

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
SEPTEMBER 2021 MEETING

1:00 -3:00pm EDT
Friday
September 17, 2021

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
- IV. [Approval of Minutes from April 23, 2021 and June 15, 2021](#)
- V. Report from the Finance and Administration Committee (5 minutes)
- VI. Report from the Academic and Student Affairs Committee (5 minutes)
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Consent Agenda \(5 minutes\)](#)
 - A. [Minutes from April 23, 2021 Finance and Administration Committee](#)
 - B. [Minutes from April 23, 2021 Academic, Research, and Student Success](#)
 - C. [Minutes from October 21, 2020 and April 23, 2021 Audit Committee](#)
 - D. [Conflict of Interest Policy](#)
 - E. [Recommendation for Tenure upon Appointment](#)
- IX. [Approval of the ETSU Mission Profile \(5 minutes\)](#)
- X. [Approval of the ETSU Mission Statement \(5 minutes\)](#)
- XI. [Alumni Update Presentation \(20 minutes\)](#)
- XII. [College Spotlight: College of Arts and Sciences Presentation \(20 minutes\)](#)
- XIII. President's Report (25 minutes)
- XIV. [Selection of Committee Members and Committee Chairs \(10 minutes\)](#)
- XV. Other Business

- XVI. Executive Session
 - A. Discuss pending legal action (if necessary)
- XVII. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 17, 2021

ITEM: Approval of Minutes from April 23, 2021 and June 15, 2021

RECOMMENDED ACTION: Approval

PRESENTED BY: Adam Green
Secretary

The minutes of the April 23, 2021 and June 15, 2021 meetings 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 April 23, 2021 and June 15, 2021 meetings 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

April 23, 2021
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1 p.m. on Friday, April 23 at the Model Mill, 602 Sevier Street, the new home of ETSU's Alumni Association and Advancement offices, and via teleconference. The meeting was livestreamed.

I. Call to Order

Chair Scott Niswonger called the meeting to order at 1 p.m.

In his opening remarks, Chair Niswonger spoke about upcoming commencement ceremonies that will include a special ceremony for members of the Class of 2020. The Chair also referenced the following milestones in his opening remarks:

- ETSU Health has administered over 1,700 COVID-19 vaccines to people across the region.
- The College of Public Health launched Center for Cardiovascular Risks Research.
- The Quillen College of Medicine was nationally ranked in U.S. News and World Report as one of the top schools in the country for preparing students to serve in rural medicine.
- The College of Nursing was recently named as one of the top RN-BSN programs in Tennessee.
- Dr. Cathy Galyon from the Clemmer College was named incoming chair of the American Council on Rural Special Education.
- Clemmer College also launched a new mentoring program that will pair students of color with upperclassmen in the college to provide guidance and support.
- The College of Business and Technology and Blue Cross Blue Shield of Tennessee announced the creation of the Blue Sky Tennessee Institute.
- The Gatton College of Pharmacy Generation RX earned its fourth national award.
- A unique Spring Homecoming included an opening celebration for University Commons, a new park in the center of campus

II. Roll Call

Secretary Green called the role.

The following Trustees were present:

Janet Ayers
Virginia Foley

Dorothy Grisham
Linda Latimer
Scott Niswonger
Austin Ramsey
Ron Ramsey
Melissa Steagall-Jones
Kelly Wolfe

Secretary Green said a physical quorum was present with Trustees Ayers and Wolfe participating in the meeting via Zoom. In accordance with Tennessee Code § 8-44-108 section (c) (3), Secretary Green asked Trustees two questions for the record – If each Trustee participating remotely could clearly hear and participate in the meeting, and second, if any other persons were present in the room of those participating remotely. Trustees Ayers and Wolfe indicated that they could clearly hear and participate, and that no other persons were present with them. Those Trustees participating in-person affirmed their abilities to hear those participating via teleconference. Secretary Green also noted that because Trustees were participating in the meeting remotely, all votes would be taken by roll call.

III. Public Comments

Because attendance to the meeting was limited to Trustees, presenters and support staff due to University COVID-19 protocols, Chairman Niswonger said public comments could not be received in the traditional manner. However, comments for the Board may be submitted via email to trustees@etsu.edu.

IV. Approval of Minutes from February 19, 2020

Trustee Ron Ramsey made a motion to approve the minutes, which was seconded by Trustee Steagall-Jones and unanimously approved by roll call vote.

V. Report from the Finance and Administration Committee

Trustee Ron Ramsey said the committee approved the spring estimated and July proposed budgets. The budgets were reviewed and discussed in detail at the called meeting on March 26. Additionally, the committee received a quarterly financial update, which compared operating expenses and revenue from the current year to the prior year. He said expenditures continue to be in alignment with October budget revisions. The committee reviewed the proposed tuition and fees for fiscal year 2022.

A. Tuition and Mandatory Fees

Dr. B.J. King presented the proposed increases for fiscal year (FY) 22 as explained in detail on page 13 of the agenda materials. She said state appropriations, and tuition and fees account for 92 percent of the revenue for the main campus budget (\$230 million). The Tennessee Higher Education Commission (THEC) calculates that the state contributes 55 percent of the salary increase included in the governor's budget and the other 45 percent must be funded outside our appropriation, she said.

While ETSU did not raise tuition or fees in FY21, staff recommends that the Board adopt of a 1.98 percent tuition increase for undergraduates (\$150 for two terms; \$75 per term) and 1.69 percent increase for graduate-level for FY22. The Board approved the out-of-state tuition reset at the September 2021 meeting therefore the university is not seeking any additional changes to out-of-state tuition.

Dr. King said ETSU continues to be an affordable option and the proposed combined tuition and mandatory fee increase of 1.93% equates to \$91.50 increase per term for 15 credit hours of enrollment (undergraduate). A public comment period on the proposed increase was held April 1-16.

The tuition increase would fund the salary pool increase, a portion of employee benefits not covered by the state, and faculty tenure and promotion, Dr. King said. A 1.72 percent increase in mandatory fees would fund a wellness initiative proposed by the Student Government Association (SGA) and year four of a technology access fee increase.

THEC will approve a binding limit on tuition increase at its May meeting, however at this time

Trustee Grisham made a motion to approve the proposed tuition and mandatory fee increase that was seconded by Trustee Steagall-Jones and was unanimously approved following a roll call vote.

VI. Report from the Academic, Research & Student Success Committee

In her report, Chair Latimer said the committee approved two action items related to academic program proposals to establish a Master of Science in Orthotics and Prosthetics and a Master of Fine Arts in Digital Media. Additionally, Dr. Bishop presented promotion and tenure candidates and the academic calendars for 2023-24, 2024-25, and 2025-26. Both items were unanimously approved by roll call vote. Dr. Mike Hoff's presentation of 2019 Graduates Post-Graduation Outcomes and 2021 Outlook led to robust discussion about students pursuing rewarding career paths, Chair Latimer stated.

VII. Report from the Audit Committee

In her report, Chair Steagall-Jones said the committee conducted its annual review of audit policies: Internal Audit Policy, Preventing and Reporting Fraud, Waste and Abuse Policy, and Conflict of Interest Policy. The committee also reviewed revisions to the audit plan, which included three additions: Men's and Women's basketball programs, and state audit follow-up. She noted that athletic programs go through an audit anytime there is a change in leadership. The Audit Committee also reviewed one investigation that was completed during the period from February 1-March 31, 2021. Dr. BJ King provided an overview of the audited financial statements from the Comptroller of the Treasury before the committee went into executive session.

VIII. Consent Agenda

- A. Minutes from February 19, 2021 Finance and Administration Committee
- B. Minutes from March 26, 2021 Finance and Administration Committee
- C. Minutes from February 19, 2021 Academic, Research, and Student Success Committee.
- D. Minutes from February 19, 2021 Audit Committee
- E. President Emeritus Contract for Dr. Stanton
- F. Promotion and Tenure of Faculty Members
- G. New Academic Program Proposal for the Establishment of a Master of Science in Orthotics and Prosthetics
- H. New Academic Program Proposal for the Establishment of a Master of Fine Arts in Digital Media
- I. Academic Calendars for 2023-2024, 2024-2025, 2025-2026
- J. Spring Estimated and July Proposed Budgets

On behalf of the Audit Committee, Trustee Steagall-Jones requested to add the Revisions to the FY 2019-20 Audit Plan to the consent agenda.

Trustee Ron Ramsey made a motion to add the audit plan revisions to the consent agenda. Trustee Latimer seconded the motion and the plan was added to the consent agenda following a unanimous roll call vote.

Trustee Ron Ramsey made a motion to adopt the consent agenda as presented that was seconded by Trustee Steagall-Jones. The consent agenda was adopted following a unanimous roll call vote.

IX. Rule on Student Immunization Requirements

Dr. Mark Fulks said the Board of Trustees is required to endorse a rule on immunization requirements for students. A summary is provided in the agenda packet.

The proposed rule specifies:

- Immunizations students are required to obtain prior to enrollment at ETSU
- Immunizations required if a student elects to live in on-campus housing
- Acceptable forms of proof of immunization
- Exceptions to the immunization requirements
- Required notices and acknowledgments

Approval would allow other immunizations to be added without having to change the rule, additionally, there are some exceptions from the immunization requirement that are outlined in the rule. Students in Health Sciences clinical programs may have additional vaccination requirements as defined by the Centers for Disease Controls.

Dr. Fulks said there were currently no plans for ETSU to require the COVID-19 vaccine because it is under emergency use and there is no legislation in place to create exemptions for those who choose to opt-out.

Trustee Latimer made a motion to approve the Rule on Student Immunization Requirements that was seconded by Trustee Grisham and approved following a unanimous roll call vote.

X. Student Success, Support and Engagement Program Highlights

Dr. Joe Sherlin provided the Board with an overview of four ETSU programs focused on student success, support, and engagement including:

1. **Buccaneer Involvement Guides (BIGs)**—Third and fourth year students are selected to attend an ETSU 1020 class at least one day a week and lead the group in and out of class by mentoring new students. Dr. Sherlin said students who meet with their mentor are two to three times more likely to attend events and participate in activities.
2. **Supplemental Instruction (SI)**— Supplemental Instruction (SI) is a structured study group designed to help students achieve success in "historically difficult" courses: those with consistently high rates of D's, F's, and/or Withdrawals. SI sessions are FREE and open to all students enrolled in the supported courses. A trained SI leader facilitates three hour-long sessions per week, focusing on difficult course content. These sessions serve to reinforce course material, clarify confusing concepts, and approach the information from a fun and engaging perspective. Students who participate in these sessions reported achieving almost a letter grade higher.
3. **ETSU Votes**—This is a non-partisan effort to engage students in voter engagement and civic engagement. Nationally, we have seen a decline in voter participation among college-age. The program has received excellent outcomes, as ETSU's student voter participation rate increased from 16.2 percent in 2014 to 35.2 percent in 2018.
4. **ETSU Veterans Affairs**—The Office of Veteran Affairs provides outstanding academic and social support to student veterans including, but not limited to:
 - In-state tuition rate for GI BILL recipients
 - Priority registration for current students
 - MARC access with free printing, coffee, and snacks (reopening in fall 2021)
 - VA work study opportunities
 - Membership in the Student Veteran's AssociationAs of Fall 2020, ETSU has been named a Military Friendly School for 11 consecutive years, ranking No. 9 in the country.

XI. ETSU STRIVE Program Spotlight

Dr. Allen Gorman, Chair of the Department of Management of Marketing in the College of Business and Technology, provided an overview of the Startup Training Resources Inspiring Veteran Entrepreneurship (STRIVE) Program.

STRIVE is a free veteran entrepreneurship training program offered in partnership with Syracuse University's Institute for Veteran and Military Families (IVMF). Participants gain confidence as they take an early stage business or business idea through a structured process utilizing a combination of three learning practices – online assignments, face-to-face instruction and mentorship matching based on each business concept.

XII. College Spotlight: Honors College

Dr. Chris Keller, Dean of ETSU's Honors College, provided an overview of the College to the Board of Trustees. The Honors College houses five unique honors programs - Bert C. Bach Fine & Performing Arts, Changemaker, Global Citizen, Honors-In-Discipline and Midway Scholars Programs - each one developed to provide a strong balance of curricular, co-curricular, and extracurricular activities and experiences, each one suited to serve the personal, academic, and professional needs of its students, and each one geared to transform lives and elevate communities in Northeast Tennessee and beyond.

The Honors College also oversees and promotes Educational Abroad opportunities for ETSU students and faculty and supports International Students at ETSU. Additionally, Undergraduate Research and Creative Activities connects students with faculty mentors who help students conduct original research or creative projects. Undergraduate research is increasingly important in helping students become more competitive for careers as well as graduate school and professional school admissions.

A new Center for Global Engagement will begin July 1, 2021. Dr. Keller said he hopes the Honors College can help students "create a remarkable story" through experiential learning opportunities so students can leave ETSU with more than a good GPA. Among the recent initiatives for the Honors College is a new study abroad partnership with Harlaxton College in Grantham, England, and the Global Year Program that focuses on a single country during a yearlong series of events and course enhancements infusing international perspectives into the teaching, research and service missions of ETSU.

XIII. President's Report

In his report, President Noland reflected on the how the institution has been impacted by the COVID-19 pandemic over the past year. As the campus navigated the complications of the pandemic, it placed its primary focus on the health and safety of students, faculty and staff.

President Noland reviewed selected initiatives from the 2021 Spring Semester, including national searches underway for the new Provost/Senior Vice President for

Academics and for a Dean of the College of Nursing—noting that both searches were in the final hiring stages.

In his Legislative Update, President Noland congratulated Trustees Ayers, DeCarlo and Steagall-Jones on their confirmation by the General Assembly to their respective appointments to the Board of Trustees. He indicated that conversations continue with ETSU’s elected officials in hopes of securing funding for the proposed ETSU Academic Building.

President Noland provided an enrollment and budget update, reporting that traditional-aged students are delaying college-selection decisions due to lack of support that they would typically receive during their junior and senior year of high school. For those reasons, ETSU is offering enhanced personalized support to help students navigate the college going process.

The President next discussed the ETSU’s new strategic visioning process for ETSU – the Committee for 125 Chapter II. The Committee for 125 Chapter II consists of local and national leaders and has its first meeting on April 28, 2021. Six taskforces, including: Academics, Equity and Inclusion, ETSU Health, Student Success and Experience, Research and Scholarship, and Fiscal Sustainability have been established and will begin meeting soon. President Noland says he hopes to have a draft vision to campus in October and present a final report to the Board of Trustees in November.

President Noland concluded his report by stating that the campus is planning for the return of students in August for a fall semester that will hopefully resemble the pace, flow, and activity during the 2019-20 academic year.

XIV. Resolution for Dr. Wilsie Bishop

Trustee Ron Ramsey made a motion to adopt the resolution extending heartfelt appreciation to Dr. Wilsie Bishop. The motion was seconded by Trustee Grisham and Trustees unanimously voted to adopt the resolution.

XV. Resolution for Mr. Austin Ramsey

Trustee Ron Ramsey made a motion to adopt the resolution extending heartfelt appreciation to Student Trustee Austin Ramsey that was seconded by Trustee Steagall-Jones. Trustees unanimously voted to adopt the resolution.

XVI. Selection of New Student Trustee

Trustee Latimer made a motion to accept President Noland’s nomination of Ms. Kara Gilliam to the position of Student Trustee for 2021-22. Trustee Grisham seconded the motion. Trustees unanimously voted to select Ms. Gilliam as the 2021-22 Student Trustee.

XVII. Other Business

No other business was brought before the ETSU Board of Trustees.

XVIII. Executive Session

The Board of Trustees determined it was not necessary to meet in Executive Session.

XIX. Adjournment

The meeting adjourned at 3:23 p.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

June 15, 2021
Johnson City, Tennessee

The special called meeting of the East Tennessee State University Board of Trustees was held at 11 a.m. on Tuesday, June 15 in the D.P. Culp Student Center, East Tennessee Room, and via teleconference. The meeting was livestreamed to allow individuals to attend remotely.

I. Call to Order

Chair Scott Niswonger called the meeting to order at 11 a.m.

In his opening remarks, Chair Niswonger spoke about several of the university's major accomplishments since the last meeting in April including:

- In-person Commencement ceremonies for the Class of 2020 and 2021 was held.
- THEC approved for three new academic programs—MFA in Digital Media, Doctor of Occupational Therapy, and the M.S. in Orthotics and Prosthetics
- THEC approved an off-campus location in Chattanooga housing the BlueSky Tennessee Institute
- The Radiologic Science Program announced 100 percent job placement and pass rate for the past five year
- ETSU was named top 10 Military Friendly School

II. Roll Call

Secretary Green called the role.

The following Trustees were present:

Janet Ayers
Steve DeCarlo
Virginia Foley
Kara Gilliam
Dorothy Grisham
Linda Latimer
Scott Niswonger
Ron Ramsey
Melissa Steagall-Jones
Kelly Wolfe

Trustees Ayers, DeCarlo, Grisham, and Steagall-Jones participated in the meeting via Zoom. In accordance with Tennessee Code § 8-44-108 section (c) (3), Secretary

Green asked Trustees two questions for the record – If each Trustee participating remotely could clearly hear and participate in the meeting, and second, if any other persons were present in the room of those participating remotely. Trustees Ayers, DeCarlo, Grisham, and Steagall-Jones indicated that they could clearly hear and participate, and that no other persons were present with them. Those Trustees participating in-person affirmed their abilities to hear those participating via teleconference. Secretary Green also noted that because Trustees were participating in the meeting remotely, all votes would be taken by roll call.

