

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FEBRUARY 2026 MEETING

1:30–3:00 p.m. EDT
Friday
February 20, 2026

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 November 14, 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 November 14, 2025, Academic, Research, and Student Success Committee](#)
 - B. [Minutes from November 14, 2025, Finance and Administration Committee](#)
 - C. [Minutes from November 14, 2025, Audit Committee](#)
 - D. [Approval of College of Medicine FY27 Tuition](#)
 - E. [Approval of Housing and Meal Plans for FY27](#)
 - F. [Revisions to FY26 Audit Plan](#)
 - G. [Approval of 2027 Board Meeting Dates](#)
- IX. [Martin Center Update – Clements](#) (15 minutes)
- X. President’s Report – *Noland* (15 minutes)
- XI. Other Business
- XII. Executive Session
 - A. Discussion of matters deemed permissible under Tennessee State Law (if necessary)
- XIII. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 20, 2026

ITEM: Approval of the Minutes from November 14, 2025

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the November 14, 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 November 14, 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

November 14, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, November 14, 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 Melissa Steagall-Jones called the meeting to order at 1:30 p.m. She began by highlighting some of the university's recent successes and achievements. Among them:

- ETSU student Kyah Powers is in the running for a Rhodes Scholarship and is our third finalist in as many years.
- The ETSU iGEM team recently traveled to Paris to present research on "hidden hunger," building on the work of Dr. Tianhu Sun, who received the New Innovator Award from the Foundation for Food and Agriculture Research.
- President Noland was inducted into the Tri-Cities Business Hall of Fame.

Chair Steagall-Jones encouraged the board's participation in upcoming events, including the Holiday Lights Celebration on November 17 and Military Appreciation Day during the November 22 home football game.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call.

Trustees physically present were:

Chair Melissa Steagall-Jones
Trustee Charles Allen
Trustee Janet Ayers
Trustee Steve DeCarlo
Trustee Wade Farmer
Trustee Dorothy Grisham
Trustee Jon Lundberg
Trustee Ron Ramsey

Trustee Grant Summers
Trustee Tony Treadway
Trustee Aashi Vora

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 September 12, 2025

The minutes from the September 12, 2025, meeting of the Board of Trustees were approved as submitted, with Trustee Dorothy Grisham 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 reported that her committee's morning agenda included one action item and four information items. The committee voted to approve the submission of a Letter of Notification to the Tennessee Higher Education Commission to establish a new Master of Science in Environment, Health, and Disaster Studies. Provost Kimberly McCorkle told the committee that the program will draw on the strengths of several ETSU departments and will rely on partnerships with a number of state agencies.

Trustee Ayers summarized a presentation by Dr. Michael Hoff on the 2024-25 Quality Assurance Funding process. For 2024-25, ETSU achieved perfect scores on all but two of the six standards, earning an overall score of 87 out of 100. For the current five-year cycle, the university achieved an average of 91.8 points. This is the last year of the five-year cycle, meaning that a new set of standards is forthcoming.

Trustee Ayers reported on an information item presented by Provost McCorkle and Dr. Susan McCracken on Community-Engaged Learning, which is the university's student success initiative as part of the SACSCOC reaffirmation of accreditation. In the first two years of the initiative, over 80 CEL courses have been developed, with more than 1,000 students participating.

Trustee Ayers summarized for the board a presentation given by Dr. Kyle Leister, Assistant Professor and Program Director for the Orthotics and Prosthetics program. Dr. Leister's research focuses on wearable technologies and machine learning to improve patient mobility.

Trustee Ayers said the final information item, presented by Dr. Michelle Byrd and Dr. Leah Adinolfi, dealt with ongoing and new methods of student engagement to support overall student wellness. They provided data on student case management, student

emergency funding, and the provision of basic needs. Dr. Adinolfi described resources available through the Robertson Center, and Dr. Byrd provided an update on several mental health initiatives. Dr. Byrd also announced that the Counseling Center is pursuing accreditation.

VI. Report from the Finance and Administration Committee

Trustee Steve DeCarlo told the board that his committee approved the October 2025 budget revisions for the main campus, the College of Medicine, Family Medicine, and the College of Pharmacy. The committee heard a quarterly report of revenues and expenditures, compared with the same period during the previous year. The next information item was a presentation on the annual Tuition Transparency Report that outlines how money from tuition and mandatory fees has been spent. Finally, the committee heard a report on agreements of \$250,000 or greater for the period of July through September of 2025. There were three contracts, one RFQ, and one RFP.

VII. Report from the Audit Committee

Committee Chair Ron Ramsey reported that the committee approved revisions to the FY26 Audit Plan, which included adding three fraud, waste, and abuse concerns and removing two engagements. Chair Ramsey said his committee heard reports on the completion of one audit and two advisory engagements. Follow-up reviews on three previous audits are progressing in a reasonable fashion. After a review of Audit Committee responsibilities, the committee had no changes to those responsibilities. The committee then went into executive session.

VIII. Consent Agenda

Chair Steagall-Jones asked if there were any items on the Consent Agenda that needed to be pulled for discussion and consideration. There were none. Chair Steagall-Jones then moved to amend the Consent Agenda by replacing the previous version of the October revised budget with the version that the Finance and Administration Committee had approved earlier that morning. Trustee Ramsey seconded the motion, and it passed unanimously. Chair Steagall-Jones then asked for a motion to approve the full Consent Agenda, as amended. Trustee Tony Treadway moved that the amended Consent Agenda be approved, and Trustee Janet Ayers seconded the motion. It passed unanimously.

IX. Update on ETSU Strategic Agenda

Dr. Michael Hoff, Vice Provost for Decision Support and University Chief Planning Officer provided an overview of ETSU's planning timeline, noting that the state of Tennessee's Drive to 55 program is now expiring and a new "north star" will be created by the Tennessee Higher Education Commission (THEC).

Dr. Hoff discussed the development of a new master plan by the Tennessee Higher Education Commission, which is now in process. He said the cornerstones of that proposed plan are: aligned, achievable, and agile.

Revisiting the ETSU strategic agenda's pillars, Dr. Hoff outlined major areas of focus within each.

