

**University Council**  
**March 12, 2018, at 8:30 a.m.**  
**East Tennessee Room, Culp Center**

**1. Call to order**

Dr. Wilsie Bishop called the meeting to order.

**2. Roll Call**

Ms. Kristen Swing called the roll. Those in attendance were: Dr. Bert Bach, Dr. Wilsie Bishop, Mr. Scott Carter, Dr. Cheri Clavier, Dr. William Duncan, Dr. Susan Epps, Dr. Bill Flora, Ms. Kristin France, Dr. Michael Hoff, Dr. Keith Johnson, Dr. Jane Jones, Mr. Ed Kelly, Dr. B.J. King, Dr. Karen King, Dr. Claudia Kozinetz, Dr. David Linville, Mr. Michael Luchtan, Dr. Celia McIntosh, Dr. Robert Means, Ms. Keyana Miller, Ms. Stefanie Murphy, Dr. Rick Osborn, Ms. Pam Ritter, Dr. David Roane, Mr. Jeremy Ross, Dr. Janna Scarborough, Dr. Ramona Williams.

Those absent were Ms. Bridget Baird, Dr. Angela Lewis, Dr. Brian Noland, Dr. Joe Sherlin, Mr. Joe Smith, Dr. Randy Wykoff.

Others in attendance: Mr. Troy Perdue, Dr. Jeff Howard, Dr. Sam Mayhew, Mr. James Batchelder, Ms. Mary Cradic, and Ms. Kristen Swing (taking minutes).

**3. Standing Items**

**3.1 Approve [minutes of February 12, 2018, meeting](#)**

Dr. Bill Flora made a motion to approve the minutes. It was seconded by Dr. Susan Epps and unanimously approved.

**3.2 Review Agenda**

Dr. Bishop noted President Noland was at an ACE meeting in Washington, D.C. so there would be no President's Report this month. There were no other changes or additions to the agenda.

**3.3 President's Report**

None.

**3.4 Call for Voluntary Reports of UC – Essential Action Items**

None.

**4. Action Items**

**4.1 Old Business**

**4.1.1 Update on [Policy for Waived, Modified or Internal Searches](#)**

Mr. Jeremy Ross announced that he would like to delay this presentation for another month due to a consultant being here. He said the consultant's feedback will be important as language and processes are changed to make inclusivity and talent management things everyone at ETSU do. Dr. Bishop noted that everyone was impressed with Ms. Stephanie Good's presentation last month and agreed her input would be valuable. Dr. Susan Epps added that she would send some written edits of the policy directly to Jeremy.

**4.1.2 Update on [Revised Campus Use Policy](#)**

Dr. Jeff Howard noted that the final draft of the revised Campus Use Policy, with edits from feedback made, had been sent to members in advance of the meeting. He said the biggest question he had received was related to whether the campus policy was in conflict with state law. Dr. Howard explained that the policy still complies with state law. The university is allowed to designate public speaking forums but, as law requires, cannot limit students to *only* those spaces. He said the policy was crafted based in part on benchmarking of other institutions. The revised policy also applies to satellite ETSU campuses. There were no additional questions. Dr. Celia McIntosh made a motion to approve the revised Campus Use Policy that was seconded by Dr. Susan Epps and unanimously approved.

#### **4.1.3 Report on Agenda Improvement**

Dr. Bishop noted that sub-councils were getting into place, with budget and planning now working together. She said the University Council is beginning to get into a rhythm and recognized that, while the group's clear preference is for President Noland to be in attendance, the group did decide it needed to meet even when he is not available to attend so that governance of the university continues in a timely fashion. She noted the importance of the University Council as a communication opportunity but said the group had ended up with long agendas of reports rather than action items. That was the reason for the change to voluntary reports from governance organizations, but Dr. Bishop emphasized the value of those groups reporting actions that are important for the whole university to know about.

