

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
MAY 2026 MEETING

1:00–3:00 p.m. EDT
Thursday
May 21, 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 February 20, 2026](#)
- 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 February 20, 2026, Academic, Research, and Student Success Committee](#)
 - B. [Minutes from February 20, 2026, and March 31, 2026, Finance and Administration Committee](#)
 - C. [Minutes from February 20, 2026, Audit Committee](#)
 - D. [Promotion and Tenure of Faculty Members](#)
 - E. [Approval of Tenure and Promotion Policy for Tenure-Track and Tenured Faculty](#)
 - F. [Approval of Promotion Policy for Renewable Term Faculty](#)
 - G. [Approval of Termination of Tenure Policy](#)
 - H. [Approval of Faculty Misconduct Policy](#)
 - I. [Approval of Tuition and Mandatory Fees for FY27](#)
 - J. [Approval of Gatton College of Pharmacy Tuition for FY27](#)
 - K. [Approval of Spring Estimated and July Proposed Budgets](#)
 - L. [Approval of FY27 Capital Budget Submittals and Disclosures](#)
 - M. [Approval of Financial Exigency Policy](#)
 - N. [Revisions to FY26 Audit Plan](#)
- IX. [Student Success Update – Byrd \(15 minutes\)](#)
- X. [President’s Report – Noland \(20 minutes\)](#)

- XI. [Action Item: Resolution of Appreciation for Trustee Aashi Vora](#) – *Noland* (5 minutes)
- XII. [Action Item: Resolution of Appreciation for Dr. Karen King](#) – *Noland* (5 minutes)
- XIII. [Action Item: Student Trustee Selection](#) – *Noland* (5 minutes)
- XIV. Other Business
- XV. Executive Session
 - A. Discussion of matters deemed permissible under Tennessee State Law (if necessary)
- XVI. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Approval of the Minutes from February 20, 2026

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the February 20, 2026, meeting of the Board of Trustees are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the February 20, 2026, meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

February 20, 2026
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, February 20, 2026, at 1:04 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 1:04 p.m. She began by highlighting some of the university's recent successes and achievements. Among them:

- ETSU's recent earning of the Carnegie Foundation's Community Engagement Classification, a designation held by fewer than 300 institutions nationwide. Since the Community-Engaged Learning initiative began in the fall of 2023, more than 4,000 students have enrolled in hands-on experiences tied to real community needs. Students in these courses show an 85 percent retention rate.
- Achievement of a 97.2 percent first attempt pass rate by the Bill Gatton College of Pharmacy Class of 2025 on the NAPLEX examination, placing them among the top five accredited pharmacy schools in the nation. They also ranked fourth in the country on the Multistate Pharmacy Jurisprudence Examination, the highest results in Tennessee.

Chair Steagall-Jones expressed thanks to Tennessee Governor Bill Lee and members of the Tennessee General Assembly for their continued investment in ETSU's future. The governor's proposed budget includes \$19.2 million for critical utility infrastructure, \$7 million for capital maintenance, and \$2.5 million for upgrades at the ETSU/Eastman Valleybrook location.

Chair Steagall-Jones encouraged Board of Trustees members to save the date of Tuesday, March 10, for the Mary B. Martin School of the Arts Showcase at the Martin Center. The showcase will feature student performances and presentations across music, theatre, dance, visual art, film, storytelling, and bluegrass and roots music.

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 Dr. Steph Frye-Clark
Trustee Jon Lundberg
Trustee Ron Ramsey
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 November 14, 2025

The minutes from the November 14, 2025, meeting of the Board of Trustees were approved as submitted, with Trustee Ron Ramsey making the motion to approve and Trustee Jon Lundberg 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 consisted of five information items consisting of the Academic Notification actions from August 1, 2025, through December 31, 2025, an executive summary of the annual institutional review for Graduate Medical Education, a presentation by Mr. Mike Meit, Director of the Center for Rural Health and Research, on the Center, a report given by Dr. Dena Evans, Dean of the ETSU College of Nursing, and a presentation given by Ms. Kari Albarado, Director of Campus Recreation.

VI. Report from the Finance and Administration Committee

Trustee Steve DeCarlo reported that his committee approved the university's request that College of Medicine tuition remain unchanged for the 2026-27 academic year. The committee also approved housing and meal plan rates for 2026-27. Housing at ETSU, he said, continues to operate at full occupancy and remains competitively priced among Tennessee's public universities. The modest meal plan adjustment is largely driven by projected increases in food costs by Sodexo. Even with the proposed adjustment, ETSU continues to offer one of the lowest-cost meal plans in the state.

As an information item, the Finance and Administration Committee reviewed quarterly financial reports comparing December 31, 2024, to December 31, 2025. Charman DeCarlo reported that the university's financial position remains strong.

Chairman DeCarlo told the board that his committee reviewed tuition and mandatory fee considerations for FY27. ETSU remains below the state average in tuition and just below the combined tuition and mandatory fee average among Tennessee's public universities. Chairman DeCarlo said his committee then reviewed the quarterly report of agreements of \$250,000 or greater.

VII. Report from the Audit Committee

Committee Chair Ron Ramsey reported that the Audit Committee approved an Audit Plan revision to include an advisory services engagement. The committee then heard a staff report on the completion of two audits and one investigation, and a report on the status of the Audit Recommendation Log, indicating completion of one follow-up.

Chairman Ramsey said the committee then heard a report from Mr. Jeff Blanton, Associate Vice President in the Office of Administration, on campus public safety and the Clery Act. The campus crime rate remains extremely low.

Ms. Christy Graham, Chief Financial Officer, presented to the committee the Audited Financial Statement recently issued by the Tennessee Comptroller of the Treasury. For the second year in a row, the report included no audit findings.

Chairman Ramsey indicated that the committee then went into executive session to discuss active audits, enterprise risk management, and to review university risk and unrelated internal controls. No deliberations occurred, and no action was taken.

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. Trustee Lundberg moved that the Consent Agenda be approved, and Trustee Treadway seconded the motion. It passed unanimously.

IX. Martin Center Update

Ms. Jennifer Clements, Executive Director of the Martin Center and University Events, gave a comprehensive report on the progress of the Martin Center. Ms. Clements provided a brief history of the center and then recounted some of its recent successes:

- Ninety-one trained volunteers who contribute over 3,000 hours of service annually

- Full accessibility, including listening devices, sign language interpretation, sensory accommodations, family restrooms, and shuttle access
- Hosting Broadway productions, national touring acts, ballet companies, dance competitions, children’s programming, authors, comedians, conferences, and more
- Over 1,000 events hosted since fall 2021; 332 ticketed events; nearly 165,000 tickets issued; and almost \$8 million in revenue
- Fifty-six events in the ETSU Martin Center Series, ranging from ZZ Top to Sesame Street, with four seasons of Broadway productions totaling 29 Broadway shows and 49 performances
- A total of 320 events in the center during the 2024-25 season, with the building being in use for 353 days of the year, yielding \$2 million in ticket revenue
- Generation of 6.6 million impressions through the center’s marketing program, reaching 1.7 million people, with more than 137,000 visits to the center’s website
- Three hundred eighty-three unique donors to the center, with 171 being first-time university donors
- Two legacy gifts totaling almost \$400,000
- One hundred forty-nine members in the center’s Friends program for 2025

Ms. Clements described the center’s Ticket Subsidy Program, which began in 2024 as a way to remove barriers to access to the arts for children and families. Thus far, she said, through the generosity of 140 donors, more than 1,000 children have been given access to the arts.

Ms. Clements told the board that for the first time, measurable economic impact data are available, thanks to the assistance of the ETSU College of Business and Technology. Total overall impact of the center for 2024 was \$1.6 million in regional labor income, \$8 million in total economic impact output, and 58 full-time-equivalent jobs.

Ms. Clements said the center is clearly fulfilling its mission of enriching the lives of the people in our region through world-class cultural experiences. She said future plans include advocacy committee development; regional collaboration with arts nonprofits; development of a ticket subsidy endowment; an operations endowment and capital funding strategy; expansion of development opportunities; and continued expansion of programming.

X. President’s Report

Building on Ms. Clements’ presentation, Dr. Noland began by thanking Trustee Dr. Steph Frye-Clark for their leadership in the Martin School for the Arts, which is bringing together the community and the campus to provide a home for the arts. He said the Martin Center is a testament to the power of philanthropy and the impact that donors have on the future of the region. He paid tribute to the legacies of Mr. Jim Martin, Mr.

Jim Powell, and Dr. Bert Bach, whose impact on ETSU is felt every day through the Martin Center's work.

President Noland framed his report within the founding institutional mission of improving the quality of life for the people of the region and beyond, as first articulated by President Sidney G. Gilbreath in 1911. He then reviewed the university's current strategic plan and the pillars: access and success; excellence in teaching; research and innovation; community stewardship; employee empowerment; and operational sustainability.

Beginning with access and success, Dr. Noland called the board's attention to data from EAB that projected enrollment trends nationwide immediately after the COVID Pandemic. The EAB forecast was that large national universities would grow in enrollment, and private, elite institutions would grow in enrollment. However, large regional universities and regional universities like ETSU were projected to face enrollment struggles. A 2026 EAB analysis of the shifting enrollment landscape indicates that of the more than 2,200 universities across the country, 175 gained market share between 2010 and 2023. Those were the online giants, Ivy Plus, large selective private institutions, large urban publics, and state flagships. Dr. Noland said that most institutions like ETSU fall somewhere in the middle, because in many cases, they do not have a niche that differentiates them. ETSU, however, does have a niche, which is to improve the quality of life for the people of the region and beyond. That difference, Dr. Noland said, is leading to ETSU's growth in enrollment. He pointed out that spring 2026 enrollment stands at 13,416, which is a peak. Undergraduate enrollment, at 10,345, is up by 336 students.

Dr. Noland said these figures show that fall enrollment growth is carrying forward into spring. Retention rates, he said, are moving in a positive direction, with 91 percent of all freshmen who start in the fall returning in the spring, which is one of the highest fall-to-spring retention rates in ETSU's history. Mapping that through all the other classes, it is clear that fall-to-fall retention rates will continue to make progress toward the overall 85 percent goal established by the Board of Trustees. Dr. Noland predicted that freshman numbers for the fall of 2026 will be equally strong, with applications up slightly compared to this time last year.

Dr. Noland reminded the board of the significance of the university's new Federally funded Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) grant, which is one of the largest grants in the history of the university. He said it will allow us to place embedded staff in middle schools and high schools across the region, with a focus on creating a college-going culture in Northeast Tennessee. Some 5,000 students across six school districts will be impacted by this P-20 work. Dr. Noland described GEAR UP as "the mission of the university brought to life."

Turning to operational sustainability, President Noland indicated that the upcoming fiscal year will be a tight budget period across the board in Tennessee. Spending in Governor

Bill Lee's FY27 recommendation from all revenue sources is 10 percent (or \$6.1 billion) lower than FY26 estimates. Spending from state revenues is 0.4 percent (or \$125 million) lower. Figures indicate that the state's main rainy day reserve would total \$2.2 billion in FY27, which would cover about 31 days of General Fund operations. The total recommendation for state revenues across all aspects of the budget is down by some \$29 billion year over year, but the expenditure element of that is as it has always been: Education, health, and social services take up about 67 cents on the dollar of every dollar the state spends. Dr. Noland noted that an area showing significant growth is lottery expenditures. Growth in expenditures in lottery funds has occurred, he said, because of increases in programs like the HOPE Scholarship and dual enrollment programs, while lottery proceeds have dropped. Lottery-funded scholarship costs have now begun to exceed net lottery proceeds. Dr. Noland said that in the near future, particular attention should be paid to lottery revenue and expenditures and to any potential changes in lottery scholarships.

President Noland expressed thanks to Governor Bill Lee and the members of the Tennessee General Assembly for investments made in capital. He indicated that during Governor Lee's administration, investments in capital for higher education have been unprecedented. He pointed to ETSU's soon-to-be-completed Academic Building, Brown Hall, Lamb Hall, and the future groundbreaking for the Integrated Health Sciences Building as examples. Dr. Noland expressed further gratitude for the \$19.2 million to support utility infrastructure upgrades and improvements on ETSU's main campus, calling it a "novel investment by the state." Dr. Noland also expressed appreciation for the \$7 million included in Governor Lee's budget for deferred maintenance, bringing the amount to be invested in new capital for the campus infrastructure to more than \$26 million.

Dr. Noland then reviewed ETSU's legislative agenda for this session of the General Assembly:

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

Dr. Noland acknowledged the work of Gatton College of Pharmacy Dean Dr. Debbie Byrd and her colleagues for their belief in the mission of the college. Dr. Noland said the \$2.5 million allocated to the Gatton College of Pharmacy, and strongly advocated by then Senator Lundberg several years ago, was predicated on lowering tuition and fees to a rate equal to the University of Tennessee, recruiting more students from Tennessee, and ensuring that our students are successful. All of these, he said, have been accomplished.

He underscored the success of the Gatton College of Pharmacy class of 2025 in achieving a 97.2 percent first attempt pass rate on the NAPLEX examination, placing them fifth in the nation, second in the South, and number one in Tennessee. Further, President Noland noted, the average debt load of every student at Gatton has been reduced by \$40,000.

Dr. Noland gave the board a summary of upgrades occurring across technology platforms at ETSU. He presented a high-level overview of Voyager implementation, noting that we have developed, tested, and deployed the new system and that the refinement process is now underway. He said the system is working but is undergoing enhancements. This spring, he announced, ETSU will begin moving to a new platform for students, remaining in Banner but advancing to a Cloud-based system. ETSU will update and upgrade the Ellucian platform that undergirds the entire enterprise resource planning system for students. In addition, Dr. Noland announced that ETSU will be completely redesigning its web architecture. The three-year overhaul is being led by the Office of University Marketing and Communication.

Dr. Noland then provided an update on the Board of Trustees' fall 2025 authorization to create a \$1.5 million salary pool and to distribute that money this spring. Over the next couple of months, Dr. Noland said, the administration will be working with faculty and staff to finalize the distribution methodology and then push those resources out into the campus. Between 2022 and 2026, he said, ETSU, with the authorization of the Board of Trustees, has invested more than \$25 million in faculty and staff salaries. More work is yet to come, he added.

Dr. Noland reviewed the university's strategic initiatives for the year: a heavy focus on adult degree completion and online education; intrusive advising and other services offered through the Mary V. Jordan Student Success Center; expansion of the academic portfolio with engineering and hospitality and tourism; P-20 and rural education enhancements, including the GEAR UP grant and work being done in principal leadership; and Outdoor Adventure programming. President Noland added that 500 first-year students will participate in Outdoor Adventure activities.

Dr. Noland told the board that in addition to being included on the Great Colleges to Work For Honor Roll for 2025, ETSU has been recognized by *Forbes* as the number 71 midsized employer in the nation.

This year, Dr. Noland said, the university's strategic plan for research will be completed, under the leadership of Dr. Saurabh Mehta and Dr. Pam Mims. That plan, which will be presented to the Board of Trustees for review in 2026, will deal with growth in research infrastructure and how research at ETSU impacts the region. Within the Strategic Plan as outlined in ETSU 125, Chapter II, Dr. Noland reported that we continue to address budget model optimization; Voyager; implementation of the new classification and compensation system for all employees; academic portfolio analysis; the strategic enrollment plan; research administration; and transformation of campus housing.

President Noland concluded his presentation by highlighting upcoming events, including a new one, the Mountain Made Appalachian Folk Festival, which will take place April 7. He thanked ETSU's student leaders for making this day possible to celebrate Appalachian culture.

XI. Other Business

There was no other business to come before the board.

XII. Executive Session

There was no need for an executive session.

XIII. Adjournment

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: May 21, 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: May 21, 2026

ITEM: Approval of the Minutes from February 20, 2026

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the February 20, 2026, meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the February 20, 2026, meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

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

MINUTES

February 20, 2026
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, February 20, 2026, at 9:01 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 9:01 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 Dr. Steph Frye-Clark
Trustee Jon Lundberg
Trustee Melissa Steagall-Jones
Trustee Tony Treadway

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

III. Approval of the Committee Minutes from November 14, 2025

The minutes from the November 14, 2025, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Tony Treadway making the motion and Trustee Jon Lundberg seconding the motion. The motion passed unanimously.

INFORMATION AND DISCUSSION ITEMS

IV. Academic Notification for Period of August 1, 2025, through December 31, 2025

Provost and Senior Vice President for Academic Affairs Dr. Kimberly described curricular items that have been vetted through ETSU's approval process and that require

action by the Tennessee Higher Education Commission. The first item was the Bachelor of Business Administration program in Hospitality and Tourism Management. Provost McCorkle said the Commission required an external site review, which will take place February 27, and the goal is to present the program proposal for approval by the Commission at its May meeting. It is anticipated that the program will launch in the fall of 2026. Provost McCorkle reported that two new certificate programs have been submitted for THEC approval: a graduate certificate in Nonprofit Management and a graduate certificate in Urban Planning and Regional Development, both through the ETSU Department of Political Science. Further, ETSU is requesting that the name of the Department of Exercise Science be changed to the Department of Exercise and Sport Science, and the university is requesting the Commission's approval to inactivate the Master of Arts degree in Sociology because of declining enrollment.

Provost McCorkle indicated that several curricular items were fully vetted on the campus level and do not require Tennessee Higher Education Commission approval. Substantive curricular revision for the Master of Arts degree in Criminal Justice and Criminology includes a reduction in required credits to 33. In the Department of Media and Communication, the academic minor previously called Advertising will be changed to Public Relations and Social Media Management. The admissions policy for the Master of Arts degree in Early Childhood Education will be changed to reflect a reduction in the GPA requirement. For the Master of Public Administration degree, the Graduate Record Examination (GRE) will no longer be required for admission.

Provost McCorkle informed the committee that the proposal for a new master's program in Environment, Health, and Disaster Science is moving forward, and it will likely be submitted to the Commission in Spring 2026.

Provost McCorkle then turned her attention to the federal level, indicating that ETSU continues to follow and closely monitor changes at the U.S. Department of Education related to academic programs and eligibility for federal financial aid. She said the university is also continuing to monitor proposed changes to federal student loan limits.

V. Annual Institutional Review for Graduate Medical Education

Dr. David Linville, Associate Vice President for Clinical Affairs and Vice Dean for Academic Affairs in the Quillen College of Medicine, reviewed for the committee the breadth and depth of Graduate Medical Education at ETSU, which encompasses 16 different programs: 10 residency programs and 6 fellowships. He indicated that the Accreditation Council for Graduate Medical Education requires each institution to perform an Annual Institutional Review and that an executive summary of that review must be provided to the Board of Trustees once a year. Dr. Linville told the committee that GME programs at ETSU are doing very well, with only a single citation across 16 programs and two areas of concern that are being addressed. Our programs, he said, are fully accredited. No adverse action has been taken by the accrediting body, there is no warning status, and there is no probationary status. Dr. Linville concluded his report by

telling the committee that ETSU, in partnership with Ballad Health and the Veterans Administration Medical Center at Mountain Home, is exploring areas of growth in Graduate Medical Education.

VI. Center for Rural Health and Research (CRHR): State, Appalachian, and National Rural Health Policy & Evaluation Work

Mr. Michael Meit, Director of the Center for Rural Health and Research in the College of Public Health, made his first presentation before the Academic, Research, and Student Success Committee. The center was established in 2019 by Governor Bill Lee, with a state appropriation and a substantial gift from Ballad Health. The center has been successful in securing grant funding from federal agencies such as the Health Resources and Services Administration, the Centers for Disease Control and Prevention, and the Appalachian Regional Commission. Mr. Meit told the committee that we hold one of eight federally-funded Rural Health Research Centers and the only one housed at a regional university. In addition to the resources received from the State of Tennessee and Ballad Health, the center has already attracted approximately \$18 million in external funding.

Mr. Meit pointed out that ETSU has done extensive work for the State of Tennessee, including a Rural Hospital Bypass Study, Public Health Infrastructure grant evaluation, and a COVID-19 Disparities Grant evaluation. The center has built data dashboards for the state, such as the Tennessee Livability Indicators Dashboard. It serves as a resource for the public, nonprofits, academia, and government to examine key factors that contribute to livability in communities all across Tennessee. The dashboard presents over 60 quantitative indicators. Categories include age-friendly communities, community engagement, community infrastructure, economy, education, employment, fiscal responsibility, food access and nutrition, health care access, health status, housing, natural environments, and transportation.

Mr. Meit described the center's work with the Appalachian Regional Commission, including evaluation of the ARC's health grants and INSPIRE grants. Another major component of the center's work is the Regional Public College and University Central Appalachia Health Consortium, involving seven regional universities that share and mentor students, lifting them up into health care professions. Mr. Meit then highlighted STRONG LINK, a partnership with Ballad Health. It is a long-term study following cohorts of mothers and babies across 18 years to look at health outcomes, social outcomes, and to improve well-being for children in our region.

Mr. Meit concluded with a look at some of the center's national work. He reiterated the fact that ETSU is one of eight federally-funded Rural Health Research Centers and part of the only federally-funded consortium that looks at public health workforce research, the Consortium for Workforce Research in Public Health. Mr. Meit added that the center is doing more foundation work, having recently received a contract with the

Commonwealth Fund for a project that will involve listening sessions all across the country to find out what resources that people in rural communities want.

Dr. Noland commended Mr. Meit and Dr. Randy Wykoff, Dean of the College of Public Health, for the world-class work that is being done in the Center for Rural Health and Research.

VII. ETSU College of Nursing: Major Initiatives in 2025

Dr. Dena Evans, Dean of the College of Nursing, updated the committee on her first year in the position. She described ETSU's nursing program as one of the largest in the state, with 70 faculty members, 188 staff members, 537 undergraduate students, 260 graduate students, and eight programs of study, from the BSN to the MSN to the DNP and the Ph.D. She reported that 100 percent of our graduates are employed upon graduation, with starting salaries ranging from \$72,000 to \$75,000 for the BSN.

Dr. Evans outlined her major initiatives for 2025: investing in brand and reputation, building infrastructure, renovating Nicks Hall, evaluating the academic portfolio, creating pipeline programs, and supporting faculty and staff. Much work has been done to build the name recognition of the college beyond Northeast Tennessee and to increase the college's presence on social media. Nicks Hall has been renovated from the first floor to the third, at a cost of \$3.5 million. To strengthen the college's infrastructure, an Academic Student Success Center and a Department of Academic Clinical Affairs have been added. Dr. Evans summarized several new pipeline programs that have been created, including a Direct Entry Pathway for first-year students, a Military and Veterans Pathway, and a DNP/MBA program in partnership with the College of Business and Technology. Future plans include a CRNA program to start in the summer of 2028, a Direct Entry MSN Program, an EMT/Paramedic Pathway, and a K-12 Pipeline Initiative and Nurse Summer Camp.

College staff have worked to support College of Nursing faculty and staff by emphasizing professional growth, investing in appreciation and recognition, reinforcing a culture of well-being, and supporting innovation. The Dean discussed the growth in Interprofessional Education within the college, with a goal of increasing IPE experiences at least four-fold by 2028-29. Summarizing the college's work in research and grant acquisition, Dean Evans noted that 12 Ph.D. students are currently enrolled and that research themes include health and wellness across the lifespan, clinical education and practice readiness, and rural and underserved populations.

Dr. Evans then described the work of the Tennessee Center for Nursing Advancement, which is housed within the College of Nursing. It was established through funding from the State of Tennessee and Ballad Health, with a focus on workforce development and increasing the pipeline for nursing in Tennessee. Dr. Evans highlighted the Voices from the Nursing Frontline initiative. Thus far, 58 episodes have attracted over 14,000 listeners. She reported that 28 nurses have been recognized, out of 1,000 nominations,

for the Nurse of the Month Program. The Tennessee Center for Nursing Advancement offers two educational programs, the Clinical Faculty Training Program, with 77 graduates so far, and the Emerging Nurse Leader Fellowship, with 24 graduates. Dr. Evans said the center has sponsored several events and that staff members have spoken at 15 events. The center's digital reach has increased significantly, with 13.3 million impressions, and it has created dashboards for those who want to learn more about the nursing workforce in Tennessee and the region. Dr. Evans told the committee that some 114 stories have been collected for the Nurse Narratives Initiative. Some of these were shown during the Nurse Empathy Heals event, which drew over 400 attendees.

VIII. Campus Recreation Update

Ms. Kari Osborne Albarado, Director of Campus Recreation, presented an update on the work taking place through the Basler Center for Physical Activity. She indicated that the CPA is on track to break all usage records this year, with use of the center being up by 20 percent compared to the fall of 2024. For fall 2025, the center recorded 113,219 entrances. Also last fall, 7,077 unique students made use of the center. Ms. Albarado noted increases in intramural sports, group fitness classes, and usage of the climbing wall.

In presenting a comparison with other campus recreation programs across the state, Ms. Albarado said the ETSU program employs eight professional staff and supports the largest graduate assistant program in collegiate recreation in the state. She pointed out that the ETSU Campus Recreation program recruits graduate students nationally. At the same time, ETSU has the second-lowest recreation fee in Tennessee.

Ms. Albarado focused on growth in sport clubs, which are run and led by students. For fall 2025, there were 600 participants and 22 teams. Ms. Albarado then described TREK, which serves first-year students through a six-day, five-night experience in the summer before their classes begin. Three sessions are held each summer, and the goal is to expand participation to 500 students.

Ms. Albarado noted that Campus Recreation is one of the biggest employers of students on campus, with over 130 student employees. Alyssa Livesay, a student employee and graduate assistant, gave a brief testimonial about the value of working at the CPA.

Ms. Albarado announced to the committee that on April 28, the Knoxville TVA Employees Credit Union Sports Complex will be dedicated. Future plans for the CPA include pickleball courts and an outdoor fitness court. She concluded her report by looking ahead to the spring of 2027, when the Basler Center for Physical Activity will turn 25.

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 10:03 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 20, 2026

ITEM: Approval of the Minutes from February 20, 2026, and
March 31, 2026

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the February 20, 2026, and March 31, 2026, meetings of the Finance and Administration Committee are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the February 20, 2026, and March 31, 2026, meetings of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

February 20, 2026
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, February 20, 2026, at 10:15 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 10:15 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 Aashi Vora

Other Trustees present were Janet Ayers, Wade Farmer, Dr. Steph Frye-Clark, Jon Lundberg, Ron Ramsey, and Tony Treadway.

III. Approval of the Committee Minutes from November 14, 2025

The minutes from the November 14, 2025, meeting of the Finance and Administration Committee were approved as submitted. Trustee Charles Allen made the motion to approve, and Trustee Melissa Steagall-Jones seconded the motion. It passed unanimously.

IV. Action Item: Approval of College of Medicine FY27 Tuition

Ms. Christy Graham, Chief Financial Officer, reported that no tuition increase is requested for the College of Medicine for fiscal year 2027. The college will use efficiencies, unused clinical reserves, and other revenue opportunities to cover inflationary cost increases. Annual tuition for College of Medicine students is \$36,480.

Trustee Allen made a motion that College of Medicine tuition remain unchanged for FY27, and Trustee Steagall-Jones seconded the motion. It passed unanimously.

V. Action Item: Approval of Housing and Meal Plans for FY27

Ms. Graham told the committee that the increases in housing rates are conservative and will keep ETSU within the range of other public institutions in the state. She said the additional revenue will support facilities upkeep, inflationary costs, capital needs, and responsible debt service. Ms. Graham indicated that on-campus housing is expected to continue at full capacity for Fall 2026. Under the proposal, double traditional housing would move from \$2,500 per semester to \$2,625. Double hotel-style housing would move from \$3,250 per semester to \$3,415. Double suite-style housing would move from \$2,650 per semester to \$3,150. And the single-student apartment rate would increase from \$4,025 per semester to \$4,145.

Ms. Graham then presented the proposed meal plan rates for FY27. She said the adjustment is based on proposed increases from Sodexo. She added that even with the proposed increase, ETSU continues to offer one of the lowest meal plan rates in the state, with only the University of Tennessee at Martin being lower among public universities. The proposed meal plan rate for the Silver/All Access plan at ETSU would increase from \$2,160 per semester to \$2,270.

Trustee Steagall-Jones made a motion that the housing and meal plan rates be approved as presented, and Trustee Allen seconded the motion. It passed unanimously.

VI. Quarterly Financial Update

Ms. Graham presented figures comparing activity from December 2024 to December 2025. She indicated that unrestricted E&G revenue was up 5.2 percent. The increase on the main campus was 5.3 percent, and Medicine and Family Medicine showed a 4.3 percent increase. The increase for Pharmacy was 7.9 percent. By source, Ms. Graham said, tuition and fees were up 6.7 percent, state appropriations were up 4.1 percent, and other revenue was up eight percent. Unrestricted E&G expenditures increased 5.3 percent. Instruction remains the university's largest functional expense.

In response to questions posed by committee members, a discussion then took place about the status of Voyager/Oracle and the progress and challenges involved.

Returning to the quarterly financial update, Ms. Graham said that when auxiliaries and restricted funds are included, total revenue is essentially flat. She added that auxiliary revenue increased as a result of housing occupancy being at its maximum level. Ms. Graham reported that salary growth across all funds is up by approximately four percent. Auxiliary expenses increased due to growth in housing occupancy as well as custodial and maintenance expenses being charged directly to Housing. Expenses by function across all funds continue to show that instruction is our primary expense.

Ms. Graham then analyzed the university's Statement of Net Position, which shows assets exceeding \$966 million. Ms. Graham said long-term liabilities remain stable. Ms. Graham then shared a table showing E&G reserve balances. As of June 30, 2025, E&G reserves, often referred to as "rainy day funds," stood at \$33.6 million, or 11.94 percent of the July E&G budget. Based on committee members' questions and observations, a discussion then took place about reserves and their purpose.

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

Ms. Graham reported that the total cost of attendance at ETSU, which includes tuition and mandatory fees, increased by 4.98 percent in FY26 and that tuition and mandatory fees at ETSU continue to be comparable to other public institutions of higher education in Tennessee. She underscored the fact that the university continues to look for ways to mitigate rising costs for students. Ms. Graham told the committee that the Tennessee Higher Education Commission will likely vote on a binding tuition and mandatory fee limit at its May meeting. Data from THEC show that the core Consumer Price Index increased by 3.1 percent in 2025.

Ms. Graham then presented specific comparisons of tuition and mandatory fees across the state. At ETSU, she said, 2025-26 tuition was \$8,802, which is below the average of \$9,291 among public universities in the state. For that same period, mandatory fees at ETSU totaled \$2,192, which is above the average of \$1,836. Taken together, tuition and mandatory fees at ETSU stood at \$10,994, which is below the average of \$11,126.

Ms. Graham summarized her presentation by reiterating the fact that ETSU's goal is balancing affordability with long-term financial sustainability.

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

Ms. Graham reported the following for the second quarter of the fiscal year:

- A 10-year lease of Freedom Hall through the City of Johnson City for men's basketball, totaling \$792,193
- The purchase of video boards from Daktronics to be used in Freedom Hall, in the amount of \$1,414,942
- The purchase of Laerdal Simulators for the College of Nursing from PocketNurse in the amount of \$814,433
- The purchase of Gaumard Simulators in the amount of \$1,243,640

In process is an RFP for a commencement production company, estimated to run up to \$250,000 over a three-year contract.

IX. Other Business

There was no other business to come before the committee.

X. Adjournment

The meeting was adjourned at 11:08 a.m.

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

MINUTES

March 31, 2026
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met in a special called session on Tuesday, March 31, 2026, at 11:35 a.m. in the President's Conference Room, located in Burgin E. Dossett Hall at East Tennessee State University. The meeting was live-streamed via YouTube.

I. Call to Order

In the absence of Committee Chair Steve DeCarlo, Board of Trustees Chair Melissa Steagall-Jones called the meeting to order at 11:35 a.m.