Access and Success: Brand development, strategic enrollment planning, wraparound advising, updating the academic portfolio, and housing transformation

Teaching Excellence: The QEP and Community-Engaged Learning, SACSCOC and discipline-specific accreditation, updating the academic portfolio, and the facilities master plan

Empowered Employees: Salary enhancements, training and professional development, and Voyager

Research and Innovation: The research strategic plan, enhanced research administration, updating the academic portfolio, and the ETSU Research Corporation

Community Stewardship: The QEP and Community-Engaged Learning, an Integrated Academic Health Science Center, the ETSU Research Corporation, brand development, and GEAR UP

Fiscal Sustainability and Operational Excellence: The budget model update, salary enhancements, the facilities master plan, the strategic enrollment plan, and Voyager

Dr. Hoff emphasized that the changes we have made because of strategic planning have positioned us well, noting the increases in first-time freshman enrollment, the retention rate, the graduation rate, the number of campus residents, and our success in sponsored awards. Dr. Hoff briefly summarized ETSU's progress toward strategic initiatives in terms of both 1-5-year goals and 5-10-year goals. He then reviewed the ETSU Board of Trustees' areas of focus: diversify the academic portfolio, enhance salaries, enhance student success, enhance access/pre-college programs, enhance research/economic development, an Integrated Health Science Center, enhance housing options, and fiscal sustainability. He added that the list aligns well with what THEC is expecting for institutions across the state.

Next steps, Dr. Hoff said, include continuing to implement the university's strategic agenda and provide regular updates to the board; accelerate investments in the student enrollment management plan initiatives; monitor the THEC master plan process and update the board as progress occurs, ensuring that our plan aligns; and engage the board in a series of discussions about enrollment, research, the academic portfolio, and facilities.

President Noland added that in 2026, once THEC's "north star" goal is finalized, ETSU staff will bring back recommendations to the board for consideration, including perhaps an opportunity to explore different kinds of credentials that we might offer. President

Noland expressed confidence in the strategic plan ETSU now has, but he indicated that if the state pivots, we want the latitude to pivot as well.

X. Housing and Residence Life Master Plan Update

Mr. Jeremy Ross, Chief Operating Officer, introduced Mr. Richard Swearingen, Executive Director of Housing and Residence Life, who reviewed occupancy trends in campus residence halls. He noted changes in on-campus occupancy levels. In fall of 2016, there were 3,021 beds on campus, and now there are 3,363. He said the university has added around 500 beds since 2019-20, but we are at full capacity, with 115 students beginning the fall 2025 semester in local hotels. Mr. Swearingen told the board that within 30 days of the beginning of classes, those students were accommodated on campus. The fall 2023 Wachalski Advisors analysis estimated the need for an additional 275 to 300 beds. Mr. Swearingen said we met that demand in the fall of 2024, not by building new space but by expanding capacity in existing space. As the number of freshmen at ETSU continues to grow, the institution will need to explore the creation of additional housing capacity.

Mr. Swearingen then reviewed recent renovations that have been completed in campus residence halls, as well as those that are underway. Mr. Swearingen provided an analysis of the off-campus housing market, within a five-mile radius of the campus, and compared those rates with the university's on-campus housing. The on-campus rates were significantly lower. Dr. Swearingen pointed out that ETSU did not raise housing rates during the COVID-19 Pandemic and several years thereafter, whereas off-campus entities did. This resulted in ETSU housing becoming the lowest price option, which has helped create heavier demand on campus.

Mr. Ross reviewed progress since the creation of the campus master plan and pointed out options for new housing within that plan. He said ETSU is exploring options based on existing bonding, debt, and revenue and that more information will be provided to the board in the near future. President Noland added that we are seeing sustained demand for more on-campus housing. He told the board that the university will soon be bringing to the board a request to build a new residence hall.

XI. BucHouse Student Agency Overview

Dr. Tony Pittarese, Dean of the College of Business and Technology, introduced Dr. Melanie Richards, Director of the School of Marketing and Media, who described the work of BucHouse, an on-campus, full-service marketing and media agency run by students who are guided by faculty mentors. Dr. Richards pointed out that students are paid for their work and that demand for their services has been high. As examples, she presented a brief view of a recruitment video created for ETSU ROTC and part of a presentation done for the 25th anniversary of the Roan Scholars Leadership Program. Other clients include the ETSU Strong Brain Institute/Healthy Workplaces; ETSU University Marketing and Communication, which is working to raise the university's

profile on Niche; and Johnny Brusco's. Dr. Richards outlined the process of how projects are managed, and she listed several new clients, including the Gatton College of Pharmacy, the Strong ACC Achievable Futures Workforce Pathways Project, the Strong ACC Family Education and Support Workgroup, and the League of Women Voters of East Tennessee. Next steps for BucHouse, she said, will be work in event marketing and management, increased community partnerships, Community-Engaged Learning certification, and establishing a physical presence for the agency at the Ashe Street Courthouse.

Students Emma Ayala, a sophomore majoring in marketing, and Carter Newton, a junior majoring in media and communication, shared their BucHouse experiences and praised the agency's role in their career preparation.

XII. President's Report

In his update to the Board of Trustees, President Noland emphasized ETSU's continued focus on mission, strategic planning, and execution of those plans. He reported on enrollment for Fall 2025 with 14,388 students, including 2,284 first-time freshmen, which is an all-time high for the institution. He noted that the Quillen College of Medicine's first-year enrollment will grow to 100 students in 2026, and pharmacy enrollment continues to increase due to tuition reductions made possible by the Tennessee General Assembly's financial support.

President Noland noted that undergraduate recruitment for Fall 2026 is strong, with applications, acceptances, and transfers trending upward. Furthermore, retention stands at 76 percent (goal: 85 percent), and graduation at 55 percent (goal: 60 percent), the highest in ETSU history.

The President shared with the Trustees that ETSU's operating budget exceeds \$400M and that reserves have surpassed \$30M. The Tennessee Higher Education Commission's (THEC) 2026–27 budget recommendation for ETSU is \$106M, adding \$1.3M in new resources primarily for salaries. Two capital projects—an engineering sciences building and campus utility upgrades—have been submitted to THEC and are under consideration.

