

**University Council**  
**October 14, 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, Dr. Cheri Clavier, Dr. Susan Epps, Dr. Mark Fulks, Dr. Adam Green, Dr. Mike Hoff, Dr. Keith Johnson, Dr. Karin Keith, Dr. B.J. King, Dr. Karen King, Dr. Claudia Kozinetz, Mr. Joseph Kusi, Ms. Candy Massey, Mr. Noah McGill, Dr. Sam Mayhew, Dr. David Roane, Dr. Don Samples, Dr. Janna Scarborough, Dr. Joe Sherlin, Mr. Joe Smith, Ms. Alicia Williams, Mr. Andrew Worley

Those absent were: Dr. Dennis Depew, Dr. William Duncan, Dr. Bill Flora, Dr. Brian Noland, Ms. Pamela Ritter, Mr. Jeremy Ross

Others in attendance: Ms. Ashley Leonard, Ms. Amanda Mowell, Ms. Wendy Eckert

3. Standing Items

3.1 Approve minutes of September 9, 2019 meeting

Stefanie Murphy requested a correction to the Staff Senate report.

Dr. Susan Epps made a motion to approve the minutes with the recommended changes. It was seconded by Dr. David Roane and unanimously approved.

3.2 Review agenda

Dr. Bishop said the focused discussion was moved up to the top of the agenda this month to ensure it is not omitted due to time.

3.3 Call for Voluntary Reports of UC

Ms. Candy Massey said Staff Senate has started its annual Holiday Food Drive with the goal of filling 250 boxes.

Mr. Noah McGill said strict rules are forcing new senators in the Student Government Association to work hard on new legislation. He noted that President Aamir Shaikh is working on an exemption statement concerning religion and attendance that could become an amendment to the university's current attendance policy. The objective is to be more definitive on what determines excused absences for students who miss class for religious purposes. Dr. Epps said the university attendance policy is presently under review by a group from Academic Council chaired by Dr. Amy Johnson, and SGA should coordinate with Dr. Johnson's committee on this matter.

Mr. Scott Carter reported the passing of Don Raber, who was a member of the ETSU Foundation. Also, former basketball player Calvin Talford suffered a heart attack recently. In other news, the volleyball team is 6-0 under first year coach Benavia Jenkins, and men's golf finished second in the Bank of Tennessee Intercollegiate Tournament with ETSU's Jack Rhea receiving his first collegiate victory. ETSU will host the Southern Conference Cross Country Championships at Pine Oaks Golf Course during Homecoming. Basketball seasons begin in the coming weeks.

Mr. Joseph Kusi said the Graduate and Professional Student Association has scheduled several workshops covering topics such as dissertations and CVs.

Dr. Karen King said the voicemail to email feature will be turned on for everyone starting Oct. 15. If a voicemail message is deleted from email it will be removed from your phone or vice versa. The email will come from Cisco Unity with an etsu.edu address.

Dr. Joe Bidwell reported that discussions among members of the Council of Chairs continue on the development of a training program for chairs. A group of chairs is also beginning to meet with Drs. Joe Sherlin and Sam Mayhew regularly to discuss admissions recruitment.

Dr. Susan Epps stated that a group within Faculty Senate is looking at a proposal that started in Academic Council based on something that came out of SGA a while ago. Dr. Wykoff suggested looking into a grade forgiveness option. Faculty Senate meetings are open and will be held in various locations, including Building 60 and Sam Wilson Hall, before returning to the Culp Center.

Dr. Bishop provided handouts of Academic Actions Notifications for January 1, 2019 – July 31, 2019 presented to the Board of Trustees in September. The notifications are bi-annual updates on actions taken by the Academic Council. Some of the information must be reported to the Tennessee Higher Education Commission (THEC). Dr. Bishop said Academic Council also approved moving forward with a consent agenda for certain identified actions.

Dr. Joe Sherlin said Student Life and Enrollment is focused on returning to the Culp Center and meeting with units about relocations. Open house is coming up soon.

