EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
SEPTEMBER 2026 MEETING

1:00–2:15 p.m. EDT
Friday
September 11, 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 May 21, 2026

V. Report from the Academic, Research, and Student Success Committee (3 minutes)

VI. Report from the Audit Committee (3 minutes)

VII. Report from the Finance and Administration Committee (3 minutes)

VIII. Consent Agenda (5 minutes)
   A. Minutes from May 21, 2026, Academic, Research, and Student Success Committee
   B. Minutes from May 21, 2026, Finance and Administration Committee
   C. Minutes from May 21, 2026, Audit Committee
   D. Recommendation for Promotion and Tenure of Faculty Member
   E. Approval of the ETSU Mission Profile
   F. Approval of Policy on Use of Out-of-State Undergraduate Tuition and Fee Revenues
   G. Request for Naming
   H. Employment Agreement
   I. Audit Plan for FY27
   J. Internal Audit Employee Profiles

IX. Selection of Board Vice Chair – *Steagall-Jones/Green* (3 minutes)

X. Selection of Executive Committee Member (if necessary) – *Steagall-Jones/Green* (3 minutes)

XI. Finance and Administration Committee Appointments – *Steagall-Jones/Green* (3 minutes)

XII. Student Support Initiatives for Military Affiliated Students – *Bishop* (10 minutes)

XIII. Federal and State Aid Policy Update – *Sherlin/Levesque* (10 minutes)

XIV. Strategic Agenda Update and KPIs – *Noland/Hoff* (10 minutes)

XV. President's Report – *Noland* (20 minutes)

XVI. Action Item: Resolution of Appreciation for Trustee Steve DeCarlo – *Noland* (3 minutes)

XVII. Action Item: Resolution of Appreciation for Jessica Vodden – *Noland* (3 minutes)

XVIII. Other Business

XIX. Executive Session
   A. Discussion of matters deemed permissible under Tennessee State Law (if necessary)

XX. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Approval of the Minutes from May 21, 2026
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Dr. Adam Green Board Secretary

The minutes of the May 21, 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 May 21, 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

May 21, 2026
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Thursday, May 21, 2026, at 1:01 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 1:01 p.m. She began by highlighting some of the university's recent successes and achievements. Among them:

- ETSU conferred 2,061 degrees during spring commencement exercises
- Two ETSU students, Trent Lewis and Raina Desai, recently earned the prestigious Goldwater Scholarship
- With strong support from the Northeast Tennessee legislative delegation, the Tennessee General Assembly approved $3.2 million in additional recurring funding for the Bill Gatton College of Pharmacy
- ETSU Health Family Medicine has been awarded a $2.4 million grant from the Health Resources and Services Administration to begin a new street medicine program, which will serve people experiencing homelessness across the region. The program, called "Taking to the STREETs," will initially train 60 resident physicians, with plans to expand to 140 residents within five years. ETSU Health is one of only 24 grantees nationwide to receive this funding. Care will be provided directly in shelters, day centers, and encampments.
- The Tennessee Higher Education Commission has approved the launch of two new academic programs at ETSU: the M.S. in Environment, Health, and Disaster Sciences and the B.B.A. in Hospitality and Tourism Management

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 Wade Farmer

Trustee Dr. Steph Frye-Clark
Trustee Dorothy Grisham
Trustee Jon Lundberg
Trustee Ron Ramsey
Trustee Grant Summers
Trustee Tony Treadway
Trustee Aashi Vora

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

III. Public Comments

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

IV. Approval of Minutes from February 20, 2026

The minutes from the February 20, 2026, meeting of the Board of Trustees were approved as submitted, with Trustee Janet Ayers making the motion to approve and Trustee Grant Summers seconding the motion. The motion passed unanimously.

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

Trustee Janet Ayers reported on the following:

- The committee approved Provost Kimberly McCorkle's request to grant promotion and tenure for 56 faculty members. The faculty presented for promotion and tenure were recommended by President Noland as meeting the university's requirements.
- The committee approved four action items presented by Provost McCorkle related to tenure and promotion:
  - The Tenure and Promotion Policy for Tenure-Track and Tenured Faculty
  - The Promotion Policy for Renewable Term Faculty
  - The Termination of Tenure Policy
  - The Faculty Misconduct Policy
- The committee heard, as an information item, a presentation by Dr. Nick Hagemeier, Vice Provost for Research. Dr. Hagemeier presented the university's new Research Strategic Plan, which includes an updated vision for research at ETSU over the next five years. The plan includes five emphasis areas. Dr. Hagemeier also provided an update on recent research highlights and metrics.
- The committee then heard a presentation by Provost McCorkle on highlights from the Division of Academic Affairs. She referenced the two new academic programs recently approved by the Tennessee Higher Education Commission, gave updates on two college dean searches, and discussed ETSU's recognition as a Carnegie Community Engaged University. Provost McCorkle outlined plans

now underway to develop new academic programs, including engineering and a nurse anesthetist program in the College of Nursing.

VI. Report from the Finance and Administration Committee

In the absence of Committee Chair Steve DeCarlo, Board of Trustees Chair Melissa Steagall-Jones provided the report on the committee's activities. During its morning meeting, the committee approved the tuition and mandatory fees for FY27 (included in the board's Consent Agenda). She said the proposed undergraduate in-state tuition and mandatory fee rates would come to $474 per academic year, bringing total undergraduate in-state tuition and mandatory fees to $11,468, a 4.31 percent increase. The committee approved a reduction in tuition for the Bill Gatton College of Pharmacy for FY27, made possible by additional support from the state. (This item is also included in the board's Consent Agenda.) The committee approved the university's spring estimated budgets and the July proposed budgets (included in the Consent Agenda). The budget for the main campus and auxiliaries reflects approximately $344 million in revenues and expenditures. The committee approved the FY27 capital budget submittals and disclosures (included in the Consent Agenda). Capital outlay projects total $166 million, capital maintenance $27 million, and capital disclosures $125 million. The committee's final action item was approval of the university's Financial Exigency Policy (also included in the Consent Agenda).

The committee received a quarterly financial update, showing growth in unrestricted E&G revenues and expenditures compared to the prior year. The committee then reviewed the university's Statement of Net Position. Discussion of the FY25 Composite Financial Index was deferred to the committee's next meeting because of time. Finally, the committee heard a report on agreements of $250,000 or greater for the period of January through March, including RFPs upcoming and in process.

VII. Report from the Audit Committee

Committee Chair Ron Ramsey reported that the Audit Committee approved revisions to the FY26 audit plan, including the addition of an advisory services engagement as well as fraud, waste, or abuse concerns. The committee completed annual reviews of charters and policies. The committee then heard a report on the completion of one audit that has taken place since January. The committee went into executive session to discuss active audits, enterprise risk management, and to review university risks and related 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 Ramsey moved that the Consent Agenda be approved, and Trustee Lundberg seconded the motion. It passed unanimously.

IX. Student Success Update

Dr. Michelle Byrd, Dean of Students and Senior Vice President for Student Life, led a panel discussion with three ETSU students to get their perspectives on factors that most influence student success. Those students were Hannah Tate, representing the Center for Academic Achievement; Cole Hoover, representing the First-Year Experience and BIGs (Buccaneer Involvement Guides) program; and Hunter Mahaffey, representing Community-Engaged Learning.

Dr. Byrd noted a marked increase in the number of first-time freshmen who are taking First-Year Experience courses, as well as the growth of the BIGs program, from 29 students in 2019 to 65 last year. She added that the one-on-one tutoring and supplemental instruction offered through the Center for Academic Achievement are making a decided difference in student grade outcomes. Further, she said, there are now over 100 courses designated for Community-Engaged Learning at ETSU and over 5,000 students have taken a CEL-designated course.

In responding to Dr. Byrd's question about their motivation to choose ETSU, the students pointed to the institution's personality, one-on-one support, and smaller class sizes; its proximity to home and being within commuting distance; and the sense of community that exists on campus.

