

Interim University Council

Date: January 9, 2017

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, Dr. Ranjan Chakraborty, Dr. David Collins, Alexandra Craft, Dr. Wallace Dixon, Dr. William Duncan, Dr. Susan Epps, Dr. Bill Flora, Dr. Jane Jones, Mary Jordan, Ed Kelly, Dr. Karen King, Dr. Cecilia McIntosh, Dr. Wendy Nehring, Pam Ritter, Dr. David Roane, Jeremy Ross, Dr. Janna Scarborough, Pooja Shah, Dr. Joe Sherlin, Joe Smith, Mary Cradic (staff support), Jennifer Hill (recording secretary)

Guests: Dr. Virginia Foley, Mira Gerard, Dr. Mike Hoff, Dr. Keith Johnson, Dr. B.J. King, Dr. David Linville, Dr. Stephen Marshall, Dr. Maria Niederberger, Dr. Katherine Weiss

MINUTES

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

Approval of Minutes

The minutes from the Nov. 14, 2016, meeting were approved.

Consensual Relationship Policy

Mary Jordan and Ed Kelly presented the draft of a proposed Consensual Romantic or Sexual Relationship Policy (*see attached [policy draft](#)*). This policy was developed by an ad hoc committee following questions from faculty and staff regarding the issue and, if approved, will replace four previously existing university statements. The committee looked at the established policies of other institutions and the American Association of University Professors (AAUP) in preparing the policy. Following the example of the AAUP, the proposed ETSU policy uses the terminology “evaluative authority” rather than specifying particular categories of employees, to cover any position on campus that carries a measure of authority; this would include not only authoritative positions held by faculty or staff, but also positions held by students, such as graduate assistants or resident assistants.

Following discussion, the policy was amended with wording changes that IUC members indicated would increase clarity and strengthen the policy (striking “to affect membership/participation or” from the first paragraph and revising the third line under the “Policy” subheading to read “... reported by the Evaluative Authority to their supervisor”). The policy as amended was approved by the IUC to be placed on the public comment website for 30

days. Any comments received will be evaluated by the ad hoc committee, and any revisions to the policy will be presented to the IUC in February.

Information Technology Council Governance Proposal

Dr. Karen King presented the revised draft of the document outlining the proposed structure of the Information Technology Council (ITC) following the public comment period (*see [attachment](#)*). Dr. King said that very few comments were received, and the only change to the policy resulting from these comments was the addition of library representation on the Academic and Instructional Technology Subcommittee and the Security and Administrative Subcommittee.

Some discussion ensued pertaining to subcommittee membership including representatives of all colleges as it relates to the committee service load for faculty in small colleges. Dr. King said the purpose of the committee structure is to get adequate input so Information Technology Services (ITS) may take action.

Per President Noland's request, Dr. King explained changes to the Technology Fee (TF) regulations policy. She pointed out that staff for lab and classroom uses has been added, noting that previously, ETSU and other universities within the Tennessee Board of Regents system only allowed TF fees to be used for student staffing, while community colleges allowed part-time or staff positions to be covered by TF fees; staffing is limited to 12 percent of the TF budget. She indicated this change would help ensure smooth operation of computer labs and associated areas. TF monies will continue to be used to cover computer labs, network costs and smart classrooms. Dr. King said that the TF budget has remained relatively the same over the past decade with the exception of an increase in the share of funding allocated to University Libraries that came out of the classroom area, which continues to be sufficiently funded.

Strategic Planning Update

Dr. Mike Hoff provided a review of the strategic planning process thus far (*see attached [PowerPoint document](#)*) and said he plans to meet with President Noland the week of Jan. 15 to finalize the document, with all feedback incorporated. This document will be presented to the IUC for final approval in February, and will be used to guide, review and approve budget proposals.

President's Report

President Noland reflected on various initiatives already in the works for 2016-17 and outlined his proposed strategic initiatives for this spring (*see attached PowerPoint, "[President's Presentation](#)"*), many of which are to be aligned with the new Strategic Plan once it is approved. Among the new initiatives, in addition to the upcoming governance transition to the Board of Trustees, are a goal of 2,100 freshman for the fall of 2017, financial aid initiatives, tuition and fee proposals, new capital and public relations campaigns, and more.

Dr. Noland recalled a letter he had received from a former Faculty Senate president in January 2012 which outlined items of importance that needed to be addressed. He noted that many of

these items are in the works after five years during which the administration has taken a methodical approach to what, in many respects, is a “culture change,” with an emphasis not only on shared governance, but also shared goals.

- **Budget Process**

Dr. Larry Calhoun reviewed the process thus far in transitioning to a decentralized budget model. The Budget Redesign Committee has developed a preliminary model, and from that model – with changes incorporated from feedback – President Noland has developed a budget process to be used for 2017-18. In the meantime, the committee will continue its work, presenting the preliminary model with sample numbers to the IUC on Feb. 13 and then to numerous campus constituencies, including the Faculty and Staff senates, Academic and Dean’s councils, colleges, and others. Dr. Calhoun noted that the new budget model will involve a “cultural change,” with decision-making and responsibility placed at the college level, and said that the committee plans to listen and react to recommendations made by the campus community during its upcoming presentations.

