

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

MINUTES

April 27, 2018
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee met at 10:15 a.m. on Friday, August 27, 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 and thanked Dr. Gregory Aloia and his faculty, staff and students for the presentation they had given at the Clemmer College of Education the previous evening. She also expressed wishes for a speedy recovery from a recent injury to Dr. Bert Bach, Provost and Vice President for Student Affairs.

II. Roll Call

Deputy Secretary Mr. Nathan Dugger called the roll. Committee members in attendance were:

Dr. Linda Latimer, Chair
Janet Ayers
David Golden
Dr. Fred Alsop (arrived later in the meeting)

Guests in attendance included: Dr. Gregory Aloia, Dean, Clemmer College of Education; Dr. Wilsie Bishop, Vice President for Health Affairs; Dr. William R. Duncan, Vice Provost for Research; Laura Hesser, Executive Aide, Office of the Vice President for Health Affairs; Dr. Mike Hoff, Associate Vice President of Planning and Decision Support and Chief Planning Officer; Dr. Jeff Howard, Associate Vice President for Student Engagement; Dr. Scott Jenkinson, Interim Assistant Dean, Clemmer College of Education, and Clinical Instructor, Department of Educational Foundations and Special Education; Dr. William Kirkwood, Vice Provost for Undergraduate Education; Dr. Sam Mayhew, Assistant Vice President of Student Services and University Center Operations; Dr. Brian Noland, President; Troy Perdue, Deputy University Counsel; Dr. Joe Sherlin, Vice President for Student Affairs; and Jennifer Hill of University Relations (taking minutes).

III. Approval of the Committee Minutes from February 23, 2018

Mr. Dugger announced one correction to the minutes: the COPA research dollar figure should be \$85 million for research over the 10-year period. Trustee Golden made a motion to accept the minutes from the February 23, 2018, meeting of the Academic and Student Affairs Committee as corrected. Trustee Ayers seconded the motion and the minutes were unanimously approved.

IV. Promotion and Tenure of Faculty Members

Dr. William Kirkwood, on behalf of Dr. Bert Bach, recommended that the Committee approve President Noland's recommendation regarding tenure and promotion. He reminded the committee that decisions regarding tenure and promotion are the most important in faculty members' professional lives and that the recommendations are independently reviewed at multiple levels – departmental committee, departmental chair, college-level committee, college dean, vice president for Academic Affairs or Health Affairs, and university president – before coming to the Board of Trustees for final approval.

The recommendations included several exceptions. Recommendation for the exception of awarding of tenure upon appointment was given to S. Lee Ridner, Graduate Programs, College of Nursing; and Robert F. Standaert, Chemistry. Recommendation of the exception of awarding tenure prior to completing the probationary period and promotion to associate professor prior to completing the minimum years in rank was given to Amanda Greene, Department of Sport, Exercise, Recreation, and Kinesiology; Tina Hudson, Department of Educational Foundations and Special Education; and Shunbin Ning, Department of Internal Medicine. Recommendation of the exception of promotion to assistant professor without the terminal degree was given to Michael Marks and Willie Smith, Department of Mathematics and Statistics; and Teresa Brooks Taylor, Department of Counseling and Human Services.

Sixteen ETSU faculty members were recommended for promotion to the rank of full professor; their names and departments are: Michael Allen and David Harker, Philosophy and Humanities; Ginette Blackhart, Psychology; Cynthia Chambers and Pamela Scott, Educational Leadership and Policy Analysis; Anne Eberhart and Tiffany Lasky, Surgery; Susan Epps, Allied Health Sciences; Richard Gregory, Economics and Finance; Courtney Hall, Physical Therapy; Martha Michieka, Literature and Language; Blaine Schubert, Geosciences; Deborah Slawson, Community and Behavioral Health; David Stewart, Pharmacy Practice; Carol Trivette, Early Childhood Education; and Stacey Williams, Psychology.

Recommended for promotion to associate professor were the following 23 faculty members: Katelyn Alexander and Jessica Burchette, Pharmacy Practice; Joanna Anderson, Library Administration; Kelly Atkins, Management and Marketing; Julia Bernard and Sarah Likis-Werle, Counseling and Human Services; Prasun Bhattacharjee, Economics and Finance; Kanishka Chakraborty, Timir Paul, Deidre

Pierce and Rupal Shah, Internal Medicine; Kelly Foster, Sociology and Anthropology; Heather Killmeyer and Alan Stevens, Music; Alissa Lange, Human Development and Learning; Joseph Lee, Surgery; Renee Lyons and Renee Rice Moran, Curriculum and Instruction; Jill Stinson McKnight, Psychology; Hua Mei, Chemistry; Satoshi Mizuguchi, Sport, Exercise, Recreation, and Kinesiology; Megan Quinn, Biostatistics and Epidemiology; and John Rankin, History.

