

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
SEPTEMBER 2025 MEETING

1:00–2:15 p.m. EDT
Friday
September 12, 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 May 23, 2025](#)
- V. Report from the Academic, Research, and Student Success Committee (5 minutes)
- VI. Report from the Finance and Administration Committee (5 minutes)
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Consent Agenda](#) (5 minutes)
 - A. [Minutes from May 23, 2025, Academic, Research, and Student Success Committee](#)
 - B. [Minutes from May 23, 2025, Finance and Administration Committee](#)
 - C. [Minutes from May 23, 2025, Audit Committee](#)
 - D. [Recommendation for Promotion and Tenure of Faculty Member](#)
 - E. [Approval of the ETSU Mission Profile](#)
 - F. [Audit Plan for FY26](#)
 - G. [Internal Audit Employee Profiles](#)
 - H. [Amended 2026 Board Meeting Dates](#)
 - I. [Standing Committee Membership](#)
- IX. [Enrollment Update – Sherlin](#) (10 minutes)
- X. [Strategic Agenda Update and KPIs – Noland/Hoff](#) (10 minutes)
- XI. President’s Report – *Noland* (15 minutes)
- XII. Other Business
- XIII. Executive Session
 - A. Discussion of matters deemed permissible under Tennessee State Law (if necessary)

XIV. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

ITEM: Approval of the Minutes from May 23, 2025

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the May 23, 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 May 23, 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

May 23, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, May 23, 2025, at 1:05 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 1:05 p.m. With the spring semester having recently come to a close, she reflected on several accomplishments that demonstrate how ETSU students, faculty, staff, and programs continue to advance the university's mission with distinction. Among the highlights:

- The Quillen College of Medicine has been named a Tier 1 medical school for primary care by *U.S. News & World Report*, placing it among the top 16 institutions in the country in this field, and the magazine recognized Quillen as the number-two medical school in the nation for serving underserved communities.
- Degrees were awarded to more than 2,000 graduates during spring commencement, including the first 16 graduates of the new doctoral program in Occupational Therapy.
- ETSU junior Leah Loveday, from the College of Public Health, received the highly competitive Truman Scholarship, making this the second year in a row that ETSU has celebrated a Truman Scholar. And a record-setting nine students received the Benjamin A. Gilman International Scholarship.
- College of Business and Technology faculty member Stokes Piercy has been selected as a Fulbright Scholar by the Hungarian-American Fulbright Commission, and Dr. Theresa McGarry, from the College of Arts and Sciences, was awarded a Fulbright to Sri Lanka.
- The university has identified more than \$4 million in recurring funds to invest in strategic, targeted salary enhancements for a significant number of faculty and staff.

Chair Latimer told the board that it has been her pleasure and privilege to serve during such a dynamic and transformative period in ETSU's history. She thanked members of the board, Provost McCorkle, the administration, faculty, staff, and students for providing a foundation for

continued success, and she thanked President Noland for his vision, integrity, and tireless dedication to ETSU and its mission.

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 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 February 21, 2025

The minutes from the February 21, 2025, meeting of the Board of Trustees were approved as submitted, with Trustee Melissa Steagall-Jones making the motion to approve and Trustee Janet Ayers seconding the motion. The motion passed unanimously.

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

Trustee Janet Ayers began by thanking Board Chair Dr. Latimer for her passion, leadership, and integrity. She said her committee took action on two items and heard presentations on three information items. The first action was approval of the university's recommendations for faculty tenure and promotion. The second action item was approval of a Letter of Notification regarding the establishment of a new BBA degree in Hospitality and Tourism Management.

Chair Ayers reported that Provost McCorkle gave the committee an update on initiatives across the Division of Academic Affairs. These included a review of the first year of the new academic structure and the Compass general education core curriculum, as well as a report on Community-Engaged Learning.

Chair Ayers then told the board that her committee heard a presentation on the accomplishments and future plans of the Student Government Association. The presentation highlighted the SGA's involvement in such campus initiatives as the return of football, the renovation of the Culp Student Center, and the forthcoming Student Life Village.

Finally, Chair Ayers said, her committee heard a presentation by Dr. Nick Hagemeyer, Vice Provost for Research, covering such topics as recent changes in research designation between R1 and R2 and the university's efforts to expand research in areas of strength.

VI. Report from the Finance and Administration Committee

Trustee Steve DeCarlo also expressed thanks to Chair Latimer for her leadership during her four years with the board. He reported that his committee approved the spring estimated budgets for FY25 and the July proposed budgets for FY26, which are included in the board's consent agenda. Chair DeCarlo pointed out that these budgets were reviewed and discussed in detail during the committee's called meeting on April 11.

Chair DeCarlo reported that the committee approved reducing the College of Medicine's \$125 microscope fee to \$25 and renaming it as a microscope lab fee. Chair DeCarlo summarized the staff presentation to the committee on capital budget submittals and disclosures for FY26. The presentation included capital outlay projects totaling \$70.4 million, a capital demolition project at \$250,000, capital maintenance projects totaling \$23.4 million, and disclosed projects of \$95 million. The committee received a financial update comparing operating revenues and expenditures for the current year to the prior year. The FY24 Composite Financial Index was presented, showing a 4.58 CFI score for ETSU, which is well above the standard.

The committee heard a report on agreements and contracts over \$250,000, covering the period from January through March of the current year.

Chair DeCarlo told the board that at its April 11 called meeting, the Finance and Administration Committee reviewed proposed tuition and fees for FY26. He then called on Ms. Christy Graham, Chief Financial Officer, to present those figures to the board.

Ms. Graham explained to the board all the various factors that are considered when tuition and mandatory fees are recommended. She indicated that the Tennessee Higher Education Commission's funding model for 2026 was predicated on constant enrollment with a 3.3 percent outcomes growth and inflationary adjustment, which equated to \$1.2 million for ETSU. She said that Governor Bill Lee's proposed budget for an expenditure increase and a partially-funded 2.3 percent salary pool was \$3.3 million. She noted that although tuition and fees increased by 5.25 percent in FY25, in two of the four prior years, tuition was held flat. Ms. Graham added that the university must consider THEC's binding tuition and mandatory fee ranges, which were set at 0 to 6.5 percent during THEC's March meeting.

Ms. Graham reported that ETSU's proposed tuition and mandatory fees were posted for public comment from April 15-29, and no comments were received.

Ms. Graham said that ETSU is proposing a 5.09 percent increase for in-state tuition, with additional increases for international and out-of-state students, as well as a 3.88 percent increase for graduate tuition. Assuming flat enrollment, she said, this should result in an increase in revenue of \$5.6 million. The proposed mandatory fee increase includes an \$8 increase for the Parking Student Campus Access Fee and a \$40 per semester fee for the Student Life Village. The total tuition and mandatory fee increase requested is 4.98 percent for all classes of undergraduate students on the main campus: 5.09 percent in tuition and 4.58 percent in fees, for a total increase to full-time undergraduate students of \$213 per semester for tuition and \$48 per semester for fees. Ms. Graham underscored the fact that ETSU is still an affordable option for public education in Tennessee.

