



FACULTY SENATE MINUTES

| | | | | | | |
|----------------------|--|--------------|-------------|------------------|----------------|------------------|
| Meeting Date: | 10/24/2022 | Time: | 14:45-16:30 | Location: | Culp/Zoom | |
| Next Meeting: | 11/07/2022 | | | | Scribe: | Ashley Sergiadis |
| Present: | Beatty, Kate; Blackhart, Ginni; Blackwell, Roger; Blevins, Emily; Boa, Jen; Bray, Sheree; Burns, Bracken; Byington, Randy; Daniels, Jean; Desjardins, Matthew; Digavalli, Siva; Dowling-McClay, KariLynn; Easterday, Mary; Ecay, Thomas; Elangovan, Saravanan; Fiuza, Felipe; Fisher, Stacey; Foreman, Robin Ann; Funk, Bobby; Garris, Bill; Gentry, Retha; Gray, Jeffrey; Greene, Amy; Harnois-Church, Patricia; Hauldren, Kacie; Hawthorne, Sean; Hemphill, Bill; Hendrix, Stephen; Herrmann, Andrew; Hounshell, Jonathan; Kim, Sookhyun; Kruppa, Michael; Lyons, Reneé; Mamudu, Hadii; McGarry, Theresa; Nivens, Ryan; O'Neil, Kason Landis, Ryan;; Ramsey, Priscilla; Schroder, Laurie; Scott, Dane; Sergiadis, Ashley; Stevens, Alan; Tai, Chih-Che; Thigpen, Jim; Thompson, Beth Ann; Trogen, Paul; Uddin, Moin; Walden, Rachel; Waters, Susan; Weise, Constanze; Yampolsky, Lev; Youngberg, George; Zahner, Matthew | | | | | |
| Absent: | Mackara, Fred; Chakraborty, Kanishka; Frye, Steph; Foley, Virginia | | | | | |

Agenda Items

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| Meeting called to order |
| 1. Celebrations |
| 2. Introductions of Guests |
| 3. Announcements |
| 4. Guest Speakers |
| 5. Approval of Minutes from September 26, 2022 |
| 6. Action Items |
| 7. Information Items |
| 8. Old Business |
| 9. New Business |
| 10. Comments from Guess |
| 11. Final Comments/Announcements from Senators |
| 12. Adjourn |

DISCUSSIONS

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|--|
| 1. Celebrations |
| 1.1 Herrmann published the <i>Routledge Handbook of Organizational Autoethnography</i> a couple years ago. It has won several awards: National Communications Associations Ethnographies Division Award, International Association of Autoethnography and Narrative Inquiries Award, and the Association for Business Communications Best Quotable Award. |
| 1.2 Beatty voted on the second floor of the Culp. |
| 1.3 Flora complimented the recent bluegrass show. Ramsey commented that Kenny Chesney coming to the show was one of the best kept secrets. |
| 1.4 Tai's STEM Education Center team received their second federal grant from the US Department of Education. |
| 1.5 Burns' daughter, graduate of University School, was just accepted into the Quillen College of Medicine. |
| 1.6 Yampolsky had his fluorescence microscopic image on the cover of a journal. |



DISCUSSIONS

2. Introductions of Guests

2.1 Bill Flora, Associate Provost for Curriculum

2.2 Four students from College of Pharmacy

3. Announcements

3.1 **Blackhart** announced that the General Educational Renewal Committee has been formed and they are starting to move forward.

4. Guest Speakers

4.1 Dr. Hagemeyer, Vice Provost for Research and Chief Research Officer

Slides are provided supplementary documents.

OVPR Structure

The Office of Vice Provost of Research (OVPR) is managed by Nick Hagemeyer and Chris Skalko and consists of the following units:

- Human Research Protection Program (HRPP) consists of Katie Sellers (Director), Theresa Cannon (Medical Campus IRB Coordinator), Linda Zerby (Main Campus IRB Coordinator), and Keriann Lane (Information Research Technician). They are known most for IRB.
- ORSPA consists of Wendy Eckert (Assistant Vice President for Research and Director of ORSPA), Angela Clark, Cynthia Hardin. They currently have three vacancies.
- Center for Community Outreach is managed by Robert Leger and has ~100 employees across the state. The center provides workforce development infrastructure for the State of Tennessee. They receive federal dollars passed through to the state to help people with employment.

OVPR Budget

OVPR budget is around \$2 million (excluding the Center for Community Outreach). A significant amount is dedicated to personnel. Another significant portion is investments in faculty research and scholarly activities. Examples: Research Development Committee Grants for faculty have an annual allocation of \$277,000. Indirect cost recovery funds are reinvested into faculty start-ups.

HRPP Metrics

ETSU currently has 504 active studies (i.e., human subjects research studies submitted through the IRB). Exempt studies are the largest percentage. 200 were approved during FY22. College of Arts and Sciences had the largest percentage of approved studies. If needed, this data can be further separated based on role (undergraduate students, graduate students, and faculty).

AAHRPP Accreditation

ETSU recently went through Association for the Accreditation of Human Research Protection Programs, Inc. (AAHRPP) Accreditation. They set a high bar in terms of HRPP accreditation and require a certain level of infrastructure. Being accredited means smooth relationships across universities. ETSU is below the AAHRPP benchmark of the maximum days it should take from when a faculty member submits their study to IRB to when they are determined to be exempt, approved, etc. Being below the benchmark is a good thing.

External Funds

ETSU had close to \$70 million in external research funds in FY22. This includes research, service, and training grants. Dr. Hagemeyer can provide funding breakdowns by college and department. The annual report can provide how many applications are being submitted and how much is being funded. However, there is a lag with the numbers due to time from when proposals are submitted to when they are funded. (The annual report includes CARES funding in FY21, which added about \$20 million to the figures.)



