

**University Council**  
**May 13, 2019**  
**President's Conference Room**

1 Call to Order

Dr. Wilsie Bishop called the meeting to order.

2 Roll Call

Ms. Amanda Mowell called the roll. Those in attendance were: Ms. Bridget Baird, Dr. Joseph Bidwell, Dr. Wilsie Bishop, Dr. Debbie Byrd, Mr. Scott Carter, Dr. Cheri Clavier, Ms. Tiffany Cook, Dr. Dennis Depew, Dr. William Duncan, Dr. Susan Epps, Dr. Bill Flora, Dr. Mike Hoff, Dr. Jeff Howard, Dr. Keith Johnson, Dr. Jane Jones, Mr. Ed Kelly, Dr. B.J. King, Dr. Karen King, Dr. Claudia Kozinetz, Dr. David Linville, Ms. Candy Massey, Dr. Sam Mayhew, Dr. Brian Noland, Dr. Rick Osborn, Ms. Pamela Ritter, Dr. David Roane, Mr. Jeremy Ross, Dr. Joe Sherlin, Ms. Alicia Williams, Dr. Randy Wykoff

Those absent were: Ms. Stefanie Murphy, Mr. Aamir Shaikh, Mr. Joe Smith

Others in attendance: Ms. Anita DeAngelis, Ms. Mary Cradic, Ms. Amanda Mowell

3 Standing Items

3.1 Approve minutes of March 11, 2019 meeting

Dr. Clavier requested a correction in section 5.3. She said the SACSCOC Leadership Team also includes Dr. BJ King, Dr. Joe Sherlin and David Linville. Although it was previously communicated that the results of the 5th year report would be available in December, Dr. Denise Young, SACSCOC Vice President, indicated during discussions in April that those results would be available in mid-July.

A motion to approve the March 11, 2019, minutes with the recommended changes was seconded and unanimously approved.

3.2 Review agenda

Dr. Bishop noted that the President had been detained at an off-campus meeting and the President's Report (3.3) would be postponed until Dr. Noland's arrival.

3.3 President's Report

Dr. Noland provided several updates, starting with ongoing work related to university structure, which continues to move forward to ensure that structure aligns with the university's strategic plan. Items that will move forward in the short term include:

- Equity and Diversity - Dr. Keith Johnson to present Equity and Inclusion Plan (item 5.2)
- Research and Innovation – Committee structures to be shared this summer;

this has been an area of interest for the Board of Trustees and will bring together work by the Committee for 125

- University service arrangements
- Advising

A long term examination of issues related to academic structure, such as college organization, will commence this fall.

In terms of critical staffing areas, Dr. Noland said three major searches will come to a close by this fall: Chief of Staff, University Counsel, and a leadership position in Equity and Diversity.

Next, Dr. Noland said work is underway to complete the budget. THEC will take action on binding tuition limits and provide detail and clarity on what is included in the governor's budget, specifically \$750,000 in support for rural health research and what that entails. Dr. Noland will share these details with University Council and said the university can move forward on finalizing the budget once the Board of Trustees has a called meeting and takes action on tuition and fees.

He noted that at the last meeting, the Board took action to simplify fees across the institution to provide revenue flexibility for several colleges. Dr. Noland reminded University Council members that engagement and how it relates to fallout has changed so that colleges and units retain 50%. He encouraged units to save resources at the end of fiscal year.

Dr. Noland addressed enrollment and reported that fall numbers are fluid. Enrollment is projected to be down 100 students and Dr. Noland noted that enrollment is not predicated only on the number of incoming freshmen; it is a very competitive landscape. He advocated for the review of current programs and the creation of new academic programs in order to get to 18,000 students.

Dr. Noland then provided a construction update. The renovation of the Marketplace in the Culp Center has begun and will likely be complete by fall semester, depending on weather. Culp Center construction is slated to be complete January 2020. The Martin Center for the Arts will be occupied next spring, and negotiations continue for Lamb Hall renovations. Dr. Noland said a number of smaller projects will begin this summer, one being enhancements to Brown Hall.

Dr. Noland noted that the SGA has requested cleaner, neater learning spaces. He encouraged everyone to clean up classrooms and hallways across campus as students have voiced concern that indoor spaces on campus do not meet their expectations.

Lastly, Dr. Noland said it was time to re-introduce a question from seven years ago – “What if?” ETSU became a better institution because we asked ourselves to dream big, he explained. Dr. Noland said it was time to ask “What if?” again and think about new ideas to improve the university such as:

- Put space to better use academically

- New use for old swimming pool in the Mini-Dome
- Close the center of campus to create another greenspace
- Create a gathering place for students in parking lot near Warf-Pickel Hall
- Increase online programming
- Become a HEED-certified institution
- Restructured legal office to become a best-practice institution

### 3.4 Call for Voluntary Reports of UC

Dr. Bill Flora reported that the Faculty Senate Executive Committee will continue to meet this summer. They are working to complete a handbook and bylaw revisions.

Ms. Stefanie Murphy said the 2019 Staff Appreciate Picnic was a successful event.