#### 4. Focused Discussion

4.1 Dr. Bishop continues to focus her efforts on how to best align operations with strategic initiatives for the university. In doing so, she is conducting Mini SWAT analyses with various groups on campus. Faculty Senate and Dean's Council have participated, among others. Forthcoming groups to participate are the Council of Chairs, Student Government Association, Staff Senate, and Graduate and Professional Student Association. The analysis asks each person to answer two questions:

1. What are the things we are doing well that we make sure we preserve? (concepts, organizational structures, events, etc.)
2. What are the things we are not doing well? (areas that need to be addressed)

Dr. Bishop asked members of University Council to participate in the SWAT analysis. After reviewing some of the responses from the first question, Dr. Bishop said it is reassuring that the values of the institution were repeated because when we think about the alignment of the processes we need to ensure that we do not lose those values.

Dr. Bishop admitted that the realignment process has taken longer than originally announced in the spring. She assured the group that decisions were not being made “behind closed doors,” rather there has been a flurry of activities on campus, including the merger of colleges under Academic Affairs with those under Health Sciences. She said this has been a great opportunity for her and deans in Academic Affairs to think about how to function as a united academic enterprise. Another major transition happened in the spring with the change to a student success model through the restructure and renaming of Student Life and Enrollment.

Thus far, one task force has been assigned to look at the Vice President for Research and Innovation and has completed its work by providing two deliverables. She said the group did a wonderful job, and their work will be distributed to campus. The Board of Trustees has pushed for this position, so the task force was asked to define the job description and how the person would fit within the existing organizational structure and how that would be incorporated into a larger structure led by a VP of Research who would be more policy focused. They also looked at the five or so major products the university had produced in the last 5-8 years on research and the future of research, including a strategic plan completed in 2015-16. Dr. Bishop said the task force made key recommendations based on those previous reports. All of this [information](#) was presented to the Board of Trustees in September. Dr. Bishop noted that President Noland wishes to move forward with the search for the position. From her perspective, the task force took an idea for alignment from the Board of Trustees back to the university and successfully operationalized the idea.

Next, Dr. Bishop summarized the working groups formed thus far:

- **Advisement** – EAB consultants visited campus several month ago and have provided a report. Meetings are underway with key leadership to discuss the results and afterward they will be shared with campus. Then, an implementation task force will be created to take advising to the next level. Drs. Bishop, Noland, Sherlin, BJ King, Hoff, Mayhew, and Howard are part of the working group. Dr. Bishop said EAB recognized the university’s decentralized structure and provided recommendations to keep it but standardize at the same time.
- **Scholarships** – Dr. Bishop said this group originated from concerns about the high percentage of scholarships dollars awarded compared to other LGIs. The group is asking if the university is on target, using scholarships to recruit new students, and what effects they are having on the strategic initiative to recruit and retain students. The working group is close to identifying a consultant to assist with this.

Dr. Bishop explained that despite any rumors, college reorganization has not been discussed. Dr. Noland mentioned a forthcoming review of college organization in his

State of the University Address, and Dr. Bishop said it is appropriate to look at the university's academic organization and structure. People may have a lot of ideas, but many things have to be considered, such as the decentralized budget, the impact of general education on the College of Arts and Sciences, and being organized in a way to respond to program development and innovation.

Dr. Bishop said one thing she has learned over the last six months is that things take time and need to be done at an appropriate pace without lagging. She asked representatives from Faculty Senate and Staff Senate, as well as the Council of Chairs to go back to their respective groups and assure them that she still has her list of volunteers and task force participants have not been contacted yet.

## 5. Action Items

### 5.1 Old Business

No previous business was addressed by University Council.

### 5.2 New Business

#### 5.2.1. Policy on Policies

Dr. Adam Green presented [Policy Development and Administrative Rulemaking](#) and said the new policy puts into writing what is already happening and provides step-by-step instructions. He discovered that Ashley Leonard (University Compliance) was also working on policies the university needed to adopt for compliance purposes, so they worked together to house this "policy on policies" in the Compliance Office in partnership with the President's Office. He reviewed the draft policy provided to University Council members and explained that it had been approved by Academic Council the prior week. Not all, but most of the edits recommended by Academic Council were adopted, Dr. Green added. If University Council passes this policy, it will go to the Board of Trustees in November.

Ms. Leonard reviewed the minor editorial changes suggested by Academic Council. She reiterated that the policy provides the process for university-wide policies, and at the end is a very short section on the university's obligation to promulgate administrative rules when required by law.

