



FACULTY SENATE MINUTES

Meeting Date:	4/10/2017	Time:	14:45 – 16:30	Location:	Culp Center, Room 311
Next Meeting:	4/24/17	Scribe:			Eric Sellers
Present:	Fred Alsop, Patrick Brown, Doug Burgess, Heidi Campbell, Cindy Chambers, Erin Doran, Wendy Doucette, Dorothy Drinkard-Hawkshawe, Joyce Duncan, Saravanan Elangovan, Jon Ellis, Susan Epps, Bill Flora, Virginia Foley, Retha Gentry, Katherine Hall, Bill Hemphill, Stephen Hendrix, Tod Jablonski, Karin Keith, Guangya Li, Mary Ann Littleton, James Livingston, Fred Mackara, Mildred Maisonet, Anthony Masino, Chrissy Mullins, Tim McDowell, Theresa McGarry, Shunbin Ning, Peter Panus, Timir Paul, Jonathan Peterson, Eugene Scheuerman, Eric Sellers, Melissa Shafer, Darshan Shah, Candice Short, Bill Stone, Paul Trogen, Craig Turner, Liang Wang, Ahmad Wattad				
Absent:	Leila Al-Imad, Kaniska Chakraborty, David Champouillon, Lon Felker				
Excused:	Randy Byington, David Cluck, Lee Glenn, Jeff Gray, Thomas Kwasigroch, Lorianne Mitchell, Bea Owens, Rachel Walden				

Agenda Items	Responsible
Meeting Called to Order	Epps
1 Introductions	
2 Celebrations	
3 Announcements	
4 Approval of Minutes	
5 Information Item	
6 New Business	
7 Action Item(s)	
8 Questions or Reports/Summaries from Committees/Working Groups	
9 Comments from Guests	
10 Adjourn	

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Meeting Called to Order: 14:45

1 Introductions
N/A

2 Celebrations
Patrick Brown is on the cover of notebooks in 90.
Senators Brown, Cluck, and Erin Doran are celebrating their fifth anniversary at ETSU.
Senators Byington, Owens, and Janet Scarborough have been at ETSU for 10 years.
Senator Burgess has been at ETSU for 30 years.

3 Announcements
3.1 Please submit questions for Dr. Noland (Exec committee meeting with him on Friday, April 14) by Tuesday, April 11 at noon.
3.2 Please submit questions for Dr. Bishop (with address full senate on April 24) by Tuesday, April 18 at noon
3.3 Doucette: The library is having an open house today from 4 PM – 8 PM.



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3.4 Jennifer Barber (University Relations) is putting together a focus group to look at marketing of the university. The groups are meeting on April 18 and April 19 at 10 AM and 2 PM.

4 Approval of Minutes

Motion to Approve: Flora

Second: Panus

Minutes Approved

5 Information Item

5.1 Reminder on motions

Epps: Motions need to come from voting Senate members.

5.2 Outcome of vote on the Faculty Senate Constitution

Epps: It passed with a vote of 74-4.

5.3 Jake Allen – Asst. Director New Student and Family Programs

Allen: It is more likely that students will succeed when parents and family members are more involved with their education. The office of New Student and Family Programs is here to help connect with family members and they should reach out to the office if they have concerns. The Buccaneer Family Association has over 1,000 members and we would like to increase membership. We are going to conduct webinars for parents and family members to get them more engaged in student activities. Faculty should know that they could refer people to our office. Membership in the association costs \$45 and comes with a goodie bag that includes a coffee mug, discounts to local stores, etc.

5.4 Dr. Bach- Q/A

The first question was “How did your preparation for budget hearings differ from how you prepared in the past?”

Bach: I think it is important to distinguish between what was the new process that was employed as compared to the new model. The University did institute a revised process. The preparation had to be initially responsive because the president distributed a published budget call, which clearly depicted revenue and priorities. The priorities were very well communicated and this has not happened before. The words “openness” and “transparency” were used throughout the document. Second, the process of developing budgets was very transparent. That is I shared with those reporting to me about revenue availability and strategies. Those came directly from the president’s call, the growth agenda, and all the things that were referenced in the strategic plan. A third difference was that the hearings were public; that is, all of the others were able to see what everyone was requesting and they were able to critique the requests. A few people chose to come to the meeting. Fourth, there is an additional step that took place this year. In the past I sent my recommendations to the president; in this case I sent them to the budget advisory committee. Then I had the opportunity to go with them and defend my recommendations. There were a couple of other thoughts. One was preparation of being comfortable with ambiguity more than we have been in the past. In the past many issues had been resolved earlier; however, they were not always resolved the way I would have liked. Another difference, in the past money has been moved during the year from one unit to another. Frequently, I would meet with deans and say we are going to move money from one place to another. The difference was this year there was a great deal of transparency. A lot of what drove that was information that emerged from the fall. I made a point of telling people. I would be happy to answer any other questions you have.

Drinkard-Hawkshawe- Who serves on the budget advisory committee?