##### **4.1.3.1.1 Topic for Monthly Focused Discussion**

Dr. Bishop said the group does want to begin having monthly discussion topics, noting one that came up in January around implementing a strategic plan and factors that will affect getting to 18,000 students. She said the group might discuss such elements as infrastructure needs, online vs. on-campus plans, impact on areas/units of campus, and how students feel about it. The approach directing these discussions would stem directly from a strategic initiative and discussing it to the point of getting the collective information and wisdom of the people in the room as they think about the interests of the university as a whole. She said the expectation is to eventually become more strategic in planning activities and building organizational culture.

##### **4.1.3.1.2 Culture Discussion**

The agenda structure development sub-group recommended to not have a "Culture Corner" each meeting but build a culture through the work that the Council does. The plan is to launch this process in April with a discussion on organizational culture. Dr. David Roane has agreed to facilitate this discussion. Then, in May, discussions will begin on topics of choice. Dr. Bishop said the plan is to announce each topic a month in advance so members can get input from their respective constituents prior to the next meeting that would include a brainstorming session on the topic. Dr. Mike

Hoff noted that decentralization results in the university's leadership becoming more responsible for operations and less so for strategic plans. He said the University Council most often talks about what a University Council should be doing, and he believes this is a chance for people to embrace and promote real shared governance.

## **4.2 New Business**

### **4.2.1 Presentation on 2018-19 Budget**

Reviewing the budget before it goes to the Board of Trustees is a part of the University Council's scheduled activity.

Dr. B.J. King presented the budget beginning with a summary of activities to date. At the end of January, we received the governor's proposed budget, which included some additional operating funds for ETSU. The governor also assigned a 2.5 percent salary pool. The main ETSU campus received an increase of \$3.5 million. The total campus increase is around \$5 million. There is also an insurance increase, but that does not impact available campus funds. This year, Gov. Haslam gave \$250,000 more than what the Tennessee Higher Education Commission had recommended. For reference, he gave approximately \$500,000 more than THEC's recommendation last year. ETSU is third out of the LGIs as far as state funding goes. THEC is recommending a maximum increase for mandatory fees of 3 percent this year.

The Board of Trustees Finance and Administration Committee will vote on tuition and fees as well as salary increases at a called meeting next month. On April 27, Dr. King will take to the full Board of Trustees our budgets for approval. Dr. King said this is "groundbreaking" that (with a caveat that all this is dependent on the approval of the governor's budget and THEC not changing its binding limit on mandatory fees) students will have, with some certainty, knowledge of their tuition and fees for fall before leaving for the summer. She believes we are the only state institution doing this early and said there is a possibility that the legislature and/or THEC could react negatively. But, she pointed out, their business model is not ETSU's model and ETSU's customer is the student.

In terms of the 2.5 percent salary increase, there will be a floor of \$500+ and a ceiling of \$3,000. The entire pool will be distributed, with \$18 million coming from the state and the university funding the other \$1.2 million. Approximately \$1.2 million from the university will have to be funded through a tuition increase; a 1 percent increase nets approximately \$730,000. ETSU is considering a mandatory fee increase of 2.9 percent, which is an increase of \$131 per term. Of that, \$99 would be for maintenance, generating \$2,039,400, and \$32 for facilities and TAF increases, generating \$760,000. For reference, last year, THEC set a binding limit of 4 percent and ETSU went with 3.97 percent. Dr. King warned the group that, since we are setting our

budget early, it will likely mean ETSU will have the highest increase in the state because other institutions will be aware of our increases when setting their own.

Dr. Mike Hoff said that, when comparing ETSU to other institutions like Marshall (which experiences similar issues), we do not appear that high in terms of increases. Dr. King added that she believes the quality provided at ETSU is superior to that at other LGIs and said that even with the increase, ETSU is still a bargain.

The tuition proposal shows a maintenance fee increase of 2.74 percent and the remainder in program service fees. The Quillen College of Medicine will set a 2 percent increase while the Bill Gatton College of Pharmacy will increase tuition 3 percent.

