

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE

MINUTES

February 23, 2018  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee held a meeting at 10 a.m. on Friday, Feb. 23, 2018, in the Pediatrics Conference Room in Carl Jones Hall on ETSU's VA Medical Center campus in Mountain Home, Tennessee.

**I. Call to Order**

Dr. Linda Latimer, chair of the Academic and Student Affairs Committee, called the meeting to order.

**II. Roll Call**

Deputy Secretary Mr. Nathan Dugger called the roll. Committee members in attendance were:

Dr. Linda Latimer, chair  
David Golden  
Fred Alsop  
Janet Ayers

Others in attendance included: Dr. Bill Flora, Dr. Judith Slagle, Mr. Ed Kelly, Mr. Troy Perdue, Dr. Dennis Depew, Dr. Bill Duncan, Ms. Pamela Ritter, Chairman Scott Niswonger, Ms. Lisa Williams, President Brian Noland, Dr. Wilsie Bishop, vice president for Health Affairs; Dr. Mike Hoff, associate vice president of Planning and Decision Support and chief planning officer; Dr. Bert Bach, provost and vice president of Academic Affairs; and Kristen Swing, University Relations (taking minutes). Several of the remaining Board of Trustees members arrived later in the meeting as well as Dr. Lauren Collier from THEC.

**III. Approval of Committee Minutes from November 10, 2017**

Trustee Fred Alsop made a motion to approve the minutes of the Nov. 10, 2017, meeting. It was seconded by Trustee Ayers and unanimously approved.

**IV. Tenure Appointment with the Rank of Professor in the Department of Educational Leadership and Policy Analysis (Dr. Brian Noland)**

This item was taken later in the meeting due to Dr. Noland not yet being present at the start of the meeting. It was addressed following Item V.(E). Dr. Bert Bach noted that ETSU policy stipulates recommendations for or against tenure come from the

department for which the individual is assigned. He said the recommendation to grant tenure to Dr. Brian Noland emerged from the ELPA department in a letter from Dr. Bill Flora and was also recommended by the dean. The recommendation received a unanimous vote of active department members in support of Dr. Noland receiving tenure. Supporters cited his experience and his work in the department as well as his membership on regional, statewide and national professional organizations. The Board of Trustees policy enumerates a number of steps candidates for tenure must normally meet (including time in rank and time for full-time teaching), however there have been a number of precedents in which tenure has been awarded without those things for individuals with a distinctively strong resume. Dr. Bach said the recommendation also has his support and noted that Dr. Noland was not aware of the proposal until he had told him it was forthcoming. Dr. Flora said this was a discussion that began in the department with a prior chair, noting that they had put a lot of time and thought into vetting the possibility. He called Dr. Noland an “incredible resource” for the students in the department. Trustee Alsop moved that the Board of Trustees adopt the resolution, approving tenure at the rank of professor for Dr. Brian Noland. It was seconded by Trustees Ayers and Golden and unanimously approved. Dr. Noland thanked the group and said he was speechless, honored and humbled.

## **V. Academic and Student Policies**

### **A. Non-Student Minors Policy**

Ms. Lisa Williams with University Counsel presented on behalf of Dr. Jeff Howard, who was unable to attend the meeting at the last minute. Ms. Williams explained that the university has various camps, daycares, etc., that involve minors on campus. The new policy addresses every minor on campus that is not an enrolled student. Trustee Golden made a motion that the Board of Trustees adopt the resolution, approving the Non-Student Minors Policy. It was seconded by Trustee Ayers and unanimously approved.

### **B. Deferral of Admission to Graduate Program**

Dr. Bert Bach explained that normally when a person is approved into a program, they matriculate in that specific term. This policy assists those who wish to defer matriculation to a subsequent term. A student has to present and, if approved, it would allow for up to a year deferral. Trustee Alsop asked about the timing on page 32 of the meeting materials where it states that students can ask for deferral up until the day before a term starts but faculty has a week to decide whether or not to approve the request. Dr. Bach said there was some discussion about it, but it was felt this timeline was the best way to accommodate the students. Trustee Golden made a motion that the Board of Trustees adopt the resolution, approving the Deferral of Admission to Graduate Program policy. The motion was seconded by Trustee Alsop and unanimously approved.

