

**University Council  
December 16, 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: Dr. Joseph Bidwell, Dr. Wilsie Bishop, Dr. Bill Block, Dr. Cheri Clavier, Dr. Dennis Depew, Dr. William Duncan, Dr. Susan Epps, Dr. Mark Fulks, Dr. Adam Green, Dr. Bill Flora, Dr. Keith Johnson, Dr. Karin Keith, Dr. B.J. King, Dr. Karen King, Dr. Claudia Kozinetz, Ms. Candy Massey, Mr. Noah McGill, Dr. Brian Noland, Ms. Pamela Ritter, Dr. David Roane, Mr. Jeremy Ross, Dr. Don Samples, Mr. Amir Shaikh, Dr. Joe Sherlin, Mr. Joe Smith, Ms. Alicia Williams, Mr. Andrew Worley

Those absent were: Ms. Bridget Baird, Mr. Scott Carter, Dr. Mike Hoff, Mr. Joseph Kusi, Dr. Sam Mayhew, Dr. Janna Scarborough

Others in attendance: Ms. Mary Cradic, Dr. Jeff Howard Ms. Ashley Leonard, Ms. Amanda Mowell

3. Standing Items

3.1 Approve minutes of October meeting

Dr. William Duncan requested a correction to the minutes – to include Wendy Eckert among those named in attendance of the meeting.

A motion to approve the minutes with the recommended change was unanimously approved.

3.2 Review agenda

Dr. Bishop added “Operational Alignment Update” under Information Items/Presentations.

3.3 Call for Voluntary Reports of UC

Dr. Karen King said support for Windows 7 will end in January, and Information Technology Services staff are working to update affected machines.

Mr. Amir Shaikh said the Student Government Association has passed a new wellness fee proposal in collaboration with Student Life and Enrollment that encompasses benefits to the Counseling Center, University Health Center, and Career Services. The proposal will be addressed during an upcoming budget hearing.

Ms. Alicia Williams said the Graduate and Professional Student Association assisted with the 3 Minute Thesis competition in November and sponsored a workshop on job searches conducted by Career Services.

Dr. Bill Flora reported that Faculty Senate is in transition as Mr. Stephen Hendrix

takes over as President. He added that the motion regarding the General Education Committee's proposal did not pass.

Dr. William Duncan said the Research Council is working toward the final deadline to implement changes to the Common Rule. If there are federally-sponsored research projects, a single-site IRB review is required. A policy is being developed that will work for ETSU and is consistent with policies across the country. New policies will be shared with faculty.

Discussion ensued about a potential change in procedure and whether approvals should come before University Council. Dr. Duncan said the Common Rule explains how faculty and students should engage in research and does not impact their ability to engage in research. It was suggested that an IRB Update be given as an informational item at a future University Council meeting. Dr. Adam Green said he and Ms. Ashley Leonard would schedule a follow up meeting with Dr. Duncan to discuss next steps.

A second RFP for an electronic grant management system has been issued, and if a vendor is selected, implementation would occur about a year from the time the contract is signed.

Ms. Candy Massey said Staff Senate completed the Holiday Food Drive and filled 257 gift baskets and raised over \$2,500.

Dr. Joe Bidwell reported that the Council of Chairs held its first meeting with Drs. Joe Sherlin and Sam Mayhew to discuss admissions recruitment. He said council members were beyond impressed with the changes that have been implemented to enhance recruitment, and they came away with ideas of how to better engage departments in recruitment. A follow-up meeting is planned for January.

Another group of chairs met with Dr. Bishop to talk about a step-down policy for chairs, and by the end of the meeting, their charge had been expanded to looking at roles and responsibilities of chairs, evaluations, as well as further chair training and development.

Dr. Bishop noted that Academic Council has implemented a consent agenda for routine actions. In November, a graduate certificate in Sports Nutrition and a minor in Allied Health were approved. The Allied Health minor is a way for students not in admission selective programs to remain eligible for financial aid.

Academic Council also revised the procedure on undergraduate GPA calculations. Dr. Bishop said the change will allow more students to progress toward graduation. Every grade is counted toward overall GPA, but the new procedure allows programs to identify specific courses for majors and minors to calculate GPA. The exact wording of the procedure change is available in the Academic Council October meeting minutes and the course catalog.

