



FACULTY SENATE MINUTES

Meeting Date:	01/30/17	Time:	14:45 – 16:30	Location:	Culp Center, Room 311
Next Meeting:	02/13/17	Scribe:			Eric Sellers
Present:	Leila Al-Imad, Patrick Brown, Doug Burgess, Randy Byington, Heidi Campbell, Cindy Chambers, David Cluck, Erin Doran, Wendy Doucette, Dorothy Drinkard-Hawkshawe, Joyce Duncan, Saravanan Elangovan, Jon Ellis, Susan Epps, Lon Felker, Bill Flora, Virginia Foley, Retha Gentry, Jeff Gray, Bill Hemphill, Stephen Hendrix, Tod Jablonski, Karin Keith, Thomas Kwasigroch, Guangya Li, Mary Ann Littleton, James Livingston, Fred Mackara, Mildred Maisonet, Anthony Masino, Tim McDowell, Theresa McGarry, Lorianne Mitchell, Shunbin Ning, Bea Owens, Peter Panus, Timir Paul, Jonathan Peterson, Eric Sellers, Melissa Shafer, Bill Stone, Paul Trogen, Craig Turner, Liang Wang, Rachel Walden, Ahmad Wattad				
Absent:	Kaniska Chakraborty, David Champouillon, Tavia Flanagan, Eugene Scheuerman				
Excused:	Fred Alsop, Lee Glenn, Katherine Hall, Tod Jablonski, Karin Keith, Lorianne Mitchell, Darshan Shah, Candice Short, Bill Stone				

Agenda Items	Responsible
Meeting called to order	Epps
1. Introductions	Epps
2. Celebrations	Epps
3. Announcements	Epps
4. Approval of Minutes	Epps
5. Action items	Epps
6. New Business	Epps
6.1 Q/A with Dr. Mike Hoff	Hoff
7. Questions on reports/summaries from committees/working groups	Epps
8. Comments from guests	Epps
9. Adjourn	Epps

DISCUSSIONS

Meeting called to order [14:46]

1. Introductions
Greta Marek is filling in for Retha Gentry.

2. Celebrations
None

3. Announcements

3.1 Epps: The Constitution/By-laws working group will meet briefly after the senate meeting adjourns. The members are Epps, Foley, Flora, and Drinkard-Hawkshawe.

3.2 Epps: Budget hearings – Please send any questions you have about the hearings to me.



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Foley: We should ask the deans to present, to the college faculty, what they requested from the VPs. This will allow us to determine whether the deans' requests were granted by the VPs.
Epps: This committee will not have the final say; the committee will make a recommendation that will go to the board of trustees. The budget hearings are the last three days of spring break. The hearings are open and are to be in Dr. Noland's office.

3.3 Mark your calendars

3.3.1 Feb. 2 – Education Day with Women's Basketball – 11:00a.m. Brooks Gym

3.3.2 March 27 – Dr. Bishop will present to Faculty Senate

3.3.3 March 28 – Open Forum with Dr. Noland - 3-4:30 p.m. – Culp Auditorium
This event is open to everyone.

3.3.4 April 10 – Dr. Bach will present to Faculty Senate

3.3.5 Terrell Strayhorn will be on campus March 30-31. He will present a workshop for faculty, give a public lecture, and work with Student Affairs.

3.3.6 Masino: Last year we discussed the ETSU consensual relationship policy on several occasions. The administration asked Faculty Senate to share our opinions. Everyone should provide comments on the open comment website. In my opinion, they are opening many doors for litigation.
Foley: They did not ignore our input, but they did not even know it existed so they have provided their own.
Masino: The policy has many holes and cannot answer very specific questions. Legally, there are issues with the policy they have created. I have not gotten my questions directly answered. I encourage everyone to put input on the website.

4. Approval of Minutes

Motion to approve minutes; Masino: Second; Flora. Motion approved

5. Action items

5.1 Approval of appointment to the Commission for Women Standing Committee

Panus: Motioned to suspend the rules for motions; Panus: Second; Burgess. Motion Approved

Foley: There was a resignation in November on the standing committee. I would like to make a **motion to recommend Judy McCook. Second; Byington. Motion approved.**

6. New Business

6.1 Q/A with Dr. Mike Hoff

Hoff: I know everyone has questions about the budgets; I will do my best to answer them. Our main focus is enrollment. Currently, we are conducting to make projections about enrollment future enrollment. Enrollment spiked several years ago because of the recession. In reality, people wanted to extend their government benefits and university enrollment increased. Now that it is going down, we are trying to figure out what to do in order to raise enrollment. This year our projected number was higher than actual enrollment. To determine the projections I use a Markov chain model for each college, and one for the university as a whole. We do it by college in order to break it down by credit hours. The reason enrollment looks flat is because our juniors are up about 100 and the freshmen are down about 100.