Trustee Grisham made a motion that the proposed tuition and mandatory fees be approved as presented, and Trustee Allen seconded the motion. It passed unanimously.

VII. Report from the Audit Committee

Committee Chair Melissa Steagall-Jones thanked Board Chair Latimer for her leadership over the past four years. She said the Audit Committee's meeting consisted of several housekeeping items that were all approved, including: the Audit Committee Charter, the Internal Audit Charter, the Compliance Charter, the Internal Audit Policy, and the Preventing and Reporting Fraud, Waste, and Abuse Policy. She told the board that the committee approved an addition to the Audit Plan to cover ProCard consulting and voted to delay the Family Medicine timekeeping review until after the conversion to Voyager.

Ms. Steagall-Jones reported that the committee reviewed both the Conflict of Interest Policy and the Employee Code of Conduct Policy and recommended no changes in either. She added that two investigations were recently completed by the Office of Internal Audit: the College of Health Sciences Dean's Office and the College of Nursing Dean's Office. There were no findings or recommendations in either.

Ms. Steagall-Jones informed the board that her committee then went into executive session, with no votes or deliberations taking place.

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 Steve DeCarlo moved that the Consent Agenda be approved, and Trustee Janet Ayers seconded the motion. It passed unanimously.

IX. Trustees Self-Evaluation Report

Dr. Adam Green, Board Secretary and ETSU Chief of Staff, reminded the board that its Self-Evaluation Policy and SACSCOC accreditation standards require Trustees to participate in a routine self-evaluation. He said that Trustees completed their self-evaluation earlier this semester. The evaluation consisted of 10 questions. Five of them asked Trustees to respond using a 1 to 5 Likert scale, with 5 being excellent. Trustees were also given the option to share open-ended written comments.

Dr. Green summarized the Likert scale results, indicating that items receiving the highest ratings, all 5s, were:

- Abides by Tennessee Open Meeting Laws
- Approves revised and proposed ETSU policies, when appropriate
- Grants tenure and/or promotion to eligible members of the faculty upon the positive recommendation of the president
- Approves the final operating and capital outlay budgets for each fiscal year

Dr. Green then reviewed each of the five questions.

Question #1: Board Function: Trustees rated this question at 4.43 or higher.

Question #2: Board Operations: Trustees rated this at 4.57 or higher, with three being 5 out of 5.

Question #3: Board Role: Trustees rated this question at 3.86 or higher.

Question #4: Board Meetings: Trustees rated this question at 4.43 or higher.

Question #5: Board Communication: Trustees rated this question at 4.71 or higher.

X. President's Report

President Noland centered his remarks around access and success; strategic initiatives; a legislative and budget update; the changing landscape of college athletics; and reflections on 2024-25.

In discussing the theme of access and success, Dr. Noland described preparations for the fall 2025 class, noting that applications received are running over 2,000 higher compared to the fall of 2021: 10,804 for fall 2025 and 8,393 for fall 2021. He reported that the number of students planning to attend freshman orientation is up compared to the fall of 2024. Given these figures, he expressed confidence that the freshman class will again be around the 2,100 mark.

Dr. Noland reviewed retention statistics from fall 2024, showing that persistence among first-time freshmen stood at 90.4 percent. Taking all classifications of students under consideration, 92.2 percent were retained or graduated. Enrollment projection for fall 2025, Dr. Noland said, now stands at 14,438, an increase of more than 400 students. Dr. Noland then reviewed key strategic priorities for the year 2024-25. He reported the following:

- The strategic enrollment management and recruitment plan is done
- General education redesign has been completed and the Compass core curriculum has been actualized
- The academic portfolio has been restructured as it relates to colleges and schools
- Financial aid has been optimized
- Strategic resource alignment and campus budget modeling have been completed
- Voyager is set for July 1 implementation
- Market salary enhancements have been granted
- The classification and compensation system has been restructured

Looking to the year 2025-26, President Noland asked Dr. Michael Hoff, Vice Provost for Decision Support and Chief Planning Officer, to discuss adult degree completion and how the university can bring more adults with some college but no degree back into higher education and how we can provide better opportunities for people who have retired and moved to Northeast Tennessee.

Dr. Hoff told the board that there are 36 million adults with some college but no degree in the United States, with over one million of them residing in Tennessee. He said an important characteristic of that population is that some 50 percent are working full-time. He added that only 28 percent of those surveyed after coming back to college said they did so for a new career. Approximately 72 percent said they did it for some other reason, ranging from a change in finances to having a child to moving to a new location. Many, he said, liked the career they had but needed a new certificate, a short-term set of courses. In light of these facts, Dr. Hoff said the ETSU School of Interdisciplinary and Continuing Studies, of which he is Interim Director, is creating a strategic plan to leverage all of ETSU's assets to create a clearinghouse for adult students, focusing on applied science and workforce development. Dr. Hoff also discussed professional development needs and the creation of non-credit courses, noting that several states recognize credentials of value as part of their funding formula. And, given the fact that people are living longer and retiring earlier for different reasons, Dr. Hoff said ETSU will be addressing the concept of lifelong learning in more depth.

Dr. Noland returned to the podium to continue the discussion of plans for 2025-26. He said a priority for the upcoming year will be the repurposing of the Mary Jordan Center with an emphasis on student success. Another major project for the fall, he said, will be the creation of a strategic plan for research. Dr. Noland elaborated on Provost McCorkle's comments earlier that day to the Academic, Research, and Student Success Committee about the future of engineering at ETSU, which will be part of the expansion of our academic portfolio.

In covering the topic of P20 and Rural Education Enhancements, Dr. Noland told the board that work is ongoing with regional school superintendents and others to make sure that we are continuing to build a college-going culture. He said that one of the things that gets lost in P20 discussions is the fact that ETSU was started in 1911 as a teachers' college. For those students who are on the traditional path to teacher licensure, he noted, ETSU produces more teachers than any other institution in the state. He added that there is a 4,800-person gap between the number of teachers that are needed and the number of teachers currently in the workforce.

In considering recent student achievements at ETSU, President Noland reinforced the importance of Board of Trustees leadership. He commented that the board had challenged the university to make sure that our students had opportunities similar to any other university in the country. He said the awards that ETSU students are now winning underscore the wisdom of that challenge, noting the presence of two Truman Scholars at ETSU at the same time.

Dr. Noland shared a status report on the university's legislative agenda:

- Support full funding of the Tennessee Higher Education Commission state appropriations funding recommendation—Completed
- Support the THEC recommendation regarding the Gatton College of Pharmacy and the Quillen College of Medicine—Partially completed, with some work to do on Gatton
- Funding for Brown Hall Phase II, Valleybrook, and deferred maintenance projects—All three completed
- Support updates and enhancements to state-supported scholarships (THEC Bill)—Completed

Dr. Noland indicated that budget planning for FY26 is underway and that the budget will be predicated on a constant enrollment. If enrollment is up as projected, he said, resources will be directed toward salaries. Dr. Noland described ETSU's new, aggressive vacancy management system as well as the new classification and compensation system, which is built into Voyager. Dr. Noland reviewed the recent history of salary enhancements, including the board-approved 3 percent across-the-board salary enhancement from last fall. Since then, he said, ETSU has taken what was the salary pool that the board identified and came close to doubling it. He reported that two months ago, we distributed \$2.1 million in salary enhancements to faculty and that later, on the afternoon of the board meeting, \$2.4 million in market salary adjustments will be distributed to 599 staff members. All of these enhancements were retroactive to November 1.

