

**University Council**  
**February 10, 2020**  
**President's Conference Room**

1. Call to Order

Dr. Wilsie Bishop called the meeting to order.

2. Roll Call

Ms. Amanda Mowell called the roll. Those in attendance were: Dr. Joseph Bidwell, Dr. Wilsie Bishop, Dr. Bill Block, Dr. Cheri Clavier, Dr. William Duncan, Dr. Susan Epps, Dr. Mark Fulks, Dr. Adam Green, Mr. Stephen Hendrix, Dr. Mike Hoff, Dr. Keith Johnson, Dr. Karin Keith, Dr. B.J. King, Dr. Karen King, Dr. Claudia Kozinetz, Ms. Candy Massey, Dr. Sam Mayhew, Dr. Brian Noland, Ms. Pamela Ritter, Dr. David Roane, Dr. Don Samples, Dr. Janna Scarborough, Mr. Amir Shaikh, Dr. Joe Sherlin, Mr. Joe Smith, Mr. Andrew Worley

Those absent were: Ms. Bridget Baird, Mr. Scott Carter, Dr. Dennis Depew, Mr. Joseph Kusi, Mr. Jeremy Ross, Ms. Alicia Williams

Others in attendance: Dr. Julia Bernard, Ms. Mary Cradic, Dr. Andi Clements, Dr. Wallace Dixon, Ms. Wendy Eckert, Ms. Amanda Mowell, Dr. Megan Quinn, Ms. Katie Sellers

3. Standing Items

3.1 Approve minutes from December 16, 2019 meeting

Dr. Cheri Clavier requested a minor edit to informational item 6.1 Update on work of the Quality and Effectiveness Sub-Council.

A motion to approve the minutes with the recommended change was unanimously approved.

3.2 Review agenda

Dr. Bishop elected to move item 5.1 ACEs (Adverse Childhood Experiences) Overview to the top of the agenda to accommodate the presenter's teaching schedule.

3.3 Call for Voluntary Reports of UC-Essential Action Items from Governance Organizations

Mr. Stephen Hendrix reported that Faculty Senate is reviewing its bylaws and constitution.

Dr. Joe Bidwell reported that the Council of Chairs held a session with Dr. Bill Flora to learn about the new Curriculum Innovation Center. In March, the council will hold another session to outline future trainings. A sub-committee is meeting to develop a chair step-down policy.

Mr. Amir Shaikh said the wellness fee proposal passed by the Student Government Association was presented at a recent budget hearing and will likely move forward to the Board of Trustees for consideration. SGA is also working on a syllabi bank to help students choose their classes; this project is moving forward with the Office of the Registrar. A food recycling initiative to package leftover food for students and others in need is also making progress.

Dr. William Duncan reported that the Research Council met in January and during each meeting, one of the associate deans of research provided an overview of how they are promoting research within their college as a way to exchange ideas. An action item being addressed by the council is the implementation of guidelines from NIH and other federal agencies for sharing data. They are benchmarking other institutions and working with ITS in preparation for the new regulations. He said they will post the guidelines and examples on the intranet.

Ms. Candy Massey said Staff Senate has scheduled the Staff Picnic for May 20 and efforts are underway to improve communication between the senate and all staff.

Dr. Karen King stated that a security training policy is out for public comment. Information Technology Council took action on the VPN procedures and will no longer require annual renewals.

Dr. Bishop said several pages of program proposals will be reviewed at the next Academic Council meeting. She will provide a full report of those proposals at the next University Council meeting.

#### 4. President's Report

Dr. Noland began his report by focusing on the legislative session. He said the state continues to make significant investments in secondary education. During the State of the State Address, Gov. Lee outlined salary enhancements, mental health enhancements, scholarships for teachers, and other K-12 education initiatives. He said the budget for higher education is relatively strong with no surprises. Because ETSU was the highest performing institution in the THEC outcomes formula, it received the highest percentage of funding. The Governor's budget includes support for a 2.5% salary pool. Dr. Noland said the university will likely move forward with a 2% increase across the board, which will be presented to the Board of Trustees in the coming months. The budget also includes support for pediatric subspecialists and pediatric trauma surgeons, as well as deferred maintenance and operating funds. Funding for the proposed Humanities building was not included in Gov. Lee's budget. THEC put eight projects forward and Nos. 1, 2, 3, and 5 were funded. As the legislative session unfolds, Dr. Noland says there may be opportunities for planning money for the Humanities building, which would allow design work to move forward. Planning money would also facilitate fundraising efforts and would ultimately expedite the construction process. More than 3,000 bills were submitted this session, and those with potential impacts on higher education are being reviewed. One of those bills is the right to carry on campus. Dr. Noland encouraged University Council members to pay close attention to legislative updates from Bridget Baird and to provide feedback for any legislation that falls within faculty or others' areas of expertise.

