

University Council
October 8, 2018
President's Conference Room

1. Call to Order

Dr. Wilsie Bishop called the meeting to order.

2. Roll Call

Ms. Jennifer Hill called the roll. Those in attendance were: Dr. Bert Bach, Ms. Bridget Baird, Dr. Joseph Bidwell, Dr. Wilsie Bishop, Dr. Debbie Byrd, Mr. Scott Carter, Dr. Cheri Clavier, Dr. Dennis Depew, Dr. William Duncan, Dr. Bill Flora, Ms. Megha Gupta, Dr. Mike Hoff, Dr. Keith Johnson, Dr. B.J. King, Dr. Karen King, Dr. Claudia Kozinetz, Mr. Joseph Kusi, Dr. Angela Lewis, Ms. Candy Massey, Ms. Stefanie Murphy, Dr. Brian Noland, Ms. Pamela Ritter, Dr. David Roane, Dr. Ramona Williams, Dr. Randy Wykoff

Those absent were: Dr. Susan Epps, Dr. Jane Jones, Mr. Ed Kelly, Dr. David Linville, Mr. Jeremy Ross, Dr. Joe Sherlin, Mr. Joe Smith

Others in attendance: Mr. James Batchelder, Ms. Jennifer Hill, Dr. Sam Mayhew (representing Dr. Joe Sherlin)

3. Standing Items

3.1 Approve minutes of August 13, 2018, meeting

A motion to approve the August 13, 2018, minutes was seconded and unanimously approved.

3.2 Approve minutes of September 10, 2018, meeting

A motion to approve the September 10, 2018, minutes was seconded and unanimously approved.

3.3 Review agenda

Dr. Bishop noted that Item 3.4 (President's Report) would be moved to fall between items 6 (Announcements) and 7 (Focused Discussion) due to President Brian Noland's attendance at another meeting at the same time as University Council (UC).

3.5 Call for Voluntary Reports of UC-Essential Action Items from Governance Organizations

Dr. Bert Bach reported that an Academic Council retreat was held at Valleybrook focused on a listening session regarding undergraduate and graduate admissions, online programming, and new programs. The Academic Council received a summary relative to opportunities and observations for moving forward and is beginning to move toward those recommendations. Dr. Bach reported that a second event was held to follow up on a program agenda developed by Dr. Susan Epps and presented to the Board. The Academic

Council had a major action in which deans laid out the chronology that will need to be followed to meet recommendations and be submitted to the UC.

Dr. Karen King reported that the Information Technology Council addressed two action items in the last week that will come before the UC once they are in the proper format. One is a two-factor authentication for employees, and the second is a PIN lock code on phones for students. Dr. King solicited UC members' feedback on these two issues, and she will consult with Dr. David Linville and University Counsel on whether these items would be procedures under current security policies or separate policies on their own. Dr. Bishop pointed out that if these items are to become policy, they must be put out for public comment before coming back before the UC.

Dr. Bill Duncan reported that the Research Council is looking at ways the university can support the increasing costs of publication charges for faculty who do not have research grants. Among the options for covering publication costs, which can range from \$500 to \$4,000 or more, depending on the journal and format, are using existing university funds and developing relationships with publishers. The Council is also discussing current university policy regarding support for graduate students in research awards.

Ms. Megha Gupta reported that the Student Government Association's major concert and Homecoming celebration were successful and thanked members of the UC for their support and attendance at various events. She also attended the Tennessee Student Government Presidents' Council, which is comprised of SGA presidents from all of the state's community colleges, centers of applied technology and universities. Members discussed potential collaboration on safety issues and student involvement. Ms. Gupta noted that during the meeting, she became more aware of the resources available to students at universities compared to community colleges and TCATs and expressed gratitude for those resources available to ETSU students.

Mr. Joseph Kusi reported that the Graduate and Professional Student Association has activities planned for the fall semester related to research and grant-writing and is working to keep its website up-to-date.

Ms. Stefanie Murphy reported that the Staff Senate collected items from the campus community and assembled 105 complete comfort kits and over 100 partial kits, as well as \$100 in monetary donations, to go to the Salvation Army to assist those affected by Hurricane Florence. Additional items that came in were taken to the American Red Cross.

