

University Council
March 11, 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. Bert Bach, Dr. Wilsie Bishop, Dr. Debbie Byrd, Mr. Scott Carter, 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, Mr. Joseph Kusi, Dr. David Linville, Ms. Stefanie Murphy, Dr. Brian Noland, Dr. Rick Osborn, Ms. Pamela Ritter, Dr. David Roane, Mr. Joe Smith, Ms. Alicia Williams, Dr. Randy Wykoff

Those absent were: Ms. Bridget Baird, Dr. Joseph Bidwell, Dr. Cheri Clavier, Ms. Megha Gupta, Mr. Noah McGill, Dr. Claudia Kozinetz, Ms. Candy Massey, Mr. Jeremy Ross, Dr. Joe Sherlin, Dr. Ramona Williams

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

3 Standing Items

3.1 Approve minutes of February 11, 2019 meeting

A motion to approve the February 11, 2019 minutes was seconded and unanimously approved.

3.2 Review agenda

Dr. Bishop noted that item 4.2.1 Presentation of Governor's Budget would be moved from New Business to Information Items/Presentations (5.1).

3.3 President's Report

Dr. Noland began his report by reminding University Council that the calendar for budget process is a bit out of sequence but will move forward now that Governor Lee has released his proposed budget. He noted that the proposed state budget was strong in terms of education funding with much of it centering on K-12, charter schools, and skills training. Education-related bills are making their way through committee, and Dr. Noland does not foresee many safety-related bills.

He recently attended the board meeting of the American Council on Education (ACE) and said much of the discussion focused on President Trump's forthcoming executive order on free speech in higher education.

Dr. Noland spoke about ongoing construction projects and said both the Culp Center and Martin Center projects are taking shape, while the Lamb Hall project remains in negotiations with the state in terms of design. The proposed Humanities building was not funded in Governor Lee's budget, but Noland said three projects listed ahead of it

were funded in a nontraditional manner with cash. He said the Humanities building may be listed second next year; therefore, focused efforts will be needed to secure \$9.5 million in planning money.

He said conversations are being led by Dr. Wilsie Bishop regarding university structure in terms of immediate, near, and long-term horizons. Necessary immediate changes followed the passing of Dr. Angela Lewis to decide how diversity efforts on campus would be structured. Dr. Keith Johnson is taking a lead role there, and decisions will also be made about the service side.

3.4 Call for Voluntary Reports of UC

Dr. Bill Flora reported that elections for the next faculty representative to the Board of Trustees is underway. The nominees are: Dr. Virginia Foley, Dr. Eric Sellers, and Dr. Judy Slagle. A transition plan for the incoming trustee is in the works.

Ms. Stefanie Murphy said there are openings on several university standing committees, and she will be soliciting Staff Senate members to fill those vacancies. Planning is underway for the Staff Appreciation Picnic scheduled for May 10 at noon with the theme “Staff Have Talent.” The university will close at noon to allow all staff to attend.

Mr. Joseph Kusi said recent workshops offered by the Graduate and Professional Student Association on grant writing and GPSA funding were well-received by members.

Scott Carter noted that spring sports are getting off to a strong start. He also spoke about the contract extension with Nike that applies not only to athletics, but allows other groups and departments on campus to take advantage of significant discounts on apparel. He said to contact Tanner Ball for more information.

4 Action Items

4.1 Old Business

4.1.1. Structure for the Budget and Strategic Planning Sub-Council

Dr. B.J. King noted the addition of a student member to the committee, Devon Waldroff, as well as discussions about adding a staff member. She said there are 3 faculty, 6 staff members, and a student on the BASPC and because all the VPs from administrative areas all have input in the process, the group felt staff was well-represented.

Concerns were expressed about the addition of a student member to the BASPC and how future representatives would be selected. Dr. Bishop asked if other schools include a student member on their committees and if there are other ways to involve students. Dr. Hoff said students were often members of the committees, but not part of all the workgroups under the committees.

Dr. King pointed out that the new Tuition and Transparency Act requires a public comment period for students and the community after the Board of

Trustees approves tuition and fees. Additionally, Dr. Jeff Howard explained that the SGA passed legislation stating students wanted a voice in anything that impacted where their money was going, including tuition and fee increases. He noted that the budget meetings are already open to the public and that in the future, the student BASPC member would be appointed by the SGA president.

Further discussion ensued about ways students can be involved in the budget process. Dr. Noland said this committee is the entity that examines the data and technical aspects of things that are moving through the budget process. The group hears proposals and offers advice, counsel, and guidance on how those proposals should be weighted and prioritized, and fees are only one portion of this effort. A secondary committee on fees, he suggested, could review all this information in detail and make a formal proposal that would come to the BASPC and ultimately to the board. Dr. Noland said the students have spoken very clearly, and it is in the best interest of the UC to accept the recommendation from students. Furthermore, he suggested allowing the committee to function operationally as is with the student member. Revisions to composition and structure of the group would be brought before the UC at a later date.