### **C. Proposed Amendment to Definition of Faculty and Types of Appointments (Professor of Practice)**

Dr. Bert Bach presented a recommendation to approve the addition of a new type of employee, a Professor of Practice. The non-tenurable and non-promotable position could be full time or part time. Professors of Practice will be highly accomplished individuals who have made major contributions to fields related to

academic departments or colleges. Trustee Alsop asked whether someone holding that position will be eligible to be on graduate faculty. A procedural manual developed later will deal with the details of how it works, Dr. Bach said. Trustee Alsop also asked if such an individual can serve on promotion and tenure committees. Dr. Bach said that would be decided on a departmental basis. Trustee Golden moved that the Board of Trustees adopt the resolution, adopting the proposed amendment. It was seconded by Trustee Alsop and unanimously approved.

**D. Proposed Revision of Dual Enrollment Provision in the Policy on Undergraduate Admissions**

Dr. Bach presented two proposed changes to the dual enrollment provision: (1) Change eligibility GPA from 3.2 to 3.0, which he said is consistent with other institutions as well as exception request approvals, and (2) Increase the number of hours a student may take from seven to 11, with 11 being the maximum they can take as a part-time student. Trustee Golden asked whether the university was seeing success with dual enrollment students with a 3.0 GPA. Dr. Bach said yes. Trustee Ayers said that the Ayers Foundation really pushes dual enrollment and noted that they find that if you expect more, the students do better. She said it was nothing but a net positive. Dr. Bach said the goal is to grow dual enrollment in a purposeful way and noted the development of a specific program that is in the process of being rolled out. President Noland also noted the financial element to the change, noting that dual-enrollment students are earning credit hours for a fraction of the cost. Trustee Ayers moved that the Board of Trustees adopt the resolution, approving the revision of the Admissions Policy pertaining to dual-enrollment eligibility and guidelines. It was seconded by Trustee Golden and unanimously approved.

**E. Undergraduate Advisement**

Dr. Bert Bach explained that this is a proposal relative to establishing criteria for which mandatory advisement will apply. It attempts to clearly communicate to students and their parents what the expectations are relative to advisement. It would require mandatory advisement for all students who take fewer than 60 hours and all new students to ETSU. It would also be required for a readmitted student during his or her first term back at ETSU. Additionally, there would be required advising for students who have chosen an academic focus area as well as all students in “pre” programs. The policy also allows departments to require advising regardless of the number of hours a student has. Trustee Alsop asked Dr. Bach to talk about what has been done to “beef up” the advisement program at ETSU. Dr. Bach pointed out that ETSU had become part of the Student Success Collaboration, a very intrusive advisement program with a robust electronic platform for enhancing student success. He also noted that additional professional advisors were hired three years ago. Trustee Alsop moved that the Board of Trustees adopt the resolution, approving the Undergraduate Advisement Policy. It was seconded by Trustee Golden and unanimously approved.

**VI. Notification of Status Pertaining to Development of ETSU Campus Access Policy as it Relates to Public Speaking Areas**

Mr. Troy Perdue with University Counsel presented on this information item when Dr. Joe Sherlin was unable to attend at the last minute. Mr. Perdue noted that, as of January 1, there was a new statute related to free speech on campus. With that in mind, a review of ETSU's policies was conducted and, except for a few minor things, the university was already in compliance with the statute. Mr. Perdue said the review is an opportunity to look at ETSU policy and determine what could be done better. The policy presented provides information regarding procedures for reservation of Public Speaking Areas based on affiliated and non-affiliated users. It is also being updated to support effective and safe management of those spaces and expands the list of prohibited items. The proposed policy still has to have an internal review.