Dr. Bill Flora reported that ETSU's Faculty Senate is hosting TUFTS, the statewide Faculty Senate organization, the weekend of Oct. 19.

Mr. Scott Carter reported that Homecoming was successful from the Athletics standpoint, with a football win with great weather and two wins for the volleyball team. He said the men's and women's soccer teams are off to a good start in the Southern Conference.

4 Action Items

4.1 Old Business

4.1.1. Research Data Ownership and Retention Policy – Dr. Duncan

Dr. William Duncan presented revisions to this policy, which is designed to ensure that research data are retained and available for review by the university, sponsors, and state and federal agencies (*attachment*). He stressed that research data need to be retained and available for review upon request by funding agencies. He said this policy has been benchmarked and is consistent with policies from other institutions from around the country. He stressed the policy does not take any rights away from faculty researchers but guarantees that the university has access to research data as required by the funding agencies and that the university can investigate and appeal its rights to federal sponsors in the event of research misconduct cases.

Dr. Duncan detailed the public comment and revision process, which included additional work by the Research Council and Legal and Policy committees. He noted that the term *researcher* was removed and the role of the principal investigator was clarified and defined; the minimum time for retention of both qualitative and quantitative data was clarified; and the policy clarifies the issue of ownership and responsibility of the university, faculty, and students, providing guidance for the retention and transfer of data to other institutions when faculty leave the university.

Dr. David Roane made a motion to approve the policy, which was seconded.

In discussion, Dr. Bishop noted that this is an example of how thorough review can help improve policy. Dr. Duncan added that this policy is a companion to the Digital Data Storage Policy, which deals with researchers storing data on personal computers without back-up on university-owned machines.

The policy was approved unanimously.

Further discussion ensued about the placement of the policy online and in the Faculty Handbook. President Noland noted that under the authority granted by the Board of Trustees, the policy would be placed online following today's administrative approval. He said that if any changes need to be made to the Faculty Handbook, that process would be handled at the Faculty Senate level.

5 Information Items/Presentations

5.1 SACS Update on Fifth-Year Report

Dr. Cheri Clavier reported that the Fifth-Year Interim Report to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) is due in March 2019 (*attachment*). She reported that two processes related to this are running simultaneously. The first is a compliance certification addressing a select number of standards – some of them core requirements – that will involve a written document to be examined by a team of reviewers in Atlanta. The second is a review of ETSU's off-campus instructional sites that have been approved since the university's last review in 2013. These include the Kingsport Center for Higher Education; the Center for Graduate Studies in Asheville, North Carolina, at Lenoir-Rhyne University; and the Southwest Virginia Higher

Education Center in Abingdon, Virginia. Dr. Clavier reported that a team of reviewers will visit ETSU from April 8-11, 2019, to meet with key faculty involved in the academic programs offered at those off-campus sites before visiting the sites.

Dr. Clavier noted that reports from both committees will be submitted to the SACSCOC Board of Trustees for review in June 2019.

5.2 Update on Strategic Plan and KPI Discussion

Dr. Mike Hoff shared preliminary information on a “Strategic Plan KPIs and Update” that he is preparing for presentation to the Board of Trustees at a later date. He stressed that this is a work in progress, with some key information slated to be available in the coming weeks. He said work continues on a website that will have dashboards looking at different aspects of KPIs. One will have highest level indicators aligned with performance initiatives, and another with Academic Performance Solutions (an EAB product) to give deans the tools to understand which KPIs are driving change.

Dr. Hoff said that this update is based on the six pillars of ETSU’s Strategic Plan, and he used two peer groups – a 2016 peer group of institutions similar to ETSU in size, city type/placement, degree programs, and research categories and the familiar 2026 peer group previously developed by RPK consultants representing where ETSU would like to be in the future.