The following 16 faculty members were recommended for tenure in addition to their promotions: Anderson, Bernard, Bhattacharjee, Foster, Killmeyer, Lange, Likis-Werle, Lyons, McKnight, Mei, Mizuguchi, Moran, Quinn, Rankin, Stevens, and Trivette.

The following faculty members were also recommended for tenure: Heidi Campbell, University School; and William Flora, Educational Leadership and Policy Analysis.

Trustee Ayers moved that the Academic and Student Affairs Committee approve the recommendation of tenure and promotion as presented. The motion was seconded by Trustee Golden and approved unanimously.

Dr. Brian Noland thanked the Committee on behalf of Dr. Bach for being willing to amend the list of faculty members for tenure consideration to include the incoming Chair of the Department of Chemistry (Standaert), who signed a contract this week; this amendment would allow the new Chair to begin work at the start of the 2018-19 fiscal year. Trustee Golden asked whether this was faster than the normal tenure process. President Noland replied that under the prior arrangement, the recommendation for tenure for that individual would not have gone before the Board until the September meeting, which meant that the individual would have incurred risk in leaving a tenured position at the previous institution to assume a role here without tenure at point of hire.

V. Proposed Change of Name: Clemmer College of Education

Dr. Aloia reminded Committee members that the Clemmer College of Education evolved from the university's founding in 1911 as a normal school. He said the role and function of the college has evolved over the years from its initial charge to train teachers into an entity more complex, with six academic departments, four centers of excellence and six facilities offering specialized services to the community. The college has four major themes – counseling, education, leadership, and sport – and many permutations thereof. He added that the college is not only involved in, but needs to become more involved in the fundamental issues of regional health, poverty, and educational level; he referenced a recent commentary by ETSU College of Public Health Dean Dr. Randy Wykoff published in the *Johnson City Press* that encapsulated those issues. Dr. Aloia said that without addressing all three of these issues at the same time through a coordinated approach by the university, community

and state, the region will not be successful, and the university's role of serving and improving the lives of the people of the state will be limited.

Dr. Aloia noted that when he first arrived as Dean, he was approached about the possibility of a name change for the college that would be more reflective of "who we are, what we do, and what we are about." Faculty, staff and students of the college were involved in the process of determining what the new name would be. He noted such institutions as Peabody and Kellogg, which are known "not by the name, but what they've done." The question was asked, "How do you connect a name to a performance?" He referenced the example of the company Nike and how it grew from a company with a checkmark-like logo whose name "no one knew how to pronounce" to where both the name and symbol are synonymous with performance.

Dr. Aloia requested that the name of the college be changed to Clemmer College, with the aspiration to become "the best" in Tennessee, the region, and beyond.

Trustee Golden made the motion that the Committee recommend adoption to the Board of Trustees of the resolution to change the name of the Clemmer College of Education to the Clemmer College to better reflect its mission. The motion was seconded by Trustee Ayers and approved unanimously.

VI. Proposal to Establish a New Academic Degree: B.S. in Rehabilitative Health Sciences

On behalf of Dr. Bach, Dr. Wilsie Bishop presented the College of Clinical and Rehabilitative Health Sciences' proposal to establish a B.S. degree in Rehabilitative Health Sciences and noted that the proposal was vetted through the university's internal approval processes, including college- and university-level committees and the Academic Council, before going to President Noland for approval. She said that because the new program would have to be approved by the Tennessee Higher Education Commission (THEC) if it receives Board of Trustees approval, the proposal has been reviewed by both THEC and an external consultant; THEC has noted that ETSU has responded satisfactorily to all recommendations and suggestions and has given permission for the proposal to be brought to the Board of Trustees today. If approved, the proposal would go before THEC for final approval on May 17.

Dr. Bishop provided background on the program, noting that ETSU's Academic Health Sciences Center is recognized as one of the top 10 programs in the country for the work it is doing in interprofessional education. This new degree program is the first within the whole curriculum that is based on an interprofessional focus and has been designed using the World Health Organization framework to enhance patient-centered, interprofessional care and collaborative practice. She said the curriculum incorporates core competencies of interprofessional collaborative practice. Dr.