DISCUSSIONS

HERD Survey

The Higher Education Research and Development (HERD) Survey is conducted by NSF annually and captures research dollars that are spent (including institutional dollars). It does not count service/training grants. For FY20, ETSU is 4th from the bottom of our new peer group. Our overall HERD rank is 311. University of Louisiana – Lafayette (who has a Pfizer partnership) and Wichita State (who focuses on aviation) are at the top of our peer group. ETSU's FY21 numbers will be released around November/early December. ETSU's numbers will go from \$13.5 million (FY20) to \$18.5 million (FY21) due to OVP's efforts to capture institutional expenditures.

OVP's Initiatives

There are several OVP's Initiatives that are underway. Some of these will be influenced by the Huron report. (1) Institutional Research Operations includes networking with areas across campus to develop research champions and streamline research processes. (2) RDC Rebrand (more in a later section) (3) Startup Guidelines (4) Indirect Costs (F&A) Recovery Model: ETSU does not allocate indirect costs like other universities. ETSU currently uses indirect costs for research investment (e.g., funds go to OVP's and colleges for faculty startups). (5) Website: At the top of the ETSU website will be a research button that will lead to site on ETSU research. It can be used as a recruitment tool for students and faculty. (6) Trailblazer Summit & Series (7) ETSURGe will be a one-stop shop for grants rather than using paper routing forms. There will be a slight pause for Oracle to progress. Information on ETSURGe has been communicated through the colleges. (8) New Faculty Initiatives: A new faculty survey has been developed to proactively connect new faculty to ETSU research resources. In addition, 19 new faculty gave presentations at a fall three-minute mixer. (9) Data

RDC Rebrand

In the past, RDC funding distributed ~\$277,000 annually. OVP's are investigating better ways to invest that money. Examples include seed funding, research mentoring (stipends, funding projects, paying to go through mentoring program), programming (invite speakers to campus), grant writing/consulting, course buyout, summary salary, collaborative travel (not to present research but travel to establish connections), fellows program, article processing charges.

Blackhart: Will this include bridge funding?

Hagemeyer: Bridge funding is not something we have discussed. In the bigger scheme, we need to consider how to direct some of the indirect funding back to PIs to establish bridge funds.

Mamudu: All the high impact journals are charging Article Processing Charges. If we want to make an impact then the office has to consider funding them. In terms of Open Access journals, it takes 4-6 weeks to get an article published, while the traditional subscription takes forever. We are at a disadvantage because we don't have access to the resources of our colleagues.

Hagemeyer: It is a critical point that we are exploring.

Clarivate Report

Within our peer group, ETSU is 14th in number of publications but 20th in having the most impact with our publications. We are trying to get more data to provide more context to these rankings. Religion was the discipline with the most impact. Hepatology was the subject with the most publications.

Zahner: Even though Wichita State was number 1 or 2 in spending money, they are only 1-2 slots above us in terms of research impact. Why is that?

Hagemeyer: We cannot answer that from the data we have now.

Herrmann: Wichita State might be using its money and research in proprietary with their partner. Therefore, their research is not going out into publication as they specialize in aviation.

Hagemeyer: We are low in our peer group rankings for bringing ideas into the market.

Hendrix: I wonder if we are comparing apples to oranges. Impact may be different than corporate dollars.

Zahner: That may mean that we need to segregate different types of funding support (i.e., distinguish extramural funding from proprietary sources, etc.).

Byington: Do we know anything about creative activity?

Hagemeyer: Books are captured here, but we aren't capturing songs, etc.



DISCUSSIONS

Yampolsky: About our modest citation impact, do you think that we are hesitant to pay money for high impact, high publication fee journals? We often have the dilemma: do we publish it for free in a low impact factor journal or pay money we don't have to publish somewhere more visible?

Hagemeyer: That is something worth exploring.

Hemphill: Do you have the amount of revenue and number of faculty involved regarding Intellectual Property.

Hagemeyer: I have the number but not the dollar amount. I can get those numbers. Both are minimal. Based on what I've seen it is less than 5-10 faculty. We have the highest success of getting patents, but are one of the lowest filers of applications among our peer group. The Ballard venture fund money from the Research Corporation may be able to help.

Hemphill: Our collaborations tend to yield products that not will not make much money. Do you get a patent on something that you know will never make money? Do you put the products out there in the public domain or under a Creative Commons license? Are we tracking those kinds projects under the Creative Commons licenses as part of our impact?

Hagemeyer: We haven't looked at it yet. We are in our infancy in terms of Intellectual Property. Our policy is restrictive. There is lots of room for improvement.

Tai: What office is responsible for managing IP for ETSU?

Hagemeyer: [Research Corporation](#). It is the old research foundation. David Golden is the CEO. OVPR collaborates with them. Research Corporation focuses on workforce development, economic development. Research Corp is a 501c3.

Tai: But the current research corporation does not support federal grants.

Hagemeyer: They do not. If a federal funding agency requires the entity to be a 501c3, there are many other considerations from a compliance perspective that it would be nearly impossible to have the Research Corporation handle it. We just don't have the infrastructure yet.

Fiuza: Does this data includes publications in other languages and in other countries?

Hagemeyer: Yes, it should be global.

Nivens: If you were to run the same report from Clarivate Web of Science report in Scopus, it would provide different numbers. My publications are more represented in Scopus.

Hagemeyer: You will get different results depending on what you use. With these numbers, we are just trying to add data beyond dollars to help us think about where we might want to invest.

OVPR Visioning

Chapter 125 Part 2 identified the vision of research at ETSU to be recognized through funding and program rankings as one of the premier R2 research universities in the nation. Based on HERD, we are in the 76th percentile. In order to achieve this goal, ETSU will need to: find industry partners, spend more money, integrate research into the education experience (e.g. clinical care), position faculty for success for those required to do research, and discuss within departments/colleges if the bar regarding research productivity needs to be raised.

Zahner: Who would be our peer groups for this goal?

Hagemeyer: Louisiana-Lafayette and Wichita State were R2 and jumped to R1. Wake Forest is the number 1 ranked R2. R2 is not just about dollars but other factors like graduate programs.

Zahner: Do we have any metrics or plan on faculty retention?

