

## 2013-2014 Faculty Senate Minutes – November 18, 2013

Faculty Senate—East Tennessee State University

UPCOMING MEETING:	FOLLOWING MEETING:
12/2/13, 2:45 pm	1/27/14, 2:45 p.m.
Forum, Culp Center	Forum, Culp Center

*Present:* Dave Arnall, Beth Baily, Katie Baker, Robert Beeler, Sally Blowers, Patrick Brown, Doug Burgess, Randy Byington, Kathy Campbell, Sharon Campbell, Bruce Dalton, Mohamed Elgazzar, Susan Epps, Virginia Foley, Allan Forsman, Rosalind Gann, Ron Hamdy, Evelyn Hammonds, Tammy Hayes, Jill Hayter, Bill Hemphill, Ken Kellogg, Dharendra Kumar, Tom Laughlin, Kurt Loess, Fred Mackara, Theresa McGarry, Lorianne Mitchell, Jerome Mwinyelle, Deborah Ricker, Thomas Schacht, Melissa Shafer, Taylor Stevenson, April Stidham, Bill Stone, Kim Summey, Jerry Taylor, Jim Thigpen, Paul Trogen, Jennifer Vanover-Hall, Shimin Zheng

*Excused:* Jim Bitter, Daryl Carter, Kerry Proctor-Williams, Kathryn Sharp, Teresa Wexler

*Absent:* Charles Collins, Tom Ecay, Keith Green, Nick Hagemeyer, Meng-Yang Zhu, Yue Zou

*Guests:* David Champouillon, Tom Hill, Brian Noland

**CALL TO ORDER:** President Byington called the meeting to order at 2:46pm

President Byington requested approval of the minutes from November 4<sup>th</sup>, 2013. Senator Stidham moved to accept, Senator Forsman seconded. The minutes were approved with one abstention.

President Byington announced that there were a couple of glitches with the rollout of online SAI's. He stated that the interface between the online SAI system and D2L was not properly activated and it resulted in students not being able to see the online SAI's in D2L. This problem has been addressed.

Senator Beeler asked when faculty will be able to add questions to the SAI's. President Byington replied that if there are no major glitches it will be next semester. Every college has a liaison working with the SAI folks in Academic Technology and that person will be the one who will be able to make those changes in the system.

Senator Kumar asked if it is possible to know which students have not completed SAI's. Senator Bailey replied no as the SAI responses are anonymous.

President Byington suggested one of the things faculty can do to improve the response rate is to have students bring their iPads, computers, or smartphones to class one day and complete the online SAI's in class.

Senator Gann asked how one knows how many students have completed the SAI. Senator Epps responded that the faculty member will get an email with a link to the login and it will show how many potential respondents there are and how many have actually completed the assessment.

Senator Brown suggested that if a faculty member is in a situation where his or her class doesn't qualify for the online SAI he or she can use some other classroom assessments and instruments that are freely available.

Senator Kellogg asked if there is a committee in place that is going to evaluate how well the response rate is for the online SAI. President Byington stated that Senator Epps was on the original committee and asked if she knew what was discussed. Senator Epps replied that she did not know don't know of any evaluation plans. Senator Kellogg commented that the stated reason why we were going to go online was because we would get better data. He asked if we are doing this because somebody thought it was a good idea or are we actually going to evaluate the outcome and make another decision. Senator Epps replied that she did not know if there will be another decision. The issue of eliminating the paper version was largely a monetary one. Apparently the Scantron equipment was no longer functional and something had to be done as it was costing too much to continue to do them on paper.

Senator Kellogg commented that it is human nature that the students who respond are the ones that are going to complain. So you have a faculty member going up for promotion and the committees start looking at these SAIs and the only students that are responding are the ones that are upset. We are not getting a reflective representation of teaching. Senator Epps responded that if you teach an in-person class there is nothing to prevent you from having students complete evaluations in class just like on paper. Senator Hayter replied that if one of the reasons for doing them online is to save class time, then she doesn't want to use class time to do it. Senator Epps said that she understands that but we do have a choice. She said she gets about 50% of her online students who respond but doesn't have the option to say lets take class time and do this.