Bishop said the new program will be cutting-edge and the only one of its kind in Tennessee. It is designed to meet growing demand for rehabilitative health professionals and will be attractive to both traditional and transfer students. Two new faculty will need to be added to the college to support the program, and funds are currently available within the college to provide these faculty and operational support.

Trustee Ayers moved that the Committee recommend that the Board of Trustees approve the B.S. in Rehabilitative Health Sciences degree program. The motion was seconded by Trustee Golden and approved unanimously.

VII. Academic and Student Policies

The Committee considered the following policies:

A. Non-Instructional Assignment Policy

This policy clarifies provisions by which the Vice President for Academic Affairs or Health Affairs may approve a full-time non-instructional assignment for a tenured faculty member at the rank of assistant professor or above, for purposes of enhancing scholarship and the university's academic excellence, contributing to the professional growth and renewal of the faculty, strengthening the curriculum, and improving teaching in ways that cannot be accomplished under the constraints of regular workload assignments.

B. Executive Administrative Officer and Academic Dean Emeritus Policy

This policy establishes criteria for awarding emeritus status to select administrative officers and academic deans, which entitles them to library use, faculty/staff parking permits, reduced rates for athletic events and other privileges that do not exert undue financial burdens on the university.

C. Faculty Emeritus Policy

This policy establishes criteria for awarding emeritus status to retiring faculty, which entitles them to library use, faculty/staff parking permits, reduced rates for athletic events and other privileges that do not exert undue financial burdens on the university; they may also request the use of available office or laboratory space or apply, upon approval, for university grants under the same rules as other faculty.

D. Use of Campus Property and Facilities Policy

This policy sets forth ETSU's policy regarding the use of campus property and facilities, covering the areas of access to campus and use of property or facilities; general conditions for use of property or facilities; purposes for use of property or facilities, such as meetings, public speaking areas for rallies, protests and demonstrations, and others; reservation procedures; and more.

E. Student Free Speech Policy

This policy affirms ETSU's legal obligations regarding free speech that are consistent with federal and state constitutional mandates and present jurisprudence.

Dr. Kirkwood noted that the first three policies dealing with non-instructional assignments and emeritus status for administrative and academic officials and faculty all represent transitions from existing Tennessee Board of Regents and ETSU policy to Board of Trustees policy and contain no substantive changes. On behalf of Dr. Bach, he recommended approval of all five policies.

While there were no questions regarding the first three, questions arose regarding the campus use and free speech policies, and Chair Latimer noted that a roll call vote would be taken following discussion.

Dr. Jeff Howard provided an overview of the Use of Campus Property and Facilities Policy, which he said is closely related to the Student Free Speech Policy and is a revision of ETSU's existing policy following a multi-year review of occurrences and best practices at other universities across the nation. He said that during the review process, a new law related to free speech that was passed by the Tennessee legislature went into effect in January, and the new Student Free Speech Policy closely follows that law. He stated that the campus use policy designates four public speaking areas on campus (Amphitheatre, Pedestrian Mall/Student Government Association Pride Walk, designated areas of Borchuck Plaza in front of the Sherrod Library, and the Quadrangle/Quad grass area) that may be reserved by both campus-affiliated entities (faculty, staff, students and student groups) and non-affiliated entities for such free speech purposes as speaking, marches, protests, information tables and more; campus-affiliated entities are not limited to those four spaces. The revised campus use policy also incorporates language related to the governance transition to the Board of Trustees and includes new policy related to food vendor trucks on campus. He noted that the reservation process occurs through Student Affairs via the D.P. Culp University Center administration.

Trustee Golden questioned how the university would determine whether speech intended for those areas was or was not constitutionally protected.

Troy Perdue explained that different rules apply to the separate categories of campus-affiliated and non-affiliated entities pertaining to campus use, with restrictions being very limited. He noted that time/place manner restrictions would cover some issues, such as loud noises from bullhorns or marching near academic buildings during exam periods.

Trustee Golden reiterated his question to ask who makes decisions regarding whether there is a reasonable basis to make a speech content restriction.

Mr. Perdue said that such restrictions would be very limited, and could, for example, include "fighting words." He said it would be the responsibility of the officer on the scene, in the moment, to make that determination. He said that typically, officers

would call the University Counsel office, explain the situation, and ask for confirmation that the speech in question “crosses the line.”

