

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE
FEBRUARY 2025 MEETING

10:20 – 11:00 a.m. EST
Friday
February 21, 2025

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

COMMITTEE MEMBERS

Steve DeCarlo, Committee Chair
Charles Allen, Jr.
Dorothy Grisham
Dr. Linda Latimer
Ron Ramsey
Trent White

AGENDA

- I. Call to Order
- II. Roll Call
- III. [Approval of the Committee Minutes from November 15, 2024](#)
- IV. [Action Item: Approval of College of Medicine FY26 Tuition](#) – *Graham* (5 minutes)
- V. [Action Item: Approval of Housing and Meal Plans for FY26](#) – *Graham* (10 minutes)
- VI. [Quarterly Financial Update](#) – *Graham* (5 minutes)
- VII. [Discussion of Comparative Tuition and Mandatory Fees for Tennessee Public Universities](#)
– *Graham* (10 minutes)
- VIII. [Discussion of Proposed Salary Pool for FY26 Budget Development](#) – *Graham* (5 minutes)
- IX. [Quarterly Report of Agreements \\$250,000 or greater](#) – *Zink* (5 minutes)
- X. [CFO Update](#) – *Graham* (5 minutes)
- XI. Other Business
- XII. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2025

ITEM: Approval of the Minutes from November 15, 2024

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the November 15, 2024 meeting of the Finance and Administration Committee are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the November 15, 2024 meeting of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

November 15, 2024
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, November 15, 2024, at 10:34 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 10:34 a.m.

II. Roll Call

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

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

III. Approval of the Committee Minutes from September 13, 2024

The minutes from the September 13, 2024, meeting of the Finance and Administration Committee were approved as submitted, with Trustee Charles Allen making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

IV. Action Item: Approval of FY25 October Revised Budgets

Ms. Christy Graham, Chief Financial Officer, presented an overview of the October revised budgets. The October revised budget contains funding for a three percent salary enhancement for all regular employees, with a ceiling of \$7,000, along with an increase in the minimum wage to \$15 per hour. The October budget includes an additional two percent salary pool to comply with the requirements of the Fair Labor Standards Act as well as to support the provision of market salary adjustments for targeted faculty and staff in the spring semester. Ms. Graham indicated that for the main campus, the October revision includes an increase in the revenue budget of nearly \$2 million. Revenue from tuition and fees is increasing by \$1.3

million and auxiliary revenues by over \$500,000. The expenses budget includes an increase of approximately \$2.3 million. The College of Medicine budget includes a large increase in revenues, some \$11.2 million, due to forecasted funding from external contracts. Expenditures are increasing by nearly \$5 million, primarily for salary enhancements and increased research activity. The Family Medicine revised budget shows a revenue increase of \$450,000, while the Gatton College of Pharmacy shows a revenue increase of \$370,000.

Trustee Grisham made a motion that these revised budgets be approved as presented, and Trustee Allen seconded the motion. It passed unanimously.

V. Quarterly Financial Update

Chief Financial Officer Christy Graham presented an update for the first quarter of the fiscal year, comparing operating revenues and expenditures for the current year to the prior year. She indicated that main campus revenue (unrestricted E&G) is up by two percent while expenses are up by seven percent. Both the College of Medicine and Family Medicine increased by four percent, while expenses decreased by 22 percent. College of Pharmacy revenue is up 27 percent because of the state appropriation that began in October of 2023 and expenses for Gatton increased by six percent.

Examining revenue by source for all appropriation units, tuition and fees are up by four percent and state appropriations by eight percent. Unrestricted E&G expenses by source are fairly consistent compared to last year, with salaries and benefits, the highest expense category, increasing by five percent. Looking at all operating funds, unrestricted E&G revenue increased by 3.1 percent, and expenses were reduced by 1.3 percent. Auxiliary revenue increased by 14.3 percent, and expenses increased by 17.9 percent. Restricted funds revenue was fairly flat, while restricted funds expenses increased by 11.7 percent, due to an increase in student grants of some \$3.5 million. Revenue from tuition and fees grew by 3.8 percent. A review of expenditures by natural classification again reflects the fact that salaries and benefits are our largest expense, growing by 5 percent.