In December, Academic Council approved the definition and type of faculty appointments and revised undergraduate admission policy to be in compliance with

state statute that includes American Sign Language as meeting the foreign language requirements for admission to the university. A minor was established in Early Childhood Emergent Inquiry.

#### 4. President's Report

Dr. Noland began his report by thanking everyone who helped with Fall Commencement ceremonies.

He provided a summary of a recent article published by the *Chronicle of Higher Education* that provides an overview of enrollment across the country. The bulk of states to the North of ETSU are seeing declines, while states to the South and East are experiencing slight growth. The takeaway is consistent, he said, as the landscape for enrollment continues to be a challenge. Looking over the last decade, with the implementation of Tennessee Promise and Reconnect, the only sector that grew was the University of Tennessee system.

Structural realignment remains ongoing, he said, and will transition into college-related issues by looking at alignment of degrees across colleges and opportunities to position the institution to meet strategic planning goals and objectives.

Ahead of the upcoming legislative session, the General Assembly has been holding budget hearings, which is out of sequence given that the Governor has not yet presented a budget. Dr. Noland has presented the budget to Gov. Lee and the House Finance Committee on behalf of the LGIs. The budget going into the session is robust in comparison to surrounding states and will likely include operating, capital, and salary increases. ETSU was the highest performing institution in the THEC outcomes formula. In years prior, salary enhancements were included with general state appropriations, but this year it will be separated. This will open dialog with the General Assembly about fully funding salary enhancements, rather than half, which leads to higher fees to cover the full 2% increase. THEC set the binding tuition increase limit to 2%.

Dr. Noland said budget hearings were paused until January to allow staff to meet and prioritize strategies moving forward for the next decade. He encouraged others to reflect and chronicle all that has been accomplished at the institution over the last decade. Dr. Bert Bach wrote a review of the arts initiative ahead of his retirement detailing accomplishments over the last decade, which leads into the opening of the Martin Center later this year. The Culp Center will also reopen and the Lamb Hall renovation will begin.

Dr. Noland has challenged senior staff to become focused and energized by 125 initiatives. External and internal communication improvements are needed, he explained, so individuals across the state know about the great things happening at ETSU, which has become a major research institution. An internal marketing campaign is also forthcoming. Joe Smith will work on a document that reviews the last decade and celebrates major accomplishments to distribute in the spring. It was suggested that this information be distributed across campus.

#### 5. Action Items

## 5.1 Old Business

Dr. Bishop introduced Dr. Bill Block as the new Health Sciences Dean representative on University Council, replacing Dr. Wykoff.

## 5.2 New Business

### 5.2.1 Policies for Review and Approval by University Council

#### 5.2.1.1 Emotional Support Animals – Dr. Sherlin and Dr. Howard

This policy covers animals that are authorized in university housing. In general, emotional support animals (ESA) are not authorized on campus, Dr. Howard said. The proposed policy outlines the definition and process through Disability Services as well as the required vaccination and health of the animal.

Dr. Joseph Bidwell made a motion to approve the policy that was seconded by Dr. Susan Epps. The policy was approved unanimously.

#### 5.2.1.2 Service Animals – Dr. Sherlin and Dr. Howard

This policy covers faculty, staff and students and outlines proper care of the animal and is an expansion of the previous policy, Dr. Howard explained.

Dr. Joseph Bidwell made a motion to approve the policy. It was seconded by Dr. Don Samples and the policy was approved unanimously.

#### 5.2.1.3 Policy on Discrimination and Harassment – Ms. Leonard

#### 5.2.1.4 Policy on Sexual Misconduct – Ms. Leonard

#### 5.2.1.5 ADA and Section 504 Grievance Procedure

These proposed policies each have similar procedures, Ms. Leonard noted, and combine to replace six existing policies as explained in the cover letter for each policy. The Policy on Discrimination and Harassment goes through the scope of conduct that is protected and regulated by the policy, as well as protected classes. Retaliation provisions are included as well as definitions for discrimination, harassment, and hostile environment. Listed in the procedures are reporting options, degree of confidentiality, and how the university responds – either informally or formally with an investigation, which is overseen by the Office of University Compliance.