Dr. Bishop noted that this item was brought before UC for approval of the BASPC structure and membership. She said questions were raised, and the committee has now presented a renewed proposal.

Dr. King proposed tabling the motion until September 2019 for more time to study student participation on similar committees at other institutions and to pilot a student representative on the BASPC.

Dr. Bishop called for a vote, and the decision to table the motion was unanimously approved.

4.1.2. Mission Profile – Dr. Mike Hoff

Dr. Hoff presented the recommended addition of “first generation students” to the Mission Profile for ETSU, which is submitted annually to the Tennessee Higher Education Commission ([attachment](#)) as required by the Focus Act.

Dr. Wykoff made a motion to approve the Mission Profile with the addition and Dr. Noland seconded. The Mission Profile was unanimously approved.

5 Information Items/Presentations

5.1 Presentation of Governor’s Budget – Dr. B.J. King

Dr. King presented highlights from Governor Lee’s budget that was released the week prior ([attachment](#)). A two percent salary pool was embedded in the budget and not funded separately as it has been in the past. She pointed to the operating increase, which includes the salary pool, and said ETSU received 99.3 percent, or \$483,400

below, what THEC recommended. All schools were funded below THEC recommendations except Tennessee State and Tennessee Tech, which received more. Funding for additional pediatric subspecialists was not included in the budget, and the complete list of items specific to Quillen College of Medicine that were not recommended by THEC nor included in the Governor's budget total around \$2 million. Pharmacy scholarships and equipment for Family Medicine were also added to the list of unfunded priorities.

Discussion ensued about the outcomes adjustment. Dr. King explained that it works similarly to the university's budget, and institutions that did not perform well did not get as much funding. She added that a starting point was established by which each institution's performance is compared to annually.

Dr. Noland added that the state budget provides an increase in support to higher education. He spoke about the shift from an enrollment- to an outcomes-driven funding model and said the bulk of the new money received is for salary enhancements. Dr. King said each institution chose its targets for the outcomes formula, and ETSU chose wisely because it was number two.

Dr. King continued the presentation and noted the following:

- THEC has proposed a mandatory fee increase limit of 2.5 percent
- All units at ETSU were represented in budget hearings held in December and January
- At the February meeting of the Board of Trustees, the Finance and Administration Committee had a robust discussion about tuition models
 - Mandatory fees will increase \$32 per semester (see attachment for breakdown of fees)
 - The total increase is \$232 per year at 15 credit hours
 - Alternatives such as block tuition and 15 in 4 models were also discussed

In terms of the Governor's Capital Budget, Dr. King said that the top three capital outlay projects were fully funded and reiterated the probability that the Humanities building will be funded next year.

The security grant through TBR was funded again for security enhancements, Dr. King added.

Furthermore, she believes the October budget will change significantly, more so than normal, as supplemental funding or corrections could come through later. Dr. Noland explained that while there may be some changes to the margins, the primary impact is that rather than a projected 2.5 percent salary increase, it is a 2 percent increase. The budget you have this year, he said, is essentially the budget you are going to have next year unless enrollment significantly changes.

The BASPC has addressed recurring items to make sure they are "baked into" the budget, and, once that happens, there are not a lot of funds left, Dr. King noted. She said the goal is to have a new compensation professional to set up a compensation

plan, but this year there will likely be a floor as there has been in the past to benefit the employees who make the least. The university's priorities for the excess funds that are available will come forward at the April UC meeting.

5.2 Update on Strategic Plan – Dr. Hoff

Dr. Mike Hoff listed a number of survey and information gathering initiatives:

- State of the University Survey had highest response ever and results should be available soon
- Freshmen Experience Survey
- ETSU Brand and Awareness and College Choice Survey to be distributed within a 250-mile radius

5.3 Update on SACS 5th Year Report – Dr. Clavier

Dr. Bishop provided the update on behalf of Dr. Clavier ([attachment](#)). She said the SACS leadership team consists of Dr. Noland, Dr. Bach, Dr. Epps, Ms. Murphy, Dr. Bishop, Mr. Ross, Dr. B.J. King, Dr. Sherlin, Dr. Linville, and Dr. Clavier. They are reviewing individual sections, and there are two levels of review for each document. Dr. Bishop complimented the Institutional Effectiveness section and said one reason why it looks so good is that we are explaining what we are doing and why. Dr. Bach complimented the section on Sampling. Dr. Bishop offered clarification for item IV.c. and explained it was a technicality. When the university had its 10-year review, a response to the recommendations was submitted, and C&R did not push for any further response. This 5th Year Report is one that answers the particular principles of SACS that are asked of by all institutions in their 5th year review. She said it is a time to take the pulse of what the university is doing. Results of the 5th year report were originally scheduled to be available in December; however, Dr. Denise Young, SACSCOC Vice President, indicated during discussions in April that those results would be available in mid-July.