Hagemeyer: Some colleges have a faculty incentive program. If faculty had an external grant and they funded 50% of salary on that award, the college has the choice to give you half of that back as extra compensation. Example: In the College of Pharmacy, 25% of whatever you covered of your salary as extra compensation and then the rest of the funds were available as bridge.

Zahner: How does that compare to other institutions?

Hagemeyer: That is better than a lot of other institutions. You can raise the salary higher than other institutions. It is a good plan but not necessarily used to its full potential.



DISCUSSIONS

Weise: Is there any discussion to introduce sabbaticals?

Hagemeier: That has not been discussed.

5. Approval of Minutes from September 26, 2022

Blackhart questioned whether there was an objection to approving the minutes from the 09/16/2022 meetings.

No Objection: Minutes Approved

6. Action Items

None.

7. Information Items

a. Board of Trustees Report – Dr. Foley
None.

b. Notes from Meeting with President Noland – Dr. Blackhart
Blackhart asked if there were any questions on the notes from the meeting with President Noland. Executive Committee is meeting with Provost McCorkle tomorrow. That report will be available at our next meeting.

McGarry: What does “non-formula” mean in the sentence *College of Pharmacy will be moved to a “non-formula” unit much like the College of Medicine currently is treated?*

Blackhart: It has been the case that the College of Pharmacy does not receive any funding from the state of Tennessee. ETSU has been trying to get them to receive state funding. Right now, they operate more like a private institution.

Byington: It also means that its funding formula is different than the rest of the university. The College of Medicine is funded differently by the state.

McGarry: The notes mentioned the number of faculty/staff vacancies. It sounds like they aren’t giving raises to people who are not here. Can you explain what this means?

Blackhart: Raises have been added to unfilled faculty lines and the departments or colleges could use them how they wanted. Some of the lines have been open for years. That will not be happening for inactive vacant positions any longer.

Byington: Departments are using that money to supplement their operating expenses. The university is not going to give the raises on these positions to departments, which would essentially add more to their operating budgets. In active searches, I believe then they will add the 4%.

c. Handbook Committee Update – Senator Hendrix
The Faculty Handbook is out of date. The Handbook Committee and others met to discuss how we can move forward. We will be discussing with Provost McCorkle the immediate issues that need to be resolved (broken links, grammatical concerns, etc.) as well as the long-term vision for the handbook and how does Faculty Senate play a role in the handbook. We are trying to have this conversation now because this will fall under the duties of the new Vice Provost for Faculty. Blackhart mentioned that most of the broken links come from HR changing the links or where links went to TBR policy. Therefore, some of this is policy work that the university needs to do. Byington cautioned to be careful what you move because it is often submitted as evidence to SACSCOC.

d. Reports from University Committees

General Education Advisory Council (GEAC) – Dr. Garris

GEAC proposed a task force to redesign the general education curriculum to Provost McCorkle. Provost McCorkle sent an email regarding the task force on October 21. There are three Faculty Senate representatives on this task force: Senators Hemphill, Desjardins, and Stevens. There are fourteen total members, including an academic advisor which Faculty Senate suggested needed to be added. The task force is being co-chaired by Drs. Sharon McGee (Dean of College of Graduate and Continuing Studies)



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and David Harker (Chair/Professor of Philosophy and Humanities). In addition, they have support Human Resources to help them gather material. At this time, the task force has requested information regarding the SACSCOC and legal parameters so they know what they can change. The task force will be engaging everyone on campus for feedback about general education. The first meeting is on Friday, November 4th.

Lyons: Will each college have an opportunity to contribute collective thoughts to this task force?

Garris: I would think so. I am thinking all colleges/departments/units are going to be deeply engaged.

Graduate Council – Dr. Trogen

They have received over a thousand applicants from international graduate students. If your program receives a good application, process it immediately. In addition, tell your potential students to submit their applications around November/December rather than the May deadline. This will help international students start on time since [they often have visa delays](#).

Information Technology Governance Committee – Senator Hemphill

No meeting in October.

Undergraduate Curriculum Council – Senator Desjardins

UCC met on the 12th with a number of changes which will be an addendum to this meeting minutes. They are also meeting again this Wednesday for another set of changes.

Parking Committee – Dr. Trogen

It will no longer be a violation to back in or pull through to a parking space. The reason for the rule was for ease of checking parking passes. Parking services will be catching fewer students in faculty lots. Administration changed this rule during the summer. Parking Services and Parking Committee were not in favor of this change.

Quality and Effectiveness Sub-Council – Dr. Byington

They are in the process of developing measures for the QEP.

[Sherrod Library Faculty Advisory Council](#) – Senator Sergiadis

The first meeting went well with around 20 faculty attending. The council discussed the need for two-way communication between the library and faculty. They are lacking representation across campus. They have no representatives from the College of Public Health and the College of Business and Technology. The only representation from the College of Clinical and Rehabilitative Health Sciences was from Physical Therapy. The only representation from Clemmer College was Curriculum and Instruction. Lastly, the College of Arts and Sciences departments had no representatives in the following departments: Art and Design, Biological Sciences, Chemistry, Geosciences, Mathematics and Statistics, Media and Communication, Music, Philosophy and Humanities, Political Science/International Affairs/Public Administration, Sociology and Anthropology. Faculty interested in joining can contact libadmin@etsu.edu.

University Safety Committee – Senator Desjardins

They asked for faculty to provide feedback back to Senator Desjardins. They will be meeting once a month with Jeff Blanton from University Safety.

e. Other Items of Discussion from the Floor

McGarry: Can we ask Dr. Hagemeyer to come back?

Hagemeyer: Yes, I would love to come to individual department meetings as well.

8. Old Business

None.

9. New Business

9.1 Christmas toy drive – Dr. Blackhart

We were asked if Faculty Senate wanted to be involved in a Christmas toy drive. If you have strong feelings



DISCUSSIONS

either way, send anyone on the Executive Committee a message before Monday as whether we want to be involved.

