

## Interim University Council

**Date:** August 10, 2015

**Time:** 8:15 a.m.

**Location:** D.P. Culp University Center Forum

**Attendees:** Dr. Brian Noland (chair), Dr. Gordon Anderson, Dr. Bert Bach, Dr. Wilsie Bishop, Dr. Larry Calhoun, Alex Cassell, Dr. Ranjan Chakraborty, Dr. David Collins, Dr. William Duncan, Dr. Susan Epps, Dr. Virginia Foley, Dr. Jane Jones, Mary Jordan, Ed Kelly, Dr. Karen King, Stefanie Murphy, Pam Ritter, Dr. David Roane, Jeremy Ross, Dr. Richard Sander, Dr. Janna Scarborough, Dr. Joe Sherlin, Joe Smith, Patricia Wheeler, Josh Whitlock, Mary Cradic (staff support), Jennifer Hill (recording secretary)

**Guests:** Jennifer Clements, James Batchelder, Randy Byington, Dr. Wallace Dixon, Dr. Mike Hoff, Dr. B.J. King, Dr. Amal Khoury, Dr. David Linville, Dr. Rob Pack, Dr. Mike Smith, Dr. Randy Wykoff

### MINUTES

Dr. Brian Noland opened the meeting and welcomed those in attendance.

#### Approval of Minutes

The minutes from the July 20, 2015, meeting were approved.

#### Research Committee Report

Dr. Rob Pack, chair of the ad hoc university committee to create a Strategic Plan for Research, presented a summary of the committee's work, which was finalized and submitted in May (*see attached PowerPoint presentation*). He noted that ETSU has been on an upward trajectory in research funding since 1995. In terms of funding, ETSU is currently above average among doctoral research universities (DRUs), below average among DRUs with high research output, among the lowest-funded universities in the nation with allopathic medical schools, ranked 314 out of 653 ranked universities in the National Science Foundation's Higher Education Research Database (HERD), and seventh in Tennessee. According to the HERD data, ETSU had \$11.2 million in R&D expenditures in 2012. The committee recommends that ETSU pursue a minimum target of \$65 million in annualized research funding by 2030 (not including service and other contracts), which would require annual growth of 10 to 15 percent over the next 15 years.

Dr. Pack's presentation recognized ETSU's strengths in research and included seven themes that emerged from his committee's work; for each theme, he outlined goals and objectives. The presentation also included a list of 40 action items that could be pursued related to research, as well as a chart listing research priorities that could be addressed in three phases, with two scales of investment within each phase.

Discussion following the presentation touched upon the need for new research-oriented doctoral programs, the need for good communication in all phases of the research process, and the need for research at ETSU to have a broad impact – to aim for national/international impact in addition to its regional impact.

### **Budget Process Committee Report**

Dr. Larry Calhoun, chair of the Budget Process Committee, presented a summary of the committee's work, which was finalized and submitted in May (*see attached "Final Recommendations to the President" report*).

The report recommends that ETSU "move in the direction of developing and implementing an RCM-type (Responsibility Center Management) budget model" that would decentralize budgetary decision-making and control, placing it at the college/department level. This would "provide incentives for enrollment growth; align budget responsibility with budget authority; tie budgetary decisions to strategic planning; and provide a process by which budget reduction decisions can be made during times of reduced revenue."

Dr. Calhoun noted that changing to an RCM-type budget model will require a "cultural change at the university to be effective," and that this would be "uncomfortable but necessary." He stressed that alignment of the budget to the strategic plan is necessary, and that good communication will be needed to allay concerns by employees.

Some cost will be associated with moving to this model, because a consultant knowledgeable in this area will need to be hired to assist the university in this effort.

Also, throughout implementation of the new budget model, there needs to be clear communication, education and buy-in to make sure the campus community clearly understands what the model is, why it is being implemented, when it will start, how it will impact budgets, who will conduct training, and who will be available for questions.

Dr. Calhoun said the earliest this could be implemented would be the fall of 2017. Council members noted the need for a year in which the old budget model and the new could run simultaneously to give the university community an opportunity to learn and see how the new model will work.