6 Focused Discussion – Dr. Bishop moderating

6.1 Organizational Changes for ETSU – Dr. Noland

Dr. Noland began the discussion by outlining his comments to the Board of Trustees a few weeks ago. He spoke to them about pending retirements and how that presents an opportunity for the institution to ensure it is properly aligned with the strategic plan goals and objectives. The plan states that midway through the cycle a review of structure will take place to ensure structures are aligned.

He noted the announcement of Dr. Bach's retirement and the transition taking place for Dr. Bishop to move into the position on an interim capacity and to lead the university through this review of structure. He said Dr. Debbie Byrd will chair the search committee to select a replacement for Mr. Ed Kelly upon his retirement, and a search will also commence to replace Dr. Janes Jones, who has also announced her retirement.

Dr. Noland explained that unforeseen factors have caused some decisions to be more immediate, while others will be near term to be worked through this calendar year and

then longer term decisions. Focusing first on the immediate, Dr. Noland said the passing of Dr. Angela Lewis left a gap in two key areas of the strategic plan – diversity and community engagement. Dr. Keith Johnson has been named special assistant to the president and will lead the campus through an analysis of the work that has been done, put together a final plan, draft a job description, and launch a search for that position. As the university works toward gaining Carnegie Classification in Community Engagement, a plan is needed and a place on campus where the service mission is brought together under one umbrella, Dr. Noland said. Dr. Ramona Williams, he added, will enter into a new role to move the service side forward, and Enrollment will be moved to Student Affairs under one umbrella for students to move through the process from application to orientation and, later, career placement.

When discussing near term decisions, Dr. Noland revisited discussion that took place at the November 2018 meeting of the Board of Trustees concerning research and innovation. He said more concerted conversations are needed in these areas to bring that structure into place. He also called for budget functions to be discussed.

Long term items will not be decided this year, Dr. Noland announced. It will be a function of shared governance discussions led by Dr. Bishop. Examples he provided included:

- Program/college orientation
- Programs affiliating with difference colleges
 - Alignment of programs and colleges to meet needs of this century

When this process is complete, Dr. Noland aims to have one provost, a unified academic structure, and reorganized units underneath. He said this will likely reconceptualize the role of VP of Health Affairs, which will be left vacant for the time being. Dr. David Linville and Dr. Larry Calhoun will handle operational responsibilities. Dr. Linville's role as secretary of the Board of Trustees may adjust and roll into the Chief of Staff search, Dr. Noland said. This time, he explained, represents an opportunity for generational leadership change and to create structures that will yield the broad goal of student success contained within the strategic plan.

Concerns were expressed about the number of direct reports to a single provost role. Dr. Noland said that he foresees through this process there will be a recognition of how "thin" offices operate. Having a conversation about decentralized and centralized functions and where we want to get to was recommended. Concern was also raised about the possible duplication of positions to which Dr. Noland responded that he most likely foresees a reconceptualization of roles. Examples he provided included:

- Vice President for Health Affairs
- Research and economic development
- Diversity
- Titles such as VP, Chiefs – bring consistency to how everything is organized

In terms of economic development, Dr. Noland was asked about components such as the Innovation Lab and the Tennessee Small Business Development Center and how they would be part of the planning process. He said that will be part of near term conversations, and the university will likely move forward on what makes the most the

most sense by the end of calendar year.

Dr. Hoff recommended investments in retraining opportunities for employees to transition through this process.

Dr. Noland said all campuses should be looking at how their structures are aligned to meet objectives. He said decisions made immediately will go through senior staff, but most of those have already been made and stem from the passing of Dr. Lewis. A decision still needs to be made by the end of the semester about the Women's Resource Center that reported under Dr. Lewis.

He turned the discussion over to Dr. Bishop who said she is in the process of reaching out to stakeholders in Academic Affairs and plans to spend the next few months asking questions, listening, and engaging in many constructive conversations. Once questions are identified, such as should we be thinking about a university college and what would ours look like, groups can be formed with faculty, staff, and students to get the answers and provide recommendations. She said this is an opportunity to:

- Look at our collegiate structure to see if it organized the way it should be
- Take on more accountability for what we do
- Think about decisions and the impact they make
- Determine if we have the outreach in the community we would like to have
- Bring clinical enterprises together through ETSU Health

Dr. Bishop said it is time to think about unifying academic structure, and, in order to do that, she is going to get to know campus better. Once recommendations are developed, a way to filter them will need to be determined so they can go through the governance of the university. She was asked what she needs most, and Dr. Bishop stated her desire is to receive authentic answers from individuals about what they have always wanted this university to be and to focus on what is right for the institution and how we can structure to achieve strategic goals and look ahead to the next 20 years.

Dr. Noland ended the discussion by calling the university to position itself to realize outcomes in enrollment and student success.

7 Announcements

No announcements were made.

8 Adjournment

The meeting adjourned at 10:40 a.m.