Ms. Alicia Williams said the Graduate and Professional Student Association recently held grant writing, thesis writing, and de-stress for academic success workshops. The GPSA also held presentations for those who received funding to attend conferences. Williams reminded the group that there are three available seats for graduate students to participate in the Student Government Association.

The Council of Academic Chairs is scheduled to meet with Dr. Bishop.

Dr. William Duncan reported that the arrangement with Amazon Web Services is being finalized and there were 220 participants in the Appalachian Student Research Forum. The first “green” award was given for the best environmental/sustainable research project.

Mr. Scott Carter said 77 student-athletes graduated and many athletic programs had a successful spring. Women’s and men’s golf each sent two players to NCAA regionals; Men’s Tennis won its second consecutive SoCon Tournament Championship; and Women’s Tennis was runner-up in SoCon Tournament play. Dr. Noland is leading the search for the next SoCon Commissioner, he added.

Mr. Jeremy Ross noted that Public Safety is working to implement a new campus security app this summer. He added that several HR processes will become digital over the summer months and the days to hire has improved from 126 to 80.

Ms. Bridget Baird said the legislative session has come to an end, and included in the Governor’s budget was \$750,000 (recurring) and \$750,000 (non-recurring) for rural health, and it is yet to be determined how many residency positions ETSU will receive. In addition to distributing the Tennessee Journal, she will also send the final THEC budget and wrap-up report.

Ms. Tiffany Cook, newly elected as executive vice president of the Student Government Association, was introduced to University Council members.

## 4 Action Items

### 4.1 Old Business

No old business was brought before the council for discussion.

#### 4.2 New Business

##### 4.2.1. ITS Policies

Dr. Karen King provided an overview of the ITS policies for [Acceptable Use](#), [Electronic Mail Privacy](#), and [Access Controls](#) (attachments) and noted they had been developed with input from Legal Counsel and Executive Staff. She said the wording is similar to policies at other institutions and ITS added procedures. Dr. King responded to each public comment on the policies and reassured commenters that ITS is not capturing personal email accounts and passwords and cannot take control of personal devices.

Dr. King made a motion to approve the policies, and Dr. Flora seconded. The policies were approved unanimously.

#### 5 Information Items/Presentations

##### 5.1 Programming Preview for the Martin Center – Ms. Anita DeAngelis

In her presentation, Ms. DeAngelis provided key facts about the forthcoming Martin Center for the Arts ([attachment](#)).

Mary B. Martin School of the Arts will manage the 93,000 square-foot space. It is not large enough to house any departments in their entirety, but the Departments of Music and Theatre and Dance will have rehearsal, recital, scene and costume shop space. Students will have the opportunity to learn how to use equipment ETSU has never had before. The orchestra pit will be larger than the Culp Auditorium stage, and a loading dock will make it easier to bring in guest artists.

When the performing arts center opens, Mary B. Martin School of the Arts will continue to schedule fine arts programming; however, DeAngelis said an Advisory Planning Committee is being formed to plan additional programming for a broader audience. There will be a “10 Event Series” to attract large crowds. Possibilities include popular music such as jazz, bluegrass and tribute bands, as well as musical theatre productions, dance and variety acts, and comedy.

The Martin Center for the Arts will also be available for internal events such as graduation-related activities and outside groups. DeAngelis noted that rental policies and reservation request documents are being finalized so that groups can reserve space for next year. Fees for space use are also being determined. The inaugural season is set to kick-off September 2020.

##### 5.2 Equity and Inclusion Plan – Dr. Keith Johnson

Dr. Johnson presented a three-part plan with immediate, near and long goals with a total of 17 items to implement ([attachment](#)). Among the most immediate is to develop and post a job description for the position Dr. Johnson proposed as the Vice President for Equity and Inclusion ([attachment](#)). He brought together an advisory committee to help develop the job description. He said the word “diversity” puts up walls and recommended replacing it with “inclusion” so that other populations are represented such as those with disabilities. He said diversity is about how many or how much, whereas inclusion is about pathways and showing students how to be successful.

Becoming a Higher Education Excellence in Diversity (HEED) designation is in the strategic plan and by becoming a more inclusive campus, and focusing on students, we can improve retention, he said. The person who gets the position will have the opportunity to help move the university forward, but everyone on campus has a role in implementing the Equity and Inclusion Plan, he added. Additionally, Diversity Champions will help with these efforts. Dr. Johnson said people across campus with a passion to “move the dial” will participate in training and will serve as consultants and guide search committees on how to cast a wider net to attract a diverse pool of candidates.

Dr. Johnson is changing the name of the division to the Office of Equity and Inclusion and said he hopes to continue an existing program - ADiverseETSU. When it began several years ago, potential employees were invited to campus, but Dr. Johnson said the process could have been embraced better. He recommended target recruiting efforts by staying in touch with those who visit campus even if a position is not immediately available. People of color have distorted perceptions about East Tennessee, Dr. Johnson noted, so it is important to communicate with those individuals about the strengths of the area. He also suggested the continuation of post docs because it is a pipeline for faculty positions and continued attendance to the Southern Regions Education Board Conference. Dr. Johnson typically interviews around 125 of the 2-3,000 people of color at the event who are post docs or individuals finishing a Ph.D. and interested in ETSU.

