel.

The university shall employ at least two full-time positions, one position will serve as the Chief Audit Executive, with the sole responsibility of serving as Internal Auditors.

2.1. Chief Audit Executive.

The Chief Audit Executive (CAE) is appointed by the President and the appointment must be approved by the Board of Trustees Audit Committee. The CAE must be licensed as a Certified Public Accountant (CPA) or a Certified Internal Auditor (CIA), maintain an active license and annually complete sufficient, relevant continuing professional education to satisfy the requirements for the professional certification held.

The CAE reports directly to the Board of Trustees Audit Committee. This reporting structure assures the independence of the Internal Audit function.

Policy Name: Internal Audit

Compensation of the CAE is subject to review by the Board of Trustees Audit Committee. The termination or change of status of the CAE requires a majority vote of the Board of Trustees Audit Committee.

The CAE should communicate concerns to management and the Board of Trustees Audit Committee regarding the lack of sufficient resources to complete the objectives of an engagement or the audit plan. Such resources may include the need for additional personnel or personnel with specialized knowledge, such as those with knowledge of fraud, information technology or other technical areas.

2.2. Internal Audit Staff.

Internal Audit staff must possess the professional credentials, knowledge, skills, and other competencies needed to perform their individual responsibilities. The Internal Audit function collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities.

The Associate Director of Internal Audit must be licensed as a CPA or CIA, maintain an active license and annually complete sufficient, relevant continuing professional education to satisfy the requirements for the professional certification held. Other university auditors should annually complete sufficient, relevant continuing professional education to satisfy the requirements for their related professional certification or, at a minimum, forty hours of relevant continuing professional education annually.

3. Internal Audit Role and Scope

3.1. Responsibilities.

The Internal Auditors' responsibilities include: 1) working with management to assess institutional Risks and developing an audit plan that considers the results of the Risk assessment; 2) evaluating institutional controls to determine their effectiveness and efficiency; 3) coordinating work with external auditors, program reviewers, and consultants; 4) determining the level of compliance with internal policies and procedures, state and federal laws, and government regulations; 5) testing the timeliness, reliability, and usefulness of institutional records and reports, 6) recommending improvements to controls, operations, and Risk mitigation resolutions; 7) assisting the institution with its strategic planning process to include a complete cycle of review of goals and values; 8) evaluating program performance; and 9) performing consulting services and special requests as directed by the Board of Trustees Audit Committee or the institution's President.

Policy Name: Internal Audit

3.2. Scope.

The scope of Internal Auditing extends to all aspects of institutional operations and beyond fiscal boundaries. Internal Auditors shall have access to all records, personnel, and physical properties relative to the performance of duties and responsibilities.

The scope of a particular Internal Audit activity may be as broad or as restricted as required to meet management needs. Objectivity is essential to the Internal Audit function. Therefore, Internal Audit personnel should not be involved in the development and installation of systems and procedures, preparation of records, or any other activities that the Internal Audit staff may review or appraise. However, Internal Audit personnel may be consulted on the adequacy of controls incorporated into new systems and procedures or on revisions to existing systems.

Management is responsible for identifying, evaluating, and responding to potential Risks that may impact the achievement of the institution's objectives. Auditors continually evaluate the Risk management, internal control, and Governance Processes. To facilitate these responsibilities, Internal Audit will receive notices or copies of external audit reviews, program reviews, fiscally related consulting reports, cash shortages, physical property losses, and employee misconduct.

4. Audit Plans and Activity Reports.

Internal Audit shall develop an annual audit plan using an approved Risk assessment methodology. At the beginning of each fiscal year, after consultation with the President and other institution management, Internal Audit will prepare an annual audit plan.

The audit plan must be flexible to respond to immediate issues and will be revised for such changes during the year. Audit plans and revisions will be reviewed and approved by the Board of Trustees Audit Committee.

At the end of each fiscal year, Internal Audit will prepare an annual activity report of all significant audit services performed. Annual activity reports and approved audit plans will be provided to the Comptroller's Office, Division of State Audit.

5. Audit Engagements.

Audit engagements will be planned to provide relevant results to management and the Board of Trustees Audit Committee regarding the effectiveness and efficiency of processes and controls over operations. To ensure management's expectations are met, auditors will communicate with management regarding the objectives and scope of the engagement. In planning and during the engagement, auditors should consider and be alert to Risks that affect the institution's goals and objectives, operations and resources. Auditors

Policy Name: Internal Audit

should consider Risks based on the operations under review, which include but are not limited to the Risk of financial misstatements, noncompliance and fraud. An audit work program will be designed to achieve the objectives of the engagement and will include the steps necessary to identify, analyze, evaluate and document the information gathered and the conclusions reached during the engagement. Working papers that are created, obtained or compiled by an Internal Audit staff are confidential and are not an open record.

6. Audit Results.

A written report that documents the objectives, scope, conclusions, and recommendations of the audit will be prepared for audit engagements providing assurance to the Board of Trustees and management.

Management shall include corrective action for each reported finding. Internal Audit will perform audits to follow-up on findings or recommendations included in Internal Audit and investigation reports. The results of all follow-up reviews will be emailed to management and reported to the Board of Trustees Audit Committee including the status of each recommendation. If control weaknesses still exist, a written report may be prepared.

In addition, Internal Audit shall perform audits to follow-up on findings or recommendations included in State Audit reports and a written report will be prepared. The President, along with the Board of Trustees Audit Committee, will be notified at the conclusion of a follow-up audit. A written report that documents the objectives, scope, conclusions and recommendations will be prepared for investigations resulting from allegations or identification of fraud, waste or abuse. As appropriate in the circumstances, management will include corrective action for each reported finding. In a case where allegations are not substantiated by the review and there are no other significant operational concerns to report to management regarding the review, the case may be closed by writing a memo to the working paper file documenting the reasons for closing the case.

Reports on special studies, consulting services, Comptroller's Office (Division of State Audit) requests, and other non-routine items should be prepared as appropriate, given the nature of the assignment. All Internal Audit reports will be signed by the CAE, or Associate Director in their absence, and transmitted directly to the President in a timely manner. The CAE will present significant results of Internal Audit reports to the Board of Trustees Audit Committee. The CAE will provide a copy of each report to the Comptroller's Office, Division of State Audit.

Policy Name: Internal Audit

Procedures

N/A

Authority and Revisions

Authority: T.C.A. §§ 49-8-203, 4-3-304(9), 49-14-102(a), 49-14-102(b), 4-4-304(9)

Previous Policy: N/A

The ETSU Board of Trustees is charged with policy making pursuant to TCA § 49-8-203, et seq. This policy may only be revised by the Board of Trustees. Before a substantive change to the policy section may take effect, the requested changes must be: (1) presented to the Audit Committee of the Board of Trustees for review and approval; and (2) if approved by the Audit Committee, presented for a vote of the Board of Trustees and approved by a majority of the Board of Trustees. The Secretary of the Board will provide a notification to the Board of Trustees if a technical revision to this policy is implemented or a revision to the procedure section is implemented.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Preventing and Reporting Fraud, Waste, and Abuse Policy

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

The staff recommends that the ETSU Board of Trustees approve the policy related to the Preventing and Reporting Fraud, Waste, and Abuse. This policy provides the university community with guidelines on preventing and reporting such activities.

