

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC AND STUDENT AFFAIRS COMMITTEE

MINUTES

November 10, 2017

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee met on Friday, November 10, 2017, in Meeting Room #1 in the D.P. Culp University Center on ETSU's main campus in Johnson City.

I. Call to Order

Dr. Linda Latimer, Chair of the Academic and Student Affairs Committee, called the meeting to order at 9:41 a.m.

II. Roll Call

Deputy Secretary to the Board Mr. Nathan Dugger called the roll. Committee members in attendance were:

Dr. Linda Latimer, Chair
Dr. Fred Alsop
Mr. David Golden

Mr. Dugger indicated to Chair Latimer that a quorum was present.

Guests in attendance included: Dr. Bert Bach, Provost and Vice President for Academic Affairs; Dr. Wilsie Bishop, Vice President for Health Affairs; Mr. Scott Carter, Director of Intercollegiate Athletics; Ms. Lauren Collier, Tennessee Higher Education Commission; Ms. Joy Fulkerson, Assistant Director of the Student Organization Resource Center; Dr. Michael Hoff, Associate Vice President for Planning and Decision Support and Chief Planning Officer; Dr. Karen King, CIO and Vice Provost for Information Technology Services; Dr. Brian Noland, President; Dr. Joe Sherlin, Vice President for Student Affairs; Mr. Fred Sauceman, University Relations (taking minutes); and from the Roan Scholars Leadership Program: LTC (ret.) Scott Jeffress, Director, Dr. Jennifer Adler, Assistant Director, Ms. Sharon Boles, Mr. Ben Daugherty, and Mr. Louis Gump, Roan Founder.

III. Approval of Minutes

Trustee Alsop made a motion that the minutes of the September 8, 2017, meeting of the committee be approved as submitted. Trustee Golden seconded the motion.

Special Announcement

Dr. Bishop requested permission to address the committee and announced that ETSU has been selected by the Association of Academic Health Centers and the Association of Academic Health Centers International for a pilot program to test a new approach to examining how institutions bring research, clinical practice, and educational programs into alignment with their mission. ETSU is one of only four participants to be selected. There are two international health science centers taking part and two domestic ones. Three consultants will be visiting the campus in February, and they will be evaluating an ETSU-generated self-study, which will be the foundation for a strategic plan.

IV. Proposal to Pilot Alternative Out-of-State Tuition Models

Dr. Bach told the committee that this proposal addresses the university's enrollment goals while considering its geographic constraints. In the past, ETSU has offered reduced tuition equivalent to "in-state rates" in North Carolina and Virginia counties that immediately border Tennessee. In addition, ETSU has also recently restructured its out-of-state scholarship portfolio—specifically with regard to the Carter and Gilbreath scholarships. Further, and more recently, ETSU has offered "program specific discounted tuition" to designated out-of-state locations in order to provide access to programs that are particularly desirable because they have a perceived and significant positive community impact that would not otherwise be readily obtainable in those areas. A case in point is ETSU's Social Work program and its availability in Asheville and Abingdon.

As a result of the success ETSU has had in employing student recruitment strategies that mitigate the negative impact of its geographical location, and as a result of funding formula changes, the university is engaging in a comprehensive review to assess potential populations for student recruitment. Dr. Bach indicated that the review is focusing attention on discrete 50-mile increments up to 250 miles from ETSU. That review is ongoing, but it has raised concerns about our ability to impact recruitment, especially beyond the 150-mile range. A more modest proposal has been created involving pilot models that would discount out-of-state tuition in no more than two additional out-of-state counties within 100 miles of ETSU. Those two counties are Buncombe and Henderson in North Carolina. Dr. Bach told the committee that those counties were selected based on these criteria:

1. Admission application trend from the county, the yield from applications, and enrollment

2. Size of the 18-24 population current and future
3. Competitor pricing within 100 miles of the pilot county
4. Qualitative review from admissions counselors who have previously visited the counties
5. Consideration will also be given to the counties where we currently have agreements or programs to maximize the potential for success.