II. Roll Call

Since Trustees participated in the meeting remotely, Board Secretary Dr. Adam Green posed two questions to each member, as required by Tennessee law. Those questions were: "Are you able to clearly hear us so that you can participate in this meeting?" and "Can you please identify any persons present with you in the room from which you are participating in this meeting?" Dr. Green added that since Trustees were participating remotely, all votes must be taken by roll call. Finance and Administration Committee members taking part in the meeting by electronic means were:

Board Chair Melissa Steagall-Jones
Trustee Charles Allen
Trustee Grant Summers
Trustee Aashi Vora

All four committee members reported that they could hear and that there were no others in the room. Dr. Green noted that although a physical quorum was not present, a quorum did exist by including members participating by electronic means.

Other Board of Trustees members attending the meeting electronically were Janet Ayers, Dr. Steph Frye-Clark, Dorothy Grisham, Jon Lundberg, and Tony Treadway.

III. FY27 Budget Considerations

Ms. Christy Graham, ETSU's Chief Financial Officer, noted that this meeting was not about approving a specific tuition increase for FY27 but rather, to present a tuition and mandatory fee range for consideration that includes both a minimum and a maximum potential adjustment. She indicated that the state budget has not yet been finalized, and the Tennessee Higher Education Commission's new binding tuition range has not yet been established, two factors that influence fee discussions and analysis.

Ms. Graham reviewed a number of budgetary considerations for 2026-27 as cost pressures specific to higher education continue to exceed those of the broader community. In addition to inflation, she said, there are three factors that are driving budgets higher for the FY27 budget cycle: salaries and benefits, utilities, and graduate stipends. Ms. Graham reported that the Consumer Price Index increased by 3.1 percent over the past year, while the Higher Education Price Index increased 3.4 percent and 3.6 percent over the past two years. She added that the HEPI has exceeded the CPI in nine of the past 11 years.

Ms. Graham told the committee that Tennessee Governor Bill Lee's budget proposal includes an increase for ETSU of approximately \$4.4 million, while the outcomes productivity formula reduces that amount by some \$3.1 million. The net increase in state appropriations for ETSU is, therefore, \$1.3 million. Ms. Graham noted that this increase would offset only a portion of the cost pressures facing ETSU. Further, she said, Governor Lee's budget proposal includes a 1.5 percent salary pool for higher education and other state entities, and that applying this across the university would cost almost \$2.7 million. In addition, ETSU is projecting a \$2.5 million increase in insurance costs, driven by national health care trends.

Based on current forecasts, Ms. Graham told the committee that ETSU is planning for an increase in utility costs ranging from 4 percent to 6 percent, due to market conditions and the scale of the campus infrastructure. Ms. Graham then described the competitive nature of graduate stipends nationally, and she shared a table showing current minimum stipends across the state of Tennessee. ETSU is proposing to raise graduate stipends at all levels, for a total cost of around \$800,000. President Noland noted that ETSU would explore a broad range of efficiency options to ensure that the university budget remains within planning parameters.

Ms. Graham concluded her report by telling the committee that, in total, ETSU would ideally need \$7.8 million in new money to maintain what we have today.

IV. Action Item: Tuition and Mandatory Fees for FY27

Ms. Graham explained the various factors that must be considered by the Board of Trustees as tuition and mandatory fees are evaluated. These include

- the level of state support
- the total cost of attendance
- efforts to mitigate the financial effect on students

- enrollment trends
- competition
- faculty and staff salaries
- facilities and utilities costs
- the Tennessee Higher Education Commission's binding tuition and mandatory fee range.

Ms. Graham presented peer comparison figures for FY26 showing that ETSU's total tuition and mandatory fees of \$10,994 was below the university average in the state, which was \$11,126.

Ms. Graham then presented to the committee ETSU's proposed tuition and mandatory fee ranges for FY27. She said the proposed range for undergraduate tuition and mandatory fees is 2.32 percent at minimum and 4.84 percent at maximum for full-time, in-state students. The current rate per term is \$4,401. The proposed range is from \$4,503 to \$4,614, which would mean an increase of \$102 per semester minimum and \$213 maximum. At the upper end of the range, estimated additional revenue would be approximately \$5.6 million, while at the lower end of the range, additional revenue would come to \$2.7 million. Ms. Graham indicated that mandatory fees would increase modestly to address student support and campus access needs. Mandatory fees currently stand at \$1,048 per semester. Under the proposal being presented to the committee, the range would be \$1,080 to \$1,096 per semester. The total increase in tuition and mandatory fees for academic year 2026-27 would range from \$268 minimum to \$522 maximum. Ms. Graham again noted that the average for tuition and mandatory fees at public universities in Tennessee is currently \$11,126, meaning that the proposed range would still place ETSU below the average for the state.

Board Chair Steagall-Jones then asked for a motion directing staff to produce a final tuition and mandatory fees action item that meets all requirements of the Tennessee Tuition Transparency and Accountability Act, to be presented for consideration by the Finance and Administration Committee and the full Board of Trustees at their quarterly meetings on May 21, 2026.

Trustee Summers made the motion, and it was seconded by Trustee Allen. Through a roll call vote, taken by Dr. Green, the motion passed unanimously.

V. Other Business

There was no other business to come before the committee.

President Noland thanked the committee for their participation in the meeting, and as a point of personal privilege, he reflected on the life and legacy of ETSU's eighth President, Dr. Paul E. Stanton, Jr., who passed away on March 5, 2026. Dr. Noland noted that the entire health sciences infrastructure the region benefits from today was

shaped by Dr. Stanton's vision and leadership. Dr. Noland expressed sympathy to the Stanton family for the loss that they and the institution have experienced.

VI. Adjournment

The committee meeting was adjourned at 12:03 p.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Approval of the Minutes from February 20, 2026

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

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

The minutes of the February 20, 2026, meeting of the Audit Committee are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the February 20, 2026, meeting of the Audit Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
AUDIT COMMITTEE

MINUTES

February 20, 2026
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, February 20, 2026, at 11:12 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 11:12 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 Melissa Steagall-Jones

Other Trustees present were Charles Allen, Janet Ayers, Steve DeCarlo, Dr. Steph Frye-Clark, Jon Lundberg, Tony Treadway, and Aashi Vora.

III. Approval of the Committee Minutes from November 14, 2025

The minutes from the November 14, 2025, meeting of the Audit Committee were approved as submitted with Trustee Wade Farmer making the motion and Trustee Melissa Steagall-Jones seconding the motion. The motion passed unanimously.

IV. Action Item: Revisions to FY26 Audit Plan

Ms. Martha Winegar, Associate Director of Internal Audit, requested one change in the Audit Plan. An audit of Professional Development was requested by the program coordinator due to a change in leadership and compliance with applicable policies and procedures. The Office of Professional Development and the Office of Internal Audit subsequently agreed that an advisory service was needed instead of an audit.

Trustee Melissa Steagall-Jones made a motion that the adjustment to the audit plan be adopted, and Trustee Wade Farmer seconded the motion. It passed unanimously.

V. Audits and Investigations Performed November 2025 through January 2026

Ms. Winegar reported that since November 2025, two audits and one investigation have been completed. The first audit covered employee fringe benefits, including housing, country club memberships, cellphones, moving allowances, and university-owned vehicles. Ms. Winegar said test work showed that these benefits complied with university policies and procedures. The second audit involved ITS change management. According to Ms. Winegar, selective test work was related to governance and oversight, documentation and review, and security and privacy. Each area was found to be compliant with applicable policies and procedures. One investigation took place in International Enrollment and Services and dealt with petty cash loss. Ms. Winegar reported that the investigation examined cash used to fund meals for a group of international students and chaperones visiting the university. A shortage of \$355 was discovered due to inaccurate and missing supporting documentation, the comingling of personal and petty cash funds, and inadequate reconciliation. There was no evidence of fraud.

VI. Recommendation Log Status as of January 31, 2026

Ms. Winegar told the committee that her office is continuing to perform follow-up reviews to ensure that previous audit recommendations were addressed. One follow-up review was recently completed, and the department involved has implemented additional controls and procedures to help improve operations.

VII. Annual Public Safety and Clery Report Update

Mr. Jeff Blanton, Associate Vice President in the Office of Administration, gave an overview of campus crime statistics for the year 2024, gathered and published as required by the Clery Act. Mr. Blanton reported on the four categories specified in the act: criminal offenses, hate crimes, violence against women, and arrests and referrals for disciplinary actions.

In 2024, there were 34 criminal offenses, one hate crime, and eight incidents of violence against women, all eight of which involved domestic violence. In the category of arrests and referrals for disciplinary actions, there were five arrests and 17 referrals. Those referrals were handled through the university's Division of Student Life and Enrollment. Mr. Blanton emphasized the fact that ETSU's crime rate is extremely low. During the reporting period, homicides and arsons remained at zero.

Mr. Blanton then reviewed future plans to further increase security at ETSU and updated the committee on work surrounding the university's Real-Time Crime Center.

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

Ms. Christy Graham, Chief Financial Officer, presented highlights of the Tennessee Comptroller of the Treasury's Financial and Compliance Audit Report for fiscal year

2025. As the report states, “The opinions on the financial statements are unmodified.” Further, “The audit report contains no findings.” Ms. Graham commended the staff of the Division of Business and Finance, as this is the second straight year that ETSU has had a clean audit.

IX. Other Business

There was no other business to come before the committee.

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

The committee adjourned at 11:33 a.m. to go into executive session.

XI. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Promotion and Tenure of Faculty Members

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

Promotion in rank recognizes the achievements of a faculty member and reflects the university's confidence in their ability to achieve greater accomplishments and assume increasing responsibility at ETSU. 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 and creative activities that contribute 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 qualifications, abilities, and accomplishments warrant the degree of recognition afforded by academic tenure.

The presentation today includes fifty-six (56) faculty recommended by the President for tenure and/or promotion for approval by the Board of Trustees.

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

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



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

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

May 21, 2026

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

Dr. Green,

I recommend the Board of Trustees award tenure and/or promotion to the faculty indicated on attachment A. Faculty who were awarded tenure upon appointment and previously presented to the board this academic year are included in the faculty listed in attachment A. Attachment B provides numbers of ETSU faculty with tenure and by professorial rank in 2025-2026.

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

Sincerely,

Brian Noland
President

Attachments

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

Faculty Name	Department	College	Rank Proposed	Tenure Proposed
Ahuja, Manik	Health Services Management and Policy	Public Health	Associate Professor	Yes
<i>Barroso, Cristina</i>	<i>Community and Behavioral Health</i>	<i>Public Health</i>	<i>Associate Professor</i>	<i>Yes</i>
Battleson, Douglas	Computing	Business and Technology	Associate Professor	Yes
Beatty, Kate	Health Services Management and Policy	Public Health	Professor	
Bennett, Brian	Computing	Business and Technology	Professor	
Besch, Audrey	Counseling and Human Services	Health Sciences	Assistant Professor	
Bignell, Whitney	Nutrition and Integrated Health Sciences	Health Sciences	Associate Professor	Yes
Boggs, Teresa	Audiology and Speech Language Pathology	Health Sciences	Professor	
Borland, Jon	Counseling and Human Services	Health Sciences	Associate Professor	Yes
Brooks, Bill	Biostatistics and Epidemiology	Public Health	Associate Professor	Yes
Burchette, Jessica	Pharmacy Practice	Gatton College of Pharmacy	Professor	
Chandley, Michelle	Biomedical Sciences	Quillen College of Medicine	Professor	
Dalal, Suman	Biomedical Health Sciences	Public Health	Associate Professor	Yes
Demiral Saglam, Elif	Management and Supply Chain	Business and Technology	Associate Professor	Yes
Doucette, Wendy	Library Administration	University Libraries	Professor	
Emberesh, Myesa	Pediatrics	Quillen College of Medicine	Associate Professor	
Evans, Tonia	Nursing Undergraduate Programs	Nursing	Senior Lecturer	
Fehskens, Matthew	Literature and Language	Arts and Sciences	Professor	
Feltman, Chandra	Psychology	Arts and Sciences	Associate Professor	Yes
Ferguson, Kimberly	Nursing Graduate Programs	Nursing	Associate Professor	Yes
Flemmer, Angela	Nursing Undergraduate Programs	Nursing	Associate Professor	
Ford, George	Pediatrics	Quillen College of Medicine	Professor	

Faculty Name	Department	College	Rank Proposed	Tenure Proposed
Frasier, Amanda	Curriculum and Instruction	Clemmer College of Education and Human Development	Associate Professor	Yes
Galyon, Cathy	Early Childhood Education	Clemmer College of Education and Human Development	Professor	
Gass, Justin	Biomedical Sciences	Quillen College of Medicine	Professor	
Gouge, Natasha	Psychology	Arts and Sciences	Associate Professor	
Gwyn, Lydia	Library Administration	University Libraries	Associate Professor	
Hall, Katherine	Nursing Undergraduate Programs	Nursing	Professor	
Hood-Wells, Victoria	Nursing Undergraduate Programs	Nursing	Assistant Professor	
Johnson, Michelle	Rehabilitative Sciences	Health Sciences	Professor	
Joyner, T. Andrew	Geosciences	Arts and Sciences	Professor	
Korfhagen, David	Literature and Language	Arts and Sciences	Associate Professor	Yes
Lewis, Nicole	Medical Education	Quillen College of Medicine	Professor	
Littleton, Michelle	Nursing Undergraduate Programs	Nursing	Senior Lecturer	
Lowe, Renee	Nursing Undergraduate Programs	Nursing	Senior Lecturer	
Malkus, Amy	Early Childhood Education	Clemmer College of Education and Human Development	Professor	
McTier, William	Management and Supply Chain	Business and Technology	Master Lecturer	
Mehta, Saurabh	Physical Therapy	Health Sciences	Professor	
Price-Rhea, Kelly	Marketing	Business and Technology	Professor	
Ransom, Mark	Obstetrics and Gynecology	Quillen College of Medicine	Professor	
Robertson, Laura	Curriculum and Instruction	Clemmer College of Education and Human Development	Professor	
Roche, Keelin	Surgery	Quillen College of Medicine	Associate Professor	
Saglam, Umit	Management and Supply Chain	Business and Technology	Professor	

Faculty Name	Department	College	Rank Proposed	Tenure Proposed
Sayers, Adam	Sport and Recreation Management	Business and Technology	Associate Professor	Yes
Schmeichel, Brooke	Biomedical Sciences	Quillen College of Medicine	Associate Professor	Yes
Schroder, Laurie	Rehabilitative Sciences	Health Sciences		Yes
Scott, Dane	Chemistry	Arts and Sciences	Professor	
Sheffey, James	Medical Education	Quillen College of Medicine		Yes
Shilabin, Abbas	Chemistry	Arts and Sciences	Professor	
Stewart, Alicia	Sport and Recreation Management	Business and Technology	Senior Lecturer	
Street, Amber	Social Work	Health Sciences	Associate Professor	
Todt, Kendrea	Nursing Undergraduate Programs	Nursing	Associate Professor	Yes
Waller, Justin	Music	Arts and Sciences	Associate Professor	Yes
Wilson, Jonathan	Library Administration	University Libraries	Associate Professor	
Xie, Xin	Economics and Finance	Business and Technology	Professor	
Zhao, Juan	Internal Medicine	Quillen College of Medicine	Associate Professor	

Notes:

1. The faculty member in *italics* was approved by the ETSU BOT in 2025 for tenure upon appointment at the rank of associate professor.
2. A blank cell indicates “not applicable.”

Attachment B

ETSU 2025-2026 Faculty by College and Tenure Status								
College	Tenure Status							Grand Total
	Tenured	Tenure Track	Clinical Track	Research Track	Coordinator	Non-Tenure	Ineligible	
Clemmer College	35	10	2			4	2	53
College of Arts and Sciences	162	36	6	1		1	48	254
College of Business & Technology	53	21	1			6	26	107
College of Health Sciences	33	26	24			5	2	90
College of Medicine	48	9	142	13		2	1	215
College of Nursing	14	7	24			4	18	67
College Of Pharmacy	7	1	17				1	26
College of Public Health	25	9	6	10	2	3	4	59
Family Medicine	2		36			1		39
Provost VP Academic Affairs				1				1
Sherrod Library	7	2	4					13
Grand Total	386	121	262	25	2	26	102	924

ETSU 2025-2026 Faculty by College and Rank							
College	Rank						Grand Total
	Professor	Associate Professor	Assistant Professor	Coordinator	Instructor	Lecturer	
Clemmer College	21	14	11		5	2	53
College of Arts and Sciences	88	72	46		11	37	254
College of Business & Technology	21	34	23		6	23	107
College of Health Sciences	13	27	47		2	1	90
College of Medicine	67	50	95		3		215
College of Nursing	2	14	18		18	15	67
College Of Pharmacy	7	9	9			1	26
College of Public Health	9	20	20	2	2	6	59
Family Medicine	6	10	23				39
Provost VP Academic Affairs			1				1
Sherrod Library	1	7	5				13
Grand Total	235	257	298	2	47	85	924

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Approval of Tenure and Promotion Policy for Tenure-Track and Tenured Faculty

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

Staff will present the proposed Tenure and Promotion Policy for Tenure-Track and Tenured Faculty to the Academic, Research, and Student Success Committee for consideration. This policy establishes the processes Tenure-Track Faculty follow to earn tenure and that Tenure-Track and Tenured Faculty follow to earn a promotion.

This policy outlines the criteria, procedures, and timelines for tenure and/or promotion of Tenure-Track and Tenured Faculty with a focus on sustained excellence in teaching, research, scholarship, creative activity, service, and administrative work. The process for the annual review, midpoint review, and a comprehensive evaluation of faculty materials is defined to include reviews by the department committee, supervisor, college committee, dean, Provost, and President. Final authority to grant tenure and/or promotion rests with the Board of Trustees, whose decision is final and results in formal appointment.

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 Tenure and Promotion Policy for Tenure-Track and Tenured Faculty as presented in the meeting materials.



EAST TENNESSEE STATE
UNIVERSITY

Tenure and Promotion Policy for Tenure-Track and Tenured Faculty

Policy Name: Tenure and Promotion for Tenure-Track and Tenured Faculty

Policy Purpose

This policy specifies the process for earning Tenure and/or Promotion and the required reviews during and beyond the Tenure and/or Promotion process.

Applicability

This policy applies to Tenure-track Probationary and Tenured Faculty only.

Responsible Official, Office, and Interpretation

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

Defined Terms

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

Academic Unit

A department, center, library, school, or program within Academic Affairs that reports to the Provost and Senior Vice President for Academic Affairs.

Additive Stipend

An Additive stipend is a temporary payment above the employee's Base salary to compensate for additional duties, responsibilities, or special assignments. An Additive stipend does not become part of Base pay and is not eligible for across-the-board salary adjustments, merit increases, or Promotion related increases.

Base Salary

Institutional salary minus any stipends or extra pay.

Base Stipend

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Policy Name: Tenure and Promotion for Tenure-Track and Tenured Faculty

A Base stipend is a recurring component of compensation awarded for the fulfillment of work performed. The Base stipend is considered part of an individual's Institutional Salary and is eligible for institutional increases, including but not limited to across-the-board (ATB) adjustments and Promotion related increases, in accordance with applicable policies.

Deviations

A departure from established timelines or procedures that may be unintentional (due to error) or necessitated by external factors.

Exceptions

A proactive, intentional departure from a standard policy that is approved before it occurs. An "Exception" might be granting early tenure consideration to a Faculty member with significant prior service credit.

Faculty

In this policy, all references to Faculty refer to Tenure-track Probationary and Tenured Faculty as detailed in the Faculty Appointments and Designations Policy unless otherwise noted.

Faculty Activity

Teaching, Librarianship, clinical practice, research, scholarship, creative activity (RSCA), service, or administrative activities.

Faculty Activity Evaluation (FAE)

The annual assessment of a Faculty member's performance on the Faculty Activities outlined in the Faculty Activity Plan (FAP) and reported in the Faculty Activity Report (FAR).

Faculty Activity Plan (FAP)

An annual plan outlining a Faculty member's intended Faculty Activities. The Faculty Supervisor and dean (or designee) provide final approval, except in cases subject to workload review procedures.

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Faculty Activity Report (FAR)

An annual report describing the Faculty member's completed Faculty Activities.

Faculty Dossier

A comprehensive, structured collection of documents that acts as a formal record of a faculty member's professional accomplishments in teaching, Librarianship, research, scholarship, creative activity (RSCA), service, clinical practice, and/or administrative activities.

Faculty Supervisors

Department heads, department chairs, Academic Unit directors, school directors, or any other administrative position officially authorized to direct Faculty activity.

Librarianship

Collecting, organizing, preserving, and disseminating information to users. Activities include but are not limited to developing programs and services to users, developing and maintaining classification systems for organization and finding resources, maintaining bibliographic and metadata controls, integrating search techniques for user self-help, assessing the university's information assets, working with multi- and streaming media and makerspace resources, curating and managing data, helping students, Faculty, and staff locate library resources, creating user-needed collections, evaluating materials for licensing, accessibility, and budgetary needs, providing best practices on information literacy, use, and dissemination.

Majority Vote

More than half (half plus one) of eligible members present and voting at the appointed time to cast their vote. A quorum is established when more than half of all eligible members are available to vote. Votes submitted by email, occurring in an online meeting, or occurring in-person meeting will count toward the total. Abstentions are not included in the vote count. Once quorum is established, a Majority Vote is established if more than half of the quorum votes to support the same outcome.

Minimum Standard Time in Rank

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Policy Name: Tenure and Promotion for Tenure-Track and Tenured Faculty

The five years between promotion from Assistant Professor to Associate Professor or from Associate Professor to Professor.

Probationary Period

Period of time between the initial hire and the approval of the Board of Trustees, awarding Tenure.

Promotion

Advancement from Assistant Professor to Associate Professor or advancement from Associate Professor to Professor according to applicable criteria stated in the Faculty Appointments and Designations Policy.

Rank for Tenure-track or Tenured Faculty

Assistant Professor, Associate Professor, and Professor as outlined in the Faculty Appointments and Designations Policy.

Standard Workload Expectations

Standard Workload Expectations establish the baseline of distribution of faculty effort against which Differentiated Workloads, Overload Assignments, and Banking are measured. Academic Units, colleges, and departments may not define “standard” in a manner that routinely requires exceptions for common instructional or disciplinary practices. Standard does not mean inflexible; documented and justified variations are permitted when appropriate.

Tenure

An employment status subject to the laws of the State of Tennessee that provides a faculty member with continued employment in a specific Academic Unit until the award of tenure is terminated pursuant to the Termination of Tenure Policy or state law. Tenure is intended to protect academic freedom and may only be acquired after approval of the Board of Trustees.

Tenured Faculty

Regular Appointment Faculty who are awarded Tenure by the ETSU Board of Trustees, who engage in teaching/Librarianship, clinical practice, RSCA, service, and/or

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administrative activities as described in the Faculty Appointments and Designations Policy.

Tenure-track Probationary Faculty

Regular Appointment employees appointed to a Tenure-track position who have not been awarded Tenure and who engage in teaching/Librarianship, professional practice, clinical practice, RSCA, service, and/or administrative activities as described in the Faculty Appointments and Designations Policy.

Policy

Tenure at East Tennessee State University articulates the university's commitment to supporting Tenure-track and Tenured faculty as they pursue excellence in the areas of teaching, Librarianship (hereafter referred to as teaching), clinical practice, research, scholarship, or creative activity, service, and/or administrative activities as appropriate to the appointment.

It reflects the institution's dedication to fostering professional growth and academic achievement aligned with the mission of the university. The framework outlined in this document emphasizes the values and standards that inform decisions regarding Tenure-track Probationary and Tenured Faculty, while acknowledging the diverse roles Faculty play across appointment types and disciplines.

Tenure provides the academic freedom and institutional stability necessary to support engaged teaching, meaningful clinical practice, research, scholarship, creative activity, service, and administrative activities that advance student success, community engagement, and the public good. Faculty with Tenure shall be subject to all reasonable changes in the Tenure policy adopted by the Board of Trustees; provided, however, that faculty who have previously been awarded Tenure by the Board of Trustees shall retain their tenured status under any new policy. The Tenure process reflects the university's commitment to fair, transparent, and equitable evaluation. If the Board of Trustees votes to approve a new Tenure policy, any faculty in probationary period of employment at the time the new policy goes into effect shall be given credit for service in the institution toward completion of any new Probationary Period.

Promotion in academic rank recognizes sustained achievement in teaching, clinical practice, research, scholarship, creative activity, service, and administrative activities and reflects a faculty member's ongoing professional growth and increasing contributions to the mission of the university. The promotion process ensures the continued quality, integrity, and vitality of the faculty by establishing clear standards for advancement and recognizing excellence at each stage of an academic career.

The Office of the Provost will annually publish on its website the deadlines for informing faculty about Tenure and/or Promotion, FAE, and Midpoint Review.

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1. Probationary Period for Tenure

The Probationary Period for Tenure-track Faculty commences on the Faculty member's date of hire with the University.

Tenure-track Faculty in a Probationary Period receive a comprehensive Tenure review following the completion of five (5) years of service in the Probationary Period unless the Faculty has been granted an Exception from the Probationary Period described in Exceptions to the Probationary Period or a Deviation from the Probationary period described in Deviations to the Probationary Period below.

1.1. Exceptions to the Probationary Period.

Under certain circumstances, Exceptions to the Probationary Period required for Tenure eligibility may be permitted, subject to the provisions of this policy and applicable institutional procedures. All Exceptions require approval from the Faculty Supervisor, dean, Provost, and President. Human Resources must be informed of any Exceptions.

1.1.1. Requesting Credit for Prior Service.

The Probationary Period required for Tenure eligibility may include credit for a maximum of three (3) years of full-time service at accredited colleges, universities, or comparable institutions, including ETSU, at the discretion of the President. The Faculty Supervisor may make a recommendation to award Tenure upon appointment with or without years of credit toward promotion or Tenure upon appointment at a specific rank in accordance with the Faculty Appointment and Designation policy. Any request for credit for prior service must be recognized and confirmed in writing in the offer letter at the initial appointment provided that such service is relevant to institutional needs and consistent with applicable criteria.

A Faculty Dossier submitted for Tenure must include documentation of accomplishments corresponding to the period of prior service for which credit toward Tenure was granted.

At the time the Faculty member submits a Faculty Dossier, they may request to relinquish all or part of the time awarded for prior service. The President must provide approval to decrease credit for prior service.

1.1.2. Requesting to Apply Early for Tenure.

In extraordinary circumstances, a Faculty member may be permitted to apply for Tenure prior to completion of the Probationary Period. A Faculty member may apply for early consideration for Tenure only once prior to completing the minimum required Probationary Period. The Faculty member may withdraw the Tenure materials from further consideration at any point in the review process; provided, however, if the application is withdrawn, this constitutes an application.

1.1.3. Administrative Activities Affect on Probationary Period.

The Probationary Period required for Tenure eligibility for a Faculty member who is assigned administrative activities may extend the Probationary Period required for Tenure by one (1) year.

1.2. Deviations to the Probationary Period.

Under certain circumstances, Deviations to the Probationary Period required for Tenure eligibility may be permitted, subject to the provisions of this policy and applicable institutional procedures.

Deviations to the Probationary Period required for Tenure eligibility may be granted under special circumstances such as medical leave and natural disasters. All Deviations require approval from the Faculty Supervisor, dean, and Provost, with the ultimate approval provided by the President. Human Resources must be informed of Deviations.

1.2.1. Deviation due to Medical Leave

A Faculty member may be permitted to extend the Probationary Period for Tenure due to medical reasons and as otherwise required by law (e.g., surgery, pregnancy, adoption, cancer treatment, mental health conditions, etc.). The ultimate authority to approve a faculty member's leave of absence (LOA) to be included in the Probationary Period rests with the President.

1.2.2. Deviation due to Stop the Tenure Clock Request

A Faculty Member may be permitted to extend the Probationary Period for Tenure for a maximum of one year due to a request by the Faculty member as a result of an extraordinary circumstance, such as a natural disaster, change in federal government agency that results in a grant cancellation, pandemics, etc.

At the time the Faculty member submits a Faculty Dossier, they may request to reverse the request to stop the Tenure clock if they find they were able to continue progress toward Tenure.

2. Minimum Standard Time in Rank.

The Minimum Standard Time in Rank commences on the Faculty member's date of hire with the University. Tenure-track Assistant Professors must receive a comprehensive Promotion review to Associate Professor following the completion of five (5) years of service unless the Faculty has been granted an Exception from the Minimum Standard Time in Rank described in Exceptions to the Minimum Standard Time in Rank or a Deviation from the Minimum Standard Time in Rank described in Deviations to the Minimum Standard Time in Rank.

Following an initial Promotion to Associate Professor, a Faculty member is eligible to submit a Faculty Dossier for subsequent Promotion in accordance with this policy after completing an additional five (5) years of service, measured from the date the prior Promotion was effective after the approval by the Board of Trustees, and in accordance with the provisions of this policy.

Minimum Standard Time in Rank is calculated on a calendar-year basis. For example, a Faculty member whose appointment begins in Fall 2020 is eligible to apply for Promotion in Fall 2025. A Faculty member whose appointment begins in Spring 2020 is eligible to apply for Promotion in Fall 2025.

2.1. Exceptions to the Minimum Standard Time in Rank.

Under certain circumstances, Exceptions to the Minimum Standard Time in Rank required for Promotion eligibility may be permitted, subject to the provisions of this policy and applicable institutional procedures. All Exceptions require approval from the Faculty Supervisor, dean, Provost, and President. Human Resources must be informed of Exceptions.

2.1.1. Requesting Credit for Prior Service.

The Minimum Standard Time in Rank required for Promotion eligibility may include credit for a maximum of three (3) years of full-time service at accredited colleges, universities, or comparable institutions, including ETSU, at the discretion of the President. Any request for credit for prior service must be recognized and confirmed in writing in the offer letter at the time of the initial appointment provided that such service is relevant to institutional needs and consistent with applicable criteria.

A Faculty Dossier submitted for Promotion must include documentation of accomplishments corresponding to the period of prior service for which credit toward Promotion was granted.

At the time the Faculty member is notified of their eligibility to submit a Faculty Dossier, they may request to relinquish all or a portion of the credit awarded for prior service.

2.1.2. Requesting to Apply Early for Promotion.

Subject to the approval of the President, in extraordinary circumstances, a Faculty member may be permitted to apply for Promotion prior to completion of the Minimum Standard Time in Rank. A Faculty member may apply for Promotion only once prior to completing the required Minimum Standard Time in Rank. The Faculty member may withdraw the Promotion materials from further consideration at any point in the review process; provided, however, if the application is withdrawn, this constitutes an application.

2.1.3. Administrative Activities Affect on Minimum Standard Time in Rank.

The Minimum Standard Time in Rank required for Promotion eligibility to Associate Professor for a Faculty member assigned administrative activities may extend the Minimum Standard Time in Rank required for Promotion by one (1) year.

2.2. Deviations to the Minimum Standard Time in Rank.

Under certain circumstances, Deviations to the Minimum Standard Time in Rank required for Promotion eligibility may be permitted, subject to the provisions of this policy and applicable institutional procedures.

Deviations to the Minimum Standard Time in Rank required for Promotion eligibility may be granted under special circumstances such as medical leave and natural disasters. All Deviations require approval from the Faculty Supervisor, dean, and Provost, with ultimate authority provided by the President. Human Resources must be informed of Deviations.

2.2.1. Deviation due to Medical Leave

A Faculty member may be permitted to extend the Minimum Standard Time in Rank for Promotion due to medical reasons (e.g., surgery, pregnancy, adoption, cancer treatment, mental health conditions, etc.) and as otherwise required by law. The ultimate authority to approve a faculty member's leave of absence (LOA) to be included in the Minimum Standard Time in Rank rests with the President.