Ms. Graham also included in the board's packet of materials a Statement of Net Position, which she described as "very positive," reflecting all the planning that has occurred across campus, as well as the enrollment increase.

VI. Annual Presentation of Tuition Transparency Report

Ms. Graham explained that by February 1 of each year, each higher education governing board is required to provide a report to the Office of Legislative Budget Analysis, for distribution to the General Assembly, with information about expenditures of revenue derived from any tuition and fee increases in the previous full academic year. ETSU's report for FY24 reflects the increase in tuition of 2.95 percent, resulting in an increase in revenue of almost \$1.3 million. Ms. Graham said that amount was used, in full, for the match requirement for salary

improvement. The increase in fees of 2.45 percent resulted in \$226,000 in additional revenue, which was used in full for student activities.

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

Dr. Katie Zink, Director of Procurement, reported on the agreements of \$250,000 or more for the quarter that were listed in the meeting materials.

Dr. Zink then listed for the committee these RFQs/RFPs that are in process: enrollment consulting services for Undergraduate Admissions; athletic apparel and gear; air filters; biomedical waste disposal; and custodial staffing assistance.

VIII. CFO Update

Ms. Graham gave a brief history of resource allocation at ETSU, spotlighting the work to evaluate the university's budget model and update it to allow for strategic realignment of resources to support growth and innovation. She reviewed the charge of the Strategic Resource Allocation Advisory Committee, which was to create a budget model that is fair, transparent, and predictable. The committee consisted of 17 members, and its report is expected to be complete in December of 2024 and presented to the campus in Spring 2025.

Ms. Graham introduced Mr. Jim Harlan, AFG Industries Chair of Excellence in the ETSU College of Business and Technology and former Vice President of Integrated Global Supply Chain at Eastman. Mr. Harlan chaired the advisory committee. In describing the committee's methods and process, Mr. Harlan reviewed the following:

- Recommended revised base budgets and reallocated resources in support of those base resets
- Established a data-informed but less disruptive mechanism for annual resource allocation decisions
- Updated important processes and procedures that impact all units, such as vacancy management and carry-forward
- Aligned resource allocation more closely to university priorities and overall enrollment and financial trends
- Identified significant resources to support salary enhancements as well as establish resource pools to support capital improvements and new program development

Mr. Harlan stressed the importance of ongoing refinement of the model, and he described ways in which the committee has engaged with constituent groups, including extensive meetings and presentations and the creation of a website.

Dr. Noland commented that this plan involves taking the university's strategic plan and aligning it with how we distribute revenue internally.

IX. Other Business

There was no other business to come before the committee.

X. Adjournment

The committee adjourned at 11:21 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2025

ITEM: Approval of College of Medicine FY26 Tuition

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

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

The College of Medicine is not proposing a tuition increase for the 2025-26 academic year.

Tuition for the College of Medicine represents only 14 percent of the College revenue budget. As student debt is a risk to both accreditation and student success, the College is requesting no increase for tuition for FY26. Operational increases will be funded through other income and reserves.

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

Current 2025-26 Tuition – Annualized		
	Tuition	Program Service Fees
M1 – M4	\$36,480	TBD

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

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2025

ITEM: Approval of Housing and Meal Plans for FY26

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

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

The proposed housing rates for the 2025-26 academic year reflect an effort to account for deferred maintenance and additional debt service, as well as increased costs for utilities, maintenance, custodial, and staffing. Staff has benchmarked housing rates for on-campus students against regional benchmarks to ensure that the campus remains competitive and affordable in the marketplace.

The proposed adjustment to meal plan rates is based on market increases as projected by Sodexo, ETSU's food service provider. It should be noted that the adjusted meal plan costs reflect the inflationary costs passed on by the contracted food service provider. Business and Finance staff prepared a meal plan price comparison to other Tennessee public universities and ETSU remains low compared to other institutions. For FY25, other unlimited seven-day plans with similar dining dollars range from \$2,032 per semester (\$5.97/meal) to \$3,311 (\$9.80/meal).