Dr. Bach asked the committee for approval of the pilot proposal for offering the out-of-state tuition model for up to two counties within 100 miles of the university. Trustee Golden made the motion, and Trustee Alsop seconded. The motion passed unanimously.

V. Wellmont Memorandum of Understanding

Dr. Bishop reviewed for the committee the major components of the Memorandum of Understanding with Wellmont Health System and commented about the timing of the document, considering the upcoming merger with Mountain States Health Alliance. She indicated that discussions leading toward the MOU had begun before anyone knew the merger would become a reality, and that ETSU wanted to make sure that relationships with both health care systems were in good order. She said should the merger occur, the next step would be to begin the process of a joint MOU with Ballard Health System. The current MOU under consideration by the committee brings together all existing affiliation agreements under one umbrella.

The Wellmont MOU affirms mutual commitment to providing medical and health professional education, conducting research, and improving the health and welfare of the people of our region. Further, it affirms the commitment of the two institutions to develop a strategic relationship governed at a senior level which will benefit the respective goals of Wellmont and ETSU. Dr. Bishop said the MOU should prove invaluable in bringing together the senior leadership of two very complex institutions through a Coordinating Council. The council will meet regularly to ensure close and ongoing collaboration, explore and address current and future trends in healthcare and community health, evaluate the changing health status of the region, share best practices, and bridge the historical divide between “academia” and the “work place.” A joint Education Council and a joint Research Council will also be created.

Trustee Alsop moved that the committee approve the Memorandum of Understanding as written. Trustee Golden seconded the motion. It carried unanimously.

VI. Academic Calendars for 2018-19 and 2019-20

Dr. Bach summarized the major features of an on-campus committee’s work to restructure the university’s academic calendars. He told the Academic and Student

Affairs Committee members that the new calendar will enhance planning for students, faculty, and staff by incorporating a predictable structure. Knowing that the fall semester will always start on the fourth Monday in August will especially help in planning for summer orientation activity. In addition, both commencements will now be held on the Saturday after the 15th week of classes. The new calendar also includes three new administrative holidays: Veterans Day, the Wednesday before Thanksgiving, and the Friday prior to Easter. Fall Break will now occur during the week of Halloween. The spring semester will begin the Tuesday after Martin Luther King, Jr., Day. Starting in 2019, Spring Break will occur the week of St. Patrick's Day. The three new administrative holidays are a way to say "thank you" to the faculty and staff for all they do to support the mission of ETSU.

Dr. Bach requested that the committee approve the new calendars. Trustee Golden made the motion, and Trustee Alsop seconded. The motion carried unanimously.

VII. Review of ETSU Performance within THEC Outcomes Based Funding Formula

Dr. Michael Hoff presented an information item about the funding formula being used by the Tennessee Higher Education Commission and how ETSU has performed with regard to the student and university outcomes used in the formula. Dr. Hoff pointed out that the driver of the formula is still enrollment. The Complete College Act of 2010 requires Tennessee's public community colleges and universities to be funded based on outcomes like student progression and completion. Using a three-year average, the formula, in the case of universities, is based on the following outcomes: students accumulating 30 hours; students accumulating 60 hours; students accumulating 90 hours; Bachelor's and Associate degrees; Masters/Ed. Specialist degrees; Doctoral/Law degrees; Research, Service, and Sponsored Programs; six-year graduation rates; and Degrees per 100 FTE. These are weighted according to the mission of the institution. Dr. Hoff pointed out that the formula also includes premiums for what are called focus populations. For state universities, these populations are adult and low-income students.

The formula is a way for institutions to share available state appropriations through improvement in outcomes relative to peers. The formula also includes an assessment of institutional quality and programmatic support via a Quality Assurance score. In addition, there is a provision for fixed costs, to ensure that institutions receive adequate funds to maintain the operation of their infrastructure.