9.2 Survey on faculty concerns / issues – Dr. Blackhart

<https://etsuredcap.etsu.edu/surveys/?s=AW3PW793FTD4M9DL>

Let us know your thoughts on the three most important issues that are currently impacting faculty that Faculty Senate should address. Senator Blackhart will compile the responses. There may be work groups formed to tackle the issues. Please submit by the end of the day (October 24).

10. Comments from Guests

None.

11. Final Comments/Announcements from Senators

None.

12. Adjourn

Motion to Adjourn: Nivens

Second: [Unknown]

Meeting Adjourned

Please notify Senator Ashley Sergiadis (sergiadis@etsu.edu, Faculty Senate Secretary, 2022-2023) of any changes or corrections to the minutes.

Note: Meeting minutes are not a word-for-word transcript. Statements and questions by Senators are edited and summarized for clarity.



EAST TENNESSEE STATE
UNIVERSITY

Office of the Vice Provost for Research Overview and Initiatives

Nick Hagemeyer, PharmD, PhD

Vice Provost for Research and Chief Research Officer

Topics

- OVPR Structure
- FY22 Metrics
- Initiatives
- 125.2 Visioning



OVPR Structure

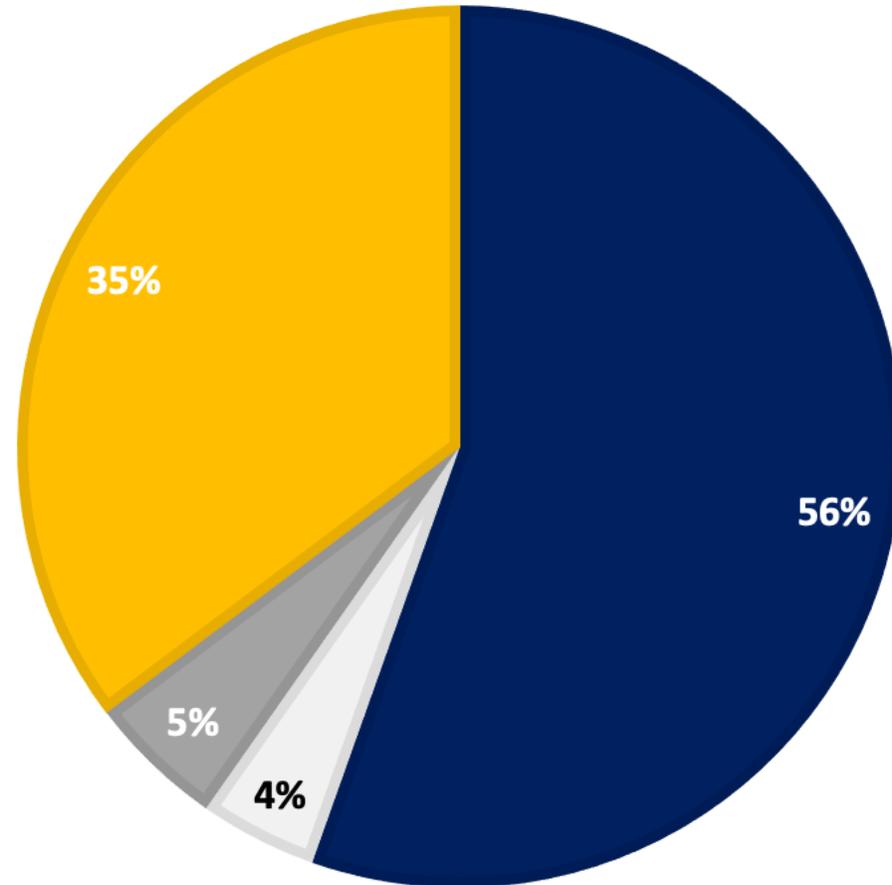
- OVPR (Skalko, Hagemeyer)
- Human Research Protection Program (HRPP) (Sellers, Cannon, Zerby, Lane)
- Office of Research and Sponsored Programs Administration (ORSPA) (Eckert, Clark, Hardin, 3 vacancies)
- Center for Community Outreach (Leger + many)