Dr. Noland proposed the following:

1. To endorse the report and charge the committee to put all of its materials on the Web for public consumption;
2. To charge the university to move forward with the strategic budget and planning structure; and
3. To set a timeline for implementation of a decentralized budget process in the fall of 2017.

Each item had a motion and a second; the University Council approved all three unanimously.

### **Academic Portfolio Review Committee Report**

Dr. Virginia Foley and Dr. Mike Hoff presented the committee's report (*see attached "Academic Program Review" document*). This committee looked at "the current academic program portfolio with a desire to adopt a Mission, Market, Margin framework, and to create an investment and reallocation strategy for the portfolio. This strategy seeks to support the mission

of ETSU and the success of its students, while also creating the necessary resources for reinvestment in the University.”

The committee looked at ETSU’s graduate and undergraduate programs to establish “a framework for considering opportunities for program investment, restructuring and reallocation.” Aspects considered included university strengths, market demand, demand in terms of applications, yield (acceptances and enrollments), output (student credit hour production and degree production), retention rates, net revenue and more. After measuring demand and yield using three years’ worth of data, the committee placed the academic programs into three groups: Top Performers (strong in both demand and yield), Bottom Performers (weak demand, low degree numbers) and the Middle Performers (some high in one area and low in the other, and some average). This data, which the committee recommends be reviewed annually, may be used by decision-makers in determining investment and allocation of resources; deans might decide to maintain some programs as they are, grow others, or possibly eliminate or consolidate others. Dr. Foley stressed that just because a program has a low demand or low yield does not mean it should be cut, but perhaps needs to be looked at closely.

The committee will continue its work and will share its findings at the conclusion of its work, which is expected by February 2016 at the latest.

### **Administrative Services and Function Review Committee Report**

Dr. Bert Bach presented the committee’s report, which was finalized and submitted in May (*see attached “Administrative Services Review Summary Report” and “Administrative Services Review Committee Final Report” documents*). Following the work of nine subgroups, this committee approved for implementation 26 percent of 127 potential initiatives identified (those not approved were tabled, referred to other committees for evaluation, require additional analysis, or removed completely). Approximately 35 percent of those recommendations that were approved had cost savings or required further investments. If implemented, the initiatives could generate approximately \$2.2 million in additional net revenue.

Some of this committee’s recommendations were time-sensitive, and therefore were endorsed by President Noland and implemented; these included several information technology initiatives, a winter session pilot increasing the number of course offerings, changes to summer school, centralization of printing/graphic design/variable data services, and providing matching scholarship funds to expand the Roan Scholars Leadership Program.

Remaining recommendations were assigned to four priority categories, ranging from approval for immediate implementation to tabling as a priority.

Following this process, two subgroups were formed to address specific recommendations: one to study issues raised regarding stipends, compensation and fairness, and a second to study the possibility of combining the Little Bucs Student Child Care Center and the Child Study Center into one entity. The work of these subgroups is expected to conclude soon.

Going forward, these reports will be submitted to Financial Services for review per the recommendation of the consulting firm, rpk GROUP, and a calendar for implementation of these recommendations will be established. Dr. Bach and other members of the Administrative Services Committee will make a final report to the Interim University Council at a forthcoming meeting.

## **Branding Initiatives Update**

Jennifer Clements, Director of Marketing and Special Events, presented an update on the university's Branding Initiatives (*see attached "Branding Initiatives Update" PowerPoint presentation*). Initiatives included the creation of a consistent visual image through the launch of new academic and athletic logos, websites and identity standards and streamlining the ordering and design process for business cards, stationery, brochures and other printed materials. ETSU's licensing program, which ensures that the university's colors, logo and other images are used properly, is being led by Barbara Mason, Manager of Trademark Licensing. A strong effort has been made to have many new licensed products developed and available for "back to school" season, and the number of retail establishments carrying ETSU licensed merchandise has increased.

Soon to come are a new licensing website, the launch of the new Bucky mascot costume during a Sept. 2 pep rally and bonfire, a "meet-and-greet" event for suppliers, new directional and building signage for campus, more templates available for publications and other materials, and working with the city of Johnson City to create a "college town feel."

## **Vision Statement Revision**

The IUC considered a proposed new vision statement for the university from President Noland:

ETSU is an institution dedicated to a stewardship of place. We are committed to student success and enhancing the quality of life for the people of Appalachia.

