

**University Council**  
**July 8, 2019**  
**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: Ms. Bridget Baird, Dr. Joseph Bidwell, Dr. Wilsie Bishop, Mr. Scott Carter, Ms. Tiffany Cook, Dr. Dennis Depew, Dr. William Duncan, Dr. Susan Epps, Dr. Bill Flora, Dr. Mike Hoff, Dr. Karin Keith, Dr. Karen King, Dr. Claudia Kozinetz, Mr. Joseph Kusi, Dr. David Linville, Ms. Candy Massey, Dr. Sam Mayhew, Ms. Stefanie Murphy, Ms. Pamela Ritter, Dr. David Roane, Mr. Jeremy Ross, Dr. Don Samples, Dr. Jana Scarborough, Dr. Joe Sherlin, Dr. Randy Wykoff

Those absent were: Dr. Cheri Clavier, Dr. Keith Johnson, Mr. Ed Kelly, Dr. B.J. King, Dr. Brian Noland, Mr. Joe Smith, Ms. Alicia Williams

Others in attendance: Ms. Mary Cradic, Ms. Amanda Mowell, Ms. Dumisa Nyarambi

3 Standing Items

3.1 Approve minutes of May 13, 2019 meeting

Ms. Bridget Baird requested a correction in section 3.4 Call for Voluntary Reports.

A motion to approve the May 13, 2019, minutes with the recommended changes was seconded and unanimously approved.

3.2 Review agenda

Dr. Bishop noted that Dr. Noland was traveling and may not be available to give the President's Report (3.3) by phone.

3.3 President's Report

Dr. Noland was unable to call into the meeting.

3.4 Call for Voluntary Reports of UC

Mr. Scott Carter discussed the transition taking pace in Men's Golf following the retirement of Fred Warren after 33 years of service. A celebration for his replacement, Jake Amos, will take place in August. He listed several ongoing summer activities such as renovations, Buc Football Camp and Men's Basketball competing in Europe. Carter also touted the success of the Steve Forbes' Basketball Camps.

Dr. Karen King explained that the university's contract with Banner will expire in December 2022. She said vendor reviews are in the very beginning stages and updates will be communicated across campus. Any feedback should be sent to her directly.

Dr. Bill Flora reported that the executive committee continues to meet this summer to

review Faculty Senate bylaws.

Ms. Tiffany Cook said the Student Government Association executive team has been active this summer and is recruiting new members at orientations. She said SGA is dedicated to increasing transparency this academic year by having members participate in meetings across campus.

Ms. Candy Massey said Staff Senate elections are underway.

Dr. Joe Bidwell announced the Council of Academic Chairs Executive Committee members who have newly joined or will continue to serve on University Council: Dr. Karin Keith (new), Dr. Claudia Kozinetz (continuing), and Dr. David Roane (continuing).

Dr. William Duncan reported that Amazon Web Services integration is ongoing and hopes to share a revised policy soon.

Mr. Joseph Kusi said the Graduate and Professional Student Association elected new officers.

#### 4 Action Items

##### 4.1 Old Business

No old business was brought before the council for discussion.

##### 4.2 New Business

###### 4.2.1. Election of 2019-20 University Council Vice Chair

Dr. Bishop initiated the discussion and said action would be deferred. Since her position has changed from Vice President for Health Affairs to Senior Vice President for Academics and Interim Provost, Bishop asked the Council to consider whether she should continue to preside as Vice Chair. A large part of the role, in addition to presiding over the meeting, is gathering agenda items and moving items through executive team to the Council. She said one alternative would be to have the new Chief of Staff assume the role. If that happened, she explained, standing rules would need to be changed or the Chief of Staff would need to be elected. Another option introduced was rotating the Vice Chair role amongst Council members.

Bishop expressed her desire to step aside from the Vice Chair role so that she can effectively advocate for Academic Affairs. She said it is important for the person who presides to take a neutral position.

Much discussion ensued about the qualifications necessary to be successful in the role of Vice Chair including strong knowledge of how the university works and how to run meetings effectively.

Dr. Bishop said she perceives the University Council as a diverse group of voices providing counsel to the President. From a historical perspective, the decision to appoint a Vice Chair was to ensure meetings would continue even when the President is unavailable to attend. Previously, when the President was presiding over the meetings, the schedule was dependent upon his availability.

Several members noted that the duties of the Vice Chair seem to align well with the

Chief of Staff role. Its integration into the President's Office would be beneficial and continue the ability for action to be taken on time-sensitive items in the President's absence.