OVPR Budget

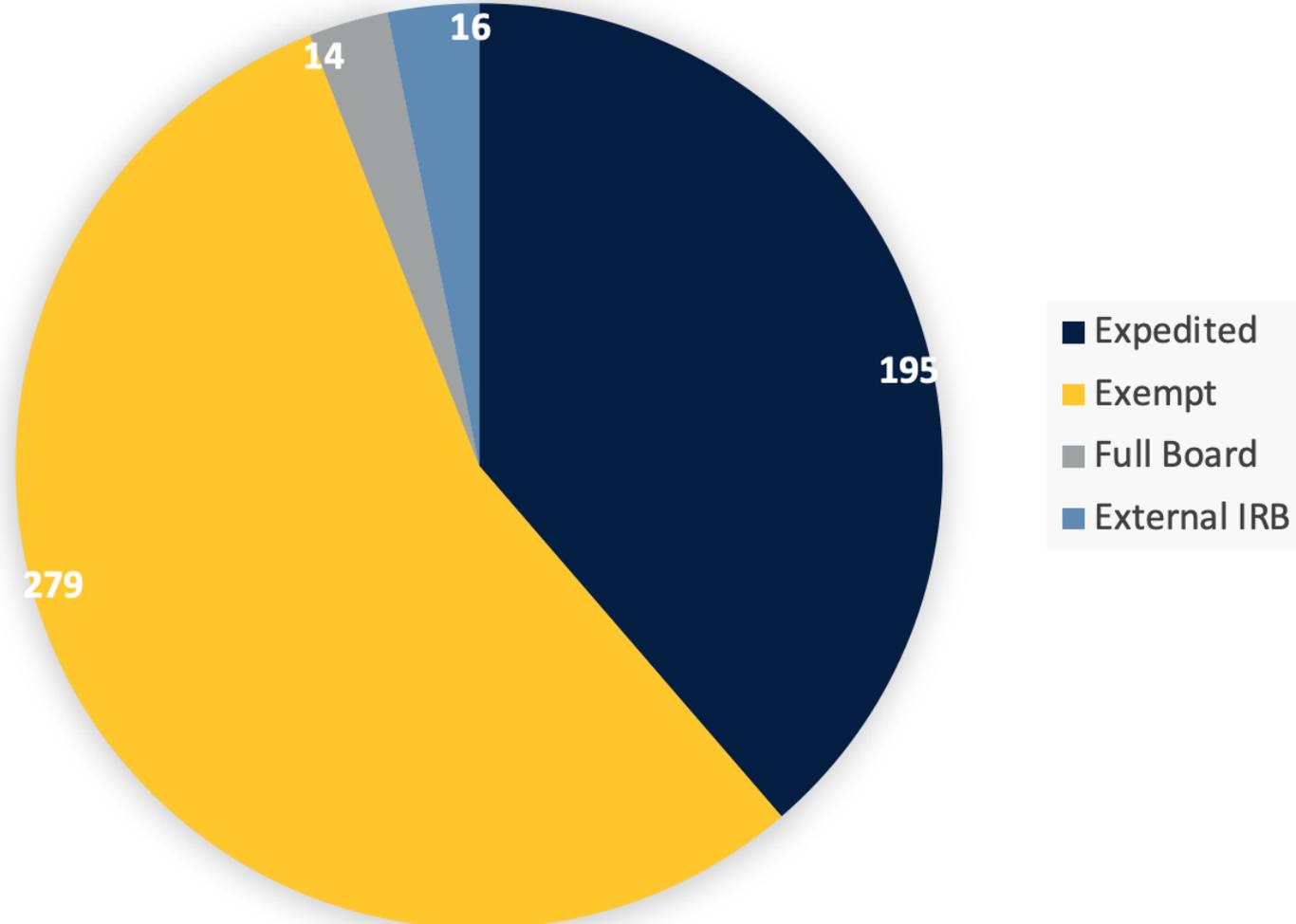
OVPR EXPENSES BY CATEGORY - FY23

■ Personnel ■ Operating ■ Software/Compliance ■ Faculty Support



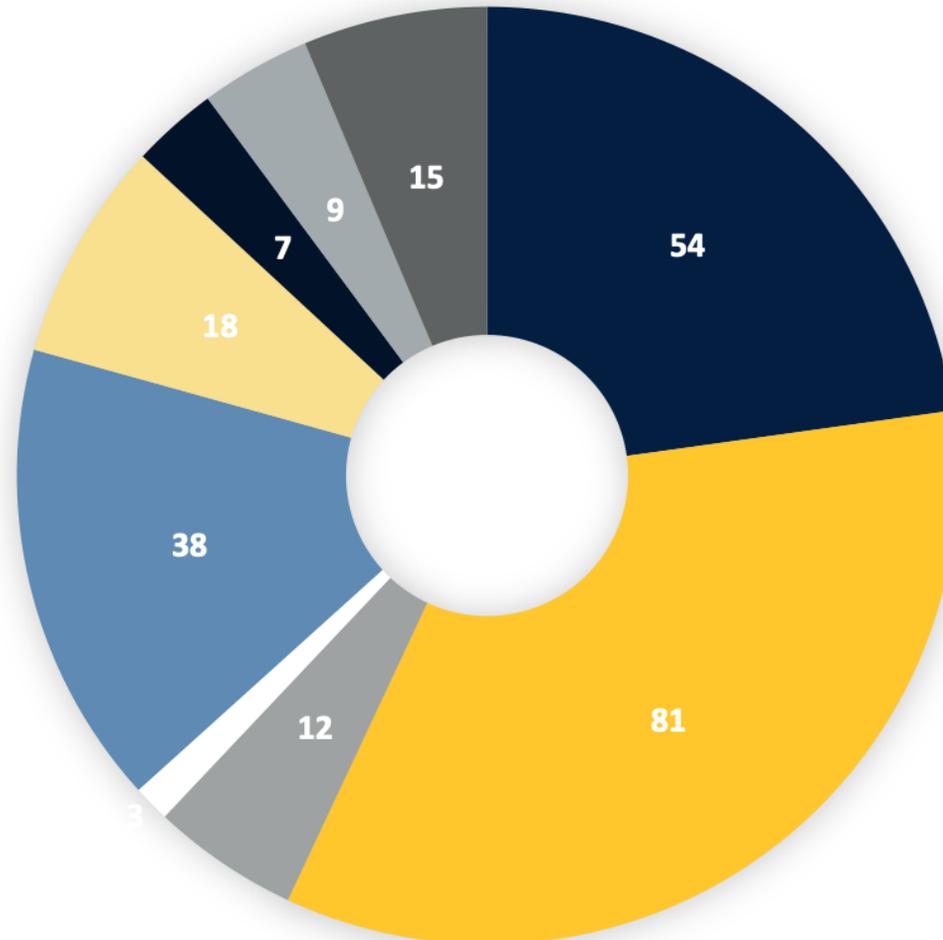
HRPP Metrics

Active Studies by Review Level - FY22 Close



