

**East Tennessee State University
Administrative Services Review Committee Meeting
February 4, 2015 – Meeting Summary**

Background

ETSU held a meeting of the Administrative Services Review Committee on February 4, 2015. The goals for this meeting were as follows:

1. Meeting Summary from last meeting (January 21st)
2. Subgroup Reports
3. Consider topics that emerged from the Brainstorming Session on January 21st (as time permits)
4. Consider topics that emerged from the Gap Analysis performed by the rpkGroup (as time permits)

Attendees

Bert Bach, Leslie Adebonojo, Scott Beck, Marsh Grube, Scott Jeffress, Kathy Kelley, B.J. King, Karen King, Hal Knight, Barbi Ly-Worley, Stefanie Murphy, Mary Ellen Musick, Margaret Pate, William Rasnick, Donald Samples, Vincent Thompson, Patricia Van Zandt, Greg Wilgocki, Teresa Williams, Dora Wyett

Discussion

The members present confirmed the January 21st Meeting Summary was an accurate description of the meeting.

Subgroup Reports

Academic Support Structures – Leslie Adebonojo

i. Housing Scholarship

Recommendation: Create a number of Housing Scholarships specifically earmarked for students who are at risk of leaving the University because of inadequate financial resources.

Dr. Adebonojo reported that her subgroup was passionate about this recommendation in that it would provide scholarship funding to at risk students already at the University. There are approximately 200 vacant dorm rooms at any given time on campus and these scholarships would utilize some of those rooms. However, the funds to support these scholarships would need to be identified from sources other than the Office of Housing and Resident Life's budget.

Mr. Rasnick stated that overall the University has very limited space on campus. Last week he met with a group to discuss a request for some of that space. Dr. Bach asked Mr. Rasnick to take the information presented today and determine whether the deliberations he is having might potentially be relevant to the objective being addressed in this proposal. A motion was made, seconded, and carried to table this proposal.

Duplication of Effort – Scott Jeffress

i. Student Advisement – Related Software Systems

Recommendation: Reduce the number of formal advising systems used on campus and establish a policy to direct use of "approved" systems and address use of "shadow" systems. Develop a means of synchronizing

advising notes between remaining formal systems, on a regular basis. Coordinate implementation through Access to Success (A2S) Committee.

Mr. Jeffress stated that this proposal was slated for mid-December and is now seven weeks old. Working with Dr. Kirkwood, he has learned that some of the recommendations in this proposal are already being addressed through the A2S Committee. Currently, the potential value of the recommendation reinforces the need for the effort to continue. Mr. Jeffress moved that the recommendation continue to be pursued and to request a report back to this committee from the A2S Committee. The motion was seconded and carried.

ii. Reporting (System) of Administrative Data

Recommendation: Pursue development of a system that provides a single point of (one-time) entry for departmental or unit data, and that allows the generation of custom reports that are aligned with internal and external reporting requirements. This system would interface with the University's ERP (Enterprise Resource Planning) system – currently Banner; and be accessible by designated data officer(s) within each department and unit.

Mr. Jeffress stated that if such a database already exists, e.g., Argos, appropriate access and training on the system use would be necessary. In addition to alleviation of pain points, the cost savings in increased productive work time would be significant. Dr. Bach reported that it is his understanding that Mike Hoff is directly seeking to address these objectives in a way that involves Argos. Mr. Jeffress moved that this recommendation be pursued. If this matter is already being pursued, Mike Hoff's office should so inform this Committee. The motion was seconded and carried.

iii. Reporting (Efficiency) Administrative Data

Recommendation: Establish a temporary ad hoc committee, charged with identifying commonalities between program-level accreditation standards and the SACSCOC Principles of Accreditation, in order to align reporting requirements and optimize efficiency in reporting within the University.

Mr. Jeffress stated that some informal work has already been done within the Office of Assessment on this matter. If this recommendation is approved and works well, it might offer some sort of internal model to extend the initiative in other areas on campus. Mr. Jeffress moved the subgroup's recommendation be approved. The motion was seconded and carried.

Leveraging Technology – Karen King

i. Electronic Forms

Recommendation: ETSU purchase a cloud-based forms system, Dynamic Forms, to provide a simple, effective system for end users to create web-based forms for data collection and electronic signatures. In conjunction with the purchase recommendation, the subcommittee also recommends a plan for campus-wide deployment to ensure the campus is notified of the system purchase, its capabilities, and where to obtain support.