Dr. Noland provided an update on facilities, saying that Brown Hall renovation will begin in the summer of 2025. However, he said, the project really began several months ago when the university executed the lease with Johnson City to acquire the former Northeast State space downtown. He said that biology faculty are there now, having taught some courses in that location during the spring semester, and more faculty will be teaching there in the fall. Renovations to Burleson Hall were completed this spring. Now that funds are in place, work

will begin at Valleybrook soon. Dr. Noland said he expects to hold a ribbon-cutting ceremony in January or February of 2026 for the new Academic Building. ETSU is in the final planning stages for the Integrated Health Sciences building, with groundbreaking expected in the upcoming academic year. President Noland said he expects ground to be broken for the new Student Life/Greek Village in the fall. He also announced details on the new five-year lease with the City of Johnson City for the Ashe Street Courthouse, which will house a variety of functions from small business development to bluegrass music to art space.

In the realm of athletics, Dr. Noland said that instead of discussing uncertainty, which we cannot control, it is important to share data on issues we can control, such as student-athlete success. He summarized the performance of the Department of Intercollegiate Athletics as of the close of the spring semester, lauding the department for the cumulative GPA of student-athletes, which was above that for the campus as a whole, and the fact that 43 student-athletes recorded perfect 4.0 GPAs. He added that 174 student-athletes were on the Dean's List for spring.

Dr. Noland then turned his attention to Key Performance Indicators at ETSU, reporting on data from 2017, the first year of the Board of Trustees' existence, the COVID era of 2020, and the present day:

- First-time freshmen: 2017: 2,050; 2020: 1,651; 2025: 2,138
- Retention rate: 2017: 73 percent; 2020: 67 percent; 2025: 76 percent
- Number of students in residence halls: 2017: 2,814; 2020: 1,473; 2025: 3,263
- Sponsored awards: 2017: \$42.5 million; 2020: \$53.6 million; 2025: \$70.3 million

Another Key Performance Indicator and goal was to be designated a Great College to Work For, and ETSU achieved that recognition this year. Further, Dr. Noland reported, the university's Composite Financial Index has almost doubled during this period, from 2.57 in 2017 to 4.58 in 2025. President Noland then chronicled ETSU's response to the board's insistence that more money be placed in reserves. With the addition of \$20 million during the time period described here, the level of reserves now stands at \$38 million. Dr. Noland concluded this section of his report by summarizing the progress that has been made since 2017 in the enhancement of faculty and staff salaries.

Dr. Noland said that these kinds of numbers are driven by people who make the difference at ETSU. He highlighted the work of Dr. Bonnie Burchett, who has led the Housing division for more than 40 years. He said she was "among the hardest working people I've ever met" and noted the role she and her staff have played in increasing on-campus housing, as she approaches retirement.

Dr. Noland praised the work of Roger Lowe, who had worked at Shelbridge for more than 30 years and who passed away two days prior to the board meeting. Dr. Noland said Mr. Lowe "gave his heart and soul to the grounds of this campus" and told the board that Mr. Lowe's

family asked for his ETSU service pin for his burial. Dr. Noland said, “We have the most beautiful college campus in the state of Tennessee because of people like Roger.”

XI. Action Item: Selection of Board Chair

Dr. Adam Green provided an overview of the next three action items on the agenda: the selection of a Board Chair, Vice Chair, and Executive Committee member. He then turned the nomination process over to Board Chair Dr. Linda Latimer.

Dr. Latimer entered into nomination the following slate of officers:

Melissa Steagall-Jones as Chair

Steve DeCarlo as Vice Chair

Janet Ayers as the third at-large Executive Committee member

NOTE: These nominations were acted upon in the aggregate by the board.

Trustee Grisham made a motion that all three individuals be elected, and Trustee Allen seconded the motion. It passed unanimously.

XII. Action Item: Selection of Board Vice Chair

See item XI. above.

XIII. Action Item: Selection of Executive Committee Member

See item XI. above.

XIV. Action Item: Resolution of Appreciation for Mr. Trent White

President Noland presented a Resolution of Appreciation recognizing Student Trustee Trent White for his service to the Board of Trustees. Trustee Steagall-Jones made a motion that the resolution be adopted, and Trustee Ayers seconded the motion. It passed unanimously.

XV. Action Item: Resolution of Appreciation for Ms. Dorothy Grisham

President Noland presented a Resolution of Appreciation recognizing Trustee Dorothy Grisham for her service to the Board of Trustees. Trustee Steagall-Jones made a motion that the resolution be adopted, and Trustee Janet Ayers seconded the motion. It passed unanimously.

XVI. Action Item: Resolution of Appreciation for Dr. Linda Latimer

President Noland presented a Resolution of Appreciation recognizing Dr. Linda Latimer for her service as Chair of the Board of Trustees. Trustee Steagall-Jones made a motion that the resolution be adopted, and Trustee Treadway seconded the motion. It passed unanimously.

XVII. Action Item: Student Trustee Selection

President Noland announced to the board that Aashi Vora of Knoxville, a Quillen Honors Scholar, was nominated by the ETSU Student Government Association to serve as the new Student Trustee for academic year 2025-26 and as a member of the board's Finance and Administration Committee. Trustee Grisham made a motion that the nomination be accepted, and Trustee Ayers seconded the motion. It passed unanimously.

XVIII. Other Business

There was no other business to come before the committee.

XIX. Executive Session

There was no need for an executive session.

XX. Adjournment

The meeting was adjourned at 2:08 p.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: September 12, 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: September 12, 2025

ITEM: Approval of the Minutes from May 23, 2025

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the May 23, 2025, meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the May 23, 2025, meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

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

MINUTES

May 23, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, May 23, 2025, at 9:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

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

II. Roll Call

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

Trustee Janet Ayers
Trustee Charles Allen
Trustee Dr. Linda Latimer
Trustee Tony Treadway

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

III. Approval of the Committee Minutes from February 21, 2025

The minutes from the February 21, 2025, meeting of the Academic, Research, and Student Success Committee were approved as submitted, with Trustee Tony Treadway making the motion and Trustee Charles Allen seconding the motion. The motion passed unanimously.

ACTION ITEMS

IV. Promotion and Tenure of Faculty Members

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle reviewed the process for earning promotion and tenure at ETSU, describing it as “long and arduous” and a

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

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

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

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

Over the past five years, Tennessee's leisure and hospitality industry has seen a 6.7 percent increase in employment, making it one of the fastest-growing sectors in the Southeast. Tennessee ranks eleventh nationally in tourism revenue, welcoming more than 144 million domestic and international visitors in 2023 alone. Furthermore, employment in the hospitality and tourism-related sectors is projected to grow significantly in Northeast Tennessee between now and the year 2030.