Dr. Hoff believes ETSU's overall performance is improving. For students accumulating 30 hours, Dr. Hoff said ETSU is getting better, but its numbers are below the university average. The 60 hours metric is not as good, with ETSU placing further below the university average. The 90-hour accumulation category is steadily improving, as students are less likely now to spend time at other institutions. For the

year 2012, ETSU slightly exceeded the university average in that category. Dr. Hoff described the Bachelor and Associate category as “going like gangbusters,” as we graduate more students every year. As the university average has climbed, so have ETSU’s numbers, and they correspond with the university average almost exactly. The Masters and Educational Specialist category is thriving, with record graduate enrollments, and a significant progression has occurred in the Doctoral category (obviously ETSU has no law school). As Dr. Hoff told the committee, “We are what a comprehensive institution should be.” In analyzing the Research, Service, and Sponsored Programs category, Dr. Hoff said more funded research and more interdisciplinary research are needed. ETSU’s numbers have steadily declined since a peak in 2011. In looking at Degrees per 100 FTE, Dr. Hoff commented that ETSU is getting more students through to graduation than the data say we should have. Our numbers in this case are quite close to the university average. ETSU’s six-year graduation rate rose above the 50 percent mark in 2011 and reached a high in 2014. In the two reporting years since, it has shown a slight drop. For the two focus populations, adult and low income, Dr. Hoff points to great success with the credentials we have been given.

For 2017-18, Dr. Hoff reported that ETSU’s total point calculation rose by 1.07 percent. Our increase was second highest among the six universities formerly in the Tennessee Board of Regents system.

Chair Latimer thanked Dr. Hoff on behalf of the committee for his report.

VIII. Athletics Initiatives and Success Metrics

Mr. Scott Carter gave an informational presentation to the committee entitled “ETSU Buccaneers Student-Athlete Success: Superlatives, Celebrations, and Future Development.” He reported that nearly 400 student-athletes are working toward degrees across 53 different majors of study at ETSU. During the spring semester of 2017, 40 of those student-athletes earned a perfect 4.0 GPA. A total of 134 student-athletes, or 35 percent of the population, achieved Dean’s List distinction. ETSU student-athletes were also well-represented on the Southern Conference Honor Roll, with 193 earning that distinction. During the past year, ETSU student-athletes completed 3,789 hours of community service. Most of that service involved working with underprivileged youth and reading programs.

Mr. Carter then discussed ETSU’s Academic Progress Rate, or APR, which has a target of 985 (+) for the entire athletics program. In 2020, he said, the distribution of NCAA resources will be handled differently. Mr. Carter explained that each student-athlete receiving athletically-related financial aid earns one point for staying in school and one point for being academically eligible. A team’s total points are then divided by points possible and multiplied by 1,000 to equal the team’s Academic Progress

Rate. In addition to a team's current-year APR, its rolling four-year APR is also used to determine accountability.

ETSU's current cumulative APR is 978, just seven points shy of the target that needs to be reached by 2020. For 2016-17, eight of our programs had a rate of 1,000: men's basketball, men's soccer, men's tennis, men's track, women's golf, women's softball, women's tennis, and women's volleyball.

Mr. Carter then reported on ETSU's Graduation Success Rate, or GSR, which illustrates successful graduation over a six-year period. The 2010-11 graduation rate for all students at ETSU was 40 percent, while the rate for student-athletes was 65 percent. The four-class average for all students was 42 percent and for student-athletes 59 percent. ETSU's overall Student-Athlete Graduation Success Rate is 88 percent.

Mr. Carter explained that schools would annually earn an academic fund payment for their conference if their overall student-athlete populations meet any of three criteria: an Academic Performance Rate of at least 985 for the previous year; a Graduation Success Rate of at least 90 for the most recent year; or a federal graduation rate for the most recent year that is at least 13 percentage points greater than that of the entire undergraduate student body.

Mr. Carter concluded his presentation by outlining various programs and projects in the works to help student-athletes in their personal development. He told the committee that the education student-athletes receive at ETSU is second to none, but there are gaps in real-life education. Among the topics to be covered through a new model are nutrition, finance, interviewing, insurance, résumé building, drug and sex education, independent living, personal branding, investments, retirement, building credit, and home buying. Mr. Carter hopes that former ETSU student-athletes will come back to campus and provide training in these areas.