Dr. King next addressed the recent budget calls. The state appropriation increase is \$3.5 million, and the 2.74 percent increase will yield another \$3.3 million. Scholarships are predicted to go up approximately \$1.3 million, and budget projections include a decline of 100 students, a loss of \$759,300. After making investments in salary increases, increasing the Graduate Assistants' base pay at a cost of \$220,000, creating a faculty promotion and tenure pool of \$250,000, and a non-instructional job audit pool of \$250,000, a total of \$1,110,370 in revenue would remain available to allocate. Allocation requests from across campus (made through the budget hearings process) total \$5,840,159. Dr. King, noting the difference, said that many requests are not going to be funded in this budget cycle or will be put on hold to see if there is enrollment growth or decline. She emphasized the need to drive enrollment forward to get out of the problem of having more asks than available funding.

Summarizing activities, Dr. King said that budget hearings have taken place with all units across campus represented. She said the Budget Advisory Council/Budget and Strategic Planning Advisory Council has met approximately 20 times since September and is now reviewing the \$5.8 million in requests. She also noted that \$2 million was distributed to colleges late this fall through the new budget model, based on fall enrollment growth. In addition, the Calhoun II group is reconvening to continue review of the model.

In terms of capital in the governor's budget, ETSU did get funds for deferred maintenance projects. However, no funding was allocated for a new humanities building that had made it to No. 9 on THEC's capital projects list. Dr. King said the way the governor selected the projects to fund this year was different than in the past when he typically went down the ranked list until he was out of funds. This year, the governor skipped around on the list in his selection of projects, which, Dr. King observed, leaves some concern that if it

continues that way in the future, it could create an environment where colleges can lobby legislators for projects.

Dr. David Roane asked when the allocation amount from the governor becomes official. Dr. King said he presented his budget to the legislature in January. The House and Senate committees have since asked questions of the institutions, and ETSU has presented to state officials. She said the hope is that, at a minimum, the university receives what was asked for by the governor. By the end of the legislative session, the state budget will be approved. Legislators have said they hope to get out by the end of March (because it is an election year). Then THEC will give its binding limit in early May.

Mr. James Batchelder provided an update on the Calhoun II group, noting that a meeting is scheduled on March 20 and two open forums are planned in April. The group is also sending out a survey to leadership.

Dr. King also said a document will be available once the allocation requests are prioritized. The list will show what the asks were and whether they were funded.

Dr. Bishop reminded the Council that the new budget model allows units to keep 50 percent of their fall-out dollars now and said it will be interesting to see if that impacts spending behavior in May. Dr. Bishop said that new allowance should also provide some predictability in budgeting. Finally, Dr. Bishop thanked Dr. King for the focused work she has provided this spring.

#### **4.2.2 Structure for Evaluation and Assessment Sub-Council**

Dr. Cheri Clavier said the group would like to propose a name change for the new sub-council to the Quality and Effectiveness sub-council, which represents the idea of less policing and more supporting. She said the College of Education, in spring 2016, brought a speaker to campus who talked about how to shift the culture to support this kind of work on campus. Dr. Clavier later met with those on campus who work in assessment and, in spring 2017, an assessment culture survey went out. The results of that survey came back in fall 2017, and the issue was again talked about at the recent President's Retreat. Dr. Clavier presented a revised document to reflect the feedback garnered and noted that all of the LGIs have a committee like this in place. She said that, historically at ETSU, SACSCOC and assessment have been one person's responsibility, but she did not believe that was the way to continue. Dr. Clavier said a process needs to be developed to determine effectiveness, adding that a SACSCOC summer institute will take place in Atlanta and she would like to see a group from ETSU attend.

Dr. David Roane said he sometimes gets tagged as "anti-assessment." He said he is very much anti-assessment when it lacks authenticity and purpose, but he

is all for feedback that makes him better at doing his job. He said the SACS assessment activities are more of a box-checking scenario. Dr. Mike Hoff pointed out that check boxes are sometimes a way to document what you did well. Dr. Roane said the university's product is quality of mind, to which Dr. Hoff asked, if you create too abstract of a product, how do you know that you delivered? Dr. Roane argued that faculty feel what they do does not yield itself to that kind of assessment, noting that it trivializes what faculty are trying to do. He said, essentially, he believes it is important to let people know that we understand there is a difference in those two types of assessment and there needs to be careful articulation of the limits of assessment.

