

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

MINUTES

September 8, 2017
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee met at 10:15 a.m. on Friday, September 8, 2017, in Meeting Room 3 of the D.P. Culp University Center on ETSU's main campus in Johnson City, Tennessee.

I. Call to Order

Dr. Linda Latimer, chair of the Academic and Student Affairs Committee, called the meeting to order.

II. Roll Call

Deputy Secretary Mr. Nathan Dugger called the roll and declared that a quorum was present. Committee members in attendance were:

Dr. Linda Latimer, chair
Dr. Fred Alsop
Janet Ayers
David Golden

Guests in attendance included: Dr. Bert Bach, Provost and Vice President for Academic Affairs; Dr. Wilsie Bishop, Vice President for Health Affairs; Dr. Cheri Clavier, Director of Institutional Effectiveness and Accreditation Liaison; Dr. Mike Hoff, Associate Vice President of Planning and Decision Support and Chief Planning Officer; Dr. Karen King, CIO and Vice Provost for Information Technology Services; Dr. Laura Lee Lewis, Assistant Director of Assessment and Teaching; Amanda Marsh, Communications Specialist, University Relations; Dr. Tony Norman, ACE Fellow; Dr. Joe Sherlin, Vice President for Student Affairs; and Jennifer Hill of University Relations (taking minutes).

III. Approval of the Committee Minutes from June 9, 2017

Trustee Golden made a motion to accept the minutes from the June 9, 2017, meeting of the Academic and Student Affairs Committee. Trustee Alsop seconded the motion and the minutes were unanimously approved.

IV. Tenure Appointment in the Department of Educational Leadership and Policy Analysis

Dr. Bert Bach recommended tenure upon appointment for Dr. Gregory Aloia, Dean of the Claudius G. Clemmer College of Education and Professor of Educational Leadership and Policy Analysis. Dr. Bach noted that the university attempts to handle all tenure requests as part of the annual faculty tenure and promotion recommendations, which were approved by the Board of Trustees on June 9, 2017. He said that out-of-cycle tenure reviews are rare, but are occasionally used as part of the negotiation process with certain prospective employees, such as those who have held tenure and senior status at other institutions. Dr. Bach reviewed Dr. Aloia's qualifications, which include holding full professorships and tenure at five institutions; serving as a president, dean and department head at various institutions; and a solid publication record.

Trustee Golden moved that the Academic and Student Affairs Committee approve the recommendation of tenure for Dr. Gregory Aloia upon appointment to the rank of professor in the Department of Educational Leadership and Policy Analysis, effective July 1, 2017. The motion was seconded by Trustee Alsop and approved unanimously.

V. Calendar of Activities 2017-2018: Strategic Planning, Operational Planning, Institutional Effectiveness and Evaluation, and Alignment of Planning with Budget

Before giving an overview of the university planning calendar, Dr. Mike Hoff stressed that the university's current process of transitioning to a new budget model that decentralizes some authority and makes it possible for staff to play for more than one year. The calendar was created to ensure that planning drives budgeting and allows the Board of Trustees to know what is to be done when.

In breaking down the calendar, Dr. Hoff discussed the individuals, university units, actions and timeframes involved. Key points given pertaining to these are:

- **Board of Trustees** – The Board approved the strategic plan in March, and in September 2018 members will receive documents that will allow them to assess progress on initiatives set forth in the plan.
- **President** – President Brian Noland will affirm the university's direction and priorities in the State of the University address in October. A budget call will be issued to vice presidents and department heads in December, followed in January and February of 2018 with a prioritization of these budget requests according to the strategic plan. The budget will be presented to the Executive Team in March, when there will be a review of budget requests, additional funds, and changes in enrollment projections. The budget will be presented to the University Council in April, and following the approval process, the resulting budget will be proposed to the Board of Trustees.