III. Academic, Research, and Students and Success Committee

A. Recommendations for Tenure upon Appointment

Dr. Wilsie Bishop presented the recommendation for tenure upon appointment for Provost Kimberly McCorkle, Professor in the Department of Criminal Justice and Criminology, and Dr. David Shoham, Associate Professor and Chair in the Department of Biostatistics and Epidemiology (College of Public Health). A summary of the recommendations for McCorkle and Shoham was included in the agenda materials, Dr. Bishop said.

Trustee Foley made a motion to approve the recommendations for Tenure upon Appointment, which was seconded by Trustee Grisham and granted final approval following a roll-call vote.

IV. Finance and Administration Committee

A. Revised Pricing Model for Masters of Arts in Public Administration

Dr. Wilsie Bishop provided an overview of a proposal from the College of Arts and Sciences, Department of Political Science, to offer the complete 36-credit Master of Arts in Public Administration online at a consistent cost for three years for three cohorts, the first starting in Fall 2021. The proposal, which was approved by the University's Academic Council, outlines the high potential to enroll working professionals currently employed in local government.

A motion to approve the revised pricing model was made by Trustee Wolfe and seconded by Trustee Latimer. It was approved following a unanimous roll-call vote.

B. Discussion of Salary Plans for June and July 2021

Dr. B.J. King shared with Trustees that the Tennessee General Assembly approved supplemental appropriation for salary enhancements, which included funding for a salary pool for fiscal year 2021. In line with previous discussions with the Finance and Administration Committee, ETSU staff is moving forward with the implementation of a one-time \$500 bonus for eligible employees in the June payroll. Additional across-the-board enhancements are being considered and will be presented to Trustees once final fall enrollment numbers are available.

ETSU is also increasing minimum wage to \$10.15 per hour effective July 1. This increase impacts 100 positions and will help the University fill open positions, Dr. King noted. ETSU is allocating salary enhancement dollars to facilitate an adjustment in the adjunct pay rate to a minimum of \$800 per credit hour. This one-time funding will assist colleges in raising adjunct base pay for Fall 2021 contracts, Dr. King said.

V. Naming of Building 60

President Noland introduced a recommendation to name the University's Interprofessional Education and Research Center (Building 60) in honor of Dr. Wilsie Bishop upon her retirement from ETSU. Details of the recommendation were included in the agenda packet.

Trustee Wolfe made a motion to approve the naming of the Building 60 located on the VA Campus as Bishop Hall. Trustee Latimer seconded the motion and the Board approved the naming following a unanimous roll-call vote. Trustees and audience members provided a standing ovation for Dr. Bishop.

VI. Election of Board Officers

Chair Niswonger stated that by direction of the FOCUS Act, ETSU is governed by a Board of Trustees that sets policies and guidelines for the operation of the University. Consistent with T.C.A. § 49-8-201(f)(8), the Bylaws for the Board of Trustees provide for the election of the Chair, Vice Chair, and a third executive committee member every two years.

Chair Niswonger asked for the nomination of Trustee Latimer for Board of Trustees Chair. Trustee Grisham made the motion to nominate Trustee Latimer that was seconded by Trustee Ayers. Following discussion, Trustee Latimer was unanimously selected Chair through a roll-call vote.

Next, Chair Niswonger asked for the nomination of Trustee Steve DeCarlo for Board of Trustees Vice Chair. Faculty Trustee Foley made the motion, which was then seconded by Trustee Latimer. Following discussion, Trustee DeCarolo was unanimously selected Chair through a roll-call vote.

Chair Niswonger asked for the nomination of Trustee Steagall-Jones for the third member of the executive committee. Trustee Wolfe made the motion, which was seconded by Trustee Ramsey. Trustee Steagall-Jones was unanimously selected the third executive committee member through a roll-call vote.

VII. President's Report

In his report, President Noland provided the following updates to the Board of Trustees:

- The University is taking aggressive actions to fully open campus for Fall 2021.

- Many high school graduates have not made a final decision about their plans for Fall 2021; projected enrollment numbers for freshmen and transfers are trending ahead of this time last year.
- Housing will return to double-occupancy and applications are on the rise.
- Overall budget built around a decrease of 100 students and the budget going into the fall is balanced.
- ETSU will complete the transition to Modified Stage IV operations July 1 and the face-covering mandate has been lifted. A modification to the telecommuting policy permits Vice Presidents/Deans to approve temporary telecommuting on a case-by-case basis.
- The public/private partnership, BlueSky Tennessee Institute powered by ETSU, received final approval from THEC to take place at the BlueCross BlueShield headquarters in Chattanooga.
- Lamb Hall construction will formally break ground in July 2021.
- Period of major transition at the University: Provost McCorkle starting soon following Dr. Bishop's retirement; Dr. Dennis Depew is retiring as Dean of the College of Business and Technology; New Dean of College of Nursing will be announced later this summer; Selection of a permanent Dean of College of Arts and Sciences will launch this fall.
- The Committee for 125 Chapter II will meet later this month will then transition to community outreach stage; challenging everyone to "dream big."
- President Noland assured the Board of Trustees that ETSU is firmly rooted in its values that helped create the university. He thanked Chair Niswonger for his service to the Board of Trustees.

VIII. Other Business

Chair Niswonger said it had been an honor to be part of ETSU's inaugural Board of Trustees. Since its founding in 1911, the University has not lost sight of its mission and continues to provide education for students and working adults to obtain meaningful lives and careers, he added.

IX. Executive Session

The Board of Trustees determined it was not necessary to meet in Executive Session.

X. Adjournment

The meeting adjourned at 11:56 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: September 17, 2021

ITEM: Consent Agenda

RECOMMENDED ACTION: Approval

PRESENTED BY: Adam Green
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.

EAST TENNESSEE STATE
UNIVERSITY BOARD OF TRUSTEES

ACTION ITEM

DATE: September 17, 2021

ITEM: Approval of the Minutes of April 23, 2021

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Board Secretary

The minutes of the April 23, 2021 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 April 23, 2021 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

April 23, 2021
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, April 23, 2021, at 10:45 a.m. in the ETSU Alumni Association office located in the Model Mill, 602 Sevier Street, Johnson City. Due to the extraordinary circumstances surrounding the COVID-19 pandemic, attendance to the meeting was limited to Trustees, presenters, and support staff. The meeting was livestreamed for public viewing.

I. Call to Order

In the absence of Finance and Administration Committee Chairman Steve DeCarlo, Trustee Ron Ramsey called the meeting to order.

II. Roll Call

Deputy Board Secretary Nathan Dugger led the roll call. Because Trustee Kelly Wolfe participated remotely, in accordance with Tennessee Code § 8-44-108 section (c) (3), Mr. Dugger asked Trustee Wolfe for the record if he could clearly hear so that he could participate in the meeting, and if he would identify any persons present in the room with him from which he was participating in the meeting. He reported that he could hear and was alone.

Additionally, Mr. Dugger reported that since there are Trustees participating remotely, should any votes be taken, they must be taken by roll call.

Committee members present were:

Dorothy Grisham
Austin Ramsey (non-voting student member)
Ron Ramsey
Scott Niswonger
Kelly Wolfe (participating remotely)

Mr. Dugger reported to Trustee Ramsey that a quorum was present. In addition to the Committee members, Trustees Janet Ayers (participating remotely), Virginia Foley, Linda Latimer, and Melissa Steagall-Jones also participated in the meeting.

III. Approval of the Finance and Administration Committee Minutes of February 19, 2021 and March 26, 2021

The minutes of the Finance and Administration Committee Minutes of February 19, 2021 and March 26, 2021, were approved as submitted, with Trustee Dorothy Grisham making the motion to approve, and Board Chairman Scott Niswonger seconding the motion. The motion passed unanimously after a roll call vote.

IV. **Approval of Spring Estimated and July Proposed Budgets**

Dr. B.J. King, Chief Financial Officer for Business and Finance, presented the Spring Estimated and July Proposed Budgets.

- **Main Campus:** The Main Campus budget is balanced and within available resources. It includes a projected enrollment decline of 100 students. The FY 22 budget writes down revenue by \$3.7 million, which is in line with actual revenues from FY20. Primary drivers in the revenue decline are state appropriations for the current year that the university did not receive and the financial impact on auxiliary units due to the COVID-19 pandemic. Areas of reductions on the expenditure side are primarily due to the permanent budget reductions taken in the October 2020 budget (academic units took a 4.3 percent budget reduction, while administrative units took at 5.3 percent reduction). Research is expected to increase. Student Services were impacted by October permanent reductions, and have been aligned back with FY20 actuals. Scholarships reductions are anticipated with the new out-of-state tuition reset, which was presented at the September 2020 Board of Trustees meeting. Debt service has increased due to the completion of the Martin Center for the Arts and the renovation of the D.P. Culp Student Center. Non-mandatory transfers are declining because of overall budget reductions. Auxiliaries are realigning expenditure budgets to anticipated revenue budgets. Main campus has a decline of 22 positions from the July budget, primarily due to positions being removed through the permanent budget reductions.

Per the Committee's request at a previous meeting, Dr. King also presented comparative information on the benefits-eligible employees across the state in higher education and universities. She noted that ETSU's July budget is in line with the average for public higher education in Tennessee. ETSU has a lower percentage of administrative positions and a higher percentage of professional support positions compared to the Tennessee average.

She presented a graph showing the allocation by function for the University's FY 21-22 expenditure budget. Historically, the largest function is in instruction, which is 41 percent of the main campus' expenditure budget.

- **Quillen College of Medicine:** Revenue for the College of Medicine budget is increasing by \$2 million, which is impacted by state appropriations in the Governor's budget for salary increases. Expenditures are increasing almost

\$900,000, with increases in research, academic support, and institutional support. Medicine's position count remains stable, with allocation for one additional faculty position. In their expenditure budget by Function, 66 percent is related to instruction.

- **Family Medicine:** The Family Medicine budget has an increase of state appropriations in the Governor's proposed budget for salaries. There is a corresponding increase in expenditures across all functions as those salary pools are implemented. Three faculty positions are being added in Family Medicine, and one position will be switched from maintenance/tech support to professional support. Similar to College of Medicine, 66 percent of expenditures by function are in instruction.
- **Bill Gatton College of Pharmacy:** The College of Pharmacy budget has a decline in revenue based on a decline in enrollment that they experienced last fiscal year. That decline in first-year students will flow through as the students progress through their studies. All expenditures categories other than research and debt service have taken a reduction with the revenue decline, and one new faculty member is being added to the college. By function, 69 percent of their expenditures are related to instruction.
- Dr. King opened the floor for questions. Trustee Ramsey noted that "almost all of the difference is in the salary increases." Dr. King agreed that salary increases is a "significant portion" of the difference.

Trustee Kelly Wolfe made a motion that the Committee recommend adoption of the following resolution by the Board of Trustees: The estimated Spring 2020-21 and proposed July 2021-22 budgets that incorporate the previously approved salary pool by the Committee are approved as presented in the meeting materials contingent on the approval of the Governor's budget and the THEC binding tuition limit. Trustee Dorothy Grisham seconded the motion. After a roll call vote, the motion passed unanimously.

V. Quarterly Financial Update

Dr. King provided the board with tables summarizing financial activities for the university through the second quarter of the fiscal year 2020-21. The comparison is current year to prior year for the same six-month period (through Feb. 28, 2021, the last full month she could prepare before documents were sent to Committee members prior to this meeting).

In this presentation, she noted that gifts and grants were up in FY21. This is due to a gift for the STRONG Brain Institute and receipts for the operation of University School. In the overview for unrestricted auxiliaries and restricted grants and contracts, she noted revenue categories were down with the exception of the restricted funds, which were up due to state grants for coronavirus and an increase in receipts on a drug study that is

being conducted by the university. Expenditures by natural and functional classification show that all natural classification expenses are down with the October budget revisions. Most functional classifications are also down. Auxiliaries have taken the hardest hit of any units on campus, but also stand to benefit the most from the flow of the Higher Education Emergency Relief Fund (HEERF) from the federal government.

Dr. King opened the floor for questions.

- Trustee Steagall-Jones asked if ETSU had spent all of the funding from the CARES Act and coronavirus grants. Dr. King answered that they have spent all the funds for HEERF I, which was CARES funding received last spring. ETSU has spent the student emergency grant portion of HEERF II. On March 19, the criteria was changed for the HEERF II funds, allowing recipients to go back and use it for lost revenue for summer 2020 and fall 2021. ETSU is working on those calculations and has prioritized auxiliary units. Dr. King is working with staff and with other public universities in Tennessee to ensure consistency in calculations since all utilize the same audit group.

President Noland followed up, noting all of the CARES funding that was provided at the close of 2020 has been distributed to students, based on criteria outlined by the federal government. The next round of CARES funding will transition to the institution in late spring/early summer 2021. This round also will have a mandatory distribution to students, which is based on financial need. The parameters for the utilization of this funding were very rigorous and very clearly defined by federal administration; in fact, they have been the most highly audited funds the university had used in decades. President Noland noted that the university would like to use some of the remaining funds to cover operating losses in auxiliaries, which includes housing, university side of food service, Center for Physical Activity, parking, vending, and athletics.

VI. Quarterly Reports of Agreements of \$250,000 or greater

As an information item, Dr. King provided the committee with a list of contracts and purchase orders that exceed \$250,000, covering the time period of January-March 2021.

VII. Other Business

No other business was brought before the Committee.

VIII. Adjournment

Trustee Kelly Wolfe and Board Chairman Scott Niswonger made a motion to adjourn the meeting, and Trustee Dorothy Grisham seconded the motion. The meeting was adjourned at 11:17 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 17, 2021

ITEM: Approval of the Minutes from April 23, 2021

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Board Secretary

The minutes of the April 23, 2021 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

MOTION: I move that the Academic, Research, and Student Success Committee adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the April 23, 2021 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

April 23, 2021
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research and Student Success Committee met at 9:15 a.m. on Friday, April 23, 2021, in the ETSU Alumni Association office located in the Model Mill, 602 Sevier Street, Johnson City. Due to the extraordinary circumstances surrounding the COVID-19 pandemic, attendance was limited to Trustees, presenters, and support staff. The meeting was livestreamed for public viewing.

I. Call to Order

Dr. Linda Latimer, chair of the Academic, Research and Student Success Committee, called the meeting to order at 9:15 a.m.

II. Roll Call

Board Secretary Adam Green led the roll call. Committee members present were:

Janet Ayers
Virginia Foley
Scott Niswonger
Melissa Steagall-Jones
Chair Linda Latimer

Dr. Green stated there was a quorum; however, in accordance with Tennessee Code § 8-44-108 Section (c)(3), he needed to present a series of questions to the committee members, and that due to some trustees participating remotely, all votes must be taken by roll call. In response to these questions, Trustee Ayers indicated that she could hear clearly and that no one was present in the room with her; likewise, all trustees present in person indicated they were able to hear Trustee Ayers. Dr. Green also noted for the record that Trustees Dorothy Grisham and Ron Ramsey were also participating in the meeting.

III. Approval of Minutes of the Academic, Research and Student Success Committee February 19, 2021

The minutes for the February 19, 2021, Academic, Research and Student Success Committee meeting were reviewed. Trustee Foley made a motion for approval, and Trustee Steagall-Jones seconded the motion. The minutes were unanimously approved.

IV. Approval of New Academic Program Proposal for the Establishment of a Master of Science in Orthotics and Prosthetics

Dr. Wilsie Bishop, Senior Vice President for Academics and Interim Provost, presented the New Academic Program Proposal for the Establishment of a Master of Science in Orthotics and Prosthetics, which is the final step in a series of Board of Trustees review protocols necessary for its establishment; this proposal was previously reviewed by the Board in September 2019, and if approved, it will be presented to the Tennessee Higher Education Commission for final approval in May. It is slated for implementation in Summer 2022.

Dr. Don Samples, Dean of the College of Clinical and Rehabilitative Health Sciences, gave a brief summary of the proposal as outlined in the meeting materials. He noted that the Curriculum Committee has worked with consultants since the Board's last review, and a few minor adjustments have been made. The budget projections have remained constant. This two-year, interprofessional program will become the only Master of Science in Orthotics and Prosthetics program in Tennessee and within 300 miles of ETSU; only 13 programs currently exist in the nation.

Trustee Steagall-Jones made a motion that the committee recommend adoption of the proposal by the Board of Trustees. The motion was seconded by Trustee Foley and passed unanimously in a roll call vote.

V. Approval of New Academic Program Proposal for the Establishment of a Master of Fine Arts in Digital Media

Dr. Bishop presented the New Academic Program Proposal for the Establishment of a Master of Fine Arts in Digital Media, which is the final step in a series of Board of Trustees review protocols necessary for its establishment; this proposal was previously reviewed by the Board in April 2019, and if approved, it will be presented to the Tennessee Higher Education Commission for final approval in May. It is slated for implementation in Fall 2021.

Dr. Dennis Depew, dean of the College of Business and Technology, gave a brief summary of the proposal as outlined in the meeting materials. He said this would be a capstone for the relatively new Digital Media program and would provide current students a graduate experience that does not yet exist. He noted that the program is currently on-ground with virtual components and should eventually become an online program of which students from across the nation will want to take advantage.

Trustee Steagall-Jones made a motion that the committee recommend adoption of the proposal by the Board of Trustees. The motion was seconded by Trustee Ayers and passed unanimously in a roll call vote.

VI. Promotion and Tenure of Faculty Members

Dr. Bishop presented the recommendation for tenure of 23 faculty members and 40 faculty promotions (*see full listing in meeting materials*), which she said is the culmination of a year-long process involving application and extensive review at the departmental, college and university levels. Some of the individuals are seeking both tenure and promotion, and five exceptions – four for promotion and tenure and one for promotion – are sought for extraordinary circumstances. She noted that all of those listed show both value to the university and the potential for continued growth and contributions in their respective fields.