2.2.2. Deviation due to Stop the Clock Request

A Faculty Member may be permitted to extend the Minimum Standard Time in Rank for Promotion for a maximum of one year due to a request by the Faculty member as a result of an extraordinary circumstance, such as a natural disaster, change in federal government agency that results in a grant cancellation, pandemics, etc.

At the time the Faculty member submits a Faculty Dossier, they may request to reverse the request to stop the clock if they find they were able to continue progress toward Promotion.

3. Faculty with Multiple Appointments.

Faculty members holding appointments in more than one Academic Unit will have a written agreement specifying their responsibilities, evaluation procedures, and the designated evaluating Faculty Supervisor for evaluation. Such agreements are approved by the Faculty member, the Faculty Supervisor(s), the dean (or designee), and the Provost (or designee). The agreement must designate the Academic Unit and the Faculty Supervisor who will hold primary decision-making responsibility in the event of disagreements. If disagreements persist, the Provost (or designee) will have the final authority to designate the Academic Unit and Faculty Supervisor who will hold primary decision-making responsibility.

4. FAE and Midpoint Review.

All Tenure-track and Tenured Faculty members must undergo a FAE as described further hereinbelow. After the first two (2) years of service, Tenure-track Probationary Faculty must receive a midpoint review in the third year of service as described further hereinbelow. The Office of the Provost provides timely notification to the dean (or designee), Faculty Supervisor, and Faculty about the required and/or expected FAE and midpoint reviews.

4.1. FAE.

Tenure-track Probationary Faculty and Tenured Faculty, regardless of Rank, receive an annual FAE conducted by the Faculty Supervisor and the dean. The Faculty Supervisor assesses performance and expectations appropriate to Rank and Tenure status and progress toward Tenure and/or Promotion, if applicable. The FAE is based on the Faculty member's FAR and evaluated in the context of assigned responsibilities in teaching, clinical practice, RSCA, service, and/or administrative activities as outlined in the offer letter, most recent contract of employment, the previous year's FAP, FAR, FAE, and applicable Academic Unit Tenure and/or Promotion criteria. Not all areas of evaluation apply to all Faculty members (i.e., some Faculty may not perform clinical practice). The Faculty Workload Policy governs the FAP. The FAE serves as the basis for decisions related to Tenure, Promotion, as applicable, workload, assignments, salary recommendations, and other personnel actions. Faculty may submit a rebuttal of the Faculty Supervisor's FAE to the dean, whose decision on the FAE rating is final. The deadline for submitting the rebuttal will be posted on the Office of the Provost website.

4.1.1. Faculty performance is assessed by the Faculty Supervisor and the dean (or designee) using the following university-wide rating scale, which reflects institutional expectations for teaching, clinical practice, RSCA, service, and/or administrative activities. Academic units use objective, clearly defined performance criteria and this standardized scale to ensure fairness and consistency in the evaluation process. The expectations delineated within the scale include:

4.1.1.1. **Exceeds Expectations:** consistently surpasses established goals set in the offer letter, most recent contract of employment, the previous year's FAP, FAR, FAE, and standard expectations within applicable Academic Unit Tenure and/or Promotion criteria.

4.1.1.2. **Meets Expectations:** consistently achieves and occasionally exceeds established goals set in the offer letter, most recent contract of employment, the previous year's FAP, FAR, FAE, and standard expectations within applicable Academic Unit Tenure and/or Promotion criteria.

4.1.1.3. **Approaches Expectations:** inconsistently achieves established goals set in the offer letter, most recent contract of employment, the previous year's FAP, FAR, FAE, and standard expectations within applicable Academic Unit Tenure and/or Promotion criteria.

4.1.1.4. Does Not Meet Expectations: consistently fails to achieve established goals set in the offer letter, most recent contract of employment, the previous year's FAP, FAR, FAE, and standard expectations within applicable Academic Unit Tenure and/or Promotion criteria or involves professional misconduct, dereliction of duty, or incompetence.

4.1.2. Performance Improvement Plan.

When a Faculty member receives a rating of "Does Not Meet Expectations" or "Approaches Expectations" in any area of assigned responsibility (teaching, clinical practice, RSCA, service, and/or administrative activities), the Faculty member and Faculty Supervisor must develop a Performance Improvement Plan (PIP). The PIP is approved by the dean.

The PIP includes clearly defined goals or outcomes; an outline of activities to be undertaken; a timetable for completing those activities; available resources and supports to address the Faculty member's needs; expectations for improvement; monitoring strategies; and consequences for failure to meet the PIP's expectations. Faculty with a PIP meet with the Faculty Supervisor at least twice during the fall semester and twice during the spring semester to review progress, document additional needs/resources, and identify planned accomplishments for the upcoming quarter. After each meeting, the Faculty Supervisor summarizes the meeting and indicates whether the Faculty member is on track to complete the PIP. The PIP may require revisions to the Faculty member's FAP and workload allocation, but shall not require overload assignments. The Faculty member has up to two (2) years to accomplish the goals/outcomes of the PIP.

4.2. Midpoint Review.

During the third year of employment, Tenure-track Probationary Faculty must receive a midpoint review. The midpoint review is conducted by the Faculty of the Academic Unit, in collaboration with the Faculty Supervisor. For Faculty members who have been awarded credit toward Tenure and/or Promotion at the time of hire, the Faculty Dossier for the midpoint review will include accomplishments completed during the period for which such credit was granted. Reviewers must consider these accomplishments as part of the midpoint evaluation.

Faculty who choose not to pursue Promotion to Professor at the standard review interval, or who are not recommended for Promotion to Associate Professor upon initial review, may reapply at a later date.

Faculty seeking Promotion outside the standard review cycle may request an out-of-cycle midpoint review of their dossier to assess progress toward meeting Promotion criteria. The midpoint review is advisory in nature and does not constitute a guarantee of Tenure and/or Promotion.

5. Notification of Tenure and Promotion Eligibility.

The Office of the Provost provides timely notification to the dean (or designee), Faculty Supervisor, and Faculty about the eligibility of a particular Faculty member for Tenure and/or Promotion. Faculty provide written confirmation of their intent to apply for Tenure and/or Promotion.

6. Faculty Withdrawal of Application.

Once Faculty upload a Faculty Dossier to ETSU's review system, the Faculty member is considered to have submitted a Faculty Dossier for Tenure and/or Promotion. Only the Faculty member who applied for Tenure and/or Promotion may request that the application be withdrawn. There are no limits to the number of times Faculty can apply for Promotion until Faculty reach the Rank of Professor.

7. Criteria for Tenure and Promotion.

7.1. University Criteria.

The Faculty Appointment and Designations Policy governs the university criteria distinguishing Ranks and establishes the minimum requirements for appointment and Tenure and/or Promotion across Ranks, including qualifications related to terminal degree requirements. Any Exceptions to the minimum academic Rank qualifications or terminal degree requirements are governed by the provisions set forth in the Faculty Appointment and Designations Policy and the Certification of SACSCOC Faculty Qualifications Policy, and are applied in accordance with university procedures.

At a minimum, Tenure-track Faculty must demonstrate documented professional excellence and continued promise in teaching, clinical practice, RSCA, service, and/or administrative activities, as well as the likelihood that the Faculty member will

continue to demonstrate professional excellence and contribute to the mission and anticipated needs of the Academic Unit in which Tenure is granted.

7.2. Academic Unit-level Criteria.

Each Academic Unit is responsible for developing its own criteria for annual review, Tenure, and Promotion. When Academic Unit-level criteria are developed or revised, they must be approved by a Majority Vote of the full-time Faculty within the Academic Unit, regardless of Rank or appointment status. Following Faculty approval, the criteria must be reviewed and approved by: (1) the college dean (or designee) to ensure equitable workload expectations within the Academic Unit; and (2) by the Provost to ensure alignment with institutional policies and standards before Academic Unit-level criteria are published and in effect. Academic Unit-level criteria become official upon publication in the university-designated online format and must include the effective date in the document.

When developing criteria, Academic Units should consider the standards and practices of identified peer units or comparable programs, as determined by the Academic Unit. Academic Unit-level criteria must provide clear guidance and expectations reflecting the norms and standards of the discipline(s) represented within the unit by which faculty will be evaluated. Academic Unit-level criteria must clearly specify the classification of administrative activities and indicate whether such work is evaluated within the area of service or another designated category of Faculty responsibility. Academic Unit-level criteria must align with university policies and procedures.

7.3. Applicability of Tenure and/or Promotion Criteria.

Faculty members are evaluated for Tenure and/or Promotion under the criteria in effect at the time of their initial appointment or at the time following their most recent Promotion. Following the adoption of revised Tenure and/or Promotion criteria, Faculty may elect, in writing, to be evaluated under either the prior criteria or the revised criteria. This election remains in effect until the Faculty member's next scheduled Promotion review or for a period not to exceed six (6) years, whichever occurs first. In accordance with this policy, Faculty assigned significant administrative activities elect, in writing, to be evaluated under either the prior criteria or the revised criteria and that election remains in effect until the Faculty member's next scheduled Promotion review or for a period not to exceed seven (7) years, whichever comes first. Upon completion of that review or the six (6) year period, seven (7) year period for

those assigned significant administrative activities, the revised criteria are applied to all subsequent evaluations.

7.4. Transition Following Academic Unit Reassignment.

Faculty members who are reassigned to a different Academic Unit as a result of institutional reorganization are provided a transition period of up to six (6) years (seven (7) years for Faculty with administrative activities) from the effective date of transfer to align with the Tenure and/or Promotion criteria of the new Academic Unit or their next scheduled Tenure and/or Promotion review. During this transition period, Faculty may elect to be evaluated under the criteria in effect at the time of their appointment or under the criteria of the new Academic Unit's criteria.

When a faculty member is serving in a Probationary Period in an Academic Unit and is subsequently transferred to another Academic Unit, the Faculty member, with the written approval of the President, may elect to begin a new Probationary Period on the date the transfer occurs. If the Faculty member does not so elect, and confirms in writing to the President, time spent in the first appointment shall count toward establishing the minimum Probationary Period.

7.5. Tenure and/or Promotion Reviews Following Reassignment.

In cases of reassignment to a new Academic Unit or college, Tenure and/or Promotion reviews are conducted by the Tenure and/or Promotion committee of the Faculty member's current Academic Unit and the appropriate Academic Unit-level and college-level committee, in accordance with university procedures. Provisions for the criteria used for the evaluation are in accordance with provisions set forth in this policy.

When a faculty member is serving in a Probationary Period in an Academic Unit and is subsequently reassigned to a new Academic Unit, the Faculty member, with the written approval of the President, may elect to begin a new Probationary Period on the date the transfer occurs. If the Faculty member does not so elect, and confirms in writing to the President, time spent in the first appointment shall count toward establishing the minimum Probationary Period.

8. College-Level Criteria.

College-level Tenure and/or Promotion guidelines or best practices may be developed through established shared governance processes to inform the creation of Academic Unit criteria. However, Academic Unit criteria remain the standard for evaluation in annual review, Tenure, and Promotion processes. Colleges without Academic Units will establish College-level Tenure and Promotion guidelines.

9. Areas of Faculty Evaluation.

The areas of evaluation for annual review, midpoint review, Tenure and/or Promotion include teaching, clinical practice, RSCA, service, and/or administrative activities in accordance with their role expectations. The relative weight assigned to each area is determined by the Faculty member's assigned responsibilities, as reflected in the Faculty member's offer letter, the most recent contract of employment, and/or applicable FAP, FAR, and/or FAE documents.

Academic Unit-level criteria must provide further clarification regarding the scope, expectations, and documentation of activities within each area of evaluation.

Faculty member's activities within each area of evaluation must demonstrate discipline-appropriate proficiency, evidence of creativity and/or originality, appropriate documentation, and meaningful impact.

Activities not specified in either the university's policies and procedures or the unit's Tenure and/or Promotion criteria must be documented and approved in the Faculty member's FAP and FAR and approved by the Faculty Supervisor and the dean.

9.1. Teaching.

Teaching includes instruction and the support of student learning across all settings, including, as applicable, clinical education and the evaluation of learners in the health professions.

Evaluation of teaching will be conducted in a manner consistent with the Academic Unit's instructional mission and takes into account the Faculty member's assigned duties as outlined in the offer letter, the most recent contract of employment, and applicable FAP, FAR, and/or FAE documents.

For purposes of Tenure and/or Promotion, the record of teaching will provide evidence that the Faculty member meets or exceeds established expectations in teaching or comparable instructional activities consistent with Academic Unit-level criteria and in accordance with this policy.

Faculty members must demonstrate a sustained record of teaching that reflects ongoing, intentional development and improvement in instructional practices. Faculty members with teaching expectations must document teaching activities with clear and appropriate evidence demonstrating progress toward, or the sustained quality of, teaching effectiveness in each application for review.

9.2. Clinical Practice.

Clinical Practice includes the application of professional activities related to patient care or PreK–12 practice, conducted with or without learners present. Clinical practice may include, but is not limited to, the delivery of patient care, participation in interprofessional teams, advancement of clinical guidelines, and contributions to practice-based outcomes.

Evaluation of clinical practice will be conducted in a manner consistent with the Academic Unit’s clinical mission and take into account the Faculty member’s assigned duties as outlined in the offer letter, the most recent contract of employment, and applicable FAP, FAR, and/or FAE documents.

For purposes of Tenure and/or Promotion, the record of clinical practice will provide clear and appropriate evidence that the Faculty member meets or exceeds established expectations of the quality, scope, and effectiveness of clinical activities consistent with Academic Unit-level criteria and in accordance with this policy.

Faculty members with clinical practice expectations must document clinical activities with clear, appropriate evidence demonstrating progress toward, or sustained quality of, clinical practice in activities in each application for review.

9.3. Research, Scholarship, and Creative Activities (RSCA).

RSCA includes the innovation, discovery, application, and dissemination of knowledge and professional expertise. RSCA may include both independent and collaborative work and encompasses a range of scholarly and creative contributions appropriate to the Faculty member’s discipline.

RSCA includes, but is not limited to, the scholarship of discovery, integration, and application; the generation of new knowledge and understanding through inquiry; engaged scholarship; the scholarship of teaching and learning; community-based and clinical research; translational activities; entrepreneurial innovation; and discipline-specific creative activities.

Evaluation of RSCA will be conducted in a manner consistent with the Academic Unit’s mission and takes into account the Faculty member’s assigned duties as outlined in

the offer letter, the most recent contract of employment, and applicable FAP, FAR, and/or FAE documents.

For purposes of Tenure and/or Promotion, the record of RSCA will provide evidence that the Faculty member meets or exceeds established expectations in one or more areas of RSCA consistent with Academic Unit-level criteria and in accordance with this policy.

Faculty members must demonstrate a sustained record of contributions to RSCA that reflect ongoing engagement and impact within their field. Faculty members with RSCA expectations must document RSCA with clear and appropriate evidence demonstrating the quality, significance, and impact of their work in each application for review.

Non-peer-reviewed publications, presentations, or other scholarly outputs may be considered evidence of scholarly activity; however, peer-reviewed work serves as the primary basis for evaluation and generally carries greater weight in RSCA review processes.

9.4. Service.

Service includes professional contributions to the Academic Unit, the college, the university, the profession, and/or the community. The institution's strength is supported by Faculty members' commitment to functioning as a community of interdependent scholars engaged in service to the Academic Unit, the college, the university, the profession, and the broader community through outreach and engagement. Service activities are aligned with the mission of the university and/or draw upon the Faculty member's professional expertise. Community outreach and engagement are recognized as particularly valuable contributions that are consistent with ETSU's mission.

All Faculty members are expected to fulfill basic responsibilities of academic citizenship, including attendance and participation in Academic Unit, college, and university meetings or related convenings. Such activities are considered essential duties of Faculty membership and do not, in and of themselves, constitute service for purposes of evaluation.

Evaluation of service will be performed at a level of quality consistent with expectations for teaching, clinical practice, and RSCA. The evaluation of service takes into account the Faculty member's assigned duties as outlined in the offer letter, the most recent contract of employment, and applicable FAP, FAR, and/or FAE documents.

For the purposes of Tenure and/or Promotion, the record of service will provide evidence that the Faculty member meets or exceeds established expectations of service consistent with Academic Unit-level criteria and in accordance with this policy.

Faculty members with service expectations must demonstrate a record of service contributions that reflect the mission of the Academic Unit, college, university, profession, and/or the broader community through outreach and engagement. Faculty members with service expectations must document their service with clear and appropriate evidence demonstrating the quality, significance, and impact of their work in each application for review.

9.5. Administrative Activities.

Administrative activities include work that supports an Academic Unit, college, or the university, including leadership roles such as department chair, associate/assistant dean, center director, and school director. Faculty members with significant administrative activities, such as department chair, associate/assistant dean, center director, and school director, may extend the Probationary Period for Tenure and/or the Minimum Standard Time in Rank as described in the Administrative Activities' Affect on Probationary Period section and the Administrative Activities Affect on Minimum Standard Time in Rank section. Leadership roles, such as program director/coordinator or assistant/vice chair, performed in lieu of course release or for additional compensation, are considered Service and are included in Standard Workload Expectations, as outlined in the FAP.

Time spent completing administrative activities, or an appropriate prorated portion thereof, may be counted toward the Probationary Period for Tenure, provided that the Faculty member maintains a significant level of engagement in teaching, clinical practice, RSCA, and/or service. Upon acceptance of administrative activities, the Faculty member's FAP must be revised and approved by the Faculty Supervisor and dean, describing the level of engagement with teaching, clinical practice, RSCA, and/or service required of the Faculty member while completing administrative activities.

Responsibilities in administrative activities may be considered as a component of service under Academic Unit criteria, but shall not constitute the entirety of the service category. Academic Units must define the appropriate weighting of administrative activities within the service category and may, where appropriate, identify

administrative activities as a distinct category within the FAP; provided, however, such designation shall not, in itself, satisfy criteria for Tenure and/or Promotion.

10. External Review.

10.1. Purpose.

External reviews play a crucial role in evaluating Faculty members for Tenure and/or Promotion. These reviews are typically conducted by scholars and experts outside the institution in the Faculty member's academic discipline outside the institution, providing an objective assessment of the Faculty member's work and standing in their field, using Academic Unit Tenure and/or Promotion criteria from the Faculty member's Academic Unit.

The purpose of the external review is not to make a recommendation regarding Tenure and/or Promotion, but to provide an objective evaluation of the Faculty member's record to date. External reviews are one component of the evidence evaluating a Faculty member's progress toward Tenure and/or Promotion. The external review will include the performance area of RSCA, and may also include the performance areas of teaching, service, and/or administrative activities, as defined by Academic Unit Tenure and Promotion criteria. It is the Faculty member's responsibility to demonstrate how they meet Academic Unit Tenure and/or Promotion criteria in applicable areas.

10.2. Academic Unit Requirements for External Review.

Academic Units will publish the external review requirements and process in their Academic Unit Tenure and Promotion criteria. The criteria must clearly specify whether external review materials will be kept confidential, to the extent permitted by law, or made accessible to the Faculty member.

10.3. Inclusion in Faculty Dossiers.

Faculty Dossiers for Tenure and/or Promotion from assistant professor to associate professor Rank may include external reviews, as determined by the Academic Unit.

Faculty Dossiers from associate professor to full professor Rank must include reviews from no fewer than two (2) external reviewers.

If the number of external reviewers falls below the required minimum, the Faculty Supervisor must provide a statement explaining the reason.

10.4. External Reviewer Minimum Requirements.

The Faculty Supervisor and the Faculty shall jointly select the external reviewers, continuing to develop the list until the required number of reviewers is achieved.

10.4.1. The external reviewers must be in the same, or a very similar, academic field.

10.4.2. The external reviewers must be Tenured and at, or above, the Rank the Faculty member seeks.

10.4.3. The external reviewers must be at a comparable institution.

10.4.4. The external reviewers must not have a current conflict of interest with the Faculty member. A conflict of interest may include professional and personal relationships with the Faculty member, such as former students or colleagues, research collaborators, family members, or close friends.

11. Establishment of Tenure and Promotion Committees.

11.1. Academic Unit Tenure Committee.

The Academic Unit Tenure Committee includes all Tenured Faculty in the Academic Unit. Tenure committees have at least five (5) committee members. Academic Unit Faculty may not refuse to serve on a committee unless there is a supervisor-approved rationale or conflict of interest (e.g., Faculty applying for Tenure are related to or the spouse of). In cases where committee composition requirements cannot be met, alternative reviewers may be jointly selected by the Faculty member and Faculty Supervisor from other colleges or units by written agreement between the Faculty Supervisor and the Faculty member applying for Tenure. The Faculty Supervisor will appoint a chair to lead the Academic Unit Review.

For Tenure applications involving Faculty who serve as Faculty Supervisors, Academic Unit Tenure Committees must include at least one Faculty member from outside the Academic Unit. In cases involving Faculty who serve as Faculty Supervisors, the Dean will appoint a chair to lead the Academic Unit Review.

11.2. Academic Unit Promotion Committee.

All eligible Academic Unit Faculty at or above the Rank sought by the Faculty member should make up the Academic Unit Tenure and Promotion committee. Academic Unit

Faculty may not refuse to serve on a Tenure and Promotion committee unless there is a supervisor-approved rationale or conflict of interest (e.g., Faculty applying for Tenure and/or Promotion are related to or the spouse of the supervisor). The Tenure and Promotion committee should include at least five (5) members. In cases where committee composition requirements cannot be met, alternative reviewers may be selected from other colleges or units with a written agreement between the Faculty Supervisor and the Faculty applying for Promotion. Faculty holding the Rank of Assistant Professor, Associate Professor, or Professor may serve on committees for Lecturers seeking Promotion to Senior Lecturer or Principal Lecturer. Lecturers may not serve on committees for candidates seeking Promotion to Assistant Professor, Associate Professor, or Professor. The Faculty Supervisor will appoint a chair to lead the Academic Unit review.

For Promotion applications involving Faculty who serve as Faculty Supervisors, Academic Unit Tenure Committees must include at least one Faculty member from outside the Academic Unit. In cases involving Faculty who serve as Faculty Supervisors, the Dean will appoint a chair to lead the Academic Unit Review.

11.3. College Tenure and Promotion Committee.

The dean of each college publishes written procedures for appointing the College Tenure and Promotion committee. This committee is comprised of membership from Faculty at the Rank of lecturer, senior lecturer, principal lecturer, assistant professor, associate professor, and professor. All college committee members should have at least 3 years of service at ETSU. Collectively, the membership should represent the various disciplines of the college with equal numbers appointed by the dean and elected by the Faculty. When making appointments to this committee, the dean should balance the Faculty by Tenure status, seniority, professorial Rank, Academic Unit representation, and continuity of membership. Deans may reappoint Faculty members to consecutive terms to secure stability in the committee membership. At least two-thirds of the committee members should hold the Rank of associate professor or professor. When there are insufficient numbers of Faculty within a college holding the Rank of associate professor or professor to serve on the college committee, the dean may request participation of Faculty from other colleges. Faculty Supervisors shall not serve on their college's committee, but may serve on other college's committees. Faculty members serving on the college committee who are from the same Academic Unit as a candidate for Tenure and/or Promotion must recuse themselves from both discussion and voting on that candidate. An applicant for

Promotion in a given year shall not be elected or appointed to a College Promotion and/or Tenure Committee. A person elected to serve a two or three-year term and who has applied for Promotion during that term shall be excused from the college committee in that year. In the event a replacement is needed, the college may obtain a replacement on the same basis as the individual was appointed.

The committee must include a minimum of six (6) and shall not exceed fourteen (14) members who serve staggered two (2) or three (3) year terms. The college Faculty decide whether the committee chair should be elected from among the committee members or appointed by the dean.

In colleges with six (6) or more Academic Units, no more than one (1) Faculty member may be elected from a single department. In colleges with fewer than six (6) departments, each department should be represented by at least one (1) elected member (if possible).

In cases where committee composition requirements cannot be met, alternative reviewers may be selected from other colleges or units, in accordance with the procedures established by this policy. Only Tenured members of the Academic Unit committee may vote on applications for Tenure.

12. Tenure and Promotion Review and Recommendation Processes.

Except as noted within this section, Faculty Dossiers submitted for Tenure or Promotion are reviewed by the Academic Unit committee, Faculty Supervisor, college committee, dean, Provost, and President. Each reviewer or reviewing body provides an independent recommendation accompanied by a written statement. Recommendations at each level are made independently and without regard to prior recommendations. Final authority for the granting of Tenure and/or Promotion rests with the Board of Trustees upon recommendation of the President. The decision of the Board of Trustees is final.

All participants in the review process will maintain strict confidentiality to the extent permitted by law regarding all materials, deliberations, and recommendations.

Faculty Supervisors who are candidates for Tenure and/or Promotion will only be reviewed by the Academic Unit committee, the college committee, the dean, the Provost, and the President.

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In limited circumstances, the review and recommendation levels for a faculty member (e.g., library Faculty or research center faculty) may require Exceptions. Any Exception must be requested in writing to the Provost. The Provost or designee must approve the Exception prior to review. The decision of the Provost or designee to grant an Exception is final. At each stage of review, faculty have the opportunity to respond to reviewer feedback and to clarify materials submitted for review. At any level of the review, reviewers may request additional information from the Faculty member. At the levels of the Academic Unit committee, Faculty Supervisor, college committee, and dean, the Faculty has an opportunity to submit a rebuttal to the most recent negative recommendation before the Faculty Dossier advances to the next level of review. There shall not be an opportunity to submit a rebuttal at the Provost and President review.

12.1. Academic Unit Committee.

The Academic Unit Committee reviews the Faculty member's Faculty Dossier using the approved Academic Unit criteria through ETSU's review system. The Academic Unit committee reviews all applications and ensures that Tenure and/or Promotion criteria are applied consistently and uniformly across the Academic Unit. The Academic Unit committee also reviews the completeness of submitted materials and may question omissions or procedural inconsistencies. When discrepancies or misapplications of criteria are identified, the Academic Unit committee will seek to address them through consultation with the appropriate parties. In formulating its recommendation, the Academic Unit committee considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document. The Academic Unit committee forwards its written recommendation to the Faculty Supervisor pursuant to the deadline published on the Office of the Provost's website. The chair of the Academic Unit's committee provides a written composite statement that includes the composite vote count, explains the recommendation, and provides an explicit evaluation of the areas of teaching, clinical practice, RSCA, service, and/or administrative activities, commensurate with the duties and Rank of the Faculty. Each committee member votes separately to recommend or not to recommend for Tenure and/or Promotion. The committee chair collects the members' votes and maintains the confidentiality of each member's vote. The chair calls the vote, records the vote, and provides the composite final vote to the Faculty Supervisor through ETSU's review system. Dissenters may include their views in the report by sending their views to the committee chair, who includes dissenters' views as part of the composite statement.

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The composite vote calculation is shared collectively. Recommendations are based on the Majority Vote.

12.2. Faculty Supervisor.

The Faculty Supervisor reviews the Faculty member's Faculty Dossier using the approved Academic Unit criteria through ETSU's review system. The Faculty Supervisor receives and reviews Tenure and/or Promotion recommendations from the Academic Unit committee. The Faculty Supervisor reviews all applications and ensures that Tenure and/or Promotion criteria are applied consistently and uniformly across the Academic Unit. The Faculty Supervisor also reviews the completeness of submitted materials and may question omissions or procedural inconsistencies. When discrepancies or misapplication of criteria are identified, the Faculty Supervisor will seek to address such issues through consultation with the appropriate parties. In formulating its recommendation, the Faculty Supervisor considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document. The Faculty Supervisor provides a written composite statement that explains the recommendation and includes an explicit evaluation of the areas of teaching, clinical practice, RSCA, service, and/or administrative activities, commensurate with the Faculty member's duties and Rank. The Faculty Supervisor chooses to recommend or not to recommend the Faculty for Tenure and/or Promotion. The Faculty Supervisor forwards their written statement and recommendation to the College Committee pursuant to the deadline published on the Office of the Provost's website.

12.3. College Committee.

The College Committee reviews the Faculty member's Faculty Dossier using the approved Academic Unit criteria through ETSU's review system. The College committee reviews all applications and ensures that Tenure and/or Promotion criteria are applied consistently and uniformly across the Academic Unit. The College committee also reviews the completeness of submitted materials and may question omissions or procedural inconsistencies. When discrepancies or misapplications of criteria are identified, the College committee will seek to address them through consultation with the appropriate parties. In formulating its recommendation, the College committee considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document. The College committee forwards its written

recommendation to the Faculty Supervisor pursuant to the deadline published on the Office of the Provost's website. The chair of the College committee provides a written composite statement that includes the vote count, explains the recommendation, and provides an explicit evaluation of the areas of teaching, clinical practice, RSCA, service, and/or administrative activities, commensurate with the duties and Rank of the Faculty. Each College committee member votes separately to recommend or not to recommend for Tenure and/or Promotion. The committee chair collects individual members' votes and maintains the confidentiality of each member's vote. The chair calls the vote, records the vote, and provides the final composite vote to the Faculty Supervisor through ETSU's review system. Dissenters may include their views in the report by sending their views to the committee chair, who includes those dissenters' views as part of the composite statement. The total composite vote calculation is shared collectively. Recommendations are based on the Majority Vote.

12.4. Dean.

The dean reviews the Faculty member's Faculty Dossier using the approved Academic Unit criteria through ETSU's review system. The dean receives and reviews Tenure and/or Promotion recommendations from the Academic Unit committee and the Faculty Supervisor. The dean reviews all applications and ensures that Tenure and/or Promotion criteria are applied consistently and uniformly across the Academic Unit. The dean also reviews the completeness of submitted materials and may question omissions or procedural inconsistencies. When discrepancies or misapplications of criteria are identified, the dean will seek to address them through consultation with the appropriate parties. In formulating its recommendation, the dean considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document. The dean provides a written composite statement that explains the recommendation and includes explicit evaluation of the areas of teaching, clinical practice, RSCA, service, and/or administrative activities, commensurate with the Faculty member's duties and Rank. The dean chooses whether to recommend or not to recommend the Faculty for Tenure and/or Promotion. The dean forwards their written composite statement and recommendation to the Provost pursuant to the deadline published on the Office of the Provost's website.

12.5. Provost.

The Provost reviews the Faculty member's Faculty Dossier using the approved Academic Unit criteria through ETSU's review system. The Provost receives and reviews Tenure and/or Promotion recommendations from the Academic Unit committee, the Faculty Supervisor, the college committee, and the dean. The Provost reviews all applications and ensures that Tenure and/or Promotion criteria are applied consistently and uniformly across the Academic Unit. The Provost also reviews the completeness of submitted materials and may question omissions or procedural inconsistencies. When discrepancies or misapplications of criteria are identified, the Provost will seek to address them through consultation with the appropriate parties. In formulating its recommendation, the Provost considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document. The Provost provides a recommendation, choosing whether to recommend or not to recommend the Faculty for Tenure and/or Promotion. The Provost forwards their recommendation to the President pursuant to the deadline published on the Office of the Provost's website.

12.6. President.

The President completes the final review using the approved Academic Unit criteria. The President receives and reviews Tenure and/or Promotion recommendations from Academic Unit committees, Faculty Supervisors, college committee, dean, and Provost through ETSU's review system. The President also reviews the completeness of submitted materials and may question omissions or procedural inconsistencies. When discrepancies or misapplication of criteria are identified, the President will seek to address such issues through consultation with the appropriate parties and may send the application back to the previous level for additional review. In formulating their recommendation, the President considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document.

Upon the President's written recommendation, the Provost presents the faculty recommended for Tenure and/or Promotion to the Board of Trustees for approval.