President Noland thanked Trustees for approving faculty and staff salary enhancements of 2.3 percent as well as a \$1.5M spring 2026 market pool. He noted that ETSU has invested in more than \$25M in salary enhancements since 2022.

President Noland highlighted completed strategic initiatives for 2024–25 including strategic enrollment planning, academic restructuring, financial aid optimization, and compensation redesign. Strategic priorities for 2025–26 focus on adult degree completion, student success, academic expansion, rural education, and outdoor programs.

The President announced that ETSU has earned "Great College to Work For" Honor Roll status and secured a seven-year, \$28.7 annual Federal Gaining Early Awareness for

Undergraduate Programs (GEAR UP) grant to promote college access and success in the region.

President Noland closed his presentation noting 2026 legislative priorities including:

- Support full funding of the THEC appropriations recommendation for the outcomes formula, salary enhancements, and deferred maintenance.
- Support THEC recommendation for TSAA funding and other state supported financial aid programs.
- Support THEC recommendation for the Gatton College of Pharmacy and Institute for Integrated Behavioral Health.
- Support for capital project funding and predictability in the process.

XIII. Other Business

There was no other business to come before the board.

XIV. Executive Session

There was no need for an executive session.

XV. Adjournment

The meeting was adjourned at 3:10 p.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: February 20, 2026

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: February 20, 2026

ITEM: Approval of the Minutes from November 14, 2025

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the November 14, 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 November 14, 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

November 14, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, November 14, 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 Jon Lundberg
Trustee Melissa Steagall-Jones
Trustee Tony Treadway

Other Trustees present were Charles Allen, Steve DeCarlo, Wade Farmer, Dorothy Grisham, Ron Ramsey, Grant Summers, and Aashi Vora.

III. Approval of the Committee Minutes from September 12, 2025

The minutes from the September 12, 2025, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Jon Lundberg making the motion and Trustee Melissa Steagall-Jones seconding the motion. The motion passed unanimously.

ACTION ITEMS

IV. Approval of the Letter of Notification (LON) Regarding the Establishment of a Master of Science in Environment, Health, and Disaster Studies

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle requested the committee's approval to submit a Letter of Notification to the Tennessee

Higher Education Commission outlining plans for a new interdisciplinary master of science degree program in Environment, Health, and Disaster Studies. She explained that the program would include two concentrations: Environmental Health Sciences and Disaster Science. She added that no other interdisciplinary programs of this kind exist in the state of Tennessee. Students would be able to complete the degree online or in person. The program is a collaboration between the College of Arts and Sciences and the College of Public Health and will rely heavily on partnerships with external agencies. Provost McCorkle quoted a report from the U.S. Bureau of Labor Statistics indicating that employment of environmental scientists and specialists is projected to grow by seven percent from 2023 to 2033. The new master's degree program, if approved, would begin in the fall of 2026.

Trustee Tony Treadway made a motion to approve the Letter of Notification, and Trustee Jon Lundberg seconded the motion. It passed unanimously.

INFORMATION AND DISCUSSION ITEMS

V. Quality Assurance Funding Update

Dr. Michael Hoff, Vice Provost for Decision Support and University Chief Planning Officer, outlined the six metrics used for Quality Assurance funding by the Tennessee Higher Education Commission, emphasizing that the process can yield 5.4 percent of the university's overall operating budget. He said the standards are evaluated every five years, and this year represents the end of the current five-year cycle. Over that five-year cycle, ETSU averaged 91.8 points on a 100-point scale. For the prior five-year cycle, 2015 to 2020, the university averaged 89.6. Dr. Hoff reviewed each of the six metrics that constitute the Quality Assurance funding program: General Educational Assessment, Major Field Assessment, Academic Programs, Institutional Satisfaction, Equity, and Focus Populations. ETSU achieved the maximum number of points in General Educational Assessment, Major Field Assessment, Institutional Satisfaction, and Equity. Dr. Hoff said these figures affirm the success of ETSU's educational mission. He explained that the metric entitled Focus Populations saw a drop in score related to the fact that fewer potential transfer students completed work at community colleges during the COVID-19 Pandemic, coupled with the fact that ETSU's graduation rates were accelerated post-Pandemic.

President Noland underscored the fact that ETSU students are consistently scoring above the national average in learning outcomes and in major field assessments and that we are above the national average in satisfaction surveys among students, faculty, and alumni. He added that the figures presented highlight the symbiotic relationship that exists between ETSU and the region's community colleges.

VI. Community-Engaged Learning Update

Dr. McCorkle reviewed the history of the university's student success initiative, Go Beyond the Classroom, and our Community-Engaged Learning focus, launched two years ago as part of the Quality Enhancement Plan, a component of our reaffirmation of accreditation through the Southern Association of Colleges and Schools Commission on Colleges. She shared a timeline of ETSU's Community-Engaged Learning efforts, noting that there are now over 80 courses that incorporate CEL with some 1,000 students participating.

Provost McCorkle then introduced Dr. Susan McCracken, Vice Provost for Community Engagement. She began her presentation by providing a definition of community-engaged learning: a form of experiential education in which students engage in activities that address human and community needs together with structured opportunities for reflection designed to achieve desired learning outcomes (Jacoby, 2015). Dr. McCracken outlined ETSU's aspiration, which is to have at least 50 percent of all freshmen participating in a community-engaged learning experience during their first year and to involve 75 percent of all seniors in a CEL experience before they graduate.

Dr. McCracken outlined the goals of the Go Beyond the Classroom initiative: to provide infrastructure and resources to support long-term success; to expand student involvement; and to describe the impact of student involvement in CEL on student outcomes. She told the committee that based on last year's numbers, students who had a CEL experience had a retention rate of 85 percent.

Dr. McCracken summarized the purpose and success of the ETSU Elevates program and ended her presentation by stating ETSU's vision for CEL: that the experience will address economic and workforce needs of the region; that the experience will prepare students for the career demands of the future; and that CEL will be a signature experience for all ETSU students.