Other major themes that emerged during the discussion were:

- The value of self-advocacy for peers
- The confidence that these first-year programs instill in students
- The sense of belonging that students feel
- The value of knowing where to go and whom to see to access resources
- The way in which Community-Engaged Learning is teaching students to be active members of the community
- The need for the institution to keep investing in these types of student success initiatives

X. President's Report

Dr. Noland began by reviewing the mission of the university, a mission that has guided us for 110 years: to improve the quality of life for the people of the region and beyond. Dr. Noland then turned to the university's Strategic Planning Framework and one of its pillars, Access and Success. He provided a look at spring 2026 enrollment, which was up by 336 students year over year. Graduate and professional enrollment was down slightly, consistent with national trends. The fall-to-spring persistence rate is up, at 90.9 percent, which is close to a university record. Dr. Noland provided a look at application data for the incoming freshman class. The applicant total was 10,830, an increase of 26 students over the previous year. Dr. Noland predicted that ETSU would be on track to meet its enrollment projection for the fall 2026, which aligns with the institution's budget planning parameters.

Dr. Noland then reviewed recent accolades. The College of Medicine is ranked in the top 50 nationally for its focus on primary care, and for the third consecutive year, it is in the top five nationally for graduates who go on to practice in underserved areas. The College of Pharmacy's licensure pass rates place it in the top five in the country, number two in the Southeast, and number one in Tennessee. Eighteen ETSU programs recently underwent successful accreditation reviews, and many had no findings. The most recent state audit for the university included no findings. Dr. Noland said that for an access-oriented institution where 40 percent of the students are first-generation, and more than half are Pell-eligible, ETSU's honors and recognitions are most impressive. Among them are three Rhodes Scholarship finalists, two Truman Scholars and a Truman finalist, 14 Benjamin Gilman Scholars, eight Fulbright semi-finalists, and two Goldwater Scholars.

Turning to Research and Innovation, Dr. Noland told the board that ETSU has seen an increase of more than 500 percent in research expenditures since 2015. Against that backdrop, the new Research Strategic Plan outlines this new vision: ETSU is recognized, through funding, rankings, and impact, as one of the premier regional public research universities in the nation. Dr. Noland described the emphasis areas included in the new plan: applied technology and engineering; biomedical sciences and clinical translation; environmental systems, hazards, and the outdoors; rural health and Appalachian thriving; and the science of education and engagement.

President Noland began his legislative and budget update with a quotation from Sidney G. Gilbreath, the first President of East Tennessee State Normal School: "The State college is not only a religious industry, a cultural industry, an educational industry, and a social industry, but it is one of the largest financial industries of the community. All are in favor of it. Now the problem is how to make our support politically effective." President Noland pointed out that ETSU faces these same challenges today. He reported that there was much conversation in this year's legislative session about higher education, tenure and promotion, and the role of faculty, free speech, and governance. He expressed gratitude to members of the Board of Trustees and the Northeast Tennessee legislative delegation for the additional state funding for the College of Pharmacy and for funding for capital and deferred maintenance projects. He said that the university is closely watching the Rural Health Transformation funding and how it might support our mission. Dr. Noland summarized legislation that changed the Outcomes Formula, requiring the Tennessee Higher Education Commission now to reward institutions on four-year graduation rates rather than six. He then reviewed changes that have occurred in the THEC formula over the years, beginning with the era when all state dollars were primarily based on enrollment. In 2011, he explained, THEC changed its formula, moving away from enrollment in favor of outcomes. Dr. Noland then outlined the criteria on which these outcomes and funds are now predicated and the various benchmarks within the formula.

Dr. Noland provided a look at the THEC Financial Needs Analysis for 2026-27, noting that 3.4 percent of the 4.31 percent increase in tuition and mandatory fees that was just approved by the board is going, in its entirety, to fund salaries. He reminded the board that when the state provides for salary increases, it only pays for half. He said if ETSU were to raise tuition and fees to keep pace with inflationary costs, the increase would have had to have been 8.2 percent. Therefore, he added, the university is taking steps to throttle expenditures and live within the existing budget. He underscored the fact that 70 percent of our budget is devoted to supporting faculty and staff salaries.

Dr. Noland reported to the board that a large percentage of capital funding this year went to the University of Tennessee Health Sciences Center, but ETSU's $19.2 million for main campus utility infrastructure is a first-of-a-kind project. Dr. Noland summarized the maintenance work that is occurring on campus this summer: safety and steam line repairs, site work on the Academic Building, housing renovations, Brown Hall renovation, pickleball courts at the Center for Physical Activity, and a modular classroom in Alexander Hall.

In presenting an overall summary of the university's budget, he said that of the more than $420 million total budget, some 43 percent is generated by tuition and fees, and 42 percent comes from state appropriations. Salaries and benefits account for 71 percent. Dr. Noland told the board that we now have $33.6 million in reserves. He said a minimum of $2.5 million in new resources will flow through the budget model to colleges and administrative units to support growth and outcomes once the new fiscal year begins.

Dr. Noland indicated that ETSU continues to make investments in faculty and staff salaries. From the fall of 2022 to the spring of 2026, we have invested more than $26.5 million in new dollars for faculty and staff salaries. Effective May 1, 2026, there will be another $1.5 million in market salary adjustments for approximately 290 faculty, at an average of around $2,300 each. Staff will receive a flat increase of $700. The goal is to move faculty and staff salaries closer to peer averages.

Dr. Noland closed his presentation by congratulating Trustee Vora for her recent graduation as a Quillen Honors Scholar at ETSU and her upcoming experience at Harvard University. He also noted that two former trustees, Aamir Shaikh and Allen Archer, recently received their M.D. degrees from the Quillen College of Medicine. Dr. Noland expressed thanks to Dr. Randy Wykoff, founding Dean of the College of Public Health, as he prepares to retire.

XI. Action Item: Resolution of Appreciation for Trustee Aashi Vora

Dr. Noland presented, for the Board's consideration, a resolution honoring and thanking Trustee Aashi Vora for her work as a member of the East Tennessee State University Board of Trustees. Trustee Lundberg made a motion to approve the resolution, and Trustee Grisham seconded the motion. It passed unanimously.

XII. Action Item: Resolution of Appreciation for Dr. Karen King

President Noland presented, for the Board's consideration, a resolution honoring and thanking Dr. Karen King for her work as ETSU's Vice President for Information Technology and Chief Information Officer. Trustee Steagall-Jones made a motion to approve the resolution, and Trustee Grisham seconded the motion. It passed unanimously.

XIII. Action Item: Student Trustee Selection

President Noland submitted the name of Thomas Bales for consideration by the Board to be its next Student Trustee, based on Mr. Bales' nomination and confirmation by the Student Government Association. Mr. Bales is a first-generation student from Greene County, Tennessee, and a political science major at ETSU. Trustee Farmer made a motion to accept the recommendation, and Trustee Summers seconded the motion. It passed unanimously. Mr. Bales will join the board as a member of the Finance and Administration Committee.

XIV. Other Business

There was no other business to come before the board.

XV. Executive Session

There was no need to go into executive session.

XVI. Adjournment

The meeting was adjourned at 2:06 p.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE:	September 11, 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:	September 11, 2026
ITEM:	Approval of the Minutes from May 21, 2026
COMMITTEE:	Academic, Research, and Student Success
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Dr. Adam Green Board Secretary

The minutes of the May 21, 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 May 21, 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

May 21, 2026
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Thursday, May 21, 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, Wade Farmer, Dorothy Grisham, Ron Ramsey, Grant Summers, and Aashi Vora.

III. Approval of the Committee Minutes from February 20, 2026

The minutes from the February 20, 2026, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Jon Lundberg making the motion and Trustee Tony Treadway seconding the motion. The motion passed unanimously.

<u>ACTION ITEMS</u>

IV. Promotion and Tenure of Faculty Members

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle summarized ETSU's comprehensive tenure and promotion processes and presented the names of 56 faculty members recommended by President Noland for tenure and/or promotion.

Trustee Dr. Steph Frye-Clark moved that the list be approved, and Trustee Jon Lundberg seconded the motion. It passed unanimously.