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

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

INFORMATION AND DISCUSSION ITEMS

VI. Provost's Update

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

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

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

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

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

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

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

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

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

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

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

VII. Student Success Update: Student Government Association

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

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

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

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

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

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

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

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

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

VIII. Research Update

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

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

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

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

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

GENERAL INFORMATION ITEMS

IX. Committee Discussions

There was no further discussion.

X. Other Business

There was no other business to come before the committee.

XI. Adjournment

The committee adjourned at 10:21 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

ITEM: Approval of the Minutes from May 23, 2025

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the May 23, 2025, quarterly 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 May 23, 2025, meeting 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

May 23, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, May 23, 2025, at 10:30 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 10:30 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, Melissa Steagall-Jones, and Tony Treadway.

III. Approval of the Committee Minutes from February 21, 2025, and April 11, 2025

The minutes from the February 21, 2025, meeting of the Finance and Administration Committee, as well as the minutes from the committee's called meeting that took place on April 11, 2025, were approved as submitted. Trustee Charles Allen made the motion to approve, and Trustee Dorothy Grisham seconded the motion. It passed unanimously.

IV. Action Item: Approval of Spring Estimated and July Proposed Budgets

Ms. Christy Graham, Chief Financial Officer, noted that budget hearings across campus focused on efficiencies and how the campus can reallocate resources to most effectively meet the needs and the expectations of our students. She indicated that the tuition and mandatory fee range confirmed in March by the Tennessee Higher Education Commission established the binding range for tuition increases for undergraduate education at 0 percent to 6.5 percent.

Ms. Graham reported that the main campus budget shows revenue increasing from last July to this July by 3.8 percent or \$12 million. This includes tuition revenue increasing by \$5.6 million, mandatory fee revenue increasing by \$1 million, state appropriations increasing by more than \$2 million, and auxiliary revenues increasing by \$2 million. Expenses are budgeted to increase by 3.3 percent, excluding auxiliaries. Of the \$9 million increase in expenses, \$5 million is for salaries and benefits. Full-time employee headcount has been reduced by nine positions through vacancy management.

For the Quillen College of Medicine, Ms. Graham said that the budget projection includes a \$7 million increase in revenue, primarily due to increased state appropriations and an increase in private grants and contracts. Employee headcount is increasing by two positions. Family Medicine revenue is increasing by \$600,000, and employee headcount is increasing by one position. For the College of Pharmacy, revenue is projected to increase due to an increase in tuition and state appropriations.

Trustee Grisham made a motion to accept the budgets as presented, and Trustee Allen seconded the motion. It passed unanimously.

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

Ms. Graham said the College of Medicine is requesting that its current \$125 per semester microscope fee be reduced to \$25 per semester and that the fee be reclassified as a microscope lab fee.

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

VI. Action Item: Approval of FY26 Capital Budget Submittals and Disclosures

Ms. Laura Bailey, Associate Vice President of Capital Planning and Facilities Services, announced that, in the capital outlay category, Phase II of Brown Hall renovation has been funded by the state in the amount of \$53,440,000. With Phase I, she said, the total project comes to more than \$101 million, covering 160,000 square feet of science space. She added that Phase I will begin in June. Another capital outlay project that has been submitted to the state is for Main Campus Utility Infrastructure, in the amount of \$16.9 million—a project that is very important given the age of several campus systems.

Ms. Bailey described various capital maintenance projects totaling \$23,490,000. She reported that the university's number-one project in this category, Safety Steam Line Repairs and Replacement, has been funded by the state at \$3.5 million. Other projects submitted to the state for consideration are HVAC and Plumbing Repairs, Elevator Repairs and Replacement, Roof

Replacements, Electrical Infrastructure, Campus Water Lines, and Exterior and Structural Repairs and Replacement.

Trustee Allen made a motion that the list of capital budget submittals and disclosures be approved, and Trustee Grisham seconded the motion. It passed unanimously.

VII. Quarterly Financial Update

Ms. Graham compared revenue and expenditure information from March 31, 2024, to March 31, 2025. She reported that unrestricted education and general revenue increased year over year by 3.79 percent or \$12 million, across all appropriation units, primarily due to increases in tuition and fees and state appropriations. Unrestricted education and general expenditures have increased by 9.41 percent, which includes an increase to salaries and benefits of 8.57 percent and an increase in operating expenses of 11.54 percent. Ms. Graham said revenues and expenditures, including restricted and auxiliary operations, present a similar story. Revenues increased by 5.27 percent, with a large increase to auxiliaries, due to increased rates for housing, increased capacity, and a record number of students on meal plans. Expenditures, including auxiliary and restricted funds, increased by 10.89 percent. Salaries and benefits increased by 7.69 percent while operating increased by 12.53 percent.

Ms. Graham reported that ETSU's statement of net position indicates that we are in a strong cash position.

VIII. Presentation of FY24 Composite Financial Index

Ms. Graham told the committee that the Composite Financial Index, measuring financial health, was created primarily for private institutions but was modified in 2002 for public institutions. It includes four different ratios. For fiscal year 2024, Ms. Graham reported, ETSU's total CFI was 4.58, with the standard being 3.0. ETSU scored above the standard in all four of the index's ratios. President Noland said the figures indicate that ETSU is in the strongest position it has ever been in since the data have been collected. He said the CFI is the highest it has been since we have been reporting this information to the board.

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

Dr. Katie Zink, Director of Procurement and Contract Services, reported the following:

- An RFP for athletics apparel to BSN Sports (Nike), with a contract amount of \$2 million
- An RFQ for professional cleaning services to YS Janitorial Services, with a contract amount of \$1.9 million
- An RFP for enrollment consulting services to Carnegie Dartlet, with a contract amount of \$840,442

- A contract with Elsevier for online journal articles for the College of Medicine, in the amount of \$587,341
- A purchase order with Workspace Interiors to update furniture in Nicks Hall, with a contract amount of \$615,134
- An RFP out now for a library subscription agent for Sherrod Library, at an estimated \$4 million over five years
- An RFP in process for Nursing SIM equipment, estimated to be up to \$2 million for a one-time purchase

President Noland added a clarification on janitorial services, noting that the RFQ does not mean that the university is outsourcing custodial services. He said the university will enter into a swing contract with the company to fill employment gaps with contract labor when needed. He described it as a “labor stopgap.”

X. Other Business

There was no other business to come before the committee.

XI. Adjournment

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

ITEM: Approval of the Minutes from May 23, 2025

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

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

The minutes of the May 23, 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 May 23, 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

May 23, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, May 23, 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 Charles Allen, Janet Ayers, Steve DeCarlo, and Trent White.

III. Approval of the Committee Minutes from February 21, 2025

The minutes from the February 21, 2025, 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. Action Item: Approval of Audit Committee Charter

Ms. Becky Lewis, Director of Internal Audit, reported to the committee that there were no significant changes in this charter, other than some editorial modifications. Upon approval, the charter will be submitted to the state.