Dr. King stated that this tool is user friendly, it allows the user to create his/her own workflow, and is relatively inexpensive. The annual cost plus implementation and training for the first year would be \$4,500 with a recurring annual cost of \$4,000. Each of the four major divisions, Academic Affairs, Student Affairs, Health Affairs and Finance & Administration, should split the annual cost evenly.

Dr. Kelly stated that to the best of her knowledge, the University does not have an "e-signature" policy and it would need to adopt one. Dr. King moved to adopt the Dynamic Forms web tool for the University and ensure

that an e-signature policy be adopted for the University. Dr. King stated that she will assume responsibility for ensuring that the policy is adopted. The motion was seconded and carried.

Public Service – Scott Beck

i. WETS – Campus Radio Station

Recommendation: The Subcommittee on Public Service concludes that the ETSU contribution to the current annual budget of WETS, approximately \$400,000, and approximately half of the total operating budget, is sufficient and appropriate. We recommend that the Director and staff of WETS endeavor to increase donations from listeners, primarily via a Sustainers Program, and explore the possibility that the University Advancement Office assist in this effort.

Dr. Beck reported that WETS contributes ~45% of the total budget for WETS, 10% comes from the national public radio network and 45% is based on donations from listeners and corporate sponsors. It is the Director's belief that additional funds could be realized through a Sustainers Program as it is very difficult to reach donors via telephone. Dr. B.J. King stated that she did not believe the University currently has the technology to support a Sustainers Program.

Dr. Beck moved that the Director and staff of WETS endeavor to increase donations from listeners, primarily via a Sustainers Program, and explore the possibility of the University Advancement Office assisting in this effort. The motion was seconded and carried.

ii. Innovation Lab

Recommendations

1. The committee recommends that the Director of the Innovation Lab (IL) and the Board of Directors of the ETSU Research Foundation thoroughly review the Mission and Objectives of the IL.
2. The Committee urges the BOD of the Foundation and the Director of the IL to construct and advance a plan to recruit more faculty and staff to be involved in the activities of the IL.
3. The Committee recommends that the Director of the IL work with Webmasters in the Office of Academic Technology to improve the website for the IL. Many tabs on the website do not work and it is not an inviting site either for ETSU faculty who might entertain starting up a business, or for outside interests desiring to know what the IL is all about. The website should conform to the ETSU template so it is clear that the IL is a unit of ETSU.
4. The Committee recommends the ETSU Research Foundation endeavor to keep the IL rental space, both "dry" and "wet" Lab space, at a maximum capacity so that rental income is increased on an annual basis. Furthermore, we recommend that at least half of the rental income be used to offset the costs of building maintenance, repair and utilities. This revenue generation could result in savings of \$30-\$50,000 per year.

Dr. Beck explained that the Innovation Lab was created approximately 15 years ago with the original intent of recruiting and nurturing ETSU faculty in the biomedical sciences, computing and technology fields to start innovative businesses. However, during the past five or six years, it appears to have become a small business incubator operation. A current initiative of the Director of the IL is to pursue "Soft Landings" certification through the Small Business Incubator National Association to attract foreign businesses, particularly European, that are technologically innovative and want to compete in the American market.

Dr. Beck reported that the costs to the University for the IL are basically the salaries and benefits for the two employees, the Director and the Coordinator, plus some of the maintenance, repair and operating costs.

At the Committee's request, Dr. Beck will attempt to locate the original agreement between the ETSU Research Foundation and ETSU proper for the Innovation Lab. Once the agreement is located, the subgroup will revise recommendation four. There was no motion regarding this item.

Gap Analysis – rpkGroup – Lisa Clarke

Ms. Clarke stated that the items in the Gap Analysis document are not absolute; they are items her group has seen in other institutions which have had added benefits. They may or may not be applicable to ETSU. Ms. Clarke added that she would be happy to help any of the subgroups with suggestions or additional research with any of the items in the Gap Analysis or from the Brainstorming Session.

Items Identified in the Brainstorming Session on January 21, 2015

Office of Research and Sponsored Programs (ORSP) – Assigned to the **Administrative Structures** Subgroup. Dean Van Zandt indicated that her subgroup should have a recommendation at the next meeting regarding the ORSP that would address these areas and several others.