President Byington commented that the reality is no universities are doing paper SAI's anymore. He doesn't think it is just money, it is also more manageable. As he understands it once that piece of paper has been printed the data is gone. Senator Epps continued that it is time intensive for the forms that have comments on them. She said that when she was in PT department the secretary had to type up every one of those because they didn't give hardcopies to the faculty as it would be fairly easy to figure out student's handwriting. Sometimes they wouldn't even get the results back for another year.

Senator Gann stated that it seems there are two issues. One is that SAI is getting done, whether it is doing them efficiently online or on paper. The consensus is online is more efficient even though it has other problems. The other issue is how that SAI is used. Is this going to be

the primary way our teaching is evaluated? Senator Burgess added that there have been two or three tenure and promotion appeals that revolve around the SAI.

President Byington announced that president Noland had arrived. President Noland began by stating that he would provide a couple of updates on some issues and address some questions that the senate presented to Dr. Byington for full disclosure. President Noland said that earlier in the semester he mentioned that this fall we would begin conversations around the development of a new budget process for ETSU and that we would form two committees. One committee would be focused on process, the other focused on the development of program review criteria. The first committee has been formed and is examining the development of a new budget process for the institution. It is comprised of both faculty representation as well as administrative representation and is chaired by Larry Calhoun, the dean of the College of Pharmacy. Their task is to take the recommendations from the consultancy, examine them, and bring forward their recommendations on what a new budgeting process should look like. The goal is to develop a budget process that is decentralized, has local control and ownership and local accountability rather than the budget process that we have now where everyone just waits for Dr. Collins in the department of resources. That work is under way. The committee is chaired by Dr. Calhoun for a variety of reasons. He is truly neutral as all of his revenues come from student fees. The budget process that is in Pharmacy is independent of budget decisions that are made at the institution as a whole. Secondly the pro forma structure that's inherent within the recommendation that our consultant has presented us is the structure that Dr. Calhoun has worked with since the inception of the Gatton College of Pharmacy.

President Noland stated that the second committee will be formed hopefully before the close of the semester. He stated that he feels strongly that a committee that is looking at issues related to program production both on the academic side as well as the administrative side should be chaired by a faculty member. He has had a conversation with faculty members who he would like to chair the committee and once that individual and he have had the opportunity to sit down, they will finalize the development of that committee. That committee's work will take time. Academic program review and administrative program review is something that is ongoing. It's a process that will take 18 to 24 months for recommendations to come forward. Those two projects will fully be underway by the spring. He said that once we have the recommendations back we'll run that through the strategic planning element of the institution, we'll bring it before faculty senate; we'll bring it before staff senate with the goal of implementing a new budget process for not this budget cycle, but the next.

Senator Hemphill stated that planning is strategic but budgeting is actually pretty tactical. You can separate them to a degree. President Noland responded that he also thinks they need to be much more unified than they are. If we have a strategic priority as an institution to focus on veteran students, but would not align resources to support the strategic priority, he would argue why has a strategic priority if you're not going to fund it. If you look through things like the ideas forum for example, every spring we come together and present ideas but there is never funding to support the things that are presented that day.

Senator Arnall commented that it occurs to him that in strategic planning and budgeting that areas of the university that are not very productive would be dismantled or ended. Is that in anyone's thought process or are we maintaining everything and planning a budget around that? President Noland said that is the question that is at the heart of the operations of the program and administrative review that will fall into the second rail of committee work.

Senator Arnall stated that the library is the crown in the jewel for every single college and department on campus, yet they function at fairly low. It is dead last for expenditures. They typically are the target in many universities where monies are seized to pay bills back to the state or whatever. The libraries across the country and the university suffer. So it would be my hope that as we look at areas to rearrange financial support that Sherrod would be very high on the list. President Noland said that he shared the position to put greater resources towards Sherrod and the library system as a whole. He expects that one of the overarching goals that will emerge from this second committee once they're formed is that the first priority is to protect the academic core of the institution. But he can't put words into the mouth of a committee that has yet to form.