Trustee Grisham made a motion that the Audit Committee Charter be approved, and Trustee Treadway seconded the motion. It passed unanimously.

V. Action Item: Approval of Internal Audit Charter

Ms. Lewis indicated that this charter identifies the purpose, authority, roles, and responsibilities of the Office of Internal Audit. She said the content of the charter is similar to the previous version, but the new charter reflects the Global Internal Audit Standards. She said those standards set a higher expectation of communication among the Chief Audit Executive, the Board of Trustees, and senior administration.

Trustee Grisham made a motion that the revised Internal Audit Charter be approved, and Trustee Treadway seconded the motion. It passed unanimously.

VI. Action Item: Approval of Compliance Charter

Ms. Lewis told the committee that both the Office of Legal Counsel and the Office of Compliance have reviewed this charter, with only minor changes having been made.

Trustee Treadway made a motion that the revised Compliance Charter be approved, and Trustee Grisham seconded the motion. It passed unanimously.

VII. Action Item: Approval of Internal Audit Policy

Ms. Lewis said that the Audit Committee must review this policy annually. In addition to some name changes and revisions to comply with the university's new policy format, the major change involved the Office of Internal Audit's method on how follow-up reviews are being conducted.

Trustee Grisham made a motion that the revised Internal Audit Policy be approved, and Trustee Treadway seconded the motion. It passed unanimously.

VIII. Action Item: Approval of Preventing and Reporting Fraud, Waste, and Abuse Policy

Ms. Lewis said the policy has been reviewed by her office and revised to include additional information related to protection from retaliation and how employees should report instances of possible retaliation. In addition, the revised policy includes disciplinary options in cases where retaliation is found to have occurred.

Trustee Grisham made a motion that the revised policy be approved, and Trustee Treadway seconded the motion. It passed unanimously.

IX. Action Item: Revisions to the FY25 Audit Plan

Ms. Lewis requested two changes to the plan. First, she asked for the addition of ProCard consulting, especially given recent personnel changes in offices that deal directly with ProCard matters, along with the need to ensure that charges are properly approved and documented

campuswide. Ms. Lewis then requested that Family Medicine timekeeping be removed from the FY25 plan and reintroduced after the implementation of the new Voyager system.

Trustee Treadway made a motion that the revised plan be approved, and Trustee Grisham seconded the motion. It passed unanimously.

X. Annual Review of Policies

A. Conflict of Interest Policy

B. Employee Code of Conduct Policy

Ms. Lewis indicated that these policies are required, by charter, to be reviewed annually. She said that in both cases, the Office of Human Resources and the Office of Legal Counsel conducted reviews and found that no changes were necessary.

XI. Audits and Investigations Performed February through April 2025

Ms. Lewis reported that two audits were completed during this period: the College of Health Sciences Dean's Office and the College of Nursing Dean's Office. In both cases, there were no findings.

The Heat Map of Completed Audits showed no issues.

XII. Recommendation Log Status as of April 30, 2025

Ms. Lewis reported that she and her staff are continuing to perform follow-up reviews of prior audit recommendations.

XIII. Other Business

There was no other business to come before the committee.

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

The committee adjourned at 11:26 a.m. to go into executive session.

XV. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

ITEM: Recommendation for Promotion and Tenure of Faculty Member

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

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

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

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



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

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

September 12, 2025

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

Dr. Green,

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

Recommended for Tenure Upon Appointment

Dr. Cristina Barroso

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

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

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

Sincerely,

Brian Noland
President

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

ITEM: Approval of the ETSU Mission Profile

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

Dr. Michael Hoff
Vice Provost, Planning and Decision Support

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

The current ETSU Mission Profile is as follows:

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

ETSU awards degrees in over one hundred baccalaureate, masters and doctoral programs, including distinctive interdisciplinary programs. An emphasis on the clinical and health sciences, with respect to doctoral and professional programs supporting research and clinical service delivery, is a distinctive feature of the university. ETSU's enrollment profile displays a clear focus on Tennessee and Southern Appalachia. The university is especially committed to serving rural populations throughout the region and around the world; it does this through a commitment to teaching, research, and service that supports the needs of Tennessee and Southern Appalachia first then sharing that knowledge to improve outcomes in similar communities around the world. ETSU is an R2 Research University according to the Carnegie Foundation classification (Doctoral University: High Research Activity). Additionally, ETSU has a Carnegie Undergraduate Program classification of "Professions plus arts & sciences, high graduate coexistence" and a Graduate Program classification of "Research Doctoral: Professional – dominant."

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

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

ITEM: Audit Plan for FY26

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

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

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

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

RESOLVED: The Audit Plan for 2025-26 is approved as presented in the meeting materials.

East Tennessee State University
Internal Audit Plan as of 07/25/2025
Fiscal Year Ending June 30, 2026

| Rank | Type | Area | Audit |
|-------------------------------------------|-------------|-------------|-------------------------------------------------------|
| Required by State Audit | R | FM | Cash Counts/Inventories |
| Brought Forward Required by State Statute | R | FM | President's Expense FY 2025 |
| Required by Many | R | FM | Risk Assessments |
| Required by CPB | R | FM | WETS-FM |
| Required by State Statute | R | FM | President's Expense FY 2026 |
| Follow-Up | F | FM | Follow-Up: Family Medicine Timekeeping |
| Follow-Up | F | IS | Follow-Up: Administration |
| Follow-Up | F | FM | Unscheduled Follow-Ups |
| Brought Forward Invest | I | FM | Investigation 24-04 |
| Brought Forward Invest | I | IA | Investigation 24-07 |
| Investigation | I | FM | Unscheduled Investigations |
| Consulting | C | IS | General Consultation |
| Consulting | C | IS | Procard Consultation |
| Project | P | IS | Board of Trustees (Prep for Meetings, Meetings, etc.) |
| Project | P | IS | IIA Gap Analysis with new standards |
| Project | P | IS | UI Path - Data Analytics |
| Project | P | IS | QAIP Self Assessment |
| Project | P | IS | Voyager Implementation |
| Brought Forward Advisory | D | SS | Clery Act |
| Brought Forward Advisory | D | IA | Continuing Education for Health Professionals |
| Brought Forward Advisory | D | IA | College of Pharmacy |
| Special Request | S | IA | Study Abroad |
| Special Request | S | FM | Procards (including follow-up) |
| Special Request | S | FM | Executive Level Audit FY 2026 |
| Special Request | S | PP | Central Receiving and Facilities Mgmt Inventory |
| Brought Forward Risk Based | A | IA | Grade Changes |
| Brought Forward Risk Based | A | AT | NCAA Compliance |
| Brought Forward Risk Based | A | IS | Fringe Benefits |
| Risk Based | A | IS | Compensation |
| Risk Based | A | IS | Mental Health |
| Risk Based | A | SS | Tuition Discounts |
| Risk Based | A | RS | Institutional Animal Care |
| Risk Based | A | IT | IT Audit - TBD |
| Risk Based | A | SS | Student Accounts |
| | | | |
| | | | |
| | | | |

Audit Types:

R - Required
A - Risk-Based (Assessed)
S - Special Request
I - Investigation
P - Project (Ongoing or Recurring)
D - Advisory
M - Management's Risk Assessment
C - Consultation
F - Follow-up Review

Functional Areas:

AD - Advancement
AT - Athletics
AX - Auxiliary
FM - Financial Management
IA - Instruction & Academic Support
IS - Institutional Support
IT - Information Technology
PP - Physical Plant
RS - Research
SS - Student Services

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

ITEM: Internal Audit Employee Profiles

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

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

The Board of Trustees must annually approve the salaries of those individuals working in the Department of Internal Audit. A table of salaries is provided in the meeting materials. This also provides information regarding the professional certifications and years of service.