VII. ETSU Research Update: Orthotics and Prosthetics

Dr. Kyle Leister, Assistant Professor and Program Director of Orthotics and Prosthetics, began his presentation by noting that the World Health Organization estimates that between 25 and 40 million people worldwide require some type of orthotics and prosthetics care and that over 5.6 million Americans are living with limb loss or limb difference. Dr. Leister pointed out that there are 14 accredited orthotics and prosthetics programs in the United States. ETSU became the 14th this summer, after an on-site accreditation visit yielded no recommendations. ETSU's program is the only one of its kind in the state of Tennessee. Dr. Leister reviewed the mission of the program: To prepare competent practitioner-scholars to provide evidence-based services for individuals requiring orthotic/prosthetic care in Southern Appalachia and beyond.

Dr. Leister provided an overview of his own research in the field, pointing out the move from a fee-for-services model to value-based care based on outcomes. He summarized his work on wearable technologies and mobility and physical activity among the amputee

population. His research, he pointed out, is collaborative, involving ETSU students, several units across campus, and external partners such as the Veterans Administration and the University of Pittsburgh.

VIII. Student Services Update: Transforming Student Care and Engagement

This presentation was made by Dr. Michelle Byrd, Senior Associate Vice President and Dean of Students, and Dr. Leah Adinolfi, Assistant Vice President and Dean of Student Engagement. They described the work of the Dean of Students' office in creating a culture of care on campus. The number of unique CARE reports, 1,331, is the highest ever, with the top concern being student mental health.

Dr. Byrd reviewed several internal grant programs available to assist students. Crisis Grants for 2024-25 amounted to \$12,675, for 28 students. Helene-related Crisis Grants amounted to \$43,000 for 62 students. In the category of Tuition Grants, a total of 64 students received over \$120,000 in retention grants, and 11 students received more than \$11,000 in returner grants. Helene-related Tuition Grants topped \$52,000, aiding 21 students. The Dean of Students office also offers textbook grants, in partnership with the ETSU Bookstore. Dr. Byrd reported that Little Bucs Childcare Funding assisted 36 ETSU students and their 42 children.

In July of 2025, Dr. Byrd noted, the Assistant Director of Wellness moved from Campus Recreation to the Dean of Students office, and one of the resulting programs is mental health first aid training for faculty and staff.

Dr. Adinolfi described the work of the Dr. Patricia E. Robertson Center, whose mission is now to help students build capacity for well-being, develop self-efficacy, and navigate challenges with confidence and purpose. She said the center has now taken over the university's basic needs initiative, which encompasses personal hygiene needs, clothing, and Bucky's Pantry. The pantry reported 5,321 total visits in 2024 and now averages over 100 student visits a week. Dr. Adinolfi acknowledged the help of partners such as Sodexo and Publix. She added that the Robertson Center offers social support and space, highlighting programs such as Crafting for a Cause and various personal development workshops.

Dr. Byrd summarized recent student mental health initiatives and reported to the committee that we are pursuing the opportunity to become a JED Campus, through the Jed Foundation, a non-profit organization that protects emotional health and prevents suicide for teens and young adults in the United States. In addition, she said, the ETSU Counseling Center is in the process of achieving accreditation, through the International Accreditation of Counseling Services.

President Noland recapped the university's work in addressing the basic needs of students, noting that significant resources were provided to assist students as a result of Hurricane Helene, and a significant portion of those resources came from private donors.

During the recent government shutdown, he said, there was a marked increase in the number of students using Bucky's Food Pantry. On a weekly basis, he added, around 150 students have been relying on the pantry to put food on the table for they and their families.

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 10:23 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 20, 2026

ITEM: Approval of the Minutes from November 14, 2025

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the November 14, 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 November 14, 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

November 14, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, November 14, 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 Melissa Steagall-Jones
Trustee Grant Summers
Trustee Aashi Vora

Other Trustees present were Janet Ayers, Wade Farmer, Dorothy Grisham, Jon Lundberg, Ron Ramsey, and Tony Treadway.

III. Approval of the Committee Minutes from September 12, 2025

The minutes from the September 12, 2025, meeting of the Finance and Administration Committee were approved as submitted. Trustee Melissa Steagall-Jones made the motion to approve, and Trustee Grant Summers seconded the motion. It passed unanimously.

IV. Action Item: Approval of FY26 October Revised Budgets

Ms. Christy Graham, Chief Financial Officer, reported that the October revised budget agenda item has changed slightly and will be discussed within the Finance and Administration Committee. A new version of the budget was handed out to committee members. Ms. Graham said the changes reflect a positive adjustment to revenues of \$250,000 and a reduction in expenses of \$2 million. She indicated that within the

October revised budget is a 2.3 percent salary adjustment, with a ceiling of \$7,500. Also built in, she said, is a \$1.5 million salary pool to address the second phase of the classification and compensation project. Ms. Graham reported that the revisions presented to the committee include an increase in the revenue budget of more than \$8 million. Total expected revenue for the main campus, she added, is \$338.6 million. The total expense budget, including transfers, is \$336.6 million.

Within the revised budget for the Quillen College of Medicine, Ms. Graham said revenues increased by \$2.9 million, while expenditures increased by \$326,000. Revenues for Family Medicine have remained flat, while expenditures have increased by \$2 million. Revenues and expenditures for the Gatton College of Pharmacy have remained relatively flat.

Trustee Allen made a motion that the FY26 revised October budget be approved as presented. Trustee Summers seconded the motion. It passed unanimously.

V. Quarterly Financial Update

Ms. Graham presented figures from the first quarter of the current fiscal year, emphasizing that this is the first such report generated through the new Voyager/Oracle system. She gave the committee several examples of how reporting within the new system differs from Banner, the previous system.

For the main campus, Ms. Graham reported that revenues are up by 5.6 percent, while expenditures are up by 3.8 percent. Revenues for the College of Medicine and Family Medicine are up by 17.4 percent, while expenditures are up by 5 percent. College of Pharmacy revenues are nearly flat, while expenditures are down by 5.6 percent.