I wanted to tell you how we estimate credits because we use this to set the budget. When we talk about decentralizing the budget, we are talking about giving the dean of each college discretion to allocate the money for each college. Business and technology is up and Arts and Sciences is down. It is important to realize how all of the colleges are connected. The ones up in the air are nursing hours and RODP. Our instructional FTE has gone down and the faculty FTE has gone up. An FTE can only be counted once, and chairs are in there but not administrators. Some administrators end up in the FTE because they are part time faculty. In addition, it takes three adjunct faculty to make one full time faculty. Thus, many adjuncts are needed to move the FTE numbers.
Peterson: Does that mean that even if the adjunct faculty teaches three or four classes they still only count as one third?



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Hoff: That's right. There are some issues with that in particular departments. When we first went through, we found about 14 people who were not in a defined position. There is always an issue with geographical full time. Integrated Postsecondary Education Data System (IPEDS) is publically available. If anyone would like to set aside some time, I can show you some navigational tips on the website so you can dig into this. Three people in institutional research is not enough.

Where are things going up and where are things going down? The big drop is in Arts and Sciences and some in the College of Education. Overall, Nursing has not lost as many as the data seems to show. From 2012 to 2016 in the College of Arts and Sciences, there was a 25,000 credit drop. Business and Technology went up. Clinical and rehab has gone up quite a bit. One thing to remember is the average administration salary at ETSU is about \$10,000 less than the average faculty.

Ellis: I am still confused. Who are administrators?

Hoff: Everybody that is not a vice president. Our starting lecture salary is fairly low. If I take those out, I have to take the other ones out at the base. This would drive them both up but the equity gap is larger at other schools than ETSU.

Foley: Is the equity gap for administrators \$10,000 less than the average equity gap for faculty?

Hoff: No, just the average salary.

Panus: So define for me one more time what an administrator is?

Foley: It is deans, associate deans, assistant deans, directors of admissions, and directors of other things.

Hoff: Yes. Let me try to give you an example. So let us say I have three areas under the Honors College. Honors, Honors Arts, and Honors in Discipline, what classification do you think each person that leads each of these units would have? There is work that is administrative, but it is faculty administrative. It is advising students and things like that. That is why a chair is considered faculty. When I am the person who coordinates with the person who does those things, I am an administrator. The reason I point that out is because that is one college at one university. Now take that and extrapolate that one particular coding error out to all the universities in the database. There are problems in the way we classify in and that is why we have all these surveys and everyone defines everything differently.

McDowell: For your purposes, are executive aids administrators or not?

Hoff: They are non-instructional staff. It is the instructional staff average versus non-instructional staff average.

McDowell: Is an assistant dean that happens to be a teaching faculty member considered as faculty, administration, or is their time divided?

Hoff: Right now, I think they are considered faculty. When we look at the instructional profile and try to set a comparison for faculty to instructional, we do not count them as the whole FTE.

Byington: Who has increased the most credit hour wise?

Hoff: Public health. They have an accreditation rule that is not based on class size but the headcount in the department. Public Health is required to have a certain number of faculty based on the number of students they have for accreditation purposes.

Flora: Are part time faculty adjunct counts or are they any combination of what may be less than full time?

Hoff: For the most part, they are going to be counted as part time. To be honest, I do not think we have this exactly correct yet. There will be changes in the programs.

In 2015, the number of adjuncts went up, but there are more of them teaching fewer hours. This is not the same as an over reliance on part time instruction. Some departments have adjunct faculty teaching 5 classes per semester. That person is not an adjunct faculty; nonetheless, they count as such.

Mackara: Why is administrative professional staff in the faculty branch?

Hoff: Because that is their actual classification. I think most of them received adjunct contracts. Then you have tenure track faculty on administrative lines. Those are a variety of things depending on who they are and what they are teaching.

McGarry: Where are the permanent lecturers?

Hoff: It depends. I think it will be under faculty. There are many questions and I do not really have an agenda except to make good data. I would like people to look through the IPEDS data and help make a useable data set. We need to set a reasonable baseline. For example, we need to determine a ratio of FTE to enrollment that is agreed upon.

Peterson: How are research dollars generated classified in the FTE?

Hoff: We have not yet. I do not think we have good ideas yet as to how to do it. If anyone has ideas, they would be greatly appreciated.

Panus: Have you looked at the percent effort allocated to each grant?

Hoff: A little bit. Some are more accurate than others are.

The next thing I have is unrestricted education and general education expenditures. This is how much we spend



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on instruction, research, public service, academic support, and student services, for example. ETSU is the second highest in percent spent on instruction. The area where we are losing money is in scholarships. There are some biases though. Memphis counts their law school. Part of the reason we are high is because we cannot include the college of medicine, and therefore we have higher numbers than sister schools.

Panus: Is the college of pharmacy included?

Hoff: No, they are not.

Byington: I see Austin Peay spends the most on student services. Do they have a higher graduation rate?

Hoff: They are not sure yet.

Byington: Can you define public service support?

Hoff: I would have to look up what is included. It is complicated. Trust me the hiring form to appoint a faculty member is extensive.

My only point in looking at this is to try to understand why our salaries are so much different. My hypothesis is that we are paying the same amount of money in total salary; we are just paying it to more people, which makes each distribution less. If your response to change is to grow through instructors or lecturers as opposed to tenure track faculty you are going to get a different distribution.