V. Approval of Tenure and Promotion Policy for Tenure-Track and Tenured Faculty

Provost McCorkle described the current policy which was approved by the Board of Trustees on May 8, 2017. The policy specifies the processes for earning tenure and promotion and outlines the required reviews during, and beyond, the tenure and promotion processes. Provost McCorkle described the work that had taken place to update all policies related to tenure and promotion. She said the key areas of revision in the policy covering tenure-track and tenured faculty include more rigorous standards for tenure and promotion consideration that are closer in line with the university's peer institutions and with changes that have been taking place at ETSU as more emphasis is being placed on research and creative activities. The proposed policy was divided into two parts, one covering tenure-track and tenured faculty and one covering renewable term faculty. The proposed policy for tenure-track and tenured faculty adds a requirement for a mid-point review to make sure that faculty are on track to meet tenure and promotion standards. There is also a requirement for external reviews by qualified experts for faculty being considered for promotion to the rank of full professor.

Trustee Dr. Steph Frye-Clark made a motion that this policy be approved, and Trustee Tony Treadway seconded the motion. It passed unanimously.

VI. Approval of Promotion Policy for Renewable Term Faculty

Provost McCorkle told the committee that this is a stand-alone policy specifying the process for earning promotion, as well as the required reviews during and beyond the promotion process. The proposed policy applies to faculty who are not in tenure-earning positions but who hold other full-time appointments related to teaching, research, clinical practice, and professional service.

Trustee Dr. Steph Frye-Clark made a motion that the policy be approved, and Trustee Jon Lundberg seconded the motion. It passed unanimously.

VII. Approval of Termination of Tenure Policy

Provost McCorkle indicated that this policy, and the one following, are new for the institution. This policy specifies the times when tenure may be terminated. Provost McCorkle summarized for the committee the various categories that may lead to termination of tenure.

Trustee Jon Lundberg made a motion to approve this policy, and Trustee Tony Treadway seconded the motion. It passed unanimously.

VIII. Approval of Faculty Misconduct Policy

Provost McCorkle explained that a new state law in Tennessee requires Boards of Trustees to adopt a new policy by July 1, 2026, that distinguishes between tenure decisions and disciplinary actions related to faculty members, tenured or non-tenured. Provost McCorkle summarized the elements included in the new law.

Trustee Dr. Steph Frye-Clark made a motion that this policy be approved, and Trustee Jon Lundberg seconded the motion. It passed unanimously.

President Noland thanked Provost McCorkle for her leadership in accomplishing these policy revisions and additions.

INFORMATION AND DISCUSSION ITEMS

IX. Research Update

Dr. Nick Hagemeier, Vice Provost for Research, reported to the committee that in fiscal year 2025, ETSU brought in $64.5 million in external awards, which was down slightly because of the uncertainties in the national funding landscape. Dr. Hagemeier said ETSU is positioned well because of its diverse portfolio of sponsored programs in the general categories of service (27.3%), clinical service (35.2%), research (21.9%), and training (15.6%).

Dr. Hagemeier shared notable examples in each of these categories, beginning with research by Distinguished Faculty Award winner Dr. Aaron Polichnowski and his work on hypertension and chronic kidney disease. In the service category, Dr. Hagemeier praised the work of Dr. Amy Edwards in the Center for Community Outreach and Dr. Ronnie Gross, Executive Director of TRIO Programs. In clinical service, Dr. Hagemeier recognized the Quillen College of Medicine ($16.2 million) and the College of Nursing ($6.6 million), whose externally funded work allows us to serve patients who might not otherwise receive care. In the training category, Dr. Hagemeier highlighted the work of Drs. Dawn Rowe, Ginger Christian, and Pamela Mims in the Clemmer College of Education and Human Development, as they equip teachers to help students with special needs.

Dr. Hagemeier mentioned that one measure of success in research and sponsored program activity is the number of proposals submitted. ETSU submitted 275 during the 2025 fiscal year, and the goal for this year is 300. He added that ETSU had four intellectual property disclosures in FY25, and that number is expected to rise. Further, in FY25, there were 13 new research funding program awards totaling $214,000 across five colleges. Over $300,000 was contributed to startup accounts for FY26. Dr. Hagemeier said there are now 32 active startup accounts, totaling almost $1 million. He added that we have increased indirect cost recovery by some 80% on the main campus and 40% overall.

Dr. Hagemeier told the committee that ETSU is on the cusp of becoming a top 10% regional public research university. The top five are the University of Alabama Birmingham, Wichita State, Wayne State, Montana State, and the University of Louisiana at Lafayette.

Turning to the subject of visioning, Dr. Hagemeier reported that there has been an increase of over 500% in research expenditures in the last decade at ETSU and that this year, ETSU is on the cusp of the R1—R2 threshold. In that decade, ETSU jumped by 120 positions in the National Science Foundation Higher Education Research and Development ranking.

This year, ETSU unveiled its first Research Strategic Plan. Dr. Hagemeier outlined the pillars upon which the new plan is based:

- ETSU's research vision and identity
- Strengthening infrastructure and processes
- Enhancing enrollment and student success through research
- External engagement, innovation, and partnerships

Dr. Hagemeier reviewed ETSU's research vision as articulated in the ETSU 125 Chapter 2 document: ETSU is recognized, through funding and program rankings, as one of the premier R2 research universities in the nation. The revised vision, as stated in the new strategic plan, is: <u>ETSU is recognized, through funding, rankings, and impact, as one of the premier regional public research universities in the nation</u>.

X. Provost's Update

Provost McCorkle updated the committee on academic programs and curriculum. Recent investments from the strategic fund, established in October of 2024, have helped to establish the new Mechatronics program and have supported new programs in Occupational Therapy and Orthotics and Prosthetics. Money from the strategic fund has also been used to help house various programs in the Ashe Street Courthouse, including Art and Design studios and an art gallery, the BucHouse student advertising agency, and the Tennessee Climate Office.

Provost McCorkle reported that the Tennessee Higher Education Commission has granted final approval for the Hospitality and Tourism Management BBA and the Environment, Health, and Disaster Science MS. Both of these programs are enrolling students for fall 2026.

Provost McCorkle then presented an enrollment summary from the fall of 2025, showing an overall increase of 406 students. She noted the continued increases in enrollment for the College of Medicine and the College of Pharmacy. The top undergraduate majors campuswide are: Psychology, Nursing, Biology, Management, and Computer Science. The top graduate majors are: Educational Leadership, Business Administration (online), Public Health, Nursing, and Counseling. Dr. McCorkle reported that the College of Medicine's entering class has now been increased to 100 students.

Dr. McCorkle also reported on two dean-level leadership transitions, with the retirement of David Atkins, Dean of Libraries, and Dr. Randy Wykoff, Dean of the College of Public Health.

Provost McCorkle highlighted various recognitions and celebrations, including the creation of a new ETSU Leadership Academy, which will allow selected faculty and staff honorees to learn more about the workings of the university. She spotlighted Graham Mefford, a student at University School, who won the 2025 Congressional App Challenge from the First Congressional District for his app entitled MediClear. Dr. McCorkle then reiterated the significance of ETSU's January 2026 recognition as a Carnegie Community Engaged institution—one of only 277 in the country.

Provost McCorkle ended her presentation by reviewing the Division of Academic Affairs strategic alignment, noting that ETSU continues to explore new programs, including the expansion of engineering and a new nurse anesthetist program in the College of Nursing. Additional programs under consideration are one in construction management and a master's in athletic training. She added that the university, and particularly the College of Business and Technology, will be focusing more deeply on Artificial Intelligence. Dr. McCorkle underscored her division's partnership with the Office of Administration as illustrated by the future opening of the new Academic Building, the renovations of Brown Hall, and the prospect of a new Integrative Health Sciences building.

GENERAL INFORMATION ITEMS

XI. Committee Discussions

- General Discussion

No further discussion took place.

XII. Other Business

There was no other business to come before the committee.

XIII. Adjournment

The committee adjourned at 10:02 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Approval of the Minutes from May 21, 2026
COMMITTEE:	Finance and Administration
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Dr. Adam Green Board Secretary

The minutes of the May 21, 2026, meeting of the Finance and Administration Committee are included in the meeting materials.

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

> **RESOLVED: The reading of the minutes of the May 21, 2026, meeting of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

May 21, 2026
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Thursday, May 21, 2026, at 10:14 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Substituting for Committee Chair Steve DeCarlo, Board of Trustees Chair Melissa Steagall-Jones called the meeting to order at 10:14 a.m.