Looking at revenues by source, Ms. Graham said the biggest change is in tuition and fees, reflecting the recent tuition increase and growth in enrollment. She said state appropriations have grown by 3.1 percent. In the expenses by natural classification category, salaries and benefits reflect 69 percent of overall expenditures year to date and have grown by 5.6 percent. Ms. Graham also provided an analysis of the university's Statement of Net Position, which shows that we are in a strong cash position, and capital assets and investments are trending in a positive direction.

VI. Annual Presentation of Tuition Transparency Report

Ms. Graham reminded the committee that by each February 1, governing boards are required to provide a report to the Office of Legislative Budget Analysis for distribution to the General Assembly indicating how revenues derived from any tuition and fee increases in the previous full academic year were spent. She indicated that ETSU's report for FY25 shows a tuition increase of 5.36 percent that resulted in just over \$5 million in increased tuition revenue. She reported that the revenue was used for the match requirement for salary improvement, along with an additional 1 percent salary

enhancement. Other uses of the revenue included scholarships and the coverage of inflationary costs. The increase of 4.8 percent in mandatory fees generated \$1.2 million, and that money went toward student activities, the post office, campus access, and the Center for Physical Activity.

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

Ms. Graham reported the following:

- A three-year contract to Huron Consulting Services, covering continued support for Oracle quarterly updates, for a total amount of \$1,509,000
- A five-year contract to WT Cox for library subscription services, for a total amount of \$2,664,484
- The annual contract to CDW Government, Inc., for the campus Microsoft 365 subscription service, in the amount of \$610,071
- An RFQ in process for Nursing SIM equipment
- An RFP in process for website design and hosting

VIII. Other Business

There was no other business to come before the committee.

IX. Adjournment

The meeting was adjourned at 11:04 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 20, 2026

ITEM: Approval of the Minutes from November 14, 2025

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Martha K. Winegar, CPA
Associate Director, Internal Audit

The minutes of the November 14, 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 November 14, 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

November 14, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, November 14, 2025, at 11:08 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Committee Chair Ron Ramsey called the meeting to order at 11:08 a.m.

II. Roll Call

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

Committee Chair Ron Ramsey
Trustee Wade Farmer
Trustee Dorothy Grisham
Trustee Melissa Steagall-Jones

Other Trustees present were Charles Allen, Janet Ayers, Steve DeCarlo, Jon Lundberg, Grant Summers, Tony Treadway, and Aashi Vora.

III. Approval of the Committee Minutes from September 12, 2025

The minutes from the September 12, 2025, meeting of the Audit Committee were approved as submitted with Trustee Wade Farmer making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

IV. Action Item: Revisions to FY26 Audit Plan

Ms. Becky Lewis, Chief Audit Executive, reported that her office had received three fraud, waste, and abuse concerns since August, and she requested approval to add those to the plan. Additionally, she requested that two engagements be dropped from the plan: the WETS-FM audit, since the station no longer receives federal funding through the Corporation for Public Broadcasting, and the advisory engagement involving Central Receiving and Facilities Management.

Trustee Grisham made a motion that these adjustments to the audit plan be adopted, and Trustee Farmer seconded the motion. It passed unanimously.

V. Audits and Investigations Performed September through October 2025

Ms. Lewis reported that since August, her office has completed one audit and two advisory engagements. She said the information provided for the annual President's Expenditure Audit accurately reflects expenditures made by, at the direction of, or for the benefit of the president. The two advisory engagements involved the Clery Act, the federal law requiring colleges and universities to report crime statistics, and the Gatton College of Pharmacy, which had requested the engagement for procedures and processes related to internal scholarships.

VI. Recommendation Log Status as of October 31, 2025

Ms. Lewis said her office is continuing to perform follow-up reviews to ensure that previous audit recommendations were addressed. She reported that the ProCard review has not yet been completed because of the Oracle conversion and that a follow-up will be conducted in 2026.

VII. Review of Audit Committee Responsibilities

Ms. Lewis asked if there were any questions or concerns about the committee's responsibilities as documented, and there were none.

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 11:13 a.m. to go into executive session.

XII. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 20, 2026

ITEM: Approval of College of Medicine FY27 Tuition

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

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

The College of Medicine is not proposing a tuition increase for the 2026-27 academic year.

Tuition for the College of Medicine represents 14 percent of the College revenue budget. Given recent changes at the federal level to the student loan program, the ability of many students to utilize loans to cover the cost of medical school has been impacted. Subsequently, the College is not requesting a tuition increase for FY27. Operational increases will be funded through other income and reserves.

The program service fee will increase as applicable with the main campus fee increase.

Current 2026-27 Tuition – Annualized		
	Tuition	Program Service Fees
M1 – M4	\$36,480	TBD

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 Medicine for 2026-27 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: February 20, 2026

ITEM: Approval of Housing and Meal Plans for FY27

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

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

The proposed 2026-27 rates for Housing are built upon conservative financial projections that attempt to account for inflationary increases in utilities, supplies, and maintenance. The rates also provide required resources to account for deferred maintenance, staffing, and debt service obligations.

The proposed adjustment to meal plan rates is based on market increases as projected by Sodexo, ETSU's food service provider. It should be noted that the meal plan cost to students below reflects the inflationary costs passed on by the contracted food service provider. Business and Finance staff prepared a meal plan price comparison to other Tennessee public universities, and ETSU remains low compared to other institutions. For FY26, other unlimited seven-day plans with similar dining dollars range from \$2,490 per semester (\$6.73/meal) to \$3,327 (\$9.14/meal).