HRPP Metrics

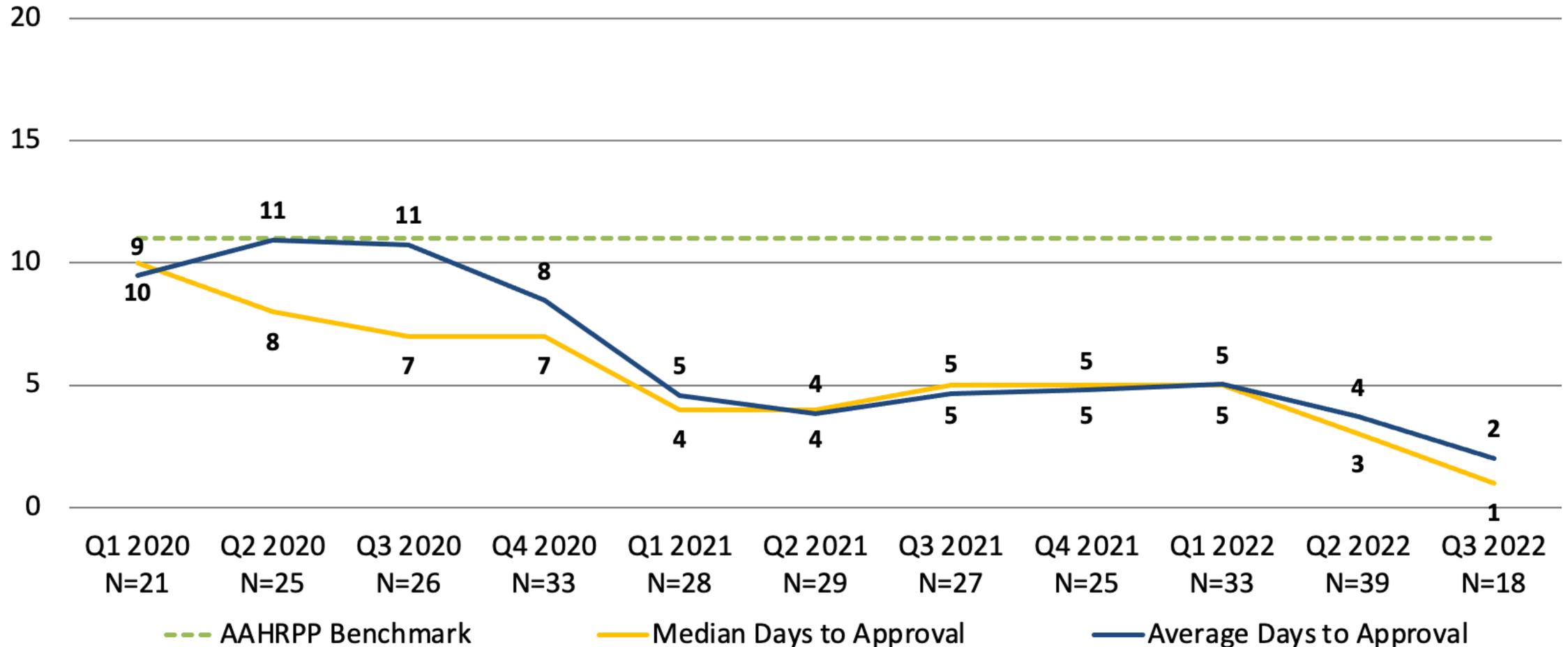
Initial Approvals by College - FY22



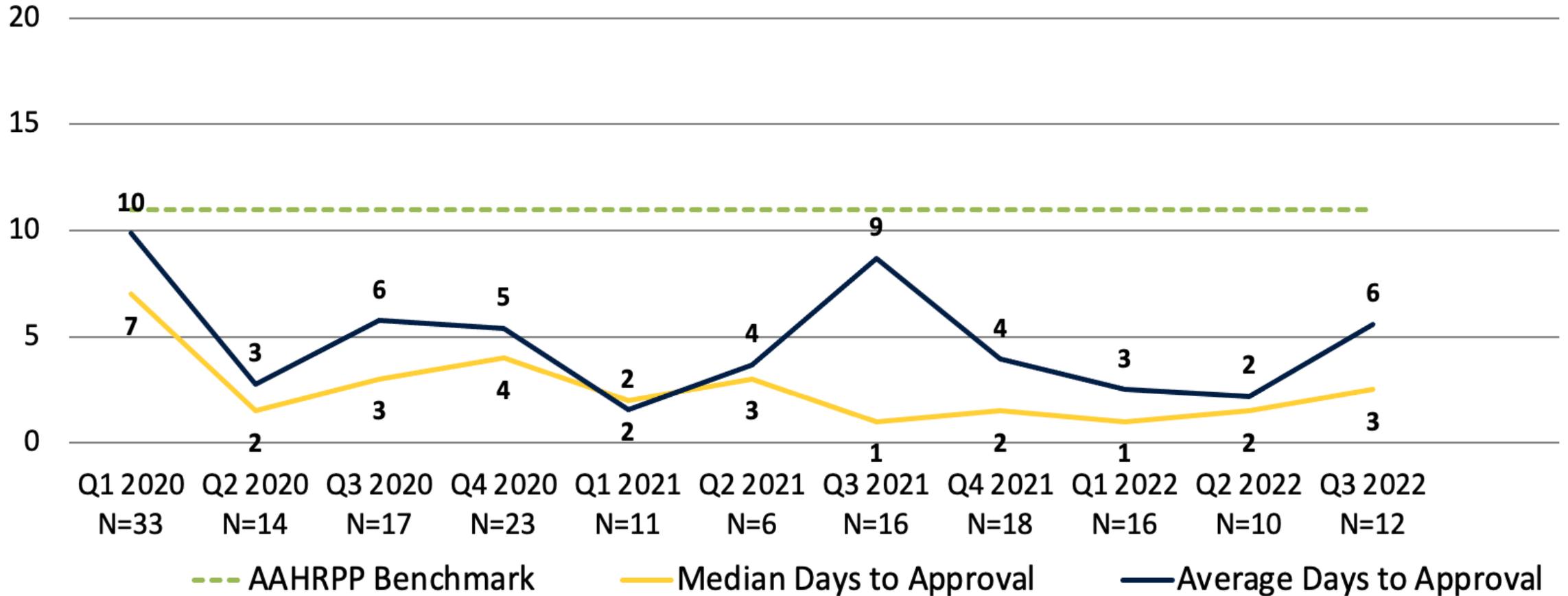
- Arts & Sciences
- Clemmer
- Public Health
- Pharmacy
- COM
- CCRHS
- Business & Technology
- Nursing
- Other