Some points from the presentation include:

Under “Supporting a Strategic Growth Agenda,” Dr. Hoff noted that ETSU’s undergraduate applications have fluctuated, but that may be related to policy changes, such as how the university is processing cancellations. ETSU is in line with both the 2016 and 2026 peer groups in undergraduate acceptance rate and is also close to both peer groups in yield rate, which can be affected by the number of “non-serious” applications in the application pool. In undergraduate enrollment, ETSU remains close to the 2016 peer group; graduate enrollment remains strong. ETSU remains close to the 2016 peer group in undergraduate, graduate, and professional FTE and is higher than the 2016 peer group in undergraduate transfer enrollment, which has been boosted by Tennessee Promise. The net price of attendance at ETSU is higher than some of those in the 2016 peer group, and ACT scores are in line with both peer groups. ETSU is making progress in key growth initiatives in the areas of Student Life, Scholarships, Academics, and Recruitment.

Under “Ensuring Diversity of People and Ideas,” ETSU remains steady and close in percentages to both peer groups in 12-month headcount by gender in both male and female and remains steady but below both 2016 and 2026 peer groups in the percentage of non-white students. ETSU is working to address ways of increasing diversity.

Under “Empowering Employees,” Dr. Hoff noted that ETSU’s staff (including both faculty and staff) size is large, primarily due to diversity of programs. Faculty salary remains below the 2016 peer group; Dr. Hoff explained that the peer group institutions are either generating approximately the same amount of money and paying significantly fewer people or generating more

dollars per instructional FTE. He said that employee satisfaction is improving as indicated in the annual “Great Colleges” survey, in which ETSU matched the 2018 Carnegie class in overall average satisfaction; it does not yet meet “honor roll” status. Several key employee initiatives are underway to impact employee satisfaction include ongoing salary enhancements, recent reorganization of the Human Resources office, and expanding wellness programs and awareness.

Under “Supporting Excellence in Teaching,” Dr. Hoff said student-faculty ratio has gone down, largely because the staff size has remained stable while enrollment has decreased; if enrollment returns to previous levels, ETSU would still be within the bounds of the peer group, meaning that ETSU could increase this ratio and still provide quality education. In instruction academic support as percentage of total E&G (Education and General), ETSU has decreased due to changes in initiatives around campus; ETSU spends more on instruction and academic support than its peer group does, and the majority of that spending is in salary. Average undergraduate student credit load is very important – ETSU has gotten almost a credit growth in undergraduate students, partly because of “15 to Finish,” and this is a good indicator that changes made in the classroom and advising are effective. Degree production has increased and is ahead of the 2016 peer group. The six-year undergraduate graduation rate is only two points away from the 2016 peer group and five points away from the 2026 peer group, and is still 17 away from the goal, the 60 percent mark that everyone is trying to reach. Key teaching initiatives include promotion and tenure review, the Center for Teaching Excellence, and a general education review.

Under “Expanding Research and Creative Activity,” Dr. Hoff said ETSU’s research and service expenditures are right around the 2016 peer group. ETSU is not far behind the 2016 group in research and service expenditures per FTE. Key scholarly activity initiatives include the Ballard Partnership, research centers focused on ETSU’s areas of strength, focused recruitment in areas where ETSU can be strong, and software for improved management.

In “Leading the Region Forward,” Dr. Hoff provided such statistics as 58,455 community service hours provided by 125 student organizations and over 23,900 people attending ETSU arts events as evidence of the university’s contribution to the life of the region. He said ETSU must achieve high marks in all areas of public service and engagement. Key stewardship initiatives include central staffing and coordination, service scholarships, regional economic development, and health clinics and research.

Under “Sustaining Excellence,” Dr. Hoff said total revenue per FTE is on the high side, but ETSU doesn’t have as many scholarship students as some peer institutions do, but it includes all of ETSU. Total core revenues generated are about \$329 million. In discussing revenue percentages, Dr. Hoff noted that ETSU’s percentage from tuition and fees is down a bit from the peer groups, but the percentage from state appropriations is slightly higher; he said ETSU has enjoyed good state support under Gov. Bill Haslam. ETSU’s \$323 million in total expenses is a little higher than the 2016 peer group but not quite as high as the aspirational peers, and Dr. Hoff said that is a function of enrollment. In expenses per FTE, ETSU is close to the 2026 peer group, but not as close to the 2016

group, largely due to that group's lower diversity of activities than ETSU. Dr. Hoff called ETSU "an institution just waiting for enrollment" and said the university is "building something worthwhile." ETSU's endowment assets year-end per FTE is ahead of the 2026 peer group, which reflects ETSU's sustained improvement in its endowment. The equity ratio, which Dr. B.J. King said has to do with debt compared to the fund balance, will look good for ETSU because of its low debt.