President Noland moved to the first of two updates that are happening at the board. One relates to a long standing point of conversation that we've had as an institution and that is around instructors. The board has formed a committee to examine instructor positions across the system. They met within the past two weeks for the first time. They will return and meet again before the close of the semester. He anticipates that they will bring a recommendation to the board at some point in the '14 calendar year. Dr. Noland stated that he could not speculate on what that recommendation may ultimately entail, but they are cognoscente of our concerns about three year hard contracts and the need to re-advertise for positions if you have a quality individual in that position. He continued that the other update relates to out-of-state tuition and fees. There is a lot of chatter across the state about out-of-state tuition and fees. The board has asked for proposals from the institutions related to our position on the issue. We'll submit our thoughts on out-of-state tuition to the board either today or tomorrow. ETSU is unique in that so many of our students come from the border counties and we have rich market opportunities in Asheville, Spartanburg, Greenville, Charlotte, and Atlanta. Our proposal will be to provide flexibility for the institutions to set out-of-state tuition at market driven rates. Right now our out-of-state tuition and fee levels are way beyond anything that is reasonable. Hence we have to disproportionately discount. Dr. Noland stated that he does not anticipate there will be any changes for the upcoming academic year, but does anticipate that the board will provide us with flexibility that will be reflected in the tuition and fees we charge to out-of-state students for the 2015-16 academic year. Senator Loess asked if there is consideration of movement to online courses. Does it matter where the person lives to enroll? President Noland answered that ETSU presently has an e-rate.

Senator Schacht asked what will be the comparison group for defining market. President Noland answered that at this point we've proposed our peer institutions. Senator Schacht asked if this was the same 20 peers we use for other purposes. President Noland replied once those peers are approved by the shared governance committee, yes.

Senator Mitchell asked when Dr. Noland expects a conclusion to the lecturer issue being resolved. President Noland replied hopefully this academic year.

Dr. Noland continued with the next update on the legislature. He had a chance to meet with the chair of the House Education Committee Representative Brookes last week in Knoxville. He said that they talked about a number of issues that were a concern to us last year and that will be of concern to us in the upcoming session if they were to re-emerge on the agenda. Last year there was a piece of legislation that would have prevented institutions from offering programs that provide a disproportionate benefit to targeted groups. If we had a program that provided scholarships for women in STEM, that program would not be permitted under this legislation. Essentially it's an attack on diversity. It is anticipated that this legislation will come up again this session. Dr. Noland stated that we will do a course of action this session similar to what we did last year when he personally went to Nashville and talked about the short-sighted nature of this decision. That's the reason we had the civil rights act of 1964. Diversity programs, inclusion programs, women in STEM programs, men in nursing programs are central to our role in operations as an institution.

President Noland continued that he also expects that the legislation that will limit the ability of counseling, psychiatry, and other programs will be up again. He said that Representative Brookes has assured him he will work with us on this. He does not want to put the accreditation of our institution at risk and understands the complexity of the issue, but also understands that this will emerge as somewhat of a wedge issue in the Republican Party.

President Noland stated that THEC released their budget recommendations last week. ETSU is being recommended to the governor for about \$680,000 in new state funding. That is some new funding from the state, but not a lot. The governor has yet to make a position on whether or not he will provide salary enhancements, but Dr. Noland said he anticipates there will be some form of salary enhancement for state employees, for K-12 faculty and for higher education employees. With respect to capital, we are moving forward with continued emphasis and pressure on the governor for the Arts Initiative. He'll be here on December the 7<sup>th</sup> for Johnson City Christmas Parade. Dr. Noland said that he intends to walk him across Lot 1 and talk about the importance of the Arts Initiative and the money we've raised to date. So budget-wise, we're going into the budget with flat funding if not a slight increase. He said that he does not anticipate anything on governance change but does anticipate we're going to spend a lot of time chasing our tail on social issues.