Housing Rates (per semester)

FY25 - FY26

BUILDING	Housing Rates	Housing Rates	Variance	Variance %
	FY25	FY26		
LUNTSFORD	2,700	2,900	200	7.4%
WEST (triple)	1,900	1,995	95	5.0%
CARTER DOUBLE	2,400	2,600	200	8.3%
CARTER SINGLE	2,400	2,600	200	8.3%
CARTER PRIVATE	3,500	3,700	200	5.7%
CARTER - APT	2,625	2,825	200	7.6%
CENTENNIAL - 2BR	3,375	3,575	200	5.9%
CENTENNIAL - EFF	3,675	3,875	200	5.4%
CENTENNIAL - 1BR	4,050	4,250	200	4.9%
DAVIS	2,550	2,750	200	7.8%
DOSSETT	2,300	2,500	200	8.7%
GOVERNORS	3,050	3,250	200	6.6%
LUCILLE CLEMENT	2,300	2,500	200	8.7%
L. CLEMENT SINGLE	3,300	3,500	200	6.1%
POWELL	2,375	2,575	200	8.4%
STONE	2,450	2,650	200	8.2%
Residence Hall Average	2,809	3,003	193	6.9%
BUC RIDGE, P1, 4 BEDROOM	3,350	3,600	250	7.5%
BUC RIDGE, P1, 2 BEDROOM	3,775	4,025	250	6.6%
BUC RIDGE, P1, 2 BEDROOM (quad)	3,200	3,350	150	4.7%
BUC RIDGE, P2, 2 BEDROOM	3,950	4,200	250	6.3%
BUC RIDGE, P2, 2 BEDROOM (quad)	3,350	3,500	150	4.5%
BUC RIDGE, P3, 2 BEDROOM	4,125	4,375	250	6.1%
BUC RIDGE, P4, 2 BEDROOM	4,125	4,375	250	6.1%
BUC RIDGE, P4, 1 BEDROOM	4,275	4,525	250	5.8%
BUC RIDGE, P4, EFFICIENCY	4,175	4,425	250	6.0%
BUC RIDGE, P4, SUPER 2 SINGLE	4,570	4,820	250	5.5%
BUC RIDGE, P4, SUPER 2 DOUBLE	3,425	3,675	250	7.3%
BUC RIDGE, P5, EFFICIENCY	3,425	3,675	250	7.3%
BUC RIDGE, P5, 1 BEDROOM	3,675	3,925	250	6.8%
Buc Ridge Total	3,802	4,036	241	6.2%
Summer/Winter Rates (% of Fall/Spring Daily Rate)				
	Daily Rates	Full term	Example	Example
	FY26	FY26	Davis	Davis
			Daily	Full term
Summer	55%	50%	\$13.75	\$1,100
Winter Break	45%	40%	\$11.25	\$360

ETSU						
	Cost FY24	Proposed Cost FY25	% increase	Dining Dollars	Guests	price per meal
Silver	2,075	2,160	4.1%	100	10	6.54
Gold	2,175	2,265	4.1%	200	10	6.56
Platinum	2,430	2,530	4.1%	400	10	6.76
5 day	1,775	1,850	4.2%	100	5	7.78
5 day limited	1,775	1,850	4.2%	100	5	7.78

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

RESOLVED: The proposed rates for Housing and Food Service for 2025-26 is approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 21, 2025

ITEM: Quarterly Financial Update

COMMITTEE: Finance and Administration

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

The tables below summarize financial activities for the university through the second quarter of fiscal year 2024-25. The comparison is current year to prior year for the same six-month period.

Table 1 – Unrestricted E&G Revenues by Unit and Revenue Source

Unrestricted E&G Year-to-Year Comparisons Year-to-Date 12-31-2023 & 12-31-2024				
	FY2023-24	FY2024-25	Change \$	%
REVENUES				
By Appropriation Unit				
Main Campus	\$200,579,396	\$209,808,585	\$9,229,190	4.6%
Medicine/Family Med	49,684,470	52,400,951	2,716,481	5.5%
Pharmacy	6,150,776	6,919,622	768,846	12.5%
TOTAL REVENUE	\$256,414,642	\$269,129,158	\$12,714,516	5.0%
By Revenue Source				
Tuition and Fees	\$150,417,349	\$156,575,294	\$6,157,945	4.1%
State Appropriations	79,965,400	84,237,400	4,272,000	5.3%
Grants, Contracts, Gifts	2,469,291	4,757,095	2,287,803	92.7%
Other	23,562,601	23,559,370	(3,231)	0.0%
TOTAL REVENUE	\$256,414,642	\$269,129,158	\$12,714,516	5.0%