Dr. Bert Bach disagreed, saying you have to look at the present in context with the past. Looking at higher education assessment is different, and there is not a central character like in business where it is return on investment to the stakeholder. He encouraged the group to look at the lead article in *The Chronicle of Higher Education* last Friday related to assessing the humanities.

Ms. Pam Ritter said she saw the ROI as a diploma and a job, but Dr. Hoff and others warned to be careful with that way of thinking because faculty has asked when it became about jobs. Dr. Hoff added that he agreed assessments should not be done if they have no purpose and also noted that if we don't acknowledge the "and a job part" then we are "lying to ourselves." In terms of a diploma, Dr. Hoff said ETSU's four-year graduation rate is around 20 percent, noting that we are ineffective in that sense. He said you must start from the beginning and define your purpose, keeping in mind, that if you overinflate your purpose, that is where the problem comes in. Ms. Ritter said she hears alums all the time ask why they should give to ETSU when ETSU didn't help them get a job. Dr. Roane asked how well we were helping our students, and Dr. Flora noted that a 20 percent rate is awful.

Dr. Janna Scarborough asked why we can't acknowledge Dr. Roane's point *and* also do this. Dr. Hoff said that could be done – through Dr. Clavier's committee. Dr. Keith Johnson noted that we have to keep in mind the shift in getting done with college in four years as a priority, noting that students' priorities have changed so that may not be a focus for them. He emphasized that solutions need to be in the right context, and that it needs to be looked at from the perspective of the population we are trying to serve.

Dr. Clavier said assessment and accreditation is the bare minimum. She believes much more can be done but noted that we have to ensure that the minimum level is being hit first.

Dr. Robert Means made a motion for the change of the committee name to the Quality and Effectiveness committee. It was seconded by Dr. Janna Scarborough and passed unanimously.

Dr. Robert Means also made a motion to accept the committee's charge and structure. It was seconded by Dr. Susan Epps and passed unanimously.

In follow-up discussion, Dr. Hoff pointed out that the four-year rates are based on four years from when a student starts and added that the six-year graduation rate is 41 percent.

## **5. Information Items/Presentations**

### **5.1.1 Update on UC Policy on Policies**

Dr. David Linville said the group has convened and developed guiding principles. He said a draft has been created based on the group's first meeting and it is now in the hands of the ad hoc committee. He said the group will report back to University Council when it has something more actionable.

### **5.1.2 Carillon**

Mr. Michael Luchtan spoke about the carillon on campus, saying it has not been used to its fullest potential. He believes a policy needs to be written to help activate the carillon in a way to help student retention, fundraising, and more. He is a carillonneur who has played the one at ETSU since he arrived two years ago. He wants to see the carillon used in a way that enhances the cultural experience at ETSU, noting that he found it to be in disuse when he arrived and even struggled to find the person in charge of the carillon. He said there is no one trying to bring new programming to the bells or making sure it is being played at the right times.

Mr. Luchtan had drafted a policy in Asheville for the carillon there. Based on his experience, every carillon is a unique situation, including the cultural context of where it is placed. ETSU's, he noted, is in the middle of campus and is not played on a mechanical apparatus, but rather an electromechanical one in a storage closet in Gilbreath Hall. He said live playing is not really an option. He called the ringtones that hit on the hour "short microcompositions" and noted that they are not needed to tell time so much as provide a certain emotion or energy. He recently changed out those ringtones and is trying new things, including doing an arrangement to commemorate/memorialize the passing of his department chair's loved one. He suggested the university hold compositional contests that could grow into international competitions. He said there are infinite fundraising opportunities with people paying to have songs played that commemorate, for example, life events or deaths. He said it was not just about money, but also to recognize those who die and contributed a great deal to the university.

Mr. Jeremy Ross recommended Mr. Luchtan write down a plan and present it. Dr. Celia McIntosh concurred, and Dr. Wilsie Bishop asked him to capture his ideas so they could be shared with the president and Dr. Bach.

## **6. Announcements**

Ms. Pam Ritter announced that this week is Giving Week at ETSU, with payroll deduction available online now and an event scheduled for Thursday at the carillon.

**7. Adjournment**

Dr. Bishop adjourned the meeting.