II. Roll Call

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

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

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

III. Approval of the Committee Minutes from February 20, 2026, and March 31, 2026

The minutes from the February 20, 2026, and March 31, 2026, meetings of the Finance and Administration Committee were approved as submitted. Trustee Charles Allen made the motion to approve, and Trustee Grant Summers seconded the motion. It passed unanimously.

IV. Action Item: Approval of Tuition and Mandatory Fees for FY27

Ms. Christy Graham, Chief Financial Officer, provided an overview of the items that factor into the development of the university's budget for FY27, including various cost and inflationary pressures facing higher education in general that continue to exceed the broader economy. She indicated that Governor Bill Lee's budget for FY27 included an increase in state support of $4.4 million. That amount, however, was partially offset by funding reductions via the Tennessee Higher Education Commission (THEC) outcomes formula, resulting in an overall $1.3 million increase in ETSU's state appropriation. Ms. Graham noted that this amount does not keep pace with inflationary and operational pressures facing the university. In summarizing the major cost drivers facing ETSU, she said that, using the Higher Education Price Index, a minimum of $2.6 million in new money would be needed to address inflationary costs, excluding salaries and benefits and utilities. Some $2.7 million would be needed to increase salaries by 1.5 percent, and $2.6 million would be needed to cover additional costs related to health insurance. Utilities are expected to exceed ETSU's FY26 budget by $700,000, and $800,000 will be needed to support the new Academic Building. Additional funding is needed to stay competitive in stipends for graduate teaching and research assistants. Overall, Ms. Graham said, these cost pressures come to $10.1 million, leaving a funding gap of $8.8 million for the upcoming academic year.

Within this financial context, Ms. Graham turned her attention to the first action item on the committee's agenda. She reviewed the various factors that are considered when evaluating tuition and mandatory fees, noting that THEC has approved a 0 percent to 4.5 percent limit on such fees. Staying within that limit, she said, the proposed FY27 tuition for in-state undergraduate students at ETSU is $189 per semester, moving the tuition total from $4,401 to $4,590 for in-state undergraduate students taking 15 credit hours. For out-of-state undergraduate students, the increase would be $264 per semester. For five-state undergraduates, the increase would be $219 per semester. International undergraduate students would see an increase of $489 per semester. The proposed increase for graduate students is $270 per semester for students taking 12 credit hours.

Ms. Graham indicated that the proposed mandatory fee increase includes three components: an increase to the Campus Safety and Facility Fee of $41.50 per semester; an increase to the Student Activity Fee for the Center for Physical Activity of $4 per semester; and a new $2.50 per semester fee that would support Bucky's Food Pantry. The mandatory fee increase totals $48 per semester.

Combined, Ms. Graham said, the undergraduate in-state tuition and mandatory fee increase comes to $474 per academic year, moving total undergraduate, in-state tuition and mandatory fees from the current $10,994 to $11,648, for an increase of 4.31 percent. In addition, there would be a reallocation of $27 per semester of the existing mandatory fee from the Culp Center debt service fee to support the Student Life Village project. It was noted that the debt service fee has generated sufficient reserves to support the remaining debt obligations associated with the renovation project, allowing the fee to be repurposed without increasing the overall mandatory fee impact to students. Ms. Graham indicated that the Student Life Village remains a priority for students and that the $27 reallocation would provide the remaining amount necessary to support the anticipated debt service payments for the project.

Ms. Graham told the committee that the proposed tuition and mandatory fee levels for FY27 were posted for public comment from March 31 through April 15 and that no comments were received.

Trustee Melissa Steagall-Jones made a motion to approve the tuition and mandatory fee rates as presented, and Trustee Grant Summers seconded the motion. The motion passed.

V. Action Item: Approval of Gatton College of Pharmacy Tuition for FY27

Dr. Debbie Byrd, Dean of the Bill Gatton College of Pharmacy, began by thanking ETSU staff, members of the Tennessee General Assembly, and Board of Trustees members for their advocacy on behalf of the college's successful quest to achieve state funding.

Dr. Byrd presented to the committee a proposal to further lower tuition at the Gatton College of Pharmacy, to $24,785 for in-state students and $30,329 for out-of-state students, representing decreases of 10 percent. Dr. Byrd noted that as a result of funding from the state, in-state tuition has been reduced by almost 36 percent and by over 20 percent for out-of-state students. She said that over the course of the four-year program, this saves in-state students over $55,000.

President Noland expressed his thanks to members of the Board of Trustees, the Tennessee General Assembly, and staff for their support and advocacy on behalf of the college and for their work in easing the financial burden on our College of Pharmacy students.

Trustee Charles Allen made a motion to approve the Gatton College of Pharmacy tuition rate as presented, and Trustee Grant Summers seconded the motion. It passed unanimously.

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

Ms. Graham presented for the committee's review and approval the university's spring estimated and July proposed budgets. She reported that the budget for the main campus and auxiliaries for FY27 includes total revenue of approximately $344 million, for an increase of $13.5 million. She said the increase is driven by $2.5 million in auxiliary revenue, $5 million from the proposed tuition increase, $1 million from mandatory fees, $1.3 million in additional state appropriations, and $2.5 million from enrollment growth. Total expenditures and transfers are also approximately $344 million, an increase of $13.7 million.

The July proposed budget for the Quillen College of Medicine shows revenue of $86.3 million, with expenditures and transfers the same. The Family Medicine budget includes revenue of just over $23 million, with expenditures and transfers roughly the same. The College of Pharmacy budget shows revenue of $12.7 million, for an increase of $3.1

million, even with the tuition decrease. Total expenditures and transfers are $12.2 million, an increase of $2.6 million.

Trustee Charles Allen made a motion to approve the budgets as presented, and Trustee Melissa Steagall-Jones seconded the motion. It passed unanimously.

VII. Action Item: Approval of FY27 Capital Budget Submittals and Disclosures

Ms. Laura Bailey, Associate Vice President for Capital Planning, reported on a proposed new Engineering Sciences Building with an estimated project cost of $146,850,000 for the Trustees' consideration. She noted that the project was submitted to the state on August 22, 2025. Ms. Bailey also presented renderings of the proposed building.

Ms. Bailey reviewed Capital Maintenance projects submitted to the state on July 18, 2025, and totaling $27,140,000. Two of those projects have been funded, in the amount of $3,500,000 each: phase two of safety steam line repairs and replacement and roof replacements for multiple buildings. Other Capital Maintenance projects for which funding is proposed include: repair and replacement of campus water lines, multiple building elevator upgrades, multiple building HVAC and plumbing repairs, multiple building electrical upgrades, and exterior/structural repairs and replacements.

Ms. Bailey then reviewed ETSU's Capital Disclosure projects, totaling $125,130,000. They include: a new residence hall at $40,000,000; a new parking garage at $55,000,000; and the Student Life Village at $30,130,000. These three projects were submitted to the state on July 18, 2025.

Trustee Grant Summers made a motion that these submittals and disclosures be approved as presented, and Trustee Charles Allen seconded the motion. It passed unanimously.

VIII. Action Item: Approval of Financial Exigency Policy

President Noland presented this item, emphasizing that it aligns with changes in the tenure and promotion policies approved earlier by the Academic, Research, and Student Success Committee. He briefly outlined the steps that would be taken in the unlikely event of extreme financial distress.

Trustee Melissa Steagall-Jones made a motion that the Financial Exigency Policy be approved, and Trustee Charles Allen seconded the motion. It passed unanimously.

IX. Quarterly Financial Update

Ms. Graham presented the update comparing the university's financial condition as of March 31, 2026, with the previous year. Unrestricted education and general revenues increased by $19.8 million or 5.78 percent. Main campus revenue increased by $10.4 million or 4.12 percent. College of Medicine and Family Medicine tuition and fee revenue was relatively flat. Total revenue for those two units increased by $8.7 million or 10.65 percent. Revenue for the College of Pharmacy increased by $652,000 or 8.53 percent.

Unrestricted education and general expenditures through March 2026 increased by $22.6 million or 7.19 percent. Main campus expenditures increased by $13.1 million or 5.69 percent. College of Medicine and Family Medicine expenditures increased by $9.8 million or 12.77 percent. College of Pharmacy expenditures decreased by 4.4 percent.