President Noland continued with an update on the Arts Center. THEC put their recommendations out as it relates to their capital projects for the upcoming year. What THEC does is they take the Board of Regents projects and the UT projects and they bring the two together. This was our project. So we were the last project out on the THEC list. This means we're the first project in line for THEC next year. That does not mean that there is not a probability we could end up in the governor's budget. UT reorders their priorities based on funds raised. The top priority for THEC this year is a UT project that wasn't even on the UT list last year. We're the only institution in the board system that has aggressively raised money and when the governor is here on the 7<sup>th</sup> we're going to make a firm pitch to the governor and he

needs to reach down and pick up our project. In doing so it would send a strong signal to all the institutions across the state about the importance of raising private funds. We're in active negotiations with the Bank of Tennessee to purchase lot 1. We hope to have that process finalized in early spring. The RFQ for architects will go out. It will take 90 days for the architects to be selected. Then throughout the entirety of the 2014 academic year we'll begin planning of that building. Those are the planning conversations. All of that work will occur throughout 2014.

Senator Shafer asked if ETSU has a voice on the architect selection. President Noland replied that we do not. The architects are selected for us by the state.

Dr. Champouillon mentioned that he went on the web page today and is troubled that on our new web page, the second thing from the top is this monster link that says athletics yet there is nothing on that page that said Arts Initiative. President Noland said that he brought that to the attention of staff and we're trying to work through a couple of SNAFUS that have emerged with the new webpage. Once we have those worked through we'll go back and begin to make secondary changes. He then moved on to an update on enrollment. We were at about 15,500 two years ago. We're at 14,957 this fall. He stated that he wants to put that decline in context with our sister institutions across the state. Middle Tennessee State University has experienced a decline of more than 2000 students in two years. University of Memphis has experienced a decline of more than 1100 students in one year. All things considered, our position is not altogether as critical as it is at other institutions. However, our ability to address that data point and right the curve is going to require a lot of heavy lifting from everyone in the room. Unless we take decisive and deliberative action, that enrollment curve is going to continue to decline. On enrollment, my good news is that our applications for the freshman class of next year are up 41%. Bryan Henley and his staff are working night and day to move those numbers. We're being more aggressive than we've ever been. We're visiting high schools, setting up recruiting fairs; we're inviting the best and brightest students and their parents to events. We have faculty members who are engaged in recruitment. If our freshman class is up 350 students next fall over this fall, that's fantastic, but that is next years budget, not this year's budget. On enrollment, our target is 15,500 students for the fall. If we're able to hit 15,500 students for fall of 2014, then many of the one time adjustments we've had to make this year we can set by the wayside. That doesn't mean we're not going to develop a new budget process, it doesn't mean we're not going to look at administrative efficiencies, because if we hit 15 and went back to doing things the way we've always done it, that means our faculty salaries are still ranked 20<sup>th</sup> out of our 20 funding peers.

Senator Gann commented that one of the concerns with retention has to do with who many of our students are. She said that she is very proud to work at an institution that affords education to many kids in this region who would not otherwise get an education. However, the issue is some of our students come out of these small mountain high schools where they have dreadful preparation. Many of us spend hours with these students trying to help them come up to snuff. Some years ago, we cut out our developmental courses - that is an issue for us. She said 'there is a limit to what I, a former high school English teacher, can do to help the kid who is really weak on reading. I actually don't want those kids to go away. I don't want to lower my standards. I want to be able to bring them up to where we can be proud of what we're turning

out.' We do have the writing center but she sees the need for a more structured program to help our struggling students. Senator Gann said that she goes on record that there is an issue with reading. Its not just at an undergrad level, she has recently had a discussion with the folks over in medicine and pharmacy and they've seen a drop off.

Senator Beeler asked how much additional enrollment we can expect to see from this 41% increase in freshman applications for next year. President Noland stated that if our freshman class is 300 students larger than this Fall, we would have a very successful freshman class.