The Board of Trustees will hold its quarterly meeting Feb. 21. They will get a first glimpse of the budget as well as a recap of academic structural changes. In addition, President Noland will recommend moving forward with the search for the Vice President for Research and Innovation.

Dr. Noland also discussed forthcoming changes to the disenrollment for nonpayment or “purge” [policy](#) as recommend by a review committee. This change is an example of how the university can align its policies with the trauma-informed approach, he noted. For many students, their first experience with administration is after their classes were dropped on a Friday. When they call campus the next day, offices are closed, causing students to worry throughout the weekend. Dr. Noland thanked those who conducted an in-depth review of the policy and recommended the following adjustments to the “purge” process:

- Move drop for payment up four days sooner to 6 p.m. Monday, a week before classes begin
- Increase the balance from \$200 to \$600 for which a hold will be placed
- Payment plan increase from four to five installments

These changes will create uncertainty in predicting enrollment and ideally lessen the number of students approaching faculty to re-enroll in courses, Dr. Noland said.

Each year, the State Audit analyzes ETSU’s budget operations. There were no findings or recommendations reported during the exit conference, which is very rare in higher education, Dr. Noland added. He said a second audit will occur with the Tennessee Comptroller’s Office. Because ETSU is now governed by a Board of Trustees, it is subject to Sunset Audits. The results of the University of Tennessee’s Sunset Audit were recently published online. Dr. Noland said individuals across campus may receive requests for information from the Comptroller’s Office.

The Culp will open soon, but construction will continue in some areas, he explained. The Martin Center for the Arts remains positioned to open this fall. Lamb Hall is moving through the final phases of design work and construction could begin this summer. He said several deferred maintenance projects took place over winter break. Brown Hall auditorium has been renovated, and students have emphasized that more enchantments are needed in that building.

President Noland thanked Dr. Sherlin for work underway to build freshman enrollment. ETSU Promise Plus launched in January and provides more than last dollar tuition. It also offers a housing scholarship and support services for students.

Dr. Bishop asked to make an addition to Dr. Noland’s report. She said significant progress has been made to spaces in Lamb Hall where flooding occurred over Thanksgiving break. She thanked all who responded and assisted with the cleanup.

Dr. Noland then shifted his report to a discussion about the [Committee for 125](#). Throughout 2012-13, over 1,200 individuals from campus and outside communities

came together to develop a vision for the university at its 125<sup>th</sup> anniversary in 2036. Some of the initiatives and ideas that originated from Committee for 125 include Building 60, a new budgeting model, need for shared governance, the new logo, football stadium, and more. Dr. Noland asked everyone to reflect on what their respective units have accomplished in the last decade and think about how many of those accomplishments trace back to the Committee for 125.

Given that ETSU has changed a lot since the Committee for 125 issued its final report, Dr. Noland asked the group if that change merits a chapter 2 to examine accomplishments, things that were not accomplished in the 5-10 year range as well as “course correction” to account for the ways ETSU has changed.

Discussion ensued and initial suggestions were to share the accomplishments over the last decade and to go back and see what areas of Committee for 125 are still relevant. Another suggestion was to review the recommendations through a different, student-centered and trauma-informed lens. Committee for 125 generated a lot of excitement, but some felt it faded over time. Another possible reason to start chapter 2 is to have the opportunity to look at the new sets of challenges that were not part of the conversation in 2012-13. Other feedback pointed to the shifts in leadership that have and will occur; therefore, a document outlining the vision for the institution would be helpful for new leadership.

Dr. Noland reminded everyone that meeting minutes and information gathered during the Committee for 125 is available on the [ETSU website](#). During that time, everyone was very focused on developing a vision, and he thinks the university is at a point to look forward again. He said this is also an opportunity to lead the region.

## 5. Information Items/Presentations

### 5.1 [ACEs \(Adverse Childhood Experiences\) Overview](#)

Dr. Andi Clements, professor and assistant chair of curriculum for the Department of Psychology, says ACEs literature is eye-opening and impacts not only youth, but young adults as they transition from college into the workforce. ETSU is not a trauma-informed campus but has the potential to be among the first as a result of ongoing coordination between Ballad Health and the ETSU BRAIN (Building Resilience through ACES-informed Networking) Institute that Dr. Clements is part of.