Trustee Foley made a motion to recommend adoption of the proposal by the Board of Trustees. The motion was seconded by Trustee Steagall-Jones and passed unanimously in a roll-call vote.

VII. Academic Calendars for 2023-2024, 2024-2025, and 2025-2026

Dr. Bishop presented the university's Academic Calendars for the years 2023-2024, 2024-2025, and 2025-2026 (*see meeting materials*). She pointed out that these calendars are developed in advance by the Registrar's Office in accordance with federal regulations. They conform to holidays and breaks that are scheduled by the university as well as federal financial aid requirements; contain 15-week fall and spring semesters and a 13-week summer term; and, include final examinations and commencement days for fall and spring semesters.

Trustee Steagall-Jones made a motion to recommend adoption of the Academic Calendars by the Board of Trustees. This motion was seconded by Trustee Ayers and passed unanimously in a roll-call vote.

VIII. ETSU 2019 Graduates Post-graduation Outcomes and 2021 Outlook

Dr. Mike Hoff, Vice Provost for Decision Support and University Chief Planning Officer, gave an informational presentation on 2019 Graduates Post-graduation Outcomes and 2021 Outlook (*see presentation in meeting materials*). He said University Career Services conducted a survey starting in October 2019 using the new Handshake app and obtained information gathered by the colleges on their graduates. He also noted that higher education partner services will search the internet and other publicly available data sources for information on graduates. He said that while it is often difficult to get responses to surveys, ETSU's response rate was good.

Dr. Hoff said that the response showed that the majority of graduates are employed and many are continuing their education. Salaries graduates can expect in an area such as Johnson City are in the \$30,000-\$39,000 range, although some average between \$80,000-\$89,000 range for medical and pharmacy graduates. Many continue their education at ETSU, and a good number stay in the East Tennessee region. ETSU and Ballad Health are the top employers of the class of 2019, along with self-employment; ETSU and its

Gatton College of Pharmacy are joined by Lincoln Memorial University as the top schools for continuing education. Seventy percent of employed post-graduates are working in Tennessee.

Dr. Hoff said that post-graduation data collection for the class of 2020 is beginning this spring and is to be reported to the Board this fall, along with THEC data on employment of graduates throughout Tennessee higher education. In addition, a follow-up survey of the 2019 graduates will be conducted in three years to determine their progress and job growth.

Discussion ensued regarding widely varying salaries of people with differing levels of education (trade school vs. four-year degree), regional cost of living differences, the need to recruit business that pay more than \$18 per hour, regional businesses' need for employees highly trained in technology, and the need to train students for emerging careers in the post-COVID period. Chair Latimer said the 125 Chapter II effort should provide opportunities to address these types of issues with regional companies. Trustee Ayers requested a database of careers students could pursue that would provide a great living wage no matter where graduates choose to live. There was also discussion on inviting Career Services staff, alumni and regional professionals to classes to share what students in different majors could do to set themselves apart.

President Noland noted that Dr. Joseph Chappell, Director of Institutional Research, is working with Dr. Rich Rhoda in the Clemmer College on a grant the university was awarded to train on the Coolridge Initiative, which is a set of statewide employment data. ETSU will be able to train other institutions in the use of this data and be able to represent the data in a timely fashion. He said this would allow administrators to make a more robust presentation around all fields of employment income at the November meeting. This information will also be shared with the Committee for 125. Trustee Niswonger asked if the university provided incoming freshmen with a wage scale indicating projected salaries in different careers, and Dr. Hoff indicated this is something he hopes to be able to do with the Coolridge data. This system should also assist the university in providing data on graduates in majors like political science, literature, languages, sociology, anthropology and others whose placements are not as easy to track as those in education, medicine or pharmacy.

IX. Undergraduate Enrollment Approach and Strategy Discussion

Drs. Joe Sherlin and Sam Mayhew, Vice President and Associate Vice President, respectively, for Student Life and Enrollment, along with Heather Levesque, Director of Undergraduate Admissions, gave a presentation on undergraduate enrollment processes and strategies (*see PowerPoint presentation included in meeting materials*).

Dr. Sherlin noted the process of developing a new logo and brand several years ago, which students love, brought focus and clarity, and he said he and his team have been undergoing a similar process over the past 18 months. They have studied the college choice factors among students who choose to come to ETSU and those who do not, and have worked to align ETSU's competitive advantages with priorities for students and families in a way that is consistent with the university's mission. He said the strategic areas of focus are the four pillars of academic quality, affordability and access, location, and experience. They are working to tell the story of ETSU focusing on these pillars and the experiences of students both in and out of the classroom. Among the points he made were:

- Although ETSU has highly ranked programs throughout its colleges, it is more than rankings for the students as they enjoy meaningful experiences leading to meaningful careers. Experience is the leading driver in the college choice process.
- ETSU has worked to keep its tuition and fees affordable so students and families can make their choice based on fit and not price; combined with housing, meals and robust financial support, ETSU has the most affordable price point in the state.
- ETSU is capitalizing on its location in Johnson City and its surrounding mountains with myriad opportunities for engagement and outdoor activity, as well as its excellent Public Safety Department, and its ability to bring the diverse opportunities of a major university in an environment that feels like a small college.

Dr. Mayhew discussed the personal approach used by the university in building relationships with students, saying that "home" is how many students describe ETSU. He said university officials studied the approaches taken by small colleges in relationship-building. He discussed the full-team effort required by everyone at the university in recruitment efforts. He talked about the partnership between University Relations and Undergraduate Admissions in marketing the university using student voices in newspaper advertisements, in ETSU's "Campus Tour" segment on Amazon Prime, and in the university website and publications. Every admitted student this past year received a handwritten letter from a current student, and phone calls were made to students by ETSU staff or faculty members. University officials realized last summer that high school students lacked important connections in that they did not get to go to proms or awards nights as is tradition, and the officials looked for ways to connect with students and families in the midst of the pandemic in ways that followed health and safety guidelines. They went into restaurants and coffee shops to meet with students and families to let them know about ETSU's academic programs, financial aid and scholarships, and more.

Ms. Levesque discussed building relationships throughout the region. She said that ETSU officials also looked at the importance of developing personal relationships with regional leaders who help with the student transition to college simultaneously with building relationships with students and families. These include leaders at regional high schools,

community colleges and college access programs who provide pivotal support for students as they consider going to college. The officials spent time with these leaders to learn more about the work they were doing and what they were hearing from students, as well as how ETSU could support the leaders. ETSU then focused on the areas of international and transfer recruitment as well as dual enrollment recruitment.

Ms. Levesque described how, prior to the pandemic, Drs. Sherlin and Mayhew and she personally visited the leadership of the top 20 high schools from which ETSU recruits. While making those connections, they also noted some of the innovative things being done at those schools and began thinking of ways ETSU could play a role in those initiatives. They also met virtually with high school principals throughout the pandemic. In addition, the ETSU officials formed a Counselor Advisory Board comprised of high school counselors who meet regularly to provide support and advice pertaining to ETSU's policies, practices and decisions at the enrollment management level.

Ms. Levesque noted that ETSU continues to connect and build relationships with the Ayers and Niswonger Foundations, as well as with the Public Education Foundation in Chattanooga. These relationships help ETSU understand college access and what students need. Another opportunity Levesque described led 63 ETSU faculty members from different colleges to lead virtual classes pertaining to their disciplines for high schools throughout the region, as well as high schools as far away as Florida and Ohio; she said ETSU will continue this effort.

Ms. Levesque also touched on the enhanced marketing efforts in partnership with University Relations. She pointed to the creation of a poster with interesting and important facts about ETSU and informative rack cards about ETSU's colleges that were included in packets mailed to high school counselors throughout Tennessee and to 3,000 counselors in five border states.

In discussion, Board members pointed out ways to enhance these efforts, including encouraging high school counselors to drop into classes to encourage students to come talk to them, bringing counselors to ETSU's campus so they can personally see all ETSU has to offer. President Noland added that more than 6,000 handwritten notes were sent from ETSU students to prospective students, and said that if ETSU officials can get in a room with a prospective student, he liked the university's chances at recruiting that student. He added that ETSU will maintain its small-school approach.

In response to a question from Trustee Niswonger, Dr. Sherlin said the university is cautiously optimistic about fall enrollment numbers.

X. Adjournment

The committee meeting was adjourned by Chair Latimer.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 17, 2021

ITEM: Approval of the Minutes from October 21, 2020 and April 23, 2021

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

The minutes of the October 21, 2020 and April 23, 2021 meetings 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 October 21, 2020 and April 23, 2021 meetings 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

October 21, 2020
Johnson City, Tennessee

The ETSU Board of Trustees Audit Committee met in a called meeting at 11:30 a.m. on Wednesday, October 21, 2020. The virtual meeting was via teleconference and was livestreamed.

I. Call to Order

President Brian Noland welcomed the participants and introduced Melissa Steagall-Jones, a member of the ETSU Board of Trustees who was selected by the Board to serve as the Chair of the Audit Committee. Chairman Steagall-Jones called the committee meeting to order at 11:31 a.m.

II. Roll Call

In accordance with Tennessee Code § 8-44-108 section (c) (3), Secretary Adam Green explained that before a roll call could be taken, a series of questions must be presented to the committee members, and that due to some Trustees participating remotely, all votes taken must be taken by roll call. Trustee Steagall-Jones and Ron Ramsey were physically present. Trustee Scott Niswonger, participating via Zoom, indicated that he could hear clearly and that there was no one present in the room with him. Trustees Stegall-Jones and Ramsey confirmed that they could hear Trustee Niswonger.

Secretary Green continued with information around meeting necessity in light of the remote participation by the public due to COVID-19. In accordance with Tennessee Executive Order 60 permitting safe, open and transparent public meetings by electronic means, Secretary Green stated that the committee business is critical to the operations of the university, and in light of the COVID-19 virus outbreak and the statewide recommendations as well as those from the Centers for Disease Control and Prevention, social distancing measures and a limit on groups that gather are being observed. Secretary Green stated that a quorum of the committee members by electronic or other means of communication is necessary and he requested a roll call vote to determine the necessity of holding the meeting.

A motion was made by Trustee Ramsey and was seconded by Trustee Niswonger. A roll call vote was taken and the motion passed 3-0.

Secretary Green closed by noting that other Non-Audit Committee Trustees present included Janet Ayers, Virginia Foley, Linda Latimer and Austin Ramsey.

III. Adjournment and Move to Executive Session

Chair Steagall-Jones stated that the purpose of the meeting was to keep her informed as the new chair of the committee of active audits currently taking place at ETSU, and she requested that the committee move into Executive Session. Trustee Ramsey made a motion to move into executive session, and Trustee Niswonger seconded the motion. A roll call vote was taken and the motion passed 3-0.

The committee meeting adjourned at 11:35 a.m. and went into executive session.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
AUDIT COMMITTEE

MINUTES

April 23, 2021
Johnson City, Tennessee

The ETSU Board of Trustees Audit Committee met at 8 a.m. on Friday, April 23 at the Model Mill, 602 Sevier Street, the new home of ETSU's Alumni Association and Advancement offices. The meeting was livestreamed.

I. Call to Order

Committee Chair Melissa Steagall-Jones called the meeting to order at 8:01 a.m.

II. Roll Call

Secretary Adam Green called roll and confirmed to Trustee Steagall-Jones that a quorum was present. Committee members present were Melissa Steagall-Jones, Ron Ramsey, Scott Niswonger, and Dorothy Grisham.

III. Minutes of the Audit Committee Meeting from February 19, 2021

The minutes from the February 19, 2021 Audit Committee meeting were reviewed. Trustee Ramsey moved for them to be approved and Trustee Grisham seconded the motion. The motion passed unanimously.

IV. Annual Review of Audit Policies

Ms. Rebecca Lewis discussed the Internal Audit Policy and the Preventing and Reporting Fraud, Waste, and Abuse Policy. She reported that no changes have been made to these policies since the last review. The Audit Charter requires that these policies are reviewed annually. The committee had no questions or concerns about the two policies

Ms. Lewis noted that ETSU is still under the Conflict of Interest Policy of TBR. A committee was formed to revise this policy, and feedback has been sent to Kay Lennon-McGrew from ETSU University Counsel. She hopes to have a revised policy ready for review by fall.

The audit committee is also required to review the University's Code of Conduct. At the present time, ETSU has not issued a Code of Conduct but discussion have been held regarding the need. Ms. Lewis hopes the Code of Conduct as well as the Conflict of Interest Policy to both be ready by the September audit committee meeting.

V. Revisions to the FY 2019-20 Audit Plan

Ms. Lewis reported that three audits have been added to the plan since the last meeting. These include Women’s Basketball Expenditures and Men’s Basketball Expenditures. It is normal practice to require an audit anytime a head coach leaves their position. Also added to the plan is the follow-up to the State Audit Report. Ms. Lewis noted that her office did delete the NACHA (National Automated Clearing House Association) audit from the audit plan. This has been required by the bank in the past but is no longer required. If Financial Services wants her staff to complete this audit in the future, she is happy to do so at their request since the regulations are still in effect. This audit deals with ACH transfers.

Trustee Ramsey made a motion to approve the revisions to the audit plan; Trustee Grisham seconded the motion. The motion passed unanimously.

Ms. Lewis stated that her office had completed one audit and two investigations. Additional information on the audits is available in the audit committee materials.

VI. Audit Work Performed February 2021-March 2021

A. Memorandum of Investigations: Ms. Lewis discussed one investigation which served as the follow-up to a recent theft in Central Receiving. The majority of the items stolen were recovered. Her team reviewed the additional controls that have been put in place to help prevent similar instances from occurring and, according to Ms. Lewis, it appears management has made significant improvements.

Trustee Grisham asked about the types of items that were stolen, which did include vehicles. Those vehicles were recovered.

B. Completed Audit Heat Map: The Internal Audit Heat Map was included in the materials.

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

For this report, Ms. Lewis turned the meeting over to ETSU’s Chief Financial Officer, Dr. B.J. King.

Dr. King explained that the Financial and Compliance Audit report for fiscal year 2019-20 is performed by the Comptroller of the Treasury (Division of State Audit). An exit conference was held on February 28 via zoom. A link to the published report was sent to all the board members by State Audit. According to Dr. King, the university received an unqualified opinion, and no audit adjustments were required.

ETSU did receive a finding regarding inadequate internal controls over three areas. A summary of the finding was included in the committee materials. Two items were identified during a comprehensive review of information technology and systems audit conducted prior to the financial and compliance audit. The third item was identified by management, and an internal audit report was provided to the financial

and compliance audit team. All areas of inadequate internal controls have been remedied, and the corrective action plan has been filed with the Comptroller's office.

A summary of comparative information from FY19 to FY20 is presented in the Management's Discussion and Analysis provided to the committee. Dr. King presented highlights of the report, which included:

- Current assets increased 27%; cash increased \$8.9 million;
- Accounts receivable also increased primarily due to CARES Act funding (\$3.7 million);
- Capital assets increased primarily due to Martin Center construction and D.P. Culp Student Center renovation;
- Deferred outflows decreased in 2020 due to changes in the pension plan;
- Current liabilities were up due to unearned revenue primarily in grants and contracts, and because the institution bonded three capital investments (Martin Center, Culp Center, Millennium Center) in FY20;
- Noncurrent liabilities decreased due to OPEB liability, net pension liability, a Perkins Loan fund decrease and a TSSBA debt increase due to Martin Center and Culp Center;
- Deferred inflows increased related to pensions and OPEB;
- Net investment in capital assets increased due to the Martin Center and the Culp Student Center;
- In operating revenues, tuition and fees increased due to an average 2.3% fee increase and increases in other non-mandatory fees;
- Grants and contracts increased mainly due to several new private grants, including two grants totaling \$3.2 million;
- Auxiliary revenues decreased due to the pandemic in fiscal year 2020;
- With operating expenses, salaries benefits increased in fiscal year 2020 due to a 2.0% across the board pay increase and an increase in compensated absences;
- Other services expenses increased with professional and administrative services and supplies;
- Scholarships and fellowships increased largely due to the emergency grants to students under the CARES Act;
- Depreciation increased slightly due to the completion of several renovation projects in the previous year.
- In terms of non-operating revenue and expenses, state appropriations increased 5% in FY20. This includes an increase in outcomes funding and salary increase of \$1.3 million;
- Non-operating grants and contracts increased during 2020 due to the receipt of CARES Act funding totaling \$9.1 million;
- Interest on capital asset-related debt increased with Martin Center and Culp Center;

- Other non-operating revenue increased with insurance recoveries from flood damage experienced in Lamb Hall fall 2019;
- Capital appropriations decreased \$15 million due to funding for Martin in the prior year; and
- Capital gifts decreased due to large gifts recognized in the previous year Millennium Center and Pedestrian Sky Bridge in FY19.

VIII. Recommendation Log Status as of March 31, 2021

A. Recommendation Log:

Ms. Lewis highlighted the Recommendation Log and noted that her team has performed several follow up reviews of prior audit findings since the last Audit Committee meeting. Those are noted in blue on the Recommendation Log and indicated corrective actions have been taken.

IX. Other Business

There were no other business items to discuss.

X. Executive Session to Discuss Active Audits and Enterprise Risk Management

Trustee Steagall-Jones announced the committee will move into executive session and noted that no action will be taken in executive session. Trustee Ramsey made a motion to move into executive session, and the motion was seconded by Trustee Dorothy Grisham. The motion passed unanimously.

XI. Adjournment

The meeting adjourned at 8:20 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 17, 2021

ITEM: Approval of Board of Trustees' Conflict of Interest Policy

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Mark Fulks
University Counsel

Individual conflicts of interests may naturally arise during the course of service to the Board of Trustees. Subsequently, the ETSU Board of Trustees should adopt a Conflict of Interest Policy for the Board of Trustees. The attached Conflict of Interest Policy for the Board of Trustees provides a framework for defining potential conflicts of interests, obligates disclosure of any actual or perceived conflicts of interests, outlines prohibited conduct, and requires periodic review of the policy by the Audit Committee. This policy will replace the current policy, which was carried forward from the Tennessee Board of Regents.