- **Executive Team** – From July through September of 2017, the Executive Team will issue preliminary authorization of faculty recruitment “pending availability of funds” for positions in strategic areas, as contacts made at conferences during this time frame often yield the best candidates. The team will assess the success of goals for 2016-17 and submit goals for 2017-18. A review of activities and progress toward outcomes and recommendations for improvements will take place in the spring of 2018.
- **University Council** – The council will receive and endorse the university budget in April 2018. Dr. Hoff noted that the calendar makes it look like the University Council is essentially inactive in this process, but its members are also leaders in other categories who are responsible formulating budgets for their units.
- **Office of Planning and Decision Support** – In September 2017, this office will begin preparing a set of key performance indicators that may be used at the college and department levels to measure outcomes, and follow that up in the spring of 2018 with a review of activities and progress toward outcomes recommendations for improvements.
- **College Deans and Administrative Support Unit Heads** – These individuals will be developing long-term plans with their departments to submit unit-level strategic plans in March 2018. In November-December 2017, they will submit 12-month operational goals and funding requests.

Dr. Hoff noted that the calendar reiterates the six focus areas of the 2016-2026 Strategic plan:

- **Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom.** Dr. Hoff said ETSU is striving to become a destination campus, leveraging the beauty of the campus and region to become something unique.
- **Ensuring the diversity and inclusion of people and ideas.** Dr. Hoff pointed out that there is much talk at the state, national and global levels about the way colleges can lead in discussion about social and political issues and other items, and ETSU needs to be a place that can do that.
- **Empowering employees to make ETSU a great place to learn, work and grow.**
- **Supporting excellence in teaching.** Dr. Hoff said it is important to focus on what the university is providing in the classroom, and to not lose sight of the fact that 70 percent of the money the university spends comes from tuition.
- **Expanding the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines.**
- **Leading the region forward through community engagement and service.**

Trustee Alsop noted that research trickles down to graduate and undergraduate students, which provides critically important professional development for them, as it does not just develop concepts, but also skills and experiences.

Trustee Golden asked what risks might get in the way of this, and Dr. Hoff replied that those are competition from other schools and price. He pointed to Carolina Promise as one factor in these risks. He noted that ETSU is starting to “hit the sweet spot” with scholarships. He added that changes at the federal level to student loans can also come into play, as a significant portion of tuition dollars come from student loans. Trustee Golden also asked Dr. Hoff what keeps him awake at night, and Dr. Hoff said that while growth itself is an easy metric to follow, it is harder to follow the work that goes into making growth happen; he noted that ETSU has been changing its processes to benefit the students, and that he has been concerned while waiting to see if projections will work out. He said that comprehensive numbers from across the state will make ETSU look unique among the four-year universities and show that the university has been able to handle the adjustments required by Tennessee Promise.

Trustee Latimer asked how ETSU competes in faculty salaries compared to other universities in the region to keep the best faculty from leaving. Dr. Hoff stated that ETSU is doing what it should be doing initially, and that one of the things he has discussed with Provost Dr. Bert Bach and Vice President for Health Affairs Dr. Wilsie Bishop is working with the deans to prioritize how they deal with equity gaps.

Dr. Bach referred back to the comment on Carolina Promise, noting that both he and Dr. Bishop serve on accreditation teams and have chaired committees in North Carolina. He said they had noticed an anomaly: “If you’re a provost in Tennessee, you’re chasing salaries in North Carolina; if you’re a provost in North Carolina, you’re chasing a benefits package in Tennessee.”

VI. Overview of Program Accreditation, Review, and Current Status

In introducing this information item, Dr. Bert Bach gave some background on accreditation, stating that accreditation is a distinct feature that sets American higher education apart from that of other nations, whereby programs rely on the evaluation and approval of peers rather than that of a minister of education to determine program quality and compliance with established standards. He referred to his presentation in March 2017 on regional accreditation and ETSU’s accreditation by the Southern Association of Colleges and Schools Commission on Colleges. He stated there are five expectations that underscore the accreditation process: 1) it is carried out according to a fixed calendar; 2) the institution prepares a self-study and a compliance certification; 3) a committee of peers visits the institution, reviews the self-study and develops its own evaluation of compliance or non-compliance with standards; 4) the committee communicates its findings to the campus and the accrediting agency; and 5) the institution will respond to that report within a certain period of time and take actions as necessary to provide a basis for the agency to determine whether accreditation is warranted or not. Dr. Bach turned the presentation

over to Dr. Mike Hoff to speak on five types of accreditations and peer reviews that take place.