When she first heard about ACEs, Dr. Clements admitted she was skeptical, but research has found that the number of ACEs a person encounters can predict the likelihood of future health and addiction problems. She said ACEs is the problem inside of a “black box” that leads to a multitude of negative outcomes such as few opportunities, risky behavior, as well as physical and mental health problems. ACEs result from growing up in households with addiction, mental illness, abuse, or loss, all of which contribute to malformations of children’s developing brains as a result of chronic exposure to toxic stress. Dr. Clements says ACEs in East Tennessee and ETSU are more common than the national average.

Dr. Clements played a video that about initial ACE research and the development of the ACE questionnaire that helps people determine their number of ACEs,

which can be used to identify health risks. The next video from the Harvard Center on the Developing Child showed how adversity can alter brain development. This is so prevalent that the CDC has declared ACEs a population health crisis, she said. A quarter of ETSU students report 3 or more ACEs, higher than state and national numbers.

The solution to preventing these negative outcomes, Dr. Clements said, is to view others with a new lens that promotes resiliency in students, faculty, staff, citizens, and workforces throughout the region. There are ways to prevent ACEs and to mitigate their effects, she noted, and those start with something as simple as looking through a new lens, not creating lots of rules or programs. Dr. Clements talked about ways this approach is working. One example is Topper Academy. After implementing ACEs training for faculty and staff, daily attendance rates increased from 52% to 88% and the number of graduates increased from less than 10 students to over 60.

A large multidisciplinary team has championed the formation of the BRAIN Institute, which is coming to fruition, she explained. Members will work together to contribute to ACEs research.

Dr. Clements was asked if implicit bias is part of ACEs. She said the trauma-informed approach means validating students' experiences and showing compassion and empathy toward them.

Dr. Joe Sherlin asked if frontline staff in Student Life and Enrollment as well as advisors could receive ACEs training. Dr. Clements said yes and that the goal is train as many people as possible. Dr. Wallace Dixon said the group is still working to determine the best approach to training and to get buy-in rather than making it a requirement.

Dr. Noland asked if there are opportunities for academic programming related to ACEs. Dr. Dixon said the expertise is available to offer certificate training, possibly online. All pre-health students in fall 2018 and 2019 received ACEs training, and the goal is for all students to be trauma-informed.

## 5.2 Update on KPIs – Dr. Hoff

Dr. Hoff presented the Strategic Plan Tracking Dashboard. He continues to adjust the dashboard and says it will expand once new software is implemented. The values across the top of the dashboard for 2016 and 2019 are new and values from 10 years ago will be added. He said many of the metrics are better than they were in 2016, even enrollment, although international enrollment is down. The research category has significantly improved, and Dr. Hoff has received a request to build a faculty research database by groups and discipline to encourage collaboration. He said the student success category looks good and the targets are aggressive. The arrows in the status column shows whether we are on track to meet specific targets for 2026. Although most of the goals listed are based on the strategic plan, some goals on the dashboard have not been determined yet.

The next cycle of the Great Colleges to Work For survey is forthcoming, and Dr.

Hoff said he would like to oversample again in order to get more data. Moving down the dashboard, he noted that voluntary staff turnover has increased, likely a cyclical occurrence since a lot of employees have longevity at the institution.

Dr. Joe Bidwell asked if the goals in the dashboard are sufficiently informed by what is going on regionally. Dr. Hoff say every category but the enrollment goal has community data to support it. The population of the region has not changed, but if the enrollment numbers seen during the recession remained steady from the local counties, ETSU would be at just over 16,000 students. From there, it would not be a big jump to meet the 18,000 goal and the local area has enough market capacity to reach the goal, he explained.

Discussion continued around the themes of online program creation and opportunities to recruit transfer students.

### 5.3 [Internal Communication Platforms](#)

Mr. Joe Smith, Executive Assistant to the President for University Relations/Chief Communications Officer, gave an overview of the new issues management initiative in University Relations. He and other UR staff members are meeting with senior staff and deans across campus to talk through possible scenarios and major initiatives or changes that need to be communicated to colleges or internal groups. UR staff is available to help develop communication plans. Mr. Smith also spoke about new efforts to tell and share the ETSU story and encouraged everyone to be engaged with news and internal messaging.