Campus Initial Exempt

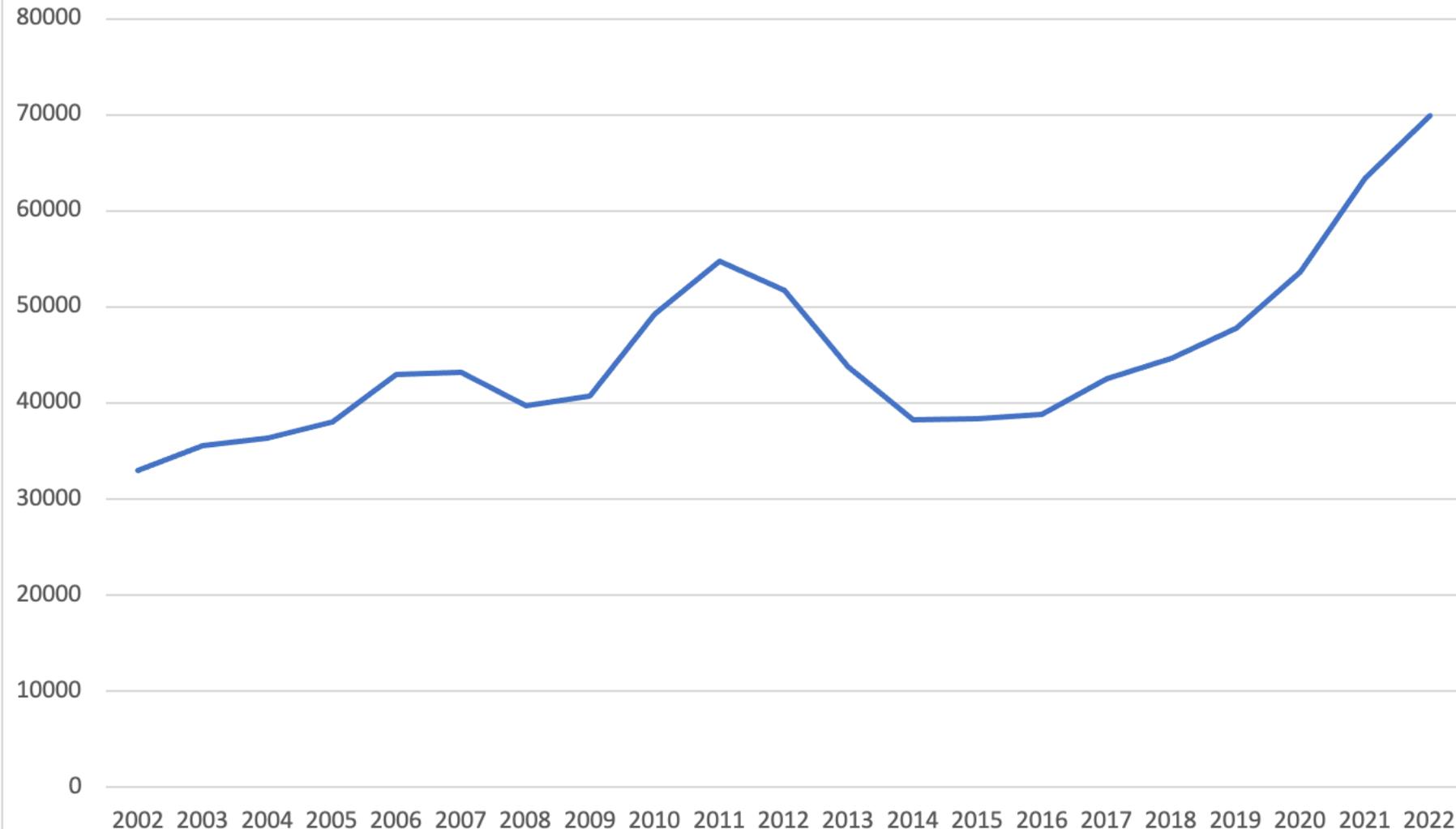


Medical Initial Exempt



External Funding

External Awards by FY (in 1000s)



- \$21.8M federal awards
- 230 monetary awards
- \$176M sought
- 279 funding requests