## **VII. ETSU Honors Programs and Their Impact**

Dr. Judith Slagle, dean of the Honors College, presented information about Honors Programs. She said the Honors College at ETSU is the only one of its kind in the state. The Honors Program was started in 1992 and the Honors College was created in 2005. It now includes five programs, each with a distinct honors curriculum. The five programs are: University Honors Scholars (premier scholarship); Midway Honors Scholars (transfer students); Fine and Performing Arts Scholars; Honors-in-Discipline Programs (26 programs with approximately 240 students); and Presidential Honors (community service scholars), which was established in 2017. Dr. Slagle said there are approximately 440 Honors Program students, but the Honors College serves approximately 900 students because it also houses Undergraduate Research. The average ACT score of an Honors College student is 29 (compared to the national average of 21 and the state average of 19.8). Well over one-third of the students have substantial financial need. Dr. Slagle noted that seven of the last 10 SGA presidents were Honors students. In terms of Undergraduate Research, \$45,000 is granted annually for student research, supplies, travel, etc. Most Honors College students are in-state students, with a lot coming from Knox County of late. An estimated 43 percent go on to graduate and professional schools while 39 percent go straight into the workforce. Dr. Slagle noted that Honors students are leaders who are committed to service and serve as student recruiters. The Honors College also has a high retention rate.

## **VIII. THEC Quality Assurance Funding Results and Overall Impact to ETSU**

Dr. Mike Hoff presented, noting that quality assurance – how ETSU maintains quality – is very important and Quality Assurance Funding tries to ensure that. He noted that, at one point, ETSU received all 100 points but this year received an 86. Each point, he said, is worth \$31,000. The overall QAF had a \$2.6 million impact at ETSU. He said Tennessee State University was the most improved while Tennessee Tech University went down the most in QAF. In the category of General Education, which measures whether students are able to demonstrate critical thinking, ETSU was awarded all 15 available points. In Major Field Assessment, or the ability to demonstrate knowledge/skills in a given field, ETSU earned 14 out of 15 available points. In Academic Programs, a category scored by peers and designed to provide incentives for institutions to achieve and maintain program excellence and accreditation, ETSU scored a 20 out of 25. The university netted all 10 available

points in the category of Institutional Satisfaction Surveys, as evaluated by surveys of undergraduate students, recent graduates and faculty. ETSU also received the maximum 10 points for Adult Learner Success. In the Focus Populations category, or the number of graduates from select populations, ETSU scored 19 out of 25 points. Dr. Hoff said the university selected populations of importance at ETSU including: low-income students, health programs, males, STEM undergraduate degrees and veterans. Dr. Hoff noted next steps in each of the categories, pointing out that we are not yet where we want to be in terms of QAF. Trustee Golden asked Dr. Hoff to go into more detail regarding the STEM undergraduate degrees population and what the university is doing to improve that. Dr. Hoff said there has been talk about an expansion of programs in the fields that are STEM. Trustee Golden cited a University of Georgia study on the needs of the 21<sup>st</sup> century, noting that there is a real need for teachers at the high school level who teach these STEM courses. He said the STEM pipeline is broken and wondered what could be done within the College of Education to produce high school STEM teachers.

**IX. Academic Action Notifications for the Period of August 1, 2017, through December 1, 2017**

Dr. Bert Bach apprised the committee of select academic actions taken by the university that do not require the committee's approval, but are still important for them to be aware of as a committee.

**X. Research and Economic Development at ETSU Infrastructure and Organization**

Dr. Bert Bach said he had been working for the past few months with Drs. Bill Duncan and Dennis Depew in assessing current infrastructure and what needs to be in place for potential expansion. He said the goal is to develop scalable infrastructure to support and grow research, pointing out uncertainties such as the research fund proposed by Gov. Haslam and the merger of the two health systems in the region. They worked under four assumptions: (1) ETSU already has senior leadership for an expanded role in research and economic development; (2) an expanded/scalable organization will be required; (3) it is imperative that our Research Foundation is central to expansion and will require new and expanded membership with external individuals playing a role; and (4) ETSU will revise its organization. In terms of the expanded role of the Research Fund, Dr. Bach said two new committees are proposed as well as an expanded role for Dr. Duncan to serve as the president of the Foundation and Dr. Depew to serve as the chair of a new Economic Development Council.