Next, Ms. Amanda Mowell, Director of Communications, provided an overview of existing and new internal communication messaging:

- New ETSU News website: [www.etsu.edu/etsu-news](http://www.etsu.edu/etsu-news)
- Weekly Update (faculty/staff version and student version) continues to be distributed on Mondays but no longer includes events. Deadline for submissions is Fridays at noon.
- ETSU Events email is distributed on Thursday and previews events happening the next 7-10 days. All events must be posted on the ETSU calendar and event information must be submitted by noon on Wednesdays.
- Accent newsletter for faculty and staff, which has been in existence for 30 years, has become an email newsletter distributed to faculty and staff the last working day of each month.
- President Noland's Notepads video segments expanded to a bimonthly email newsletter last fall.

Ms. Mowell explained that the Weekly Update began in fall 2017 to decrease the number of emails sent campus wide, and due to its growth in popularity and feedback gathered at ETSU Connects, the new ETSU Events email was initiated and these new internal communication strategies were developed.

Dr. Noland also mentioned the internal marketing campaign aimed at reinforcing

the university's mission, vision and values. These visual reminders will be seen across campus.

#### 5.4 Implementation of the Final Common Rule change – Single IRB Review of Federally Funded Multi-site Clinical Studies

The Common Rule governs human subjects research funded by federal agencies. Dr. William Duncan, Vice Provost for Research, said the Common Rule changes happened about a year ago and ETSU is in the final stages of implementation. The rule says federally-funded research projects at multiple sites must be conducted under one IRB review. In the past, each individual institution conducted an IRB review of their role in a multi-site study, but the new rule, per federal regulations, requires a single reviewer. ETSU's Campus IRB and Medical IRB have approved the approach presented by Dr. Duncan, and communication about the common rule change was distributed to campus from the IRB Director. Faculty expressed concern about the potential for negative outcomes for submitting grants if ETSU's IRB was not the reviewing body. Dr. Duncan said he does not think that will be the case. Others are concerned that if they participate in research with another site, there will be poor oversight of the study if that site is the reviewer and not ETSU. He thinks the new policy and processes address those concerns.

Ms. Katie Sellers, IRB Director, reviewed the approach to implement Common Rule changes. She said handouts were created for investigators and the shift to a single IRB reviewer streamlines duplicate submissions by allowing multiple institutions to be governed by one IRB approval. Each institution conducting the research signs an agreement that outlines the terms of which institution is conducting the review – auditing, monitoring and reporting. This is in alignment with the NIH single site mandate that went into effect in January 2018. The new Common Rule will go into effect for any studies approved after January 2020.

The decision of who will serve as the reviewing IRB will be made by the primary awardee, the principal investigator, and the PI's home institution. Currently, industry-funded clinical trials originating at ETSU utilize an independent IRB, Ms. Sellers said. Their turnaround time is quicker and limits the institution's liability. Each study is thoroughly reviewed, and Dr. Duncan signs the agreement and makes the determination if ETSU will be the IRB of record. Investigators are being asked to contact Research and Sponsored Programs early in the process of grant development of a multi-site study in order for IRB site of review to be included in the proposal. Prior to this rule change, the site of IRB review was determined after funding was received. Ms. Sellers noted that from the researcher's perspective this is the most notable change to the process for proposal submission.

Research and Sponsored Programs assists with the development of a single IRB plan to ensure the proposal includes any IRB review fees. Templates are available to assist with the regulation change. Only a few studies are currently underway that would fall under the Common Rule changes, Ms. Sellers explained, so she does not know what the impact will be. There may be cases where ETSU cannot participate in a particular study if researchers select an IRB that Ms. Sellers and

Dr. Duncan are not comfortable having that site oversee ETSU's portion of the research. There may be times when the study is at more than 10 sites or considered a risky clinical study. In that case, a commercial IRB may be recommended. Being the IRB of record is a major responsibility and using a commercial IRB limits liability, he noted.

Dr. Duncan added that a review of bylaws and policies at proposed sites of record are part of this process, as well as analysis and benchmarking.

Dr. Duncan explained that this process does not draw out the submission timeline and Research and Sponsored Programs is equipped to address timely requests. The Common Rule will not have a major impact on students because their research is primarily conducted at a single site. Information about the Common Rule has been communicated in the Weekly Update and with the Research Council.

6. Action Items

6.1 Old Business

No old business was discussed

6.2 New Business

6.2.1 Review Mission Profile for Changes/Updates for THEC

Dr. Hoff explained that the mission profile is a brief overview, not a master plan. Dr. Samples made a motion to approve the profile that was seconded by Dr. Roane and approved unanimously.

7. Announcements

No announcements were provided.

8. Adjournment

The meeting adjourned at 11:05 a.m.