Dr. Randy Wykoff, who chaired a team that worked with the vision statement during the fall of 2014, said that the group identified three things that need to be in the vision statement a student-first culture, expand recruitment efforts without abandoning the traditional student population, and recognition that our mission includes a commitment to improve the health, culture, economy, and quality of life of the region.

IUC members expressed concerns over some of the wording, asking about specific definitions of or ideas conveyed by the terms "region," "stewardship of place," and "Appalachia." Some individuals thought that it did not distinguish ETSU from other institutions, and that it could limit strategic planning.

Dr. Noland directed IUC members to send their own vision statement drafts to Dr. Wykoff, who will take these thoughts and ideas back to his committee to continue its work. Dr. Noland said that once the vision statement is finalized, the university may move forward with the strategic planning process.

## **President's Report**

**Announcement of Presidential Fellows:** President Noland told the IUC that the Presidential Fellows will be identified by the end of the week. He announced that Dr. Richard Rhoda, who recently retired as executive director of the Tennessee Higher Education Commission (THEC), will be working with the Presidential Fellows and assisting with ETSU's strategic planning efforts as a Presidential Scholar in Residence.

**ETSU/Tennessee Tech University Engineering Degree Status:** President Noland reminded the IUC that as of the last meeting, the proposed partnership was dead, but reported that it has been

resurrected, and the two institutions have been directed by Tennessee Board of Regents (TBR) Chancellor John Morgan to present the proposal for the program to the TBR in December; it will be on the THEC agenda in January. He noted that ownership of curricula was the primary concern, with TTU wanting a two-plus-two arrangement by which ETSU would effectively serve as a “community college,” offering the first two years of the program, with TTU offering the last two years of coursework and awarding degrees. Dr. Noland said that Chancellor Morgan was clear that if there is a program, it is to be developed unilaterally with Tech and ETSU faculty, and the only way there will be a basic engineering program is if the program is a joint Tech and ETSU program. Dr. Noland said this is a wonderful outcome for ETSU and expressed appreciation to Chancellor Morgan for the way he approached the issue.

**Date and Time of State of the University Address:** The address will be given on Friday, Oct. 2, at 12:30 p.m., with a reception to follow. This date falls upon the university’s birthday.

**Enrollment Update:** President Noland reminded the IUC that the budget was built to accommodate 200 fewer students, and the numbers are fluid. Dr. Mike Hoff said that as of Aug. 7, enrollment figures were down 90 overall, and projected ETSU would be down between .5 and 1.5 percent, which is within the projected range. Dr. Noland said part of the reason why the numbers are down is the impact of Tennessee Promise, but this has been offset by an increase in out-of-state enrollment. He also noted that ACT scores are up. He noted that these numbers are better than expected, and that some other institutions are seeing declines of approximately 500 students. Dr. Bach noted that graduate enrollment looks good.

**Final Deliberations of the Salary Equity Committee for 2015-16:** Dr. Hoff reported that the committee recommended a 2 percent across-the-board increase, with a \$500 minimum, for regular full-time employees. This will be submitted to the TBR for approval in September. Dr. Noland noted that if approved by the TBR, these increases will be effective Oct. 1, retroactive to July.

**Update on Staffing Plan to Support Strategic Planning:** President Noland reported that Dr. Mike Hoff will be tasked with leading strategic planning, assisted by a committee to be named; a faculty member will also be identified to help. This team would focus on decision support and analysis as well as strategic planning. He noted that another vice presidential position does not need to be created, but that most of the work of the team would be reported through the President’s Office. Tasks and responsibilities for this new team will be presented and additional resources needed will be identified at the next IUC meeting.

**Composition of the Interim University Council:** President Noland asked IUC members to consider the Council’s membership to identify any areas not represented that should be. This is because some concern has been expressed by the Council of Chairs that IUC membership is not adequately weighted according to the composition of the university as a whole. Some noted that the humanities need another representative.

### **Future Agenda Items**

Dr. Noland reminded IUC members to submit agenda items for the September 14 meeting via the IUC website, and encouraged them to attend the Faculty and Student convocations on Aug. 21.

The meeting was adjourned.