12.7. Board of Trustees Review and Approval.

The Board of Trustees has the final authority to approve a Tenure and/or Promotion under this policy. Upon receipt of a recommendation from the President, The Provost

or the Provost's designee presents to the Board of Trustees the recommended individuals for Tenure and/or Promotion. The Board of Trustees will vote at the next available board meeting to approve Tenure and/or Promotion. The decision of the Board is final and cannot be appealed. If the Board votes to approve Tenure and/or Promotion, the President informs the Faculty member. The Provost provides written documentation of the Board of Trustees' approval to the Office of Human Resources for filing in the Faculty member's personnel file. Promotion is effective at the start of the new fiscal year for Faculty members on 12-month contracts. Promotion is effective in August for Faculty members on 9-month contracts. Tenure upon appointment is effective when the Board approves the appointment.

13. Appeal.

An appeal process is an integral component of the university's Tenure and Promotion system. The responsibility for initiating an appeal rests solely with the Faculty member.

A Faculty member may file an Appeal on the basis that the Provost's negative recommendation:

- 13.1. Violates the Faculty member's right to Academic Freedom;
- 13.2. Violates university policies or procedures; and/or
- 13.3. Is based on an error of fact.

14. Appeal Process.

If the faculty member receives a negative recommendation from the Provost, the faculty member may file one (1) appeal after receipt of the Provost's written negative recommendation. There are no appeal rights related to any other recommendations. The faculty member must submit a written appeal to the Faculty Senate President within seven (7) business days from the date of the Provost's recommendation. Upon receipt, the Faculty Senate president convenes the University Tenure and Promotion Appeals Committee (TPAC) and appoints a chair. Within three (3) days of the date of the appeal, the Faculty Senate president forwards the written appeal to the Office of the President, the chair of the University Tenure and Promotion Appeals Committee (TPAC), and the Provost. The Provost (or designee) upon receipt of the appeal immediately grants dossier access for committee members.

Within seven (7) business days of receiving the appeal, the Chair of TPAC convenes the committee to review the Appeal. TPAC evaluates all relevant documents and may conduct interviews as appropriate, including but not limited to: (1) faculty member applying for

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Promotion; (2) chair of the Academic Unit Tenure; (3) chair of the Academic Unit Promotion committee (if different); (4) Faculty Supervisor, if applicable; (5) chair of the college Tenure and Promotion committee; (6) the dean; and/or (7) the Provost.

Within ten (10) business days of reviewing the appeal, the Chair of TPAC prepares a written memorandum of findings. At the committee's discretion, the report must include a formal recommendation regarding Promotion.

Within five (5) business days of receiving the memorandum of findings from TPAC, the President issues a written decision to the faculty member, the chair of TPAC, and the Provost. The decision of the university President is final.

14.1. Appeal Process Written Memorandum of Findings.

The TPAC Chair provides the written memorandum of findings to:

- 14.1.1. faculty member applying for Promotion,
- 14.1.2. Faculty Supervisor,
- 14.1.3. dean,
- 14.1.4. Provost, and
- 14.1.5. President.

15. University Appeal Committee.

The University Tenure and Promotion Appeals Committee (TPAC) is composed of tenured, full professors who serve one academic year. Deans, Faculty Supervisors, associate or assistant deans, or any administrator directly involved in Tenure and/or Promotion decisions, and any individual who participated in the review of the Faculty member at any level, are ineligible to be part of the TPAC. If a college fails to designate a representative and alternates—or if those designated are unavailable or ineligible—the Faculty Senate President and TPAC chair jointly appoint a qualified representative from that college. The TPAC membership includes:

- 15.1. one Faculty senator, elected by the Faculty Senate, who also serves as the chair of the committee; and
- 15.2. a representative Faculty member from each college, excluding anyone who participated in prior evaluations of the Faculty member's application for Tenure and/or Promotion. College senators are responsible for nominating the representative from their respective colleges and two alternates.

16. Salary Increases Upon Promotion.

Upon Promotion, Faculty members will receive a salary adjustment effective at the beginning of the next fiscal year, as follows:

16.1. Promotion to Associate Professor or Senior Lecturer will result in an eight percent (8%) increase in Base Salary and any applicable Base Stipends;

16.2. Promotion to Professor or Principal Lecturer will result in a ten percent (10%) increase in Base Salary and any applicable Base Stipends.

After the Faculty member is recommended for a Promotion that results in a salary increase, the Office of the Provost will inform Human Resources of the Promotion, the title change, and the percentage of salary increase associated with the Promotion.

As an agency of the State of Tennessee, the University cannot legally obligate funds in furtherance of the compensation beyond a given year, and any raise is subject to the availability of funds.

17. Transfer, Change, or Reclassification of Tenure Status.

17.1. Transfer.

If an Academic Unit is transferred to another Academic Unit, the Faculty retain Tenure status and Faculty appointment in the receiving Academic Unit. Tenure status or appointment will not be relinquished due to the transfer of Academic Units.

17.2. Change in Status.

The award of Tenure is specific to the Academic Unit and requires full-time employment status. Changes in assignment, reclassification, administrative activities, full-time employment, or approved leave (see Human Resources leave policies) may affect eligibility for Tenure (and the associated timeline for reaching Tenure) or conditions in accordance with institutional policies. The ultimate authority to approve a faculty member's leave of absence (LOA) to permit the LOA to be included in the Probationary Period rests with the President.

17.3. Reclassification.

The Faculty Appointment and Designations Policy governs the conditions under which Faculty may be reclassified between Tenure-track or Tenured appointments and renewable term appointments. Tenured Faculty who are reclassified to an administrative or non-Faculty position retain Tenure in their original Academic Unit.

In cases where Tenure is not recommended, a notice of non-renewal of appointment is provided, and a terminal contract is issued for the seventh (7th) year of appointment or beyond, depending upon Exceptions and/or Deviations. Tenure or Probationary credit toward Tenure is forfeited under the following circumstances:

- 17.4. Resignation from the institution;
- 17.5. Resignation from a Tenure-track or Tenured position to accept a non-Tenured position;
- 17.6. Resignation from a position that carries probationary credit toward Tenure to accept a position that does not carry such credit;
- 17.7. An unsuccessful Tenure review following completion of the full Probationary Period.

18. Termination of Tenure.

The Termination of Tenure Policy governs termination of Tenure, which may occur for one of the following reasons: (1) voluntary relinquishment or forfeiture; (2) disability; (3) misconduct; (4) curricular reasons; or (5) Board of Trustees' Declaration of Financial Exigency.

19. Separation from University and Reappointment.

Tenure-track Probationary Faculty may separate from ETSU in accordance with the Office of Human Resources policies for Voluntary Separation from Employment or Involuntary Separation from Employment. A Tenure-track Probationary Faculty member who separates from the university does not retain previously accrued credit toward Tenure and/or Promotion eligibility.

A Faculty member who is subsequently reappointed to the university must request credit for prior service, with ultimate authority to approve the credit for prior service from the President, in accordance with the provisions of this policy.

20. University School Tenure.

This policy does not apply to University School faculty tenure. Any decision related to tenure of a University School faculty shall be governed by the University School policy.

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Procedures

1. Procedures to Request an Exception or Deviation to the Minimum Standard Time in Rank and/or the Probationary Period Required for Tenure and/or Promotion.

Requests for credit for prior service are submitted in writing and approved by the Faculty Supervisor, dean, Provost, with the ultimate authority provided in writing by the President. For all other Deviations or Exceptions to the Minimum Standard Time in Rank or the Probationary Period, the Faculty member will submit a written request to the Faculty Supervisor and attach an updated CV listing up-to-date accomplishments.

The Faculty Supervisor reviews the Faculty member's request and makes a recommendation. Regardless of the Faculty Supervisor's decision to support the request or not to support the request, the Faculty Supervisor forwards their recommendation to the dean and informs the Faculty member of their recommendation.

The dean (or designee) reviews the Faculty member's request and provides a written recommendation to the Provost. Regardless of the dean's (or designee's) support for or against the request, the dean (or designee) forwards their recommendation to the Provost and informs the Faculty member and the Faculty Supervisor of their recommendation.

The Provost reviews the Faculty member's request and provides a written recommendation to the President and informs the Faculty Supervisor, the Faculty member, and the dean of their recommendation.

The President makes the final recommendation and informs the Provost, the dean, the Faculty Supervisor, and the Faculty member.

The Office of the Provost will publish annually on its website the deadlines for requesting an Exception or Deviation.

If the Faculty member chooses to reverse the request for credit for prior service or the request to stop the clock, the faculty member will follow the same process followed to make the initial request.

2. F.A.E.

Faculty submit an annual FAR to their Faculty Supervisor via ETSU's evaluation system by the deadline published on the Office of the Provost's website. The FAR includes: (1) a summary of the activities completed during the previous year (as published on the Office

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of the Provost's website) in teaching, clinical practice, RSCA, service, and/or administrative activities; (2) a narrative describing the context and impact of the Faculty member's activities; (3) an explanation of any discrepancies between the FAR and the FAP for the reporting period; and (4) documents that demonstrate the Faculty member's activities are consistent with the Academic Unit's criteria. The Faculty Supervisor completes the FAE to assess the FAR. The FAE is submitted to the dean, who also completes the FAE, via ETSU's evaluation system.

The Faculty Supervisor and the dean provide a FAE that includes a written, candid assessment of the Faculty member's achievements in teaching, clinical practice, RSCA, service, and/or administrative activities during the applicable year under review. The FAE should address whether the Faculty member's body of work in the year under review met the expectations in the Faculty member's offer letter, most recent contract, FAP, FAR, and/or any previous FAE. If needed, the FAE should include methods to support areas of teaching, clinical practice, RSCA, service, and/or administrative activities that need attention to ensure continuous improvement. Continuous improvement does not require exceeding already established levels of excellence but it does require maintaining high standards and adapting to evolving disciplinary, institutional, and student needs. Faculty are expected to engage in ongoing reflective practice and professional development to sustain and, where appropriate, enhance the quality and impact of their work. If applicable, the FAE should inform the Faculty member about progress toward Tenure and/or Promotion.

3. Midpoint Review.

Based on the timeline published by the Office of the Provost, deans, the Faculty Supervisor, and the Faculty will be informed of a midpoint review.

When applicable, the Faculty member submits a Faculty Dossier via ETSU's review system by the deadline published on the Office of the Provost's website demonstrating their progress toward Tenure and/or Promotion. The deadline for the Faculty to submit, as well as the Faculty Supervisor and Academic Unit to review, aligns with Tenure and Promotion deadlines. The midpoint review Faculty Dossier is prepared in the same format as the Tenure and Promotion Faculty Dossier. After the review, the Faculty Supervisor and chair of the Academic Unit committee provide the Faculty member with a summary that:

- 3.1. evaluates the Faculty member's achievements and areas that need to be strengthened, if applicable, related to teaching, clinical practice, RSCA, service,

and/or administrative activities based on appointment, duties, and discipline in comparison to their FAP/FAR/FAE;

3.2. determines, if needed, methods to support areas that need attention; and

3.3. informs the Faculty member of their progress toward Tenure and/or Promotion.

4. Performance Improvement Plan (PIP).

Based on the timeline published by the Office of the Provost, the Faculty member and Faculty Supervisor meet and develop a PIP. The PIP must be signed by the Faculty member, Faculty Supervisor, and dean, then uploaded into ETSU's review system. The Faculty member will report their progress on the PIP in subsequent FAP/FAR/FAE process(es).

5. Notification of Eligibility for Tenure and Promotion.

The Office of the Provost provides written notice to the dean of each college of the Faculty eligible for reappointment, third-year review, Tenure, or Promotion. The dean of each college reviews the list for accuracy and forwards it to the applicable Faculty Supervisor along with a list of all Faculty eligible for reappointment, midpoint review, Tenure, and/or Promotion. The Faculty Supervisor reviews the list for accuracy and sends the corrected list to the Dean.

The Dean of the College sends any Academic Unit-level or dean-level changes to the Office of the Provost. The Office of the Provost updates the list of eligible Faculty.

The Office of the Provost sends a written notification to individual Faculty who are eligible for either midpoint review, Tenure, or Promotion and copies the college dean, the Faculty Supervisor, and the Office of Human Resources.

Faculty inform the Provost, their dean, and their Faculty Supervisor of their intent to apply for Tenure and/or Promotion. The college dean informs the Office of the Provost of all Faculty within their unit who intend to apply for Tenure and/or Promotion.

The Office of the Provost sends the final written list of Faculty who intend to apply for Tenure and/or Promotion to the Office of the President and the Office of Human Resources.

The list of Faculty who intend to apply for Tenure and/or Promotion from a specific college is sent to the dean of each college. The dean of each college provides the written

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list of Faculty who intend to apply for Tenure and/or Promotion to the Faculty Supervisor of each Academic Unit.

6. Withdrawal of Application.

The Faculty member will submit a written request to the Faculty Supervisor, dean, and Provost.

7. Developing Academic Unit Criteria.

Faculty members within an Academic Unit will develop Academic Unit criteria within a maximum of two academic years, excluding summers, and based on dates provided by the Office of the Provost. This includes all levels of review and approval and ends in the posting of Academic Unit criteria on the university-designated online format. Academic Units should review their unit-level criteria every five (5) years.

8. Procedure to Select Academic Unit Criteria Following a Move to a New Unit.

When a Faculty member is reassigned to a different Academic Unit, they will submit a written letter to their Faculty Supervisor indicating the criteria they will follow. The Faculty Supervisor will forward the letter to the dean, cc'ing the Office of the Provost and Human Resources. The letter indicating the criteria the Faculty wishes to follow is added to the Faculty member's file in the dean's office. It is the responsibility of the Faculty member to provide the criteria they chose to follow as part of their Faculty Dossier material by the deadline published on the Office of the Provost's website.

9. Procedure to Select Academic Unit Criteria Following Criteria Revision.

When Academic Units revise their criteria, the Office of the Provost will notify the dean and the Academic Unit Faculty Supervisor when the Academic Unit criteria have been approved. The Faculty Supervisor will notify the Faculty of the Academic Unit. Faculty of the Academic Unit who may be eligible for Tenure and/or Promotion submit a written letter to their Faculty Supervisor indicating the criteria they choose to follow. The Faculty Supervisor will forward the letter to the dean, cc'ing the Office of the Provost and Human Resources. The letter indicating the criteria the Faculty wishes to follow is added to the Faculty member's file in the dean's office. It is the responsibility of the Faculty member to provide the criteria they chose to follow as part of their Faculty Dossier material by the deadline published on the Office of the Provost's website.

10. Faculty Dossier.

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Faculty seeking Tenure and/or Promotion prepare a Faculty Dossier documenting their accomplishments during their Minimum Standard Time and Rank and/or Probationary Period, including any period of prior service for which credit toward the Probationary Period and/or Tenure was awarded. Documentation of approval from the President, awarding credit for prior service should be included as part of the Faculty Dossier. A Faculty Dossier must be uploaded when applying for Tenure, and a separate updated dossier must be filed when applying for each Promotion.

For Tenure and/or Promotion to associate professor, the Faculty Dossier must include documentation from the most recent five (5) years unless there are Exceptions and/or Deviations.

For Tenure and/or Promotion to professor, the Faculty Dossier must include documentation from the most recent six (6) years unless there are Exceptions and/or Deviations.

The Office of the Provost will publish written guidance regarding Faculty Dossier format, organization, and submission. The Faculty Dossier should include:

10.1. Candidate Materials.

10.1.1. Updated curriculum vitae.

10.1.2. Record of activities generated by the review system that includes a comprehensive accounting of eligible faculty activities completed during the review period or activities completed during the period for which prior credit was awarded.

10.1.3. Narrative statement, limited to ten (10), single-spaced pages in 12-point, Times New Roman font with one-inch margins, describing the Faculty member's accomplishments and trajectory in relation to Tenure and Promotion criteria. The statement should address contributions and impact in each of the relevant areas of Faculty Activities and present a clear and comprehensive reflection of the Faculty member's case for Tenure and/or Promotion in relation to their record of activities and supporting materials.

10.1.4. Supporting materials that substantiate and illustrate the accomplishments within the Faculty Activities.

10.1.5. FAP, FAR, and FAE from each period under review. If the FAP, FAR, and/or FAE are not available, an explanation should be provided by the Faculty member.

10.2. Governing and Appointment Materials.

10.2.1. Applicable Academic Unit Criteria under which the Faculty member seeks Tenure and/or Promotion.

10.2.2. Offer letter, if applicable, and

10.2.3. Other documentation approving changes to time in Rank.

10.3. External Review Materials.

10.3.1. Reviewers suggested by the candidate.

10.3.2. Reviewers selected by the Faculty Supervisor.

10.3.3. Brief description of qualifications of reviewers.

10.3.4. External Review Letters.

11. Record of Activities and Supporting Evidence for Faculty Dossier.

The following sections (teaching, clinical practice, RSCA, service, and/or administrative activities) outline the types of activities Faculty may include in their Faculty Dossier to memorialize their records of activities, along with descriptions of supporting materials that may demonstrate their accomplishments. Academic Units will consider these elements in Tenure and/or Promotion reviews, but may also consider additional activities, materials, and information relevant to the faculty member's discipline, as defined in the Academic Unit's Tenure and/or Promotion criteria.

Activities not specified in either the university's policies and procedures or the unit's Tenure and/or Promotion criteria must be documented and approved in the Faculty member's FAP and FAR and approved by the Faculty Supervisor and the dean.

12. Record of Teaching.

The record of teaching is expected to provide a comprehensive account of teaching during the review period. The record of activities should address the scope and significance of the activities, such as their reach (e.g., enrollment, attendance, or number of individuals impacted), their duration (e.g., credit hours, contact hours, or dates), and the Faculty member's specific role (e.g., course coordinator, co-instructor). The record for teaching may include the following activities.

12.1. Teaching Activities include:

12.1.1. Teaching students in courses;

- 12.1.2. Teaching students in laboratories, clinics, studio classes, libraries, study-abroad programs, research centers, distance education, and other settings.
- 12.1.3. Teaching participants in workshops, retreats, and seminars;
- 12.1.4. Delivering continuing medical education activities; and/or
- 12.1.5. Facilitating Faculty, student, and/or staff learning.
- 12.2. Advising, Supervising, Guiding, and Mentoring Activities include:
 - 12.2.1. Advising students in laboratories and fieldwork, research projects, theses, and dissertations;
 - 12.2.2. Supervising students as teaching and research assistants, and students enrolled in internships and clinical experiences;
 - 12.2.3. Providing formal educational and/or supervisory activities for medical and professional students, residents, and fellows;
 - 12.2.4. Participating in evaluating and supervising students performing clinical care, presenting or teaching during grand rounds and other clinical teaching duties of medical and health professions students, residents, and fellows.
 - 12.2.5. Directing collaborative research with students;
 - 12.2.6. Directing students in creative presentations;
 - 12.2.7. Overseeing student-directed creative presentations;
 - 12.2.8. Supervising students in an independent study, internship, study away, or abroad opportunity;
 - 12.2.9. Mentoring students; and/or
 - 12.2.10. Providing program/career advising associated with student success.
- 12.3. Developing Learning Activities includes:
 - 12.3.1. Preparing weekly course activities;
 - 12.3.2. Developing, reviewing, and redesigning courses or course materials, including interdisciplinary and interdepartmental offerings;
 - 12.3.3. Developing and revising curricula;
 - 12.3.4. Developing teaching materials, manuals, and software;
 - 12.3.5. Creating web-based or computer-enabled courses or programs;
 - 12.3.6. Designing and implementing new processes or procedures that enhance the use of scholarly materials;

- 12.3.7. Enhancing the organization of material so that it can be more easily accessed and understood; and/or
- 12.3.8. Developing and using bibliographic and information systems to facilitate access to scholarly material.
- 12.4. Sustaining and Recognition of Teaching Effectiveness includes:
 - 12.4.1. Conducting assessments to evaluate teaching and learning;
 - 12.4.2. Participating in professional development activities;
 - 12.4.3. Teaching awards or other forms of recognition; and/or
 - 12.4.4. Gaining recognition for teaching through media coverage and/or interviews as a disciplinary expert.
- 12.5. Community Engaged Teaching includes:
 - 12.5.1. Developing and delivering community-based instruction, such as community-engaged learning, clinical experiences, professional internships, and collaborative programs and/or
 - 12.5.2. Developing and delivering off-campus teaching activities such as study away or student abroad courses and experiences, international instruction, and alternative breaks.

13. Supporting Evidence of Teaching.

Faculty should include a variety of evidence to document their teaching. The evidence should include course/instructional materials that demonstrate the application and evolution of best teaching practices, such as syllabi, course assignments, course assessments, samples of completed student work, instructional presentations, open educational resources, and/or tools to facilitate the discovery of information (Librarianship), etc.

Other supporting evidence may include materials that illustrate teaching activities and their impact, such as letters from collaborators, students, award committees, products produced by students under the Faculty member's supervision, products from professional development created and delivered that address teaching, and the use of learning materials. The evidence documenting accomplishments within teaching may include:

- 13.1. student assessment of instruction (SAI) or other institutionally approved student evaluations for each course taught during the review period;

- 13.2. evaluations of instruction or delivery of educational content completed by the Faculty Supervisor, dean, or other appropriate administrator/mentor;
- 13.3. peer observation and feedback about the delivery of educational content; and/or
- 13.4. evaluations and feedback from individuals who received instruction from the Faculty member.

14. Narrative Statement of Teaching.

The narrative statement should clearly articulate the Faculty member's teaching philosophy if teaching is ten (10) percent or more of the Faculty member's workload and demonstrate how that philosophy informs their teaching and reflection practices. Faculty should write a narrative statement that contextualizes their teaching activities within their philosophy. Faculty should use SAIs, feedback from Faculty Supervisors, feedback from students and/or peers, and samples of student work or achievements to illustrate how they:

- 14.1. align learning goals, assessments, and content;
- 14.2. engage with effective teaching practices;
- 14.3. make progress toward learning goals;
- 14.4. create a classroom culture;
- 14.5. develop student perceptions of the classroom culture;
- 14.6. mentor and/or advising students; and
- 14.7. engage in reflective practices for personal growth.

15. Record of Clinical Practice.

The record of clinical practice is expected to provide a focused account of clinical practice. Each entry should identify the Faculty member's role and specify the clinical practice setting or context. The record of clinical practice may include the following activities:

- 15.1. Administrative and/or leadership roles;
- 15.2. Contributions to the development, innovation, and/or integration of clinical-based services within a health care setting;
- 15.3. Direct patient care in a healthcare setting;

- 15.4. Indirect patient care in a healthcare setting, such as precepting, mentoring, and/or consultation;
- 15.5. Collaboration on interprofessional teams
- 15.6. Clinical-focused advanced certifications, specializations, and/or awards; and/or
- 15.7. Gaining recognition for clinical practice through media coverage and/or interviews.

16. Supporting Evidence of Clinical Practice.

The Faculty member should provide representative materials that demonstrate the scope and effectiveness of clinical practice, such as patient education materials, clinical guidelines, treatment plans, program descriptions, or quality improvement reports. The Faculty member may also provide assessments of their clinical practice, including but not limited to evaluations from supervisors, peers, or collaborators, feedback from patients, clients, or community partners (as appropriate and permissible), accreditation reports, or site visit evaluations. Other supporting evidence may include quality improvement data, patient satisfaction results, program growth metrics, or letters from colleagues, administrators, or community partners to demonstrate clinical outcomes or impact.

17. Narrative Statement of Clinical Practice.

The narrative statement should include a clear summary of the Faculty member's goals, responsibilities, professional development, and accomplishments in clinical practice. If clinical practice is ten percent (10%) or more of the faculty's workload, they should articulate a personal philosophy of clinical practice that contextualizes their professional activities. This philosophy must reflect a commitment to the foundational principles guiding the field — ethical standards, legal statutes, and professional norms — and include a brief statement demonstrating how the faculty member upholds these guidelines in their own work. Faculty may reflect on evaluations, feedback, and professional development experiences, explaining how these have informed and enhanced their clinical work. Additionally, Faculty should discuss the impact of their clinical practice on patients, clients, programs, the profession, and/or the community. The narrative statement should clearly state how the faculty have met the Academic Unit criteria for clinical practice.

18. Record of Research, Scholarship, and Creative Activity (RSCA).

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The record of research is expected to provide a comprehensive list of RSCA completed during the review period. The record of activities should address whether the work was peer-reviewed (or equivalent, such as juried) and specify the Faculty member's role when multiple collaborators are involved. When available, Faculty should provide relevant indicators of impact, such as journal quartile, citation counts, journal impact factor, attendance figures, downloads or usage statistics, scope of dissemination (local, state, national, or international), republication or translation of the work, invitations to share their RSCA, partnerships, public education or curation, and media and PR leverage of peer reviewed work. The record of RSCA may include the following activities:

18.1. Scholarly Research and Dissemination of Scholarly Research

18.1.1. Publishing books, monographs, and book chapters.

18.1.2. Publishing empirical and/or theoretical research in peer-reviewed journals and conference proceedings.

18.1.3. Publishing papers, policies, articles, and reports in trade journals, magazines, and newspapers.

18.1.4. Presenting at international, national, regional, or state levels.

18.1.5. Publishing other papers and reports (e.g., exhibition catalogs, trade or in-house publications, encyclopedias, technical reports).

18.1.6. Publishing translations, abstracts, and reviews.

18.1.7. Awarding of a patent or development of intellectual property.

18.1.8. Publishing reviews and critiques of books and creative works.

18.1.9. Publishing textbooks and other teaching materials (e.g., Open Educational Resources).

18.2. Creative Activities.

18.2.1. Writing poems, fictional works, plays, essays, and musical scores.

18.2.2. Presenting exhibitions of graphic and/or visual art.

18.2.3. Choreographing dance productions.

18.2.4. Writing or producing radio or television productions, films, and videos.

18.2.5. Performing as actor, dancer, musician, or storyteller.

18.2.6. Producing or directing theatrical works.

18.2.7. Conducting musical performances.

18.2.8. Developing digital creative or scholarly work.

- 18.3. Editing.
 - 18.3.1. Editing books.
 - 18.3.2. Editing journals or other learned publications.
- 18.4. Grants, Contracts, Awards, and Related Activities.
 - 18.4.1. Developing and submitting an internal or external research grant proposal (e.g., individual, interdisciplinary, community) or contract.
 - 18.4.2. Obtaining an internal or external grant or contract for funding and managing a grant.
 - 18.4.3. Directing research team.
 - 18.4.4. Engaging in entrepreneurship and related activities.
 - 18.4.5. Receiving other honors and awards related to research.
 - 18.4.6. Completing professional development related to research.
 - 18.4.7. Receiving investment funding relating to innovations.
 - 18.4.8. Conducting media coverage and interviews as a disciplinary expert.
 - 18.4.9. Starting and growing a business or organization.
 - 18.4.10. Assisting in making an existing business or organization more creative and innovative.
- 18.5. Community Engaged Research and Creative Activities (not already listed).
 - 18.5.1. Creating exhibits in educational and cultural institutions.
 - 18.5.2. Disseminating community-engaged research through public programs and events.
 - 18.5.3. Conducting and disseminating directed or contracted research.
 - 18.5.4. Conducting and reporting program evaluation research or public policy analyses for other institutions and agencies.
 - 18.5.5. Developing innovative solutions that address social, economic, or environmental challenges (e.g., inventions, patents, products, services, clinical procedures, and practices).
 - 18.5.6. Writing white papers and reports for local, state, national, or international agencies or community.
 - 18.5.7. Creating websites displaying community data.
 - 18.5.8. Directing collaborative research with students.

19. Supporting Evidence of Research, Scholarship, and Creative Activities.

Faculty should provide a variety of evidence to document their research, scholarship, and creative activities. The evidence should include, at a minimum, a sample of complete versions of the activities (e.g., publications, presentation slides, video recordings of choreography). When full versions are unavailable or inappropriate to share, other forms of verification may be provided (e.g., a title page, a screenshot of the presentation from the conference guide, etc.). Documentation may also highlight the impact of the research or creative work, recognition associated with the research or creative work, or publicity earned as a result of the research or creative activity such as invitations to guest lecture, perform at venues, or serve as an expert contact about topic(s) related to work; publicity related to the work, or other indicators of recognition and influence.

20. Narrative Statement of Research, Scholarship, or Creative Activity.

The narrative statement should include a clear summary of the Faculty member's goals, responsibilities, and accomplishments in RSCA. The statement includes an analysis of the research and creative problems addressed through their scholarly or creative work and articulates the Faculty's research philosophy as a framework for contextualizing these activities if RSCA is ten percent (10%) or more of the Faculty member's workload. Faculty also describe the significance and impact of their research, highlighting its contributions to their discipline and field and, where applicable, to the broader communities. The narrative section should clearly state how the Faculty member has met the Academic Unit criteria for RSCA.

21. Record of Service.

The record of service is expected to provide a comprehensive account of service during the review period. For each service activity, the Faculty member should include a summary of the approximate time commitment and meeting frequency, and indicate whether any service leadership positions were elected or appointed, as applicable. The record of service should include activities beyond basic membership or citizenship. The record of service may include the following activities:

21.1. Institutional Service at the University, College, and Academic Unit Levels.

21.1.1. Providing leadership in or serving on committees (including search committees) or other appointed or elected groups.

21.1.2. Developing and revising major policies.

- 21.1.3. Participating in campus shared governance (such as Faculty Senate).
- 21.1.4. Mentoring other Faculty, staff, or students.
- 21.1.5. Representing the university for its advancement.
- 21.1.6. Recruiting students.
- 21.1.7. Assisting in the development of international programs and exchanges.
- 21.1.8. Advising a university student organization.
- 21.1.9. Acting as a program coordinator/director.
- 21.2. Professional Service.
 - 21.2.1. Engaging with the broader academic community and professional organizations.
 - 21.2.2. Working for organizations related to one's discipline or teaching profession.
 - 21.2.3. Holding a leadership position in organizations.
 - 21.2.4. Election or appointment to a professional board, task force, or committee.
 - 21.2.5. organizing and managing conferences.
 - 21.2.6. Serving on accreditation bodies.
 - 21.2.7. Reviewing grant applications.
 - 21.2.8. Serving as editor or on the editorial board of a professional journal.
 - 21.2.9. Reviewing articles, books, and other creative works for journals and presses.
 - 21.2.10. Reviewing conference proposals.
 - 21.2.11. Writing external reviews of the work of colleagues for Promotion or other professional awards and acknowledgments.
 - 21.2.12. Adjudicating for competitions in the arts, sciences, and humanities.
 - 21.2.13. Reviewing and testing discipline-specific software and other electronic applications.
 - 21.2.14. Serving on hospital or discipline-specific non-profit boards.
- 21.3. Community Outreach.
 - 21.3.1. Sharing professional expertise with the wider community.
 - 21.3.2. Informing general audiences through seminars, conferences, and lectures.
 - 21.3.3. Interpreting technical information for a variety of audiences.
 - 21.3.4. Serving as an expert witness.

- 21.3.5. Testifying before the legislature and/or Congressional committees.
- 21.3.6. Editing newsletters in one's field or discipline.
- 21.3.7. Serving as an expert for the press and/or other media.
- 21.3.8. Assisting organizations in being more creative and/or innovative through entrepreneurship.

21.4. Community Engaged Service.

- 21.4.1. Collaboration between higher education institutions and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in partnership and reciprocity. (Carnegie Foundation for the Advancement of Teaching).
- 21.4.2. Consulting and providing technical assistance and/or service to public and private organizations.
- 21.4.3. Writing position papers for the general public.
- 21.4.4. Collaborating with schools, businesses, advocacy groups, community groups, and/or civic agencies to develop policies.
- 21.4.5. Providing leadership in or making significant contributions to economic and/or community development activities.

21.5. Other Activities.

- 21.5.1. Writing and/or receiving grants, contracts, or external funding related to service.
- 21.5.2. Honors and/or awards recognizing service.
- 21.5.3. Providing media coverage and/or interviews as a disciplinary expert.