Dr. Hoff described those five types:

- ETSU has a requirement to seek and obtain discipline-specific accreditation where a U.S. Department of Education- or Council of Higher Accreditation-recognized accreditor exists; that requirement is part of the Tennessee Quality Assurance Funding (QAF). The university, he said, is held to account for either holding or seeking accreditation of creditable programs to earn points toward QAF.
- External peer evaluation programs provide review of both undergraduate and graduate programs by external experts. Hoff noted that many institutional effectiveness outcomes result from this process.
- Academic audited programs undergo a similar, but less involved, process.
- Medical residency programs are accredited by the Accreditation Council for Graduate Medical Education.
- Review and oversight of services is conducted by federal and non-federal or state agencies. Some of the areas falling into this category are:
 - Responsible conduct in research, overseen by the Office of Research Integrity in the National Science Foundation;
 - Animal care, which is accredited by the non-federal Association for Assessment of Accreditation of Laboratory Animal Care International and overseen by the federal Office of Laboratory Animal Welfare;
 - Biological, radiation, occupational and other areas of safety involve the oversight of such agencies as the federal Occupational Safety and Health Administration, Tennessee Safety and Health Administration and the Tennessee Department of Environment and Conservation; and
 - Public Safety – ETSU's Department of Public Safety became the first campus police department to earn accreditation from the Tennessee Association of Chiefs of Police in 2013 and earned reaccreditation in 2016.

Dr. Hoff stated that all ETSU programs are either accredited or seeking accreditation, and referred committee members to a Program Evaluation Schedule chart that is available online at

<http://www.etsu.edu/academicaffairs/pds/ie/funding/accreditations.php>. He stated that ETSU is adhering to federal regulations and maintaining the quality of the academic environment by using both internal and external processes and protocols.

Dr. Bach later clarified that it would be incorrect to infer from the information provided that no programs had lost accreditation, pointing out that the former Mass Communication program had been accredited but did not meet the standards of the Accrediting Council on Education in Journalism and Mass Communication following

significant program changes; the current Media and Communication program is seeking accreditation.

Trustee Alsop later added that not all departments have accrediting agencies, but those that do not generally adhere to a five-year internal review process in which they evaluate themselves before bringing in outside reviewers.

In discussion, Chair Latimer referred back to the mention of Public Safety in asking why universities have campus police departments as opposed to using the services of municipal police departments.

Dr. Joe Sherlin replied that ETSU's Department of Public Safety is a fully accredited force and offers a unique set of skills. Its staff members are familiar with the university's facilities, student population and challenges and can respond quickly to calls. ETSU's highly trained investigators work closely with Johnson City Police.

Chair Latimer asked when investigations of such crimes as assaults are turned over to other agencies. Dr. Sherlin stated that with some exceptions, investigations of most crimes committed on the ETSU campus fall under the jurisdiction of the campus police, who can access support from the Johnson City Police Department (JCPD) as needed; crimes occurring off-campus fall under the jurisdiction of the JCPD. Dr. Bishop added that by state law, death investigations must be turned over to the JCPD. She stressed the cooperative relationships ETSU's Public Safety maintains with the JCPD, the police force of the Quillen Veterans Affairs Medical Center (VA), and the Washington County Sheriff's Department, as well as with area fire departments. Dr. Sherlin also pointed out that part of ETSU's Public Safety accreditation process is making sure staff receive appropriate training in investigations, including sexual assault investigations. He added that ETSU is the only public institution in Tennessee with an on-campus Sexual Assault Nurse Examiner (SANE) Program.