Dr. Noland then presented the proposed budget process to be used for 2017-18 (*see slides 4-11 of [“President’s Presentation”](#)*), including the goals, principles and phases of that process. Some points from his discussion include:

- A two percent reduction is not anticipated, but units will be asked to prepare plans for such a reduction in case they are needed.
- A cap on tuition and fee increases by the Tennessee Higher Education Commission is expected.
- The 2017-18 budget will be prepared based on a decline of 250 students.
- Dr. Noland said there will not be a lot of new revenue, and if any is available, it will be allocated on a competitive basis.
- Budget hearings are planned for March 8-10. In discussion, it was noted that these dates fall during spring break; Dr. Noland stated that he is open to different dates, but these dates were chosen to provide an uninterrupted time to focus on the budget, and members of the campus community will have the opportunity to review budget materials and provide feedback in advance of those dates.
- The process will be coordinated by a proposed Budget Advisory Committee, whose members include James Batchelder, Dr. David Collins, Raven Moody and Dr. Susan Epps. President Noland will hold final internal decision-making authority, and the final budget will be submitted to the new Board of Trustees for approval.
- It is understood that Gov. Bill Haslam’s budget and THEC’s fee directives are received in May and could impact the proposed budget.
- The budget process for the 2017-18 fiscal year will allow the administration to pilot some aspects of the proposed decentralized budget model.

- **Proposed Scholarship Initiatives**

Dr. Noland presented several new scholarship initiatives (*see slides 13-15 of [“President’s Presentation”](#)*) proposed to enhance ETSU’s student recruitment efforts. Some points from his discussion include:

- ETSU must be aggressive in out-of-state marketing, particularly in light of North Carolina's new initiative similar to Tennessee Promise.
- ETSU's policy proposal to extend in-state fees to students living in any out-of-state county within a 100-mile radius of the university was not approved by the TBR in December, as TBR members believed this should be considered by the new Board of Trustees. Dr. Noland stated that by the time the new board considers tuition and fees in May, the window for this policy to impact fall 2017 enrollment will have been missed.
- Dr. Noland's new adjustments to existing scholarship programs will be effective immediately and may be used in recruitment efforts for fall 2017. He noted that many of the adjustments are the result of the work in fall 2016 by a committee, led by Dr. Bert Bach, which looked at changes to the institution's scholarship portfolio, and he expressed thanks to the committee members.
- Dr. Noland said that the housing scholarships to be offered under the ASPIRE program under the HOPE Scholarship align with the university's mission to serve first-generation and low-income students and will help the university toward meeting its diversity goals and filling housing capacity. He noted that additional staff support will be needed for associated programs, such as Quest.
- Dr. Noland said the new Public Service Corps is another way to waive out-of-state fees for students interested in making a difference in the community and who are not band, art, theater or dance students benefitting from Public Performance Scholarships (from which the cap on the number of recipients is lifted under this plan).
- Dr. Noland said the final element of this proposal is a review of scholarship efforts with a goal of presenting to the new board a number of policy changes that would impact recruitment in 2018-19. This review would examine the overall out-of-state fee structure, offerings for international students, and enhancing the marketing and web presence of ETSU's scholarship opportunities.

- **Enrollment Update**

President Noland reiterated that the 2017-18 budget will be built on an expected enrollment decline of 250. He said the previously mentioned scholarship opportunities, as well as recruitment efforts, new academic programs and other efforts, have the potential to impact that trend in a positive way, but stated that if ETSU does not grow enrollment, the institution will be in the position of having to make difficult decisions.

Dr. Noland said that a request for proposals (RFP) will be issued to companies interested in becoming partners with the university in support of aggressive online program enhancement, and noted that representatives of Academic Partnerships have met with numerous individuals across campus during the fall to present their services. Other state institutions, including Austin Peay and Middle Tennessee state universities, are also pursuing this route.

He pointed out that spring enrollment is down from fall enrollment, and that ETSU must not only find ways to recruit new students, but also do a better job of retention of current students.

- **Board of Trustees Confirmation and Transition Update**

Confirmation hearings for the new Board of Trustees will be Jan. 31 and Feb. 1; these hearings will be livestreamed. Dr. Noland anticipates that Gov. Haslam will formally charge the new university boards in March, which will put the university in position to host its first board meeting in late April or early May.

- **SACS Update**

Dr. Noland reported that ETSU's substantive change materials pertaining to the coming governance change were approved by the Southern Association of Colleges and Schools, and thanked Drs. Bert Bach, Cecilia McIntosh, Cheri Clavier and others involved for their work in this effort.

- **Administrative Restructuring**

President Noland noted that with the coming retirement of Dr. David Collins, ETSU has an opportunity to look at its administrative structure not only in the areas of finance and administration, but also other areas, in light of the forthcoming Strategic Plan. Dr. Noland said he anticipates separating the finance and administration areas of Dr. Collins' position, as well as the possible creation of a vice president for research, staffing changes that may be recommended by the Diversity Task Force, and more.

- **Reflections on Planning Priorities**

In closing, Dr. Noland reflected that the administration has been focused, methodical and deliberate in all of the initiatives undertaken over the past five years, including the Committee for 125, the strategic planning process, working toward enrollment goals, developing a new budget model and more. He indicated that things will happen fast this spring, when many of the things that have been in the planning process will be implemented.

He stated that the membership of the IUC will be formalized this spring, and the body will no longer be known as the IUC but will receive its formal name. Bylaws for the group will be established.

Dr. Noland touched on the coming governance transition, telling IUC members he anticipates the Board of Trustees will give the IUC the discretion to operate the university while also opening new doors of opportunity.

Dr. Noland stated that the overarching priority is faculty and staff salaries, noting that salary enhancements have been provided during four of the last five years, and equity investments have been made when possible.

He said he feels good about where the university is at this point, and encouraged IUC members to focus on the good things occurring across campus.

Dr. Noland announced that an upcoming marketing campaign will highlight ETSU's impact in the community, focusing on ways the university is making a difference in the lives of the people of the region.

The meeting was adjourned.