Ms. Leonard was asked to provide context around the comments received. She said one commenter asked if LGBTQ+ individuals would be protected from discrimination and harassment and the policies state that sexual orientation, gender identity, and gender expression are protected classes.

Dr. Epps asked if specific contact information listed in the procedures would be updated regularly. Ms. Leonard said a name or office change is considered a technical change and will not require a review process. Each office will be responsible for making any changes necessary.

Dr. Don Samples made a motion to accept all three policies. Dr. Flora seconded the motion, which passed unanimously.

## 6. Information Items/Presentations

### 6.1 Update on work of the Quality and Effectiveness Sub-Council – Dr. Clavier

Following the SACS meeting, a formal response was issued from the Board of Trustees related to the portion of the Fifth Year Report that dealt with off campus instructional sites in Abingdon, Asheville, and Kingsport. The team had no recommendation, so the Board accepted the report and required no further action.

The Quality and Effectiveness Sub-Council was authorized in 2018, but implementation was delayed until March 2019. Following membership changes, the sub-council met for the first time in October to review the charge and SACS standards. They will begin developing a process to conduct and monitor administrative unit reviews as well academic and student support reviews. The sub-council looks to align activities with the strategic plan and with the university organization chart.

### 6.2 ETSU Safe App Demonstration – Mr. Worley

The contract with Rave, the emergency alert system, is ending. Instead of registering for Rave, emails will be sent to all students and employees automatically. Everyone must text to enroll and receive future alerts. Mr. Worley is encouraging everyone to also download the ETSU Safe app, which provides several new features:

- Emergency call – can share location with dispatch before call goes through
- Emergency plans – can download for access anytime
- Friend Walk – allows people to monitor as your walk across campus; works internationally
- Report a tip – Send photos or make an anonymous report

The app allows push notifications that would be received by devices connected to Wi-Fi. Information about the ETSU Safe app has been shared through group presentations and the Weekly Update email announcements.

Tests of the new system have revealed faster delivery times and another test of the email messaging system and desktop notifications will take place soon. Dr. Karen King said plans are underway to combine content on the existing ETSU app with the ETSU Safe app.

### 6.3 Advising Implementation Workgroup – Dr. Sherlin

Dr. Sherlin spoke about the significant improvement to Advising. He said students are moving through more efficiently and in greater numbers. All metrics are up, which he attributed to the hiring of 15 additional advisors. A team of consultants came to campus last summer to analyze ETSU's current advising model to see how it aligns with best practices. They found that ETSU does not have a common set of student success activities and there is not a common system for sharing information and conducting outreach. He said common training and naming is needed. The report led to many discussions – an Advising Implementation Workgroup has been formed to put the recommendations into action.

Dr. Sherlin provided a handout that outlines the charge and membership of the workgroup. Their work is to occur from December 2019 to August 2020. Advising will transition into a decentralized but centralized model with shared expectations for advisors, and faculty will serve as mentors rather than building course schedules. Faculty who want to continue to do scheduling would be expected to participate in advisor training.

The workgroup will be co-chaired by Dr. Jeff Howard and Dr. Karen Hirst who will lead the development of a plan to implement the deliverables outlined in the handout. This includes developing MOUs with the colleges and defining the set of activities in which all advisors are expected to engage. The group will also listen to key constituent groups to be sure the best model is put into place, Dr. Sherlin said. The workgroup reports to an Advising Implementation Leadership Team that will review the proposed plan. The Division of Student Life and Enrollment will have oversight over the model in partnership with the colleges. Dr. Sherlin explained that this is not a streamlining effort to reduce positions, but rather all resources and perhaps more will be needed in order to implement the proposed plan.

Undeclared advising is one of the areas being looked at. The recommendation from the consultants was to move undeclared advisors into the colleges, which the workgroup will explore as they determine the best system for ETSU. Achieving professional advising in colleges through 120 hours is a top priority, Dr. Sherlin said.

Dr. Sherlin was asked to explain how space in the renovated Culp Center will frame the desired outcome for advising. He said the Advising Resources and Career Center and Student Activities and Organizations Office will be part of the Carrier Center for Student Success, a hub for student engagement with a common reception and entry point for students. There will be a lot of flexibility.