Senator Mackara asked with regard to the enrollment and the comparison with other institutions, how much of that is graduate vs. undergrad and does that make a difference in terms of funding? President Noland replied that our graduate enrollment has been relatively constant. In fact, a lot of growth in the past years has been graduate enrollment. The numbers mentioned are for undergraduate enrollment.

President Noland said that the next update relates to the Fossil Site. We will make a request to the general assembly and to the governor this year for a dedicated funding stream to support the Fossil Site similar to what the Craft Center at Tennessee Tech receives. We had a legislative reception at the Fossil Site within the past two weeks. We're running a Welcome Center and museum and I'd like to find support from the state to help offset our costs of that facility. The Fossil Site has never run in the black. Operations from main campus have always supported the operations at the Fossil Site. Dr. Noland said that he would like to see dedicated state support for the museum and dedicated state support for the welcome center.

President Noland stated that he wanted to mention something that he learned of early in the week. There have been a lot of questions on campus relating to Women's Studies and their office space. There is no intent to move Women's Studies. We are looking at space within the University Center. He anticipates Dr. Bishop and Dr. Bach will bring a plan to him prior to the close of the semester around space utilization in that building. He wants to dispel some of the items that circulated across campus that we were moving women's studies to the basement of Warf Pickel. That is not going to happen, but we are looking at space utilization within the University Center Building.

President Noland said that in closing, December 7<sup>th</sup> is the holiday parade. We'll have the governor on campus. It's going to end here. It's not ending here for any purpose other than to try to bring the community to campus. There is no secular thought behind the activities that will occur that day after the close of the parade which will be face painting, cookies, and a chance for people from across the region to be on campus. If you're here that Saturday and you see Governor Haslam riding in the parade, yell out to him "We need an arts building at ETSU".

President Byington said that he would like to share one file with the senate. One of the things the university is looking at is what things we can do that might impact return students this spring. We know that part-time college students and freshman students are retained at a lower percentage than are their counterparts. Probably from our standpoint about the only thing we can do is try to send to this population a message that says we know that its tough and you're facing challenges right now, but is there anything that we can do that might help you be more

successful next semester. I want to show you something Jeremy Ross brought up about retention in relation to ACT scores. We're losing students from all across the spectrum. We're losing students with 33 ACT scores. The benchmark is the average retention across students is somewhere around 87%.

Senator Schacht asked whether the students with 33 ACT scores are dropping out or transferring. President Byington replied that the only thing he can say is they're not here. Senator Schacht stated that if we're turning students with 33 ACT's into dropouts, that's one thing. If we're just not making them happy so they transfer that's a whole other thing. President Byington replied that the data has not been sliced that far down. We're all over the board. We're retaining 83% of our students who come in with a 12 ACT and 74% of our students who come in with a 16.

Senator Gann asked if ETSU has done any research polling of these students as to why they leave. President Byington answered no. These are the questions that faculty senate has been asking for two or three years. We're finally getting someone in institutional research that is bringing forth data and asking what extra data do we need.

Senator Schacht commented that as far as he knows, there is no qualitative research of any kind that contributes to the numbers we have. He would also like to suggest that there is a more important question than asking people why they leave. That's finding out why people stay. Otherwise we're just doing autopsies. He thinks the more important question is 'what would it have taken for you to stay'. Senator Arnall added as a follow up, 'why did you apply, what makes you want to go to college'. That's a good question to ask because some of these people who are not retained may not have really wanted to be here.

President Byington said these are the biggest numbers for us to focus on for the next three weeks: 678 part time students did not come back. We have people who are nearing graduation and don't come back. 175 juniors did not come back.

Senator Kellogg said that students that study Engineering Technology get to their junior year and they transfer to UTK or TTU because they want the engineering degree. He said that he does not feel that it's a loss. He is not going to tell that student don't do that.