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

RESOLVED: The salaries of the Internal Audit staff are approved as presented in the meeting materials.

ETSU Internal Audit Employee Profile - FY 2026

| Name | Position | Professional Certification | Current Annual Salary | Years of Professional Experience | Years of Experience at ETSU |
|-----------------|-----------------------|---------------------------------------|--------------------------------------|-------------------------------------------------|--------------------------------------------|
| Becky Lewis | Chief Audit Executive | CPA | \$ 124,953 | 31 | 27 |
| Martha Winegar | Associate Director | CPA | \$ 86,599 | 20 | 13 |
| Bryan Brockwell | Internal Auditor | - | \$ 60,017 | 6 | 6 |
| Caleb Phillips | Internal Auditor | - | \$ 60,017 | 2 | 1.5 |

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

ITEM: Amended 2026 Board Meeting Dates

RECOMMENDED ACTION: Approve

PRESENTED BY: Melissa Steagall-Jones
Board Chair

Dr. Adam Green
Board Secretary

The Focus on College and University Success Act (FOCUS Act), requires quarterly meetings of the East Tennessee State University Board of Trustees. In accordance with these requirements, the following calendar is proposed for regularly scheduled quarterly meetings for 2026.

During its February 21, 2025, Board meeting, Trustees approved the following Board of Trustees 2026 Meeting Schedule:

Friday, February 20, 2026
Friday, May 22, 2026
Friday, September 11, 2026
Friday, November 6, 2026

Due to scheduling conflicts, staff recommends rescheduling Friday, May 22, 2026's meeting to Thursday, May 21, 2026.

The Standing Committees of the Board of Trustees may meet telephonically as necessary and will hold standing meetings in conjunction with the quarterly meetings of the full Board.

MOTION: I move that the Board of Trustees adopt the resolution for the amended 2026 Board of Trustee Meeting dates.

RESOLVED: The Board of Trustees adopts the amended 2026 Board of Trustee Meeting dates calendar as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 12, 2025

ITEM: Standing Committee Membership

RECOMMENDED ACTION: Approve

PRESENTED BY: Melissa Steagall-Jones
Board Chair

Dr. Brian Noland
President

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. The Bylaws for the Board of Trustees provide the organization for the Board, including the operations outlined in the structure of standing committees. The standing committees of the Board are the Executive Committee; Academic, Research, and Student Success Committee; Finance and Administration Committee; and Audit Committee.

The Executive Committee is composed of the Board Chair, Vice Chair, and a third Board member that shall be elected by the Board to serve for two years. The Executive Committee will meet as needed and shall have power to act for the Board, in harmony with the general policies of the Board, to approve any other matter on which action is required before the next meeting of the Board. The Executive Committee also serves to advise the President as needed between meetings of the Board. Members of the Executive Committee were selected during the May 23, 2025 Board of Trustees Meeting.

The function of the Academic, Research, and Student Success Committee is to assist the Board of Trustees in matters related to academic planning and programs, student life, and athletics including:

- Approval of strategic and long-range academic plans;
- Approval of proposals concerning the development of new academic programs and the significant revision of existing programs relating to instruction, research, and service;
- Establishment of new academic organizations, such as major campuses, institutes, colleges or schools, and academic departments;
- Evaluation of existing academic programs and their administrative structures;
- Termination of programs and structures that no longer are needed;
- Approval of admission, progression, retention, and graduation standards;

- Approval of the University's policy on Academic Freedom, Responsibility, and Tenure; campus implementing procedures; and any other faculty personnel policy requiring Board approval;
- Approval of proposals and any necessary policies concerning information technology;
- Approval of proposals and any necessary policies concerning use of academic services including libraries and computer labs.
- Approval of University rules concerning student conduct, rights, and responsibilities required to be promulgated under the Tennessee Uniform Administrative Procedures Act;
- Approval of proposals and any necessary policies related to the nonacademic aspects of student life, including student services and student conduct;
- Approval of proposals and any necessary policies related to campus enrollment and facilities capacity;
- Approval of policies relating to intercollegiate athletics competition for the University, consistent with rules and guidelines issued by the National Collegiate Athletics Association (NCAA); and,
- Verification that the Intercollegiate Athletics program reflects and supports the University's academic values and mission.

The function of the Finance and Administration Committee is to assist the Board of Trustees by meeting the following responsibilities:

- Formulate policies and recommend their adoption by the Board in all matters relating to finance, business, and administration, including the investment of University funds;
- Approve and recommend to the Board guidelines governing the administration's submission of a proposed annual operating budget and appropriations request to state agencies and officials;
- Approve and recommend to the Board the University's proposed capital outlay budgets and requests for capital outlay appropriations prior to their submission to other state agencies and officials;
- Approve and recommend to the Board the final operating and capital outlay budgets for the next fiscal year after the General Assembly has enacted annual appropriations for the University;
- Approve and recommend tuition and fee rates for adoption by the Board;
- Approve and recommend to the Board the construction of specific buildings and other capital improvements;
- Approve and recommend to the Board the facilities master plan;
- Approve and recommend to the Board or to the Executive Committee the acquisition of any interest in real property, including acquisition by gift or devise if the acquisition obligates the University or the State of Tennessee to expend state funds for capital improvements or continuing operating expenditures;
- Approve and recommend to the Board or to the Executive Committee conveyance of the University's interest in real property by sale in fee, easement or right-of-way; provided, however, that in the case of an interest acquired by gift or devise, the President, upon recommendation of the appropriate vice president, shall have authority to approve the sale at or above the appraised value. All sales of real property acquired by gift or devise shall be reported annually to the Finance and Administration Committee, which in turn shall report the sales to the Board;
- Oversee all matters involving ordinary repairs, changes, adjustments and improvements for the purpose of putting and keeping in good condition the buildings, grounds and equipment of the

University, wherever located, for their efficient use are committed to the University administration, subject to compliance with all applicable state laws and University policies;

- Approve and recommend to the Board any personnel policy matter requiring Board approval;
- Approve and recommend to the Board University rules required to be promulgated under the Tennessee Uniform Administrative Procedures Act, except rules governing student conduct, rights, and responsibilities, which shall be approved and recommended by the Academic, Research, and Student Success Committee;
- Recommend to the Board any necessary policies related to private gifts; and,
- Recommend to the Board the naming of University buildings.