Bach- Dr. Collins, Dr. Noland, Dr. Epps, Raven Moody, and James Batchelder

The next question was “How do course fees play into the budget?”

The new budget model is a proposal in waiting. The board will have to approve the fees. There are really three kinds of fees. One is the general tuition increase and that fee is across the board. The second is mandatory fees that apply to all students for things like the Center for Physical Activity and technology. They go into the general fund and not a specialized place. Then there are specialized fees for students in specific programs. The departments do get those fees. There has been an increase in the number of specialized fees in recent years. It is a result of the current outcomes based THEC funding formula. The new funding formula has a weakness: whereas the old formula recognized special restrictions such as the differences in salaries based on discipline, the new outcomes-based formula does not. The institution did not account for the new formula issue. Institutions that have high cost need differential fees. In essence, that kind of an issue is complicated and requires a fee. An over riding basis should be specified in some way. There were some positions that were being proposed for which I recommended the revenue be generated from a specialized fee. The options was to not fill those



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positions or rob other areas. If we are going to have a university and we are going to have provosts with differential costs, we are going to have to do this in one of two ways. We need to have revenue generated by some colleges offset the costs from other colleges.

The next question was "Is the money from fees being used to what it is said?"

Bach: Yes, it is. When we ask for a fee, we propose where it will go.

Schacht: When a special fee is allocated to a particular program who decides how the money gets spent the department or someone else?

Bach: Both.

Schacht: For example, when you are making decisions about funding particular staff members, are the staff members in the same departments that the fees were from?

Bach: The technology and engineering fees were coming from students in those departments. Compared to sister school computer science fees we have been very low. This came from a department that wanted to hire more faculty and the money was used to fund the position.

Schacht: Could a fee charged in education fund a faculty member in another college?

Bach- No, it could not. The department that proposed the fees would use the money for the purpose of equipment and staffing. If you want to grow a college and major then I will move money from another college for a growth agenda. If you are asking if we take fees from technology students and use them to pay for accounting students, the answer is no.

Schacht: If you were to look on the public documents of the university, and identify all of the fees, is there someplace you could look up the purpose for each fee and is there a report that says how the money will be spent?

Bach: There is a record of all of the fees available from Margaret Pate. Any time a department or college wants to charge a fee, we request that they look at the current fee, what other colleges in the state are doing, and address what the revenue would address. There is a spending plan for the fees that are proposed and the colleges manage that.

Schacht: Do we follow up and see if the plan was adhered to?

Bach: We have audits. I think the fee approach is as transparent as we can make it. The specialized fees are regularly audited. So far, we have had no issues.

The next question was "How can students figure out the cost of different majors? Can fees that are academic course fees be separated out from ancillary fees like CPA, parking etc.?"

Bach: The answer to the second question is yes, we know what the fees are and this is easily done.

McDowell: Actually it is not so easy to find. The separation of the standard fee is hard to find. It took me two months to come by this information. How much goes to specific units is not easily obtained.

Bach: Once the fees are assessed, they are audited relative to the purpose that is defined. Your question is focusing on how students can discover the cost of everything. It is relatively complicated because the board has historically approved specialized fees in March and it approves general fees and tuition in June. We recruit most of our students in the fall and early spring. In addition to the fees, the budget is approved in June so we do not know until June what our fees will be. We do not know until June what fees will be approved. Last year, we proposed a library fee to keep the library open all night. I supported that fee and so did Dr. Noland; TBR opposed the fee. The rationale was that the board would not deal with a general tuition fee if it was bombarded with specialized course fees. The proposal will move forward again this year with support from Dr. Bach and Dr. Noland.

Panus: Will the fee request go to the Board of Trustees, TBR, or THEC?

Bach: It will go to the board of trustees.

Keith: If I am paying for a faculty member at the beginning of fall, and to give a 3-4% salary enhancement, will the fees go back to the department to pay for the salary increase?

Bach: The 3% raise that the president has proposed will come from the general fund. The remaining 1% will go to other fees.

Schacht: Why do students not have access to how much everything costs per major and special fees? I went to advising and many different departments and none of them could tell me the cost per major. Admissions said we do not have it either, maybe you should try the Registrar or Financial Aid.

Bach: If you ask me, I can tell you.

Schacht: We know that students' decisions about where to enroll are price sensitive and yet we keep them in the dark about basic information they would want to use when trying to choose a major. I do not see why we cannot provide that information to our students. Currently we provide them with zero information.



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Bach: I do not think we give them zero information.

Schacht: Advising could give me nothing.

Bach: If I do not know what my budget is going to be or what our source of revenue from fees is going to be then I am going to be gauging at an imperfect budget. I recognize the problem of our late fee approval system.

Schacht: A list of majors and the cost per major is not listed anywhere for students to determine how much it will cost to major in a certain discipline.

Bach: I will take this under advisement and put it on our agenda to be discussed.

Duncan: If a student is completely online what is the difference in fees?

Bach: There are different fees. It costs less than out-of-state but more than an instate.

