

Interim University Council

Date: September 14, 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. Wallace Dixon, Dr. William Duncan, Dr. Susan Epps, Dr. Jane Jones, Mary Jordan, Dr. Karen King, Dr. Cecilia McIntosh, Stefanie Murphy, Dr. Wendy Nehring, Pam Ritter, Dr. David Roane, Jeremy Ross, Dr. Janna Scarborough, Joe Smith, Patricia Wheeler, Josh Whitlock, Jennifer Hill (recording secretary)

Guests: Dr. Mike Hoff, Dr. David Linville

MINUTES

Dr. Brian Noland opened the meeting, welcomed those in attendance, and noted the change in order of four agenda items.

Approval of Minutes

The minutes from the August 10, 2015, meeting were approved.

Update on Enterprise Initiative

Dr. David Collins gave an update on the process of switching to the National/Enterprise contract which the university entered with the Sept. 1 closing of the ETSU Motor Pool. He reported that the process has gone smoothly overall, with the primary concerns expressed by employees pertaining to the time it takes to get to the Enterprise location on the Bristol Highway, having cars available at the desired time of pick-up, and the requirement to personally purchase gasoline and get reimbursed.

Dr. Wallace Dixon stated that the Council of Chairs is still gathering input from members, but some additional concerns expressed thus far include the assumption of time available during the workday to pick up a car, the lack of some personal safety features on rental cars, and the difference in reimbursement rates for those who choose to drive their personal vehicles when they choose to do so for safety purposes. The pending elimination of Motor Pool vans was also mentioned as an issue, with the possible lack of suitable replacement vehicles through Enterprise and the higher age limit for drivers (25 as opposed to ETSU's age requirement of 21) being named as potential problems.

Dr. Collins is meeting with Enterprise representatives next week to discuss these issues. He noted that Enterprise is planning to open the Bristol Highway location seven days a week and may also look for a location closer to the ETSU campus. He also said that the reimbursement rate difference mentioned is not part of the Enterprise contract but stems from ETSU policy, and that it is possible that ETSU will keep the van fleet because of such issues as those mentioned.

Dr. Noland noted the convenience he has experienced with Enterprise over the past two months, particularly the flexibility the company offers in extenuating circumstances, such as the need for a one-way rental as a result of an airline delay.

Fall 2015 Enrollment Profile

Dr. Mike Hoff reported that the preliminary census enrollment is 13,743, not counting Medicine, Pharmacy, residents and fellows. Undergraduate enrollment of 11,405 is down 145 from fall 2014, but ACT scores for incoming freshmen are up 0.5; graduate enrollment is up 66 to 2,338. He provided breakdowns of projected updates, results by college and undergraduate class rankings, residency, and comparison to other Tennessee Board of Regents (TBR) institutions (*see attached presentation document*). Hoff noted that while the freshman class is down 6.54 percent, ETSU is graduating a larger number of students, indicating that retention efforts are working; also, while in-state numbers are down, as expected with Tennessee Promise, out-of-state and international numbers are up. He also pointed out that ETSU is faring better than most other four-year TBR institutions in full-time equivalency (FTE) with an increase of 0.4. Final numbers are expected in October.

Information Technology Services Update

Dr. Karen King reported that Information Technology Services (ITS) is examining its organizational structure using a score analysis completed with Gartner, a technology company, determining areas of strength or weakness and areas in which it may improve or change; she has also looked at ITS offices at other TBR and UT institutions as well as Tennessee Higher Education Commission (THEC) peers to see what they're doing.

One change already made is moving the Help Desk to the Sherrod Library; the student and faculty/staff help desks will soon be merged into one, with additional services including live chat for computer assistance, self-service ticket entering online, updated work space and revision of the survey regarding completed work to gather more useful information. A formal announcement of these changes will be forthcoming.

Other highlights (*see attached presentation document*) include upgraded bandwidth, completion of the VoIP conversion over the summer with 2,500 phones installed, the phase-out of old server systems, forthcoming training programs to improve security, and completing the Web migration with a new template, sites and documents that are fully accessible to those with disabilities, and a load-balancing server setup. She noted that all IT policies are currently under review with the assistance of an auditor, and an accessibility audit is being conducted by the TBR. ITS is working toward campus-wide migration to Microsoft's Office 365 package, with a pilot study currently under way. Plans are also in the works for an ITS annual report and strategic plan.

President's Report

Great Colleges to Work For: Dr. Mike Hoff reported on ETSU's results in Great Colleges to Work For, an online survey conducted by The Chronicle of Higher Education and ModernThink. ETSU's participation came at the request by both the Faculty and Staff senates for a campus climate survey. The university has participated for two years and showed overall improvement from 2014-15 (*see attached presentation document*), but Hoff notes a low response rate (17 percent, or 102 respondents out of 600 surveys sent to randomly selected employees; this is up

from ETSU's 14.5 percent response rate in 2014, and the national average is 37 percent) must be improved to ensure the validity of response and drive improvement.