Dr. Bill Duncan noted that the university is not starting from scratch and already has robust research. He said reorganizing the Research Foundation and creating the two subcommittees would ensure a coordinated effort and link effort to economic development. He also addressed the creation of the Ballard Collaborative Research Institute to address money that may come from the newly merged health care system. The infrastructure would allow ETSU to work collaboratively with Ballard Health System to address population health issues in the region. The focus would be on translational research (bench to bedside and back to bench). The collaboration with

Ballad Health would provide a robust database, with 100,000 discharges per year, and thus, could help improve health outcomes and find ways to reduce costs. To address the research agenda, the university will need to recruit clinical faculty in several areas and those individuals will need experience working with a large database. Dr. Duncan envisions teams of interdisciplinary researchers.

Dr. Dennis Depew said this is an opportunity to engage external stakeholders and an opportunity to help drive the ETSU/Ballad Health initiative in positive ways. Trustee Also asked whether faculty members would be a part of the proposed committees and Dr. Depew said yes. Trustee Also then noted that it seems Ballad Health System is asking ETSU to identify things where we can really be strong. Dr. Duncan affirmed that is the case, citing existing areas of strength at ETSU such as the Center for Prescription Drug Abuse Prevention and Treatment and the Center for Inflammation, Infectious Disease and Immunity. Other areas being considered as focus areas include: neuroscience; diabetes and obesity; and maternal and child health. He said the question becomes, what could we do that will set us apart from other collaborations across the country. We need a signature collaboration, he said.

Chair Niswonger said he wanted to focus on the commercialization piece, noting that the Perdue Research Foundation turned out 27 start-up companies last year alone. The commercialization piece, he added, is where jobs get created. The merger and creation of this Research Foundation provide the biggest possibility within this region in the 45 years he has been here, he said. He believes it will take a paid professional who has done this before to make it a success and said that the plan just presented is missing that piece of a commercialization officer who would work with all parties to create the best bang for the buck.

Dr. Depew said he serves on the Angel Roundtable Board, which has invested in four companies, none of which are located here. He said having the ability to drive the business pipeline will require a different way of thinking. Trustee Golden cited a Boston consulting group's study from April 2017, which indicates that by 2018, China will spend twice as much as the United States on research and development. He said universities can accelerate product innovation, but agreed that the thing missing is that entrepreneurial spark to relentlessly engage the market.

Trustee Linda Latimer said ETSU has everything going for it to be a huge benefactor of the recent merger, noting that time is the only thing not on ETSU's side right now. She said Ballad Health has to give \$175 million to research over the next 10 years but noted that other institutions are acting swiftly in hopes of getting some of those funds. She concurred that there is a need to hire someone who puts ETSU first in relation to the merger and also noted that three of the 11 Ballad Health board members are also on the ETSU Board of Trustees. She said the region needs real innovation, adding that the university has less than a year to create a presentation on five areas of research and it is up to ETSU to bring ideas that will make Ballad Health money. She encouraged leadership to get 25 great ideas catalogued as soon as possible, pointing out that there is an extraordinarily short timeline. Trustee Golden noted that however

fast the university thinks it is running on this, it is going too slow and needs to think deeply about changing the cadence.

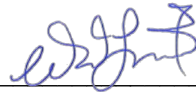
Chair Niswonger referred to it as a three-legged stool with (1) real research doctors, (2) the academics piece and (3) a commercialization officer that can bring corporate dollars in. Several trustees also noted the significance of hiring the right person for the new MEAC CEO position. Trustee Golden said everything ETSU needs is sitting on the table and failure is not an option.

President Noland said it was his hope that the document presented would spur conversation and said the institution needed the direction and guidance of its trustees. He asked what they envisioned as the next steps, to which Trustee Golden requested a Gantt chart be put together. He said to start making blocks of the 30 most important things and which are dependent on ones previous. He also said the Board could delegate to its executive committee if that helped prevent issues related to timetables and acting quickly. Trustee Ayers encouraged everyone to remember that this is a primary rural community and the uniqueness of this region should not be forgotten. Trustee Golden again said to make the chart and 30-40 next steps. He added that expertise can be rented and also encouraged President Noland to always assume what you are bringing is good enough and not to wait on approval to schedule your next steps.

**XI. Adjournment**

The meeting was adjourned.

Respectfully submitted,



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David Linville  
Secretary of the Board of Trustees

Approved by the Board of Trustees at its April 27, 2018 meeting.