President Noland added that his office, as well as the offices of University Counsel and Student Affairs, frequently get calls from students, faculty and staff asking why certain things, such as graphic images of aborted fetuses posted by the American Genocide Project, are allowed on campus; he said the response is that that is protected speech and that the group has properly reserved the space. He stated that it was difficult to envision content that would cause a group from being precluded from using campus space. He also noted that students do not have to register to use the free speech spaces.

Dr. Howard noted that a change in the policy that opens up the free speech spaces and streamlines the process is extending the hours during which those spaces may be used; the former policy stated that the spaces were available from 9 a.m.-4:30 p.m., but the new policy extends the hours to 7 a.m.-7 p.m. This allows those reserving the spaces to get their message out during the early mornings and late evenings.

Trustee Golden acknowledged the time he was taking to ask questions, and Chair Latimer responded that this timely issue is worthy of discussion. President Noland concurred, noting that the university would benefit from questions and insight from Board members.

Trustee Golden said that it appeared that the university had in place the mechanisms to identify and promptly react on occasions when content is not constitutionally protected or when there is reasonable certainty that an illegal act could occur. He also noted that one other area that could be “slippery” concerns university funding of free speech events, and questioned how the university makes decisions regarding which events to fund and which not to fund.

Mr. Perdue replied that the Tennessee statute now in effect gives direction as to how much the university will fund certain kinds of speech. He said the legislature has said that on a content-neutral basis, the university will let people speak and cannot charge. The legislature has set limits on who bears that cost, and the institution bears the cost.

Trustee Golden asked about processes in place that would help the university to be in compliance with state legislation and the Constitution, and Mr. Perdue noted that the university is prepared and that individuals who will make decisions “in that moment” know what the rules are. Dr. Howard noted that this foundational group of individuals has been involved in the drafting and review process of the policy, and the next step will be educating the rest of the campus community. Mr. Perdue added that officials are working to identify a time to provide education on the policy to students.

President Noland stated that the environment is complicated, and said that if a student organization were to invite a controversial speaker to campus by going through the proper process, the university could not prevent the individual from coming and

would bear the responsibility for public safety and associated costs. However, if a speaker showed up in the middle of campus and started to speak without going through the proper process, the university could stop that.

Trustee Golden noted that the university would want to have a process in place to make sure that events featuring properly invited speakers whose fees are funded by tuition or taxpayer dollars follow the legislature's guidelines.

Dr. Howard stated that student organizations may apply for student activity funding through the BUC Fund, which is controlled by the Student Government Association. The funding is allotted by a trained committee according to defined guidelines, and is content-neutral.

Trustee Golden stressed the importance of an accounts payable process that would keep the student organizations within their budget.

Chair Latimer asked that the minutes reflect that Dr. Alsop had joined the meeting and called for the roll call vote on adoption of the academic and student policies.

Mr. Dugger noted that the roll call vote on the campus use policy is part of the rule-making process, which has many steps, and as part of the record, an official vote is required. Trustee Alsop voted yes, Trustee Ayers voted yes, Trustee Golden voted yes, and Chair Latimer voted yes, and the policy passed.

VIII. Annual Review of the Teaching Profile by Time Status and Tenure Status

Dr. Mike Hoff noted that his presentation would cover a peer comparison, university hours by level and faculty type, which relates to issues of tenure and tenure-track. He said one factor affecting some of the charts and percentages in his presentation is the fact that within the past year, ETSU internalized the M.S.N. (Master of Science in Nursing) degree from the Regents Online Degree Program (RODP); this gives the university the benefits of a higher quality of delivery and a lower cost for students.

In giving a peer comparison snapshot, Dr. Hoff said that in 2016, the total enrollment at ETSU was 14,022, compared to the peer average of 19,099; ETSU's instructional faculty in 2016 totaled 1,110 compared with the peer average of 1,133, and the faculty-to-student ratio was 16 at ETSU in 2016 compared with the peer average of 18.6. He reminded the committee members that ETSU's Board-approved strategic plan includes the goal of reaching 18,000 students by 2026. He noted that the plan does not include information on massive hiring of faculty that would seem to coincide with such a goal because planners determined the university has unused instructional space, and this will be the subject of a broader discussion at a later date. He said ETSU's low faculty-to-student ratio is attractive to many students.