Several members also expressed their desire for Dr. Bishop to remain in the role and to feel as though she can speak up on matters pertaining to Academic Affairs.

Following discussion, Dr. Bishop said a change in leadership might not be beneficial in the short term; therefore, she would be willing to continue in her current role if that was the decision of the Council. She would also be willing to continue for a year or so to allow time to develop a working relationship with the Chief of Staff and have a chance to think through the Vice Chair role.

It was brought to Dr. Bishop's attention that she currently oversees two committees – University Council and Academic Council. Bishop said when standing rules were created for Academic Council, it was determined that final academic decisions would not be brought before University Council. However, she said opportunities for items to come before University Council from other bodies for final action may exist.

Discussion ensued about Dr. Bishop's ability to continue in the role by excusing herself from the Vice Chair role to engage in debate and discussion. It was suggested that the group not become too bogged down in structure, as changes are ongoing.

Dr. Bishop said action will be taken at the August meeting.

## 5 Information Items/Presentations

### 5.1 New UC Membership from Deans Council and Council of Academic Chairs

Dr. Bishop distributed the new University Council [roster](#) and said Dr. Don Samples replaces Dr. Debbie Byrd who completed a one-year term. Dr. Jana Scarborough replaces Dr. Rick Osborn and Dr. Karin Keith replaces Dr. Keith Johnson, who will continue on the roster due to his role as Assistant to the President for Equity and Inclusion. Dr. Sam Mayhew joined mid-year representing Student Life and Enrollment. Bishop said new chair and dean members will serve two-year terms.

### 5.2 Procedural revisions to the General Travel Policy concerning international travel

Dr. David Linville presented a procedural modification to international travel meant to reduce administrative burden by providing a clear delineation of the approval process. Minor revisions to procedures within a policy are approved by the President, he said, and notice is given to the body that originally approved the policy. Dr. BJ King's team will disseminate this information to business leaders across campus.

Dr. Bishop said as a result of the procedural change, Alaska and Hawaii are no longer considered international travel and VPs will give the final signature for travel removing the previous requirement for travel forms to be signed by the President's Office. She added that a central repository for all international travel will be maintained by the Provost Office.

Dr. Duncan expressed the need for notification when researchers travel to specific countries. Traveling with certain software on ETSU-assigned laptops could cause problems upon reentry to the U.S. To prevent this, institutions sometimes give researchers "scrubbed" computers with certain software removed. Another concern of

Duncan is international researchers visiting the ETSU campus and entering research labs.

The group engaged in an exchange about available international travel lists and laws. It was recommended that this information be available to deans, chairs and VPs granting final approval so conversations can take place before faculty members engage in international research partnerships or travel.

Dr. Linville said the issues brought forward were beyond the scope of the procedural updates presented. Dr. Bishop added that additional procedures are already in place for those traveling to a level 4 location as determined by the travel.gov website. She said no action is required, but additional work is needed to make travel processing and approvals more effective.

### 5.3 Organizational Realignment Update – Dr. Bishop

Dr. Bishop provided an overview of the operational alignment process taking place across the university ([attachment](#)). The strategic plan approved by the Board of Trustees in 2017 included a section that said the university might not be in the operational alignment necessary to meet the goals of the strategic plan. In her presentation, Bishop outlined strategic framework, aspirational data points and recognitions included in the strategic plan.

Dr. Bishop gave a review of what changes have taken place so far. When Dr. Bert Bach announced his retirement, Bishop was named Senior Vice President for Academics (March 15, 2019) and Interim Provost (May 6, 2019), which aligned all 11 colleges under the Provost. Additionally, the Division of Student Affairs became the Division of Student Life and Enrollment and added Undergraduate Admissions, Scholarship Office, Veterans Affairs and TRIO programs. Following the untimely death of Dr. Angela Lewis, Dr. Keith Johnson was named Special Assistant to the President for Equity and Inclusion, and Dr. Ramona Williams was named Vice Provost for Community Engagement. She has since retired and the position remains vacant.

Dr. Bishop is leading the alignment initiative and has met with divisions and departments across campus. As a result, she realized that personnel are doing a lot of things very well; however, clear lines of responsibility and accountability are not always there because as the university has grown, and there are individuals in different areas working on the same initiatives. Work groups and task forces will be utilized to move the alignment process forward. Bishop noted the differences and said work groups are smaller in size and targeted to people with specific expertise and do their work in 6-8 weeks with defined deliverables; task forces complete their work over a longer period of 8-9 months and are tasked with delving into questions that require more creativity by a broad range of perspectives. Bishop provided examples of possible issues that could be addressed through the formation of task forces.