I take everyone's salary and let's say the equity gap is \$25,000 for a full time employee. If I add back into that number all of the stipends and everything that shows up a paycheck, that goes from \$25,000 to \$18,000. Our salary gaps may not be as drastic as we think. If every institution pays that much to full time employees, it does not matter. If they do not, our salary gap is not as big as it seems.

Byington: Do you know why this is a historical problem? It is that way because if you give someone a stipend, you do not need to increase his or her base salary.

Brown: When you showed our decrease in enrollment in comparison to our peers, I am assuming most of the peer institutions are not in TN. Is the decrease due to TN Promise?

Hoff: No, it is not Promise.

Are there any more questions?

Schacht: Our president has an enrollment goal of 18,000. Is this a reasonable ambition?

Hoff: Part of the problem is finding other universities that are like us and have enrollment our size. I think we can get to 17,200. We are nowhere close to reaching the potential we have for online education. We need to make some changes as to what we offer.

Flora: We are not an area that has an increase in population of high school age kids. Over time, Tennessee is losing that age group so we need to look at other markets, like border states, to expand our online programs.

Hoff: Seven percent of people that start at ETSU graduate at another university in four years. This is a big deal.

Drinkard-Hawkshawe: If there is a decline in a college's credit hour production does that college also have a decline in its budget.

Hoff: Not right now, our usual response to loss in enrollment is an across the board budget cut. Second, we give money back to areas that can make a case as to needing money and expanding their program. In the new distribution, it is 70/30.

Littleton: You are saying we have more faculty now, but we are not producing as many FTEs. I really think it is how it is classified. If a chair is classified as faculty, they really do not teach many classes. I think that would change those numbers.

Hoff: Even if I took out 35 chairs, I still have a distribution of loss. It has to do with the spreading of hours across part time faculty. In 2013, we had the same number of faculty as we have today. Therefore, it is reasonable to assume we can get back to those numbers without hiring additional faculty.

Ellis: No disrespect intended. I have heard you speak before, and I think you are very impressive. So what you are saying is that we are producing less hours but we have more faculty. That sounds to me like code talk. We want the same number of faculty to do more.

Hoff: I just want them to do what was done in 2013.

Ellis: I was just wondering why are we doing this?

Hoff: I get tired of hearing the same argument about the same item every year and never finding a solution.

Foley: If we have more people doing the work that fewer people use to do; the money we are paying those more people could be going to pay us more.

Hoff: I have my own concerns about how we as an institution handle salary distributions. I have had that at every institution I have worked at.

Ellis: But the idea that we might get paid more when we compare salaries does not seem realistic.

Hoff: All I am saying is that the problems we have relative to pay are not unique to one category. Across the board, we pay less than what people deserve for the work. Theoretically, in a budget model that allows for the lowest possible budget point the return on productivity does go to that person.



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McGarry: Education is not that quantifiable, and I think that is what Jon is trying to say. In addition, trying to treat it as quantifiable seems to me like another facet of turning universities into corporations, and the faculty in my department are opposed to that.

Hoff: Can I say one thing? There is no way I could pay the salaries here in this room if I did not ask students to borrow a sizeable amount of money. It becomes important to me that these students are able to earn this money back.

McDowell: Can you describe how you might generate quantifiable data for efficiency in administrative work?

Hoff: I can only tell you how I do it for my area. For example, if you look at the library, there are ways to see how many people use the library and how many staff it takes to serve that many people and compare it to other schools. We can use this to see if the money is being used wisely.

Flora: We offer a great product at a really good price, but we are not competitive with out of state tuition. Is there talk about strategic tuition changes to allow out of state border counties a better price?

Hoff: There is and we have proposed expanding the boarder county to within 100 miles of ETSU. What I would like to see happen is a holistic rescale of our out of state tuition cost.

Panus: In your opinion, how many years do you think we need to get baseline data?

Hoff: When talking about institutional level data it is usually about 2 or 3 years, but smaller colleges like public health will take closer to four years.

Panus: Are we seeing the baseline data now or do we have a constantly drifting baseline?

Hoff: We have a constantly drifting baseline. I will give you all the slides, and I will add some information that can be useful. I will also add some links to see how other places define things.

7. Questions on reports/summaries from committees/working groups

McDowell: I would like to add some agenda items for future meetings. First, a faculty member asked if Faculty Senate would discuss producing a resolution opposing out-sourcing of the maintenance workers. Second, a colleague asked if we could request the fee schedule more available and public because it is not on our website like most other institutions. Third, another faculty member asked why religious preference is listed on the application form for undergraduate admissions and is it appropriate for a state institution?

7.1 IUC

No questions

7.2 Academic Council

No questions

7.3 Exec Committee meetings with Noland, Bach, Bishop

No questions

8. Comments from guests

No guests were present

9. Adjourn

Motion to adjourn; Brown: Second; Peterson. Motion passed unanimously

Please notify Senator Eric Sellers (sellers@etsu.edu or 9-4476, Faculty Senate Secretary, 2015-2016, of any changes or corrections to the minutes. Web Page is maintained by Senator Doug Burgess (burgess@etsu.edu or x96691).