Senator Beeler inquired if there is any plan in place to follow up with the student. Is there something in place where we can contact these students and get some more information about why they leave? There are many reasons why a student doesn't come back and most of which we have no control over.

President Byington speculated that since the funding formula rewards people who are graduating, that the first group of students who will be contacted will be the seniors who are somewhat closer to graduation asking them how come you didn't come back or what was the deal?

Senator Beeler stated that it is something that we can fix. If there is something that we can help to keep these students enrolled, then it's something worth pursuing. If it is a student that comes



here for 1 year and they've got enough scholarship money to come and party all year and not do any work, that's not a student that he is necessarily concerned with.

President Byington stated that the point is that we're now at a point where we can begin to get some of that data.

Senator Burgess commented that he has had two or three students who are older students who have ended up homeless in the last 6 months. They can't buy groceries because they don't have money and they can't get any from financial aid. There are just all kinds of things.

Senator Schacht asked if Mr. Hoff has access to financial aid data that would give him some way to include a variable in here that would reflect student statement of what their family's financial resources are.

President Byington replied that we've talked about a variable called unmet financial need. We've been talking about rolling into another level of data the retention of students who have an unmet financial need of "X". Senator Schacht asked if that is based on the FASFA. President Byington answered that it is based upon either FAFSA or their after Pell Grant, scholarships, etc.

Senator Burgess stated that he has had students that come here not particularly to get an education but to take advantage of the student loans.

Senator Stidham stated that she works in Student Health as a nurse practitioner and hears many reasons why they are unsuccessful. They have a lot of stresses in their families; they have one job maybe two jobs, relationship problems, health issues. It is a whole lot of everything.

President Byington commented that he has proposed and been pushing behind the scenes for a general education course related to finance. He has met with strong opposition. The University of Arizona's students have asked for that to be added to their Gen Ed core and the Cal State system has two personal financial courses in their Gen Ed core. Senator Summey stated that Personal Finance is required in high school now.

Senator Loess asked if students lose their Hope Scholarship if they take a semester off?

Senator Hammond answered that it depends. If they're doing co-op or are working with folks and you're slated to come back it is possible to retain it, but most of the time they lose them.

President Byington stated that the board is asking for some refinement to the Hope Scholarship that is geared toward adult students, but its really returning students.

President Byington said that Senator Schacht has an item on intellectual property that we'll discuss at some point probably next meeting.

Senator Schacht announced that the date for the 2014 ideas forum has been set for Tuesday, February the 18<sup>th</sup> at 3:00pm in the President's Conference Room. Anyone who has an idea that they want to present to the university leadership will have an opportunity to do so. President Noland, Dr. Bach, Dr. Bishop, Dr. Collins, and Dr. Sherlin will be there. This has a pretty good track record of getting some things off the ground. The issue that Dr. Noland talked about TBR

taking up the matter of having a career ladder for instructors and lecturers came out of our ideas forum last year. We pushed it through TBR and they picked it up and are running with it. There will be an email notice to everybody. If you have ideas, please bring them forward. If you have colleagues, please encourage them. We want this to be successful.

President Byington commented that he heard a presentation last year from a couple of our Chinese faculty members who were talking about the opportunity of recruiting Chinese undergrad students.

Senator Hammond added that the thing to remember is the one kid one family rule. Typically each child has six people who can help pay for her or his education - two parents and four grandparents. There is a huge potential revenue stream. Business, Engineering Technology and Nursing are three areas that the Chinese are incredibly interested in.

President Byington said he thought it was a fantastic proposal. He asked if there was anything else to be discussed at this time. Senator Brown moved to adjourn.

ADJOURNMENT: The meeting was adjourned at 4:45pm.

---

*Please notify Senator Melissa Shafer ([shaferm@etsu.edu](mailto:shaferm@etsu.edu) or 9-5837, Faculty Senate Secretary, 2012-2013, of any changes or corrections to the minutes. Web Page is maintained by Senator Doug Burgess ([burgess@etsu.edu](mailto:burgess@etsu.edu) or x96691).*