The attached proposed policy is submitted for review and approval by the Audit Committee prior to submission to Full Board of Trustees.

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

RESOLVED: The Board of Trustees' Conflict of Interest Policy is approved by the Board as outlined in the meeting materials.

Conflict of Interest Policy for Board of Trustees

For Appointed Board Members

Article I: Conflict of Interest.

ETSU Board of Trustees have a duty to avoid activities and situations that, either actually or potentially, place personal interests ahead of the professional obligations they owe to the University. Trustees are expected to arrange their outside obligations, financial interests and activities so as not to conflict with their commitment to the University. Trustees shall not use their official positions to secure unwarranted privileges or advantages for themselves or others and must always act in compliance with any applicable state and federal laws and regulations.

Conflicts that are both permitted by law and permitted under this Policy or other University policies do not violate this Policy. This Policy does not amend other University policies or procedures for reviewing, approving, managing, and monitoring conflicts.

Article II: Prohibited Conduct.

Trustees and their immediate family members are prohibited from holding financial interests in any contract or transaction affecting the interests of the University, or procuring, or being a party in any way to procuring the appointment of any relative to any position of financial trust or profit connected with the University. Trustees shall avoid external commitments which significantly interfere with their duties to the University. Trustees shall avoid situations where their self-interest diverges from the interest of the University.

The potential for a conflict of interest, or the appearance thereof, extends across a wide range of activities. Conflicts of interest include, but are not limited to:

- Employment by the University
- Outside Activities
- Purchasing and Contracts
- Fundraising
- Resolution of Possible Conflicts of Interest

Section I. Employment by the University

Employment by the University, either directly or as an independent consultant of the Trustee or a Trustee's immediate family member is prohibited. This includes applying for a position prior to resigning the Trustee's position on the Board.

Section II: Outside Activities

Prohibited outside activities include, but are not limited to:

1. Outside activities which conflict with commitments to the University or imply that the University endorses an organization or activity or constitute an unauthorized use of the University's resources or name;
2. Partisan political activity prohibited by federal and state law or regulations, when on university property, or using University resources or the University name; and
3. Outside business in which the trustee has an ownership interest or serves as a paid employee or officer which compete with the University, sell goods or services to the University (applicable only if more than 5% of the business' sales are with the University), or receive funding from the University.

Section III. Purchasing and Contracts

Negotiation, authorization, or execution of purchasing agreements or other types of contracts with the University in situations where the Trustee or the Trustee's immediate family member has a direct or indirect financial or other interest or the acceptance of gifts, favors or other things of value from vendors and contractors connected with the University.

Section IV. Gifts

Trustees and their immediate family members shall not shall solicit or accept, directly or indirectly, any gift, including but not limited to any gratuity, service, favor, food, entertainment, lodging, transportation, loan, loan guarantee or any other thing of monetary value, from any person or entity that: (1) has, or is seeking to obtain, contractual or other business or financial relations with ETSU; or (ii) has interests that may be substantially affected by the performance or nonperformance of the Trustee's official duties.

Article III: Conflict of Interest Disclosure.

Trustees shall disclose any actual or perceived conflicts of interest for review. The Board or a duly appointed committee shall evaluate a conflict of interest and determine, what if any action is necessary. Trustees who have declared or who have been found to have a conflict of interest shall refrain from participation in consideration of matters in committees and the full board, unless for special reasons they are requested to provide specific information or an interpretation regarding the matter. Trustees with conflicts shall not vote nor be present at the time of a vote on the matter for which they have a conflict of interest.

Upon appointment and annually thereafter, Trustees shall file a financial disclosure form with the Board Secretary.

Article IV: Period Review.

The Audit Committee shall review this Policy every five years and present any recommended updates to the full Board for its action.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 17, 2021

ITEM: Recommendations for Tenure upon Appointment

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Kimberly McCorkle
Provost and Senior Vice President for Academics

With her appointment as Dean of Nursing on August 16, 2021, Dr. Leann Horsley brought to the University valuable experience from her previous appointments. Most recently she has served as an assistant dean, tenured associate professor, and interim director for the Healthcare Simulation Center (HCSC) at South Dakota State University (SDSU) College of Nursing, the state's land grant institution with the largest and most comprehensive nursing education programs. She has held academic appointments previously at Loyola University Chicago Marcell Niehoff School of Nursing and the University of Oklahoma College of Nursing. As assistant dean at SDSU College of Nursing, Dr. Horsley provided the leadership and oversight of all faculty, staff, and educational experiences at the Sioux Falls campus located 55 miles south of SDSU's main campus in Brookings. She was appointed to lead the HCSC as interim director, providing leadership for 25 facilitators in the university's comprehensive simulation program that earned provisional accreditation through the Society for Simulation in Healthcare in 2018. She also served as lead nurse planner for the International Nursing Association for Clinical Simulation and Learning. She has been recognized at the national level for outstanding leadership and scholarly work in the field of simulation. Dr. Horsley earned the Ph.D. in nursing from University of Kansas. She completed her B.S.N. and M.S. in nursing education from University of Oklahoma. With the full support of the Department, the Associate Dean for Undergraduate Programs, the Provost, and of the President, Dr. Horsley is recommended to be awarded tenure and the faculty rank of Professor in Undergraduate Nursing.

MOTION: I move that the Board of Trustees adopt the resolution granting tenure and rank as outlined above.

RESOLVED: Upon recommendation of the Academic, Research, and Student Success Committee, the Board of Trustees awards tenure and rank as outlined above effective upon action of the board.



East Tennessee State University Office
of the President

PO Box 70734 Johnson City, TN 37614-1710 1 P 423-439-4211 1 F 423-439-4004

Dr. Adam Green
Secretary of the Board of Trustees
East Tennessee State University
August 20, 2021

Dr. Green,

I recommend that the Board of Trustees award tenure upon appointment at the rank of professor in Undergraduate Nursing to Dr. Leann Horsley, dean of the College of Nursing, effective August 16, 2021.

Dr. Horsley comes to East Tennessee State University from South Dakota State University where she held the position of assistant dean in the college of nursing. In that role, Dr. Horsley provided the leadership and oversight of all faculty, staff, and educational experiences at the Sioux Falls campus located 55 miles south of SDSU's main campus in Brookings. She was appointed to lead the university's Health Care Simulation Center, leading the university's comprehensive simulation program that earned provisional accreditation through the Society for Simulation in Healthcare in 2018. Dr. Horsley earned the Ph.D. in nursing from University of Kansas. She completed her B.S.N. and M.S. in nursing education from University of Oklahoma. She has held academic appointments previously at Loyola University Chicago Marcell Niehoff School of Nursing and the University of Oklahoma College of Nursing. Dr. Horsley holds national distinction in her field and is widely recognized for her leadership and scholarly work in healthcare simulation.

Sincerely,

Brian Noland
President
Attachment

Copies: Kimberly McCorkle, Provost and Senior Vice President for Academics

Trisha Leann Horsley, PhD, RN, CHSE, CNE
South Dakota State University
College of Nursing

Education

PhD, University of Kansas, 2012.

Major: Nursing

Dissertation Title: The Effect of Nursing Faculty Presence on Students' Level of Anxiety, Self-Confidence, and Clinical Experience During a Clinical Simulation Experience

Graduate Student, University of South Dakota, 2019 to Present

Major: Business Administration

MS, University of Oklahoma, 2005.

Major: Nursing Education

Thesis Title: The Effects of HeartMath® on Nursing Students' Level of Anxiety and Academic Test Performance

BSN, University of Oklahoma, 1990.

Major: Nursing

Work History

Administration

Associate Dean for Academic Programs, Appointed Interim beginning April 13, 2021.

Assistant Dean, South Dakota State University College of Nursing, Sioux Falls, South Dakota (July 1, 2017 – April 12, 2021). Tenured Associate Professor, 2019.

Lead Nurse Planner, International Nursing Association for Clinical Simulation and Learning (INACSL) (June 1, 2015 - May 31, 2018)

Education

Assistant Professor, Loyola University Chicago Marcella Niehoff School of Nursing, Maywood, Illinois (August, 2012 – May, 2017)

Education

Instructor, Edward Hines Jr Veterans Administration Nursing Academy, Maywood, Illinois (August, 2010 – July, 2012)

Education

Instructor, University of Oklahoma College of Nursing, Tulsa, Oklahoma (August, 2006 – May, 2007)

Education

Instructor, Tulsa Community College School of Nursing, Tulsa, Oklahoma (January, 2006 – June, 2006)

Education

Graduate Teaching Assistant, University of Oklahoma College of Nursing, Tulsa, Oklahoma (September, 2004 – May, 2005)

Healthcare

Staff RN Emergency Department, Germantown Methodist Hospital Germantown, Tennessee (March, 2001 – July, 2002)

Healthcare

Staff RN Emergency Department, North Mississippi Medical Center, Tupelo, Mississippi
(July, 1998 – March, 2000)

Healthcare

Staff RN Emergency Department, Schumpert Medical Center, Shreveport, Louisiana
(May, 1994 – November, 1995)

Licensures and Certifications

Registered Nurse license #2477014, Minnesota (March 5, 2019 Obtained – Exp. March 31, 2022)

Registered Nurse R048760, South Dakota (April 5, 2017 Obtained – Exp. March 10, 2023)

(Inactive licenses are held in the following states: California, Illinois, Louisiana, Mississippi, North Dakota, Oklahoma, and Tennessee)

Basic Life Support for Healthcare Providers (BLS/AED) exp. April, 2021

Certified Healthcare Simulation Educator (CHSE) exp. July, 2023

Certified Nurse Educator (CNE) exp. January, 2026

Basic Life Support (BLS/AED) Instructor exp. May, 2019

Advanced Cardiovascular Life Support (ACLS) Provider exp. May, 2019

Advanced Cardiovascular Life Support (ACLS) Instructor exp. May, 2019

TeamSTEPPS® Primary Care Master Trainer earned January, 2015

Certified in On-line Education in Higher Education LUC MN SON earned August, 2014

Healthcare Educator Certificate earned December, 2010

Basic Disaster Life Support (BDLS) exp. December, 2010

Pediatric Education for Pre-Hospital Professionals–Advanced exp. November, 2003

Trauma Nursing Core Course (TNCC) exp. October, 2003

Pediatric Advanced Life Support Program (PALS) exp. April, 2003

Emergency Nursing Pediatric Course (ENPC) exp. September, 1999

Pre-Hospital Trauma Life Support – Advanced (PHTLS) exp. June, 1999

Professional Memberships

South Dakota Nurses Association (2018 – Present)

Association of Standardized Patient Educators (2018 – Present)

Society for Simulation in Healthcare (2013 - Present)

International Nursing Association for Clinical Simulation and Learning, membership, and leadership position (Lead Nurse Planner 2015-2018 & Vice President for Programs 2019-2021)

National League for Nursing

Sigma Theta Tau International Honor Society, membership and leadership position (Secretary for Alpha Beta Chapter 2014-2016)

Alpha Epsilon Lambda Delta Chapter

Chi Omega Fraternity

Awards and Honors

Leadership

American Association of Colleges of Nursing Elevating Leaders in Academic Nursing (ELAN).
(July 28, 2019 – June 29, 2020).

Goodale Nursing Faculty Scholar, South Dakota State University College of Nursing. (April 5, 2018 – April, 2023).

Ambassador of the Loyola Institute for Transformative Interprofessional Education (I-TIE). Loyola University Chicago. (August 2014 – May 2017).

Scholar, Sigma Theta Tau International Nurse Faculty Leadership Academy. (2014-2015).

Graduate Student Association Award for Outstanding Academic Achievement,
University of Oklahoma Health Sciences Center. (May, 2006).

Honored as “Emergency Nurse of the Year” Schumpert Medical Center Emergency

Department. (October 1994).

Research

Research Award (monetary), Sigma Theta Tau Beta Delta Chapter-at-large (April, 2006).
Research Award, University of Oklahoma College of Nursing (May, 2006).

Service

INACSL Excellence Award: Service, International Nursing Association for Clinical Simulation & Learning. (June 23, 2017).
Service Award, University of Oklahoma College of Nursing. (May, 2006).

SCHOLARSHIP and RESEARCH

Publications

Works in Progress

Horsley, T. L., Reed, T., Siddall, V., Adams, W., Calandra, M., & Quinones.
Building a culture of safety for healthcare professionals.

Mariani, B., Yost, J., Doolen, J., O'Rourke, J., & **Horsley, T. L.** Virtual reality in nursing education and clinical practice: A scoping review.

Burkhart, E., Adams, W., **Horsley, T. L.**, Connor, J., Kouba, J., Michelfelder, A., & Vlasses, F. Measuring the effectiveness of using the poverty simulation in interprofessional education.

Mariani, B., **Horsley, T. L.** A multi-site simulation study comparing attitudes and comfort level of undergraduate nursing students interacting with people with disability.

Szarek, J., **Horsley, T. L.**, Callender, D., & Reed, T. Designing simulation-based interprofessional education for novice to expert teams.

Manuscripts (currently under review)

Franz, P., Blaseg, E., Durant, A., Lindgren, J., Kozmenko, V., Kemnitz, J., & **Horsley, L.**
Medical students as simulation educators: Program's design and initial implementation.

Kozmenko, V., Jackson, C., Blaseg, N., Beard, M., **Horsley, L.**, Kupersmidt, S., Taggart, K., Molitor, W. L., Terre-Montero, J., Gonzalez, V. M., Smith, D., Hristov, N., & Roshi, E.
Development and implementation of an interprofessional education (IPE) curriculum: Theory and practice.

Journals (peer-reviewed)

Karels, E. M., Voss, J., Arends, R., **Horsley, T. L.**, & Andree, E. (in-press; 2022). Impact of infection control education on gastrointestinal endoscopy procedural staff. *Gastroenterology Nursing*. 45(2).

Brown, R., Mennenga, H., Abuatiq, A., Burdette, L., **Horsley, T. L.**, & Plemmons, C. (2020). Collaborating with rural practice partners to address the need for RNs in primary care. *Online Journal of Rural Nursing and Health Care*. 20(2), <http://doi.org/10.14574/ojrmhc.v20i2.618>

- Mariani, B., **Horsley, T. L.**, Fey, M., Gloe, D., Atz, T., Campbell, Daniels, & Miller, C. (2020). Simulation research rubric: Further analysis of published simulation studies and future implications. *Clinical Simulation in Nursing*. 48, 89-93. <https://doi.org/10.1016/j.ecns.2020.08.013>
- Mennenga, H., Brown, R., **Horsley, T. L.**, Abuatiq, A., & Plemmons, C. (2020) Collaborating with rural partners to provide a primary care experience for undergraduate nursing students. *Nurse Education Today*. Nurse Educator, doi: 10.1097/NNE.0000000000000876. [Epub ahead of print]
- Marrs, R., **Horsley, T. L.**, Hackbarth, D., & Landon, E. (2020). High consequence infectious diseases training using interprofessional training and TeamSTEPPS®. *American Journal of Infection Control*. 48, 615-620. <https://doi.org/10.1016/j.ajic.2019.10.007>
- Johnson, B., **Horsley, T. L.**, Reed, T., Siddall, V., Balasubramanian, N., Quinones, D., & Ruland, S. (2019). Interprofessional education: Simulation to deliver stroke management and TeamSTEPPS® content. *Journal of Interprofessional Education and Practice*. 17 <https://doi.org/10.1016/j.xjep.2019.100288>
- Burkhart, L., **Horsley, T. L.**, Connor, J., Kouba, J., Michelfelder, A., & Vlasses, F. (2019). Engaging interprofessional students and providers in primary care redesign. *Journal of Interprofessional Education & Practice*, 15(1), 43-47. <https://doi.org/10.1016/j.xjep.2019.02.004>
- Horsley, T. L.**, O'Rourke, J., Mariani, B., Doolen, J., & Pariseault, C. (2018). An integrative review of interprofessional simulation in nursing education. *Clinical Simulation in Nursing*, 22, 5-12. <https://doi.org/10.1016/j.ecns.2018.06.001>
- Badowski, D., **Horsley, T. L.**, Rossler, K., Mariani, B., & Gonzalez, L. (2018). Electronic charting during simulation: A descriptive study. *Computers, Informatics, Nursing* 36(9), 430-437. doi: 10.1097/01.NCN.0000544592.35990.f5
- O'Rourke, J., **Horsley, T. L.**, B. Mariani, J. Doolen, & C. Pariseault. (2018). An integrative review of interprofessional simulation in nursing practice. *Journal of Continuing Education*, 49(2), 91-96.
- Desmond, M. B., Burkhart, E., **Horsley, T. L.**, Gerc, S. C., & Bretschneider, A. (2018). Development and psychometric evaluation of a spiritual care simulation and companion performance checklist for a veteran using a standardized patient. *Clinical Simulation in Nursing*. 14, 29-44. <https://doi.org/10.1016/j.ecns.2017.10.008>
- Donnelly, M., **Horsley, T. L.**, Adams, W., Gallagher, P., & Zibricky, D. (2017). The effect of simulation on undergraduate nursing student's knowledge of nursing ethics principles. *Canadian Journal of Nursing Research*, 49(4), 153-159. DOI:10.1177/0844562117731975
- Reed, T., **Horsley, T. L.**, Muccino, K., Quinones, D., Siddall, V., McCarthy, J., & Adams, W. (2017). Simulation using TeamSTEPPS® to promote interprofessional education and collaborative practice. *Nurse Educator*, 1-6. DOI:10.1097/NNE.0000000000000350

- Doolen, J., Mariani, B., Atz, T., **Horsley, T. L.**, O'Rourke, J., McAfee, K., & Cross, C. (2016). High-fidelity simulation in undergraduate nursing education: A review of simulation reviews. *Clinical Simulation in Nursing*, 12(7), 290-302. <http://dx.doi.org/10.1016/j.ecns.2016.01.009>
- Horsley, T. L.**, Reed, T., Muccino, K., Quinones, D., Siddall, V., & McCarthy, J. (2016). Developing a foundation for interprofessional education within nursing and medical curricula, *Nurse Educator*, 41(5) 234-238. DOI: 10.1097/NNE.0000000000000255
- Breymier, T., Rutherford-Hemming, T., **Horsley, T. L.**, Atz, T., Smith, L., Badowski, D., & Connor, K. (2015). Substitution of clinical experience with simulation in prelicensure nursing programs: A national survey in the United States, *Clinical Simulation in Nursing*. 11(11), 472-478. <http://dx.doi.org/10.1016/j.ecns.2015.09.004>
- Horsley, T. L.**, & Wambach, K. (2015). The effect of nursing faculty presence on students' level of anxiety, self-confidence, and clinical performance during a clinical simulation experience, *Clinical Simulation in Nursing*, 11(1), 4-10. <http://dx.doi.org/10.1016/j.ecns.2014.09.012>
- Horsley, T. L.**, Bensfield, L. A., Sojka, S., & Schmitt, A., (2014). Multiple patient simulation: Guidelines and examples, *Nurse Educator*, 39(6), 311-315. DOI: 10.1097/NNE.0000000000000087
- Bensfield, L., Olech, M., & **Horsley, T. L.**, (2012). Simulation for high-stakes evaluation in nursing, *Nurse Educator*, 37(2), 71-74. DOI: 10.1097/NNE.0b013e3182461b8c
- Horsley, T. L.** (2010). Education theory and classroom games: Increasing knowledge and fun in the classroom, *Journal of Nursing Education*, 49(6), 363-364. DOI: 10.3928/01484834-20090521-02

Book Chapter

- Atz, T., & **Horsley, T. L.**, (2017). Leading the science: Research in simulation. In C. Foisy-Doll & K. Leighton (Eds.), *Simulation champions: Fostering courage, caring, and connection*. Philadelphia: Wolters Kluwer.