Table 2 – Unrestricted E&G Expenditures by Appropriation Unit and Classification

Unrestricted E&G Year-to-Year Comparisons Year-to-Date 12-31-2023 & 12-31-2024				
	FY2023-24	FY2024-25	\$	Change %
EXPENDITURES				
By Appropriation Unit				
Main Campus	\$130,106,366	\$138,686,078	\$8,579,712	6.6%
Medicine/Family Med	45,133,604	46,883,759	1,750,155	3.9%
Pharmacy	4,131,373	4,315,810	184,436	4.5%
TOTAL EXPENSE	\$179,371,343	\$189,885,647	\$10,514,304	5.9%
By Natural Classification				
Salaries & Benefits	\$130,717,199	\$140,361,213	\$9,644,013	7.4%
Operating	32,023,555	30,751,321	-1,272,234	-4.0%
Capital/Equipment	413,261	467,477	54,217	13.1%
Scholarships/Fellowships	15,513,118	14,858,434	-654,684	-4.2%
Transfers to Other Funds	704,210	3,447,202	2,742,992	389.5%
TOTAL EXPENSE	\$179,371,343	\$189,885,647	\$10,514,304	5.9%
By Functional Classification				
Instruction	\$87,682,814	\$92,959,782	\$5,276,968	6.0%
Research	4,949,250	4,997,553	48,303	1.0%
Public Services	2,371,944	2,513,730	141,786	6.0%
Academic Support	18,089,835	19,087,942	998,107	5.5%
Student Services	17,139,628	19,082,912	1,943,285	11.3%
Institutional Support	19,706,237	19,329,051	-377,186	-1.9%
Physical Plant	13,225,257	13,606,921	381,664	2.9%
Scholarships/Fellowships	15,513,118	14,864,274	-648,844	-4.2%
Transfers to Other Funds	693,261	3,443,482	2,750,221	396.7%
TOTAL EXPENSE	\$179,371,343	\$189,885,647	\$10,514,304	5.9%

Table 3 – Current Operating Funds Revenues by Fund Type and Revenue Source

Current Operating Funds (Unrestricted/Auxiliaries/Restricted) Year-to-Year Comparisons Year-to-Date 12-31-2022 & 12-31-2023				
	FY2022-23	FY2023-24	Change	
			\$	%
REVENUES				
By Current Fund Type				
Unrestricted E&G	\$256,414,642	\$269,129,158	\$12,714,516	5.0%
Auxiliaries	30,692,320	35,171,015	4,478,696	14.6%
Restricted Funds	76,209,673	80,773,330	4,563,657	6.0%
TOTAL REVENUE	\$363,316,634	\$385,073,503	\$21,756,869	6.0%
REVENUES				
By Revenue Sources				
Tuition and Fees	\$151,300,922	\$157,471,799	\$6,170,878	4.1%
State Appropriations	79,965,400	84,515,600	4,550,200	5.7%
Grants, Contracts, Gifts	77,461,141	84,442,998	6,981,856	9.0%
Other	23,907,414	23,835,498	-71,916	-0.3%
Auxiliaries	30,681,757	34,807,608	4,125,851	13.4%
TOTAL REVENUE	\$363,316,634	\$385,073,503	\$21,756,869	6.0%