Trustee Golden asked about the relationship between the ETSU Department of Public Safety and the District Attorney. Dr. Sherlin stated that they communicate closely in the process of investigations and collaborate on charges that may move forward.

Trustee Alsop pointed out that ETSU Public Safety helps to support and police numerous campus policies dealing with drugs, tobacco and alcohol on campus. Dr. Sherlin added that a community relations officer within the department does a significant amount of education and relationship-building with the student body. Dr. Alsop said that the Faculty Senate has requested in recent years that officers engage more with students by spending more time walking around campus as opposed to patrolling inside vehicles, and Dr. Bishop noted that dedicating one officer to such a purpose has come up in budget talks. Dr. Hoff added that the Public Safety website provides more information, including the annual Security and Fire Safety Report.

VII. Academic Action Notifications for the Period of May 1, 2017-July 31, 2017

Dr. Bach reminded committee members that three times a year, the university provides the Board of Trustees reports on two kinds of actions: those which must go to the Tennessee Higher Education Commission (THEC) for documentation but do not require Board approval, and academic actions that have been approved by the University and its President but do not require Board approval.

Dr. Bach presented a report of such actions that took place between May 1-July 31, 2017. Six are academic actions that will be taken to THEC not for approval but as a notification so that body may update its inventory; Dr. Bach explained that the state maintains an inventory of academic programs and concentrations, and that it is important that this remain accurate. These six actions submitted to THEC for this academic program inventory update are A) termination of a graduate certificate in Advanced Nursing Practice; B) termination of the Behavioral Neuroscience and Cognitive Science concentrations in the B.A./B.S. in Psychology; C) establishment of a graduate certificate less than 24 SCH in Film Production; D) establishment of a new Health Professions concentration in the B.A./B.S. in Psychology; E) establishment of a graduate certificate in Geographic Information Systems; and F) establishment of a new Psychiatric Mental Health Nurse Practitioner concentration within the existing D.N.P. Program.

In addition, two academic actions that have been approved but do not require approval by THEC are A) establishment of the new Center for Teaching Excellence and B) substantive curriculum revision of the existing Engineering Technology concentration within the M.S. in Technology.

VIII. Annual Reporting to THEC (ETSU Chairs of Excellence 2016-17)

Dr. Bach presented the report to the Committee that is annually required by THEC on the accomplishments of the University's Chairs of Excellence. In providing background, he noted that the Chairs of Excellence program and its companion Centers of Excellence program were created by the Tennessee General Assembly in the mid-1980s in conjunction with then-Gov. Lamar Alexander's education agenda. Dr. Bach said these were approved by the legislature with a dollar-for-dollar match to encourage private philanthropy; endowments for these Chairs were to be no less than \$1 million, and institutions had the flexibility to endow Chairs above that amount. He noted that at the time, it was expected that the endowments would support the salary and benefits packages of the recipients, and other expenses associated with the Chairs' activities would be addressed by the institutions, but in reality, it has been difficult for the Chairs to be fully supported by endowment revenue, and therefore, all of the state's institutions are supporting the Chairs, in part, with institutional funds. When the program was established, it was mandated that THEC would submit an annual report on the Chairs of Excellence to the Legislative Oversight Committee on

Education. The report for each Chair is to include the status and impact of the Chair and recommendations to enhance its effectiveness.

ETSU's 2016-17 report includes:

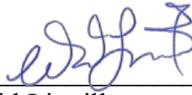
- The **AFG Industries Chair of Excellence in Business and Technology** has been held by Dr. Andy Czuchry since 1992. During the reporting year, significant progress was made in exploring opportunities to advance and expand ETSU's entrepreneurship program. Dr. Czuchry was lead author on three engineering education conference papers. It is recommended that the Chair explore opportunities to implement an undergraduate engineering entrepreneurship class.
- The **Allen and Ruth Harris Chair of Excellence in Business** is held by former ETSU College of Business Dean Dr. Allan D. Spritzer, who provided active leadership on several volunteer community board and committees in 2016-17. Dr. Spritzer was honored for completion of 16 years of leadership of the AACSB International three-day annual New Deans Seminar and continued his volunteer service as AACSB Pre-Accreditation Mentor for the University of Macau (China) business School. It is recommended that the Chair continue to make progress on his goal to increase scholarly contributions.
- The **Carroll H. Long Chair of Excellence for Surgical Research** has been held since 1992 by Dr. Race Kao, who, in 2016-17, published review and research papers on his National Institutes of Health- and American Heart Association-funded research on an innovative procedure called cellular cardiomyoplasty. Among other writings, he also published on the therapy he developed, also supported by NIH and AHA grants, on trauma-hemorrhage therapy. He submitted one NIH grant in 2016-17. Dr. Kao has retired, and recommendations will be determined by the new chair holder, Dr. David Williams.
- The **Cecile Cox Quillen Chair of Excellence in Geriatrics and Gerontology** is held by Dr. Ronald C. Hamdy, who maintained and enhanced the national and international reputation and visibility of the Chair in 2016-17. He is changing the format of the Geriatric Medicine Grand Rounds with the goal of developing a repository of recorded Grand Rounds on a variety of relevant issues. He is also active in research and published papers, research papers and editorials in peer-reviewed medical journals. Recommendations include continuing/expanding work on biodegradation of vitamin D; expanding programs on geriatric medicine, osteoporosis, and dementia; and maintaining and enhancing the national and international profile of the Chair.
- The **James H. Quillen Chair of Excellence in Education** is held by Dr. Aimee Govett with a focus on STEM (science, technology, engineering, and mathematics) education. She hosted a regional conference for science educators in September 2016 and has been awarded \$4,283,101 in grant

funding during her tenure. The Chair has supported local after-school and summer STEM projects and completed other service activities related to STEM education. Recommendations include continued submission of funding proposals for STEM-related projects, hosting graduate students for attendance and research proposal submission at STEM conferences, and teaching and serving the Clemmer College of Education's Department of Curriculum and Instruction as program coordinator and advisor for the Teacher Academy for the M.A.T. degree.

- The **LeeAnne Brown Chair of Clinical Excellence**, held by medical geneticist Dr. M.J. Hajianpour, who plans to establish a comprehensive genetic program in East Tennessee and neighboring areas of Virginia and Kentucky. In addition to clinical services, the program will provide fellowship training in clinical genetics and molecular genetics/cytogenetics. Among the recommendations are adding specialized medical and nursing staff as services expand, participating in clinical research, seeking additional state funding for genetic services, and starting a Regional Genetic Conditions Database.
- The **Paul Dishner Chair of Excellence in Medicine** has been held since 2006 by Dr. Koyamangalath Krishnan, who has been involved with laboratory and patient-centered research and mentoring trainees. The main focus of his research has been the mechanisms of cancer preventive drugs. A state-of-the-art image analyzer acquired through endowed funds was opened to the research community. Among the recommendations are building a University-wide cancer research group with particular emphasis on cancer prevention efforts; providing scholarship and research opportunities to students, residents and fellows in the Quillen College of Medicine; and continuing research on promising cancer preventive drugs.
- The **Wayne G. Basler Chair of Excellence for the Integration of the Arts, Rhetoric, and Science** is held on a rotating basis by internationally acclaimed scholars in a variety of disciplines. Chair holders typically teach two courses in their discipline, present four public lectures or performances, and participate in instructional and research activities across the College of Arts and Sciences. The Chair was held in spring 2017 by Dr. Karl Hasenstein, Endowed Professor and Regents Professor of Sciences in the Department of Biology at the University of Louisiana at Lafayette, a world-renowned plant biologist with wide-ranging interests in the sciences and arts. Recommendations include continuing to bring scholars from many field to campus, considering both semester-long and shorter-term appointments, as it is often difficult to attract outstanding scholars for a full semester.

There being no further business, the meeting was adjourned at 11:11 a.m.

Respectfully submitted,



David Linville
Secretary of the Board of Trustees

Approved by the Board of Trustees at its November 10, 2017 meeting.