Dr. Hoff summarized ETSU's opportunities to include the Ballard partnership, regional economic development, enrollment growth, continued salary enhancements, diversity and inclusion, and program portfolio growth. He summarized the university's strengths as including finances that are stable and support the planning agenda, improvement in student success and in faculty/staff satisfaction, and expanding service impact.

Dr. Hoff's presentation to the Board will also include a listing of selected initiatives for the 2018-19 academic year that were included in President Noland's State of the University address.

Dr. Hoff said that, overall, his presentation gives an accurate representation of how well ETSU is performing in the marketplace. He will work with President Noland to narrow the content down before presenting it to the Board on Nov. 16, and by that time the website will be live.

During discussion, Dr. Noland and Dr. Hoff noted the forthcoming website will provide the capability for members of the campus community to access data points and compare themselves to peer institutions. Dr. Hoff noted that APS is live now, and deans received training last week; council chairs may be trained in November, and the goal is to have the full system live and all users trained by the end of the semester.

6 Announcements

6.1 University Council Schedule – Dr. Bishop

Dr. Bishop reported that she and Drs. Hoff, Clavier, and B.J. King recently met to work on a schedule for the UC that would include combined activities of budget planning and assessment on a regular basis so members would know how these are integrated and be able to provide input.

3.4 President's Report (moved from earlier in the meeting)

President Noland gave an update on various items, including some covered in his recent State of the University Address.

Dr. Noland referred to the budget information presented earlier in the meeting by Dr. Hoff and said that everything in the Strategic Plan is predicated on growth. He stressed that the university must grow in order to sustain what it has and move forward. If the university does not grow, he said, the KPIs that are flat will continue to be so. He said Dr. Hoff showed that ETSU has more revenue than its peers but spreads that revenue so thinly that it does not have the same impact as at other institutions. Effective decision-making at the management level is key, he said, adding that the institution will change only by putting key data in front of people, allowing them to have their college-level

plans, and supporting those plans from central administration. Colleges must have the opportunity to pilot and be innovative, but ultimately, the university must grow. He noted that the new budget model is being blamed for everything wrong at the institution, but stressed that the model is just a way of distributing revenue, and that if one pays attention to it, it is a signal that the campus and administration listened and is giving the opportunity for campus units to do things they have never had the opportunity to do before.

Dr. Noland reported that for the first time and because of the implementation of the new budget model significant amounts of revenue have been pushed back to the campus. This is one-time revenue that may be used for anything the deans and faculty deem appropriate. He said that could include such things as start-up packages, equipment, or travel, but he also encouraged UC members to consider establishing college-level reserves.

Dr. Noland also described how the fallout was apportioned. He said that according to the model, half of each fallout dollar goes back to the appropriate college and the other half goes back to central administration. He proposed and asked for input on setting aside the money coming back to central administration into reserves in preparation for “rainy days.” He said this is called a Presidential Enhancement Fund, but he would like to retitle it as a Mid-Year Emergency/Investment Fund, which could be used in the event that something breaks, a policy change is needed, or matching funds are required for a grant, or for other short-term needs.

Dr. Noland proposed using \$335,000 in revenue that had previously been allocated to support staffing for the College of Public Health’s center for Prescription Drug Abuse Prevention and Treatment, but which was freed up by the receipt of state funding for that purpose, for staffing needs related to Title IX and the Office of University Counsel. He noted that ETSU needs more than one Title IX investigator, as well as a dedicated Affirmative Action officer, a corporate compliance officer, and additional legal counsel.

Dr. Noland also proposed placing \$400,000 in reserves, in repayment of the funds used for purchase of the Millennium Center. Ms. Gupta asked about debt related to the Millennium Center and how that would relate to departments and student groups using the facility. President Noland replied that this would pay the university back for money taken out of the bank to pay for the Millennium Center, but that about \$4 million is needed to cover debt service on the parking garage, and a small parking fee increase for both students and employees may be implemented for that purpose. Reservation fees for using the Millennium Center facilities will be used to help cover the operating costs of the building, which are not currently covered in the university budget. Dr. Flora asked if revenue from pre-existing use contracts for the facility would go solely to ETSU or if it would need to be split with the city. Dr. Noland said that to the best of his knowledge, the revenue from all contracts for using the building would come to the university and its Sodexo unit. He also noted that the university has received, and legal counsel has approved, an exemption allowing Sodexo to sell alcohol at Millennium Center for events that had made prior arrangements to sell alcohol there.