Presentations (Invited)

- Horsley, T. L.**, & Parise, N., 2019 ATI National Nurse Educator Summit, "Introduction to TeamSTEPPS® 2.0: Understanding the Basics + Integrating TeamSTEPPS® 2.0 throughout the Curricula," ATI, Savannah, GA, US. (April 1, 2019 – April 2, 2019). Audience: nursing educators
- Horsley, T. L.**, Professional Development Avera McKennan Hospital & University Health Center, "Debriefing and Feedback: There is a Difference," Avera McKennan Hospital & University Health Center, Sioux Falls, SD, US. (January 17, 2019).

Horsley, T. L., & Kardong-Edgren, S., University of Alaska Anchorage School of Nursing, Anchorage, Alaska, US. (December 17, 2018 – December 18, 2018). audience: nursing faculty and administration

Horsley, T. L., Professional Development Avera McKennan Hospital & University Health Center, “Standards of Best Practice Simulation Pedagogy: Part 2,” Avera McKennan Hospital & University Health Center, Sioux Falls, SD, US. (December 13, 2018).

Horsley, T. L., Professional Development Avera McKennan Hospital & University Health Center, “Standards of Best Practice Simulation Pedagogy: Part 1,” Avera McKennan Hospital & University Health Center, Sioux Falls, SD, US. (November 27, 2018).

Horsley, T. L., & Bethards, M., SSH/INACSL Regional Simulation Workshop, JUMP Simulation Center in Peoria, Illinois, US. (May 18, 2018).

Horsley, T. L., 2018 VA Nurse’s Week, “Nurses: Inspire, Innovate, Influence,” Sioux Falls VA Medical Center, Sioux Falls, SD, US. (May 7, 2018 & May 10, 2018). audience: practicing nurses and nursing administration

N. Parise & **Horsley, T. L.,** 2018 ATI National Nurse Educator Summit, “Integrating TeamSTEPPS® into Curricula,” ATI, Salt Lake City, UT, US. (April 24, 2018 – April 25, 2018). audience: nursing educators

Horsley, T. L., Reed, T., & Quinones, D., Professional Development at MacNeal Hospital, “Enhancing Teams with TeamSTEPPS®,” MacNeal Hospital, Berwyn, IL, US. (June 8, 2017). interprofessional audience: Nursing, Medicine, Security, PT, OT, Respiratory, Housekeeping, and Dietary

Horsley, T. L., Interprofessional Workshops at University of Chicago Medicine, “Enhancing Teams with TeamSTEPPS®,” The University of Chicago Medicine, Chicago, IL, US. (April 14, 2017; April 18, 2017; & May 4, 2017). interprofessional audience: Infection Control, Nursing, Medicine Disciplines

Horsley, T. L., & Parise, N., 2017 ATI National Nurse Educator Summit, “Mapping TeamSTEPPS® in Nursing Education from Primary through Long-Term Care,” ATI, Orlando, FL, US. (April 3, 2017 – April 4, 2017). audience: nursing educators

Horsley, T. L., & Parise, N., 2017 ATI National Nurse Educator Summit, “Understanding the Basics of Simulation: Integrating the INACSL Standards of Best Practice,” ATI, Orlando, FL, US. (April 2, 2017). audience: nursing educators

Reed, T., & **Horsley, T. L.,** Loyola University Chicago Stritch School of Medicine Interprofessional Student Orientation, “Creating Better Teams with TeamSTEPPS®,” Loyola University Chicago, Maywood, IL, US. (June 30, 2016). interprofessional audience: medical, nursing, and dietitian students

Horsley, T. L., 2016 ATI National Nurse Educator Summit, “Creating a Simulation Team,” ATI, Nashville, TN, US. (April 18, 2016 & April 20, 2016). audience: nursing educators

Horsley, T. L., Interdisciplinary Case Study Workshop at Northern Illinois University College of Health and Human Services, “Team Approach Using TeamSTEPPS®,” Northern Illinois University College of Health and Human Services, DeKalb, IL, US. (February 19, 2016). interprofessional audience

Horsley, T. L., Sigma Theta Tau International Alpha Beta Chapter Induction, “Nursing Leadership,” STTI Alpha Beta Chapter, Chicago, IL, US. (November 14, 2015). audience: nursing students, faculty, and parents

Muccino, K. & **Horsley, T. L.**, Loyola University Chicago Stritch School of Medicine Reunion, “Interprofessional Education using Simulation,” Loyola University Chicago Stritch School of Medicine, Maywood, IL, US. (September 7, 2015). audience: physicians, SSOM faculty and administration

Horsley, T. L., Sigma Theta Tau International Alpha Beta Chapter Educational Event, “The Effect of Nursing Faculty Presence on Students’ Level of Anxiety, Self- Confidence, and Clinical Performance during a Clinical Simulation Experience,” STTI Alpha Beta Chapter, Chicago, IL, US. (October 23, 2014). audience: nursing students, faculty, and practicing nurses

Presentations (Peer Reviewed, Accepted)

Greenawalt, J., Gonzalez, L., **Horsley, T. L.**, & Anderson, M., 2021 INACSL Conference, “Dissemination of Scholarly Works: Start with the Abstract!” Workshop (2 hours), International Nursing Association for Clinical Simulation & Learning. (June 2021).

Anderson, M., Greenawalt, J., Gonzalez, L., & **Horsley, T. L.**, 2021 INACSL Conference, “Going the Next Step – Writing that Grant!” Workshop (2 hours), International Nursing Association for Clinical Simulation & Learning. (June 2021).

O’Rourke, J., **Horsley, T. L.**, Mariani, B., Duke, A., Doolen, J., & Yost, J., 2021 INACSL Conference, “Applying a Scoping Review Methodology in Simulation: Methods and Impact,” Poster presentation, International Nursing Association for Clinical Simulation & Learning. (June 2021).

Mariani, B., Yost, J., **Horsley, T. L.**, Doolen, J., & O’Rourke, J., 2021 INACSL Conference, “Virtual Reality in Nursing Education and Clinical Practice: A Scoping Review,” Poster presentation, International Nursing Association for Clinical Simulation & Learning. (June 2021).

Heier, C., Schomberg, T., & **Horsley, T. L.**, 2021 INACSL Conference, “An Interprofessional Addiction Simulation for Primary Care in Rural Health: Development and Implementation,” Poster presentation, International Nursing Association for Clinical Simulation & Learning. (June 2021).

Szarek, J., Callender, D., **Horsley, T. L.**, & Reed, T., 24th Annual Meeting of the International Association of Medical Science Educators (IAMSE), “Designing Simulation-Enhanced Interprofessional Education: Application of a 6-Step Model,” Pre-conference Workshop (3 hours), IAMSE, virtual. (June 12, 2021).

Schomberg, T., Heier, C., & **Horsley, T. L.**, 32nd Nursing Research Symposium, “An Interprofessional Addiction Simulation for Primary Care in Rural Health: Development and Implementation,” Poster presentation, Sigma Theta Tau Phi and Zeta Zeta Chapters, virtual. (April 16, 2021).

Horsley, T. L., & Carson, P., 2020 INACSL Conference, “Growing Towards Full Simulation Accreditation: One Multi-Site Center,” Poster presentation, International Nursing Association for Clinical Simulation & Learning, Raleigh Convention Center, Raleigh, NC, US. (June 24, 2020).

Greenwalt, J. A., Gonzalez, L., Anderson, M., & **Horsley, T. L.,** 2020 INACSL Conference, “Simulation and Scholarship: Next Steps on your Scholarly Journey,” Pre-conference Workshop (6 hours), International Nursing Association for Clinical Simulation & Learning, Raleigh Convention Center, Raleigh, NC, US. (June 24, 2020). (Pre-conference workshops canceled)

Szarek, J., Callender, D., **Horsley, T. L.,** & Reed, T., 23rd Annual Meeting of the International Association of Medical Science Educators (IAMSE), “Designing Simulation-Enhanced Interprofessional Education: Application of a 6-Step Model,” Pre-conference Workshop (3 hours), IAMSE, Denver, CO, US. (June 13, 2020). (Pre-conference workshops canceled)

Abuatiq, A., Mennenga, H., Brown, R., Burdette, L., **Horsley, T. L.,** & Plemmons, C., 44th Annual Research Conference, “Overcoming Challenges of Training Undergraduate Nursing Students in Primary Care Rural Healthcare Setting,” Poster presentation, Midwest Nursing Research Society (MNRS), Renaissance Schaumburg Convention Center Hotel, Schaumburg, IL, US. (April, 2020).

Mariani, B., Smeltzer, S., **Horsley, T. L.,** Ross, J. G., & Meakim, C., Nursing Education Research Conference 2020 (NERC), “A Multi-Site Simulation Student Comparing Attitudes and Comfort Level of Undergraduate Nursing Students Interacting with People with Disability,” Podium presentation, Sigma and NLN, Washington DC, US. (March 27, 2020). (Conference canceled)

Szarek, J. L., Callender, D., **Horsley, T. L.,** Guthridge, J. A., & Reed, T. 20th International Meeting on Simulation in Healthcare (IMSH 2020), “Designing Simulation-based Interprofessional Education for Novice to Experienced Teams,” Workshop, Society for Simulation in Healthcare, San Diego, CA, US. (January 20, 2020).

Mennenga, H., Brown, R., Abuatiq, A., **Horsley, T. L.,** Hultman, C., Schmit, M., & Walstrom B., 45th Biennial Convention, “Collaborating with Rural Practice Partners to Provide a Primary Care Experience for Undergraduate Nursing Students,” Sigma Theta Tau International, Washington, DC, US. (November 2019).

Mariani, B., Smeltzer, S., Ross, J., Meakim, C., & **Horsley, T. L.,** APHA’s 2019 Annual Meeting And Expo, “A Multi-Site Simulation Study Comparing Attitudes and Comfort Level of Undergraduate Nursing Students Interacting with People with Disability,” Podium presentation, American Public Health Association, Philadelphia, PA, US. (November 4, 2019).

Horsley, T. L., & Calandra, M., Avera McKennan Nursing EBP/Research Conference. “Building a Culture of Safety Through TeamSTEPPS® Simulation Training for Health Professionals,” Podium presentation, Avera McKennan, Sioux Falls, SD, US. (October 25, 2019).

Carson, P., & **Horsley, T. L.,** Simulation 2019: Collaborate, Create, Elevate, “Four Sites, One Center: Our Journey towards Simulation Accreditation,” Podium presentation, HealthPartners Institute, Regions Hospital, St. Paul, MN, US. (September 27, 2019).

Sobota, C. & **Horsley, T. L.,** 2019 INACSL Conference, “Find a mentor, be a mentor: Advancing simulation through mentorship,” Poster presentation, International Nursing

Association for Clinical Simulation & Learning, JW Marriott Desert Ridge Resort & Spa, Phoenix, Arizona, US. (June 20, 2019).

Horsley, T. L., Anderson, M., Gonzalez, L., & Greenawalt, J., 2019 INACSL Conference, “Professional development for the emerging Simulationist,” Pre-conference workshop, International Nursing Association for Clinical Simulation & Learning, JW Marriott Desert Ridge Resort & Spa, Phoenix, AZ, US (June 19, 2019).

Horsley, T. L., Anderson, M., Gonzalez, L., & Greenawalt, J. 19th International Meeting on Simulation in Healthcare, “Professional Development for the Emerging Simulationist,” Podium presentation, Society for Simulation in Healthcare, San Antonio, TX, US. (January 30, 2019).

Szarek, J., Reed, T., **Horsley, T. L.**, & Callender, D. 19th International Meeting on Simulation in Healthcare, “Designing Simulation-Based Interprofessional Education for Novice to Experienced Teams,” Society for Simulation in Healthcare, San Antonio, TX, US. (January 30, 2019).

Horsley, T. L., Reed, T., Quinones, D., Siddall, V., Calandra, M., Muccino, K., & Adams, W., 2018 INACSL Conference, “Building a Culture of Safety for Healthcare Professionals,” Podium presentation, INACSL, Toronto, Ontario, Canada. (June 15, 2018).

Badowski, D. M., **Horsley, T. L.**, Mariani, B., Rossler, K., & Gonzalez, L. 2018 QSEN International Forum Oceans of Opportunity: Evidence-based Practice to Improve Quality and Safety in Education and Practice, “Use of the electronic health record in simulation: A descriptive study,” Podium presentation, QSEN, Bonita Springs, FL, US. (June 2, 2018).

Szarek, J., Reed, T., **Horsley, T. L.**, & Callender, D. 18th International Meeting on Simulation in Healthcare, “Designing Simulation-Based Interprofessional Education for Novice to Experienced Teams,” Podium presentation, Society for Simulation in Healthcare, Los Angeles, CA, US. (January 15, 2018).

Horsley, T. L., & Burkhart, L., Collaborating Across Borders VI, “Advancing TeamSTEPPS® within Interprofessional Primary Care,” Podium presentation, Collaborating Across Borders, Banff, Alberta Canada. (October, 2017).

Reed, T., **Horsley, T. L.**, & Quinones, D., Collaborating Across Borders VI, “Applying the Flipped Classroom Model to Interprofessional Simulation,” Podium presentation, Collaborating Across Borders, Banff, Alberta Canada. (October, 2017).

Doolen, J., Mariani, B., **Horsley, T. L.**, & O’Rourke, J., NLN Education Summit, “Overcoming the Barriers to Produce Scholarly Works with a Long Distance Writing Group,” Poster presentation, National League for Nursing, San Diego, CA, US. (September, 2017).

Mariani, B., Doolen, J., Pariseault, C., **Horsley, T. L.**, & O’Rourke, J., STTI 28th International Nursing Research Congress, “Interprofessional Simulation in Nursing Education: An Integrative Review,” Poster presentation, STTI, Dublin, Ireland. (July, 2017).

Badowski, D., **Horsley, T. L.**, Rossler, K., Mariani, B., & Gonzalez, L., 2017 INACSL Conference, “Use of Electronic Charting during Simulation in Nursing Programs: A National Survey in the U.S.,” Podium presentation, INACSL, Washington, D.C., US. (June, 2017).

Johnson, B., **Horsley, T. L.**, Reed, T., Siddall, V., Balasubramanian, N., & Ruland, S., 2017 INACSL Conference, “Simulation in Interprofessional Education: Delivering TeamSTEPPS® and Early Stroke Management,” Podium presentation, INACSL, Washington, D.C., US. (June, 2017).

Horsley, T. L., O’Rourke, J., Mariani, B., Doolen, J. & Pariseault, C., 2017 INACSL Conference, “An Integrative Review of Interprofessional Simulation in Nursing Education,” Podium presentation, INACSL, Washington, D.C., US. (June, 2017).

Donnelly, M., **Horsley, T. L.**, Gallagher, P. & Zibricky, D., 2017 INACSL Conference, “The Effect of Participating in an Ethics Consultation Simulation on Undergraduate Nursing Students’ Knowledge of Nursing Ethics Principles,” Podium presentation, INACSL, Washington, D.C., US. (June, 2017).

O’Rourke, J., Doolen, J., Mariani, B. & **Horsley, T. L.**, 2017 INACSL Conference, “Establishing a Writing Group to Advance Simulation Outcomes,” Poster presentation, INACSL, Washington, D.C., US. (June, 2017).

Horsley, T. L., & Kardong-Edgren, S., 2016 INACSL Conference, “What Can the NFLA do for Junior Nurse Faculty in Simulation?” Podium presentation, INACSL, Grapevine, TX, US. (June, 2016).