Ms. Graham then reviewed ETSU's Statement of Net Position, which shows that as of March 31, 2026, total assets and deferred outflows were approximately $949 million compared to $873 million the prior year.

X. Presentation of FY25 Composite Financial Index

This information item was deferred until the next meeting of the committee.

XI. Quarterly Report of Agreements $250,000 or Greater

Ms. Graham reported on four agreements from the period January through March 2026:

- Pisgah Audio Video Lighting for ETSU commencement ceremonies—a possible five-year contract totaling $285,506
- Exemplifi for university website redesign and hosting—a five-year contract totaling $765,000
- Preston Construction for CPA courtyard pickleball courts, in the amount of $299,849
- Workspace Interiors for Sherrod Library furniture, in the amount of $396,481, piggybacking off a University of Tennessee contract

Ms. Graham indicated that there are three RFPs in process:

- A cap and gown RFP (Jostens is the incumbent)
- A banking RFP (First Horizon and Bank of Tennessee are the incumbents)
- An RFP for janitorial services for ETSU Family Medicine clinics (SSC is the incumbent)

XII. Other Business

There was no other business to come before the committee.

XIII. Adjournment

The committee adjourned at 11:16 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Approval of the Minutes from May 21, 2026
COMMITTEE:	Audit
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Rebecca A. Lewis, CPA Chief Audit Executive

The minutes of the May 21, 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 May 21, 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

May 21, 2026
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Thursday, May 21, 2026, at 11:18 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 11:18 a.m.

II. Roll Call

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

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

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

III. Approval of the Committee Minutes from February 20, 2026

The minutes from the February 20, 2026, meeting of the Audit Committee were approved as submitted with Trustee Wade Farmer making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

IV. Action Item: Revisions to FY26 Audit Plan

Ms. Becky Lewis, Chief Audit Executive, requested four additions to the Audit Plan. She said her office has received notice of three possible fraud, waste, or abuse concerns. Those will be investigated by Internal Audit and/or assigned to the appropriate authority. In addition, an engagement was requested by the new ETSU GEAR UP program for recommendations related to financial oversight, expenditure responsibilities, and coordination between the university and six local school districts participating in the GEAR UP grant.

Trustee Dorothy Grisham made a motion that the revisions to the plan be adopted, and Trustee Melissa Steagall-Jones seconded the motion. It passed unanimously.

V. Annual Review of Charters

Ms. Lewis indicated that there are three university charters that the Audit Committee must review: the Audit Committee Charter, the Internal Audit Charter, and the Compliance Charter. She said that Internal Audit has reviewed the first two with no changes recommended in either. The Compliance Office and the Office of Legal Counsel reviewed the Compliance Charter, and no changes were recommended.

VI. Annual Review of Policies

Ms. Lewis reported that her office has reviewed the Internal Audit Policy and the Preventing and Reporting Fraud, Waste, or Abuse Policy. No changes are recommended. The Conflict of Interest Policy and the Employee Code of Conduct Policy were reviewed by the Office of Human Resources and the Office of Legal Counsel. No changes were recommended.

VII. Audits and Investigations Performed February Through April 2026

Ms. Lewis told the committee that one audit was completed during this period by her office, dealing with employee fee waivers and tuition reimbursements. There were two observations. First, related to employee fee waivers, it was determined that updates need to be made to the university's personnel policy, reflecting the university's transition from the Tennessee Board of Regents to its status as a Locally-Governed Institution. And with the recent addition of winter session courses and seven-week courses, definitions should be updated. Related to employee tuition reimbursements, definitions need to be updated, ambiguity should be eliminated, and inaccurate or outdated processes or provisions should be revised.

VIII. Recommendation Log Status as of April 30, 2026

Ms. Lewis outlined the status of prior audit recommendations, indicating that her office is continuing to perform follow-up reviews. Because of the implementation of the Voyager system, she said, review of ProCard processes and procedures had to be halted but will resume this summer.

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 11:29 a.m. to go into executive session.

XI. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Recommendation for Promotion and Tenure of Faculty Member
COMMITTEE:	Academic, Research, and Student Success
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Dr. Kimberly D. McCorkle Provost and Senior Vice President for Academic Affairs

Promotion in rank recognizes the past achievements of a faculty member and expresses confidence in their ability to achieve greater academic accomplishments and assume increasing responsibility at the university. Tenure is foundational to the principles of academic freedom, which is necessary for the creation, distribution, and application of knowledge. The assurances that accompany tenure allow that university faculty can responsibly engage in professional and community service, teach students to engage with empirically-sound information, and conduct research that contributes to society. In this respect, tenure and promotion are essential to the University's mission to improve the quality of life in the region and beyond. The University awards tenure to faculty whose professional abilities and accomplishments warrant continued employment. Information about recommendations for awarding tenure and recognizing faculty rank is presented for consideration in the supporting memorandum.

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

> **RESOLVED: Faculty rank and the awarding of tenure are granted to the faculty member recommended by the President in the particular academic unit as outlined in the meeting materials.**

East Tennessee State University
Office of the President
Box 70734 • Johnson City, Tennessee 37614-1710 • (423) 439-4211 • Fax: (423) 439-4004

September 11, 2026

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

Dr. Green,

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

Recommended for Tenure Upon Appointment
Dr. Lynette Hamlin
College of Nursing

Dr. Lynette Hamlin was appointed Professor and Associate Dean in the College of Nursing, Graduate and Undergraduate Programs with tenure, effective August 24, 2026. This appointment is fully supported by the department's faculty, the dean, and the Provost. Dr. Hamlin joins ETSU from the Uniformed Services University of the Health Sciences in Bethesda, Maryland, where she served as the Director of the Center for Military Women's Health Research. Prior to that role, Dr. Hamlin taught at Saint Joseph's College of Maine, University of South Carolina Upstate, and Yale University School of Nursing. Dr. Hamlin serves as a member of the American Midwifery Certification Board Research Committee. Dr. Hamlin's expertise includes a focus on breast cancer, fetal alcohol spectrum disorders prevention, and COVID-19 responsiveness. During her career, she has accrued $17.8 million in grant funding and has been published in *Female Pelvic Medicine and Reconstructive Surgery*, *Frontiers in Psychiatry*, and *Journal of Women's Health*. Dr. Hamlin's honors and awards include membership in Sigma Xi, the Scientific Research Honor Society, and the 2024 Military Health System Research Symposium Award for Excellence.

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

Sincerely,

Brian Noland
President

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Approval of the ETSU Mission Profile
COMMITTEE:	Academic, Research, and Student Success
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Dr. Kimberly D. McCorkle Provost and Senior Vice President for Academic Affairs Dr. Michael Hoff Vice Provost, Planning and Decision Support

The Tennessee Higher Education Commission (THEC) requires governing boards to submit an annual Mission Profile that accurately reflects the institution's mission, characteristics, and the populations it serves. Staff recommends updating ETSU's Mission Profile to align with recent changes to the institution's Carnegie Classification and ensure consistency with current institutional descriptions.

The revised ETSU Mission Profile is noted below with proposed deletions indicated by strikethrough and additions indicated by underline. The recommended revisions update the institution's description to align with current Carnegie Classification terminology while preserving the mission, scope, and populations served by the university.