Presidential Priorities for 2015-16 Academic Year: President Noland reviewed strategic initiatives of 2014-15, many of which will continue into 2015-16. Initiatives for the coming year include:

- Strategic growth agenda: Dr. Noland said ETSU is on solid footing in the first year of Tennessee Promise and will continue to work diligently in this area in anticipation of legislative measures designed to alleviate some of the obstacles some students faced in qualifying for Tennessee Promise. ETSU will diversify and expand such programs as the BLUE Weekend, strengthen outreach to targeted high schools and other student populations by including faculty in visits. ETSU will also work to ensure that students already enrolled at the university achieve success. Transfer students are being targeted through an embedded advisor at Northeast State Community College and initiatives in Sevier County; the possibility of new scholarship funds for transfer students
- Strategic planning and budgeting: Dr. Mike Hoff will assemble a committee that will drive the strategic planning initiative through 2025, going beyond the TBR mandate for a five-year strategic plan.
- Mountain States Health Alliance-Wellmont merger: If this proposed merger is approved by the state, ETSU will identify research opportunities, and Dr. Noland would like to see ETSU approach the state legislature for matching funds, which would significantly magnify the impact.
- Institutional advancement: Dr. Noland will work with new Vice President for Institutional Advancement Pam Ritter on refining the structure and staffing of her unit, developing benchmarks and metrics, and laying the groundwork for a fundraising campaign.
- Communication: Energy will continue to be focused in this area through meetings with the Council of Chairs and departments, public forums, the "Blue and Gold Digest," and more.
- Capital construction: The next five years will see more dollars invested in capital construction at ETSU than in any other five-year period of the university.
 - Fine Arts Facility: Faculty involvement is being enhanced to address rumors and conjecture regarding what is and is not included in plans. Architects' design work is to be completed by the end of the fall semester and the university will begin to move forward with construction. Site acquisition is nearly complete, fundraising continues with approximately \$2.5 million still to go, and negotiations on Johnson City's involvement will be finalized soon.
 - D.P. Culp University Center: Programming should be completed and design work initiated this year.
 - Center for Inter-professional Education: Design work and preparation for construction should be initiated this year. Housed in Building 60 on the VA campus, this center will provide students in the colleges of Nursing, Public Health, Medicine and Pharmacy the opportunity to learn and train together. It will also be the new home of the Simulation Center. Dr. Wilsie Bishop said that the groundbreaking will be held in spring 2016 and it is expected to open by July 2018.

- Lamb Hall: It is hoped that funding to begin planning for this project will be in Gov. Bill Haslam's budget for the 2016 legislative session.
- Football stadium: Project design and fundraising should be finalized, ground should be broken, and construction should be at the mid-point this year.
- Data Center: Design work should be initiated and construction preparations under way this year.

Dr. Noland expects a report soon from the committee examining parking that was assembled in the summer. The committee will conduct a survey on parking. ETSU will lose the entire parking lot next to the Facilities Management building for construction of the football stadium, and the parking committee will make recommendations on the distribution of parking spaces across campus.

Dr. Noland also led discussion on his proposed strategic objectives for 2015-25. He stated that these numbers have been presented before, and he believes these are realistic goals for this planning cycle. These include:

- 18,000 students enrolled on-campus, online or at a remote location (last year 14,685 students)
- Out-of-state and international enrollment of 3,500 (last year 2,450)
- Transfer enrollment of 2,000 (last year 1,057)
- 60 percent graduation rate (last year 43 percent). Dr. Noland reported that recent data from the National Student Loan Clearinghouse showing that of students who enrolled at ETSU full time, 80 percent of those students graduated from college, but many of them did not graduate from ETSU
- 85 percent retention rate (last year 71.7 percent)
- 12,000 applications for the freshmen class of 2025 with an average ACT score of 25 (last year over 7,500 applications for 2,000 freshmen with an ACT average in excess of 23)
- \$100 million in externally sponsored research (last year \$38 million; if the MSHA-Wellmont merger occurs, that will significantly increase these dollars)
- \$25 million in annual giving to ETSU (last year \$15 million)
- 15 percent alumni giving rate (last year 3 percent)
- 3,500 students living on campus and 2,500 living within a two-mile radius (last year 2,300 on campus)
- Annual investments in faculty, staff and graduate student salaries/stipends for each year of the planning cycle

Dr. Noland said we are very close in many of these areas, and some of the target numbers may not be big enough. In discussion on these numbers, concern was expressed that the 18,000 enrollment target could result in space and quality issues, and Dr. Noland noted that growth in the student population could provide new opportunities for various forms of funding, including state, research, philanthropic dollars. It was also expressed that the 15 percent target for alumni giving seemed small, but Pam Ritter noted that that is common among public institutions.

Notes and Announcements

- Dr. Noland reported that ETSU ranks fifth in the nation in pre-med and first in the state in computer science.

- Dr. Noland announced that the 2015-16 Presidential Fellows and the areas in which they will serve are:
 - Dr. Wallace Dixon – President’s Office
 - Dr. Daryl Carter – President’s Office, Government Relations
 - Dr. Bethany Flora – Alumni and Advancement
 - Dr. David Linville – Health Sciences
- A public forum regarding the proposed MSHA/Wellmont merger will be hosted by the Johnson City Press Wednesday, Sept. 16, at 7 p.m. in the D.P. Culp Center forum. Dr. Noland encouraged IUC members who had questions or concerns to attend.
- Dr. Noland recommended that the membership structure of the IUC will remain as is. Any changes to the structure will be made to the permanent body once the IUC completes its work.

The meeting was adjourned.