Horsley, T. L. & Connor, K., 2016 INACSL Conference, “Substitution of Clinical Experience with Simulation in Pre-licensure Nursing Programs: A National Survey in the United States,” Podium presentation, INACSL, Grapevine, TX, US. (June, 2016).

Doolen, J., Mariani, B., **Horsley, T. L.**, & O’Rourke, J., 2016 INACSL Conference, “High-Fidelity Simulation in Undergraduate Nursing Education: A Review of Simulation Reviews,” Podium presentation, INACSL, Grapevine, TX, US. (June, 2016).

Horsley, T. L., 2016 INACSL Conference, “Team Training in Simulation to Promote Interprofessional Education and Collaborative Practice,” Podium presentation, INACSL, Grapevine, TX, US. (June, 2016).

Cleeter, D., Dzurec, L., **Horsley, T. L.**, Hardy, E., & Embree, J., Sigma Theta Tau International 43rd Biennial Convention, “Developing Nursing Education Leaders through Intentional Behavior Change and Expanded Scope of Influence,” Podium presentation, STTI, Las Vegas, NV, US. (November, 2015).

Horsley, T. L., Kardong-Edgren, S., & Peter, E., Sigma Theta Tau International 43rd Biennial Convention, “Shattering the Glass Ceiling for a Junior Nurse Leader,” Poster presentation, STTI, Las Vegas, NV, US. (November, 2015).

Kouba, J., Burkhart, E., Vlasses, F., Connor, J., & **Horsley, T. L.**, 143rd American Public Health Association Annual Meeting, “Building Interprofessional Competence in Health Care Providers through a Poverty Simulation,” Podium presentation, American Public Health Association, Chicago, IL. US. (November, 2015).

Horsley, T. L., Connor, J., Burkhart, E., Kouba, J., & Vlasses, V., Collaborating Across Borders V, “Living in Poverty: An Experiential Interprofessional Simulation,” Podium presentation, Collaborating Across Borders, Roanoke, VA, US. (October, 2015).

Horsley, T. L., Reed, T., Muccino, K., Quinones, D., Siddall, V., McCarthy, J., & McGaghie, W., Collaborating Across Boards V, “Simulation Utilizing TeamSTEPPS® to Promote Interprofessional Education and Collaborative Practice,” Podium Presentation, Collaborating Across Boarders, Roanoke, VA, US. (October, 2015).

Connor, J., **Horsley, T. L.** Burkhart, E., Kouba, J. & Vlasses, F., 2015 National League for Nursing Education Summit, “Living in Poverty: An Experiential Interprofessional Simulation,” Podium presentation, National League for Nursing, Las Vegas, NV, US. (September, 2015).

Burkhart, E., Connor, J., **Horsley, T. L.,** & Vlasses, F., Loyola University Chicago Focus on Teaching & Learning, “Experiential Learning in Social Justice: The Poverty Simulation,” Podium presentation, Loyola University Chicago, Chicago, IL, US. (January, 2015).

Maher-Balduf, A., Qualls, J., Seidel, E., Burkhart, E., **Horsley, T. L.,** Connor, J., Vlasses, F., & Kouba, J., Illinois Academy of Nutrition and Dietetics Spring Assembly, “Building Interprofessional Competence through Values-Based Education with a Poverty Simulation Experience,” Illinois Academy of Nutrition and Dietetics, Chicago, IL, US. (March, 2014).

Horsley, T. L., & Bensfield, L., 2013 INACSL Conference, “Simulation Using TeamSTEPPS to Promote Interprofessional Education and Patient Safety,” Podium presentation, International Nursing Association for Clinical Simulation & Learning, Las Vegas, NV, US. (June, 2013).

Horsley, T. L., & Wambach, K., 2013 INACSL Conference, “The Effect of Nursing Faculty Presence on Students’ Level of Anxiety, Self-Confidence, and Clinical Performance during a Clinical Simulation Experience,” Poster presentation, International Nursing Association for Clinical Simulation & Learning, Las Vegas, NV, US. (June, 2013).

Horsley, T. L., Bensfield, L., & Sojka, S., 37th Annual Research Conference, “Multiple Patient Simulations: An Essential Capstone Experience,” Podium presentation, Midwest Nursing Research Society, Chicago, IL, US. (March, 2013).

Horsley, T. L., & Wambach, K. 37th Annual Research Conference, “The Effect of Nursing Faculty Presence on Students’ Level of Anxiety, Self-Confidence, and Clinical Performance during a Clinical Simulation Experience,” Podium presentation, Midwest Nursing Research Society, Chicago, IL, US. (March, 2013).

Reed, T., **Horsley, T. L.,** Bensfield, L., Muccino, K., & D. Quinones, 13th International Meeting on Simulation in Healthcare, “Simulation Using TeamSTEPPS to Promote Interprofessional Education and Patient Safety,” Podium presentation, Society of Simulation in Healthcare, Orlando, FL, US. (January, 2013).

Horsley, T. L., & Bensfield, L., 2012 INACSL Conference, “Guidelines for Creating and Implementing a Multiple Patient Simulation,” Podium presentation, International Nursing Association for Clinical Simulation & Learning, San Antonio, TX, US. (June 21, 2012).

Horsley, T. L., et al. 35th Annual Research Conference, “Providing Spiritual Care in Nursing Practice: A Qualitative Descriptive Study,” Poster presentation, Midwest Nursing Research Society, US. (March, 2011).

Grants (Currently in Progress, Funded)

National Prelicensure-RN Study: Assessing the Impact of COVID-19 in Nursing Education, National Council of State Boards of Nursing \$3K (September 2020 – August 2022), Research Study Coordinator for SDSU College of Nursing – **Dr. T. L. Horsley**

IMPACT- RNS Health Research and Services Administration \$2.8M (July 2018 - June 2022), Investigators: Dr. H. Mennenga (PI), Dr. A. Abuatiq, Dr. R. Brown, Dr. L. Burdette, **Dr. T. L. Horsley**, C. Hultman, Dr. C. Plemmons, & M. Schmit.

Grants (Completed, Funded)

Interprofessional-Promoting Access to Health (I-PATH)
Health Research and Services Administration, \$1.05M #D09HP25925, Role: Simulation Consultant (Summer 2016-Spring 2017), PI: Ida Androwich, PhD, RN-BC, FHI, MSS, FAAN

Building a Culture of Safety through TeamSTEPPS® Simulation Training for Health Care Professionals (dissemination phase) Loyola University Chicago Internal Funding \$15K, Role: PI
The aim of this study is to determine if TeamSTEPPS simulation training improves the knowledge, perception of safety and team performance of health care professionals.

Interprofessional-Collaborative Redesign and Evaluation for Population Access to Health (I-CARE PATH) 10/2013-9/2016
Health Research and Services Administration, \$1.5M, Role: Simulation Consultant (Fall 2015-Spring 2017), PI: Fran Vlases, PhD, RN, FAAN
The aim of this study is to support interprofessional collaborative practice (IPCP) training for providers, faculty, and students to revise /expand IPCP clinical experiences in primary care and community settings. Qualitative and quantitative data were collected through various methods.

Thesis: “The Effects of HeartMath® on Nursing Students’ Level of Anxiety and Academic Test Performance” (Completed 12/05), STTI, \$500.

SERVICE

Professional Service

Local & Regional Service

Member, South Dakota State University College of Nursing Development Council, Sioux Falls, SD. (October 29, 2020).

Speaker/Participant, South Dakota State University College of Nursing Class of 1970 “Virtual Reunion” (October 14, 2020).

Chair of Search Committee for Assistant Dean Position, SDSU College of Nursing, Sioux Falls, SD (May 22, 2019 – August 18, 2019).

Member of Search Committee for Dean Position, SDSU College of Nursing, Sioux Falls, SD (April 30, 2018 – June 30, 2019).

Member, Sioux Falls Advisory Council, Sioux Falls, SD, (January 28, 2019 - Present).

Member, SDSU College of Nursing Executive Committee, Sioux Falls, SD. (August 13, 2018 – Present).

Member, SDSU Graduate Council, Sioux Falls, SD. (August 13, 2018 – Present).

Member, SDSU Higher Learning Commission Work Group (Re-Accreditation), Brookings, SD. (October 23, 2017 - November 4, 2019).

Ex-officio, SDSU College of Nursing Academic Assessment & Evaluation Committee, Sioux Falls, SD. (August 2017 – May 2018).

Ex-officio, SDSU College of Nursing Simulation & Informatics Committee, Sioux Falls, SD. (August 2017 – Present).

Judge, Avera McKennan for 2019 Excellence in Nursing Practice Awards, Sioux Falls, SD, US. (March 25, 2019).

Chi Omega Fraternity Faculty Academic Advisor for SDSU, Brookings, SD. (October 23, 2017 – May 15, 2019).

Member, SDSU Higher Learning Commission Multi-Locations Visit, Sioux Falls, SD. (September 28, 2017).

National & International Service

Vice-President for Programs (Elected Position), INACSL, Raleigh, NC, US. (June 22, 2019 – June 28, 2021). Direct oversight over the following programs:

- Conference Planning Committee

- HomeGrown Solutions Committee

- INACSL Simulation Education Program – ISEP Director & 12-month online program

- Nurse Planning – Lead Nurse Planner and 5 Nurse Planners, ANCC Accreditation

- Webinar Committee – live and enduring webinars, repository

2020 Spunt Grant Reviewer, INACSL, Raleigh, NC (November – December, 2020).

2019 Spunt Grant Reviewer, INACSL, Raleigh, NC (October - November, 2019).

Research Mentor for the 2018-2019 INACSL Research Fellowship, INACSL, Raleigh, NC, US. (March 20, 2018 – March 19, 2019).

Chair of Professor Rounds for 2019 INACSL Conference, INACSL Raleigh, NC, US. (July, 2018 – June, 22, 2019).

Member of Content Task Force for Regional Workshops, Society for Simulation in Healthcare (SSH)/International Nursing Association for Clinical Simulation & Learning (INACSL). (January, 2016 - June, 2018).

Member, INACSL Research Committee. (July 28, 2013 – June 10, 2019).

Abstract Reviewer, INACSL Conference. (Fall 2013 to Present).

Abstract Reviewer, IMSH. (July 23, 2018 – August 13, 2018).

Professor for the IMSH Professor Rounds (2019, 2020, 2021)

Journal Manuscript Reviewer:

Clinical Simulation in Nursing (April, 2014 - Present),
Journal of Nursing Education (August 15, 2015 - Present)
Nurse Education in Practice (October 1, 2018 – Present)
Simulation in Healthcare (January 24, 2016 – Present)
Journal of Interprofessional Education & Practice (May 15, 2020 – Present)

Loyola University Chicago

Secretary, Sigma Theta Tau International Alpha Beta Chapter. (2014-2016).

Member, Loyola University Chicago Marcella Niehoff School of Nursing, Curriculum Committee, Maywood, IL, US. (August 15, 2015 – May 15, 2017).

Member, Loyola University Chicago Marcella Niehoff School of Nursing, Undergraduate Nursing Program Committee, Maywood, IL, US. (August 15, 2013 – May 15, 2015).

Member, Loyola University Chicago Marcella Niehoff School of Nursing, Research Committee, Maywood, IL, US. (August 15, 2013 – May 15, 2015).

Member, Center for Simulation Education Advisory Committee, Maywood, IL, US. (August, 2012 – May, 2017).

Chi Omega Fraternity Faculty Academic Advisor for Loyola University Chicago, Maywood, IL, US. (Fall 2012 – May, 2017).

Community

Grant Writer, Extended Hand and Feet. (Summer 2016 – Spring 2017).

Member, St. Xavier University Institutional Review Board, Chicago, IL, US. (January, 2016 – May, 2017).

Volunteer, Extended Hands Ministry, Naperville, IL, US. (July, 2014).

Guest Speaker, Neuqua Valley High School Advanced Health Class, Naperville, IL, US. (Spring, 2013).

Guest Speaker, Neuqua Valley High School Career Day, Naperville, IL, US. (Spring, 2013 & 2014).

Teaching BLS and ACLS classes at VHA, Hines, IL, US. (Fall 2012 – Spring 2017).

Volunteer at Feed My Starving Children Aurora, IL, US.

Volunteer camp nurse, Burnt Cabin Christian Camp (approx. 230-240 campers/counselors per camp session - 8 days), Tahlequah, OK, US. (June 2005, 2006, 2007).

Professional Mentoring (Invited)

Susan Prion, Ed.D, RN, CNE, CHSE, Associate Dean for Nursing & Professor, School of Nursing and Health Professions University of San Francisco, San Francisco, CA, US. (May 22, 2020 – Present).

Gretchen LaCivita, DNP, MPH, RN, CNE, CPN, Associate Professor, College of Nursing
Resurrection University, Oak Brook, IL, US. (July 2, 2019 – June 8, 2020).

Erin McMahon, CNM, Ed.D, Assistant Professor of Nursing and Nurse-Midwifery Specialty
Director, School of Nursing, Yale University, New Haven, CT, US. (March 20, 2018 – June 22,
2019).

Caitrin Sobota, MSN, RN, CHSE, Nursing Simulation Coordinator, Health Careers Division
Harper College, Palatine, IL, US. (March 14, 2018 – June 22, 2019).

Professional Consulting (Invited)

Simulation Consulting, Loyola University New Orleans College of Nursing and Health, New
Orleans, LA, US. (March 2021 – September 2021).

Simulation Consulting, University of Oklahoma Health Sciences Center College of Nursing,
Oklahoma City, OK, US. (November 2020 – June 2021).

Simulation Consulting, Texas A&M University College of Nursing, College Station, TX, US.
(January 2020; September 2020 – April 2021).

Simulation Consulting, University of Oklahoma Health Sciences Center College of Nursing,
Oklahoma City, OK, US. (February 26, 2020 – February 27, 2020).

Simulation Consulting, University of Alaska School of Nursing, Anchorage, AK, US. (December
17, 2018 – December 18, 2018).

Simulation Consulting, Edward Hines Jr VA Hospital, Hines, Illinois, US. (December 18, 2013).

TEACHING

Teaching Experience

NUR 750, Transformational Leadership, 3 credit hour on-line, Summer 2020

Guest Lecture, Professional Organizations and Advanced Education, June 9, 2020 for NURS 472

Guest Lecture, Dissertation Marathon: Striving for the Finish Line, April 17, 2020 for NURS 810

Interprofessional Poverty Simulation, SDSU, 2017-2019

Guest Lecture “Research Design and Simulation” March 26, 2017 for GNUR 512 Nursing
Research Design

GNUR 383 Leadership for Professional Nursing Practice Fall 2016 – Spring 2017

Interprofessional Poverty Simulations across LUC Fall, 2015 to Spring 2017

Interprofessional Simulations using TeamSTEPPS Fall, 2012 to Spring 2017

Graduate Faculty Appointment at Loyola University Chicago School of Nursing

GNUR 360 Professional Role Development: Researcher Spring & Fall 2014; Spring 2015; Spring 2016

Course Director for MSN 277 Medical Surgical I: Nursing Care of Adults & MSN 277L Adult Health I Clinical Spring 2013, Fall 2013, Summer 2014

Clinical Simulation Lab, Loyola University Chicago Marcella Niehoff School of Nursing Fall 2012 – Spring 2017

MSN 277 Medical Surgical I: Nursing Care of Adults Fall 2012–Fall 2013 & Summer 2014

Interprofessional (nursing / medical students) Simulation Experiences Fall 2012 -Spring 2017

Served on panel for discussions at “Transforming Nursing Education Conference for Nursing Educators” December 8, 2012

Guest speaker in GNUR 510 “Concept Mapping” October 19, 2012

Clinical Simulation Lab, Hines VA Nursing Academy – Fall 2010–Summer 2012

Faculty advisor for a senior level Evidence-base Project group at OU-Spring 2007

Directed Student Learning

DNP Project Committee Member, Camille Christian, 2021 - Present

DNP Project Committee, Co-Chair, Kristin DeWeerd, 2020 - Present

DNP Project Committee, Co-Chair, Collette Gorder, 2020 - Present

DNP Project Committee Member, Madison Alexander, 2020 - Present

DNP Project Committee Member, Brooke Buum, 2020 – Present

DNP Project Committee, Co-Chair, Molly Tschetter, Implementation of SBAR Tool in a Rural Hospital, 2019 - Present

DNP Project Committee Member, Hannah Johnson, Implementation of a Depression Screening Protocol in a Rural Family Practice Clinic, 2019 - Present

PhD Dissertation Committee Member, Brittany Brennan, 2018 – Present

PhD Dissertation Committee Member, Susan Eller, Physiological Safety in Prelicensure Nursing Simulation, 2018 – Present

Master’s Thesis Chair, Jonathan Benson, Examining Instructional Methods in End-of-Life Nursing Education: Lecture vs. Simulation, July 9, 2018 – December 11, 2020, Graduated

DNP Project Committee, Co-Chair, Chelsea Jones, Improving Adoption of Opioid Risk Mitigation Practices, 2019-2020, Graduated

DNP Project Committee Member, Janelle Kriz, The Implementation of Mock Code Simulations Guided by TeamSTEPPS 2.0® Curriculum to Improve Nurses' Attitudes Towards Teamwork and Team Performance During Cardiac Arrest, 2019-2020, Graduated

DNP Project Committee Member, Elissa Karels, Impact of Infection Control Education on Endoscopy Procedural Staff, 2019-2020, Graduated

PhD Consultant on IPE Research, Jessica Stadick, Spring 2018, Graduated

DNP Project Committee Member, Michelle Crissinger, Decreasing Length of Stay, 30-day Readmissions, and Inpatient Falls in a Rural Critical Access Hospital, 2017-2018, Graduated

DNP Project Committee Member for Megan Moeding Measuring the Effects of a Multimodal Hand Hygiene Intervention and the Impact on Nurses' Knowledge and Hand Hygiene Compliance in the Acute Hospital Setting, 2017-2018, Graduated

Advisor, Susan Eller (PhD student) during GNUR 532 Research Internship Spring 2017

DNP Committee member, Rachel Marrs Fall 2016 – Spring 2017, Graduated

Preceptor for Desiree Talavera (PhD student) during GNUR 510: Practicum in Teaching Nursing Fall 2016, Graduated

DNP Project Director for Anne Mohan (DNP student) Spring 2016

Preceptor for Gretchen LaCivita (DNP student) during GNUR 510: Practicum in Teaching Nursing Fall 2015, Graduated

PhD Dissertation Committee Member for Laura Dulski, Spring 2015 to Spring 2017

PhD Dissertation Committee Member for Mary-Beth Desmond, Spring 2015 to Spring 2017, Graduated

Mentored Laura Dulski (PhD student), during GNUR 532 Research Internship Summer 2014

PhD Dissertation Committee Member for David Miles, Spring 2014 to Spring 2016, Graduated

Mentored Seema Nasser (PhD student), during teaching practicum Fall 2012, Graduated

Professional Development Activities Attended

Conference, "Creating Healthy Work Environments." Virtual. February 18, 2021 – March 22, 2021).

