

## **Interim University Council**

**Date:** November 14, 2016

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

**Location:** D.P. Culp University Center, East Tennessee Room

**Attendees:** Dr. Brian Noland (chair), Dr. Gordon Anderson, Dr. Bert Bach, Dr. Wilsie Bishop, Dr. Larry Calhoun, Dr. Ranjan Chakraborty, Dr. David Collins, Dr. Wallace Dixon, Dr. William Duncan, Dr. Susan Epps, Joy Fulkerson, Dr. Jane Jones, Dr. Karen King, Dr. Cecilia McIntosh, Stefanie Murphy, Pam Ritter, Dr. David Roane, Jeremy Ross, Dr. Richard Sander, Dr. Janna Scarborough, Pooja Shah, Dr. Joe Sherlin, Mary Cradic (staff support), Jennifer Hill (recording secretary)

**Guests:** Dr. Virginia Foley, Dr. Mike Hoff, Dr. David Linville, Sunny Sandos

### **MINUTES**

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

#### **Approval of Minutes**

The minutes from the Oct. 10, 2016, meeting were approved.

#### **Planned Giving**

Sunny Sandos, executive director of planned giving in University Advancement, gave a presentation on planned giving (see attached [PowerPoint presentation](#)). She defined the concept, types and benefits of planned giving and discussed the efforts and progress being made in this area at ETSU. Those committing to planned gifts to the university are members of the new ETSU Legacy Circle, which will hold its inaugural yearly luncheon in April 2017. Currently, there are 122 Legacy Circle members. Since March, \$2,255,000 in booked planned gifts has come in, and Advancement staff are working with donors on additional planned gifts totaling an estimated \$2,275,000. The current focus in the area of planned giving is IRA gifts, which are desirable due to the tax benefits.

#### **Budget Redesign Update**

Dr. Larry Calhoun reported that the Budget Redesign Committee is very close to having a recommendation for President Noland and the Interim University Council (IUC). He said the committee is in agreement on the foundations of the process and making it transparent and

inclusive. They will prepare a budget model using last year's actual dollars so that members of the campus community can more easily visualize what the process will look like. The next step would be to make the new budget policy available for public comment and meet with campus constituencies for presentation and discussion.

Dr. Noland will meet with the committee this week to get a sense of how far along the model is and the ability to implement the model in 2017-18. From there, a recommended process for budgeting for the upcoming year will be developed with the senior leadership team and presented to the IUC in December.

### **Strategic Planning**

Dr. Mike Hoff reported that there were very few comments made on the draft strategic plan for 2015-2025 during the public comment period, which he attributed to the fact that the plan has been discussed previously with numerous campus constituencies. He recommended that following minor revisions, the process be moved from the Strategic Planning Committee to the executive team and for the vice presidents to meet with deans and directors to set goals and recommend changes.

Dr. Hoff noted that some of the comments focused on issues surrounding faculty salary equity and also on the need to address educational opportunities for nontraditional students.

President Noland said it would be helpful for IUC members to receive a copy of the plan in its current form and the committee's recommendations based on feedback, which they could review prior to voting on it at the December IUC meeting. Following this approval, the vice presidents, deans and directors could align their activities to the strategic plan. He noted that the strategic plan needs to be in place so that any plan items requiring funding could be considered during the upcoming budget process.

### **Stipends and Extra Compensation Policy Report**

Dr. Janna Scarborough presented the response of the Task Force for the Review of Stipends and Extra Compensation to the public comments on PPP-07 Appendix C (Outside Employment, Dual Service, Extra Compensation and Overload) and Appendix D (Proposed Summer Compensation) (*see [attachment](#)*). Only one change to Appendix C was recommended, which was to strike the sentence reading "All outside professional activities for which there is remuneration must be disclosed by the employee to his/her supervisor," which was found to be inconsistent with other parts of the policy. Following discussion, the recommendation was approved as presented. President Noland expressed appreciation to the task force for its work.

### **Information Technology Council Governance Proposal**

Dr. Karen King presented the draft of a document outlining the proposed structure of the Information Technology Council (ITC), which governs Information Technology Services (ITS) at ETSU (*see [attachment](#)*). Dr. King noted that not all of the structure has been changed, but has been refreshed and updated to reflect current needs. Some items of note include:

- ITS staff have been assigned as chairs of standing subcommittees to ensure continuity.
- The Technology Access Fee has been changed to an Innovation Subcommittee.
- A Student Information Technology Advisory Subcommittee has been added to enhance the gathering of student input.
- Security and Administrative Technology have been combined into one subcommittee.

Following discussion on the representative membership structure of subcommittees, it was decided that the proposal will be placed on the public comment website for feedback, and it will be brought back to the IUC for approval in January 2017.

### **Scholarship Policy Revision Regarding Residency Requirements**

President Noland presented a proposal to extend the in-state maintenance fee rate to students who meet the university's admission standards and live in any out-of-state county within a 100-mile radius of ETSU (*see [attachment](#)*). This will help ETSU in its effort to offset the effects of Tennessee Promise, as well as the effects of similar legislation passed last year in North Carolina, which significantly reduced the cost for students attending nearby Western Carolina University. He noted that approval of this policy at this time for presentation to the Tennessee Board of Regents (TBR) in December rather than waiting on the new ETSU Board of Trustees in the spring would allow the university to take advantage of the larger geographical enrollment footprint in recruiting students for fall 2017. This is part of a larger policy affecting scholarship programs for out-of-state students, which is not being dealt with in its entirety at this time. There was discussion as to whether individuals residing in the expanded geographical area who take ETSU courses entirely online would be charged the regular in-state fee rate or the "e-rate"; Dr. King noted that they would be charged the lower of the two rates. Following clarification of this issue in the document, Dr. Noland will forward the policy proposal to the TBR.