MOTION: I move that the Audit Committee recommend that the Board of Trustees adopt the following resolution:

RESOLVED: Upon the recommendation of the Audit Committee, the Board of Trustee adopts the Preventing and Reporting Fraud, Waste, and Abuse Policy as outlined in the agenda materials.



EAST TENNESSEE STATE
UNIVERSITY

Preventing and Reporting Fraud, Waste, or Abuse

Policy Name: Preventing and Reporting Fraud, Waste, or Abuse

Policy Purpose

This policy specifies the reporting mechanism for Fraud, Waste, and Abuse, as well as the university's commitment to prevent Fraud, Waste, and Abuse.

Responsible Official, Office, and Interpretation

The Audit Committee of the Board of Trustees in consultation with the Chief Audit Executive is responsible for the review and revision of this policy. For questions about this policy, please contact the Secretary of the Board of Trustees. The Board of Trustees, in consultation with the Office of University Counsel, has the final authority to interpret this policy.

Defined Terms

A defined term has a specific meaning within the context of this policy.

Abuse

Abuse involves behavior that is deficient or improper when compared with behavior that a prudent person would consider a reasonable and necessary business practice given the facts and circumstances. Abuse also includes misuse of authority or position for personal financial interest or those of an immediate or close family member or business associate. Abuse does not necessarily involve Fraud, violation of laws, regulations, or provisions of a contract or grant agreement. (U.S. Government Accountability Office, Government Auditing Standards, July 2007.)

Fraud

An intentional act to deceive or cheat, ordinarily for the purpose or result of causing a detriment to another and/or bringing about some benefit to oneself or others. Fraudulent activities may include, but are not limited to the following: theft, misappropriation, misapplication, destruction, removal, or concealment of any institutional assets or resources, including but not limited to funds, securities, supplies, equipment, real property, intellectual property or data; improper use or assignment of any institutional assets or resources, including but not limited to personnel, services or property; improper handling or reporting of financial transactions, including use, acquisitions and divestiture of state property, both real and personal; authorization or receipt of compensation for hours not worked; inappropriate or unauthorized use, alteration or manipulation of data,

Policy Name: Preventing and Reporting Fraud, Waste, or Abuse

computer files, equipment, software, networks, or systems, including personal or private business use, hacking and software piracy; forgery or unauthorized alteration of documents; falsification of reports to management or external agencies; pursuit of a personal benefit or advantage in violation of the ETSU Conflict of Interest Policy; concealment or misrepresentation of events or data; or acceptance of bribes, kickbacks or any gift, rebate, money or anything of value whatsoever, or any promise, obligation or contract for future reward, compensation, property or item of value, including intellectual property.

Internal Controls

Internal Controls are processes performed by management and employees to provide reasonable assurance of: safeguards over institutional assets and resources, including but not limited to cash, securities, supplies, equipment, property, records, data or electronic systems; effective and efficient operations; reliable financial and other types of reports; and compliance with laws, regulations, contracts, grants and policies.

Waste

Waste involves behavior that is deficient or improper when compared with behavior that a prudent person would consider a reasonable and necessary business practice given the facts and circumstances. Waste is a thoughtless or careless act, resulting in the expenditure, consumption, mismanagement, use, or squandering of institutional assets or resources to the detriment or potential detriment of the institution. Waste may also result from incurring unnecessary expenses due to inefficient or ineffective practices, systems, or controls. Waste does not necessarily involve Fraud, violation of laws, regulations, or provisions of a contract or grant agreement.

Policy Name: Preventing and Reporting Fraud, Waste, or Abuse

Policy

The Board of Trustees is committed to the responsible stewardship of its resources. Management of the university is responsible for maintaining a work environment that promotes ethical and honest behavior. Additionally, it is the responsibility of management to establish and implement internal control systems and procedures to prevent and detect irregularities, including Fraud, Waste and Abuse. Management at all levels should be aware of the risks and exposures inherent in their areas of responsibility, and should establish and maintain proper Internal Controls to provide for the security and accountability of all resources entrusted to them.

1. Preventing Fraud, Waste, or Abuse.

1.1. Maintaining an Ethical Work Environment.

Management of the university is responsible for maintaining a work environment that promotes ethical and honest behavior on the part of all employees, students, contractors, vendors and others. To do so, management at all levels must behave ethically and communicate to employees and others that they are expected to behave ethically. Management must demonstrate through words and actions that unethical behavior will not be tolerated.

1.2. Implementing Effective Internal Control Systems.

Management of the university has the responsibility to establish and implement internal control systems and procedures to prevent and detect irregularities, including Fraud, Waste and Abuse. To determine whether Internal Controls are effective, management of the university should perform periodic risk and control assessments, which should include the following activities: review the operational processes of the unit under consideration; determine the potential risk of Fraud, Waste, or Abuse inherent in each process; identify the controls included in the process (or controls that could be included) that result in a reduction in the inherent risk; assess whether there are Internal Controls that need to be improved or added to the process under consideration; and implement controls or improve existing controls that are determined to be the most efficient and effective for decreasing the risk of Fraud, Waste or Abuse.

Most managers will find that processes already include a number of Internal Controls, but these controls should be monitored or reviewed for adequacy and effectiveness on a regular basis and improved as needed. Typical examples of Internal Controls may include, but are not limited to: adequate separation of duties among employees;

Policy Name: Preventing and Reporting Fraud, Waste, or Abuse

sufficient physical safeguards over cash, supplies, equipment and other resources; appropriate documentation of transactions; independent validation of transactions for accuracy and completeness; documented supervisory review and approval of transactions or other activities; and proper supervision of employees, processes, projects or other operational functions.

1.3. Reviews of Internal Control Systems.

Audits or other independent reviews may be performed on various components of the internal control systems.

1.4. Internal Audits.

Internal Audit is responsible for assessing the adequacy and effectiveness of Internal Controls that are implemented by management and recommend any identified control improvements as a result of this assessment. During an audit of a department or process, Internal Audit will also perform tests designed to detect Fraud, Waste, or Abuse that may have occurred.

1.5. External Audits.

The Tennessee Department of Audit, Division of State Audit, performs periodic financial audits of the university. One purpose of this type audit is to evaluate an institution's Internal Controls, which will often result in recommendations for control improvements. State Audit will also perform tests designed to detect Fraud, Waste or Abuse that may have occurred.

1.6. Other Reviews.

Various programs may be subject to audits or reviews by federal, state or other outside agencies based on the type of program, function, or funding. Although audits and reviews may include assessments of Internal Controls, the primary responsibility for prevention and detection of Fraud, Waste or Abuse belongs to management of the university. Therefore, management should take steps to review Internal Controls whether or not audits are to be performed.