22. Supporting Evidence of Service.

Faculty should provide a variety of evidence to document their service. The evidence may include, but is not limited to, certificates of participation; letters from committee chairs and others confirming service contributions; evidence of service recognition; and products resulting from service activities, such as policies, reports, film, theater, sculpture, or written works.

23. Narrative Statement of Service.

The narrative statement should include a clear summary of the Faculty member's goals, responsibilities, and service accomplishments. The statement should address the

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significance and impact of the Faculty member's service activities, demonstrating how their service has advanced the university, their profession, and/or the broader community. The narrative statement should clearly state how the Faculty member has met the Academic Unit's criteria for service

24. Levels of Review.

The Office of the Provost will annually publish on its website the deadlines for informing faculty about Tenure and/or Promotion, FAE, and Midpoint Review.

Applicable Forms and Websites

[Watermark Faculty Success](#)

Authority and Revisions

Authority:

Previous Policy: N/A

The ETSU Board of Trustees is charged with policy making pursuant to TCA § 49-8-203, et seq. On March 24, 2017, the Board delegated its authority to ETSU's President to establish certain policies and procedures for educational program and other operations of the University, including this policy. The delegation of authority and required process for revision to this policy can be found on the [Policy Development and Rule Making Policy webpage](#).

To suggest a revision to this policy, please contact the responsible official indicated in this policy. Before a substantive change to the policy section may take effect, the requested changes must be: (1) approved by the responsible office; (2) reviewed by the Office of University Counsel for legal sufficiency; (3) posted for public comment; (4) approved by either Academic Council or University Council; and (5) approved by ETSU's President.

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EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Approval of Promotion Policy for Renewable Term Faculty

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

Staff will present a proposed Promotion Policy for Renewable Term Faculty to the Academic, Research, and Student Success Committee for consideration. This policy is a new policy that establishes the process Renewable Term Faculty follow to earn a promotion.

Under this policy, the criteria, timelines, and procedures for the promotion of Renewable Term Faculty are defined, with an emphasis on sustained excellence in teaching, clinical practice, research, scholarship, creative activity, service, and administrative work. Faculty apply for promotion after five years in rank. The evaluation process includes annual reviews, midpoint review, and a comprehensive evaluation of faculty materials assessed through multiple levels of review, including committees, supervisors, deans, the Provost, and the President. Final authority to grant promotion rests with the Board of Trustees, whose decision is final.

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 Promotion Policy for Renewable Term Faculty as presented in the meeting materials.



EAST TENNESSEE STATE
UNIVERSITY

Promotion Policy for Renewable Term Faculty

Policy Name: Promotion for Renewable Term Faculty

Policy Purpose

This policy specifies the process for earning Promotion and the required reviews during and beyond the Promotion process.

Applicability

This policy applies to Renewable Term Faculty only.

Responsible Official, Office, and Interpretation

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

Defined Terms

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

Academic Unit

A department, center, library, school, or program within Academic Affairs that reports to the Provost and Senior Vice President for Academic Affairs.

Additive Stipend

An Additive stipend is a temporary payment added to an employee's Base salary to compensate for additional duties, responsibilities, or special assignments. An Additive stipend does not become part of Base pay and is not eligible for across-the-board salary adjustments, merit increases, or Promotion related increases.

Base Salary

Institutional Salary minus any stipends or extra pay.

Base Stipend

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A Base stipend is a recurring component of compensation awarded for the fulfillment of work performed. The Base stipend is considered part of an individual's Institutional Salary and is eligible for institutional increases, including but not limited to across-the-board (ATB) adjustments and Promotion related increases, in accordance with applicable policies.

Deviations

A departure from established timelines or procedures that may be unintentional (due to error) or necessitated by external factors.

Exceptions

A proactive, intentional departure from a standard policy that is approved before it occurs. An "Exception" might be granting early consideration for Promotion to a Faculty member with significant prior service credit.

Faculty

In this policy, all references to Faculty refer to Renewable Term Faculty as detailed in the Faculty Appointments and Designations Policy unless otherwise noted.

Faculty Activity

Teaching, Librarianship, clinical practice, research, scholarship, creative activity (RSCA), service, and/or administrative assignments.

Faculty Activity Evaluation (FAE)

The annual assessment of a Faculty member's performance on the Faculty Activities outlined in the Faculty Activity Plan (FAP) and reported in the Faculty Activity Report (FAR).

Faculty Activity Plan (FAP)

An annual plan outlining the Faculty member's intended Faculty Activities. The Faculty Supervisor and dean (or designee) provide final approval of the FAP, except in cases of workload review procedures.

Faculty Activity Report (FAR)

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An annual report describing the Faculty member's completed Faculty Activities.

Faculty Dossier

A comprehensive, structured collection of documents that acts as a formal record of a faculty member's professional accomplishments in teaching, Librarianship, research, scholarship, creative activity (RSCA), service, clinical practice, and/or administrative activities.

Faculty Supervisors

Department heads, department chairs, Academic Unit directors, school directors, or any other administrative position officially authorized to direct Faculty activity.

Librarianship

Collecting, organizing, preserving, and disseminating information to users. Activities include but are not limited to developing programs and services to users, developing and maintaining classification systems for organization and finding resources, maintaining bibliographic and metadata controls, integrating search techniques for user self-help, assessing the university's information assets, working with multi- and streaming media and makerspace resources, curating and managing data, helping students, Faculty, and staff locate library resources, creating user-needed collections, evaluating materials for licensing, accessibility, and budgetary needs, providing best practices on information literacy, use, and dissemination.

Majority Vote

More than half (half plus one) of eligible members present and voting at the appointed time to cast their vote. A quorum is established when more than half of all eligible members are available to vote. Votes submitted by email, occurring in an online meeting, or occurring in-person meeting will count toward the total. Abstentions are not included in the vote count. Once quorum is established, a Majority Vote is established if more than half of the quorum votes to support the same outcome.

Minimum Standard Time in Rank

The five years between promotion from Assistant Professor to Associate Professor or from Associate Professor to Professor.

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Promotion

Advancement from Lecturer to Senior Lecturer, or advancement from Senior Lecturer to Principal Lecturer, Advancement from Assistant Professor to Associate Professor or advancement from Associate Professor to Professor according to applicable criteria stated in the Faculty Appointments and Designations Policy.

Rank for Renewable Term Faculty

Lecturer, Senior Lecturer, Principal Lecturer, Assistant Professor, Associate Professor, Professor, Professor of Practice, as outlined in the Faculty Appointments and Designations Policy.

Standard Workload Expectations

Standard Workload Expectations establish the baseline of distribution of faculty effort against which Differentiated Workloads, Overload Assignments, and Banking are measured. Academic Units, colleges, and departments may not define “stand” in a manner that routinely requires Exceptions for common instructional or disciplinary practices. Standard does not mean inflexible; documented and justified variations are permitted when appropriate.

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Policy

Promotion at East Tennessee State University articulates the university's commitment to supporting faculty as they pursue excellence in the areas of teaching, Librarianship (hereafter referred to as teaching), clinical practice, research, scholarship, or creative activity, service, and/or administrative activities as appropriate to the appointment.

Promotion in academic rank recognizes sustained achievement in teaching, clinical practice, research, scholarship, creative activity, service, and administrative activities and reflects a faculty member's ongoing professional growth and increasing contributions to the mission of the university. The promotion process ensures the continued quality, integrity, and vitality of the faculty by establishing clear standards for advancement and recognizing excellence at each stage of an academic career.

The Office of the Provost will annually publish on the Office of the Provost website the deadlines for informing faculty about Promotion, FAE, and Midpoint Review.

1. Minimum Standard Time in Rank.

The Minimum Standard Time in Rank commences on the Faculty member's date of hire with the University. Renewable term faculty are not required to apply for Promotion, but may choose to apply for Promotion after the completion of five years of service from the date of hire.

Following an initial Promotion to Associate Professor, a Faculty member is eligible to submit a Faculty Dossier for subsequent Promotion in accordance with this policy after completing an additional five (5) years of service, measured from the date the prior Promotion was effective after the approval by the Board of Trustees, and in accordance with the provisions of this policy.

Minimum Standard Time in Rank is calculated on a calendar-year basis. For example, a Faculty member whose appointment begins in Fall 2020 is eligible to apply for Promotion in Fall 2025. A Faculty member whose appointment begins in Spring 2020 is eligible to apply for Promotion in Fall 2025.

1.1. Exceptions to the Minimum Standard Time in Rank.

Under certain circumstances, Exceptions to the Minimum Standard Time in Rank required for Promotion eligibility may be permitted, subject to the provisions of this policy and applicable institutional procedures. All Exceptions require approval from

the Faculty Supervisor, dean, Provost, and President. Human Resources must be informed of Deviations.

1.1.1. Requesting Credit for Prior Service.

The Minimum Standard Time in Rank required for Promotion eligibility may include credit for a maximum of three (3) years of full-time service at accredited colleges, universities, or comparable institutions, including ETSU, at the discretion of the President. Any request for credit for prior service must be recognized and confirmed in writing in the offer letter at the initial appointment provided that such service is relevant to institutional needs and consistent with applicable criteria.

A Faculty Dossier submitted for Promotion must include documentation of accomplishments corresponding to the period of prior service for which credit toward Promotion was granted.

At the time the Faculty member submits a Faculty Dossier, they may request to relinquish all or part of the time awarded for prior service.

1.1.2. Requesting to Apply Early for Promotion.

Subject to the approval of the President, in extraordinary circumstances, a Faculty member may be permitted to apply for Promotion prior to completion of the Minimum Standard Time in Rank. A Faculty member may apply for Promotion only once prior to completing the required Minimum Standard Time in Rank. The Faculty member may withdraw the Promotion materials from further consideration at any point in the review process; provided, however, if the application is withdrawn, this constitutes an application.

1.1.3. Administrative Activities Affect on Minimum Standard Time in Rank.

The Minimum Standard Time in Rank required for Promotion eligibility to Associate Professor for a Faculty member assigned administrative activities may extend the Minimum Standard Time in Rank required for Promotion by one (1) year.

1.2. Deviations to the Minimum Standard Time in Rank.

Under certain circumstances, Deviations to the Minimum Standard Time in Rank required for Promotion eligibility may be permitted, subject to the provisions of this policy and applicable institutional procedures.

Deviations to the Minimum Standard Time in Rank required for Promotion eligibility may be granted under special circumstances such as medical leave and natural disasters. All Deviations require approval from the Faculty Supervisor, dean, and Provost, with ultimate approval provided by the President. Human Resources must be informed of Deviations.

1.2.1. Deviation due to Medical Leave

A Faculty member may be permitted to extend the Minimum Standard Time in Rank for Promotion due to medical reasons (e.g., surgery, pregnancy, adoption, cancer treatment, mental health conditions, etc.) and as otherwise required by law. The ultimate authority to approve a faculty member's leave of absence (LOA) to be included in the Minimum Standard Time in Rank rests with the President.

1.2.2. Deviation due to Stop the Clock Request

A Faculty Member may be permitted to extend the Minimum Standard Time in Rank for Promotion for a maximum of one year due to a request by the Faculty member as a result of an extraordinary circumstance, such as a natural disaster, change in federal government agency that results in a grant cancellation, pandemics, etc.

At the time the Faculty member submits a Faculty Dossier, they may request to reverse the request to stop the clock if they find they were able to continue progress toward Promotion.

2. Faculty with Multiple Appointments.

Faculty members holding appointments in more than one Academic Unit will have a written agreement specifying their responsibilities, evaluation procedures, and the designated evaluating Faculty Supervisor for evaluation. Such agreements are approved by the Faculty member, the Faculty Supervisor(s), the dean (or designee), and the Provost (or designee). The agreement must designate the Academic Unit and the Faculty Supervisor who will hold primary decision-making responsibility in the event of disagreements. If disagreements persist, the Provost (or designee) will have the final

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authority to designate the Academic Unit and Faculty Supervisor who will hold primary decision-making responsibility.

3. FAE and Midpoint Review.

All renewable term Faculty members must undergo a FAE as described further hereinbelow. After the first two (2) years of service, renewable track Faculty must receive a midpoint review in the third year of service as described further hereinbelow. The Office of the Provost provides timely notification to the dean (or designee), Faculty Supervisor, and Faculty about the required and/or expected FAE and midpoint reviews.

3.1. FAE.

Renewable term Faculty, regardless of Rank, receive an annual FAE conducted by the Faculty Supervisor and the dean. The Faculty Supervisor assesses performance and expectations appropriate to Rank and progress toward Promotion, if applicable. The FAE is based on the Faculty member's FAR and evaluated in the context of assigned responsibilities in teaching, clinical practice, RSCA, service, and/or administrative activities as outlined in the offer letter, most recent contract of employment, the previous year's FAP, FAR, FAE, and applicable Academic Unit Promotion criteria. Not all areas of evaluation apply to all Faculty members (i.e., some Faculty may not perform clinical practice). The Faculty Workload Policy governs the FAP. The FAE serves as the basis for decisions related to Promotion, as applicable, workload, assignments, salary recommendations, and other personnel actions. Faculty may submit a rebuttal of the Faculty Supervisor's FAE to the dean, whose decision on the FAE rating is final.

3.1.1. Faculty performance is assessed by the Faculty Supervisor and the dean (or designee) using the following university-wide rating scale, which reflects institutional expectations for teaching, clinical practice, RSCA, service, and/or administrative activities. Academic units use objective, clearly defined performance criteria and this standardized scale to ensure fairness and consistency in the evaluation process. The expectations delineated within the scale include:

3.1.1.1. **Exceeds Expectations:** consistently surpasses established goals set in the offer letter, most recent contract of employment, the previous year's FAP, FAR, FAE, and standard expectations within applicable Academic Unit Promotion criteria.

3.1.1.2. **Meets Expectations:** consistently achieves and occasionally exceeds established goals set in the offer letter, most recent contract of

employment, the previous year's FAP, FAR, FAE, and standard expectations within applicable Academic Unit Promotion criteria.

3.1.1.3. Approaches Expectations: inconsistently achieves established goals set in the offer letter, most recent contract of employment, the previous year's FAP, FAR, FAE, and standard expectations within applicable Academic Unit Promotion criteria.

3.1.1.4. Does Not Meet Expectations: consistently fails to achieve established goals set in the offer letter, most recent contract of employment, the previous year's FAP, FAR, FAE, and standard expectations within applicable Academic Unit Promotion criteria or involves professional misconduct, dereliction of duty, or incompetence.

3.1.2. Performance Improvement Plan.

When a Faculty member receives a rating of "Does Not Meet Expectations" or "Approaches Expectations" in any area of assigned responsibility (teaching, clinical practice, RSCA, service, and/or administrative activities), the Faculty member and Faculty Supervisor must develop a Performance Improvement Plan (PIP). The PIP is approved by the dean.

The PIP includes clearly defined goals or outcomes; an outline of activities to be undertaken; a timetable for completing those activities; available resources and supports to address the Faculty member's needs; expectations for improvement; monitoring strategies; and consequences for failure to meet the PIP's expectations. Faculty with a PIP meet with the Faculty Supervisor at least twice during the fall semester and twice during the spring semester to review progress, document additional needs/resources, and identify planned accomplishments for the upcoming quarter. After each meeting, the Faculty Supervisor summarizes the meeting and indicates whether the Faculty member is on track to complete the PIP. The PIP may require revisions to the Faculty member's FAP and workload allocation, but shall not require overload assignments. The Faculty member has up to two (2) years to accomplish the goals/outcomes of the PIP.

3.2. Midpoint Review.

During the third year of employment, renewable term Faculty must receive a midpoint review. The midpoint review is conducted by the Faculty of the Academic Unit, in collaboration with the Faculty Supervisor. For Faculty members who have been awarded credit toward Promotion at the time of hire, the Faculty Dossier for the midpoint review will include accomplishments completed during the period for which

such credit was granted. Reviewers must consider these accomplishments as part of the midpoint evaluation.

Faculty members who elect not to pursue Promotion at the standard review interval or those who are not recommended for Promotion after their initial submission, may seek Promotion at a later date. In cases where Faculty apply for Promotion during an out-of-cycle period, the Faculty member may request an out-of-cycle midpoint review of their Faculty Dossier to assess progress toward meeting Promotion criteria. The midpoint review is advisory in nature and does not constitute a guarantee of Promotion.

4. Notification of Promotion Eligibility.

The Office of the Provost provides timely notification to the dean (or designee), Faculty Supervisor, and Faculty about the eligibility of a particular Faculty member for Promotion. Faculty provide written confirmation of their intent to apply for Promotion.

5. Faculty Withdrawal of Application.

Once Faculty upload a Faculty Dossier to ETSU's review system, the Faculty member is considered to have submitted a Faculty Dossier for Promotion. Only the Faculty member who has applied for Promotion can request that the application be withdrawn. There are no limits to the number of times Faculty can apply for Promotion until Faculty reach the Rank of Professor or Principal Lecturer.

6. Criteria for Promotion.

6.1. University Criteria.

The Faculty Appointment and Designations Policy governs the university criteria distinguishing Ranks and establishes the minimum requirements for appointment and Promotion across Ranks, including qualifications related to terminal degree requirements. Any Exceptions to the minimum academic Rank qualifications or terminal degree requirements are governed by the provisions set forth in the Faculty Appointment and Designations Policy and the Certification of SACSCOC Faculty Qualifications Policy, and are applied in accordance with university procedures.

Renewable track Faculty must demonstrate documented professional excellence and continued promise in teaching, clinical practice, RSCA, service, and/or administrative activities, as well as the likelihood that the Faculty member will continue to demonstrate professional excellence and contribute to the mission and anticipated needs of the Academic Unit in which the appointment is held.

6.2. Academic Unit Evaluation Criteria.

Each Academic Unit is responsible for developing its own criteria for annual review and Promotion. When Academic Unit-level criteria are developed or revised, they must be approved by a Majority Vote of the full-time Faculty within the Academic Unit, regardless of Rank or appointment status. Following Faculty approval, the criteria must be reviewed and approved by: (1) the college dean (or designee) to ensure equitable workload expectations within the Academic Unit; and (2) by the Provost to ensure alignment with institutional policies and standards before Academic Unit-level criteria are published and in effect. Academic Unit-level criteria become official upon publication in the university-designated online format and must include the effective date in the document.

When developing criteria, Academic Units should consider the standards and practices of identified peer units or comparable programs, as determined by the Academic Unit. Academic Unit-level criteria must provide clear guidance and expectations reflecting the norms and standards of the discipline(s) represented within the unit by which faculty will be evaluated. Academic Unit-level criteria must clearly specify the classification of administrative activities and indicate whether such work is evaluated within the area of service or another designated category of Faculty responsibility. Academic Unit-level criteria must align with university policies and procedures.

6.3. Applicability of Promotion Criteria.

Faculty members are evaluated for Promotion under the criteria in effect at the time of their initial appointment or at the time following their most recent Promotion. Following the adoption of revised Promotion criteria, Faculty may elect, in writing, to be evaluated under either the prior criteria or the revised criteria. This election remains in effect until the Faculty member's next scheduled Promotion review or for a period not to exceed six (6) years, whichever occurs first. In accordance with this policy, Faculty assigned significant administrative activities elect, in writing, to be evaluated under either the prior criteria or the revised criteria and that election remains in effect until the Faculty member's next scheduled Promotion review or for a period not to exceed seven (7) years, whichever comes first. Upon completion of that review or the six (6) year period, seven (7) year period for those assigned significant administrative activities, the revised criteria are applied to all subsequent evaluations.

6.4. Transition Following Academic Unit Reassignment.

Faculty members who are reassigned to a different Academic Unit as a result of institutional reorganization are provided a transition period of up to six (6) years

(seven (7) years for Faculty with administrative activities) from the effective date of transfer to align with the Promotion criteria of the new Academic Unit or their next scheduled Promotion review. During this transition period, Faculty may elect to be evaluated under the criteria in effect at the time of their appointment or under the criteria of the new Academic Unit's criteria.

When a faculty member is serving in a Probationary Period in an Academic Unit and is subsequently transferred to another Academic Unit, the Faculty member, with the written approval of the President, may elect to begin a new Probationary Period on the date the transfer occurs. If the Faculty member does not so elect, and confirms in writing to the President, time spent in the first appointment shall count toward establishing the minimum Probationary Period.

7. College-Level Criteria.

College-level Promotion guidelines or best practices may be developed through established shared governance processes to inform the creation of Academic-Unit criteria. However, Academic Unit criteria remain the standard for evaluation in annual review and Promotion processes. Colleges without Academic Units will establish College-level Promotion guidelines.

8. Areas of Faculty Evaluation.

The areas of evaluation for annual review, midpoint review, and Promotion include teaching, clinical practice, RSCA, service, and/or administrative activities in accordance with their role expectations. The relative weight assigned to each area is determined by the Faculty member's assigned responsibilities, as reflected in the Faculty member's offer letter, the most recent contract of employment, and/or applicable FAP, FAR, and/or FAE documents.

Academic Unit-level criteria must provide further clarification regarding the scope, expectations, and documentation of activities within each area of evaluation.

Faculty member's activities within each area of evaluation must demonstrate discipline-appropriate proficiency, evidence of creativity and/or originality, appropriate documentation, and meaningful impact.

Activities not specified in either the university's policies and procedures or the unit's Promotion criteria must be documented and approved in the Faculty member's FAP and FAR and approved by the Faculty Supervisor and the dean.

8.1. Teaching.

Teaching includes instruction and the support of student learning across all settings, including, as applicable, clinical education and the evaluation of learners in the health professions.

Evaluation of teaching will be conducted in a manner consistent with the Academic Unit's instructional mission and takes into account the Faculty member's assigned duties as outlined in the offer letter, the most recent contract of employment, and applicable FAP, FAR, and/or FAE documents.

For purposes of Promotion, the record of teaching will provide evidence that the Faculty member meets or exceeds established expectations in teaching or comparable instructional activities consistent with Academic Unit criteria as defined by the Academic Unit and in accordance with this policy.

Faculty members must demonstrate a sustained record of teaching that reflects ongoing, intentional development and improvement in instructional practices. Faculty members with teaching expectations must document teaching activities with clear and appropriate evidence demonstrating progress toward, or the sustained quality of, teaching effectiveness in each application for review.

8.2. Clinical Practice.

Clinical Practice includes the application of professional activities related to patient care or PreK–12 practice, conducted with or without learners present. Clinical practice may include, but is not limited to, the delivery of patient care, participation in interprofessional teams, advancement of clinical guidelines, and contributions to practice-based outcomes.

Evaluation of clinical practice will be conducted in a manner consistent with the Academic Unit's clinical mission and take into account the Faculty member's assigned duties as outlined in the offer letter, the most recent contract of employment, and applicable FAP, FAR, and/or FAE documents.

For purposes of Promotion, the record of clinical practice will provide clear and appropriate evidence that the Faculty member meets or exceeds established expectations of the quality, scope, and effectiveness of clinical activities consistent with Academic Unit criteria as defined by the Academic Unit and in accordance with this policy.

Faculty members with clinical practice expectations must document clinical activities with clear, appropriate evidence demonstrating progress toward, or sustained quality of, clinical practice in activities in each application for review.

8.3. Research, Scholarship and Creative Activities (RSCA).

RSCA includes the discovery, application, and dissemination of knowledge and professional expertise. RSCA may include both independent and collaborative work and encompasses a range of scholarly and creative contributions appropriate to the Faculty member's discipline.

RSCA includes, but is not limited to, the scholarship of discovery, integration, and application; the generation of new knowledge and understanding through inquiry; engaged scholarship; the scholarship of teaching and learning; community-based and clinical research; translational activities; entrepreneurial innovation; and discipline-specific creative activities.

Evaluation of RSCA will be conducted in a manner consistent with the Academic Unit's mission and takes into account the Faculty member's assigned duties as outlined in the offer letter, the most recent contract of employment, and applicable FAP, FAR, and/or FAE documents.

For purposes of Promotion, the record of RSCA will provide evidence that the Faculty member meets or exceeds established expectations in one or more areas of RSCA consistent with Academic Unit criteria as defined by the Academic Unit and in accordance with this policy.

Faculty members must demonstrate a sustained record of contributions to RSCA that reflect ongoing engagement and impact within their field. Faculty members with RSCA expectations must document RSCA with clear and appropriate evidence demonstrating the quality, significance, and impact of their work in each application for review.

Non-peer-reviewed publications, presentations, or other scholarly outputs may be considered evidence of scholarly activity; however, peer-reviewed work serves as the primary basis for evaluation and generally carries greater weight in RSCA review processes.

8.4. Service.

Service includes professional contributions to the Academic Unit, the college, the university, the profession, and/or the community. The institution's strength is

supported by Faculty members' commitment to functioning as a community of interdependent scholars engaged in service to the Academic Unit, the college, the university, the profession, and the broader community through outreach and engagement. Service activities are aligned with the mission of the university and/or draw upon the Faculty member's professional expertise. Community outreach and engagement are recognized as particularly valuable contributions that are consistent with ETSU's mission.

All Faculty members are expected to fulfill basic responsibilities of academic citizenship, including attendance and participation in Academic Unit, college, and university meetings or related convenings. Such activities are considered essential duties of Faculty membership and do not, in and of themselves, constitute service for purposes of evaluation.

Evaluation of service will be performed at a level of quality consistent with expectations for teaching, clinical practice, and RSCA. The evaluation of service takes into account the Faculty member's assigned duties as outlined in the offer letter, the most recent contract of employment, and applicable FAP, FAR, and/or FAE documents.

For the purposes of Promotion, the record of service will provide evidence that the Faculty member meets or exceeds established expectations of service consistent with Academic Unit criteria as defined by the Academic Unit and in accordance with this policy.

Faculty members with service expectations must demonstrate a record of service contributions that reflect the mission of the Academic Unit, college, university, profession, and/or the broader community through outreach and engagement.

Faculty members with service expectations must document their service with clear and appropriate evidence demonstrating the quality, significance, and impact of their work in each application for review.

8.5. Administrative Activities.

Administrative activities include work that supports an Academic Unit, college, or the university, including leadership roles such as department chair, associate/assistant dean, center director, and school director. Faculty members with significant administrative activities, such as department chair, associate/assistant dean, center director, and school director, may extend the Minimum Standard Time in Rank as described in the Administrative Activities' Affect on Minimum Standard Time in Rank

section. Leadership roles, such as program director/coordinator or assistant/vice chair, performed in lieu of course release or for additional compensation, are considered Service and are included in Standard Workload Expectations, as outlined in the FAP.

Time spent completing administrative activities, or an appropriate prorated portion thereof, may be counted toward the Minimum Standard Time in Rank, provided that the Faculty member maintains a significant level of engagement in teaching, clinical practice, RSCA, service, and/or administrative activities. Upon acceptance of administrative activities, the Faculty member's FAP must be revised and approved by the Faculty Supervisor and dean, describing the level of engagement with teaching, clinical practice, RSCA and/or service required of the Faculty member while completing administrative activities.

Responsibilities in administrative activities may be considered as a component of service under Academic Unit criteria, but shall not constitute the entirety of the service category. Academic Units must define the appropriate weighting of administrative activities within the service category and may, where appropriate, identify administrative activities as a distinct category within the FAP; provided, however, such designation shall not, in itself, satisfy criteria for Promotion.

9. Establishment of Promotion Committees.

9.1. Academic Unit Promotion Committee.

All eligible Academic Unit Faculty at or above the Rank sought by the Faculty member shall the Academic Unit Promotion committee. Academic Unit Faculty may not refuse to serve on a Promotion committee unless there is supervisor-approved rationale or conflict of interest (e.g., Faculty applying for Promotion are related to or the spouse of). The Promotion committee should include at least five (5) members. In cases where committee composition requirements cannot be met, alternative reviewers may be selected from other colleges or units with a written agreement between the Faculty Supervisor and the Faculty applying for Promotion. Faculty holding the Rank of Assistant Professor, Associate Professor, or Professor may serve on committees for Lecturers seeking Promotion to Senior Lecturer or Principal Lecturer. Lecturers may not serve on committees for candidates seeking Promotion to Assistant Professor, Associate Professor, or Professor. The Faculty Supervisor will appoint a chair to lead the Academic Unit Review.

For Promotion applications involving Faculty who serve as Faculty Supervisors, Academic Unit Promotion Committees must include at least one Faculty member from

outside the Academic Unit. In cases involving Faculty who serve as Faculty Supervisors, the Dean will appoint a chair to lead the Academic Unit review.

9.2. College Tenure and Promotion Committee.

The dean of each college publishes written procedures for appointing the College Tenure and Promotion committee. This committee is comprised of membership from Faculty at the Rank of lecturer, senior lecturer, principal lecturer, assistant professor, associate professor, and professor. All college committee members should have at least 3 years of service at ETSU. Collectively, the membership should represent the various disciplines of the college with equal numbers appointed by the dean and elected by the Faculty. When making appointments to this committee, the dean should balance the Faculty by Tenure status, seniority, professorial Rank, Academic Unit representation, and continuity of membership. Deans may reappoint Faculty members to consecutive terms to secure stability in the committee membership. At least two-thirds of the committee members should hold the Rank of associate professor or professor. When there are insufficient numbers of Faculty within a college holding the Rank of associate professor or professor to serve on the college committee, the dean may request participation of Faculty from other colleges. Faculty Supervisors shall not serve on their college's committee, but may serve on other college's committees. Faculty members serving on the college committee who are from the same Academic Unit as a candidate for Promotion must recuse themselves from both discussion and voting on that candidate. An applicant for Promotion in a given year shall not be elected or appointed to a College Tenure and Promotion Committee. A person elected to serve a two or three-year term and who has applied for Promotion during that term shall be excused from the college committee in that year. In the event a replacement is needed, the college may obtain a replacement on the same basis as the individual was appointed.

The committee must include a minimum of six (6) and shall not exceed fourteen (14) members who serve staggered two (2) or three (3) year terms. The college Faculty decide whether the committee chair should be elected from among the committee members or appointed by the dean.

In colleges with six (6) or more Academic Units, no more than one (1) Faculty member may be elected from a single department. In colleges with fewer than six (6) departments, each department should be represented by at least one (1) elected member (if possible).

In cases where committee composition requirements cannot be met, alternative reviewers may be selected from other colleges or units, in accordance with the procedures established by this policy. Only Tenured members of the Academic Unit committee may vote on applications for Tenure.

10. Promotion Review and Recommendation Processes.

Except as noted within this section, Faculty Dossiers submitted for Promotion are reviewed by the Academic Unit committee, Faculty Supervisor, college committee, dean, Provost, and President. Each reviewer or reviewing body provides an independent recommendation accompanied by a written statement. Recommendations at each level are made independently and without regard to prior recommendations. Final authority for the granting Promotion rests with the Board of Trustees. The decision of the Board of Trustees is final.

All participants in the review process will maintain strict confidentiality to the extent permitted by law regarding all materials, deliberations, and recommendations.

Faculty Supervisors who are candidates for Tenure and/or Promotion will only be reviewed by the Academic Unit committee, the college committee, the dean, the Provost, and the President.

In limited circumstances the review and recommendation levels for a faculty member (e.g., library Faculty or research center faculty) may require Exceptions. Any Exception must be requested in writing to the Provost. The Provost or designee must approve the Exception prior to review. The decision of the Provost or designee is final. At each stage of review, faculty have the opportunity to respond to reviewer feedback and to clarify materials submitted for review. At any level of the review, reviewers may request additional information from the Faculty member. At the levels of the Academic Unit committee, Faculty Supervisor, college committee, and dean, the Faculty has an opportunity to submit a rebuttal to the most recent negative recommendation before the Faculty Dossier advances to the next level of review. There is not an opportunity to submit a rebuttal at the Provost and President review. The deadline for submitting the rebuttal will be posted on the Office of the Provost website.