- Compliance vs. support
- Ideas: center for research

Public Service – Assigned to the **Public Service** Subgroup. Dr. Beck indicated that the subgroup should have a recommendation by the March 4th Committee meeting regarding this item.

- Address barriers; build bridges

Advancement – Does not warrant further consideration by this committee. The Office of Advancement has recently changed a lot of its software. In addition, there is a search currently underway for a new Vice President for Advancement. These changes may help resolve the current situation.

- Data needs to be current
- Not current; data changes
- Capture alumni, follow on social media connect

Financial Aid – The **Student Support Structures** subgroup has addressed this matter. Dr. B.J. King stated that she will ask Margaret Miller and Joe Sherlin to provide a report by possibly adding measures to the first two bullets and she will provide a report on the last two bullets.

- Several new initiatives, awaiting results on new initiatives' effectiveness
 - Ex: Call Center
- Embracing technology and electronic documents
 - Loading files
 - Loaded aid files prior to August
 - Estimated aid award letters
- Barriers
 - Staffing
 - Layout of space

- Promissory note review
 - Promise to pay – Do 18 year olds understand?
 - Investigate bridge loans but beware of consequences

Electronic Documents – This item was addressed in Dr. Karen King’s recommendation regarding Dynamic Forms.

- Dynamic Forms
 - On the table
- Work flow
- OIT workflow
- Dynamic

Auto Fleet – Outsource Motor Pool – Does not warrant further consideration by this Committee as the State has it out for bids and Dr. Collins’ office is working with this matter.

- May need to review

Distributed Staff → efficient vs. effective – The **Administrative Structures** subgroup will address this item (except Academic Advisors) with the assistance of Lisa Clarke. The **Academic Support Structures** subgroup will address the Academic Advisors piece of this item.

- OIT – how do we handle distributed IT staff
- Financial Managers
 - Training
 - Qualifications
 - Budgeting/compensation
- Facilities Officers
- Academic Advisors (added at today’s meeting)

Support Staff → efficient vs. effective – The **Administrative Structures** subgroup will take this item under advisement to determine if it warrants further consideration by this Committee.

- Combining departments
- Look at pooling
- Consider changes in jobs – more technical
- Clarify clerical needs
- What is appropriate model of support

Real Estate Foundation – Does not warrant further consideration by this Committee.

- TBR and State rules

Museums and Galleries – The **Public Service** subgroup will conduct an analysis of the inventory, need, and cost avoidance and provide a recommendation back to the Committee.

- Need?
- Consolidate under single governance?

Kingsport Centers & Valleybrook – Warrants further discussion – to be determined

- Function
- Costs
- Downtown – upper level & graduate (currently at capacity)
- Allendale – most vulnerable to TN Promise
- How does “online” component interface with various campus sites
- Broadcast option to desktop in homes
- Alternative use for Allendale
- Place for distance learning students
- Valleybrook needs to be utilized more

TBR Meetings – The Leveraging Technology subgroup will address this item.

- Technical resources for meetings on campus; reduce travel
- Consider “politics” networking opportunities
- Call in option available at times

Website Designs – The Leveraging Technology subgroup will address this item.

- Different
- Varying degrees of expertise
- Emerging Technology Center
 - Reasonably low cost – C. Novak
 - Can University negotiate design for University

Student information

- Needs to be user friendly
- Up to date
- Who monitors this?

Innovation lab

- Cost analysis
- Research generation

Energy Usage – Greg Wilgocki’s subgroup area

Enterprise E-portfolios – add-on tool to D2L

- Collecting assessment for accreditation
- Know purpose and client

Shared Services with City and County

- Trash removal
- Public safety
- Parking services
- Fire

- Snow removal
- Emergency preparedness

University School – Child Study Center – Little Bucs

- Decision vs. opportunities vs. politics
- Facility at University School inadequate
- Future → student * employee * community

Administrative Structure

- Roles, titles, layers of leadership
- Across levels of University
- Policy – 3 levels of stipend for faculty serving as chair
 - Gradient system
 - 10 years – retains stipend
 - Rationale to be compensated for lack of professional progress
- Do we need as many department chairs?
- This is a job of academic portfolio committee
- Workflow → workers

IT Infrastructure

- Data center
- As we go forward – review new opportunities and flexibility

Intercollegiate Athletics – Auxiliaries

- Auxiliary function
- Less subsidized
- What is the cost?
- Fundraising their own costs