2. Reporting Fraud, Waste, or Abuse.

2.1. Responsibility for Reporting Fraud, Waste, or Abuse.

Any employee of the university having knowledge that a theft, forgery, credit card Fraud, or any other act of unlawful or unauthorized taking, or Abuse of, public money, property, or services, or other shortages of public funds has occurred shall report the information immediately to Tennessee's Office of the Comptroller of the Treasury.

Policy Name: Preventing and Reporting Fraud, Waste, or Abuse

Others, including institutional management, faculty and staff with a reasonable basis for believing that Fraud, Waste or Abuse has occurred are strongly encouraged to immediately report such incidents. Students, citizens and others are also encouraged to report known or suspected acts of Fraud, Waste or Abuse. Although proof of an improper activity is not required at the time the incident is reported, anyone reporting such actions must have reasonable grounds for doing so. Employees with knowledge of matters constituting Fraud, Waste or Abuse, that fail to report it or employees who knowingly make false accusations may be subject to disciplinary action.

To ensure compliance, the university provides a means for employees and others to report such matters, which are subsequently reported to the Comptroller's Office. Institutional administration with knowledge of Fraud, Waste or Abuse will report such incidents immediately.

2.2. Methods for Reporting Fraud, Waste, or Abuse.

Any employee who becomes aware of known or suspected Fraud, Waste, or Abuse should immediately report the incident to an appropriate departmental official. Incidents should be reported to one of the following officials or offices: a supervisor or department head; an institutional official; the institutional Internal Audit department via website ([Report Suspected Fraud, Waste, or Abuse Website](#)); or the Tennessee Comptroller of the Treasury's Hotline for Fraud, Waste and Abuse at 1-800-232-5454.

If the incident involves their immediate supervisor, the employee should report the incident to the next highest-level supervisor or one of the officials or offices listed above.

Employees should not confront the suspected individual or initiate an investigation on their own since such actions could compromise the investigation. A department official or other supervisor who receives notice of known or suspected Fraud, Waste or Abuse must immediately report the incident to the following: President/Chief Financial Officer (or designee); Internal Audit Office; or Campus Police (when appropriate). The President/Chief Financial Officer or designee receiving such notice will immediately notify the Chief Audit Executive (CAE) regarding the acknowledged or suspected Fraud or misconduct.

The CAE will notify the Comptroller of the Treasury of instances of Fraud, Waste, or Abuse. After initial notification, the university should refer to applicable policies/guidelines related to institutional losses for additional reporting procedures.

2.3. Protection from Retaliation.

Policy Name: Preventing and Reporting Fraud, Waste, or Abuse

State law and university policies prohibits discrimination or retaliation against employees for reporting allegations of dishonest acts or cooperating with auditors conducting an investigation. The Higher Education Accountability Act of 2004 directs that a person who knowingly and willingly retaliates or takes adverse action of any kind against any person for reporting alleged wrongdoing pursuant to the provisions of this part commits a Class A misdemeanor. Employees should report retaliation to Internal Audit or the Office of Human Resources. An employee found to have retaliated is subject to discipline, including and up to termination.

2.4. Confidentiality of Reported Information.

Detailed information received pursuant to a report of Fraud, Waste, or Abuse or any on-going investigation thereof shall be considered working papers of the internal auditor and shall be confidential. Although every attempt will be made to keep information confidential, circumstances such as an order of a court or subpoena may result in disclosure. Also, if the university has a separate legal obligation to investigate the complaint (e.g. complaints of illegal harassment or discrimination), the university cannot ensure anonymity or complete confidentiality.

3. Investigations/Actions.

3.1. Cooperation of Employees.

Individuals involved with suspected Fraud, Waste, or Abuse must cooperate in any investigation, including, but not limited to, providing complete, factual responses to questions and either providing access to or turning over relevant documentation immediately upon request by any authorized person. The refusal by an employee to provide such assistance may result in disciplinary action, including and up to termination.

3.2. Remedies Available.

The university management will evaluate the information provided and make a determination concerning external reporting obligations, if any, and the feasibility of pursuing available legal remedies against persons or entities involved in Fraud, Waste, or Abuse against the institution. Remedies include, but are not limited to: terminating employment; requiring restitution; and forwarding information regarding the suspected Fraud to appropriate external authorities for criminal prosecution.

In those cases where disciplinary action is warranted, the Office of Human Resources, Office of University Counsel, and other appropriate offices shall be consulted prior to

Policy Name: Preventing and Reporting Fraud, Waste, or Abuse

taking such action, and applicable institutional and Board of Trustees policies related to imposition of employee discipline shall be observed.

3.3. Resignation of Suspected Employee.

An employee suspected of gross misconduct may not resign as an alternative to discharge after the investigation has been completed. An employee may resign before the investigation is completed. Exceptions to these requirements may only be granted by the President. If the employee resigns during the investigation, the employment records must reflect the situation as of the date of the resignation, and the outcome of the investigation.

3.4. Effect on Annual Leave.

An employee who is dismissed for gross misconduct or who resigns or retires to avoid dismissal for gross misconduct shall not be entitled to any payment for accrued but unused annual leave at the time of dismissal.

3.5. Student Involvement.

Students found to have participated in Fraud, Waste, or Abuse as defined by this policy will be subject to disciplinary action pursuant to the student disciplinary policy. The Vice President of Student Life and Enrollment or designee will be responsible for adhering to applicable due process procedures and administering appropriate disciplinary action.

3.6. Confidentiality During Investigation.

All investigations will be conducted in as strict confidence as possible, with information sharing limited to persons on a “need to know” basis. The identities of persons communicating information or otherwise involved in an investigation or allegation of Fraud, Waste, or Abuse will not be revealed beyond the university unless necessary to comply with federal or state law, or if legal action is taken.

3.7. Management’s Follow-up Responsibility.

Administrators at all levels of management must implement, maintain, and evaluate an effective compliance program to prevent and detect Fraud, Waste, and Abuse. Once such activities have been identified and reported, the overall resolution should include an assessment of how it occurred, an evaluation of what could prevent recurrences of the same or similar conduct, and implementation of appropriate controls, if needed.

Policy Name: Preventing and Reporting Fraud, Waste, or Abuse

Procedures

N/A

Applicable Forms and Websites

[Report Suspected Fraud, Waste, or Abuse Website](#)

[Suspected Fraud, Waste, or Abuse Reporting Form](#)

Authority and Revisions

Authority: T.C.A. §§ 49-8-203, 8-19-501(a), 8-50-116, 49-14-103, 8-50-807

Previous Policy: N/A

The ETSU Board of Trustees is charged with policy making pursuant to TCA § 49-8-203, et seq. This policy may only be revised by the Board of Trustees. Before a substantive change to the policy section may take effect, the requested changes must be: (1) presented to the Audit Committee of the Board of Trustees for review and approval; and (2) if approved by the Audit Committee, presented for a vote of the Board of Trustees and approved by a majority of the Board of Trustees. The Secretary of the Board will provide a notification to the Board of Trustees if a technical revision to this policy is implemented or a revision to the procedure section is implemented.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Revisions to the FY25 Audit Plan

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

Ms. Lewis will provide a listing of additions and deletions to the fiscal year 2024-2025 audit plan since the last meeting.