Housing Rates (per semester)

FY25 - FY26

BUILDING	Housing Rates FY26	Housing Rates FY27	Variance	Variance %
LUNTSFORD	2,900	3,100	200	6.9%
WEST (triple)	1,995	2,095	100	5.0%
CARTER DOUBLE (SUITE)	2,600	3,000	400	15.4%
CARTER DOUBLE	2,600	2,730	130	5.0%
CARTER SINGLE	2,600	3,500	900	34.6%
CARTER PRIVATE	3,700	3,900	200	5.4%
CARTER - APT	2,825	3,000	175	6.2%
CENTENNIAL - 2BR	3,575	3,900	325	9.1%
CENTENNIAL - EFF	3,875	4,100	225	5.8%
CENTENNIAL - 1BR	4,250	4,500	250	5.9%
DAVIS	2,750	2,900	150	5.5%
DOSSETT	2,500	2,625	125	5.0%
GOVERNORS	3,250	3,415	165	5.1%
LUCILLE CLEMENT	2,500	2,625	125	5.0%
L. CLEMENT SINGLE	3,500	3,700	200	5.7%
POWELL	2,575	2,900	325	12.6%
STONE	2,650	3,150	500	18.9%
Residence Hall Average	2,899	3,099	200	6.9%
BUC RIDGE, P1, 4 BEDROOM	3,600	3,710	110	3.1%
BUC RIDGE, P1, 2 BEDROOM	4,025	4,145	120	3.0%
BUC RIDGE, P1, 2 BEDROOM (quad)	3,350	3,450	100	3.0%
BUC RIDGE, P2, 2 BEDROOM (quad)	3,500	3,600	100	2.9%
BUC RIDGE, P3, 2 BEDROOM	4,375	4,500	125	2.9%
BUC RIDGE, P4, 2 BEDROOM	4,375	4,500	125	2.9%
BUC RIDGE, P4, 1 BEDROOM	4,525	4,660	135	3.0%
BUC RIDGE, P4, EFFICIENCY	4,425	4,560	135	3.1%
BUC RIDGE, P4, SUPER 2 SINGLE	4,820	4,965	145	3.0%
BUC RIDGE, P4, SUPER 2 DOUBLE	3,675	3,785	110	3.0%
BUC RIDGE, P5, EFFICIENCY	3,675	3,860	185	5.0%
BUC RIDGE, P5, 1 BEDROOM	3,925	4,120	195	5.0%
BUC RIDGE, P5, 3 BEDROOM	3,675	3,860	185	5.0%
Buc Ridge Average	3,722	3,849	127	3.4%

ETSU						
	Cost FY25	Proposed Cost FY26	% increase	Dining Dollars	Guests/ Meal Exchange	price per meal
Silver	2,160	0		100	10/0	
All Access Value		2,270	5.1%	150	10/3	6.51
Gold	2,265	0		200	10/0	
Platinum	2,530	0		400	10/0	
All Access Premium		2,540	.4%	500	10/3	6.26
5 day	1,850	0		100	5/0	
5 day limited	1,850	0		100	5/0	
Upper Classmen 15		1,990	7.6%	150	5/3	7.66

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

RESOLVED: The proposed rates for Housing and Meal Plans for 2026-27 are approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 20, 2026

ITEM: Action Item: Revisions to FY26 Audit Plan

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Martha K. Winegar, CPA
Associate Director, Internal Audit

Ms. Winegar will provide a listing of additions and deletions to the fiscal year 2025-2026 audit plan since the last meeting.

Additions

Professional Development – An audit of Professional Development was requested by the program coordinator due to change in leadership and compliance with applicable policies and procedures.

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

RESOLVED: The revisions to the Audit Plan for 2025-26 are approved as presented in the meeting materials

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 20, 2026

ITEM: Approval of 2027 Board Meeting Dates

RECOMMENDED ACTION: Approve

PRESENTED BY: Melissa Stegall-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 2027.

Proposed Board of Trustees 2027 Meeting Schedule:

Friday, February 19, 2027
Friday, May 21, 2027
Friday, September 10, 2027
Friday, November 5, 2027

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 2027 Board of Trustee Meeting dates.

RESOLVED: The Board of Trustees adopts the meeting 2027 Board of Trustee Meeting dates calendar as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 20, 2026

ITEM: Martin Center Update

PRESENTED BY: Ms. Jennifer Clements
Executive Director of the Martin Center and University
Events

Staff will provide Trustees with an update on the ETSU Martin Center for the Arts (MCA), which serves as one of the region's leading centers for cultural, educational, and entertainment experiences. The MCA mission is to inspire and enrich the community's quality of life by promoting accessibility to the arts, cultivating community engagement, and enhancing regional economic prosperity.

The Martin Center for the Arts opened in 2020. The \$53 million facility was named for James C. and Mary B. Martin following their leadership gift of \$3 million and an additional \$1 million gifted from their daughter Sonia S. King. They were joined by the ETSU Foundation, City of Johnson City, Washington County, Tenn., Eastman Credit Union, General Shale, James and Sandra Powell, William and Judith Tindall and nearly 600 other supporters. The advocacy and support of Dr. Bert Bach, ETSU's longtime Provost and former ETSU President Paul Stanton and his wife, Nancy, were also integral to making the Martin Center a reality. This project was identified as an aspirational goal for the campus in 1986 as part of President Ron Beller's twenty-five-year strategic vision process, *Turning Toward 2011*.



The Martin Legacy



Continuing The Martin Legacy



2021

Establishment of the
ETSU Martin Center
for the Arts
&
Served as student
classroom space
during COVID



2022

Doors officially open
for first community
performance



2023

First Broadway
Season



Spring
2024

Ticket Subsidy
Program
established



Winter
2024

First school
outreach
performance



2027

5-year
Broadway
Anniversary



OUR VISION:

Enriching the lives of the people in our region through world-class cultural experiences.

OUR MISSION:

The ETSU Martin Center for the Arts (**MCA**) is one of the region's leading centers for cultural, educational, and entertainment experiences. The MCA mission is to inspire and enrich the community's quality of life by promoting accessibility to the arts, cultivating community engagement, and enhancing regional economic prosperity.

OUR VALUES:

SERVICE: Promote accessibility to a variety of performances and events in a welcoming and safe environment through meaningful patron experiences.

A LOVE OF THE ARTS: Inspire patrons by affirming the importance and impact of the arts through performance, education, outreach, and partnership.

COLLABORATION: Serve as a catalyst to strengthen education, build community connections, and advance economic growth through innovation.

WELCOMING: Create an open, inviting, and respectful setting for all patrons, performers, and events.