10.1. Academic Unit Committee.

The Academic Unit Committee reviews the Faculty member's Faculty Dossier using the approved Academic Unit criteria through ETSU's review system. The Academic Unit committee reviews all applications and ensures that Promotion criteria are applied consistently and uniformly across the Academic Unit. The Academic Unit committee also reviews the completeness of submitted materials and may question

omissions or procedural inconsistencies. When discrepancies or misapplications of criteria are identified, the Academic Unit committee will seek to address them through consultation with the appropriate parties. In formulating its recommendation, the Academic Unit committee considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document. The Academic Unit committee forwards its written recommendation to the Faculty Supervisor pursuant to the deadline published on the Office of the Provost's website. The chair of the Academic Unit's committee provides a written composite statement that includes the composite vote count, explains the recommendation, and provides an explicit evaluation of the areas of teaching, clinical practice, RSCA, service, and/or administrative activities, commensurate with the duties and Rank of the Faculty. Each committee member votes separately to recommend or not to recommend for Promotion. The committee chair collects the members' votes and maintains the confidentiality of each member's vote. The chair calls the vote, records the vote, and provides the composite final vote to the Faculty Supervisor through ETSU's review system. Dissenters may include their views in the report by sending their views to the committee chair, who includes dissenters' views as part of the composite statement. The composite vote calculation is shared collectively. Recommendations are based on the Majority Vote.

10.2. Faculty Supervisor.

The Faculty Supervisor reviews the Faculty member's Faculty Dossier using the approved Academic Unit criteria through ETSU's review system. The Faculty Supervisor receives and reviews Promotion recommendations from the Academic Unit committee. The Faculty Supervisor reviews all applications and ensures that Promotion criteria are applied consistently and uniformly across the Academic Unit. The Faculty Supervisor also reviews the completeness of submitted materials and may question omissions or procedural inconsistencies. When discrepancies or misapplication of criteria are identified, the Faculty Supervisor will seek to address such issues through consultation with the appropriate parties. In formulating its recommendation, the Faculty Supervisor considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document. The Faculty Supervisor provides a written composite statement that explains the recommendation and includes an explicit evaluation of the areas of teaching, clinical practice, RSCA, service, and/or administrative activities

commensurate with the Faculty member's duties and Rank. The Faculty Supervisor chooses to recommend or not to recommend the Faculty for Promotion. The Faculty Supervisor forwards their written statement and recommendation to the College Committee pursuant to the deadline published on the Office of the Provost's website.

10.3. College Committee.

The College Committee reviews the Faculty member's Faculty Dossier using the approved Academic Unit criteria through ETSU's review system. The College committee reviews all applications and ensures that Promotion criteria are applied consistently and uniformly across the Academic Unit. The College committee also reviews the completeness of submitted materials and may question omissions or procedural inconsistencies. When discrepancies or misapplications of criteria are identified, the College committee will seek to address them through consultation with the appropriate parties. In formulating its recommendation, the College committee considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document. The College committee forwards its written recommendation to the Faculty Supervisor pursuant to the deadline published on the Office of the Provost's website. The chair of the College committee provides a written composite statement that includes the vote count, explains the recommendation, and provides an explicit evaluation of the areas of teaching, clinical practice, RSCA, service, and/or administrative activities, commensurate with the duties and Rank of the Faculty. Each College committee member votes separately to recommend or not to recommend for Promotion. The committee chair collects the members' votes and maintains the confidentiality of each member's vote. The chair calls the vote, records the vote, and provides the final composite vote to the Faculty Supervisor through ETSU's review system. Dissenters may include their views in the report by sending their views to the committee chair, who includes dissenters' views as part of the composite statement. The total composite vote calculation is shared collectively. Recommendations are based on the Majority Vote.

10.4. Dean.

The dean reviews the Faculty member's Faculty Dossier using the approved Academic Unit criteria through ETSU's review system. The dean receives and reviews Promotion recommendations from the Academic Unit committee and the Faculty Supervisor. The dean reviews all applications and ensures that Promotion criteria are applied consistently and uniformly across the Academic Unit. The dean also reviews the completeness of submitted materials and may question omissions or

procedural inconsistencies. When discrepancies or misapplications of criteria are identified, the dean will seek to address them through consultation with the appropriate parties. In formulating its recommendation, the dean considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document. The dean provides a written composite statement that explains the recommendation and includes explicit evaluation of the areas of teaching, clinical practice, RSCA, service, and/or administrative activities, commensurate with the Faculty member's duties and Rank. The dean chooses whether to recommend or not to recommend the Faculty for Promotion. The dean forwards their written composite statement and recommendation to the Provost pursuant to the deadline published on the Office of the Provost's website.

10.5. Provost.

The Provost reviews the Faculty member's Faculty Dossier using the approved Academic Unit criteria through ETSU's review system. The Provost receives and reviews Promotion recommendations from the Academic Unit committee, the Faculty Supervisor, the college committee, and the dean. The Provost reviews all applications and ensures that Promotion criteria are applied consistently and uniformly across the Academic Unit. The Provost also reviews the completeness of submitted materials and may question omissions or procedural inconsistencies. When discrepancies or misapplications of criteria are identified, the Provost will seek to address them through consultation with the appropriate parties. In formulating its recommendation, the Provost considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document. The Provost provides a recommendation, choosing whether to recommend or not to recommend the Faculty for Promotion. The Provost forwards their recommendation to the President pursuant to the deadline published on the Office of the Provost's website.

10.6. President.

The President completes the final review using the approved Academic Unit criteria. The President receives and reviews Promotion recommendations from Academic Unit committees, Faculty Supervisors, the college committee, the dean, and the Provost through ETSU's review system. The President also reviews the completeness of submitted materials and may question omissions or procedural inconsistencies. When discrepancies or misapplications of criteria are identified, the President will

seek to address such issues through consultation with the appropriate parties and may send the application back to the previous level for additional review. In formulating their recommendation, the President considers the broader philosophy and objectives of the Academic Unit, as well as any approved weighting of criteria and standards that reflect the expectations in the offer letter, most recent contract, FAP, FAR, and/or FAE document.

Upon the President's written recommendation, the Provost presents the faculty recommended for Promotion to the Board of Trustees for approval.

10.7. Board of Trustees Review and Approval.

The Board of Trustees has the final authority to approve a Promotion under this policy. Upon receipt of a recommendation from the President, The Provost or the Provost's designee presents to the Board of Trustees the recommended individuals for Promotion. The Board of Trustees will vote at the next available board meeting to approve Promotion. The decision of the Board is final and cannot be appealed. If the Board votes to approve Promotion, the President informs the Faculty member. The Provost provides written documentation of the Board of Trustees' approval to the Office of Human Resources for filing in the Faculty member's personnel file. Promotion is effective at the start of the new fiscal year for Faculty members on 12-month contracts. Promotion is effective in August for Faculty members on 9-month contracts.

11. Appeal.

An appeal process is an integral component of the university's Promotion system. The responsibility for initiating an appeal rests solely with the Faculty member.

A Faculty member may file an Appeal on the basis that the Provost's negative recommendation:

11.1. Violates the Faculty member's right to Academic Freedom;

11.2. Violates university policies or procedures; and/or

11.3. Is based on an error of fact.

12. Appeal Process.

If the faculty member receives a negative recommendation from the Provost, the faculty member may file one (1) appeal after receipt of the Provost's written negative recommendation. There are no appeal rights related to any other recommendations. The faculty member must submit a written appeal to the Faculty Senate President within seven (7) business days from the date of the Provost's recommendation. Upon

receipt, the Faculty Senate president convenes the University Tenure and Promotion Appeals Committee (TPAC) and appoints a chair. Within three (3) days of the date of the appeal, the Faculty Senate president forwards the written appeal to the Office of the President, the chair of the University Tenure and Promotion Appeals Committee (TPAC), and the Provost. The Provost (or designee) upon receipt of the appeal immediately grants dossier access for committee members.

Within seven (7) business days of receiving the appeal, the Chair of TPAC convenes the committee to review the Appeal. TPAC evaluates all relevant documents and may conduct interviews as appropriate, including but not limited to: (1) faculty member applying for Promotion; (2) chair of the Academic Unit Tenure and Promotion committee; (3) Faculty Supervisor, if applicable; (4) chair of the college Tenure and Promotion committee; (5) the dean; and/or (6) the Provost.

Within ten (10) business days of reviewing the appeal, the Chair of TPAC prepares a written memorandum of findings. At the committee's discretion, the report must include a formal recommendation regarding Promotion.

Within five (5) business days of receiving the memorandum of findings from TPAC, the President issues a written decision to the faculty member, the chair of TPAC, and the Provost. The decision of the university President is final

12.1. Appeal Process Written Memorandum of Findings.

The TPAC Chair provides the written memorandum of findings to:

- 12.1.1. faculty member applying for Promotion,
- 12.1.2. Faculty Supervisor,
- 12.1.3. college dean,
- 12.1.4. Provost, and
- 12.1.5. President.

13. University Appeal Committee.

The University Tenure and Promotion Appeals Committee (TPAC) is composed of tenured, full professors who serve one academic year. Deans, Faculty Supervisors, associate or assistant deans, or any administrator directly involved in Tenure and/or Promotion decisions, and any individual who participated in the review of the Faculty member at any level, are ineligible to be part of the TPAC. If a college fails to designate a representative and alternates—or if those designated are unavailable or ineligible—the Faculty Senate President and TPAC chair jointly appoint a qualified representative from that college. The TPAC membership includes:

13.1. one Faculty senator, elected by the Faculty Senate, who also serves as the chair of the committee; and

13.2. a representative Faculty member from each college, excluding anyone who participated in prior evaluations of the Faculty member's application for Tenure and/or Promotion. College senators are responsible for nominating the representative from their respective colleges and two alternates.

14. Salary Increases Upon Promotion.

Upon Promotion, Faculty members will receive a salary adjustment effective at the beginning of the next fiscal year, as follows:

14.1. Promotion to Associate Professor or Senior Lecturer will result in an eight percent (8%) increase in Base Salary and any applicable Base Stipends;

14.2. Promotion to Professor or Principal Lecturer will result in a ten percent (10%) increase in Base Salary and any applicable Base Stipends.

After the Faculty member is recommended for a Promotion that results in a salary increase, the Office of the Provost will inform Human Resources of the Promotion, the title change, and the percentage of salary increase associated with the Promotion.

As an agency of the State of Tennessee, the University cannot legally obligate funds in furtherance of the compensation beyond a given year, and any raise is subject to funds availability.

15. Separation from University and Reappointment.

Renewable track Faculty may separate from ETSU in accordance with the Office of Human Resources policies for Voluntary Separation from Employment or Involuntary Separation from Employment. A renewable track Faculty member who separates from the university does not retain previously accrued credit toward Promotion eligibility.

A Faculty member who is subsequently reappointed to the university must request credit for prior service from the President, who has final authority in granting prior service in accordance with the provisions of this policy.

16. University School Tenure.

This policy does not apply to University School faculty tenure. Any decision related to the tenure of a University School faculty shall be governed by the University School policy.

Procedures

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1. Procedures to Request an Exception or Deviation to the Minimum Standard Time in Rank Required for Promotion.

Requests for credit for prior service are submitted in writing and approved by the Faculty Supervisor, the dean, the Provost, and the President, with the ultimate authority provided in writing by the President. For all other Deviations or Exceptions to the Minimum Standard Time in Rank, the Faculty member will submit a written request to the Faculty Supervisor and attach an updated CV listing up-to-date accomplishments.

The Faculty Supervisor reviews the Faculty member's request and makes a recommendation. Regardless of the Faculty Supervisor's decision to support the request or not to support the request, the Faculty Supervisor forwards their recommendation to the dean and informs the Faculty member of their recommendation.

The dean (or designee) reviews the Faculty member's request and provides a written recommendation to the Provost. Regardless of the dean's (or designee's) support for or against the request, the dean (or designee) forwards their recommendation to the Provost and informs the Faculty member and the Faculty Supervisor of their recommendation.

The Provost reviews the Faculty member's request and provides a written recommendation to the President and informs the Faculty Supervisor, the Faculty member, and the dean of their recommendation.

The President makes the final recommendation and informs the Provost, the dean, the Faculty Supervisor, and the Faculty member.

The Office of the Provost will publish annually on its website the deadlines for the procedures to request an Exception or Deviation.

If the Faculty member chooses to reverse the request for credit for prior service or the request to stop the clock, the faculty member will follow the same process followed to make the initial request.

2. F.A.E.

Faculty submit an annual FAR to their Faculty Supervisor via ETSU's evaluation system by the deadline published on the Office of the Provost's website. The FAR includes: (1) a summary of the activities completed during the previous year (as published on the Office of the Provost's website) in teaching, clinical practice, RSCA, service, and/or administrative activities; (2) a narrative describing the context and impact of the Faculty member's activities; (3) an explanation of any discrepancies between the FAR and the

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FAP for the reporting period; and (4) documents that demonstrate the Faculty member's activities are consistent with the Academic Unit's criteria. The Faculty Supervisor completes the FAE to assess the FAR. The FAE is submitted to the dean, who also completes the FAE, via ETSU's evaluation system.

The Faculty Supervisor and the dean provide a FAE that includes a written, candid assessment of the Faculty member's achievements in teaching, clinical practice, RSCA, service, and/or administrative activities during the applicable year under review. The FAE should address whether the Faculty member's body of work in the year under review met the expectations in the Faculty member's offer letter, most recent contract, FAP, FAR, and/or any previous FAE. If needed, the FAE should include methods to support areas of teaching, clinical practice, RSCA, service, and/or administrative activities that need attention to ensure continuous improvement. Continuous improvement does not require exceeding already established levels of excellence but it does require maintaining high standards and adapting to evolving disciplinary, institutional, and student needs. Faculty are expected to engage in ongoing reflective practice and professional development to sustain and, where appropriate, enhance the quality and impact of their work. If applicable, the FAE should inform the Faculty member about progress toward Promotion.

3. Midpoint Review.

Based on the timeline published by the Office of the Provost, deans, the Faculty Supervisor, and the Faculty will be informed of a midpoint review.

When applicable, the Faculty member submits a Faculty Dossier via ETSU's review system demonstrating their progress toward Promotion. The deadline for the Faculty to submit, as well as the Faculty Supervisor and Academic Unit to review, aligns with Tenure and Promotion deadlines. The midpoint review Faculty Dossier is prepared in the same format as the Promotion Faculty Dossier. After the review, the Faculty Supervisor and chair of the Academic Unit committee provide the Faculty member with a summary that:

- 3.1. evaluates the Faculty member's achievements and areas that need to be strengthened, if applicable, related to teaching, clinical practice, RSCA, service, and/or administrative activities based on appointment, duties, and discipline in comparison to their FAP/FAR/FAE;
- 3.2. determines, if needed, methods to support areas that need attention; and
- 3.3. informs the Faculty member of their progress toward Promotion

4. Performance Improvement Plan.

Based on the timeline published by the Office of the Provost, the Faculty member and Faculty Supervisor meet and develop a PIP. The PIP must be signed by the Faculty

member, Faculty Supervisor, and dean, then uploaded into ETSU's review system. The Faculty member will report their progress on the PIP in subsequent FAP/FAR/FAE process(es).

5. Notification of Eligibility for Promotion.

The Office of the Provost provides written notice to the dean of each college of the Faculty eligible for reappointment, third-year review, or Promotion. The dean of each college reviews the list for accuracy and forwards it to the applicable Faculty Supervisor along with a list of all Faculty eligible for reappointment, midpoint review, and/or Promotion. The Faculty Supervisor reviews the list for accuracy and sends the corrected list to the Dean.

The Dean of the College sends any Academic Unit-level or dean-level changes to the Office of the Provost. The Office of the Provost updates the list of eligible Faculty.

The Office of the Provost sends a written notification to individual Faculty who are eligible for either midpoint review, or Promotion and copies the college dean, the Faculty Supervisor, and the Office of Human Resources.

Faculty inform the Provost, their dean, and their Faculty Supervisor of their intent to apply for Promotion. The college dean informs the Office of the Provost of all Faculty within their unit who intend to apply for Promotion.

The Office of the Provost sends the final written list of Faculty who intend to apply for Promotion to the Office of the President and the Office of Human Resources.

The list of Faculty who intend to apply for Promotion from a specific college is sent to the dean of each college. The dean of each college provides the written list of Faculty who intend to apply for Promotion to the Faculty Supervisor of each Academic Unit.

6. Withdrawal of Application.

The Faculty member will submit a written request to the Faculty Supervisor, dean, and Provost.

7. Developing Academic Unit Criteria.

Faculty members within an Academic Unit will develop Academic Unit criteria within a maximum of two academic years, excluding summers and based on dates provided by the Office of the Provost. This includes all levels of review and approval and ends in the

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posting of Academic Unit criteria on the university-designated online format. Academic Units should review their unit-level criteria every five (5) years.

8. Procedure to Select Academic Unit Criteria Following a Move to a New Unit.

When a Faculty member is reassigned to a different Academic Unit, they will submit a written letter to their Faculty Supervisor indicating the criteria they will follow. The Faculty Supervisor will forward the letter to the dean, cc'ing the Office of the Provost and Human Resources. The letter indicating the criteria the Faculty wishes to follow is added to the Faculty member's file in the dean's office. It is the responsibility of the Faculty member to provide the criteria they chose to follow as part of their Faculty Dossier material by the deadline published on the Office of the Provost's website.

9. Procedure to Select Academic Unit Criteria Following Criteria Revision.

When Academic Units revise their criteria, the Office of the Provost will notify the dean and the Academic Unit Faculty Supervisor when the Academic Unit criteria have been approved. The Faculty Supervisor will notify the Faculty of the Academic Unit. Faculty of the Academic Unit who may be eligible for Promotion submit a written letter to their Faculty Supervisor indicating the criteria they choose to follow. The Faculty Supervisor will forward the letter to the dean, cc'ing the Office of the Provost and Human Resources. The letter indicating the criteria the Faculty wishes to follow is added to the Faculty member's file in the dean's office. It is the responsibility of the Faculty member to provide the criteria they chose to follow as part of their Faculty Dossier material by the deadline published on the Office of the Provost's website.

10. Faculty Dossier.

Faculty seeking Promotion prepare a Faculty Dossier documenting their accomplishments during their Minimum Standard Time and Rank, including any period of prior service for which credit toward Promotion was awarded. Documentation of approval from the President, awarding credit for prior service should be included as part of the Faculty Dossier. A Faculty Dossier must be uploaded when applying for each Promotion.

For Promotion to associate professor, the Faculty Dossier must include documentation from the most recent five (5) years unless there are Exceptions and/or Deviations.

For Promotion to professor, the Faculty Dossier must include documentation from the most recent six (6) years unless there are Exceptions and/or Deviations.

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The Office of the Provost will publish written guidance regarding Faculty Dossier format, organization, and submission. The Faculty Dossier should include:

10.1. Candidate Materials.

10.1.1. Updated curriculum vitae.

10.1.2. Record of activities generated by the review system that includes a comprehensive accounting of eligible faculty activities completed during the review period or activities completed during the period for which prior credit was awarded.

10.1.3. Narrative statement, limited to ten (10), single-spaced pages in 12-point, Times New Roman font with one-inch margins, describing the Faculty member's accomplishments and trajectory in relation to Promotion criteria. The statement should address contributions and impact in each of the relevant areas of Faculty Activities and present a clear and comprehensive reflection of the Faculty member's case for Promotion in relation to their record of activities and supporting materials.

10.1.4. Supporting materials that substantiate and illustrate the accomplishments within the Faculty Activities.

10.1.5. FAP, FAR, and FAE from each period under review. If the FAP, FAR, and/or FAE are not available, an explanation should be provided by the Faculty member.

10.2. Governing and Appointment Materials.

10.2.1. Applicable Academic Unit Criteria under which the Faculty member seeks Promotion.

10.2.2. Offer letter, if applicable, and

10.2.3. Other documentation approving changes to time in Rank.

10.3. External Review Materials.

10.3.1. Reviewers suggested by the candidate.

10.3.2. Reviewers selected by the Faculty Supervisor.

10.3.3. Brief description of qualifications of reviewers.

10.3.4. External Review Letters.

11. Record of Activities and Supporting Evidence for Faculty Dossier.

The following sections (teaching, clinical practice, RSCA, service, and/or administrative activities) outline the types of activities Faculty may include in their Faculty Dossier to memorialize their records of activities, along with descriptions of supporting materials that may demonstrate their accomplishments. Academic Units will consider these elements in Promotion reviews, but may also consider additional activities, materials, and information relevant to the faculty member's discipline, as defined in the Academic Unit's Promotion criteria.

Activities not specified in either the university's policies and procedures or the unit's Promotion criteria must be documented and approved in the Faculty member's FAP and FAR and approved by the Faculty Supervisor and the dean.

12. Record of Teaching.

The record of teaching is expected to provide a comprehensive account of teaching during the review period. The record of activities should address the scope and significance of the activities, such as their reach (e.g., enrollment, attendance, or number of individuals impacted), their duration (e.g., credit hours, contact hours, or dates), and the Faculty member's specific role (e.g., course coordinator, co-instructor). The record for teaching may include the following activities.

12.1. Teaching Activities include:

12.1.1. Teaching students in courses;

12.1.2. Teaching students in laboratories, clinics, studio classes, libraries, study-abroad programs, research centers, distance education, and other settings.

12.1.3. Teaching participants in workshops, retreats, and seminars;

12.1.4. Delivering continuing medical education activities; and/or

12.1.5. Facilitating Faculty, student, and/or staff learning.

12.2. Advising, Supervising, Guiding, and Mentoring Activities include:

12.2.1. Advising students in laboratories and fieldwork, research projects, theses, and dissertations;

12.2.2. Supervising students as teaching and research assistants, and students enrolled in internships and clinical experiences;

12.2.3. Providing formal educational and/or supervisory activities for medical and professional students, residents, and fellows;

- 12.2.4. Participating in evaluating and supervising students performing clinical care, presenting or teaching during grand rounds and other clinical teaching duties of medical and health professions students, residents, and fellows.
 - 12.2.5. Directing collaborative research with students;
 - 12.2.6. Directing students in creative presentations;
 - 12.2.7. Overseeing student-directed creative presentations;
 - 12.2.8. Supervising students in an independent study, internship, study away, or abroad opportunity;
 - 12.2.9. Mentoring students; and/or
 - 12.2.10. Providing program/career advising associated with student success.
- 12.3. Developing Learning Activities includes:
- 12.3.1. Preparing weekly course activities;
 - 12.3.2. Developing, reviewing, and redesigning courses or course materials, including interdisciplinary and interdepartmental offerings;
 - 12.3.3. Developing and revising curricula;
 - 12.3.4. Developing teaching materials, manuals, and software;
 - 12.3.5. Creating web-based or computer-enabled courses or programs;
 - 12.3.6. Designing and implementing new processes or procedures that enhance the use of scholarly materials;
 - 12.3.7. Enhancing the organization of material so that it can be more easily accessed and understood; and/or
 - 12.3.8. Developing and using bibliographic and information systems to facilitate access to scholarly material.
- 12.4. Sustaining and Recognition of Teaching Effectiveness includes:
- 12.4.1. Conducting assessments to evaluate teaching and learning;
 - 12.4.2. Participating in professional development activities;
 - 12.4.3. Teaching awards or other forms of recognition; and/or
 - 12.4.4. Gaining recognition for teaching through media coverage and/or interviews as a disciplinary expert.
- 12.5. Community Engaged Teaching includes:
- 12.5.1. Developing and delivering community-based instruction, such as community-engaged learning, clinical experiences, professional internships, and collaborative programs and/or

- 12.5.2. Developing and delivering off-campus teaching activities such as study away or student abroad courses and experiences, international instruction, and alternative breaks.

13. Supporting Evidence of Teaching.

Faculty should include a variety of evidence to document their teaching. The evidence should include course/instructional materials that demonstrate the application and evolution of best teaching practices, such as syllabi, course assignments, course assessments, samples of completed student work, instructional presentations, open educational resources, and/or tools to facilitate the discovery of information (Librarianship), etc.

Other supporting evidence may include materials that illustrate teaching activities and their impact, such as letters from collaborators, students, award committees, products produced by students under the Faculty member's supervision, products from professional development created and delivered that address teaching, and the use of learning materials. The evidence documenting accomplishments within teaching may include:

- 13.1. student assessment of instruction (SAI) or other institutionally approved student evaluations for each course taught during the review period;
- 13.2. evaluations of instruction or delivery of educational content completed by the Faculty Supervisor, dean, or other appropriate administrator/mentor;
- 13.3. peer observation and feedback about the delivery of educational content; and/or
- 13.4. evaluations and feedback from individuals who received instruction from the Faculty member.

14. Narrative Statement of Teaching.

The narrative statement should clearly articulate the Faculty member's teaching philosophy if teaching is ten (10) percent or more of the Faculty member's workload and demonstrate how that philosophy informs their teaching and reflection practices. Faculty should write a narrative statement that contextualizes their teaching activities within their philosophy. Faculty should use SAIs, feedback from Faculty Supervisors, feedback from students and/or peers, and samples of student work or achievements to illustrate how they:

- 14.1. align learning goals, assessments, and content;

- 14.2. engage with effective teaching practices;
- 14.3. make progress toward learning goals;
- 14.4. create a classroom culture;
- 14.5. develop student perceptions of the classroom culture;
- 14.6. mentor and/or advising students; and
- 14.7. engage in reflective practices for personal growth.

15. Record of Clinical Practice.

The record of clinical practice is expected to provide a focused account of clinical practice. Each entry should identify the Faculty member's role and specify the clinical practice setting or context. The record of clinical practice may include the following activities:

- 15.1. Administrative and/or leadership roles;
- 15.2. Contributions to the development, innovation, and/or integration of clinical-based services within a health care setting;
- 15.3. Direct patient care in a healthcare setting;
- 15.4. Indirect patient care in a healthcare setting, such as precepting, mentoring, and/or consultation;
- 15.5. Collaboration on interprofessional teams
- 15.6. Clinical-focused advanced certifications, specializations, and/or awards; and/or
- 15.7. Gaining recognition for clinical practice through media coverage and/or interviews.

16. Supporting Evidence of Clinical Practice.

The Faculty member should provide representative materials that demonstrate the scope and effectiveness of clinical practice, such as patient education materials, clinical guidelines, treatment plans, program descriptions, or quality improvement reports. The Faculty member may also provide assessments of their clinical practice, including but not limited to evaluations from supervisors, peers, or collaborators, feedback from patients, clients, or community partners (as appropriate and permissible), accreditation reports, or site visit evaluations. Other supporting evidence may include quality improvement data, patient satisfaction results, program growth metrics, or letters from colleagues, administrators, or community partners to demonstrate clinical outcomes or impact.

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17. Narrative Statement of Clinical Practice.

The narrative statement should include a clear summary of the Faculty member's goals, responsibilities, professional development, and accomplishments in clinical practice. If clinical practice is ten percent (10%) or more of the faculty's workload, they should articulate a personal philosophy of clinical practice that contextualizes their professional activities. This philosophy must reflect a commitment to the foundational principles guiding the field — ethical standards, legal statutes, and professional norms — and include a brief statement demonstrating how the faculty member upholds these guidelines in their own work. Faculty may reflect on evaluations, feedback, and professional development experiences, explaining how these have informed and enhanced their clinical work. Additionally, faculty should discuss the impact of their clinical practice on patients, clients, programs, the profession, and/or the community. The narrative statement should clearly state how the faculty have met the Academic Unit criteria for clinical practice.

18. Record of Research, Scholarship, and Creative Activity (RSCA).

The record of research is expected to provide a comprehensive list of RSCA completed during the review period. The record of activities should address whether the work was peer-reviewed (or equivalent, such as juried) and specify the Faculty member's role when multiple collaborators are involved. When available, Faculty should provide relevant indicators of impact, such as journal quartile, citation counts, journal impact factor, attendance figures, downloads or usage statistics, scope of dissemination (local, state, national, or international), republication or translation of the work, invitations to share their RSCA, partnerships, public education or curation, and media and PR leverage of peer reviewed work. The record of RSCA may include the following activities:

18.1. Scholarly Research and Dissemination of Scholarly Research

18.1.1. Publishing books, monographs, and book chapters.

18.1.2. Publishing empirical and/or theoretical research in peer-reviewed journals and conference proceedings.

18.1.3. Publishing papers, policies, articles, and reports in trade journals, magazines, and newspapers.

18.1.4. Presenting at international, national, regional, or state levels.

18.1.5. Publishing other papers and reports (e.g., exhibition catalogs, trade or in-house publications, encyclopedias, technical reports).

18.1.6. Publishing translations, abstracts, and reviews.

- 18.1.7. Awarding of a patent or development of intellectual property.
- 18.1.8. Publishing reviews and critiques of books and creative works.
- 18.1.9. Publishing textbooks and other teaching materials (e.g., Open Educational Resources).
- 18.2. Creative Activities.
 - 18.2.1. Writing poems, fictional works, plays, essays, and musical scores.
 - 18.2.2. Presenting exhibitions of graphic and/or visual art.
 - 18.2.3. Choreographing dance productions.
 - 18.2.4. Writing or producing radio or television productions, films, and videos.
 - 18.2.5. Performing as actor, dancer, musician, or storyteller.
 - 18.2.6. Producing or directing theatrical works.
 - 18.2.7. Conducting musical performances.
 - 18.2.8. Developing digital creative or scholarly work.
- 18.3. Editing.
 - 18.3.1. Editing books.
 - 18.3.2. Editing journals or other learned publications.
- 18.4. Grants, Contracts, Awards, and Related Activities.
 - 18.4.1. Developing and submitting an internal or external research grant proposal (e.g., individual, interdisciplinary, community) or contract.
 - 18.4.2. Obtaining an internal or external grant or contract for funding and managing a grant.
 - 18.4.3. Directing research team.
 - 18.4.4. Engaging in entrepreneurship and related activities.
 - 18.4.5. Receiving other honors and awards related to research.
 - 18.4.6. Completing professional development related to research.
 - 18.4.7. Receiving investment funding relating to innovations.
 - 18.4.8. Conducting media coverage and interviews as a disciplinary expert.
 - 18.4.9. Starting and growing a business or organization.
 - 18.4.10. Assisting in making an existing business or organization more creative and innovative.
- 18.5. Community Engaged Research and Creative Activities (not already listed).
 - 18.5.1. Creating exhibits in educational and cultural institutions.

- 18.5.2. Disseminating community-engaged research through public programs and events.
- 18.5.3. Conducting and disseminating directed or contracted research.
- 18.5.4. Conducting and reporting program evaluation research or public policy analyses for other institutions and agencies.
- 18.5.5. Developing innovative solutions that address social, economic, or environmental challenges (e.g., inventions, patents, products, services, clinical procedures, and practices).
- 18.5.6. Writing white papers and reports for local, state, national, or international agencies or community.
- 18.5.7. Creating websites displaying community data.
- 18.5.8. Directing collaborative research with students.

19. Supporting Evidence of Research, Scholarship, and Creative Activities.

Faculty should provide a variety of evidence to document their research, scholarship, and creative activities. The evidence should include, at a minimum, a sample of complete versions of the activities (e.g., publications, presentation slides, video recordings of choreography). When full versions are unavailable or inappropriate to share, other forms of verification may be provided (e.g., a title page, a screenshot of the presentation from the conference guide, etc.). Documentation may also highlight the impact of the research or creative work, recognition associated with the research or creative work, or publicity earned as a result of the research or creative activity such as invitations to guest lecture, perform at venues, or serve as an expert contact about topic(s) related to work; publicity related to the work, or other indicators of recognition and influence.