Table 4 – Current Operating Funds Expenditures by Fund Type and Classification

Current Operating Funds (Unrestricted/Auxiliaries/Restricted) Year-to-Year Comparisons Year-to-Date 12-31-2022 & 12-31-2023				
	FY2022-23	FY2023-24	Change	
			\$	%
EXPENDITURES				
By Current Fund Type				
Unrestricted E&G	\$179,371,343	\$189,885,647	\$10,514,304	5.9%
Auxiliaries	6,190,819	6,450,110	259,291	4.2%
Restricted Funds	64,424,430	75,701,951	11,277,521	17.5%
TOTAL EXPENSE	\$249,986,592	\$272,037,708	\$22,051,116	8.8%
EXPENDITURES				
By Natural Classification				
Salaries & Benefits	\$155,353,878	\$165,818,226	\$10,464,348	6.7%
Operating	49,112,751	50,484,705	1,371,954	2.8%
Capital/Equipment	616,584	686,336	69,752	11.3%
Scholarships/Fellowships	2,722,167	2,690,445	-31,722	-1.2%
Indirect Cost Expense	41,447,235	43,457,811	2,010,575	4.9%
Transfers to Other Funds	733,977	8,900,186	8,166,209	1112.6%
TOTAL EXPENSE	\$249,986,592	\$272,037,708	\$22,051,116	8.8%
EXPENDITURES				
By Functional Classification				
Instruction	\$90,966,370	\$96,384,689	\$5,418,319	6.0%
Research	12,887,949	11,609,136	(1,278,813)	-9.9%
Public Services	28,397,166	38,425,633	10,028,468	17.5%
Academic Support	18,281,168	19,399,104	1,117,935	8.1%
Student Services	17,743,622	19,642,270	1,898,648	12.1%
Institutional Support	20,561,228	19,987,082	(574,147)	2.0%
Physical Plant	13,297,627	13,642,524	344,898	-1.0%
Scholarships/Fellowships	40,967,382	43,053,678	2,086,296	9.2%
Transfers to Other Funds	693,261	3,443,482	2,750,221	-62.8%
Auxiliaries	6,190,819	6,450,110	259,291	17.9%
Aux Trsfrs to Other Funds	-	-	-	-
TOTAL EXPENSE	\$249,986,592	\$272,037,708	\$22,051,116	8.8%

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 21, 2025

ITEM: Discussion of Comparative Tuition and Mandatory Fees for
Tennessee Public Universities

COMMITTEE: Finance and Administration

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

The Board of Trustees must consider certain criteria when considering an 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 management has outlined the current year assessment as follows:

1. **Level of state support** – THEC based tuition models on a core Consumer Price Index of 3.3 percent and flat enrollment. THEC did not include a salary allocation in their request. The inflation factor for the four state supported units at ETSU equates to an appropriation increase of \$1.2 million.
2. **Total cost of attendance** – tuition and fees increased by 5.2% in FY25. Tuition and mandatory fees for FY25 at ETSU continue to be comparable to other public institutions of higher education in the state. A comparison of tuition and mandatory fees are listed below and show that ETSU is below the 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 proposed a zero to four percent tuition and mandatory fee limit at their November 2024 meeting. 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 zero to four percent tuition and fee increase for FY26.
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 budget model implemented in FY19. Facility costs have primarily been driven by inflationary costs related to utilities.
 - d. Cost related to operations, programs of study, or individual courses – Data from THEC show the core Consumer Price Index increased by 3.3 percent in 2024.

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

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

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

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

Total Tuition and Mandatory Fees

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

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 21, 2025

ITEM: Discussion of Proposed Salary Pool for FY26 Budget Development

COMMITTEE: Finance and Administration

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

Tennessee Governor Bill Lee presented the State of the State address on February 10, 2025 and concurrently released details related to the FY26 budget. Due to timing considerations, staff has not been able to formalize a decision related to recommended salary enhancements.

Typically, the Governor's budget will provide state funding for 55 percent of a salary increase with related benefits for the main campus. The College of Pharmacy, College of Medicine and Family Medicine receive an appropriation through state funding for non-formula units.

The table below illustrates the approximate funding through additional state appropriation needed for a one, two, and three percent salary pool for the main campus. These calculations are based on the files obtained from The Tennessee Higher Education Commission (THEC) which they also provide to the State Division of Finance and Administration.

	\$ Needed for Pool	State 55% Funding for Pool	Funding through Student Fees
Main Campus 2%	\$3,502,000	\$1,930,000	\$1,572,000
Main Campus 3%	\$5,253,000	\$2,895,000	\$2,358,000

Staff has not yet developed a plan for the distribution of any salary improvement funding. Management is proposing holding state appropriations for salaries in pools until the State budget is adopted and enrollment for Fall 2025 is known. Trustees will consider a formal salary enhancement recommendation in November.