> *East Tennessee State University is a traditionally selective institution located in Johnson City, part of the Northeast Tennessee region. Undergraduate students represent approximately 78 percent of headcount enrollment; students in graduate and professional programs constitute the remaining 22 percent, a result of programmatic growth and responsiveness to community and workforce needs. The university educates significant numbers of low-income students, first-generation students, adult students, and students pursuing degrees in the basic and clinical health sciences.*
>
> *ETSU awards degrees in over one hundred baccalaureate, masters and doctoral programs, including distinctive interdisciplinary programs. An emphasis on the clinical and health sciences, with respect to doctoral and professional programs supporting research and clinical service delivery, is a distinctive feature of the university. ETSU's enrollment profile displays a clear focus on Tennessee and Southern Appalachia. The university is especially committed to serving rural populations throughout the region and around the world; it does this through a commitment to teaching, research, and service that supports the needs of Tennessee and Southern Appalachia*

first then sharing that knowledge to improve outcomes in similar communities around the world. ETSU is an R2 Research University according to the Carnegie Foundation classification (Doctoral University: High Research Activity). Additionally, ETSU ~~has a Carnegie Undergraduate Program classification of "Professions plus arts & sciences, high graduate coexistence" and a Graduate Program classification of "Research Doctoral: Professional – dominant."~~ <u>has an institutional classification of "Professional-focused Undergraduate/Graduate-Doctorate-Medium" and the elective classification for Community Engagement.</u>

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

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Approval of Policy on Use of Out-of-State Undergraduate Tuition and Fee Revenues
COMMITTEE:	Finance and Administration
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Christy Graham Chief Financial Officer and Vice President of Business and Finance

Staff will present a proposed "Use of Out-of-State Undergraduate Tuition and Fee Revenues Policy" for consideration. The policy was established in accordance with Tennessee Code Annotated § 49-7-196 et seq., which requires the University to establish a utilization plan for revenues derived from out-of-state undergraduate tuition and fees. The statute also requires institutions to address how those revenues may be used to mitigate tuition and fee costs for in-state undergraduate students.

Under the proposed policy, revenues generated from out-of-state undergraduate tuition and fees may be used for general institutional purposes, including academic instruction and support, student services and student success initiatives, faculty and staff compensation and benefits, financial aid and scholarships, and facilities, infrastructure, and technology.

The policy also provides that, as part of the University's annual budget and financial planning processes, ETSU may consider the use of these revenues to enhance affordability for in-state undergraduate students. Such uses may include supporting financial aid or scholarships; reducing the need for tuition or fee increases; offsetting instructional or operational costs that would otherwise be borne by in-state tuition and fees; and investing in efficiencies or cost-saving measures that contribute to long-term affordability.

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

> **RESOLVED: The proposed Use of Out-of-State Undergraduate Tuition and Fee Revenues Policy is approved as presented in the meeting materials.**

Use of Out-of-State Undergraduate Tuition and Fees Policy

Policy Name: Use of Out-of-State Undergraduate Tuition and Fees Policy

Policy Purpose

The purpose of this policy is to comply with T.C.A. § 49-7-196 by describing the University's utilization plan for revenues derived from out-of-state undergraduate tuition and fees and how those revenues may be used to mitigate tuition and fee costs for in-state undergraduate students.

Applicability

This policy applies to University units responsible for tuition and fee administration, budgeting, financial planning, financial aid, and the expenditure or allocation of revenues derived from out-of-state undergraduate tuition and fees.

Responsible Official, Office, and Interpretation

The Finance and Administration 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.

Out-of-State Undergraduate Tuition and Fees

Revenues generated from tuition and fees assessed to undergraduate students classified as out-of-state for tuition purposes.

Policy

1. General Use
   1.1. Revenues generated from out-of-state undergraduate tuition and fees may be used for general institutional purposes, including but not limited to:
      1.1.1. Academic instruction;
      1.1.2. Student services and student success initiatives;
      1.1.3. Faculty and staff compensation and benefits;
      1.1.4. Financial aid and scholarships; and
      1.1.5. Facilities, infrastructure, and technology.

2. Mitigation of Costs for In-State Undergraduate Students
   2.1. As part of its annual budget and financial planning processes, the University shall consider how revenues derived from out-of-state undergraduate tuition and fees may be utilized to help mitigate tuition and fee costs for in-state undergraduate students, which may include, but are not limited to:
      2.1.1. Supporting institutional financial aid or scholarship programs benefiting in-state undergraduate students;
      2.1.2. Reducing the need for tuition or fee increases for in-state undergraduate students;
      2.1.3. Offsetting instructional or operational costs that would otherwise be borne by in-state tuition and fees; and
      2.1.4. Investing in efficiencies or cost-saving measures that contribute to long-term affordability for in-state students.

Procedures

N/A

Authority and Revisions

Authority: T.C.A. § 49-8-203, et seq.

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 Finance and Administration Committee of the Board of Trustees for review and approval; and (2) if approved by the Finance and Administration Committee, presented for a vote of the Board of Trustees and approved by a majority of the Board of Trustees. The Secretary of the Board will provide a notification to the Board of Trustees if a technical revision to this policy is implemented or a revision to the procedure section is implemented.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACTION ITEM

DATE: September 11, 2026

ITEM: Foundation Update and Request for Naming

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Howard Reddy
Vice President for University Advancement
President/CEO of ETSU Foundation

The Division of University Advancement supports East Tennessee State University through strategic engagement, with a focused commitment to results that strengthen philanthropic support, foster partnerships, and promote a culture of growth and excellence. University Advancement staff will provide an update on the following:

- Optimization of processes across the Division of University Advancement to enhance efficiency and effectiveness;
- Implementation of strategic communication initiatives to strengthen constituent engagement and support institutional priorities;
- Current fundraising performance and philanthropic outcomes; and
- ETSU Foundation investment performance and portfolio overview.

Additionally, a recent transformational eight-figure gift to the ETSU Foundation will establish four endowed funds and support two significant capital projects. In recognition of this extraordinary commitment, the Board of Trustees will be asked to consider and approve a naming opportunity associated with the gift.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Employment Agreement
COMMITTEE:	Finance and Administration
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Melissa Steagall-Jones Chair, ETSU Board of Trustees

As authorized by the Bylaws of the East Tennessee Board of Trustees (Article 1, Section 2, Sub-section E), the Board is responsible for "…the election and removal of the chief executive officer ("President") of the University and the fixing of their compensation."

The Chair of the Board recommends the execution of an employment agreement for Dr. Brian Noland.

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees, approving the term sheet previously provided to the Trustees outlining a new employment agreement for Dr. Brian Noland.

> **RESOLVED, that the East Tennessee State University Board of Trustees approves a new employment agreement for Dr. Brian Noland, effective January 1, 2027, with compensation and other terms of employment as set forth in the term sheet previously provided to the Trustees; and**
>
> **FURTHER RESOLVED, that the Board of Trustees authorizes and directs the Chair of the Board to work with ETSU's University Counsel to negotiate, finalize, and execute a definitive employment agreement consistent with the approved term sheet.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Audit Plan for FY27
COMMITTEE:	Audit
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Rebecca A. Lewis, CPA Chief Audit Executive

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

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

> **RESOLVED: The Audit Plan for 2026-27 is approved as presented in the meeting materials.**

East Tennessee State University Internal Audit Plan Fiscal Year Ended June 30, 2027
Required Audits
Year End Processes
President's Expense FY 2026
Risk Assessments
President's Expense FY 2027
Follow Up Reviews
Follow-Up: Grade Changes
Follow-Up: Continuing Education for Health Professionals
Follow-Up: College of Pharmacy
Follow-Up: Clery Act
Follow-Up: International Enrollment and Services
Follow-Up: Employee Fee Waivers and Tuition Reimbursements
Follow-Up: Institutional Animal Care
Follow-Up: ETSU-Con
Follow-Up: NCAA Compliance - Official Visits
Unscheduled Follow-Ups
Investigations
Investigation 26-06
Investigation 26-07
Investigation 26-08
Investigation 26-09
Investigation 26-10
Investigation 27-01
Unscheduled Investigations
Consultations
General Consultation
Procard Consultation
Projects
Board of Trustees (Prep for Meetings, Meetings, etc.)
IIA Gap Analysis with new standards
QAIP Self Assessment
Advisory Services
Continuing Education for Health Professionals
GEAR UP Grant
Professional Development
Advisory: Controlled Substance Management
Advisory: Athletics
Advisory: Scholarships
Special Requests
Study Abroad
Procards (including follow-up)
Executive Level Audit FY 2027

Dean's Office - College of Public Health (due to retirement of dean)
Dean's Office - University Libraries (due to retirement of dean)
Risk Based Audits
Compensation in Voyager
Mental Health
Student Accounts
Dental Clinic
NCAA Compliance - Sports Camps and Clinics
Research - Indirect Expense Allocation
Voyager - Deferred Revenues and Budgets
Grade Requirements