Dr. Noland reminded UC members of one-time expenses approved by the Budget Advisory Committee last year, including continued payments to Royall, Tipton Gallery rental, and utility and operating costs for Building 60 at the Veterans Affairs Medical Center campus.

Dr. Noland discussed the distribution of current revenues to colleges. He recalled that last year, enrollment was up and people were excited; colleges wanted the enrollment money driven through the formula right away, so the university distributed current-year FTE enrollment through the formula rather than using a three-year rolling average distribution. Some colleges are experiencing declines this year and are now interested in seeing what the three-year rolling average distribution would look like, as it would moderate the highs and lows, making declines more manageable. Dr. Noland reminded UC members that at the beginning of every budget year, administrators are asked to develop a plan for managing a potential five percent shortfall. He expressed concern that the budget model is causing some to have a “day-trader mentality” rather than looking at the long term.

Dr. Noland referred to his State of the University Address in speaking on the continuation of campus safety efforts and thanked members of the UC for their feedback on these efforts. He said that Mr. Jeremy Ross will provide a report to the UC in December on safety-related changes during the fall semester and recommendations on potential changes to be made in the spring, which could include online training, making GoldAlert an “opt-out” rather than an “opt-in” system, additional cameras on campus, and syllabus attachments describing safety protocols.

Dr. Noland gave a brief report on the “Great Colleges to Work For” survey. ETSU scores have improved this year, but there is still opportunity for improvement in the area of communication.

7 Focused Discussion – Dr. Bishop moderating

7.1 Open forum for feedback on the State of the University Address

President Noland noted that he enjoys many things about Homecoming Week each year, because it provides many opportunities for students to showcase their talents. He highlighted the football game on Saturday, which was a sellout and both the biggest victory and first shutout since ETSU brought back the football program, but he also shared another story of a mother who took the mic at the end of the Gospel Choir Concert on Sunday. This student’s mother, who had been afraid that her son from inner-city Chattanooga would “get lost along the path” when he came to school, shared the many things ETSU had done for her son, including giving him opportunities to develop and excel in leadership and become grounded in service. Dr. Noland shared about this mother telling her son’s ETSU story to highlight the need for others at the university to help in sharing ETSU’s stories. He noted that ETSU needs to invest more in marketing, but that all UC members and their colleagues need to help tell the university’s stories. He opened the floor for discussion.

In discussion, Dr. Bert Bach noted that he is spending a lot of time talking with his units about budgets and the growth agenda.

Dr. Bishop shared the take-away message she received from the State of the University Address, which was that the strategy works, and that it is important to stop and reflect on everything the university is doing successfully.

Several members of the UC agreed with Dr. Noland that additional marketing is needed to help boost growth, and Dr. Noland indicated that despite a proliferation of new positions in colleges for marketing, additional funds are needed for materials and products. He said the Budget Advisory Committee approved a one-time amount of \$200,000 for marketing, making a \$300,000 university marketing budget, which is “peanuts.” UC members expressed that further dialogue is needed related to central and college-level marketing needs.

Additional discussion focused on student financial aid. Ms. Gupta said the university is doing a good job in assisting high-performing students with Academic Performance and Honors scholarships, and low-income students with grants, but she asked about how students in the middle financially, who do not receive scholarships or financial aid, might be helped. President Noland stated that this is a national policy issue, but Gov. Haslam’s Tennessee Promise program is targeted toward those students. Dr. Hoff added that dual enrollment also helps provide low-cost college credit accumulation during high school.

Dr. Noland reported that over the next couple of years, Dr. Angela Lewis will take the lead in developing a way to demonstrate the impact of the service of ETSU’s faculty and staff in the community.

He reiterated the importance of ETSU driving its mission, which plays a role in the regional economy, and encouraged UC members to stay the course and focus on the university’s mission.

8 Adjournment

The meeting was adjourned.