Work groups established or in process of being established:

- Research Innovation and Economic Development
- Integration of Finance Budgets and Planning
- Integration of Service and Outreach
- Coordination of Recruitment and Retention

Long term reviews as presented by Dr. Bishop will begin in January 2020 with task forces formed fall 2019. As a result of her meetings across campus, Dr. Bishop has found that many people want to collaborate, but there is not a system in place to facilitate, which the Office of the Provost could help with. She reiterated that the alignment process will be anchored in principles of shared governance; therefore, work groups and task forces will not have the final say, as feedback from other groups and the Board of Trustees may be necessary.

Dr. Bishop asked the group to consider critical questions such as how to make a difference and prepare the university for the next decade in order to meet the aspirational data outlined in the strategic plan.

She informed the group that EAB will visit campus to look at current advisement process and structure. Bishop also indicated that she would share the [template](#) provided to each task force and working group and said a website is being developed to house information and updates on the Operational Alignment taking place.

#### 5.4 Update on Searches and Vacant Positions – Dr. Bishop

New employees:

- Dr. Chris Keller – Dean of Honors College, began role in July
  - Recognition of Dr. Judy Slagle’s leadership forthcoming
- Dr. Mark Fulks – Legal Counsel, begins role in August
- Dr. Adam Green – Chief of Staff, begins role in August

Other announcements:

- Registrar search being led by Dr. Larry Calhoun
  - Evelyn Roach serving as interim
- Dr. Janna Scarborough – Interim Dean of Clemmer College
- Faculty Convocation scheduled for Aug. 23 at the Millennium Center

#### 5.5 Enrollment Update – Dr. Sherlin and Dr. Mayhew

Dr. Joe Sherlin said the presentation primarily focuses on undergraduate enrollment data ([attachment](#)). The most effective strategy for growing enrollment, he added, is focusing on student success and keeping students currently enrolled. Sherlin said students are moving through the institution much more efficiently, resulting in a 16% increase in degrees awarded. However, the number of undergraduate applications and new student orientation is trending downward.

Enrollment and Student Affairs was integrated in March to create a seamless experience from the first point of contact with a student and family through the recruitment pipeline, to orientation, first year experience, student experience, career planning and graduation. A restructuring of leadership took place – Dr. Sam Mayhew assumed responsibility of undergraduate enrollment functions; Heather Levesque was named Director of Undergraduate Admissions. Collaborations, including the establishment of a Transfer Work Team and Student Success and Retention Group have taken place to impact returning and transfer student enrollment. Sherlin said several benchmarking initiatives are underway. Staff visited Furman University Enrollment Leadership and AACRAO will provide an enrollment consulting review at the end of July to determine opportunities for improvement. Sherlin explained that

these efforts will provide the foundation to grow and meet enrollment objectives that align with the university's strategic plan.

Dr. Mayhew outlined the team-based approach underway to increase enrollment for the fall 2019 semester. Staff capitalized on new and returning students "in our pipeline" by following up with phone calls between 4-8 p.m. to assist students with next steps and action items – missing application materials, orientation registration, etc. Email reminders and social media campaigns were also implemented. Staff are also focusing on reaching transfer students this summer, and numbers for transfer orientation are higher than last year. These recruitment efforts resulted in an increased headcount of 175 students between May and July. According to advisors in the College of Nursing, a change in the application deadline will likely result in 175 students registering after July 15. Mayhew said summer enrollment is up 141 students over last year. Sherlin said more conversations are needed around how to make summer terms more attractive to students.

Discussion ensued around dual enrollment and other programming for high school students and the likelihood that participants will enroll as fulltime undergraduate students. Also part of the discussion was regional high school recruitment and the "summer melt" phenomenon when students agree to attend but change their minds over summer.

Dr. Sherlin called for the work that has occurred this summer to continue, but major changes are required to increase applications and enrollment to levels established in the strategic report. Looking ahead, he outlined several initiatives:

- Review of experiences such as campus tours and open house
- Improving efforts to highlight colleges and departments, competitive advantages
- Best practice research
- Integrated marketing
- Opportunity to compete in Knoxville market
- Online, international, transfer, nontraditional, and graduate enrollment

Further discussion focused on data available to colleges that would allow increased engagement in enrollment and retention efforts.

#### 6 Announcements

No announcements were made before the group.

#### 7 Adjournment

The meeting adjourned at 10:30 a.m.