Alsop: Historically, we have been held to June for budget decisions, but is there a possibility to move those up to March?

Bach: The legislature approves the budget as its last action before it adjourns. We do not know what the revenue will be. Would you as a board member approve the budget if you do not know how much money you have? No.

The next question was "Do you think the new budget model will help change the faculty profile or lock us into the current one?"

Bach: The proposed budget model does not generate a single dollar. It is just a more transparent model. It is an incentive for colleges to do better. I do not see anything in the profile of the spreadsheet that is going to change the profile of faculty. The linking of the budget with the strategic plan is good. The questions will be is the funding algorithm correct or fair. The President's letter in the call talked about aligning the budget to the plan. If changing the profile of the faculty is the highest priority, it will give us a way to do that.

The next question was "Will departments be rewarded for headcount under the new budget model so that departments will feel pressure to create new classes. What is the plan to ensure this does not happen?"

Bach: Yes, departments and colleges will be rewarded for contributing to the growth agenda. They will be responsible for achieving that objective with attention to standards, willingness to innovate, and willingness to look critically at what is proposed. This is something we will have to deal with as we move ahead. Regarding duplication of courses, the matter warrants attention. I think the key to that is aligning the budget with the plan. The plan says we are going to address costs appropriately and encourage unnecessary duplication. I think there will be some pressure to do that but it will have to sort out.

Brown: This does pose a challenge for the curriculum committee. Are they going to be made aware that their decisions are going to have this financial piece to deal with? Is there a plan to inform them?

Bach: I think it is relative to administrators and whether it is relative to people serving. The responsibilities are going to require training. People's jobs are going to change.

Drinkard-Hawkshawe: Is there a uniform formula for distributing money throughout the college?

Bach: You really have four levels of budgets. You have a master plan, a strategic plan, and a budget, which is a short term plan subject to revision. There is no uniform plan nor should there be. For example, there is a department who used their entire part time budget in the fall so we had to adjust the budget.

Drinkard-Hawkshawe: How do Deans usually decide how much the budget will be for each department?

Bach: There is a set of data but it is not a simple calculation. As I looked at patterns of enrollment in two colleges, I moved some money, and that was based on data that Mike Hoff provided. It is a judgment call not just a formula.

Keith: The proposal for the split, percentage wise, for colleges and cohorts moving to a dollar is a dollar do you know what the proposal is?

Bach: It has not been resolved yet. Right now, if a college offers a program at a site of off main campus, all of the revenue from the students for a three-year period go to the program. By contrast, for our cohort programs 50% of the revenue goes to the general fund. The proposal would put the money in the college's budgets and make the assumption that they will make what they did last year in the next year. If they don't it will be in the October budget revision. The issue is how strong is our strategic plan.

The next question was "What kind of training are deans going to have on the new budget model, what criteria are they going to use to determine which departments are productive?"

Bach: If you look across the country, many colleges are moving away from incremental budgeting. Many are moving towards what we are moving towards. There will need to be training. The new model will require a combination of abilities, many of which our people have. In the aggregate, it will include training for everyone. If we are just talking about understanding the algorithm, we need to recall our freshman math course but if we are going to align with the budget, we are going to need people with vision, people who are willing to engage in self-



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<p>assessment, attention to detail, and accountability for outcomes. Accountability for outcomes instead of processes. It is going to require management skills, fiscal expertise, and communication skills. ETSU has had a history of being responsive to entrepreneurial opportunities and it is important to continue doing so. Comfort with transparency. People felt that way I handle budgets was not transparent. I was not ashamed of anything I was doing and I would tell people what I was doing, but people felt a need to be in the room and watch that happen. When the decision was made to move money from one college to another I would rather talk to deans consecutively rather than concurrently, and I accept that as a criticism. One of the problems that a college can have is the building of silos. I am very concerned and wonder if this model will exacerbate that or not. Also: I think you have put a lot into that last question. As a university, we need to abandon some silos and move forward.</p> <p>The next question is was “what are your predictions for the future?” Bach: I believe ETSU has strong community support, good relations with the state, visible competitive advantages in many areas, a strong faculty, a capable administration and staff, a history of responding in a positive manner, and a legacy of success that sets it apart. I think we are positioned to do well moving forward.</p>
<p>6 New Business 6.1 Motion submitted by Senator McDowell on behalf of another faculty member: <i>We do not support outsourcing facility management at ETSU. We value these members of the ETSU community, and oppose efforts to remove them from the ETSU payroll and benefits program.</i></p>
<p>7 Action Item(s) 7.1 Committee on Committees - Foley N/A</p>
<p>8 Questions or Reports/Summaries from Committees/Working Groups</p>
<p>9 Comments from Guests</p>
<p>10 Adjourn Motion to Adjourn: Brown Second: Turner Meeting Adjourned</p>

Please notify Senator Eric Sellers (sellers@etsu.edu or 9-4476, Faculty Senate Secretary, 2015-2017) of any changes or corrections to the minutes. Web Page is maintained by Senator Doug Burgess (burgess@etsu.edu or x96691).