Additions

Procard Consulting – Management requested our assistance in monitoring charges and preforming procard reviews due to staffing turnover.

Deletions

Follow-Up for Family Medicine Timekeeping Consulting – This follow-up should be performed after the implementation of Voyager.

MOTION: I move that the Audit Committee recommend that the Board of Trustees adopt the following resolution:

RESOLVED: The revisions to the Audit Plan for 2024-2025 are approved as presented in the meeting material.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: President Emeritus Contract for Dr. Stanton

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

In accordance with guidelines for President Emeritus employment, forms have been completed by Dr. Stanton and reviewed by President Noland, certifying work performed during the 2024-25 fiscal year and the minimum number of hours performing the work. State law requires Board of Trustee approval for renewal of this President Emeritus contract. The certification for the 2024-25 fiscal year is included in the meeting materials for Dr. Paul E. Stanton, Jr.

MOTION: I move the following resolution by the Board of Trustees:

RESOLUTION: The Board of Trustees approves the certification of and contract for Dr. Stanton, authorizing the President and Board Chair to sign the President Emeritus contract for 2025-26.

**BOARD OF TRUSTEES
EAST TENNESSEE STATE UNIVERSITY**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

TO: Dr. Paul Stanton
President Emeritus
East Tennessee State University

This is to confirm your part-time appointment to a position approved by the ETSU Board of Trustees as President Emeritus of East Tennessee State University for a period beginning July 1, 2025 at a monthly salary of \$4,600.67, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

1. This appointment is made subject to the laws of the State of Tennessee as well as the requirements and policies of this institution.
2. The term of this agreement is July 1, 2025 to June 30, 2026. It may be renewed on an annual basis following review of the emeritus work performed and approval by the ETSU Board of Trustees.
3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution.
4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:
 - Orientation, consultation, and advisement to Dr. Brian Noland.
 - Fund raising for East Tennessee State University as needed.
 - Institution-community relations and activities for East Tennessee State University.
 - Consultation for East Tennessee State University.
5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit). Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
7. This agreement may be terminated without prior notice.

8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
9. You are required to notify the President should you become employed at another state agency/institution.
10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 276 hours.

I accept the appointment described above under the terms and conditions set forth.

<u>Paul E. Stanton, Jr.</u>	<u>4/14/25</u>
APPOINTEE	DATE

_____	_____
PRESIDENT	DATE

_____	_____
CHAIR, ETSU BOARD OF TRUSTEES	DATE

President Emeritus Report 2024-25

During this fiscal year, I performed the following functions (attached) for East Tennessee State University.

(Please type your report and attached it to this work sheet)

I spent at least 276 hours performing the work but less than 120 days.

Paul E. Stanton, Jr.
President Emeritus

4/14/25
Date

For East Tennessee State University:

I have reviewed the work of Dr. Paul E. Stanton, Jr., for 2024-25, and I am satisfied that it was well performed.

President

Date

Chair, ETSU Board of Trustees

Date

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Non-Mandatory Fees for FY26

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

Students are charged mandatory fees consisting of Tuition and Program Service Fees and non-mandatory fees. The non-mandatory fees are not applicable to every student and are related to courses or programs of study, charges for rental of student housing, and food service meal plans.

The College of Arts and Sciences is proposing the following adjustments for FY26:

- **Brewing & Distillation** – Fee will cover the increased costs of class and lab materials, as well as support for intern placements.
- **Theatre & Dance** – Fee will support the increased costs for temporary labor, materials, and equipment costs for productions, musical support, and studio costs.
- **Music Education Applied Lessons** – Request to maintain the same revenue from the course fee (no increase requested). Fee change will support the newly developed concentration. The credit hours the student will take will be reduced from 2 to 1 credit hour (The current charge is \$200 per credit hour or \$400 for the course) The proposed fee change will charge for one credit hour and \$400 for the course fee (no change in fee).
- **Ensemble** – Fee will support instrument maintenance, adjunct support, rights to music, as well as travel for local performances. Courses will be zero credit hours, transitioning from one credit hour.

Non-Mandatory Fee Requests				
	2024-2025 Actual	2025-2026 Proposed	Per cr hr Increase	Total Revenue Increase
Brewing & Distillation Materials Fee (per credit hour)	\$10	\$50	\$40	\$3,300

Theatre & Dance Materials Fee (per credit hour)	\$10	\$35	\$25	\$93,125
Music Education Applied Lessons - reducing department credit hours to support newly developed concentration (per credit hour)	\$200 (course is 2 cr hrs)	\$400 (course is adjusted to 1 cr hr)	\$0	\$0
Ensemble Course Fee – Courses will change to zero credit hours from one credit hour. (Requesting Flat fee per class)	\$10 per cr hr	\$50 per course	\$40	\$3,480

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed non-mandatory fees for 2025-2026 are approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of the College of Pharmacy Tuition for FY26

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

The Gatton College of Pharmacy is seeking a two percent tuition increase for both in-state and out-of-state students for the 2025-26 academic year. This action follows a significant reduction in tuition for the 2023-24 academic year, as a result of the historic appropriation of \$2.5 million in recurring state funding received during the 2023 legislative session. However, the current appropriation in the Governor's budget necessitates a slight increase in tuition.

The College remains committed to minimizing costs and promoting affordability for its predominantly underserved student body. To achieve this, the college will rely on expense reductions and reserves to balance its budget while actively pursuing additional appropriation assistance through the legislative process.

Consistent with university policy, the program service fee will increase as applicable with the main campus fee increase.

Gatton College of Pharmacy In-State/Out-of-State Tuition Proposal – Per Academic Year				
	2024-2025 Actual	2025-2024 Proposed	% Increase	\$ Increase
In-State Tuition	\$27,000	\$27,540	2%	\$540
Out-of-State Tuition	\$33,000	\$33,660	2%	\$660

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed tuition for the College of Pharmacy for 2025-26 is approved as presented in the meeting materials contingent on the approval of the Governor's budget.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Fixed Price Online Masters in Criminal Justice and Criminology

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

The Board of Trustees previously approved two cohorts for a fixed price model for the launch of a fully online Master of Arts degree in Criminal Justice and Criminology beginning in Fall 2018, with the second cohort pricing model ending for new enrollment as of Academic Year 24-25. The model established a total cost for each credit hour at \$550, containing the following components: \$470 tuition, \$33 program fee, and \$50 online fee. The approved model guaranteed no price increase to student cohorts for three years.