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Internal Audit Employee Profiles
COMMITTEE:	Audit
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Rebecca A. Lewis, CPA Chief Audit Executive

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

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

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

ETSU Internal Audit Employee Profile - FY 2027

Name	Position	Professional Certification	Current Annual Salary	Years of Professional Experience	Years of Experience at ETSU
Becky Lewis	Chief Audit Executive	CPA	$ 106,276	32	28
Martha Winegar	Associate Director	CPA, CFE	$ 89,321	21	14
Bryan Brockwell	Internal Auditor	CFE	$ 62,128	7	7
Jonathan Cox	Internal Auditor	-	$ 61,397	2	1

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Selection of Board Vice Chair
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Melissa Steagall-Jones Board Chair Dr. Adam Green Board Secretary

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that sets policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in TCA §49-8-101. Consistent with T.C.A. § 49-8-201(f)(8), the Bylaws for the Board of Trustees provide for the election of Vice Chair every two years, beginning July 1 of the year elected. In the event of a vacancy before expiration of the term, a successor shall be elected to fill the unexpired term at the next meeting of the Board following creation of the vacancy.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Selection of Executive Committee Member (*If necessary*)
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Melissa Steagall-Jones Board Chair Dr. Adam Green Board Secretary

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that sets policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in TCA § 49-8-101. Consistent with T.C.A. § 49-8-201(f)(8), the Bylaws for the Board of Trustees provide for the election of a third executive committee member every two years, beginning July 1 of the year elected. In the event of a vacancy before expiration of the term, a successor shall be elected to fill the unexpired term at the next meeting of the Board following creation of the vacancy.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Finance and Administration Committee Appointments
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Melissa Steagall-Jones Board Chair Dr. Adam Green Board Secretary

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that establishes policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in Tennessee Code Annotated § 49-8-101. The Board's Bylaws provide for its organization and operation, including the structure and responsibilities of its standing committees. The chair of the Finance and Administration Committee recently vacated that position due to the term expiration of the Trustee's appointment to the Board.

As noted in Section 2B of the Bylaws, "If a vacancy occurs in a committee or chair position prior to expiration of the two-year term, the Board shall appoint a Trustee to fill the remainder of the term, upon the recommendation of the Chair."

MOTION: I move that the Board of Trustees appoint Trustee Charles Allen to fill the unexpired term as Chair of the Finance and Administration Committee and appoint Trustee Bert Smith as a Member-at-Large of the Finance and Administration Committee.

> **RESOLVED: The Board of Trustees appoints Trustee Charles Allen to fill the unexpired term as Chair of the Finance and Administration Committee and appoints Trustee Bert Smith as a Member-at-Large of the Finance and Administration Committee.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE:	September 11, 2026
ITEM:	Student Support Initiatives for Military Affiliated Students
PRESENTED BY:	COL Dan Bishop Director of Military and Veteran Services

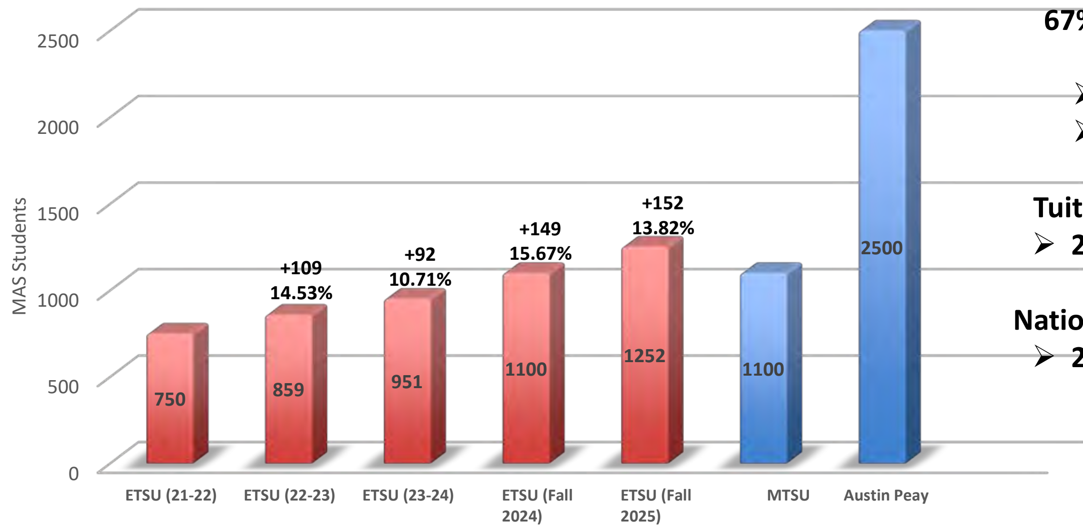
Colonel Dan Bishop will provide an overview of enrollment trends and student support initiatives that support Military Affiliated Students at ETSU. The presentation will highlight community outreach efforts at the local and state level, as well as current fundraising opportunities for the Memorial Hall Campaign to support Military Affiliated Students at ETSU.

Office of Military and Veteran Services

September 11, 2026

ETSU Board of Trustees

Military Affiliated Student Population



67% Percent Growth From AY 21-22

- **2028 Goal: x1070**
- **2029 Goal: x1100**

Tuition Assistance Use

- **2027 Goal: x50 (52)**

National Guard / Reserve

- **2030 Goal: x80 (92)**

Our Next Horizon

- **Veterans Integration to Academic Leadership (VITAL) Program VA Partnership**
- **Engagement – Opportunities to Shape TN Policy**
- **Increased Community College Engagement**
- **Military / Veteran Athletic Ticket Policy**
- **Transfer Credit Review / Approval process – Campus Compact**
- **Make Tuition Assistance Match Permanent / Extend to Graduate Students**
- **Memorial Hall Fundraising – Consolidation of Military Organizations Under One Roof**

Memorial Hall Campaign

- **Consolidation of Military Organizations Under One Roof**
- **Create the Largest Military Student Support Center in Tennessee**
- **6,000+ Square Feet**
  - **Military and Veteran Services Offices**
  - **Veterans Upward Bound / TRIO Offices**
  - **Dedicated Indoor Training Space for Army ROTC**
  - **Study / Collaboration Space**
  - **Retreat for our Student Veterans**
- **Campaign Goal – $5 Million**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 11, 2026

ITEM: Federal and State Aid Policy Update

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

Dr. Heather Levesque
Associate Vice President and Executive Director of Undergraduate Admissions, Student Life and Enrollment

Staff will review key changes in federal financial aid policy that took effect July 1, 2026. They will discuss policy changes including: schedule of reduction, Pell grant eligibility, loan limits, and student loans in professional programs. They will review institutional student communication and support strategies specific to the policy changes.

Staff will also discuss systemic fiscal challenges in the Tennessee Education Lottery Scholarship program (TELS) and potential impacts on higher education enrollment across the state and on the student population at ETSU.

EAST TENNESSEE STATE
UNIVERSITY

Federal and State Aid Policy Update

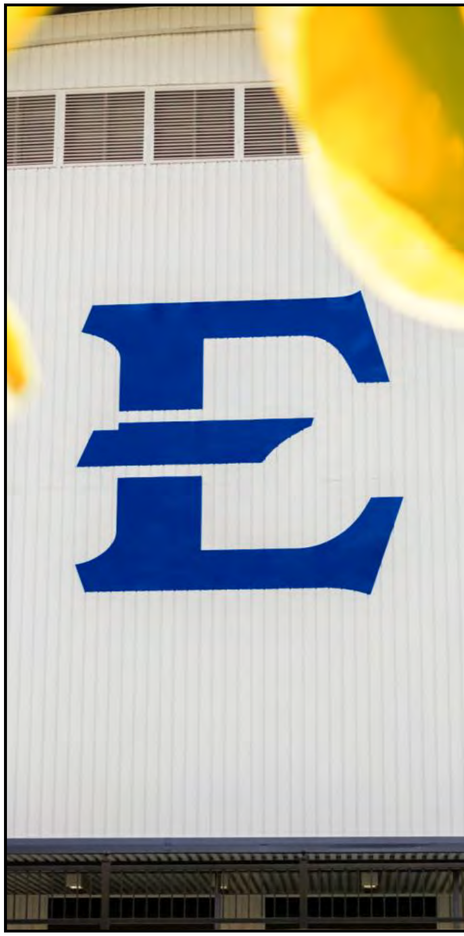
July 1, 2026

One Big Beautiful Bill (OBBA) - Changes in Effect

- Loan Adjustments
- Pell Grant Eligibility
- Loan Limits

All Students

- **Schedule of Reduction**
  - Required to reduce loans if enrolled less than full-time
- **Pell Grant Eligibility**
  - Student Aid Index (SAI) Changes
  - Students will no longer be eligible for scholarships that meet or exceed the cost of attendance.
- **Parent Plus Loans**
  - Maximum per year: $20,000
  - Lifetime Limit: $65,000



Graduate Students

- **Grad Plus Loans**
  - No longer available
- **Grad Loan Caps**
  - $20,500 per year
  - $100,000 aggregate
- **Professional Programs**

Actions Taken

- Big Beautiful Bill Website
- Letters Sent to Students
- Individualized Emails
- Social Media/TVs
- Registration Warnings

Add or Drop Classes Page

BEFORE YOU PROCEED

DO YOU RECEIVE FEDERAL STUDENT LOANS?