Dr. Hoff pointed out that ETSU is in the middle in peer faculty tenure status at all ranks with the percentage of tenured and tenure-track faculty staying between 71.35

to 73.13 percent from 2012 through 2015. He said that while in some cases, it is not good to be in the middle of a peer group, in this case, ETSU's balance of tenure and tenure-track positions is beneficial because the university educates a varied population, from students who are the first in their families to attend college to students who are at the top of their high school classes.

A presentation slide showing university-level hours by faculty type showed that in 2017, 67.6 percent of hours taught were taught by full-time faculty (including tenure and tenure-track faculty and non-tenure-track faculty) and 31.9 percent of hours taught were taught by part-time faculty (including administrative/professional staff, post-retirees, adjuncts and graduate assistants), which is up 2.3 percent over 2016. Dr. Hoff noted that some people might overgeneralize and say this indicates an over-reliance on adjunct instructors, but he said that in some majors and concentrations, the adjunct is the expert, and without that adjunct, the quality of education would be less. He pointed out that the "Other" category, with the percentage of hours taught at 0.5 percent in 2017, was down 2.2 percent from 2.7 in 2016, which is accounted for by the nursing program changeover from the RODP. Likewise, the impact of the RODP changeover is seen in credit hours by level by faculty type, with the semester credit hours in the "Other" category being down by 1,453. He also noted an increase of 4,083 hours in part-time faculty in 2017 as a result of the increase in the number of first-time freshmen. The RODP changeover impact is also seen in the percent of hours by faculty type and location, as well as percent of hours by faculty type and hour type.

Dr. Hoff noted that the percent of university hours by college is relatively stable, but as the university progresses toward 18,000 students and as deans have more control as the result of the move to a decentralized budget process, these numbers are likely to change. He also pointed out that in credit hours by level by faculty type, the largest adjustments came in the College of Nursing lower division, which saw significant growth in freshmen and early transfers.

In summary, Dr. Hoff said peer comparisons indicate that ETSU has instructional staff to handle increased enrollment. The percent of tenure and tenure-track faculty is just above the peer average in spite of salary levels, which is likely because of faculty support for ETSU's mission. He also said that ETSU's handling of the RODP program, taking an entirely online graduate program and putting it inside the university, is a significant achievement.

Trustee Alsop noted that the percentages of full-time, tenure-track faculty as compared to others are about 50-50, and asked about the numbers of faculty engaging in research and service.

Dr. Hoff said that efforts to develop a good method of tracking all faculty activity, including research and service, is ongoing, and he continues to seek software and other systems to put in place to allow such tracking.

Trustee Alsop also followed up on contact hours versus credit hours, noting that sometimes a four-credit-hour course may involve six contact hours for faculty because of laboratory and field assignment activities. He said that in spite of due diligence in reporting, contact hours are often not part of the equation, which results in underestimation of the teaching that is actually involved.

Dr. Hoff noted that he will be working with a student intern from the Honors College to collect such information and look externally to see what kinds of other things are happening.

Chair Latimer referred back to the software programs that were mentioned and asked if any such thing exists in public or private institutions that qualifies and quantifies the quality and quantity of these hours. Dr. Hoff said that programs measuring the quantifying variables were good, but were lacking in the area of qualifying variables, and that he and his staff continue to explore options.

President Noland thanked the board for being willing to allow administrators to present this data, because of the deeper understanding it can provide of the “moving parts” of the university. He referred to the chart showing the distribution of credit hours taught by college and noted that the College of Arts and Sciences carries half the instructional load for the institution; he said that understanding this is important, because in order for the university to be successful, the College of Arts and Sciences has to be successful. Dr. Noland also said the data is important in conveying the university’s capacity to grow to 18,000 students. He said ETSU’s student-faculty ratio is a market advantage, but recognizing that, if ETSU adjusts its load and yield rates, the data shows that approximately \$14 million would be available for reinvestment. He said that at an upcoming Board of Trustees meeting or retreat, updated salary comparisons would be available; he said ETSU’s salaries are not where they need to be, and focusing on some of the load elements embedded in the data shared by Dr. Hoff could provide opportunities to improve salaries.

IX. Update and Status Report (White Paper on Research and Economic Development at East Tennessee State University: Infrastructure and Organization)

President Noland, filling in for Dr. Bach, presented an update prepared in response to the February meeting on research that highlighted items that generated significant discussion among Board members at that time as well as action steps taken by the institution as a result. He stated that there has not been the volume of significant activity that the Board had demanded from the institution in February, and that he wished to provide context for why and give an overview of the work that has been done to position the university for significant movement.