In partnership with the Registrar, the Bursar, ETSU Online, and many others, the college and department have been successful in launching and operating this program under the fixed price plan. Enrollment in the online program has been as high as 39 students (Fall 21), and had decreased to a current enrollment of 16. The program is projecting to graduate 7 students this spring, bringing the total degrees conferred by the online program to 33. Admitted students have cited the primary drivers of interest in the program to include the fixed cost model, the inclusion of materials, the diversity of course offering and faculty expertise, along with the curriculum flexibility.

The college requests approval to extend the fixed price tuition model to a third cohort entering AY25-26, AY26-27, AY27-28, at Graduate rates of \$535 tuition, \$33 program fee, and \$50 online fee = \$618 total per credit. This will allow the program to continue to recruit and intake new students for Fall 25, in a manner consistent with prior practice for the Criminal Justice and Criminology Program.

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed fixed price for fully online Masters in Criminal Justice and Criminology is approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Military Tuition Assistance Undergraduate Tuition Rate

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: COL(ret) Dan Bishop
Director, Office of Military and Veteran Services

To better serve active-duty servicemembers, approval is requested to lower the undergraduate tuition rate to \$250 per credit hour for students using Military Tuition Assistance (TA), which is the primary education benefit available to active duty servicemembers. ETSU's current in-state tuition and fees exceed the federal TA reimbursement cap, limiting our appeal to the 200,000+ servicemembers who utilize these benefits each year. Matching the \$250 rate aligns ETSU with more than 20 institutions, including Austin Peay that already meet this standard. This rate, standard across all service branches, would apply to both in-person and online undergraduate students entering AY25-26, AY26-27, and AY27-28.

This initiative supports multiple ETSU strategic goals, including growing online enrollment, improving male retention and graduation rates, and expanding our reach beyond the immediate region. It also positions ETSU to support the evolving educational expectations across the branches of the armed services.

Additionally, Military and Veteran Services requests approval for the delegation of authority to modify the per credit hour tuition rate should there be a change in the Military Tuition Assistance reimbursement cap. Such action would be made at the recommendation of the Office of Military and Veteran Services and approved by the University President.

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed Military Tuition Assistance Undergraduate Tuition Rate is approved as presented in the meeting materials and the Board of Trustees delegates authority to the University President to modify the per credit hour tuition rate for undergraduate students utilizing Military Tuition Assistance.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Approval of Salary Pools for FY26

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

In his annual State of the State address, Governor Lee presented his 2025-26 budget for the State of Tennessee. In addition to a broad range of project specific and general operating investments, the Governor's budget proposes a 2.3 percent salary pool for higher education.

Consistent with prior practice, calculations from the Tennessee Higher Education Commission (THEC) depict state funding for 55 percent of a mandatory salary increase, as well as related benefits, for the main campus. The Quillen College of Medicine, Pharmacy, and Family Medicine receive an appropriation through state funding for non-formula units that includes support for faculty and staff salaries.

The table below illustrates the approximate funding through new state revenue sources required to fully support a 2.3 percent salary pool for the main campus. These calculations are based on the data files obtained from THEC and align with the Governor's budget documents released February 10, 2025.

	\$ Needed for Pool	State 55% Funding for Pool	Funding through Student Fees
Main Campus 2.3%	\$4,048,700	\$2,240,900	\$1,807,800

Management has not yet developed a plan for the distribution of any salary improvement funding for 2025-26. Management is proposing holding state appropriations for salaries in pools until the State budget is adopted and enrollment for Fall 2025 is finalized. Any additional resources identified by the Administration above and beyond the \$4 million across-the-board salary pool would be used, in part, to provide strategic market rate salary adjustments. Board approved salary adjustments will be implemented in November 2025.

The history of salary improvement funding is displayed in the table below:

Year	Across-the Board			Equity Increase to Market		Service Bonus	
2025-26	TBD						
2024-25	3.0%	Min wage to \$15/hour	(1)	\$3.2 million for market adjustments			
2023-24	4.5%	Min wage to \$13.40 /hour	(2)				
2022-23	4.0%	\$1,200 min	(1)				
2021-22	3.5%	\$700 min	(3)				
2020-21	0.0%		(4)			\$500	(5)(6)
2019-20	2.0%	\$500 min					
2018-19	2.5%	\$500 min					
2017-18	2.0%	\$500 min		1% pool	\$3,000 ceiling		
2016-17	2.0%	\$500 min					

(1) Maximum increase \$7,000

(2) Maximum increase \$7,500

(3) Maximum increase \$10,000

(4) No funding for salary increase was included in the final state budget for FY21. An appropriation amendment in spring 2021 provided funding for a one-time bonus payment in June 2021.

(5) Employed April – May 30, 2021

(6) Service bonus is prorated based on percentage of contract.

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed salary pools for 2025-2026 are approved as presented in the meeting materials contingent on the approval of the Governor’s budget.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: May 23, 2025

ITEM: Trustees Self-Evaluation Report

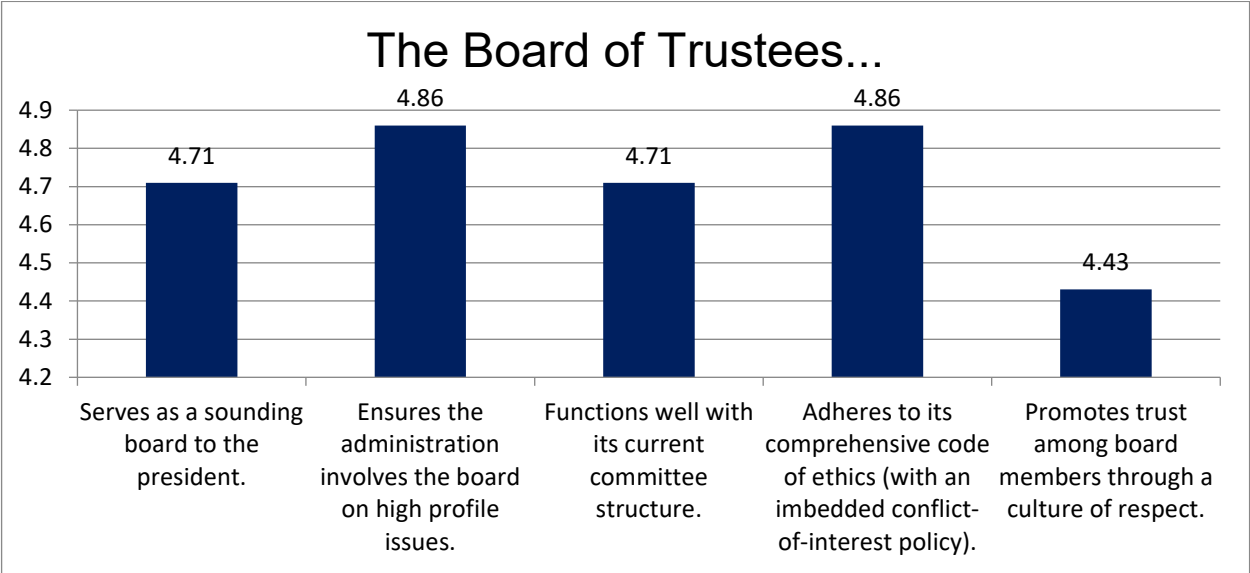
PRESENTED BY: Dr. Adam Green
Board Secretary