The Martin Center Experience

Volunteers

- 91 Trained Volunteers
- 3,053 Volunteer Hours
- Volunteer Monthly Newsletter
- Annual Recognition Event
- Volunteer Culture



**Number based on July 2024 - June 2025*

The Martin Center Experience



Safety & Security

- 24/7 secure facility ensuring the safety of faculty, staff, students, patrons, performers, and guests
- Faculty, staff, and volunteers trained in emergency procedures with regular scenario rehearsals
- Recognized as a campus standard for safety, security, and emergency preparedness

The Martin Center Experience

Accessibility

- Accessible Parking
- Assistive listening devices
- Sign Language Interpreters
- Booster Seats
- Lactation and Sensory Rooms
- Shuttle
- Family Restroom





Enhancing the Experience

- Post event patron surveys sent to all ticket holders
- Continuous improvements:
 - Sidewalk expansion
 - HVAC air distribution adjustments
 - Listening devices - 3 venues
 - Additional signage
 - Exterior lights
 - Concession offerings

A Space for All

The ETSU Martin Center is truly a space for all, serving as a dynamic venue for ETSU events and performances, nationally touring acts, and community gatherings.

Beyond academic use, the Martin Center hosts Broadway, national touring artists, comedians, dance and ballet performances, children's shows, conferences, commencements, and festivals.



ETSU Events & Performances



National Acts



Community Events

Since Day One

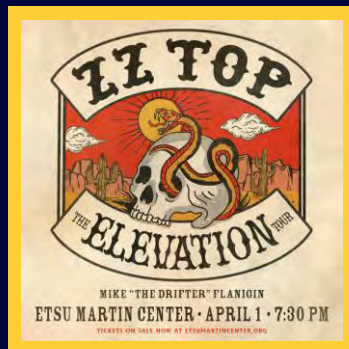
- 1,054 Events
- 332 Ticketed Events
 - 44 Complimentary Events
 - 288 Paid Events
- 164,938 Tickets Issued
- 137,142 Tickets Scanned
- Ticket Revenue



**Numbers based on Martin Center events Fall 2021 through December 2025*



56 MARTIN CENTER SERIES EVENTS



*Numbers based on Martin Center events February 2022 through December 2025

ETSU MARTIN CENTER

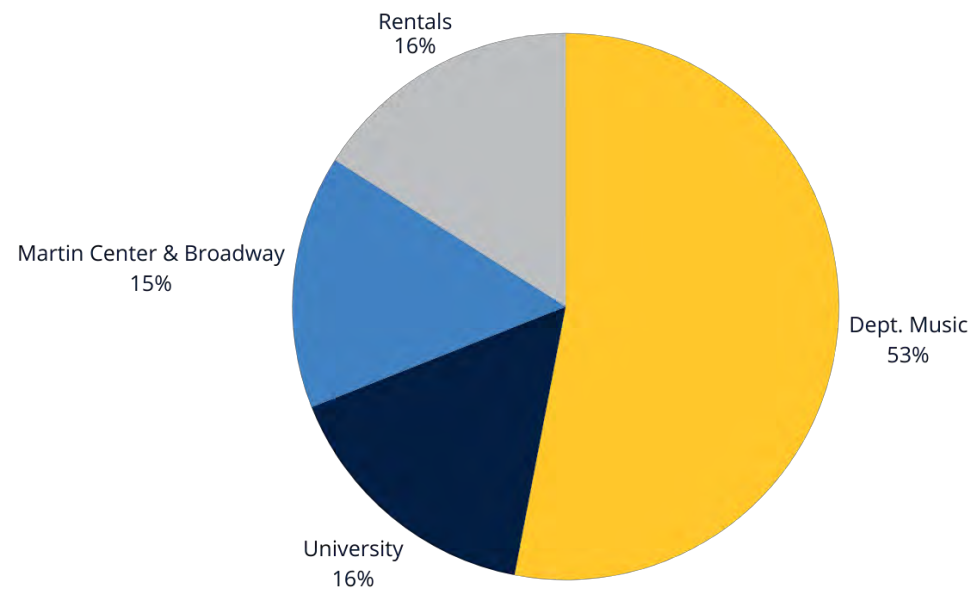
BROADWAY



21 Broadway Shows
49 Performances

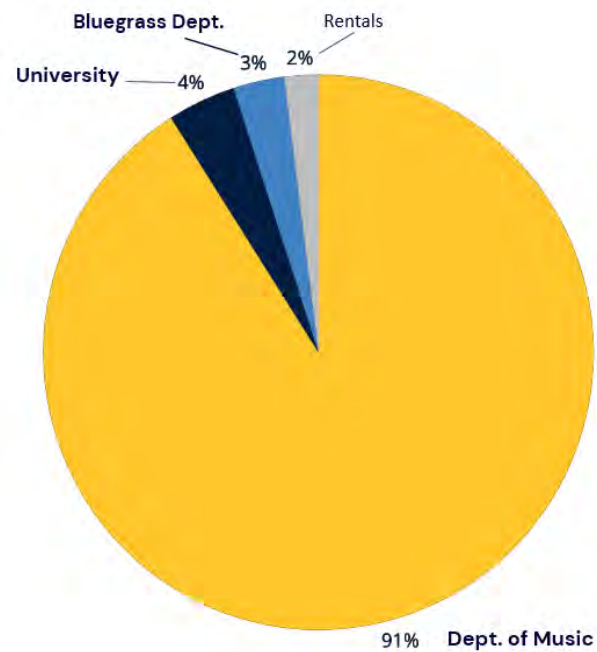
*Numbers based on Martin Center events January 2023 through May 2026

ETSU Foundation Grand Hall Usage



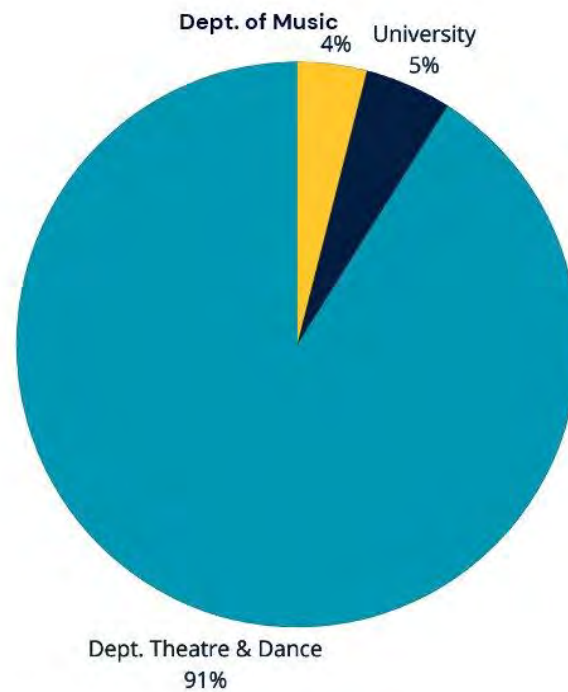
**Number based on July 2024 - June 2025*