The Audit Committee has the power and responsibility to:

- Conduct or authorize any investigation appropriate to fulfilling its purpose;
- Seek any information it requires from University officials and employees—all of whom are required to cooperate with the Audit Committee's requests—or external parties;
- Have direct access to University officials, State auditors, internal auditors, any external auditors, legal counsel, or others as necessary;
- Delegate authority to subcommittees, provided that decisions made under such delegation are presented to the full Committee at its next scheduled meeting;
- Review and approve the appointment, reassignment, demotion, or dismissal of the Chief Internal Auditor;
- Ensure that the Chief Internal Auditor has direct and unrestricted access to all members of the Audit Committee;
- Ensure that the Chief Internal Auditor's administrative reporting relationship fosters independence, and ensure that adequate resources in terms of staff and budget are provided to enable the internal audit department to perform its responsibilities effectively; and,
- Receive and review audit reports and other work prepared by the internal audit department.

As provided in the Bylaws, committee appointments are recommended by the Chair of the Board of Trustees and shall be made for a two-year term. The chair of each standing committee shall be designated by the Board for a two-year term upon the recommendation of the Chair of the Board of Trustees. 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 committee and committee chair appointments for up to one year beyond the two-year term.

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. If a vacancy occurs in a committee or chair position prior to expiration of the two-year term, the Board shall, upon the recommendation of the Chair, appoint a Trustee to fill the remainder of the term. The Chair of the Board shall be an ex officio, voting member of all standing committees and, except for the Audit Committee, shall be counted for quorum purposes.

MOTION: I move that the Board of Trustees adopt the proposed Standing Committee Membership as outlined below and recommended by the Chair.

RESOLVED: The Board of Trustees adopts the proposed Standing Committee Membership as outlined in the agenda materials.

| Academic, Research, and Student Success Committee | |
|----------------------------------------------------------|--|
| Trustees | |
| Janet Ayers, Chair | |
| Steph Frye-Clark | |
| Jon Lundberg | |
| Melissa Steagall-Jones (Ex-Officio) | |
| Tony Treadway | |

| Finance and Administration Committee | |
|---------------------------------------------------------------------------------------------|--|
| Trustees | |
| Charles Allen | |
| Steve DeCarlo, Chair | |
| Melissa Steagall-Jones (Ex-Officio) | |
| Grant Summers | |
| Aashi Vora (appointed as non-voting Student Trustee during the May 23, 2025, Board Meeting) | |

| Audit Committee | |
|-------------------------------------|--|
| Trustees | |
| Wade Farmer | |
| Dorothy Grisham | |
| Ron Ramsey, Chair | |
| Melissa Steagall-Jones (Ex-Officio) | |

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 12, 2025

ITEM: Enrollment Update

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

Staff will provide an update of Fall 2025 enrollment trends and statewide comparisons. Staff will highlight institutional enrollment characteristics and discuss enrollment opportunities and outlook and other items for the Board's consideration.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 12, 2025

ITEM: Strategic Agenda Update and KPIs

PRESENTED BY: Dr. Brian Noland
President

Dr. Michael Hoff
Vice Provost, Planning and Decision Support

Staff will provide the Board of Trustees with a presentation and comparative review of the university's performance on key performance indicators and provide insight into where the university plans to be next year. The update will also include a summary of major initiatives the university is working on this year.



EAST TENNESSEE STATE
UNIVERSITY

ETSU Key Performance Indicators Fall 2025

Dr. Michael Hoff

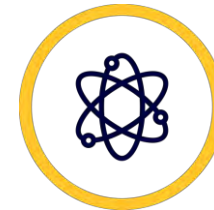
Strategic Planning Framework



**Access &
Success**



**Excellence
in Teaching**



**Research &
Innovation**



**Community
Stewardship**



**Employee
Empowerment**



**Operational
Sustainability**



ETSU Enrollment and Graduation Rates

| Year | Enrollment | 4-Year Graduation Rate | 5-Year Graduation Rate | 6-Year Graduation Rate |
|------------------------|---------------|------------------------|------------------------|------------------------|
| Target by 2030* | 15,500 | N/A | N/A | 60.00% |
| 2025 | | | | |
| 2024 | 13,982 | 39.69% | 50.00% | 53.21% |
| 2023 | 13,827 | 34.56% | 46.36% | 49.83% |
| 2022 | 13,718 | 39.43% | 51.95% | 55.00% |
| 2021 | 13,546 | 34.92% | 47.27% | 51.00% |
| 2020 | 13,961 | 31.65% | 45.78% | 50.00% |
| 2019 | 14,435 | 29.75% | 45.27% | 49.70% |
| 2018 | 14,574 | 23.26% | 39.21% | 44.20% |
| 2017 | 14,609 | 21.20% | 36.70% | 41.10% |
| 2016 | 14,285 | 20.10% | 34.40% | 40.10% |
| 2015 | 14,587 | 20.10% | 37.80% | 43.20% |
| 2014 | 14,682 | 19.60% | 36.90% | 43.00% |

*Target established as part of Committee for 125 Chapter II

Access

| Metric | 2022 | 2023 | 2024 | 2025 | 2030 Goal |
|-------------------------|--------|--------|--------|--------|-----------|
| Freshman Applications | 9,607 | 9,902 | 10,049 | 10,993 | 12,000 |
| Enrollment | 13,717 | 13,827 | 13,979 | | 15,500 |
| Out-of-State Enrollment | 2,918 | 2,997 | 3,057 | | 3,600 |
| Percent Male | 37.3% | 37.7% | 38.5% | | 40.0% |
| Military Affiliated | 996 | 1,040 | 1,050 | | 1,000 |



Student Success

| Metric | 2022 | 2023 | 2024 | 2025 | 2030 Goal |
|-----------------------------------------------------------------------|-------|-------|-------|------|-----------|
| Retention Rate | 72.0% | 73.9% | 75.6% | | 85.0% |
| Graduation Rate | 55.3% | 49.8% | 53.2% | | 60.0% |
| Post-Graduation Outcomes – Percent Working or Continuing Education | 90.0% | 91.4% | 82.1% | | 95.0% |



Institutional Impact

| Metric | 2022 | 2023 | 2024 | 2025 | 2030 Goal |
|------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Research and Sponsored Program Funded Activity | \$63,400,000 | \$70,200,000 | \$70,300,000 | \$71,068,000 | \$75,000,000 |
| Research Expenditures | \$18,500,000 | \$23,300,000 | 42,300,000 | \$50,583,000 | \$30,000,000 |
| Philanthropic Giving | \$42,457,933 | \$40,494,665 | \$40,744,125 | | TBD |
| ETSU Health (Patient Visits) | 337,983 | 369,219 | 382,112 | | TBD |
| Attendance at Athletic Events | 133,688 | 121,279 | 112,631 | 139,503 | TBD |
| Attendance at Martin Center | 26,465 | 42,912 | 40,007 | | TBD |