The [ETSU Board of Trustee's Self-Evaluation Policy](#) as well as SACSCOC accreditation standards, requires Trustees to participate in a routine self-evaluation. Earlier this semester, the Trustees completed their annual self-evaluation. The evaluation consisted of ten questions. Five of the questions asked Trustees to respond utilizing a Likert scale (1 = poor, 2 = fair, 3 = satisfactory, 4 = very good, and 5 = excellent) and five of the questions provided the option for Trustees to provide written comments. Items that received the highest ratings include:

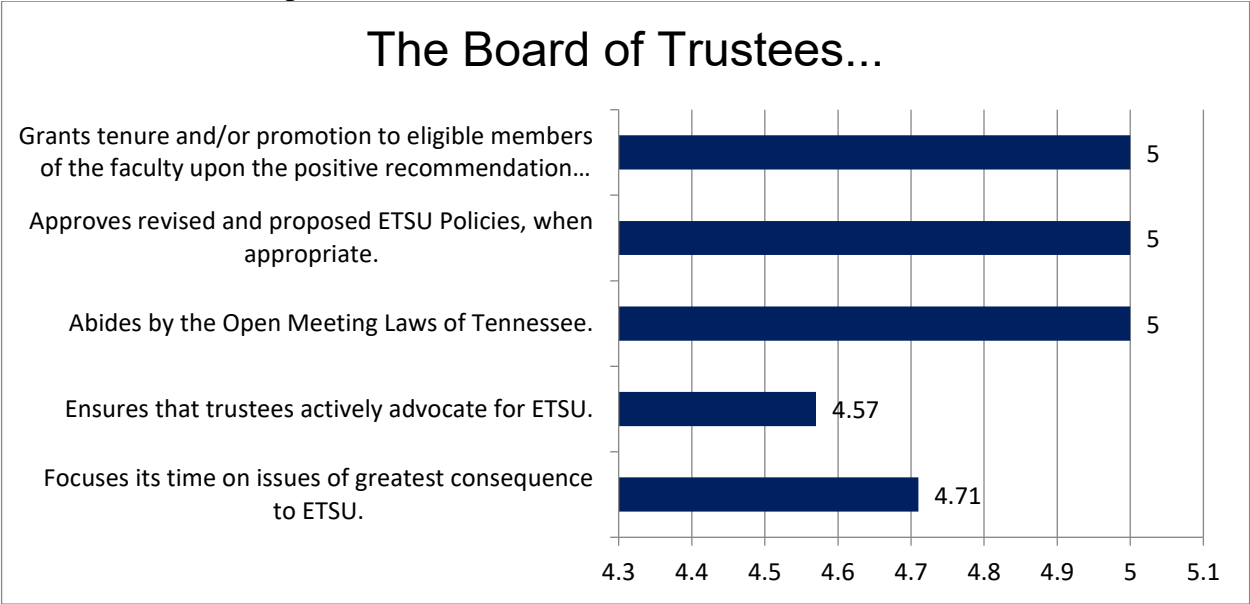
1. Abides by the Open Meeting Laws of Tennessee (5 of 5)
2. Approves revised and proposed ETSU Policies, when appropriate (5 of 5)
3. Grants tenure and/or promotion to eligible members of the faculty upon the positive recommendation of the president (5 of 5)
4. Approves the final operating and capital outlay budgets for each fiscal year (5 of 5)

Results:

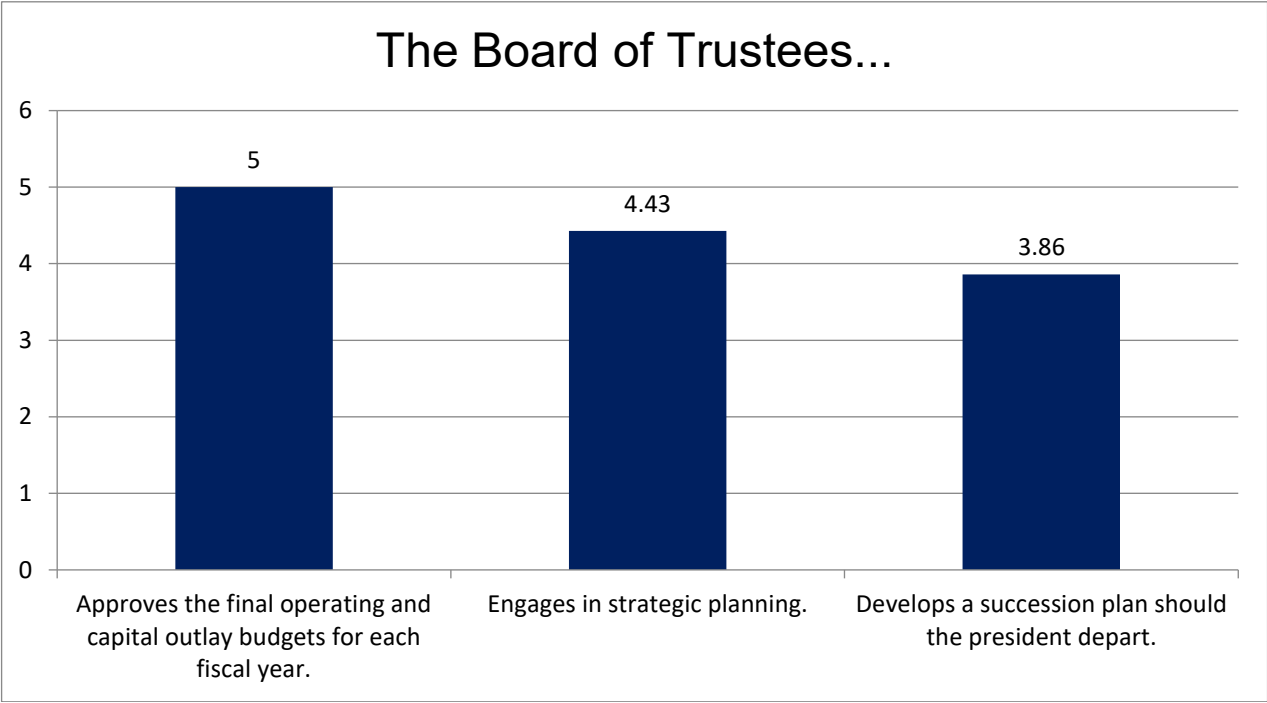
Question 1: Board Function



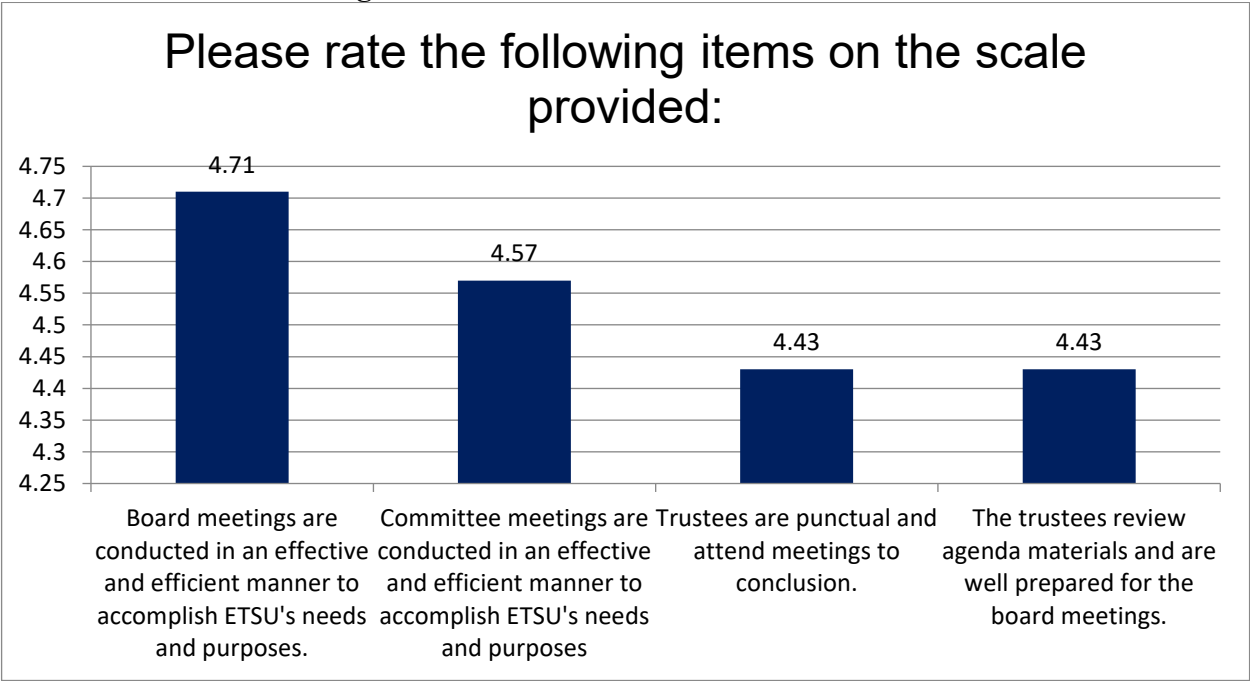
Question 2: Board Operations



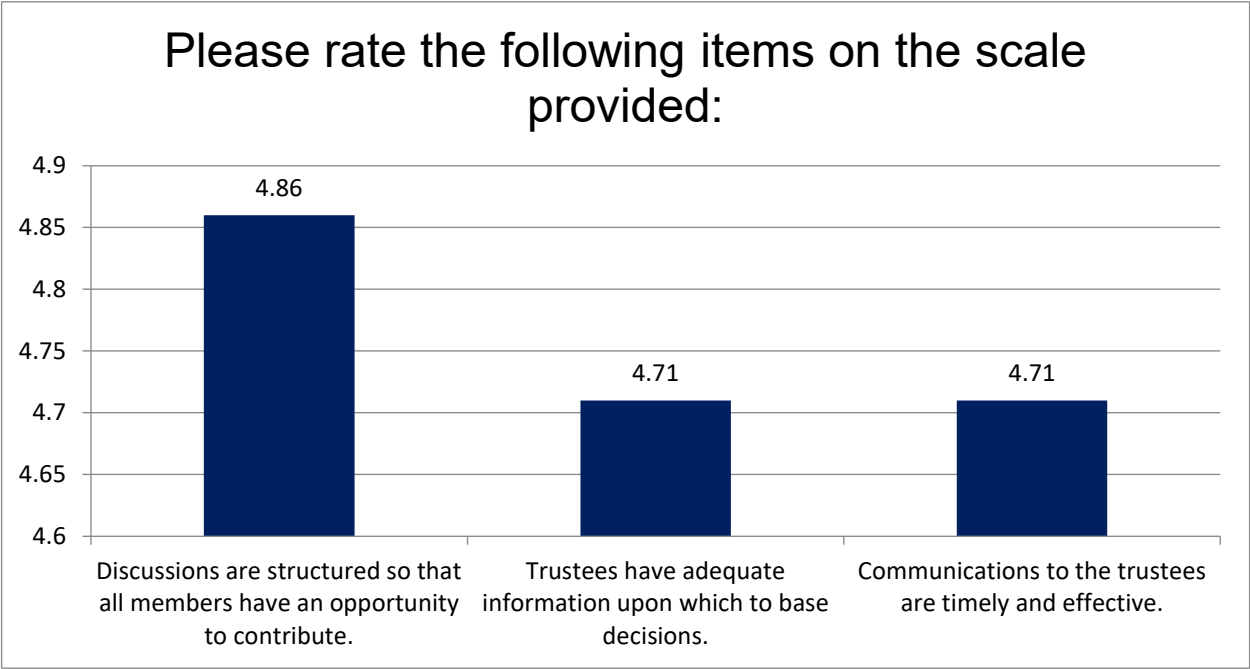
Question 3: Board Role



Question 4: Board Meetings



Question 5: Board Communication



Questions 6-10: Open-ended questions

Printed copies of open-ended responses will be provided to Trustees during the May 23rd Board Meeting.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Selection of Board Chair

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Linda Latimer
Board Chair

Dr. Adam Green
Board Secretary

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that sets policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in TCA §49-8-101. Consistent with T.C.A. § 49-8-201(f)(8), the Bylaws for the Board of Trustees provide for the election of Chair every two years, beginning July 1 of the year elected. The Chair is not eligible to succeed them self after serving a two-year term except upon the affirmative three-fourths (3/4) vote of the entire Board.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Selection of Board Vice Chair

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Linda Latimer
Board Chair

Dr. Adam Green
Board Secretary

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that sets policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in TCA §49-8-101. Consistent with T.C.A. § 49-8-201(f)(8), the Bylaws for the Board of Trustees provide for the election of Vice Chair every two years, beginning July 1 of the year elected.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Selection of Executive Committee Member

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Linda Latimer
Board Chair

Dr. Adam Green
Board Secretary

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that sets policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in TCA § 49-8-101. Consistent with T.C.A. § 49-8-201(f)(8), the Bylaws for the Board of Trustees provide for the election of a third executive committee member every two years, beginning July 1 of the year elected.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Resolution of Appreciation for Mr. Trent White

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Brian Noland
President

MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Mr. Trent White.