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

Year	Across-the Board			Equity Increase to Market		Service Bonus	
2025-26	TBD						
2024-25	3.0%	Min wage to \$15/hour	(8)	2% pool			
2023-24	4.5%	Min wage to \$13.40/hour	(7)				
2022-23	4.0%	\$1,200 min	(1)(2)				
2021-22	3.5%	\$700 min	(2)(3)				
2020-21	(4)	0.0%				\$500	(5)(6)
2019-20	2.0%	\$500 min	(2)				
2018-19	2.5%	\$500 min	(2)				
2017-18	2.0%	\$500 min	(2)	1% pool	\$3,000 ceiling		
2016-17	2.0%	\$500 min	(2)				

(1) Maximum increase \$7,000

(2) Employees with annual performance evaluations which are unsatisfactory or performance far below expectations do not participate in salary increases.

(3) Maximum increase \$10,000

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

(5) Employed April – May 30, 2021

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

(7) Maximum increase \$7,500

(8) Maximum increase \$7,000

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 21, 2025

ITEM: Quarterly Report of Agreements \$250,000 or greater

COMMITTEE: Finance and Administration

PRESENTED BY: Dr. Katie Little Zink
Director of Procurement and Contract Services

Included below is a list of agreements with amounts totaling \$250,000 or greater for the period of October 2024 – December 2024.

Contract/PO Date**October – December 2024: Contracts/Purchase Orders****Fiscal Review**

Start	End	Contractor	Description of Services/ Products	Contract/PO Amount	\$ Annual Contract	Competitive	Approval
01/01/2025	12/31/2030	Waste Medic, LLC	Biomedical waste disposal (RFQ 6892)	\$400,000	\$80,000	Yes	N/A
03/01/2025	06/30/2025	Tri-Cities Regional Emergency Physicians, PC	Teach adult and pediatric emergency medicine to medical students and residents – JCMC/Niswonger	\$260,000	\$260,000	No	N/A
12/09/2024	12/08/2025	Inspire Business Interiors	Nicks Hall – Furniture for Corridors and Classrooms (1 st – 3 rd floors)	\$254,741	\$254,741	Yes	N/A
11/14/2024	11/13/2025	Huron Consulting Services LLC	Additional/Extended technical staffing for Oracle Cloud implementation services	\$1,113,314	\$1,113,314	Yes	N/A
10/16/2024	10/15/2025	Workspace Interiors	Burleson Hall – Furniture	\$446,032	\$446,032	Yes	N/A

RFQ/RFPs –In-Process and Upcoming

Enrollment Consulting RFP 6890 –

- Live as of 11/25/2024 – Previously, RFP 6867 Carnegie Dartlet (Fire Engine Red) – estimated \$2,207,675 for 5 years

Athletic Apparel RFP 6891 –

- Live as of 1/21/2025 – Previously, RFP 6852 BSN Sports – estimated \$2 million, plus \$1 million financial incentives for 5 years

Air Filters RFQ –

- Pending release date after meeting with Facilities Management, estimated Spring 2025 – No prior agreement for this

Professional Cleaning Services Assistance RFQ 6894 –

- Live as of 1/3/2025 – Previously, RFQ 6884 M.D. Environmental Services LLC – estimated amount contingent upon need

Library Subscription Agent RFP –

- Upcoming this Spring – Previously, RFP 6853 Otto Harrassowitz – estimated \$4 million for 5 years

Fire Sprinkler and Standpipe Inspection Services RFQ –

- Upcoming this Spring – Previously, RFQ 6868 Premier Fire Protection – estimated \$111,300 for 5 years

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 21, 2025

ITEM: CFO Update

COMMITTEE: Finance and Administration

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

Staff will provide the Finance and Administration Committee with an update regarding the following initiatives:

- Procard Update
 - Process Improvement
 - Goals for 2026
- Strategic Resource Alignment Committee
 - Timeline
- ERP/EPM Implementation
 - Update on progress