Operational Environment

| Metric | 2022 | 2023 | 2024 | 2025 | 2030 Goal |
|-------------------------------------------------------|-------|-------|-------|------|-------------|
| Employee Satisfaction | | | | | |
| Great Colleges to Work For (Percent Favorable Rating) | 72.9% | 69% | 72% | TBD | Complete |
| Voluntary Staff Turnover | 10.6% | 11.6% | 10.6% | 8.9% | 7.0% |
| Educational Environment | | | | | |
| Percent of Courses Taught by FT Faculty | 72.6 | 72.3 | 69.55 | | 70.0% |
| Finance | | | | | |
| Composite Financial Index (Goal of 3 or Greater) | 4.47 | 4.56 | 6.12 | 4.58 | 3 or higher |



ETSU Enrollment Projections 2014-2026

* COVID-19 Impacted
Enrollment

| Year | Projected | Actual | Error | % Error |
|-------|-----------|--------|-------|---------|
| 2014 | 14,430 | 14,434 | -4 | 0.03% |
| 2015 | 14,292 | 14,334 | -42 | 0.29% |
| 2016 | 14,349 | 14,024 | 325 | 2.31% |
| 2017 | 14,700 | 14,608 | 92 | 0.6% |
| 2018 | 14,769 | 14,574 | 195 | 1.3% |
| 2019 | 14,532 | 14,435 | 97 | 0.7% |
| 2020* | 14,273 | 13,961 | 312 | 2.2% |
| 2021* | 13,897 | 13,546 | 351 | 2.6% |
| 2022* | 13,256 | 13,717 | -462 | 3.4% |
| 2023 | 13,916 | 13,822 | 94 | 0.7% |
| 2024 | 14,021 | 13,981 | -40 | 0.3% |
| 2025 | 14,438 | TBD | TBD | TBD |
| 2026 | TBD | TBD | TBD | TBD |



Progress Toward Strategic Initiatives: 1-5 Year Goals

| Timeline | Objective | Results |
|-----------|--------------------------------------------------------------------------------------------------------------------|---------|
| Years 1-5 | Launch a comprehensive student support center | |
| Years 1-5 | Enhance bridge programs for incoming students | ✓ |
| Years 1-5 | Implement a male leadership initiative | ✓ |
| Years 1-5 | Implement an enhanced budget process | ✓ |
| Years 1-5 | Develop a revised peer group comprised of realistic and aspirational institutions | ✓ |
| Years 1-5 | Implement academic department chair training | ✓ |
| Years 1-5 | Obtain membership in the Association of Public & Land-Grant Universities | ✓ |
| Years 1-5 | Brown Hall renovation (Phase I) | ✓ |
| Years 1-5 | Academic Building Construction | ✓ |
| Years 1-5 | Engineering Building | |
| Years 1-5 | Dedicated marching band space | |
| Years 1-5 | Football stadium expansion | |
| Years 1-5 | ETSU Health Facility | |
| Years 1-5 | Lamb Hall renovation | ✓ |
| Years 1-5 | Planning process for Warf-Pickel renovations | |
| Years 1-5 | Complete the 2024-2034 Facilities Master Plan | ✓ |
| Years 1-5 | Create innovative programs in health sciences, business and technology, and Arts & Sciences | ✓ |
| Years 1-5 | Expand presence in downtown Kingsport and open new off-campus locations | |
| Years 1-5 | Enhance Valleybrook to enable innovation in key research and educational areas | ✓ |
| Years 1-5 | Through implementation of the Quality Enhancement Plan create a Center for Community Engagement | ✓ |
| Years 1-5 | Enhance the general education curriculum | ✓ |
| Years 1-5 | Continue to expand degree pathways for military veterans, dependents, ROTC Cadets, and active-duty service members | |



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Progress Toward Strategic Initiatives: 5-10 Year Goals

| Timeline | Objective | Results |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Years 5-10 | Expand and revitalize Continuing Education, offering opportunities in Johnson City and at Allandale/downtown Kingsport sites | |
| Years 5-10 | Launch a competency-based education program targeted toward the needs of adults across the region | |
| Years 5-10 | Double the number of online undergraduate programs and grow enrollment in online programs | |
| Years 5-10 | Undertake review of campus branding | ✓ |
| Years 5-10 | Improve faculty and staff salaries to a level equivalent to the peer average by year five | |
| Years 5-10 | Double the volume of externally sponsored research activity | ✓ |
| Years 5-10 | Start a new women's athletic program | |
| Years 5-10 | Be recognized as a "Great College to Work For" | ✓ |
| Years 5-10 | Improve retention rates for Pell-eligible students, etc. to 80% | |
| Years 5-10 | Improve graduation rates for Pell-eligible students, etc. to 60% | |
| Years 5-10 | Ensure 90% of students participate in an internship or other real-world experiences | |
| Years 5-10 | Develop multiple pre-college academies for middle-high school students | |
| Years 5-10 | Make at least five cluster hires in existing or potential growth areas of research and broader scholarship, particularly focused on health sciences | |
| Years 5-10 | Maintain and expand current funding levels from NIH and increase research expenditures derived from federal agencies other than NIH (National Science Foundation, USDA, etc.) | ✓ |
| Years 5-10 | Establish at least three fixed-term endowed chairs of excellence in identified strength or growth areas of scholarship | |
| Years 5-10 | Begin construction or renovation of a new residence hall | ✓ |
| Years 5-10 | Create five new interdisciplinary programs | |
| Years 5-10 | Develop co-curriculum for "soft skills" (e.g. teamwork, communication, leadership, etc.) that can be documented on an experiential or co-curricular transcript and via badges | |
| Years 5-10 | Partner with a local high school with a high-risk population to develop the first cooperative high school opportunity in our region to provide a seamless transition from high school to college | |
| Years 5-10 | Increase research access to Little Bucs and University School students | |
| Years 5-10 | Enhance Sherrod Library to become the key academic collaboration space for ETSU | ✓ |
| Years 5-10 | Update Alexander Hall (University School) | |



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ETSU Prioritized Opportunities

| | | | |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------|
| Budget Model Optimization | Continue implementation of the new budget model and processes |  | Yield Cost Savings and Efficiencies |
| Voyager (ERP) | Focus on “day 2” improvements |  | Advance Career Pathing and Enhance Training and Engagement |
| Enhancing Services / Title Class & Comp. | Continue investments in faculty and staff salaries |  | Enhance Brand Recognition and Community Engagement |
| Academic Portfolio Analysis | Evaluate current cost to educate, enhance program offerings, and align current academic offering positioning within the market |  | Make Data-Driven Decisions |
| Strategic Enrollment and Student Success Plan | Implement the strategic enrollment plan to allow ETSU flexibility and growth within the enrollment market, considering both the recruitment and retention components of enrollment |  | Build Towards Strategic Goals Through Increased Input |
| Research Administration | Optimize research administration operations to further ETSU’s Strategic Plan and associated research goals | | |
| Housing Transformation | Continue to identify areas of opportunity for the student experience (including housing) | | |



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Questions

Dr. Michael Hoff
Vice Provost