RESOLVED

WHEREAS educating and graduating servant leaders are hallmarks of East Tennessee State University; and Mr. Trent White's appointment to the East Tennessee State University Board of Trustees represents both the achievement of success as a servant leader and an opportunity to refine and develop those leadership skills; and

WHEREAS Mr. White has consistently prioritized service and campus involvement during his time at ETSU as a member of the Roan Scholars Leadership Program; and

WHEREAS Mr. White served as President of the ETSU Student Government Association from 2023-24, during which time he passed more than 20 pieces of legislation; and

WHEREAS Mr. White was selected as a 2024-25 inductee to the ETSU 1911 Society, which recognizes the university's most notable graduates; and

WHEREAS Mr. White has earned national recognition for his achievements, including being selected for the Harry S. Truman Scholarship, one of the most prestigious graduate scholarships in the United States for students pursuing careers in public service; and

WHEREAS Mr. White was also a finalist for the Rhodes Scholarship, one of the most prestigious merit scholarships in the world; and

WHEREAS Mr. White has displayed an unwavering passion for public service, reflected in his internships with the Tennessee Secretary of State and with a member of the United States House of Representatives; and

WHEREAS Mr. White's commitment to ETSU is evident across many other campus organizations, including his work as co-founder and President of the ETSU Mock Trial team; and

WHEREAS Mr. White has served his university energetically, knowledgeably, and loyally as a member of the ETSU Board of Trustees;

THEREFORE, BE IT RESOLVED, that the Board of Trustees extends its deepest appreciation and congratulations to Mr. Trent White for his exemplary service and for representing the very highest ideals of East Tennessee State University.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Resolution of Appreciation for Ms. Dorothy Grisham

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Brian Noland
President

MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Ms. Dorothy Grisham.

RESOLVED

WHEREAS Dorothy Grisham was appointed by Governor Bill Haslam in 2017 as one of the charter members of the East Tennessee State University Board of Trustees; and

WHEREAS Ms. Grisham graduated from ETSU in 1974 and became a trailblazer as the first African American female hired by Allstate Insurance Co. in the state of Tennessee; and

WHEREAS Ms. Grisham has leveraged her professional success to make a significant impact on her community through leadership roles in organizations such as the Boy Scouts of America, the Hamilton County Juvenile Foster Care Review Board, and the Chattanooga Urban League; and

WHEREAS Ms. Grisham has remained deeply connected to ETSU through her service in the ETSU National Alumni Association, which honored her in 2011 with ETSU's Outstanding Alumna Award; and

WHEREAS through her leadership on the ETSU Board of Trustees, Ms. Grisham has been integral in fostering the growth and success of ETSU, helping the university achieve notable milestones in student success, research funding, and the establishment of innovative health-focused research centers; and

WHEREAS Ms. Grisham has played a key role in the development of transformational initiatives at ETSU, including the construction and renovation of facilities and the addition of student success programs; and

WHEREAS as a proud ETSU graduate, Ms. Grisham has exemplified the values of hard work, perseverance, and service to others, contributing to her community's well-being while maintaining a lifelong connection to her alma mater through her leadership; and

WHEREAS Ms. Grisham continues to be a strong supporter of ETSU alumni, faculty, staff, and students and has dedicated herself to the ETSU Board of Trustees, contributing her efforts to strengthen and advance the university;

THEREFORE, BE IT RESOLVED, that the Board of Trustees expresses its heartfelt gratitude and admiration to Ms. Dorothy Grisham for her outstanding service and her embodiment of the core values of East Tennessee State University.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Resolution of Appreciation for Dr. Linda Latimer

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Brian Noland
President

MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Dr. Linda Latimer.

RESOLVED

WHEREAS Dr. Linda Latimer was appointed by Governor Bill Haslam in 2017 as one of the charter members of the East Tennessee State University Board of Trustees; and

WHEREAS during her time as a member and Chair of the ETSU Board of Trustees, Dr. Latimer has been a champion for innovation and an inspiring example of the transformative power of higher education; and

WHEREAS under Dr. Latimer's visionary leadership, ETSU has achieved record-breaking success in areas such as graduation and retention rates, employee satisfaction, research funding, and the expansion of innovative health research centers; and

WHEREAS Dr. Latimer's dedication to education, research, and developing impactful partnerships is exemplified through her instrumental role in the creation of initiatives such as the ETSU Health clinical network, the BlueSky Tennessee Institute, and the revitalization of ETSU's football program and Marching Bucs; and

WHEREAS Dr. Latimer has provided instrumental leadership in securing major funding for the modernization of ETSU facilities, the construction of the ETSU Martin Center for the Arts, and historic state funding for ETSU's Bill Gatton College of Pharmacy; and

WHEREAS Dr. Latimer has been an advocate for the expansion of research activity at the ETSU-Eastman Valleybrook campus, which has grown as a simulation lab for the university's public health programs and an incubator for research and economic development activity; and

WHEREAS as an alumna of ETSU's Quillen College of Medicine, Dr. Latimer has shown an unwavering commitment to the health and well-being of the region and state; and

WHEREAS Dr. Latimer's personal journey, as the first in her immediate family to attend college, reflects her determination and resilience, inspiring others through her passion for medicine and her commitment to positively impacting her community and region; and

WHEREAS Dr. Latimer has faithfully served the ETSU Board of Trustees, working tirelessly to make the university stronger;

THEREFORE, BE IT RESOLVED, that the Board of Trustees extends its deepest appreciation and congratulations to Dr. Linda Latimer for her exemplary service and for representing the very highest ideals of East Tennessee State University.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 23, 2025

ITEM: Student Trustee Selection

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Brian Noland
President

Ms. Aashi Vora has been nominated and confirmed by the student senate of the Student Government Association as the student trustee nominee for the 2025-26 academic year.

Ms. Vora, from Knoxville, Tennessee, is a distinguished student leader at East Tennessee State University, actively shaping campus life through her academic excellence and leadership. As a Guaranteed Quillen Honors Scholar and biology major, she is committed to both scientific inquiry and service. Ms. Vora has demonstrated an exceptional dedication to student advocacy, serving as a two-year senator in student government, where she has worked to enhance university policies and student experiences. Additionally, she is the founder and President of the South Asian Student Association.

Beyond academics and governance, Ms. Vora is involved in Alpha Delta Pi, where she holds a leadership role as Vice President of Finance. Her global perspective is shaped by her extensive study abroad experiences, which have enriched her understanding of healthcare, policy, and international cultures. Ms. Vora has been recognized for her leadership and impact, earning several awards both on and off campus, including three Summit Awards in her first year on campus and international honors from Alpha Delta Pi and more.

MOTION: I move to accept the President's nomination of Ms. Aashi Vora to the position of Student Trustee and member of the Board's Finance and Administration Committee.

RESOLVED: Upon the recommendation of President Noland, the Board of Trustees appoints Ms. Aashi Vora to the role of Student Trustee to East Tennessee State University's Board of Trustees and member of the Board's Finance and Administration Committee.