20. Narrative Statement of Research, Scholarship, or Creative Activity.

The narrative statement should include a clear summary of the Faculty member's goals, responsibilities, and accomplishments in RSCA. The statement includes an analysis of the research and creative problems addressed through their scholarly or creative work and articulates the Faculty's research philosophy as a framework for contextualizing these activities if RSCA is ten percent (10%) or more of the Faculty member's workload. Faculty also describe the significance and impact of their research, highlighting its contributions to their discipline and field and, where applicable, to the broader communities. The narrative section should clearly state how the Faculty member has met the Academic Unit criteria for RSCA.

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21. Record of Service.

The record of service is expected to provide a comprehensive account of service during the review period. For each service activity, the Faculty member should include a summary of the approximate time commitment and meeting frequency, and indicate whether any service leadership positions were elected or appointed, as applicable. The record of service should include activities beyond basic membership or citizenship. The record of service may include the following activities:

21.1. Institutional Service at the University, College, and Academic Unit Levels.

- 21.1.1. Providing leadership in or serving on committees (including search committees) or other appointed or elected groups.**
- 21.1.2. Developing and revising major policies.**
- 21.1.3. Participating in campus shared governance (such as Faculty Senate).**
- 21.1.4. Mentoring other Faculty, staff, or students.**
- 21.1.5. Representing the university for its advancement.**
- 21.1.6. Recruiting students.**
- 21.1.7. Assisting in the development of international programs and exchanges.**
- 21.1.8. Advising a university student organization.**
- 21.1.9. Acting as a program coordinator/director.**

21.2. Professional Service.

- 21.2.1. Engaging with the broader academic community and professional organizations.**
- 21.2.2. Working for organizations related to one's discipline or teaching profession.**
- 21.2.3. Holding a leadership position in organizations.**
- 21.2.4. Election or appointment to a professional board, task force, or committee.**
- 21.2.5. organizing and managing conferences.**
- 21.2.6. Serving on accreditation bodies.**
- 21.2.7. Reviewing grant applications.**
- 21.2.8. Serving as editor or on the editorial board of a professional journal.**
- 21.2.9. Reviewing articles, books, and other creative works for journals and presses.**
- 21.2.10. Reviewing conference proposals.**
- 21.2.11. Writing external reviews of the work of colleagues for Promotion or other professional awards and acknowledgments.**

- 21.2.12. Adjudicating for competitions in the arts, sciences, and humanities.
- 21.2.13. Reviewing and testing discipline-specific software and other electronic applications.
- 21.2.14. Serving on hospital or discipline-specific non-profit boards.
- 21.3. Community Outreach.
 - 21.3.1. Sharing professional expertise with the wider community.
 - 21.3.2. Informing general audiences through seminars, conferences, and lectures.
 - 21.3.3. Interpreting technical information for a variety of audiences.
 - 21.3.4. Serving as an expert witness.
 - 21.3.5. Testifying before the legislature and/or Congressional committees.
 - 21.3.6. Editing newsletters in one's field or discipline.
 - 21.3.7. Serving as an expert for the press and/or other media.
 - 21.3.8. Assisting organizations in being more creative and/or innovative through entrepreneurship.
- 21.4. Community Engaged Service.
 - 21.4.1. Collaboration between higher education institutions and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in partnership and reciprocity. (Carnegie Foundation for the Advancement of Teaching).
 - 21.4.2. Consulting and providing technical assistance and/or service to public and private organizations.
 - 21.4.3. Writing position papers for the general public.
 - 21.4.4. Collaborating with schools, businesses, advocacy groups, community groups, and/or civic agencies to develop policies.
 - 21.4.5. Providing leadership in or making significant contributions to economic and/or community development activities.
- 21.5. Other Activities.
 - 21.5.1. Writing and/or receiving grants, contracts, or external funding related to service.
 - 21.5.2. Honors and/or awards recognizing service.
 - 21.5.3. Providing media coverage and/or interviews as a disciplinary expert.

22. Supporting Evidence of Service.

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Faculty should provide a variety of evidence to document their service. The evidence may include, but is not limited to, certificates of participation; letters from committee chairs and others confirming service contributions; evidence of service recognition; and products resulting from service activities, such as policies, reports, film, theater, sculpture, or written works.

23. Narrative Statement of Service.

The narrative statement should include a clear summary of the Faculty member's goals, responsibilities, and service accomplishments. The statement should address the significance and impact of the Faculty member's service activities, demonstrating how their service has advanced the university, their profession, and/or the broader community. The narrative statement should clearly state how the Faculty member has met the Academic Unit's criteria for service

24. Levels of Review.

The Office of the Provost will annually publish on its website the deadlines for informing faculty about Promotion, FAE, and Midpoint Review.

Applicable Forms and Websites

[Watermark Faculty Success](#)

Authority and Revisions

Authority:

Previous Policy: NA

The ETSU Board of Trustees is charged with policy making pursuant to TCA § 49-8-203, et seq. On March 24, 2017, the Board delegated its authority to ETSU's President to establish certain policies and procedures for educational program and other operations of the University, including this policy. The delegation of authority and required process for revision to this policy can be found on the [Policy Development and Rule Making Policy webpage](#).

To suggest a revision to this policy, please contact the responsible official indicated in this policy. Before a substantive change to the policy section may take effect, the requested changes must be: (1) approved by the responsible office; (2) reviewed by the Office of

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University Counsel for legal sufficiency; (3) posted for public comment; (4) approved by either Academic Council or University Council; and (5) approved by ETSU's President.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Approval of Termination of Tenure Policy

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

Staff will present a proposed Termination of Tenure Policy to the Academic, Research, and Student Success Committee for consideration. This policy is a new policy in response to recent legislation and will establish the process the President and Provost will follow should a faculty member face termination of tenure.

Under this policy, tenure may be terminated for five defined reasons—voluntary relinquishment or forfeiture, disability, misconduct, curricular changes, or financial exigency. The Provost has authority to initiate termination by issuing written notice of intent to terminate in applicable cases. The President has final authority to review appeals and to issue the final binding decision on termination of tenure.

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 Termination of Tenure Policy as presented in the meeting materials.



EAST TENNESSEE STATE
UNIVERSITY

Termination of Tenure

Policy Name: Termination of Tenure

Policy Purpose

This policy specifies when tenure may be terminated.

Responsible Official, Office, and Interpretation

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

Defined Terms

Tenure

An employment status subject to the laws of the State of Tennessee that provides a faculty member with continued employment in a specific Academic Unit until the award of tenure is terminated pursuant to the Termination of Tenure Policy or state law. Tenure is intended to protect academic freedom and may only be acquired after approval of the Board of Trustees.

Policy Effective Date: INSERT
Procedure Effective Date: N/A

Policy

Termination of tenure may occur for one of the following reasons: (1) voluntary relinquishment or forfeiture; (2) disability; (3) misconduct; (4) curricular reasons; or (5) Board of Trustees' Declaration of Financial Exigency.

1. Termination of Tenure due to Voluntary Relinquishment or Forfeiture.

Upon a faculty member advising the University of the faculty member's intent to resign or retire, the faculty member's tenure will terminate. The faculty member's last day in a tenured status shall be the faculty member's last day of employment.

A tenured faculty member voluntarily forfeits tenure if the faculty member secures a tenured appointment at another institution. Forfeiture of tenure results in automatic termination of employment. The Provost shall give the faculty member written notice of the forfeiture of Tenure and termination of employment.

2. Termination of Tenure due to Disability.

In the event that a faculty member is disabled, mentally or physically, in such a manner that the faculty member is unable to perform their employment responsibilities and the Provost has a good-faith belief based on information from an appropriate medical authority that the faculty member will not recover and subject to any requirements under federal and state laws related to disability, the University may terminate tenure. The Provost must provide a written notice of intent to terminate employment and tenure to the faculty member and/or the faculty member's representative.

The written notice must include: (1) the date employment and tenure will be terminated; (2) the basis on which the University believes the faculty member will not recover; and (3) a ten (10) business-day period from the date of the written notice for the faculty member and/or representative to submit a written appeal to the President with evidence and/or documentation demonstrating that the disability is not permanent.

If the faculty member and/or representative does not respond to the notice, the faculty member's last day in a tenured status shall be the date indicated in the University's written notice of intent to terminate employment and tenure.

Policy Name: Termination of Tenure

If a faculty member responds in writing by the deadline indicated in the written notice of intent to terminate, then within ten (10) business days of receipt of a response, the President will review any documentation provided by the faculty member and/or the faculty member's representative and issue a written determination related to the termination of employment and tenure. In the event of termination, the President's decision shall include the last day of employment. The faculty member's last day in a tenured status shall be the last day of employment. The decision of the President is final.

The University President may grant extensions to the deadlines in this section in the President's discretion.

Following termination, the faculty member shall have ten (10) business days from the effective date of termination or suspension to file a written request with the Office of the President for a contested case proceeding pursuant to the University's Contested Cases subject to the Uniform Administrative Act. A faculty member who does not request a contested case by the ten (10) business day deadline waives the right to a contested case hearing. If at the conclusion of a contested case, the outcome is favorable to the faculty member and a conclusion is reached that the faculty member should not have been terminated, then to the extent permitted by law, the University shall provide lost salary and benefits, if any, and restore the faculty member's employment position, including Tenure if applicable.

3. Termination of Tenure due to Misconduct.

If an allegation of misconduct by a faculty member is determined by the President to warrant termination after the process required by the Board of Trustees Faculty Misconduct Policy has concluded, the University may terminate the faculty member's employment and tenure. Written notice, appeals rights, and the termination process related to allegations of misconduct shall be governed by the Board of Trustees Faculty Misconduct Policy.

4. Termination of Tenure due to Curricular Reasons.

The employment of a tenured faculty member may be terminated due to curricular reasons, including: (1) the termination of a degree major, concentration, or curricular component by the University, through its normal and appropriate processes; or (2) if documented evidence shows a significant reduction in total student enrollment has occurred during three consecutive academic years in a particular major or concentration

Policy Effective Date: INSERT
Procedure Effective Date: N/A

Policy Name: Termination of Tenure

such that the rate of decrease is considerably in excess of that of the University as a whole. In the event of either situation, every effort shall first be made to offer the faculty member reassignment if possible.

The President, upon determining that curricular reasons may warrant the termination of tenured faculty, shall inform the executive committee of the Faculty Senate. At the earliest possible date, the President or designee shall appear before the Faculty Senate to present relevant information related to the need to terminate tenured faculty positions due to curricular reasons. Senators and affected unit members shall have an opportunity to pose questions at the presentation. In addition, the Faculty Senate shall respond, in writing, within fifteen (15) business days of the date on which the President or designee appeared before the Faculty Senate.

After receipt of the Faculty Senate's response to the President and after the President has determined that all other alternatives are exhausted, the Provost shall provide each affected faculty member a written notice of intent to terminate employment and tenure. The notice must include: (1) the curricular circumstances that warranted the termination; (2) the date this information was provided to the Faculty Senate; and (3) ten (10) business-day period from the date of the written notice for the faculty member to submit a written appeal to the President.

If the faculty member does not respond to the notice, the faculty member's last day of employment in a tenured status shall be the date indicated in the University's written notice.

If a faculty member responds in writing by the deadline indicated in the written notice of intent to terminate, then within ten (10) business days of receipt of a response the President will review any documentation provided by the faculty member and issue a written determination related to the termination of employment and tenure. In the event of termination, the President's decision shall include the last day of employment. The faculty member's last day in a tenured status shall be the last day of employment.

The University President may grant extensions to the deadlines in this section in the President's discretion. The decision of the President is final.

When a tenured faculty member is terminated for curricular reasons, the position will not be filled by a new appointee with the same areas of specialization as the terminated faculty member within a period of three (3) years unless the terminated faculty member has been

Policy Effective Date: INSERT
Procedure Effective Date: N/A

offered, in writing, reappointment to the position at the previous rank and salary and the terminated faculty member has declined the offer.

5. Termination due to Financial Exigency.

In the event Financial Exigency is declared by the Board of Trustees, a faculty member's Tenure may be terminated in accordance with the Board of Trustees' Financial Exigency Policy. Written notice, appeals rights, and the termination of employment and tenure in the event of a Declaration of Financial Exigency shall be governed by the Board of Trustees' Financial Exigency Policy.

Policy Name: Termination of Tenure

Procedure

N/A

Authority and Revisions

Authority: T.C.A. §§ 49-8-203; 49-7-187

Previous Policy: N/A

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

Policy Effective Date: INSERT
Procedure Effective Date: N/A

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Approval of Faculty Misconduct Policy

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

Staff will present a proposed Faculty Misconduct Policy to the Academic, Research, and Student Success Committee for consideration. This policy establishes the process the University will follow to evaluate faculty misconduct by tenured and non-tenured faculty.

Under this policy, allegations of misconduct are routed to the appropriate University official or investigative process, and cases rising to serious misconduct are escalated to the Provost for formal review. The policy outlines the Provost review and the subsequent President review of serious misconduct warranting suspension or termination of tenure. At the conclusion of the process, the President issues a final written determination to the faculty member.

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 Faculty Misconduct Policy as presented in the meeting materials.



EAST TENNESSEE STATE
UNIVERSITY

Faculty Misconduct Policy

Policy Name: Faculty Misconduct Policy

Policy Purpose

This policy specifies the disciplinary process under which the University will evaluate misconduct by tenured faculty and non-tenured faculty.

Applicability

This policy applies to disciplinary action taken by the University against tenured and non-tenured faculty in relation to any allegation of misconduct. This policy does not apply to the process of evaluating performance, qualification, and institutional needs for awarding tenure.

Responsible Official, Office, and Interpretation

The Academic, Research, and Student Success Committee of the ETSU Board of Trustees (Board) is responsible for the review and revision of this policy. For questions about this policy, please contact the Secretary of the Board of Trustees. The Board of Trustees, in consultation with the Office of University Counsel, has the final authority to interpret this policy.

Defined Terms

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

Academic Responsibilities

Academic Responsibilities include the following faculty activities: teaching, librarianship, clinical practice, research, scholarship, creative activities, service, and/or administrative activity.

Appropriate University Official

The Appropriate University Official is determined on a case-by-case basis and is dependent on the type of alleged misconduct and the controlling university policy. For example, the Director of Compliance is the Appropriate University Official for Title IX allegations; the Director of Internal Audit is the Appropriate University Official for a fraud, waste, or abuse claim; and the Vice Provost of Research is the Appropriate University Official for allegations of research misconduct. In the absence of a controlling university policy, if the alleged misconduct warrants suspension or termination, then the Provost is the Appropriate University Official. In the absence of a controlling university

policy, if the alleged misconduct would not warrant suspension or termination, then the faculty member's supervisor is the Appropriate University Official.

Professional Standards of Conduct

ETSU faculty are committed to seeking and communicating truth through intellectual honesty, continuous scholarly development, and disciplined judgment, while protecting their freedom of inquiry. As teachers and colleagues, they uphold high academic and ethical standards, respect others, treat students and colleagues fairly, and contribute responsibly to the academic community and shared institutional governance. As members of society, they balance their professional responsibilities with civic duties, support academic freedom, and act in ways that preserve public trust in higher education. These professional standards of conduct were modeled after the AAUP policy titled Academic Freedom and Tenure which was in effect on June 2023.

Misconduct Warranting Suspension or Termination

The following conduct, as recognized by the AAUP, may warrant suspension or termination:

- Continued or habitual professional incompetence previously addressed through Faculty Progressive Discipline;
- Willful failure to perform the duties and responsibilities for which the faculty member was employed or refusal or continued failure to comply with the policies of the board, institution or department or to carry out specific assignments, when the policies or assignments are reasonable;
- Willful disregard of professional standards of conduct and responsibilities;
- Conduct that adversely affects the institution's ability to operate;
- Conduct that adversely affects the faculty member's ability to perform their employment responsibilities;
- Violation of federal or state law, or university policies;
- Conviction of a felony;
- Conviction of a crime affecting the fitness of the faculty member to engage in teaching, research, professional service, outreach, clinical activities, or administration;

- Falsification or misrepresentation of the faculty member’s academic credentials;
- Falsification or misrepresentation in scholarly work or research data, or other research misconduct;
- Conduct rising to the level of academic fraud or misconduct, including but not limited to fabrication, falsification, plagiarism, or misrepresenting publications;
- Failure to maintain credentials or licenses required to perform job duties;
- Taking an unauthorized leave of absence, aside from an unforeseen emergency; or
- Failure to resume duties after an authorized leave of absence.

Notice of Intent

A written notice from the Office of the Provost to the faculty member advising that the alleged misconduct rises to the level of Misconduct Warranting Suspension or Termination that specifically advises the faculty member which course of action the University will be pursuing: (1) suspension without pay; (2) suspension with pay; or (3) termination of Tenure and employment.

Tenure

An employment status subject to the laws of the State of Tennessee that provides a faculty member with continued employment in a specific Academic Unit until the award of tenure is terminated pursuant to the Termination of Tenure Policy or state law. Tenure is intended to protect academic freedom and may only be acquired after approval of the Board of Trustees.

Unsatisfactory Performance

Failure of a faculty member to complete their Academic Responsibilities or failure of a faculty member to meet the Professional Standards of Conduct.

Policy Name: Faculty Misconduct Policy

Policy

This policy governs how the university will: (1) process allegations of misconduct by a faculty member; (2) process allegations of Unsatisfactory Performance by a faculty member; and (3) review allegations that rise to the level of Misconduct Warranting Suspension or Termination. This policy supersedes all other university and department policies.

This policy does not govern the process of evaluating performance, qualification, and institutional needs for awarding Tenure. The Tenure Policy governs the evaluation and qualification for Tenure. Faculty Progressive Discipline governs the evaluation of performance.

1. University Processing for Evaluating Allegations.

Upon receipt of an allegation, the recipient of the allegation shall forward it to the Appropriate University Official for review as described herein below.

If the allegation of misconduct is unrelated to Academic Responsibilities or Professional Standards of Conduct, it will be forwarded to the Appropriate University Official who will determine which university policy will control (e.g., a Title IX allegation will be forwarded to the Office of University Compliance for investigation under the University's Title IX Rule; an allegation of theft will be forwarded to Office of Internal Audit for review under the Fraud, Waste, and Abuse policy; misconduct in scholarship and research will be forwarded to the Office of Research and Sponsored Programs for review under the Research Misconduct policy). At the conclusion of the investigation, if there is a finding, the investigating office will forward their report to the Provost for review under this policy. If at the conclusion of the investigation, there is no finding, the investigating office will forward their report to the recipient of the allegation.

If the allegation of misconduct: (1) relates to Academic Responsibilities or Professional Standards of Conduct; and (2) includes conduct that must be reviewed under a university investigative process pursuant to state or federal law (e.g., Title IX, fraud, waste, and abuse, etc.), the initial review of the allegation will be reviewed/investigated under the appropriate university process first before the Provost reviews the misconduct related to Academic Responsibilities or Professional Standards of Conduct. At the conclusion of the investigation, the investigating office will forward their report to the Provost for review under this policy.

While investigating an allegation, the investigating office shall follow the standard university process for determining if an interim administrative measure is needed, including, but not limited to, placing the employee on paid administrative leave, restricting access to university property, restricting access to university systems, or reassignment of responsibilities; provided, however, that the faculty member shall not be suspended or terminated and the Tenure status of the faculty member shall not be

Policy Effective Date: Insert
Procedures Effective Date: Insert

affected until after notice and a hearing are offered as required in this Policy. The University's implementation of interim administrative measures does not constitute a finding of misconduct or a disciplinary determination.

1.1. Allegations of Misconduct.

1.1.1. Allegations Do Not Rise to the Level of Misconduct Warranting Suspension or Termination.

If, upon initial assessment, the Appropriate University Official determines that if the allegation of misconduct, even if proven at some point in the future, would not rise to the level of Misconduct Warranting Suspension or Termination and no other university policy controls, then the allegation shall be forwarded to the faculty member's supervisor, who will serve as the Appropriate University Official. The faculty member's supervisor shall review the allegations and if necessary impose disciplinary action pursuant to Faculty Progressive Discipline.

If after the initial assessment, the faculty member's supervisor investigating the allegations uncovers new information that if true would rise to the level of Misconduct Warranting Suspension or Termination, then the investigating individual shall immediately refer the matter to the Provost or Appropriate University Official and Section 1.2.2 below shall apply.

1.1.2. Allegations Do Rise to the Level of Misconduct Warranting Suspension or Termination.

If, upon initial assessment, the Appropriate University Official determines the alleged conduct, if true, would rise to the level of Misconduct Warranting Suspension or Termination and/or the allegation relates to Academic Responsibilities or Professional Standards of Conduct, the allegation will be forwarded to the Provost for review.

1.2. Allegations of Unsatisfactory Performance.

If an allegation is related to Unsatisfactory Performance that does not involve Misconduct Warranting Suspension or Termination, the allegations will be processed and reviewed pursuant to Faculty Progressive Discipline. If necessary, after review and processing pursuant to Faculty Progressive Discipline, the faculty supervisor, chair, or dean, as appropriate may impose disciplinary action pursuant to the procedures for Faculty Progressive Discipline.

If a faculty member's Unsatisfactory Performance does not improve or if the faculty member repeatedly fails to meet Academic Responsibilities and/or Professional Standards of Conduct, the Appropriate University Official may determine it rises to

the level of Misconduct Warranting Suspension or Termination and will follow section 1.2.2.

2. Provost Review.

Within five (5) business days of receiving: (1) an allegation that may rise to the level of Misconduct Warranting Suspension or Termination; or (2) a report of findings from the investigating office that the allegations rise to the level of Misconduct Warranting Suspension or Termination, the Provost will review all documents received and make a determination, or if the information provided to the Provost is insufficient to make a determination, the Provost may convene an administrative committee. The administrative committee shall include no more than five (5) individuals to investigate the allegations, gather evidence, and submit a written report to the Provost. The written report must include the following: (1) a detailed summary of allegations; (2) a detailed statement of the facts, including a summary of the statements of all individuals interviewed and all evidence reviewed; and (3) applicable policies or laws. All evidence reviewed must be attached to the report.

2.1. Misconduct Does Not Warrant Suspension or Termination.

If the Provost determines the conduct does not rise to the level of Misconduct Warranting Suspension or Termination, the Provost or designee may impose any disciplinary action pursuant to Faculty Progressive Discipline.

2.2. Misconduct Does Warrant Suspension or Termination.

If the Provost determines misconduct does warrant suspension or termination, the Provost provides a written recommendation to the President of the Provost's recommendation of suspension or termination. The Provost's written recommendation shall include at minimum:

- 2.2.1. The recommendation for suspension or termination;
- 2.2.2. The grounds for the Provost's determination;
- 2.2.3. The procedural review history of the allegations, including a timeline of review and parties involved;
- 2.2.4. Any applicable university policies, state, or federal laws;
- 2.2.5. Investigative reports, if any; and
- 2.2.6. Any other evidence or relevant documents.

The sole authority to determine disciplinary action shall remain with the Provost and the President without any recommendation or vote by another faculty member at the institution.

3. President Review of Recommendation of Misconduct Warranting Suspension or Termination.

Within five (5) business days of receiving the Provost's recommendation for suspension or termination, the President will accept, reject, or modify the recommendation, or request more information from the Provost. If the President rejects the Provost's recommendation, the President shall direct the Provost in writing that the matter be reviewed under the Faculty Progressive Discipline.

If the President accepts or modifies the Provost's recommendation for suspension or termination, the Office of the President will advise the Provost of a hearing date to be provided to the faculty member and direct the Provost to send a Notice of Intent based on the applicable hearing date. The hearing date shall occur no later than (15) business days after the date of the Notice of Intent. The Provost's written Notice of Intent shall include:

- 3.1.1. A detailed list of the allegations;
- 3.1.2. The university's intent to either: (1) suspend with pay; (2) suspend without pay; (3) terminate employment; and/or (4) terminate Tenure (as applicable);
- 3.1.3. The findings that rise to the level of Misconduct Warranting Suspension or Termination of Tenure;
- 3.1.4. The applicable university policy, regulation, state, or federal law;
- 3.1.5. The faculty member's right to a hearing with the President prior to suspension, termination of employment and/or Tenure;
- 3.1.6. The date of the hearing with the President; and
- 3.1.7. A statement that if the faculty member fails to attend the hearing or declines the hearing, the date on which the proposed action will go into effect (e.g., failure to attend the hearing or declining the right to a hearing will result in termination effective on Month Day, Year).

The Provost will copy the President on the Notice of Intent. The University President may grant extensions to the deadlines in this section in the President's discretion.

4. Hearing on Misconduct Warranting Suspension or Termination.

4.1. Faculty Member Declines Hearing or Fails to Appear

The faculty member may decline the hearing. If the faculty member declines the hearing, the President shall issue a final written determination. If a faculty member fails to appear at their scheduled hearing, the President shall issue a final written determination.

4.2. Inability to Appear.

If the faculty member is physically unable to appear due to a legal reason, the faculty member may appoint a representative to appear on behalf of the faculty member; provided, however, that there shall be no extension granted to the date/time previously scheduled for the hearing. The Office of the President must receive notice written notice at least twenty-four (24) hours before the hearing of the legal need for a representative, the representative's name and occupation.

4.3. Faculty Member Participates in Hearing.

The faculty member may submit written documentation before the hearing to the President or during the hearing for review. Neither the Provost nor the faculty member may submit documentation to the President after the hearing concludes, unless the President specifically requests such information.

4.3.1. Provost Responsibilities at Hearing.

At the hearing, the Provost must present the grounds for termination or suspension. If the Provost is unavailable due to an emergency situation, the President shall designate a replacement. The Provost may present witnesses, and the faculty member shall be provided the opportunity to ask the witnesses questions.

4.3.2. Faculty Member's Opportunity to Respond.

The faculty member has the opportunity to personally respond to the grounds at the hearing and has the right to present evidence refuting the grounds for termination or suspension. The faculty member may present witnesses, and the Provost shall be provided the opportunity to ask the witnesses questions.

The faculty member has the right to have one (1) advisor attend the hearing. The advisor may accompany and confer with the faculty member, but the advisor may not speak on behalf of the faculty member, and may not interrupt the proceedings or actively participate in the hearing. If an advisor interrupts the proceedings and fails to follow the requirements of this policy, the President may stop the proceedings and have the advisor removed. The faculty member shall not be permitted to have a substitute advisor. The faculty member must notify the President in writing at least twenty-four (24) hours before the hearing that the faculty member will utilize an advisor and identify the advisor by name and occupation.

4.4. Final Written Determination.

If the faculty member declines the hearing or at the conclusion of the hearing, the President will have five (5) business days to review the information provided at the

hearing and issue a final written determination to the faculty member, the Provost, and the Office of Human Resources.

The written determination shall include:

- 4.4.1. the final outcome (termination or suspension);
- 4.4.2. the grounds for the outcome;
- 4.4.3. the effective date of the termination or suspension; and
- 4.4.4. a statement that the faculty member may contest the outcome and the deadline by which the written request to contest the outcome must be received by the Office of the President.

Following termination or placement on suspension, the faculty member may request to contest the outcome.

5. Request to Contest Outcome.

Following termination or placement on suspension pursuant to this policy, the faculty member shall have ten (10) business days from the effective date of termination or suspension to file a written request with the Office of the President for a contested case proceeding pursuant to the University's Contested Cases subject to the Uniform Administrative Act. A faculty member who does not request a contested case by the ten (10) business day deadline waives the right to a contested case hearing. If at the conclusion of a contested case, the outcome is favorable to the faculty member and a conclusion is reached that the faculty member should not have been terminated and/or the faculty member should not have been suspended, then to the extent permitted by law, the University shall provide lost salary and benefits, if any, and restore the faculty member's employment position, including Tenure if applicable.

Policy Name: Faculty Misconduct Policy

Procedures

N/A

Applicable Forms and Websites

Insert links to websites and forms.

Authority and Revisions

Authority: T.C.A. §§ 49-8-203;

Previous Policy: N/A

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

Policy Effective Date: Insert
Procedures Effective Date: Insert

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Approval of Tuition and Mandatory Fees for FY27

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

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

The Board of Trustees annually consider specific criteria when considering proposals to increase in tuition and mandatory fees. Those criteria include:

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

University staff has outlined the current year assessment as follows:

1. **Level of state support** – THEC based their tuition models on a core Consumer Price Index of 3.1 percent and flat enrollment. THEC did not include the costs associated with a salary allocation in their tuition model. The inflation factor for the state supported units at ETSU equates to an appropriation increase of \$1.3 million.
2. **Total cost of attendance** – Tuition and fees increased by 4.98% in FY26. Tuition and mandatory fees for FY26 at ETSU continue to be comparable to other public institutions of higher education in the state. A comparison of tuition and mandatory fees is listed below and show that ETSU is below the state-wide university average.

3. **Efforts to mitigate the financial effect on students** – The University continues to look for ways to mitigate rising costs to students. Reviews of academic and administrative areas are ongoing and should identify areas to improve services, reduce costs, or allow assets to be used more effectively for students.
4. **THEC binding tuition and mandatory fee increase ranges** – THEC suggested a zero to two and a half percent tuition and mandatory fee range at their November 2025 meeting based on their recommended increase in state appropriations. The Commission should vote on a binding limit at their May meeting. With the release of the Governor’s budget, it is anticipated that THEC will approve a range that reflects the level of state appropriation increase for FY27. THEC staff communicated to Presidents in late April that they anticipate a binding cap of 4.5 percent, which will be placed on the Commission’s agenda for approval on May 15, 2026.
5. **Other factors affecting the university’s financial stability:**
 - a. Projected student enrollment and university enrollment goals – The university’s enrollment continues to align with enrollment projections, and first-time freshmen enrollment increased over the last four years. The university is continuing efforts and activities to grow enrollment as defined in the strategic plan. Tuition and fees must remain competitive in the marketplace and students should be able to identify the value inherent in the education provided by ETSU over other institutions.
 - b. Market and cost factors for higher education – The market for higher education shows a declining number of high school graduates nationally and increased competition from community colleges, other state universities, regional private institutions and border state colleges and universities. Faculty and staff salaries are the primary cost driver for the university.
 - c. New program or new facility cost – Costs related to new programs are largely being absorbed in the colleges per the decentralized budget model. Facility costs have primarily been driven by inflationary costs related to utilities.
 - d. Cost related to operations, programs of study, or individual courses – Data from THEC show the core Consumer Price Index increased by 3.1 percent in 2025.