Ms. Candy Massey asked that switchboard be kept apprised of these changes to avoid confusion.

Dr. David Roane suggested that the workgroup review several dissertations focusing on the experience of first generation students.

#### 6.4 Operational Alignment Update – Dr. Bishop

Dr. Bishop outlined the communication plan for forthcoming operational alignment changes:

- She has met with Deans, Academic Council, Faculty Senate, and Executive Team to discuss changes. (Council of Chairs meeting rescheduled)
- Present to University Council
- Distribute written communication to campus

To meet enrollment goals, Dr. Bishop says the university must be very engaged in creating new academic programming. She hopes to “flip” the Provost Office from

a place that enforces academic policy to a place that facilitates and serves the entire campus by focusing of faculty and programmatic success. She has been focused on how to create a high-functioning Provost's Office and outlined several guiding principles:

- Ensuring the Provost has time for strategic leadership
- Structure to lead and support critical focus areas (such as curriculum development and collaboration, academic quality and integrity and integration of the new budget model)
- Decision-making framework that includes key stakeholders, yet is nimble
- Clear accountability and ownership of roles and responsibilities in addition to decreased redundancy
- Consistent and transparent two-way communication and mechanisms to ensure the former occurs
- Align changes with institutional culture and context by looking at best practices, evidence-based leadership while respecting our organization, and the development of our own strengths.

Next. Dr. Bishop explained forthcoming changes:

- Dr. William Kirkwood will move from the Provost's Office to the Office of Student Life and Enrollment January 1. He will take student success activities with him such as the first-year experience course, learning support and success, as well as the Center for Academic Achievement and Testing Center. Students will not see a change, she noted.
- Advising central oversight (University Advising Center and Undeclared Student Advisement) will move to the Office of Student Life and Enrollment
- Dr. Jim Bitter will chair a Community Engagement Taskforce that will launch in January. Individuals are being identified for the taskforce, and the group will be asked to complete their work by the end of the spring semester.
- Dr. Bill Flora will take on a new role as Interim Associate Provost for Academic Initiatives. He will help pull colleges and departments together to work collaboratively on curriculum development. A Curriculum Innovation Center will be created and will involve new and existing resources such as Academic Technology Services and a curriculum strategist. Dr. Flora will pull people together who have the expertise to move program ideas forward and shepherd them through the curriculum processes. The center is meant to stimulate interdisciplinary activity, not expect departments to create programs from scratch, Dr. Bishop noted. As a result of this personnel change, an interim departmental chair will be appointed, and Stephen Hendrix will take over as Faculty Senate President, with Jeff Gray becoming Faculty Senate Vice President. Dr. Bishop said this position is a transfer of the community engagement position, not a

new line.

- Dr. Amy Johnson is assuming additional duties as the Interim Associate Provost for Faculty and will continue her role as Director of the Center for Teaching Excellence. This is the faculty success role, Dr. Bishop explained, that will look at everything from how we bring faculty to campus (in hopes of reducing some redundancies) to helping new faculty acclimate and with promotion and tenure activities as well.
- Dr. David Linville's title will change to Executive Vice Provost for Academics and Health to reflect his new role. She said this will help stabilize the Provost Office for the future. The Vice President for Health Affairs role will go away, she noted, and either someone at the Provost or Executive Vice Provost role would need to have a health background.
- Dr. Rick Osborn has announced his retirement plans for summer 2020. On July 1, Dr. Sharon McGee will have a new title – Associate Provost and Dean for Graduate and Professional Studies. The academic programs in the School of Continuing Studies and Academic Outreach will be moved under Dr. McGee. Dr. Linville will oversee teaching centers in Kingsport, Sevierville, and Abingdon.

Dr. Bishop said Transfer and Adult Student Outreach articulation agreements will also be discussed this spring.

Although implementation has been put on hold, the report generated by the Research and Innovation Taskforce is available on Dr. Hoff's website, as will the report from the Community Engagement Taskforce.

Dr. Bishop said this information will be distributed to campus in January, along with a new organization chart.

#### 7. Announcements

Dr. Noland congratulated Dr. Bishop on being honored by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) with the James T. Rogers Leadership Award.

#### 8. Adjournment

The meeting adjourned at 10:30 a.m.