Dr. Noland said the first element ETSU was charged by the Board to bring together was the hiring of an outside consultant who could provide an assessment of ETSU’s research infrastructure and shape the university’s efforts moving forward. He

recalled that during the February work session, Alan Levine, Executive Chairman, President and CEO of Ballad Health, conveyed that Ballad would soon hire a major consultant that would examine integration and research issues. Dr. Noland reported that for a variety of reasons, Ballad has not yet identified that consultant, and so ETSU has delayed its pace to align with the pace of the work that Ballad is doing; he said this consultant should be selected in the near future, and Ballad has structured the plan so that the consultant would align Ballad's areas of ETSU's and look for overlaps that could identify four or five areas for cluster hires.

Dr. Noland proposed inviting Dr. Paul Hill, who has just retired as Vice President for Science and Research at West Virginia University, to review infrastructure, help identify gaps and share expertise derived from his role as Executive Director of the West Virginia Experimental Program to Stimulate Competitive Research. He noted that no contract has been executed, and that the type of consulting expertise needed could be informed by an upcoming visit to Wake Forest University to learn lessons from them that might help the university get a sense of alignment with Ballad.

President Noland said the next step, the identification of alignment within research areas, also awaits Ballad's consultant's report, but Drs. William Duncan and Robert Means have begun to structure areas in which ETSU would make cluster hires upon receipt of revenues from Ballad. He said ETSU has a good sense of what three of the five areas of investment will be for the institution, and these could include opioid treatment, diabetes, and prescription drug abuse literacy. Dr. Noland likened this to a "chicken and egg" situation because revenues are not yet there to support the hires.

In the meantime, Dr. Noland said, ETSU has begun to prepare an assessment of its Academic Health Sciences Center structure, staffing and viability of clinical operations to serve as trial sites, as well as revenue sources to help fund research. He said a detailed review will be presented to the Board in September, along with action steps from the AIM (Aligned Institutional Mission) Project, sponsored by the AAHC (Association of Academic Health Centers), a national umbrella organization for health science centers. ETSU was one of two institutions in the nation – the other being the University of Kansas – selected to participate in this pilot program. Dr. Noland said some of the recommendations from the AIM report encourage ETSU to look at its clinical structure and operation to ensure that its position to generate revenue on the patient base would support research, enhance staffing, identify research areas to align with the charge provided by the Board, and better market points of excellence at the institution.

Dr. Noland noted that while the university has not done all the things the Board asked, but it is moving at a deliberate pace to ensure that once Ballad moves on the consultant hire, the university can move quickly on pending action items. He recalled that the Board directed ETSU to reach out to candidates who could serve in this

economic development role; he said he has reached out to a couple of individuals to gauge their interest, and Mr. Levine has done likewise.

President Noland said the university looks forward to presenting to this committee and the full Board of Trustees in September the actions that ensue from the AIM report; he said he also looks forward to the trip to Wake Forest. He conveyed his hope that following the trip to Wake Forest, his thoughts regarding Dr. Hill will remain in alignment, but if not, the university will adjust accordingly; he commended Dr. Hill as a person who has experience with institutions with missions like that of ETSU and could give a good sense of strengths and areas where help might be needed.

X. Other Business

Trustee Alsop conveyed his apologies for being late. He referred back to the Academic and Student Policies: Executive Administrative Officer and Academic Dean Emeritus Policy and questioned whether the terms “Executive Committee” and Executive Team” in the second paragraph under the Executive Administrative Officer heading meant the same thing. President Noland stated that they are one and the same; this is the senior leadership team of the university and is essentially comprised of the vice presidents.

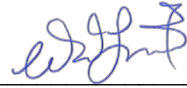
Trustee Alsop also referred back to the Academic and Student Policies: Faculty Emeritus Policy and questioned the use of the term “dean emeriti” in the last sentence of paragraph two under the Policy Statement heading, asking if that was a typing error and should be “faculty emeriti.” Dr. Kirkwood stated that was an error and thanked Trustee Alsop for identifying it.

President Noland thanked Chair Latimer and the committee for their willingness to move on the special recommendations made in Promotion and Tenure of Faculty Members. He also thanked university staff for working quickly to adjust responsibility for presenting agenda items in Dr. Bach’s absence.

XI. Adjournment

There being no further business, the meeting was adjourned at 11:26 a.m.

Respectfully submitted,



David Linville
Secretary of the Board of Trustees

Approved by the Board of Trustees at its September 21, 2018 meeting.