A five-year history of student maintenance and mandatory fees is presented below in comparison to Tennessee Locally Governed Institutions (LGIs) and the University of Tennessee System:

Tuition (Maintenance Fees)										
	2021-22	% Incr	2022-23	% Incr	2023-24	% Incr	2024-25	% Incr	2025-26	% Incr
APSU	\$7,146	1.5%	\$7,146	0%	\$7,356	2.9%	\$7,717	4.9%	\$8,028	4.0%
ETSU	7,722	2.0%	7,722	0%	7,950	3.0%	8,376	5.4%	8,802	5.1%
MTSU	7,704	2.0%	7,704	0%	7,908	3.2%	8,334	5.4%	8,814	5.8%
TSU	7,128	1.5%	7,128	0%	7,323	2.7%	7,733	5.5%	8,190	5.9%
TN Tech ¹	9,240	2.0%	9,240	0%	9,510	2.9%	9,990	5.0%	10,470	4.8%
Memphis	8,352	1.6%	8,352	0%	8,520	2.0%	8,856	3.9%	9,336	5.4%
UTC	7,992	2.0%	7,992	0%	8,232	3.0%	8,550	3.9%	8,712	1.9%
UTK	11,332	0.0%	11,332	0%	11,332	0.0%	11,660	2.9%	11,560	-.9%
UTM	8,378	2.0%	8,378	0%	8,546	2.0%	8,904	4.2%	9,066	1.8%
UTS	9,000		9,000	0%	9,270	3.0%	9,640	4.0%	9,930	3.0%
Univ. Avg	\$8,333	1.6%	8,333	0%	\$8,520	2.4%	\$8,902	4.5%	\$9,291	4.4%

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

Mandatory Fees										
	2021-22	% Incr	2022-23	% Incr	2023-24	% Incr	2024-25	% Incr	2025-26	% Incr
APSU	\$1,615	2.0%	\$1,615	0%	\$1,667	3.1%	\$1,667	3.1%	\$1,824	9.4%
ETSU	1,952	1.7%	1,952	0%	2,000	2.4%	2,096	4.8%	2,192	4.6%
MTSU	1,888	1.0%	1,888	0%	1,970	4.3%	2,062	4.7%	2,257	9.5%
TSU	1,207	4.3%	1,207	0%	1,248	3.3%	1,248	0.0%	1,248	0.0%
TN Tech	1,282	0.3%	1,282	0%	1,320	2.9%	1,386	5.0%	1,456	5.0%
Memphis	1,704	0.0%	1,704	0%	1,824	6.6%	1,872	2.6%	1,920	2.6%
UTC	1,856	2.0%	1,856	0%	1,912	2.9%	1,912	0.0%	2,050	7.2%
UTK	1,912	-1.0%	1,912	0%	2,152	11.2%	2,152	0.0%	2,316	7.6%
UTM	1,534	0.0%	1,534	0%	1,662	7.7%	1,662	0.0%	1,758	5.8%
UTS	1,200		1,200		1,236	3.0%	1,284	3.9%	1,334	3.9%
University Average	\$1,615		\$1,615		\$1,699		\$1,734		\$1,836	5.9%

Total Tuition and Mandatory Fees

	2021-22	% Incr	2022-23	% Incr	2023-24	% Incr	2024-25	% Incr	2025-26	% ncr
APSU	\$8,761	1.6%	\$8,761	0%	\$9,023	2.9%	\$9,384	4.0%	\$9,852	5.0%
ETSU	9,674	1.9%	9,674	0%	9,950	2.8%	10,472	5.2%	10,994	5.0%
MTSU	9,592	1.8%	9,592	0%	9,878	2.4%	10,396	5.2%	11,071	6.5%
TSU	8,335	1.9%	8,335	0%	8,571	2.9%	8,981	4.8%	9,438	5.1%
TN Tech ¹	10,522	1.8%	10,522	0%	10,830	2.8%	11,376	5.0%	11,926	4.8%
UM	10,056	1.2%	10,056	0%	10,344	2.8%	10,728	3.7%	11,256	4.9%
UTC	9,848	2.0%	9,848	0%	10,144	2.9%	10,462	3.1%	10,762	2.9%
UTK	13,244	-0.2%	13,244	0%	13,484	1.8%	13,812	2.4%	13,876	0.5%
UTM	9,912	1.7%	9,912	0%	10,208	2.9%	10,566	2.9%	10,824	2.4%
UTS	10,200		10,200		10,506	3.0%	10,924	4.0%	11,264	3.1%
University Average	\$10,014		\$10,014		\$10,294		\$10,710		\$11,126	3.9%

Rate per Term	2025-26	2026-27	Change		Additional Revenue	
	Current	Proposed	\$	%		
		4.29%				
<i>Undergraduate In State (15 Credit Hours)</i>						
In State Undergraduate	\$4,401	\$4,590	\$189	4.29%	\$5,013,036	
Total In State Undergraduate	\$4,401	\$4,590	\$189	4.29%		
<i>Undergraduate Out of State (15 Credit Hours)</i>						
In State Undergraduate	\$4,401	\$4,590	\$189	4.29%		
Out of State Tuition	\$2,100	\$2,175	\$75	3.57%		
Total Out of State Undergraduate	\$6,501	\$6,765	\$264	4.06%		
<i>Undergraduate Five State (15 Credit Hours)</i>						
In State Undergraduate	\$4,401	\$4,590	\$189	4.29%		
Five State Tuition	\$450	\$480	\$30	6.67%		
Total Five State Undergraduate	\$4,851	\$5,070	\$219	4.51%		
<i>Undergraduate International (15 Credit Hours)</i>						
In State Undergraduate	\$4,401	\$4,590	\$189	4.29%		
International Tuition	\$9,846	\$10,146	\$300	3.05%		
Total International Undergraduate	\$14,247	\$14,736	\$ 489	3.43%		
<i>Graduate (12 hours)</i>						
In State Graduate	\$5,564	\$5,710	\$270	2.62%		
Total In State Graduate	\$5,564	\$5,710	\$270	2.62%		
<i>Graduate Out of State (12 Hours)</i>						
In State Graduate	\$5,564	\$5,710	\$270	2.62%		
Out of State Tuition	\$7,560	\$7,560	\$0	0.00%		
Total Out of State Graduate	\$13,124	\$13,270	\$270	2.06%		

Mandatory Fee Request – Per Semester (Fee Capped at 8 hours)				
	2025-26		2026-27	
	Actual	Proposed	\$ Increase	+Revenue
Campus Safety/Facilities Fee	\$60/\$7.50 per cr hr	\$101.50/\$12.69 per cr hr	\$41.50	\$910,095
Student Activity Fee - CPA	\$53/\$6.63 per cr hr	\$57/\$7.13 per cr hr	\$4	\$87,720
Student Activity Fee – Bucky’s Food Pantry	\$0/\$0 per cr hr	\$2.50/.31 per cr hr	\$2.50	\$59,662
Total UG Tuition and Mandatory Fees			\$48	\$1,057,477

Undergraduate In-State Tuition and Mandatory Fee Request – Per Academic Year				
	2025-26		2026-27	
	Actual	Proposed	\$ Increase	% Increase
Undergrad Tuition @ 15 cr hr	\$8,802	\$9,180	\$378	4.29%
Mandatory Fees	\$2,192	\$2,288	\$96	4.38%
Total UG Tuition and Mandatory Fees	\$10,994	\$11,468	\$474	4.31%

It should be noted that during its special-called meeting on March 31, 2026, the Finance and Administration Committee directed staff to produce a final tuition and mandatory fees action item that fully complies with the Tennessee Tuition Transparency and Accountability Act, for consideration by the Committee and the full Board of Trustees at the quarterly meetings on May 21, 2026.

In accordance with the Act, staff provided public notice on March 31, 2026, of the proposed tuition and mandatory fee ranges under consideration for the 2026–27 academic year. The notice period closed on April 15, 2026. No public comments or feedback were received.

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

RESOLVED: The proposed tuition and mandatory fees for 2026-2027 are approved as presented in the meeting materials in accordance with the Governor’s budget and THEC binding tuition limit.

EAST TENNESSEE STATE UNIVERSITY
 BOARD OF TRUSTEES
ACTION ITEM

DATE: May 21, 2026

ITEM: Action Item: Approval of Gatton College of Pharmacy Tuition for FY27

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Debbie Byrd
 Dean, Gatton College of Pharmacy

In light of an additional \$3.2 million in recurring state appropriations, combined with the prior \$2.5 million investment received during the 2023 legislative session, the Gatton College of Pharmacy proposes a further reduction in tuition rates. These combined investments, totaling \$5.7 million, allow the Gatton College of Pharmacy to align tuition with the University of Tennessee Health Science Center’s pharmacy program.

The proposed tuition rates are \$24,785 for in-state students and \$30,329 for out-of-state students. These rates reflect a total reduction of 35.9% for in-state students and 21.6% for out-of-state students. This adjustment results in total savings of approximately \$55,556 per in-state student and \$33,380 per out-of-state student over the course of the four-year PharmD program.

Gatton College of Pharmacy				
In-State/Out-of-State Tuition Proposal – Per Academic Year				
	2025-26	2026-27		
	Actual	Proposed	\$ Decrease	% Decrease
In-State Tuition	\$27,540	\$24,785	(\$2,755)	(10%)
Out-of-State Tuition	\$33,660	\$30,329	(\$3,331)	(9.9%)

**Gatton College of Pharmacy
In-State/Out-of-State Tuition Proposal – Per Academic Year
Total Savings per student/per program**

	2022-2023 Actual	2026-2027 Proposed	\$ Decrease	% Decrease	Total Program Decrease
In-State Tuition	\$38,674	\$24,785	(\$13,889)	(35.9%)	(\$55,556)
Out-of-State Tuition	\$38,674	\$30,329	(\$8,345)	(21.6%)	(\$33,380)

The following chart provides a comparison of tuition rates for the approved the Gatton College of Pharmacy peer set:

Comparative Pharmacy Tuition Rates

	Proposed 2026-27
<i>ETSU – In-State</i>	\$24,785
UTHSC – In-State	24,785
UNC – In-State	25,286*
UK – In-State	30,083*
VCU – In-State	34,664*
<i>ETSU – Out-of-State</i>	30,329
UTHSC – Out-of-State	30,329
Wingate	39,660*
Union	41,170
Mercer	41,290
Presbyterian	43,000*
Samford	43,571*
Lipscomb	44,486
Belmont	44,600
Campbell	46,990*
UNC Out-of-State	48,778*
VCU Out-of-State	48,897*

UK Out-of-State	56,427*
University Average	\$43,041

**2025-26 rate – 2026-27 not yet published*

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 Gatton College of Pharmacy for 2026-2027 is approved as presented in the meeting materials in accordance with the Governor’s budget.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Approval of Spring Estimated and July Proposed Budgets

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

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

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

The three budgets prepared each year are:

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

The Board will consider the 2025-26 spring estimated budgets and the July 2026-27 proposed budgets for the one formula-funded unit and the one specialized unit (ETSU Health - including College of Medicine, Family Medicine, and College of Pharmacy). In meetings held during the last year, the Board approved the 2025-26 July proposed and October revised budgets. The proposed budgets for the new fiscal year are based on the estimates for revenue and expenditures known at the time the budget is prepared. Details of these budgets are outlined below.

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

RESOLVED: The estimated Spring 2025-26 and proposed July 2026-27 budgets are approved as presented in the meeting materials in accordance with the Governor's budget and THEC binding limit.

Main Campus Budget

	<u>Actual 24-25</u>	<u>Orig. 25-26</u>	<u>Oct. 25-26</u>	<u>Spring 25-26</u>	<u>July 26-27</u>	<u>Jul-26 to Jul-27</u>
Revenue	334,420,158	330,461,610	338,649,360	340,432,830	344,032,340	13,570,730
<u>Expenditures and Transfers</u>						
Instruction	121,745,641	124,970,500	133,125,510	133,488,200	127,772,020	2,801,520
Research	7,023,039	7,979,000	16,751,300	19,007,470	7,888,510	(90,490)
Public Service	4,792,936	5,337,400	6,801,590	6,518,410	5,534,200	196,800
Academic Support	26,849,800	29,420,900	38,273,770	37,655,930	30,326,650	905,750
Student Services	34,375,444	33,545,700	35,480,820	35,838,740	33,756,270	210,570
Institutional Support	22,017,116	25,702,800	33,293,380	34,326,610	28,598,900	2,896,100
Facilities	21,717,014	25,873,000	26,210,840	25,728,050	28,380,370	2,507,370
Scholarships	26,342,901	28,754,800	28,870,420	29,241,330	30,140,280	1,385,480
Total before transfers	264,863,895	281,584,100	318,807,630	321,804,740	292,397,200	10,813,100
Debt Service	5,733,754.	5,309,100	5,309,100	5,309,100	5,698,930	389,830
Non-Mandatory Transfers	11,376,646	4,915,700	10,201,530	8,877,350	4,915,700	-
Auxiliaries Exp & Tsfrs.	36,541,318	38,416,300	39,411,400	39,416,900	40,938,590	2,522,290
Total	318,515,614	330,225,200	373,729,660	375,408,090	343,950,420	13,725,220

<u>FT Unrestricted and Auxiliary Positions</u>	<u>Orgin. 2025-26</u>	<u>Oct 2025-26</u>	<u>July Proposed</u>	<u>FY26 to FY27</u>
Faculty	716	715	720	4
Administration	41	40	41	-
Maint/Tech/Support	400	395	400	-
Professional Support	601	600	607	6
Sub Total	1758	1750	1768	10
Auxiliaries	68	69	69	1
Total	1826	1819	1837	11

Quillen College of Medicine Budget

	<u>Actual 24-25</u>	<u>July 25-26</u>	<u>Oct Revised</u>	<u>Est Spring</u>	<u>July Proposed</u>	<u>FY26 to FY27</u>
Revenue	80,658,794	86,671,370	89,438,450	89,438,450	86,289,810	(381,560)
<u>Expenditures and Transfers</u>						
Instruction	64,485,306	61,250,680	61,322,860	61,322,860	60,072,950	(1,177,730)
Research	4,402,524	5,031,020	5,063,330	5,063,330	6,950,000	1,918,980
Public Service	-	-	-	-	-	-
Academic Support	8,797,171	9,092,100	9,201,150	9,201,150	9,586,760	494,660
Student Services	3,550,821	4,080,590	4,082,540	4,082,540	4,794,170	713,580
Institutional Support	4,116,516	3,968,540	3,968,920	3,968,920	2,409,610	(1,558,930)
Facilities	5,376,723	7,537,310	7,648,320	7,648,320	7,915,440	378,130
Scholarships	260,000	260,000	260,000	260,000	624,800	364,800
Total before transfers	90,989,061	91,220,240	91,547,120	91,547,120	92,353,730	1,133,490
Debt Service	98,664	106,900	106,900	106,900	106,900	-
Non-Mandatory Transfers	(847,582)	(4,525,770)	(4,525,770)	(2,283,830)	(6,170,820)	(1,645,050)
Total	90,240,143	86,801,370	87,128,250	89,370,190	86,289,810	(511,560)

<u>FT Unrestricted and Auxiliary Positions</u>	<u>Orig 25-26</u>	<u>Oct Revised</u>	<u>Est Spring</u>	<u>July Proposed</u>	<u>FY26 to FY27</u>
Faculty	167	167	168	168	1
Administration	5	5	5	5	0
Maint/Tech/Support	102	102	102	102	0
Professional Support	112	112	112	112	0
Total	386	386	387	387	1

Family Medicine Budget

	<u>Actual 24-25</u>	<u>July 25-26</u>	<u>Oct Revised</u>	<u>Est Spring</u>	<u>July Proposed</u>	<u>FY26 to FY27</u>
Revenue	22,640,102	22,366,000	22,632,000	23,722,000	23,042,300	676,300
<u>Expenditures and Transfers</u>						
Instruction	16,817,241	15,464,100	17,457,300	17,612,290	17,703,460	2,239,360
Research	63,379	399,100	309,000	170,070	287,970	(111,130)
Public Service	50					
Academic Support	6,226,643	4,295,500	4,746,500	4,479,220	4,573,250	277,750
Institutional Support	1,371,055	1,939,700	1,814,300	1,990,010	2,166,580	226,880
Facilities	433,542	412,500	636,100	954,570	718,500	306,000
Total before transfers	24,911,910	22,510,900	24,963,200	25,206,160	25,449,760	2,938,860
Non-Mandatory transfers	-	(719,210)	(4,173,590)	(2,636,760)	(2,385,860)	(1,666,650)
Total	24,911,910	21,791,690	20,789,610	22,569,400	23,063,900	1,272,210

<u>FT Unrestricted and Auxiliary Positions</u>	<u>Orig 25-26</u>	<u>Oct Revised</u>	<u>July Proposed</u>	<u>FY26 to FY27</u>
Faculty	34	34	34	-
Administration	-	-		-
Maint/Tech/Support	52	52	54	2
Professional Support	30	30	28	(2)
Total	116	116		-

Gatton College of Pharmacy Budget

	Actual 24-25	Orig. 25-26	Oct. Revised	Est. Spring	July Proposed	F26 to F27
Revenue	\$ 8,749,129	\$ 9,613,000	\$ 9,316,300	\$ 9,402,700	\$ 12,717,800	\$ 3,104,800
<u>Expenditures and Transfers</u>						
Instruction	\$4,051,367	\$ 3,977,000	\$ 4,000,200	\$ 3,569,500	\$ 5,120,700	\$1,143,700
Research	249,128	500,100	570,900	900,700	530,200	30,100
Public Service	536,149	507,500	685,900	684,400	37,100	(470,400)
Academic Support	1,995,324	2,276,100	2,282,900	2,220,500	2,627,800	351,700
Student Services	1,022,867	804,700	832,700	789,400	1,026,200	221,500
Institutional Support	565,982	556,900	563,200	578,500	645,000	88,100
Facilities	455,164	415,400	415,400	364,100	478,900	63,500
Scholarships	367,568	569,100	569,100	529,600	742,000	172,900
Total before transfers	9,243,549	9,606,800	9,920,300	9,636,700	11,207,900	1,601,100
Debt Service	675,352	672,400	661,000	672,400	674,700	2,300
Non-Mandatory Transfers	(155,536)	(666,400)	(1,588,700)	(1,270,200)	282,100	948,400
Total	\$ 9,763,365	\$ 9,612,800	\$ 8,992,600	\$ 9,038,900	\$ 12,164,700	\$2,551,900

FT Unrestricted and Auxiliary Positions	Orig. 25-26	Oct. Revised	July Proposed	F26 to F27
Faculty	30	30	30	-
Administration	1	1	1	-
Maint/Tech/Support	12	12	12	-
Professional Support	11	11	11	-
Total	54	54	54	-

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Approval of FY27 Capital Budget Submittals and Disclosures

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

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

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

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

Below is a list of ETSU's proposed capital projects and priorities for fiscal year 2026-2027:

Capital Outlay - \$166,070,00 – Submitted 08/22/2025

1. Main Campus Utility Infrastructure – \$19,220,000 (*funded*)
2. ETSU Engineering Sciences Building - \$146,850,000 (*scored and will resubmit*)

Capital Maintenance - \$27,140,00 – Submitted 07/18/2025

1. Safety Steam Line Repairs & Replacement Phase II – \$3,500,000 (*funded*)
2. Multiple Buildings Roof Replacements – \$3,500,000 (*funded*)
3. Repair and Replace Campus Water Lines – \$3,500,000 (*not funded, will resubmit*)

4. Multiple Buildings Elevator Upgrades – \$2,500,000 (*not funded, will resubmit*)
5. Multiple Buildings HVAC & Plumbing Repairs – \$4,500,000 (*not funded, will resubmit*)
6. Multiple Buildings Electrical Upgrades – \$4,550,000 (*not funded, will resubmit*)
7. Exterior & Structural Repairs and Replacement – \$5,090,000 (*not funded, will resubmit*)

Capital Disclosures - \$125,130.00 – Submitted 07/18/2025

1. Residence Hall – \$40,000,000
2. Parking Garage – \$55,000,000
3. Student Life Village – \$30,130,000

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

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Approval of Financial Exigency Policy

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Brian Noland
President

Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

Staff will present a proposed Financial Exigency Policy to the Finance and Administration Committee for consideration. This policy is intended to replace the existing Tennessee Board of Regents policy and will establish the criteria the ETSU Board of Trustees will follow should the University ever face an imminent financial crisis.

Under this policy, a formal declaration of financial exigency would occur only when ETSU's budget cannot be balanced through normal means and requires extraordinary measures, which may include the termination of existing and continuing academic and non-academic appointments.

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

RESOLVED: The Board of Trustees approves the Financial Exigency Policy as presented in the meeting materials.



EAST TENNESSEE STATE
UNIVERSITY

Financial Exigency

Policy Name: Financial Exigency

Policy Purpose

This policy specifies the criteria and process for a Declaration of Financial Exigency.

Responsible Official, Office, and Interpretation

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

Defined Terms

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

Academic Personnel

Members of the personnel of each Academic Unit who carry out one or more of the following primary functions of the university: academic instruction/librarianship; research, scholarly, and/or creative activities; clinical or professional practice; and service to the Academic Unit, college, university, profession and/or community; clinical or professional practice. Faculty members commit to continue their professional development and active involvement in the primary function(s) of their Appointment.

Declaration of Financial Exigency

The formal declaration by the Board of Trustees that East Tennessee State University faces a financial crisis, that there is a current or projected absence of sufficient funds for the campus as a whole to maintain its current programs and activities at a level sufficient to fulfill its educational goals and priorities, and that the budget can only be balanced by extraordinary means, which include, but are not limited to the termination of academic units as well as academic and non-academic appointments across academic and administrative units.

Policy Effective Date: INSERT
Procedure Effective Date: N/A

Financial Exigency Plan

The plan to implement a reduction in faculty and or academic units developed by the President, in consultation with the Financial Exigency Committee, and approved by the Board of Trustees.

Policy Name: Financial Exigency

Policy

This policy pertains to the elimination of faculty positions and/or academic units and programs as a result of a financial crisis. Financial exigency is a state of financial crisis which affects the University as a whole, to the extent that it may become necessary to terminate tenured appointments or other appointments prior to their normal expiration, and a state in which the survival of programs deemed essential to the mission of the University is in doubt. In the event of financial exigency, it will be necessary for the University to examine its mission closely in order to determine those programs which are considered essential for maintaining a viable University. Considerations for retaining programs shall include compliance with statutory requirements, maintenance of academic excellence, and adherence to related employment policies such as the Reduction in Force policy for impacted staff positions.

In the state of financial exigency, programs may be discontinued or allocated reduced resources. Comprehensive study will be used to determine how required reductions are to be accomplished, including termination of appointments of faculty members, administrative and professional personnel, staff, and others as well as maintenance and operations funding.

1. Imminent Financial Crisis.

In the event financial projections for the University are so adverse that the University cannot remain viable, the President will assess all available information related to the imminent financial crisis and take immediate steps to reduce expenditure levels prior to requesting a Declaration of a Financial Exigency from the Board of Trustees. After notifying the Board of Trustees of the imminent financial crisis, the President shall release a formal written statement to the campus advising that there is an imminent financial crisis and that steps will be taken to reduce expenditures.

If such action to reduce expenditures does not result in an appropriate resolution, the University President will present a request for Declaration of Financial Exigency to the Board of Trustees.

2. Declaration of Financial Exigency.

The Board of Trustees holds the sole authority to issue a Declaration of Financial Exigency. Prior to a wholesale reduction-in-force or academic program elimination due to financial exigency, the Board of Trustees must vote to approve a Declaration of Financial Exigency. If the Board of Trustees votes to approve a Declaration of Financial Exigency, the Board of Trustees will direct the President to prepare a Financial Exigency

Policy Effective Date: INSERT
Procedure Effective Date: N/A

Plan. The University President, in consultation with the Financial Exigency Advisory Committee shall propose a plan to allocate necessary funding reductions among the academic departments, to reduce Academic Personnel, and/or to eliminate academic programs.

3. Financial Exigency Plan.

If the Board of Trustees approves a Declaration of Financial Exigency, the President shall: (1) form the Financial Exigency Advisory Committee; (2) communicate to University the nature of the financial exigency; and (3) prepare a Financial Exigency Plan.

3.1. Formation of the Financial Exigency Financial Exigency Advisory Committee.

The Financial Exigency Advisory Committee shall consist of the following members:

- 3.1.1. Provost, Chief Academic Officer
- 3.1.2. Chief Financial Officer
- 3.1.3. Chief Operating Officer
- 3.1.4. Two Deans selected by the Deans' Council
- 3.1.5. Departmental Chair as selected by the Council of Chairs
- 3.1.6. Two members of the Faculty Senate Executive Committee selected by the Faculty Senate
- 3.1.7. President of the Staff Senate
- 3.1.8. President of the Student Body

The President shall designate the chair of the Committee.

3.2. Creation of Financial Exigency Plan.

The President will work with the Financial Exigency Advisory Committee to address the deficiency in resources for the current fiscal year and the next fiscal year or a longer period as required by the Board of Trustees. The President will submit the Financial Exigency Plan to the Board of Trustees for review.

3.3. Board of Trustees Review of Financial Exigency Plan.

Based upon the Financial Exigency Plan submitted by the President and review of available information, the Trustees shall vote on the Financial Exigency Plan. The vote is limited to: (1) approve; or (2) reject with feedback to the President on the Financial Exigency Plan. If the Financial Exigency Plan is rejected, the President shall submit a

new plan to the Board of Trustees at the next regularly scheduled full Board of Trustees meeting or earlier at the discretion of the Board of Trustees.

4. Academic Personnel.

4.1. Reductions due to Declaration of Financial Exigency.

Recommendations to eliminate positions or programs, or to curtail programs and services, shall not include termination of the appointment of a tenured faculty member in favor of retaining one without tenure in the same department, except in extraordinary circumstances. In some cases, an arrangement for early retirement of a tenured faculty may be worked out with the consent of the faculty member. In other cases, a change from full-time to part-time service may be a feature, though not a complete solution, of an acceptable settlement.

In those cases where there is no reasonable choice other than terminating the services of a tenured faculty member, appropriate notice must be given. In all cases of termination of appointment because of financial exigency, the position of the faculty member concerned shall not be filled by a permanent replacement within a period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it. If a tenured faculty member's position is eliminated due to Financial Exigency, the University may transfer the tenured faculty member to another open and funded position for which the tenured faculty member is qualified.

4.2. Notice and Opportunity to be Heard.

In the event that it is determined that the employment must be terminated due to Financial Exigency written notice of termination will be provided as soon as practicable.

When notice of termination of employment is received, a faculty member may appeal their specific termination; however, the faculty member has no appeal right related to the Declaration of Financial Exigency or to the decision to terminate an academic program due to financial exigency. The faculty member must submit a written statement of appeal within ten (10) business days of the notice of termination to the Provost. The President shall review and determine whether to uphold the termination or overturn the termination within ten (10) business days. The decision of the President is final and cannot be appealed to the Board of Trustees.

Policy Name: Financial Exigency

Procedure

N/A

Authority and Revisions

Authority: T.C.A. §§ 49-8-203; 49-7-187

Previous Policy: N/A

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

Policy Effective Date: INSERT
Procedure Effective Date: N/A

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Action Item: Revisions to FY26 Audit Plan

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

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

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

Additions

FWA 26-05 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

FWA 26-06 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

FWA 26-07 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

Gear Up Grant Advisory Service – An engagement was requested by the recently established ETSU GEAR UP unit to provide recommendations related to financial oversight, expenditure responsibilities, and coordination between the university and six local school districts participating in the GEAR UP grant.

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

INFORMATION ITEM

DATE: May 21, 2026

ITEM: Student Success Update

PRESENTED BY: Dr. Michelle Byrd
Senior Associate Vice President and Dean of Students,
Student Life and Enrollment

Dr. Michelle Byrd will facilitate a panel discussion with ETSU students who will provide firsthand perspectives on the factors that most influence student success, offering details of their own success through leadership roles on campus. The student panelists will discuss themes such as academic achievement, student engagement opportunities, peer mentoring, meaningful relationships with faculty and staff that promote belongingness, experiential learning opportunities and career readiness. The discussion is intended to offer trustees valuable insight into student experiences and highlight the work of programs such as BIGs (Buccaneer Involvement Guides); the Center for Academic Achievement (CFAA) and Community Engaged Learning, including other efforts that support retention, graduation, and overall student success.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Resolution of Appreciation for Trustee Aashi Vora

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Brian Noland
President

MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Trustee Aashi Vora.

RESOLVED

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

WHEREAS Ms. Vora has excelled in her studies at ETSU, majoring in biology with a minor in culture and health through the Quillen Honors Scholars program; and

WHEREAS Ms. Vora has served her fellow students in numerous ways, including as Vice President of Finance and Panhellenic Relations for Alpha Delta Pi and through the Student Government Association; and

WHEREAS Ms. Vora is the co-founder and past president of the South Asian Student Association, creating a lasting platform for cultural engagement on campus; and

WHEREAS Ms. Vora has cultivated a spirit of philanthropy among her fellow students and promoted Forever ETSU through her service as an executive member of the Student Foundation Ambassadors; and

WHEREAS Ms. Vora has been recognized with the Dorman G. Stout, Jr. Student Leadership Endowment for her impact on campus and community; and

WHEREAS Ms. Vora's commitment to advancing health equity is evident in her completion of cardiac research at Quillen College of Medicine, service on medical brigades in Panama, and completion of health policy internships with the Arthritis Foundation and Ballard Health; and

WHEREAS for her tremendous achievements and commitment to the mission of ETSU, Ms. Vora was named to the 2025-26 class of the ETSU 1911 Society, which recognizes the university's most notable graduates from undergraduate, graduate, and professional programs; and

WHEREAS Ms. Vora has served the university with distinction, integrity, and unwavering dedication as a member of the ETSU Board of Trustees;

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Resolution of Appreciation for Dr. Karen King

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Brian Noland
President

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

RESOLVED

WHEREAS technology and innovation play a vital role in advancing the mission of East Tennessee State University, and the leadership of dedicated administrators ensures that faculty, staff, and students have the resources necessary to achieve success in learning, research, and service; and

WHEREAS Dr. Karen King has served East Tennessee State University with distinction as Vice President for Information Technology and Chief Information Officer, working tirelessly to provide the technological resources and infrastructure necessary to support the goals of faculty, staff, and students; and

WHEREAS Dr. King earned the rank of Professor in Dental Hygiene and, as a faculty member, was among the first at East Tennessee State University to champion distance education, developing the university's first online program and laying the groundwork for expanded access to learning; and through her subsequent administrative leadership, she helped build the comprehensive distance education structure that serves ETSU students today; and

WHEREAS Dr. King has demonstrated visionary leadership in expanding opportunities for students through technology, including her support for the creation of ETSU's Esports program during the redesign and renovation of the D.P. Culp Student Center, helping establish a vibrant competitive team, scholarship opportunities, and the video wall; and

WHEREAS during the unprecedented challenges of the COVID-19 pandemic, Dr. King and her team in Information Technology Services worked tirelessly to transition the university to a remote work and learning environment, ensuring continuity of instruction and support for the ETSU community, thereby

positioning the campus to emerge from the pandemic with a stronger and more robust academic foundation; and

WHEREAS under Dr. King's leadership, Information Technology Services expanded outdoor Wi-Fi access across campus and secured mobile devices to ensure that students had the technology and connectivity necessary to continue their education regardless of circumstance; and

WHEREAS Dr. King played a key role in the implementation of ETSU's modern cloud-based platforms for human resources, finance, advancement, and students that modernize university operations, improve efficiency, and strengthen the university's ability to serve its community; and

WHEREAS Dr. King's leadership, innovation, and commitment to service have significantly strengthened East Tennessee State University's technological capabilities and enhanced the experience of students, faculty, and staff across campus; and

WHEREAS the ETSU community is deeply grateful for Dr. King's dedication, selflessness, and lasting contributions to the university;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of East Tennessee State University extends its sincere appreciation and gratitude to Dr. Karen King for her exemplary leadership and service, and for her lasting impact on the mission and future of East Tennessee State University.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: May 21, 2026

ITEM: Student Trustee Selection

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Brian Noland
President

Mr. Thomas Bales has been nominated and confirmed by the student senate of the Student Government Association as the student trustee nominee for the 2026-27 academic year.

Mr. Thomas Bales is a first-generation college student from Greene County, Tennessee. He is currently pursuing a degree in Political Science with a minor in Legal Studies at East Tennessee State University. From the moment he arrived on ETSU's campus, Mr. Bales found a strong sense of belonging and was drawn to the institution's commitment to supporting students as individuals.

During his time at ETSU, Mr. Bales has been highly engaged in leadership and service, including involvement with the Student Government Association, Student Foundation Ambassadors, Orientation and Expedition Leadership, and First-Generation Student Success initiatives. His academic and extracurricular experiences have shaped his aspiration to advance higher education policy in Tennessee.

Mr. Bales is deeply passionate about educational access, first-generation student success, and need-based initiatives and is committed to expanding opportunities for students from underserved backgrounds and empowering them to achieve long-term academic and professional success.

MOTION: I move to accept the President's nomination of Mr. Thomas Bales to the position of Student Trustee and member of the Board's Finance and Administration Committee.

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