Additional near and long term goals Dr. Johnson outlined in the Equity and Inclusion Plan:

- Diversity Inclusion Conference planned for fall 2019
- Partnering to develop workshops for faculty
- Equity and Inclusion statement to be included in future job descriptions
- Restructure Women’s Resource Center to be included under an “umbrella center”
- Develop a marketing campaign
- Assist colleges and units with strategic plan development
  - Determine measurable outcomes and assessment based on research, service, and teaching
- Mandatory diversity training
- Identify a consultant to assess the status of the Office of Equity and Inclusion
- HR onboarding process – identify best practices for inclusion
- Fundraising
- Establish diversity-infused courses in the general education core
- Develop awards to recognize significant contributions
- Develop mandatory success plan for incoming students with low ACT scores
- Assess current programs focused on improving retention among students of color

Dr. Johnson said this approach is different because expected results are different and requires buy-in from everyone, especially faculty, who spend the most time with students. ETSU is further ahead of other institutions but has not brought efforts

together and shared resources.

Discussion ensued about regional population decline and the opportunity to grow the university and region and attract rising minority populations outside the region. Dr. Noland requested shifting the immediate timeline to May-August, and near to August-January. Dr. Randy Wykoff suggested expanding diversity-infused courses beyond the general education core. Dr. Johnson was asked when Diversity Champions will be selected, and he said many individuals are already reaching out to him. Dr. Joe Sherlin applauded the opportunity to initiate a shared and collaborative approach to student success. Dr. Johnson explained that a consultant would be utilized much later as the structure of the Office of Equity and Inclusion is already being put into place based on best HEED practices. Clarification on the vice president title of the proposed position is needed before it is posted because clean-up work is needed on titles across the university, Dr. Noland noted.

### 5.3 Budget Update – Dr. BJ King

Dr. King provided an overview of the appropriation budget allocation of new revenues for the next fiscal year ([attachment](#)). She said THEC will likely set the binding limit on tuition and fee increases to 2.5% at its upcoming meeting; therefore, the proposed 2.31% increase is under the cap. The proposed budget includes a 2% salary pool with a \$500 floor and a net appropriation adjustment of almost \$4 million. Based on projected enrollment decline of 100 students, the tuition and fee increase will result in approximately \$2 million in revenue, and the out-of-state portion of tuition will remain flat to remain competitive, Dr. King said.

After accounting for the \$2.5 million salary pool and \$800,000 for scholarships, \$2.1 million of revenue remains. The Budget and Strategic Planning Sub-Council received \$7 million in requests through the new budget model. Dr. King said \$774,000 will be set aside to account for the projected enrollment decline, but if enrollment is flat, the funds will go toward operational costs. Also included is:

- Admissions Royall DIQ expenditure
- Building 60 utilities and maintenance
- Facilities and Public Safety base budget correction
- Faculty promotion and tenure pool
- GA base increase

Discussion ensued about the long term plans for the Royall program. Dr. Joe Sherlin said its outcomes are currently being reviewed. Additional staffing and resources would be needed to replicate what Royall provides.

Dr. King noted that of the \$7 million requested, over \$2 million was funded by units as a result of the new budget model. She is confident that requests will decline as the carry-forward funds are distributed.

Governor Lee's budget funded \$483,400 below what THEC recommended for ETSU, and those funds would have accounted for inflation, Dr. King said. The only way to positively impact the budget is to grow enrollment, and the Board of Trustees Finance and Administration Committee is supportive of pursuing a 15 and 4 model next year,

she added.

Conversation turned to concerns about tuition costs. If the university goes to a 15 and 4 model, Dr. King said some course fees may be eliminated and funding may be available to increase need-based scholarships. In terms of out-of-state tuition scholarships, sometimes they are counted as lost revenue and other times not due to agreements in place, Dr. King noted. Dr. Bishop reminded University Council that she is leading a review of scholarships and will present deliverables to the Board of Trustees in August.

Dr. Bishop said this agenda item was listed as an information item; however, it is an action item and must be endorsed in order to move forward to the Board of Trustees for approval.

Dr. Wykoff made a motion to endorse the appropriation budget allocation of new revenues for 2019-20. It was seconded by Dr. Joe Sherlin and unanimously approved.

Due to time restrictions on the meeting, Dr. Bishop deferred the remaining agenda items and skipped forward to the Update on the University Counsel search (item 7.2).

## 7 Announcements

### 7.2 Status Update on University Counsel Search

Dr. Debbie Byrd, chair of the search committee, said Skype interviews were conducted and three finalists were selected to interview on campus between May and early June.

Dr. Bishop also announced that the new dean of the Honors College would be named soon and Sheryl Burnett, registrar, will retire at the end of May. Beginning July 1, the Office of the Registrar will report to Office of the Provost. The interim registrar will be named soon.

## 8 Adjournment

The meeting adjourned at 10:55 a.m.