Conference, "International Meeting on Simulation in Healthcare Conference." Virtual. January 18 - March 31, 2021).

Training, "2020 Title IX & Equal Opportunity Course" South Dakota State University, Brookings, SD, US. (December 29, 2020).

Webinar, "All Health Is Not Created Equal: Where You Live Matters." National Center for Complementary and Integrative Health, Virtual. (December 9, 2020).

Training, "Social/Behavioral Research Course, Refresher" Collaborative Institutional Training Initiative (CITI Program). (December 7, 2020).

Session, "College of Nursing, Sioux Falls, Teaching Reflection" South Dakota State University Center for Enhancement of Teaching and Learning, Virtual, South Dakota, SD, US.

(December 3, 2020).

Conference, “2020 Academic Nursing Leadership Conference,” American Association of Colleges of Nursing, Virtual. (October 1, 2020 – October 31, 2020).

Conference, “Business Implications of COVID-19: Challenges and Opportunities for South Dakota.” Virtual, SD, US. (October 14, 2020).

Workshop, “Navigating Race.” Nursing Education Deans and Directors, Virtual, South Dakota, SD, US. (October 12, 2020).

Webinar, “Volatility, Uncertainty, Complexity, Ambiguity: It’s a VUCA World Now: How is Simulation Coping?” International Nursing Association for Clinical Simulation & Learning, (September 17, 2020).

Think Tank, “Professional Identity in Nursing Think Tank 2020.” University of Kansas School of Nursing, virtual. (September 9, 2020 – September 10, 2020). 5.9 Contact hours.

Training, “SDSU COVID-19 Training Course” South Dakota State University, Brookings, SD US. (July 10, 2020).

Conference, “2020 INACSL Conference.” International Nursing Association for Clinical Simulation & Learning, virtual. (June 24, 2020 – June 26, 2020). 31 Contact hours.

Conference, “IAMSE 2020 Virtual Conference,” International Association of Medical Science Educators, Virtual. (June 15, 2020 – June 17, 2020).

Workshop, “CCNE Workshop on Writing Self-Studies Webinar Series” Commission on Collegiate Nursing Education, virtual. (May 27, 2020; May 28, 2020; June 2, 2020; June 3, 2020; and June 4, 2020). 6 Contact hours.

Webinar Series, “Elevating Leaders in Academic Nursing – Session III.” American Association of Colleges of Nursing, Washington, DC, US. (March 6, 2020). 3 Contact hours.

Conference, “International Meeting on Simulation in Healthcare Conference.” San Diego, CA, US. (January 19, 2020 – January 22, 2020). 19.65 Contact hours.

Lunch & Learn, “Active Learning Strategies.” by Theresa Garren-Grubbs, Cori Heier, & Amanda Mehlhaff, SDSU College of Nursing, Sioux Falls, SD, US. (December 3, 2019).

Webinar Series, “Elevating Leaders in Academic Nursing – Session II.” American Association of Colleges of Nursing, Washington, DC, US. (November 15, 2019). 3 Contact hours.

Conference, “Avera McKennan Nursing EBP/Research Conference.” Avera McKennan, Sioux Falls, SD, US. (October 25, 2019). 5.5 Contact hours.

Training, “Security Awareness Training” South Dakota State University, Brookings, SD, US. (October 14, 2019).

Regional Healthcare Simulation Conference, “Simulation 2019: Collaborate, Create, Elevate.” HealthPartners Institute, St. Paul, MN, US. (September 27, 2019 – September 28, 2019). 10.5 Contact hours.

Think Tank, “Professional Identity in Nursing Think Tank 2019.” University of Kansas School of Nursing, Kansas City, KS, US. (September 17, 2019 – September 18, 2019).

Fellowship, “Elevating Leaders in Academic Nursing (ELAN).” American Association of Colleges of Nursing, Minneapolis, MN, US. (July 28, 2019 – August 2, 2019). 31 Contact hours.

Conference, “2019 INACSL Conference.” International Nursing Association for Clinical Simulation & Learning, Raleigh, NC, US. (June 19, 2019 – June 22, 2019). 8 Contact hours.

Lunch & Learn, “Nursing Informatics” by Greg Hartman, MSN, RN, SDSU College of Nursing Simulation & Informatics Committee, Sioux Falls, SD, US. (April 5, 2019).

Summit, “National Nurse Educator Summit.” ATI, Savannah, GA, US. (April 1, 2019 – April 3, 2019). 6 Contact Hours.

30th Annual Nursing Research Symposium, “Living Nursing Scholarship: Research,

Theory, & Practice,” STTI Phi Chapter, Brookings, SD, US. (March 22, 2019).

Conference, “2019 International Meeting on Simulation in Healthcare,” Society for Simulation in Healthcare, San Antonio, TX, US. (January 26, 2019 – January 30, 2019). 13.75 Contact hours.

Training, “Security Awareness Training” South Dakota State University, Brookings, SD, US. (November 14, 2018).

Conference, “2018 Academic Nursing Leadership Conference,” American Association of Colleges of Nursing, JW Marriott, Washington, DC, US. (October 27, 2018 – October 30, 2018). 14.4 CEUs.

Organizational Leadership Network Conference, “Stability: The Enduring Nature Of Personal and Professional Balance,” Organizational Leadership Network, JW Marriott, Washington, DC, US. (October 26, 2018 – October 27, 2018). 5 CEUs.

Symposium, “10th Annual Avera SDSU Research Symposium.” Avera, Sioux Falls, SD, US. (October 24, 2018). 4 Contact hours.

Conference, “2018 INACSL Conference.” International Nursing Association for Clinical Simulation & Learning, Toronto, Ontario, Canada. (June 13, 2018 – June 16, 2018).

Summit, “National Nurse Educator Summit.” ATI, Salt Lake City, Utah, US. (April 23, 2018- April 25, 2018).

Conference, “International Meeting on Simulation in Healthcare Conference.” Los Angeles, CA, US. (January 14, 2018 – January 17, 2018).

Conference, “2017 Sanford Nursing Research and Evidence Based Conference.” Sanford Health, Sioux Falls, SD, US. (October 6, 2017).

Conference, “Collaborating Across Borders VI.” Banff, Alberta, Canada. (October 2, 2017 – October 4, 2017).

Workshop, “Basic Disaster Life Support Course.” National Disaster Life Support Foundation, Sioux Falls, SD, US. (September 29, 2017).

Training, “South Dakota Board of Regents Leadership Training.” South Dakota Board of Regents, Pierre, SD, US. (July 27, 2017 - July 28, 2017).

Conference, “2017 INACSL Conference.” International Nursing Association for Clinical Simulation & Learning, Washington DC, US. (June 21, 2017 – June 24, 2017).

Conference, “National Nurse Educator Summit.” ATI, Orlando, FL, US. (April 2, 2017 – April 5, 2017).

Conference, “International Meeting on Simulation in Healthcare Conference.” Orlando, FL, US. (January 29, 2017 – February 1, 2017).

Training, “Friday Night at the ER Program Leader Training.” University of North Carolina, Chapel Hill, NC, US. (December 8, 2016 – December 9, 2016).

Conference, “2016 INACSL Conference.” International Nursing Association for Clinical Simulation & Learning, Grapevine, TX, US. (June 15, 2016 – June 18, 2016).

Summit, “National Nurse Educator Summit.” ATI, Nashville, TN, US. (April 17, 2016 – April 20, 2016).

Conference, “International Meeting on Simulation in Healthcare Conference.” San Diego, CA, US. (January 17, 2016 – January 20, 2016).

Convention, “STTI 43rd Biennial Convention.” Sigma Theta Tau International, Las Vegas, NV, US. (November 7, 2015 – November 11, 2015).

Conference, “Collaborating Across Borders V.” Roanoke, VA, US. (September 29 - October 2, 2015).

Workshop, Scholarly Writing Workshop by Marilyn Oermann, PhD, RN, Woodstock, IL, US. (July, 2015).

Conference, “2015 INACSL Conference.” International Nursing Association for Clinical Simulation & Learning, Atlanta, GA, US. (June 10, 2015 – June 13, 2015).

Workshop, “New Applicant Workshop for Providers.” American Nurses Credentialing Center, Silver Springs, MD, US. (April 9, 2015).

Training, "TeamSTEPPS Primary Care Master Trainer Course." Online. (December, 2014 – January, 2015).

Conference, "International Meeting on Simulation in Healthcare Conference." New Orleans, LA, US. (January 11, 2015 – January 14, 2015).

Training, "Teaching with Simulation Faculty Development." University of Washington Center for Health Sciences Interprofessional Education, Research, & Practice, Eight On-line modules. (December, 2014).

Conference, "2014 INACSL Conference." International Nursing Association for Clinical Simulation & Learning, Orlando, FL, US. (June 2014 – June 2014).

Training, "Integrated Technology into Nursing Education and Practice (ITNEP) course." University of South Florida, Online. (April-June, 2014).

Conference, "International Meeting on Simulation in Healthcare Conference." San Francisco, CA, US. (January, 2014 – January, 2014).

Training, "Missouri's Community Action Poverty Simulation." Missouri Community Action Network, Clayton, MO, US. (November, 2013).

Workshop, Scholarly Writing Workshop by Marilyn Oermann, PhD, RN, Woodstock, IL, US. (July, 2013).

Conference, "2013 INACSL Conference." International Nursing Association for Clinical Simulation & Learning, Las Vegas, NV, US. (June, 2013).

Conference, "Midwest Nursing Research Society Conference." Midwest Nursing Research Society, Chicago, IL, US. (March, 2013).

Conference, "International Meeting on Simulation in Healthcare Conference." Orlando, FL, US. (January, 2013 – January, 2013).

Responsible Conduct of Research Seminar Series, "Ethical Statistical Analysis in Clinical and Translational Research." Loyola University Chicago, Maywood, IL, US. (November 29, 2012).

Responsible Conduct of Research Seminar Series, "Patenting of Genes and Genetic Tests: The Case of Myriad." Loyola University Chicago, Maywood, IL, US. (October 10, 2012).

Seminar, "Interdisciplinary Teamwork for Managing PTSD Patients" by Peter Napolitano at Loyola University Chicago School of Medicine, Maywood, IL, US. (November 9, 2013).

Seminar, "Teaching Students to Think Like a Nurse" by Dr. Linda Caputi at Loyola University Chicago School of Nursing, Chicago, IL, US. (January, 2012).

CITI Training for Research and Development (Annual Refresher) (October, 2012).

Workshop, Scholarly Writing Workshop by Marilyn Oermann, PhD, RN, Woodstock, IL, US. (June, 2011).

Conference, "Midwest Nursing Research Society Conference." Midwest Nursing Research Society, Columbus, OH, US. (March, 2011).

Conference, "Seventh Annual Evidence Based Practice Conference." Edward Hospital, Naperville, IL, US. (October, 2010).

Training "Prevention & Management of Disturbed Behavior." Edward Hines Jr. VA Hospital Hines, IL, US. (September, 2010).

Seminar, "Creative Teaching Strategies for the Nurse Educator." by Theresa Puckett, PhD, RN, Chicago, IL, US. (September, 2010).

Training, "End-of-Life Nursing Education Consortium: Palliative Care for Veterans." Eight Online modules, Edward Hines Jr. VA Hospital, Hines, IL, US. (August, 2010).

Successfully completed Second Qualifying Exam at the University of Kansas School of Nursing PhD Program (July, 2010).

Successfully completed First Qualifying Exam at the University of Kansas School of Nursing PhD Program (July, 2009).

Conference, "Midwest Nursing Research Society Conference." Midwest Nursing Research Society, Minnesota, MN, US. (March, 2009).

Training, "Preventing Harassment in the Workplace/Classroom." (March, 2009).
Training, "Improving Retention and NCLEX Success Rates for Diverse Nursing Students."
(May, 2006).
Conference, "2006 Natalie Warren Nursing Excellence Conference: Cultural Issues in Health
Care, Nursing, and Learning." (May 11, 2006).
Conference, "Oklahoma Association of Community Colleges Conference." Oklahoma City, OK,
US. (March 2, 2006 – March 3, 2006).
Workshop, "Anatomy of a Nursing Malpractice Lawsuit." University of Oklahoma, Oklahoma
City, OK, US. (November 2, 2005).

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 17, 2021
ITEM: ETSU Mission Profile
RECOMMENDED ACTION: Approval
PRESENTED BY: Michael Hoff
University Chief Planning Officer

ETSU Mission Profile:

“East Tennessee State University is a traditionally selective institution located in Johnson City. 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.”

ETSU is required annually to provide to the Tennessee Higher Education Commission, a Mission Profile that accurately describes the institution and those it serves. There have been no changes to this mission profile since the Board of Trustees last approved on September 18, 2020.

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

RESOLVED: The Board of Trustees for submission to the Tennessee Higher Education Commission approves the Institutional Mission Profile for East Tennessee State University.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 17, 2021

ITEM: ETSU Vision, Mission & Values

RECOMMENDED ACTION: Approval

PRESENTED BY: Michael Hoff
University Chief Planning Officer

ETSU Vision:

Developing a world-class environment to enhance student success.

ETSU Mission and Values:

ETSU provides a student-centered community of learning, reflecting high standards and promoting a balance of liberal arts and professional preparation, and continuous improvement. The university conducts a wide array of educational and research programs and clinical services including a comprehensive Academic Health Sciences Center. Education is the university's highest priority, and the institution is committed to increasing the level of educational attainment in the state and region based on core values where:

PEOPLE come first, are treated with dignity and respect, and are encouraged to achieve their full potential; **RELATIONSHIPS** are built on honesty, integrity, and trust; **DIVERSITY** of people and thought is respected; **EXCELLENCE** is achieved through teamwork, leadership, creativity, and a strong work ethic; **EFFICIENCY** is achieved through wise use of human and financial resources; and **COMMITMENT** to intellectual achievement is embraced.

ETSU endorses the value of liberal education and provides enriching experiences in honors education, student research and creative activity, study abroad, service learning, and community-based education.

ETSU honors and preserves the rich heritage of Southern Appalachia through distinctive education, research, and service programs and is actively engaged in regional stewardship.

ETSU affirms the contributions of diverse people, cultures, and thought to intellectual, social, and economic development.

ETSU offers students a total university experience that includes cultural and artistic programs, diverse student activities, a variety of residential opportunities, and outstanding recreational and intercollegiate athletic programs.

ETSU awards degrees in over one hundred baccalaureate, master, and doctoral programs, including distinctive interdisciplinary programs and distance education offerings that serve students from the region and beyond.

There is no change proposed to the current Mission, Vision, and Values as approved by the ETSU Board of Trustees on March 24, 2017; however, for SACSCOC compliance we periodically review and submit for approval the ETSU mission, vision, and values.

MOTION: I move that the Board of Trustees adopt the resolution, approving the ETSU Mission, Vision and Values.

RESOLVED: The Board of Trustees for submission to the SACSCOC approves the Mission, Vision, and Values.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 17, 2021

ITEM: ETSU National Alumni Association Update

PRESENTED BY: Whitney Calhoun Goetz
Executive Director

The ETSU National Alumni Association, a division of University Advancement, represents over 100,000 living ETSU graduates. All ETSU graduates become a member of the Alumni Association upon graduation. Alumni may choose to participate in a variety of different activities within the organization.

This update will provide Trustees with information about our Alumni base, highlight a number of the methods used to engage with our Alumni, and share information about activities and programs planned for the Fall semester. Additionally, an announcement will be made about the launch of Alumni Association Ambassador Program, formerly known as the Alumni Membership Program.



EAST TENNESSEE STATE
UNIVERSITY

Alumni Association Update

Presentation to the ETSU Board of Trustees

Whitney Calhoun Goetz, Executive Director

September 17, 2021



NATIONAL
ALUMNI ASSOCIATION
EAST TENNESSEE STATE UNIVERSITY

Who are we?