Your eligibility for federal student loan funding may be impacted by changing your course schedule!

Federal Direct Loan amounts are now based on the number of credit hours when **registration is confirmed**. Additionally, if you drop or withdraw from a class(es) after your student loans have been paid to your account, your federal aid **WILL** be reduced for the next semester. All courses must count toward your **course program of study (CPOS)** to be eligible for federal aid.

Reminder: Full time for an undergraduate student is 12 credit hours and full time for a graduate student is 9 credit hours.

Before you change your schedule, please book an **appointment with a counselor** in the Office of Financial Aid and Scholarships.

Click here to return to GoldLink →

Tennessee Education Lottery Scholarships (TELS): Funding Pressures & Potential Impact

- TELS is a critical component of Tennessee's college access and affordability strategy.
  - The funding model is under increasing pressure.
  - Falling lottery revenues and increasing program expenditures

- Any changes to state financial aid should be considered in the context of student access, affordability, institutional enrollment, and the state's competitive position.

TELS: A Critical Component of Tennessee's Enrollment Strategy

169,000+
Students receiving TELS awards

$504M+
Annual state financial aid investment

18% ↓
Lottery revenue in FY2024–25

$3M
Remaining net surplus – future expenditures projected to exceed revenues

What does this mean for ETSU?

- **Affordability Matters**
  - TELS helps keep the cost of attendance manageable for Tennessee students.
- **Our Students are Particularly Sensitive to Aid.**
  - ETSU serves a significant number of low-income and first-generation students, with 60% of all ETSU students being Pell-eligible
- **Enrollment Implications**
  - Reductions in state aid could increase students' net price and make competing out-of-state offers more attractive.
- **Future Opportunities**
  - Tennessee is projected to have a 15% increase in high school graduates by 2041. The state will need to maintain affordability to convert that growth into college enrollment.

Questions?

Dr. Joe Sherlin
Senior Vice President of Student Life and Enrollment

Dr. Heather Levesque
Associate Vice President and Executive Director of Admissions

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE:	September 11, 2026
ITEM:	Strategic Agenda Update and KPIs
PRESENTED BY:	Dr. Brian Noland President Dr. Michael Hoff Vice Provost, Planning and Decision Support

Staff will provide the Board of Trustees with a presentation and comparative review of the university's performance on key performance indicators and provide insight into the strategic priorities for the 2026-27 academic year. As certain data were not finalized at the time these agenda materials were prepared, updated information will be provided to Trustees.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Resolution of Appreciation for Trustee Steve DeCarlo
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 Steve DeCarlo.

RESOLVED

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

WHEREAS Mr. DeCarlo graduated from East Tennessee State University in 1980 with a degree in accounting and has achieved exceptional success as a business leader, serving as Executive Chairman of Amwins and earning numerous honors for his contributions to the insurance industry and his community; and

WHEREAS Mr. DeCarlo has remained deeply connected to his alma mater through his steadfast service, philanthropy, and leadership, including his membership in the ETSU President's Circle and Distinguished President's Trust; and

WHEREAS in recognition of his professional accomplishments, community engagement, and enduring commitment to East Tennessee State University, Mr. DeCarlo was honored in 2022 with the university's Outstanding Alumnus Award; and

WHEREAS since the inception of the Board of Trustees in 2017, Mr. DeCarlo has served as Chair of the Finance and Administration Committee, providing thoughtful leadership and sound stewardship in matters relating to the university's finances, budgets, facilities, investments, personnel policies, and long-term strategic growth; and

WHEREAS under Mr. DeCarlo's leadership, the Finance and Administration Committee has guided recommendations and decisions that have strengthened the university's financial position, supported responsible management of resources, advanced capital projects and campus improvements, and helped position ETSU for sustained growth and success; and

WHEREAS as a former member of the ETSU golf program, Mr. DeCarlo has demonstrated his commitment to ETSU Athletics and the golf program through his leadership, advocacy, and generous support, helping to strengthen opportunities for student-athletes and to advance the tradition of excellence in Buccaneer athletics; and

WHEREAS as a devoted alumnus, trustee, and benefactor, Mr. DeCarlo has generously supported East Tennessee State University through both his service and philanthropy, demonstrating an unwavering commitment to the institution's mission and future;

THEREFORE, BE IT RESOLVED, that the Board of Trustees expresses its heartfelt gratitude and admiration to Mr. Steve DeCarlo for his outstanding service, distinguished leadership, generous support, and enduring dedication to East Tennessee State University.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Resolution of Appreciation for Ms. Jessica Vodden
RECOMMENDED ACTION:	Approve
PRESENTED BY:	Dr. Brian Noland President

MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Jessica Vodden.

RESOLVED

WHEREAS effective communication, strategic marketing, and compelling storytelling are essential to advancing the mission of East Tennessee State University, strengthening its reputation, and connecting the university with students, alumni, faculty, staff, and communities throughout the region and beyond; and

WHEREAS Ms. Jess Vodden has served ETSU with distinction as its inaugural Vice President for Marketing and Communications and Chief Marketing and Communications Officer, providing visionary leadership that has transformed the university's marketing and communications efforts and elevated ETSU's visibility, reputation, and national recognition; and

WHEREAS since joining ETSU in 2021, Ms. Vodden has demonstrated exceptional creativity, strategic leadership, and an unwavering commitment to the university's mission and values, introducing and championing the Bucs Go Beyond brand campaign, which has become an enduring reflection of the university's identity and an inspiring call to action for students, faculty, staff, and alumni; and

WHEREAS under Ms. Vodden's leadership, the Office of Marketing and Communications developed award-winning campaigns celebrating the Marching Bucs' historic participation in the Macy's Thanksgiving Day Parade, amplified the university's efforts to support regional recovery following Hurricane Helene, and partnered with the Division of Student Life and Enrollment to achieve record-breaking enrollment, including some of the largest first-year classes in East Tennessee State University history; and

WHEREAS Ms. Vodden has led significant innovations in the university's communications strategy, including the redesign of the ETSU alumni magazine, the expansion of the university's multimedia presence through podcasts and video content, the enhancement of the university's social media engagement, and the comprehensive redesign of the university's website; and

WHEREAS under Ms. Vodden's leadership, the Office of Marketing and Communications earned national Circle of Excellence awards from the Council for Advancement and Support of Education and statewide recognition from the Tennessee College Public Relations Association, including the prestigious Best in Show honor two years in a row, reflecting the creativity, professionalism, and impact of her team's work; and

WHEREAS, throughout her distinguished career and service, Ms. Vodden has remained deeply committed to expanding access to higher education, leveraging the power of strategic communications and marketing to connect current and prospective students with meaningful educational opportunities, strengthening the university's service to its communities, and advancing opportunities for first-generation, rural, and underserved populations; and

WHEREAS the ETSU community is deeply grateful for Ms. Vodden's dedication, professionalism, 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 Ms. Jess Vodden for her exemplary leadership and service as the university's inaugural Vice President for Marketing and Communications, and for her lasting impact on the mission and future of East Tennessee State University.