Chair Latimer expressed thanks from the committee to Mr. Carter for his report.

IX. Roan Scholars Leadership Program

LTC Jeffress began his informational presentation to the committee by recounting the journey of Roan alumna Alicyn York, from the class of 2015, who is now Assistant to the Chief of Staff for United States Senator Lamar Alexander in Washington. She credits the Roan program for challenging her and changing her life. LTC Jeffress highlighted the leadership excellence and lifelong impact of the Roan program by sharing stories of several other alumni, including Dr. Kristin Farr '04, Attending Physician at East Tennessee Children's Hospital in Knoxville; Brian McCormack '05, Assistant Commissioner of the Tennessee Department of Commerce and Insurance;

LCDR Allen Barnett '05 of the U.S. Navy; Erin Shores '07, Foster Parent Trainer at Holston United Methodist Home for Children in Greeneville; Audrey Wilkinson '16 and Millie Robinson '17, both elementary school teachers in the Johnson City system; Grace and Sean Collins from the class of 2012, former Peace Corps volunteers in Swaziland; and Julie Keeton '04, founder of the non-profit Weston's Warriors. There are currently 55 Roan alumni, and there are 27 Roan Scholars now on campus.

LTC Jeffress indicated that since Mr. Louis Gump first introduced the idea for the program, its mission has been to inspire and develop leaders of excellence, and its vision has been to produce transformative leaders actively serving ETSU, their communities, and the world. The pillars of the program are character, intellectual curiosity, physical vigor, and leadership. In selecting students, LTC Jeffress said, the Roan also looks for those with the capacity, desire, and drive to become change agents.

LTC Jeffress reported that this year's selection process attracted nearly 100 students, and some 60 community and campus leaders took part in the interviews.

The Roan experience, he said, is intended to challenge, inspire, and connect, and he quoted Tiffani Carrasco '18, who interned last summer with Remote Area Medical: "The program has led me to believe that I am capable of so much more than I give myself credit for I have confidence that what I have to offer our community can be great."

LTC Jeffress said a culture of excellence characterizes the Roan Program, as well as pride in connection to ETSU. As a case in point, he reported that there is a 92 percent participation rate among Roan graduates in the university's annual giving program. He concluded that the Roan Scholars Leadership Program is looking forward to its 20th anniversary in the year 2020.

Trustee Golden asked LTC Jeffress what he would do with additional resources—expand the cohort or enhance the experience. LTC Jeffress responded that he would enhance the experience first, then look for opportunities to grow. Trustee Golden asked about the ideal cohort size. LTC Jeffress said that four students were admitted annually at the beginning, and that has now grown to eight. Ideally, he said, we would have between 12 and 15 students admitted each year, which would place 50 to 60 participants on campus.

The committee expressed its appreciation to LTC Jeffress for his presentation.

X. THEC Program Productivity Report

Dr. Bach explained that the Tennessee Higher Education Commission benchmark calls for producing at least ten bachelor's, five master's, and three doctoral graduates in each program on average for the past five years. ETSU has conducted a review of all programs not meeting that benchmark and has proposed corrective action on those programs it wishes to retain. In the case of the MFA, ETSU has argued that it should be subject to the three benchmark, like doctorates, since the MFA is a terminal degree. For several certificate programs that fall below the benchmark, ETSU has contended that those programs are often used toward degree completion. In addition, ETSU has argued that liberal arts programs with large service roles, such as Philosophy, should not be subject to the benchmark, especially since they are strong components of general education. Dr. Bach added that the university is awaiting consultant review for two programs in Environmental Health. The results of the program productivity study will be presented to the Tennessee Higher Education Commission at its January 2018 meeting.

XI. Other Business

There was no other business to come before the committee.

XII. Adjournment

The meeting adjourned at 11:01 a.m.

Respectfully submitted,



David Linville
Secretary of the Board of Trustees

Approved by the Board of Trustees at its February 23, 2018 meeting.