### **President's Report**

- **THEC Budget**

President Noland reported that the Tennessee Higher Education Commission budget proposal has been provided to Gov. Bill Haslam. Some points he made included:

- There is great disparity among the 95 counties of Tennessee in performance in the Drive to 55 effort, and there is room for improvement in meeting the program's goals.
- The impact of Tennessee Promise on the college-going rate has been undeniable – it has jumped to 62.5 percent. More Tennesseans are going on to some form of post-secondary education, which has moved the state up significantly in national rankings.
- FAFSA filing rates are up to 70.3 percent in 2016 from 60.4 percent in 2014 and 69.5 percent in 2015.
- THEC is framing its budget requests within these data points and is requesting \$94 million in new funding to support higher education in Tennessee. This would include additional support for:
  - Financial aid;
  - College advisor corps;

- Minigrants to enhance the outcomes formula, including for Veterans Reconnect and Promise; and
- \$33.9 million increase in operating expenses for the TBR, and \$14 million for UT. This would cover such elements as the College of Medicine, Agricultural Extension, Technical Assistance Services, and more.
- The board has recommended funding for security enhancements. At ETSU, the needs of additional foot patrols, vehicles, door locks, and more have been identified.
- The governor has asked the systems to present a two percent reduction plan in the event that it is needed.
- ETSU's proposed Lamb Hall renovation is number two on THEC's capital projects list. The university should start planning its fundraising campaign for the required matching funds, but this would not begin until the appropriations are in hand.
- If formula calculations are followed, ETSU and Austin Peay State University are the two institutions currently in the TBR system that will receive additional operating dollars. Middle Tennessee State University's funding is being reduced. Dr. Noland stated that it will be difficult for ETSU to stay on the positive side of the formula unless enrollment increases.
- Dr. Noland said this is a solid year for appropriations; between formula dollars and salary dollars, there will be about a \$3 million increase in state appropriations to the university that will be presented to THEC this Thursday for approval.

- **Reflection on Presidential Election**

Dr. Noland shared some of the questions that could face ETSU following the Nov. 8 election of Donald Trump as the next U.S. President. He noted that this could have significant policy implications for the institution in such areas as guns, diversity, financial aid, research funding, health care and other areas. He said the campus will host a series of events to reflect on the election.

- **University Budget Process**

Dr. Noland reflected on the university budget process and shared a slide that showed one college being down in credit hour production by approximately 2,000 in 2016 from 2013, while credit hours are up by 1,435 in cost centers. Because of increases in credits that have been run through cost centers and increases in cohorts, \$450,000 is no longer available to the general fund to focus on university priorities; it has been decentralized. With the university moving toward decentralized budgeting, Dr. Noland said ETSU will have to work through the different pools of revenue and ensure that revenue is available to meet university priorities.

Dr. Noland stated that the first priority for the fall is salary enhancement, but with \$450,000 less available to the general fund and with fewer students, and the university is going to have to look not only at tuition and fees, but also at revenue distribution and ask how some of these other elements, including cost centers, are taking priority over salary.

Dr. Noland said this is a sustainability agenda and not a growth agenda. He said the enrollment target for 2017-18 will be set at 2,000 or higher, which would be an increase in excess of 130 freshmen over this year. Reaching the university's goals, he said, will involve not only

increasing online, out-of-state and other freshmen students and retention of continuing students, but also having difficult conversations and examining “the rules of the game.”

- **Preparation of Freshman Class**

Dr. Noland noted that this year’s freshman class is, academically, the best-prepared class in the history of ETSU, with a 3.5 overall high school GPA and an ACT score of over 23. He said these numbers dispel myths regarding the preparation for college among the university’s students. He said he would put this class up against almost any other freshman class in the state, and believes that these numbers will be higher in future incoming classes as the university’s candidate pool expands.

- **NSSE Survey Findings**

Dr. Noland shared information from the spring 2016 National Survey of Student Engagement, which explores perceptions of students regarding the programs, services and environment of the institution. All first-year and senior-level students are invited to participate in this survey. The survey found that 71 percent of respondents reported that they often had political discussions with people holding different political views than their own, 86 percent said they would definitely or probably re-enroll at ETSU, 84 percent said they had a good or excellent experience at ETSU, and more. The survey also showed ETSU to be above the peer average with respect to the university experience in terms of knowledge, skills and personal development.

Dr. Noland urged IUC members to take encouragement from these numbers, adding that these survey results show that great things are happening at ETSU and that students value and respect their experience and the work that faculty and staff do at the institution.

Dr. Wilsie Bishop invited IUC members to the groundbreaking for the new Center for Interprofessional Education and Research Center, Building 60 on the Quillen Veterans Affairs Medical Center grounds, on Thursday, Nov. 17. Dr. Noland also noted that Tuesday, Nov. 15, would be a busy day, with the holiday lighting ceremony, a lecture by activist Michael Brown Sr. and a matchup between the ETSU women’s basketball team and the Tennessee Lady Vols.

The meeting was adjourned.