Powell Recital Hall Usage



**Number based on July 2024 - June 2025*

Bach Theatre Usage



**Number based on July 2024 - June 2025*

2024-25 Season by the Numbers



EVENTS

- 320 Total Events
- 353 Days a year facility used



CONCESSIONS

- 3,093 Boxes of popcorn
- 6,754 Soda, water, juice boxes



TECH

- 28 Semis unloaded
- 7,000+ Labor hours
- 12 Orchestra shell installs



BOX OFFICE

- 48,236 Tickets issued
- 82% Avg. attendance MCA Series
- 92% Avg. attendance for Broadway
- Top single night ticket sales – Nutcracker! Magical Christmas Ballet
- \$2,080,052.35 Total Revenue



MARKETING

Social Media Followers:

- Instagram: 3,388
- Facebook: 11,015

Views: 6.6 M

Reach: 1.7 M

Visits: 137K

ETSU MARTIN CENTER

BROADWAY

PRESENTED BY
Bank of Tennessee
CELEBRATING 50 YEARS Member FDIC

2025-2026 SEASON



ENCORE

NOV 3-4

Sponsored by East Tennessee Insurance



JAN 26-28



ADD-ON

FEB 17-18



FEB 28-MAR 1

Sponsored by Food City



MAY 5-7

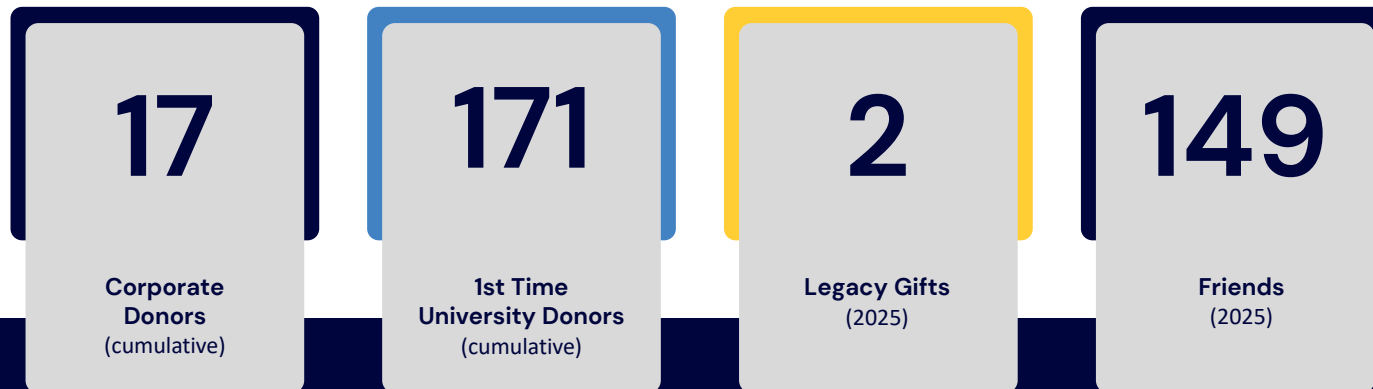
Sponsored by Bravissima!



MAY 26-28

Sponsored by Tri-Cities Airport

Building Donor Engagement



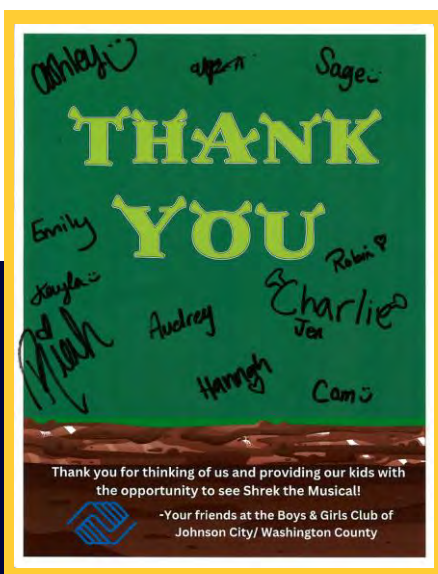
This momentum positions the Martin Center for continued growth, engagement, and long term impact.

Growth and Trends in Community Giving

	DONORS	SPONSORSHIPS	TICKET SUBSIDY	TOTAL GIVING
2022	\$62,264.45	\$45,750.00	\$ -	\$108,014.45
2023	\$69,393.94	\$84,925.00	\$5,000.00	\$159,318.94
2024	\$74,764.71	\$127,820.00	\$16,701.00	\$219,285.71
2025	\$78,439.00	\$163,374.89	\$24,891.00	\$266,704.89

**Numbers based on calendar year*

Ticket Subsidy Program



More than **140** donors
Over **1,000** children and youth

- Removing financial barriers to expand arts access regardless of family income
- Creating experiences that inspire, connect, and uplift
- Building an inclusive and vibrant community through the arts

**Numbers based on Martin Center events through 2025*

Enhancing Regional Economic Prosperity

Economic Impact

- \$862,081 generated in regional labor income
- \$5,561,580 economic impact output
- 41.03 full-time equivalent jobs
- \$0.73 in secondary economic activity generated from operations

Visitor Impact

- \$665,872 in regional labor income
- \$2,174,661 total economic impact output
- 15.3 full-time equivalent jobs

**Key findings from the 2024 ETSU Martin Center Economic Impact Study*

Future Legacy

- Advisory Committee Development
- Regional Collaboration with Nonprofits
- Development of a Ticket Subsidy Endowment
- Operations Endowment & Capital Funding Strategy
- Expansion of Development Opportunities
- Continued Expansion of Programming