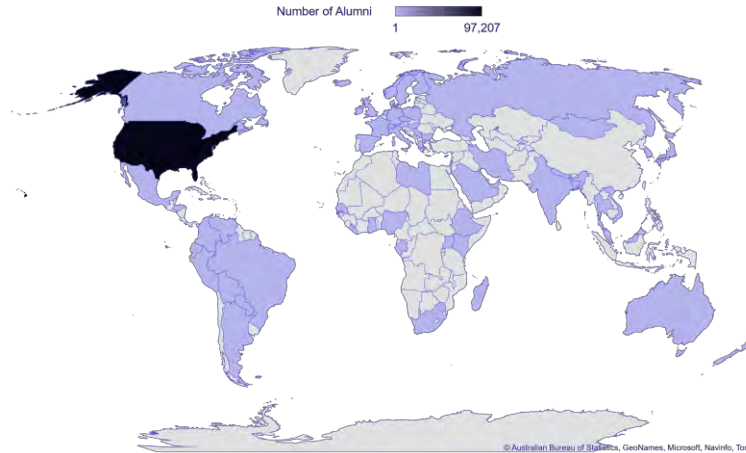
- An Alumni community of 102,781 Alumni living locally and around the world
- Board of Directors
- Staff of Alumni Relations Professionals, part of University Advancement
- We all share a common bond of ETSU PRIDE and display that by engaging and connecting with fellow Alumni while fostering a community who support the institution.



EAST TENNESSEE STATE
UNIVERSITY

Statistical data through August 2021

Where are we located?



Statistical data through August 16, 2021 and includes only addressable Alumni

Where are we located?

- Largest Concentration of Alumni by State:



State	Alum in State	% of Addressable Alumni in US
Tennessee	64,179	66.372%
Virginia	7,581	7.840%
North Carolina	5,738	5.934%
Georgia	2,898	2.997%
Florida	2,758	2.852%

- Largest Concentration of Alumni by Region:

Location	Radius	Number
Johnson City, TN	30 Miles	39,516
Knoxville, TN	30 Miles	10,579
Nashville, TN	50 Miles	3,199
Chattanooga, TN	30 Miles	2,249
Atlanta, GA	30 Miles	1,516
Washington, DC	60 Miles	1,355
Asheville, NC	30 Miles	1,231
Charlotte, NC	30 Miles	1,074
Greenville, SC	30 Miles	760
Raleigh, NC	30 Miles	652



Statistical data through August 16, 2021 and includes only addressable Alumni

Engagement Methods

- Regional Clubs and Affinity Groups
- Engagement Opportunities, Events and Reunions
- Electronic Communications, Printed Materials and Social Media
- Campus and Community Partnerships
- Volunteerism and Philanthropy



Programming and Partnerships

NATIONAL ALUMNI ASSOCIATION
EAST TENNESSEE STATE UNIVERSITY

The ETSU National Alumni Association, together with Coaches Jake Amos and Stefanie Shelton, invite you to join our virtual celebration for the ETSU Golf Teams' historic seasons.

July 15th
6 p.m. Pacific time,
9 p.m. Eastern.

INFORM. CELEBRATE. ENGAGE.

CHARLOTTE, NC,
RALEIGH, NC
AND
GREENVILLE, SC

The ETSU Alumni Assembly Series
featuring ETSU President Brian Noland

APRIL 21, 2021 • 12 PM - 1 PM

April 21, 2021
6 PM

Craig Charles

VIRTUAL CAREER CONVERSATIONS WITH ALUMNI

CAREER SERVICES NATIONAL ALUMNI ASSOCIATION
EAST TENNESSEE STATE UNIVERSITY EAST TENNESSEE STATE UNIVERSITY

AT HOME LEARNING: A COMMUNITY CONVERSATION FOR PARENTS, GRANDPARENTS & PARTNERS IN LEARNING
Thursday, September 16 • 7 PM

Registration Link: <https://tinyurl.com/y772668>

With ETSU National Alumni Association, Dr. John DePue and April ETTU Faculty from Gateway College's Education Department present a conversation by Q&A.

 Dr. James Goodenough Assistant Professor	 Dr. Krista Kopp Assistant Professor	 Dr. James Smith Assistant Professor	 Dr. Nancy Kopp Assistant Professor
 Chris Smith Assistant Professor	 Dr. Bill Potts Assistant Professor	 Dr. Karen O'Neil Assistant Professor	 Dr. Justin Price Assistant Professor

Special Faculty will offer expert advice and answers to help you and your child succeed in college.

Topics will include:

- Online learning vs. on-campus
- Choosing your college
- Financial aid and other resources
- Parental involvement in the college process

Join us virtually!

Registration is free. Space is limited.

Presented by the National Alumni Association and the Career Services Center.

EAST TENNESSEE STATE UNIVERSITY EAST TENNESSEE STATE UNIVERSITY



Regional Clubs and Affinity Groups



Opportunity to connect with fellow ETSU Alumni in a geographic region or with a common bond through social events, networking and volunteerism.

One example is the ETSU Black Alumni Society, which was formed around the time of the Institution's 75th anniversary.

The newest is the Blue and Gold Club, launched in partnership with ETSU Athletics in August 2021.



Regional Clubs

- Current Club Presence:
 - Knoxville, TN
 - Nashville, TN
 - Chattanooga, TN
 - Atlanta, GA
 - Washington, DC
 - Asheville, NC
- Future Club Growth:
 - Charlotte, NC – Early Spring Semester



Board of Directors

- 18 Alumni serving as Directors and 2 student representatives
- Welcomed new Directors and Executive Committee Officers in January 2021
- Currently in the process of a bylaw revision



Legacy



We look for ways to celebrate the Alumni Legacy culture. For example, welcoming New Bucs and returning Alumni to campus during New Student Orientations.



Legacy



- In 2015 the Alumni Association Board of Directors intended for a scholarship to be given to Legacy students.
- This year, we renewed the encouragement of giving to the Alumni Legacy Scholarship.
- Day of Giving 2021
- We plan to grow on the momentum and look for ways to incorporate this giving opportunity into other initiatives.



Fall Semester

- President's Circle and Tradition Keeper Pre-game Tailgates
- Regional Clubs hosting in-person activities
- Community Engagement Events –ETSU Sponsorship of Founders After 5, ETSU PRIDE Community Showcase
- 54th Annual Alumni Golf Classic, October 22 at Meadowview
- Homecoming – November 6th
- SAVE THE DATE: Alumni Association Awards Banquet, November 19th



Rebrand and relaunch of the Alumni Membership Program



ALUMNI AMBASSADOR
National Alumni Association

EAST TENNESSEE STATE UNIVERSITY

Coming in
October!



EAST TENNESSEE STATE
UNIVERSITY

Thank you for the opportunity to speak
with you today!



Questions?



EAST TENNESSEE STATE
UNIVERSITY

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 17, 2021

ITEM: College of Arts and Sciences Spotlight

PRESENTED BY: Joe Bidwell
Interim Dean, College of Arts and Sciences

The College of Arts and Sciences (CAS) is the largest and most diverse of the ten colleges on the ETSU campus. The college is comprised of 18 departments that include disciplines in the arts, humanities, and natural sciences, in addition to several programs that highlight and celebrate diversity and inclusion. CAS is also home to a number of galleries and museums, centers of excellence, and the Mary B. Martin School of the Arts. The college is the center for delivery of general education at ETSU, and as such, we touch on the lives of most students on campus. This creates both challenges and opportunities related to the production of credit hours from the broad array of courses we offer. Our faculty are teacher-scholars whose research and creative activities inform their teaching. This sets us apart from many similar regional institutions. Our strategic initiatives align with those of ETSU and help guide our planned activities. The current academic year will see the roll out of new programs, further advancement of our goals for scholarship, and the start of several key infrastructure projects that will have a very positive impact on the experience we provide our students.

This spotlight will provide an overview of the College of Arts and Sciences, highlight our strategic goals, recent initiatives, and selected challenges and opportunities.

The College of Arts and Sciences at ETSU



Board of Trustees Meeting
September 17, 2021



College of Arts & Sciences – 3,559 students

- | | |
|---|------------------------------------|
| 1. Appalachian Studies – 62 | 11. Media & Communication – 330 |
| 2. Art & Design – 186 | 12. Music – 140 |
| 3. Biological Science – 537 | 13. Philosophy & Humanities – 28 |
| 4. Chemistry – 160 | 14. Physics & Astronomy – 22 |
| 5. Communication & Performance – 80 | 15. Political Sciences – 135 |
| 6. Criminal Justice & Criminology – 386 | 16. Psychology – 637 |
| 7. Geosciences – 135 | 17. Sociology & Anthropology – 125 |
| 8. History – 224 | 18. Theatre & Dance – 58 |
| 9. Literature & Language – 251 | |
| 10. Mathematics – 61 | |



College of Arts & Sciences *Programs*

- Black American Studies
- Women's, Gender, and Sexuality Studies
- Language and Culture Resource Center



College of Arts and Sciences *Centers of Excellence*

1. Center of Excellence in Math & Science
2. Center of Excellence in Paleontology
3. Center of Excellence for Appalachian Studies and Services

Archives of Appalachia/University Archives: ~two miles of rare manuscripts, 250,000 photographs, 90,000 audio and moving image recordings, and 14,000 books.



College of Arts and Sciences
Museums and galleries

Slocumb Galleries



Reece Museum



Tipton Street Gallery



College of Arts and Sciences
Museums and galleries

Gray Fossil Site/Natural History Museum



Mary B. Martin, School of the Arts

Department of Art & Design

Bluegrass, Old Time & Country Music Studies

Creative Writing Program

Film Studies

Fine & Performing Arts Scholars

Department of Music

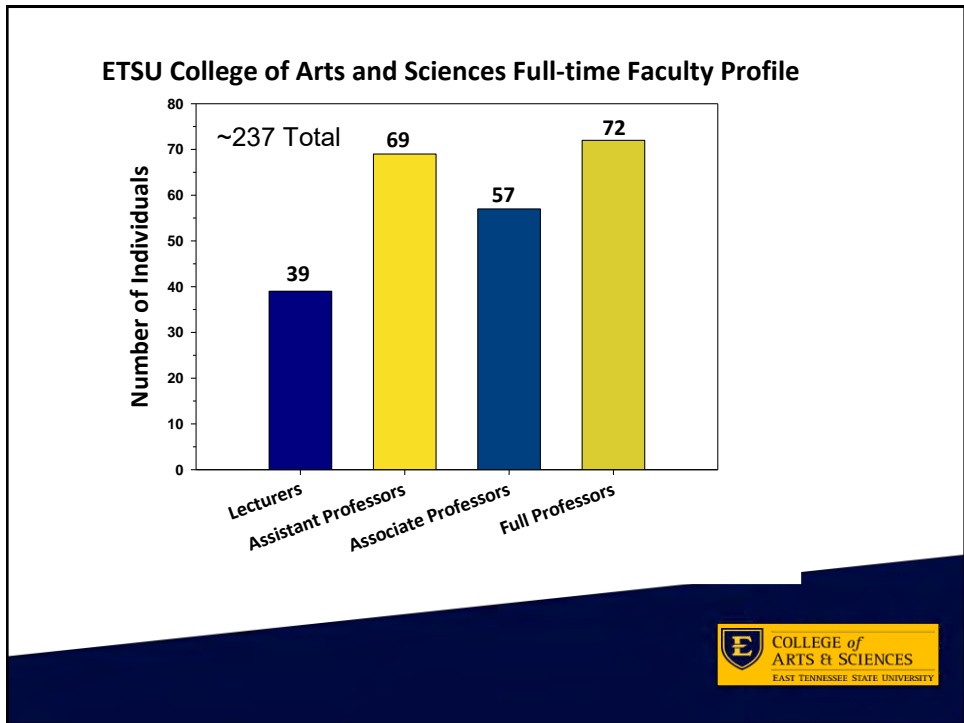
Storytelling Program

Radio-TV-Film

Division of Theatre & Dance

ETSU Arts Initiative

E COLLEGE of ARTS & SCIENCES
EAST TENNESSEE STATE UNIVERSITY



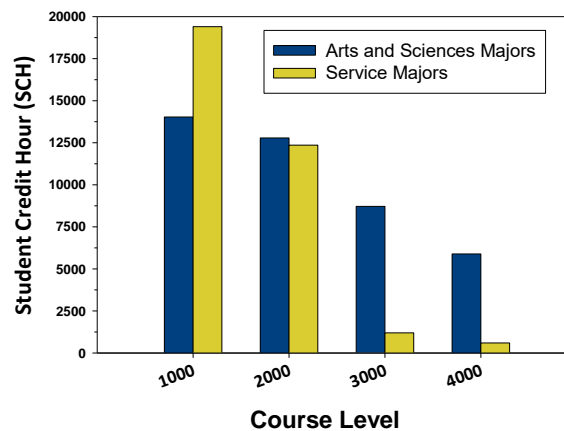
The College of Arts and Sciences is the Center for General Education at ETSU

ETSU's general education requirements are as follows:

- Communication
- Humanities and Fine Arts
- Social and Behavioral Sciences
- History
- Natural Sciences
- Mathematics



ETSU College of Arts and Sciences
Fall 2019 Undergraduate
SCH Production by Course Level



College of Arts and Sciences *Scholarship*

Arts and Sciences Outcome Measurement Average- 2015-2018								
	Publications				Compositions	Presentations	Performances	Exhibits
	Journal Articles		Books	Book Chapters				
	Peer Reviewed	Other						
Faculty	172	82	24	93	16	541	405	43
Post Doctoral/Clinical Fellow	1	1				9		
Graduate	30					147	31	
Undergraduate	18					95	715	
Subtotals	220	83	24	93	16	792	1151	43
Totals	303		420		16	792	1151	43

Funding applied for in FY20: \$10,013,311



College of Arts and Sciences *Strategic Initiatives*

1. Supporting a strategic growth agenda that **maximizes the student experience both inside and outside the classroom.**
2. Ensuring the **diversity and inclusion of people and ideas.**
3. **Empowering employees** to make ETSU a great place to learn, work, and grow.
4. Supporting **Excellence in Teaching.**
5. Expanding the foundation for **scholarly (research and creative activity) excellence** and innovation in all disciplines.
6. Leading the region forward through **community engagement and service.**



Major Initiatives FY21-22

- Departments of Literature and Language and Media and Communication: New minor in technical and professional writing.
- Joint concentration in Biomedical Science- Biological Sciences and Health Sciences
- Launch online Masters in Public Administration
- Launch graduate program in data science
- Explore opportunities in forensic science (interdisciplinary)
- Continue implementation of CAS Strategic Plan
 - Associate Dean for Equity and Inclusion
 - Associate Dean for Research and Creative Activity
- Optimize support efforts for CAS research, creative activity, and costs centers



Major Initiatives FY21-22

- Facilities:
 - Design/continuation of Academic Building project
 - Submit capital outlay request for Brown Hall
 - Enhancements to Mathes Hall and dance facilities.
 - Bluegrass/Center for Appalachian Studies Building planning and fundraising



- Threats:
 - Demographic shifts/enrollment declines
 - Articulating the value of a degree from Arts and Sciences
 - Infrastructure
- Opportunities:
 - Interdisciplinary initiatives
 - Interdisciplinary Minor in Distillation and Fermentation Science (Honors College, CBAT, CPH, CAS)
 - Synthetic Biology/Biobuilder
 - One Health
 - Center for the Arts
 - Expanding community links



THANK YOU
Questions?



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 17, 2021
ITEM: Standing Committee Membership
RECOMMENDED ACTION: Approval
PRESENTED BY: Dr. Linda Latimer, Chair
Dr. Brian Noland, President

As provided by the FOCUS Act, East Tennessee State University (ETSU) is governed by a Board of Trustees that sets policies and guidelines for the operation of the University. The authority, purpose, duties, and responsibilities of the Board of Trustees are delineated in TCA § 49-8-101. The Bylaws for the Board of Trustees provide the organization for the Board, including the operations outlined in the structure of standing committees. The standing committees of the Board are the Executive Committee; Academic, Research, and Student Success Committee; Finance and Administration Committee; and Audit Committee.

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

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

- Approval of strategic and long-range academic plans;
- Approval of proposals concerning the development of new academic programs and the significant revision of existing programs relating to instruction, research, and service;
- Establishment of new academic organizations, such as major campuses, institutes, colleges or schools, and academic departments;
- Evaluation of existing academic programs and their administrative structures;
- Termination of programs and structures that no longer are needed;
- Approval of admission, progression, retention, and graduation standards;
- Approval of the University's policy on Academic Freedom, Responsibility, and Tenure; campus implementing procedures; and any other faculty personnel policy requiring Board approval;
- Approval of proposals and any necessary policies concerning information technology;

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

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

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

the University administration, subject to compliance with all applicable state laws and University policies;

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

The Audit Committee has the power and responsibility to:

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

As provided in the Bylaws, committee appointments are recommended by the Chair of the Board of Trustees and shall be made for a two-year term. The chair of each standing committee shall be designated by the Board for a two-year term upon the recommendation of the Chair of the Board of Trustees. For good cause, such as the need to ensure continuity in Board leadership during a period of transition in Board membership or in the offices of Governor or President, the Board, on the recommendation of the Chair, may extend the term of committee and committee chair appointments for up to one year beyond the two-year term.

Competencies and professional or business expertise of members and previous Board and committee experience of Trustees, together with any special qualifications required by the Bylaws for certain committees, will be considered in committee and chair appointments. If a vacancy occurs in a committee or chair position prior to expiration of the two-year term, the Board shall, upon the recommendation of the Chair, appoint a Trustee to fill the remainder of the term. The Chair of the Board shall be an ex officio, voting member of all standing committees and, except for the Audit Committee, shall be counted for quorum purposes.

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

Academic, Research, and Student Success Committee	
Trustees	
Janet Ayers (Chair)	
Dr. Linda Latimer (Ex-Officio)	
Melissa Steagall-Jones	
Virginia Foley	
Scott Niswonger	

Finance and Administration Committee	
Trustees	
Steve DeCarlo (Chair)	
Kara Gilliam	
Dorothy Grisham	
Dr. Linda Latimer (Ex-Officio)	
Ron Ramsey	
Kelly Wolfe	

Audit Committee	
Trustees	
Dorothy Grisham	
Dr. Linda Latimer (Ex-Officio)	
Ron Ramsey	
Melissa Steagall-Jones (Chair)	