Ms. Leonard created a memo for University Council that included responses to 10 public comments, the majority related to department rulemaking and as a result was changed to "unit" rulemaking. Responses to public comments will be kept on record via the University Compliance website. This procedure was recently approved by Faculty Senate Executive Committee.

Dr. Green was asked if campus is aware that previous public comments may be viewed on the University Compliance website. He explained that the public comments will be summarized as part of the cover letter that is attached to the policy agenda item(s) that comes before University Council (and Academic Council when appropriate). These documents, like all other agenda items, will be posted to University Council webpage.

A motion was made by Dr. Epps and seconded by Dr. Scarborough to accept

the Policy Development and Administrative Rulemaking policy as presented.

Discussion then began. Mr. Kusi asked the difference between a sponsor and an originator. Ms. Leonard said a sponsor is anyone on University Council or Academic Council who would work with originator(s) or any subject matter expert who identifies a need for a policy or any university unit. Dr. Green said the sponsor will typically be a Vice President or a dean who is helping to move the policy through.

Dr. Green added that much of the policy is procedure, which will evolve, but it is helpful to have something in place that provides direction.

Dr. Bishop led a vote, and the policy passed unanimously.

5.2.2. [Reporting and Investigating Allegations of Wrongdoing](#)

Ms. Leonard said this new policy was identified as a need. She worked with representatives from Public Safety, Human Resources, Athletics, Internal Audit, and University Counsel. It sets out the authority for university units to investigate internally, lists examples of why such investigations may occur, outlines employees' obligations during investigations, describes potential violations of policies if employees do not cooperate with internal investigations, and includes reporting options for employees.

Five public comments were received, and Ms. Leonard said the policy is in line with the U.S. Federal Sentencing Guidelines.

A motion was made by Dr. Epps and seconded by Dr. Scarborough to accept the Reporting and Investigating Allegations of Wrongdoing policy as presented.

Discussion ensued. Dr. Bidwell asked if departments should be referred to as units to match the previous policy presented. Ms. Leonard accepted the editorial change.

Dr. Bishop led a vote, and the policy passed unanimously.

6. Information Items/Presentations

6.1 Update on Strategic Initiatives

Dr. Hoff provided a presentation covering four topics ([attached](#)):

1. **Scholarship Review** – There will be an RFP process to select a consultant, and Dr. Hoff has been checking references for several possible groups. He said the consultant will provide understanding of “our funnel” and the context of the data. They will collect qualitative data and conduct surveys to model enrollment.
2. **CRM** – (Content Relationship Management) tool used by organizations to manage relationships with customers. No matter who is providing the service, everyone is using one system to view one record, and the customer can also interact. Dr. Hoff said staff are working to get more information into the

CRM, including orientation, targets for admissions counselors, and historical data.

Dr. Hoff noted that the rules of engagement have changed due to the removal of a code of ethics preventing late stage recruitment. Incentives for early enrollment are also allowed, which will drastically change recruitment.

The steering committee is working to ensure that everyone is moving in the same direction, and next steps will be very difficult. Existing processes like automatic admission and scholarship delivery will be implemented through the CRM.

Dr. Janna Scarborough asked if chairs will have access to the CRM even if they are not coordinators. Dr. Hoff said everyone needs to understand the level of access and the cost, which is why coordinators got it first. Enough licenses have been purchased to manage a process; whether or not that can be changed will be determined by how the implementation goes. At the undergraduate level, the CRM will be centrally managed for the most part, but the graduate level will need different access. He said software is available, and technical professionals are needed in undergraduate and graduate offices to oversee the CRM. Dr. Mayhew added that he is pulling together a group to look at communication with admitted students.

3. **Data** – The Decentralized Business Intelligence plan is to embed an officer in each college who has the same level of access to data as Dr. Hoff does. This will require some agreements, and reports cannot be used as a competitive advantage against another college. In an effort to ensure that the system is being used responsibly, most people will have to pass an SQL assessment in order to gain access. Dr. Hoff wants to ensure that people who have access are qualified and can use the system correctly.

The new IR Director will focus on data governance and definitions.

Academic Performance Solutions (APS) is available, and sessions with the consultants for deans are forthcoming. Drs. Hoff, Scarborough, and Bishop will travel to an EAB meeting to talk with other institutions about how they are using APS.

4. **Brand/Identity** – Through a partnership with the Applied Social Research Lab (ASRL), this survey was conducted as an update to one conducted in 2011 that led to the development of the new logo and brand messaging. Survey respondents were asked how they want to hear things and how ETSU compares to other institutions. According to the results, most say ETSU offers the same or better than surrounding institutions and community colleges. He said there was little difference in results from the internal and external markets, which was not the case in the 2011 survey.

Dr. Hoff clarified that of the 41% who said they were aware of ETSU overall, 70% of them would recommend the university. Most respondents said they obtain information from Google, digital ads, college websites, and the local audience prefers billboards. Product and value are most important to them.

Dr. David Roane said he has found two dissertations (2010 and 2016) in the Digital Comments about first-generation students sharing their experiences and struggles. The cultural barrier is shocking, he noted.

Over half of respondents said they expect scholarships to help them pay for college. Dr. Hoff said the desire for discounts makes institutions more like businesses. People are looking for a relevant, quick education – content and

outcome matter. Survey respondents are looking for value, with speed and clarity, in financial aid packages. Dr. Hoff said a scholarship review is going to keep the university from getting into a discount war. Overall the data indicate that ETSU provides a high service to surrounding communities, but more could be done. Crossing the plateau will take a little extra effort but will be worth it once we reach the other side, he added.

Discussion ensued about gathering data through surveys and about the demographics of the Brand/Identity survey, which Dr. Hoff said he has not fully examined yet.

## 7 Announcements

Dr. Bishop explained that Dr. Randy Wykoff has assumed several new roles, including his appointment to lead the new Center for Rural Health Research and serving on the Governor's Health Care Modernization Task Force in addition to being a Leadership Tennessee fellow. He has requested to resign from University Council. Dr. Bishop has asked Dr. David Linville to work with the Health Sciences deans to identify another dean to serve out his term, which expires in 2020.

A new registrar has been appointed, Dr. Tom Donohoe, former associate registrar, who started the new role Oct. 7.

During the September Board of Trustees meeting, it was announced that Dr. Keith Johnson will serve as Vice President for Equity and Inclusion. Dr. Bishop congratulated Dr. Johnson and said he will also continue his role as Chair of the Department of Engineering, Engineering Technology, and Surveying. He spoke of an upcoming trip to Atlanta to recruit potential faculty members for the university and asked departments to send any brochures or information about their units to him for parlay to individuals he meets.

Dr. Bishop said the search for the Clemmer College dean was supposed to begin in October; however, the chairs of the college submitted a request to Dr. Noland and Dr. Bishop to delay the search because they feel the college is stabilizing and a search at this juncture would be disruptive. Dr. Scarborough has agreed to continue as interim, and Dr. Bishop said next steps will be determined at the conclusion of the spring semester.

Catherine Morgan, Director of Student Financial Aid, made an announcement about the implementation/transition of new technology for APS/FWS students that will be used from the onset of application to paycheck and dismissal at the end of year. Training sessions will be offered for all end-users. She said they are hopeful this will enhance the experience and ease burden and manual processes for student employment. A soft start will begin in mid-November and tutorials will be available for students. The hiring process for 2021 will be fully operational in the new system.

Dr. Bishop said she hopes others are beginning to view University Council, along with Academic Council, as the two major governance bodies that feed information through to the Board of Trustees. The University Council plays an overall communication function for the university and efforts are made to ensure the work completed in the

meetings is informative and productive and the right people are around the table at both Academic Council and University Council.

Dr. Bishop asked for recommendations and suggestions. She encouraged everyone to view Dr. Noland's State of University Address, which is available on the Office of the President's website, and to use any of the information as a source for their own presentations.

Dr. Green reminded members about ETSU Elevates, a new service project competition recently announced by the President. He also announced a new initiative, ETSU Connects, for employees to come together to connect, share, and learn information. The first topic addressed will be communication, and Dr. Green asked that supervisors allow employees to attend the first session Oct. 24.

Dr. Bishop said University Council will not meet in November.

#### 8 Adjournment

The meeting adjourned at 10:20 a.m.