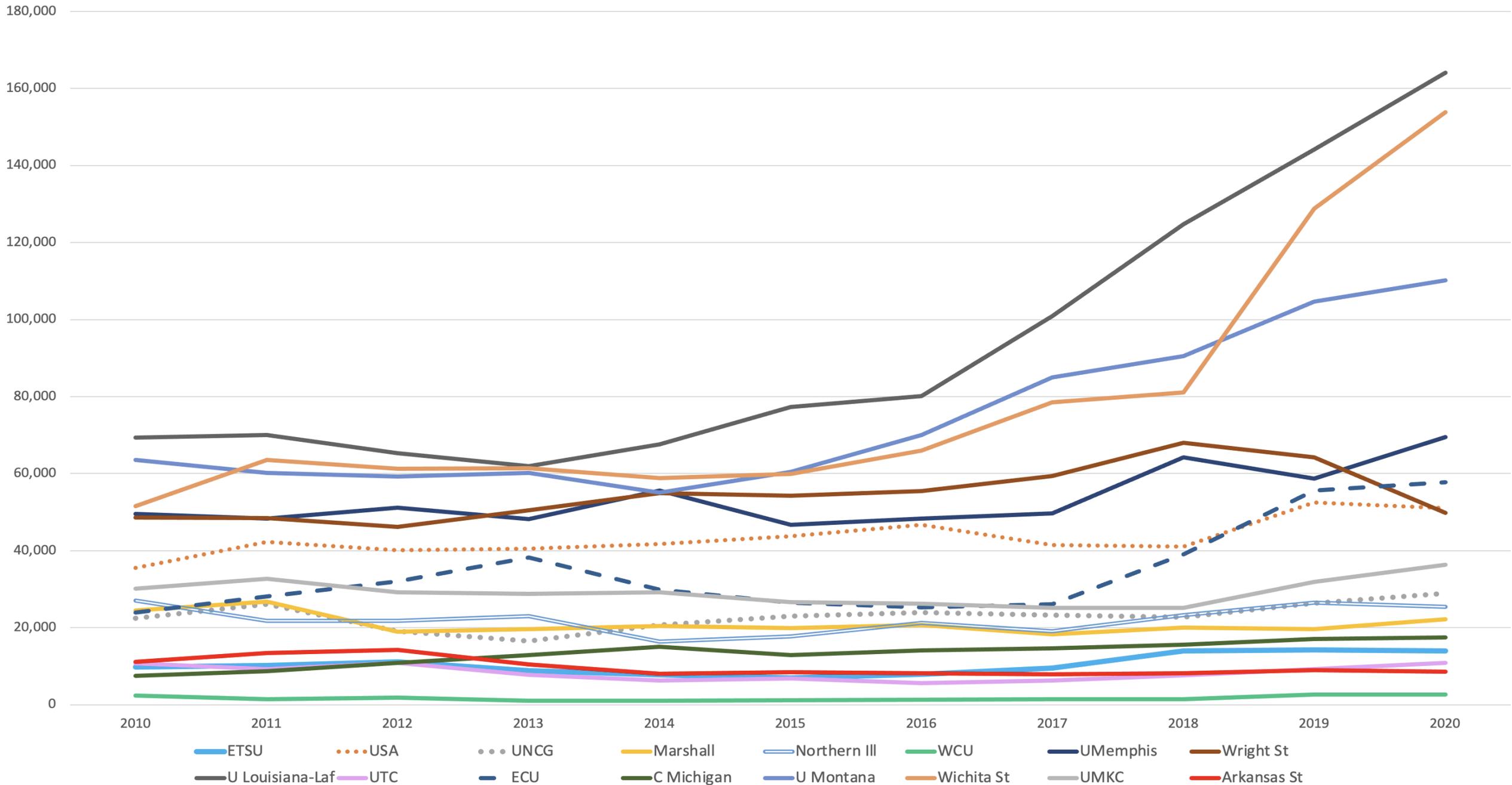


Higher Education Research & Development (HERD) Survey

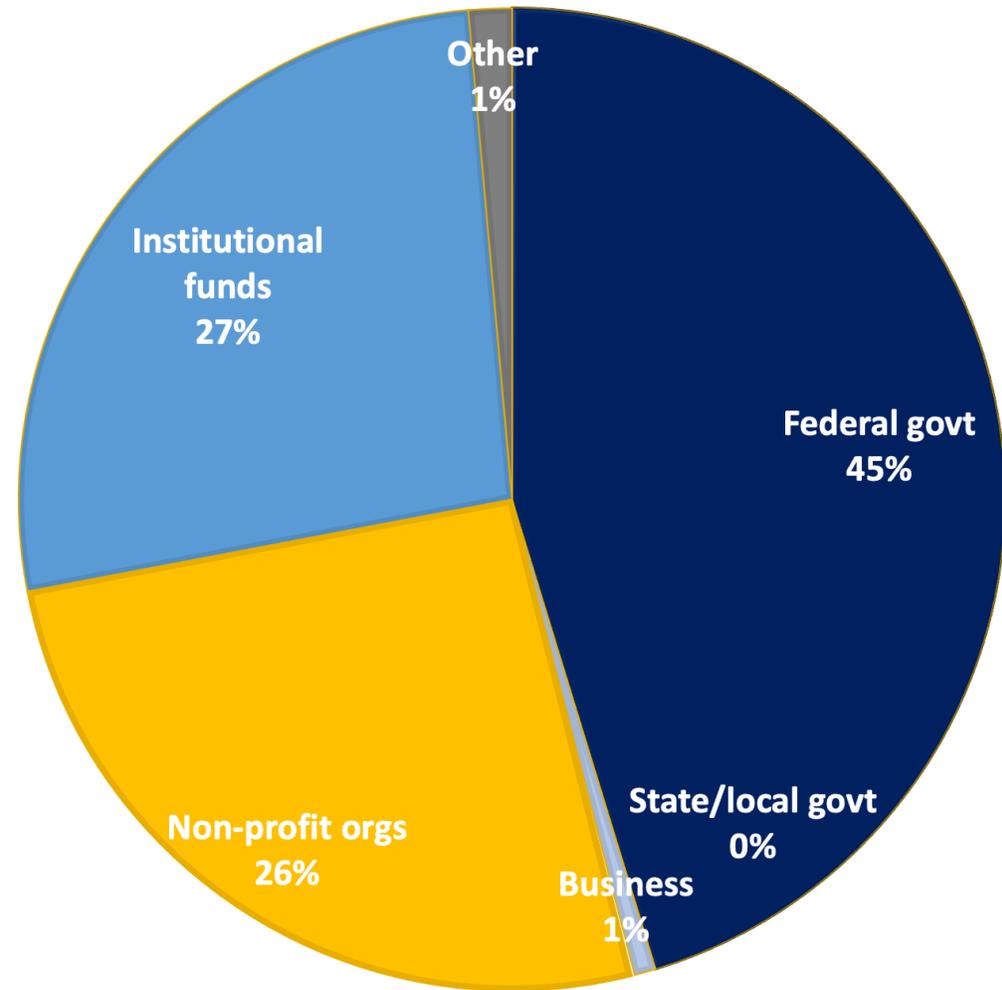
- Conducted by NSF annually
- R&D expenditures explicitly defined
- All institutions with \$150K+ in R&D expenditures ranked
 - 1 = Johns Hopkins University (\$3.1B)
 - 655 = Columbus St. University (\$261K)
- Captures federal, institutional, state/local government, business, nonprofit, other R&D expenditures



R&D Expenditures - University Peers (HERD) FY2010-2020
(Dollars in 1000s)



FY21 R&D
\$18.449M



OVPR Initiatives

- Institutional Research Operations
- RDC Rebrand
- Startup Guidelines
- Indirect Cost (F&A) Recovery Model
- Website
- Trailblazer Summit & Series
- ETSURGe
- New Faculty Initiatives
- Data



RDC Rebrand

- Seed funding
- Research mentoring
- Programming
- Grant writing/consulting
- Course buyout
- Summer salary
- Collaborative travel
- Fellows program
- Article processing charges





ETSU TRAILBLAZERS

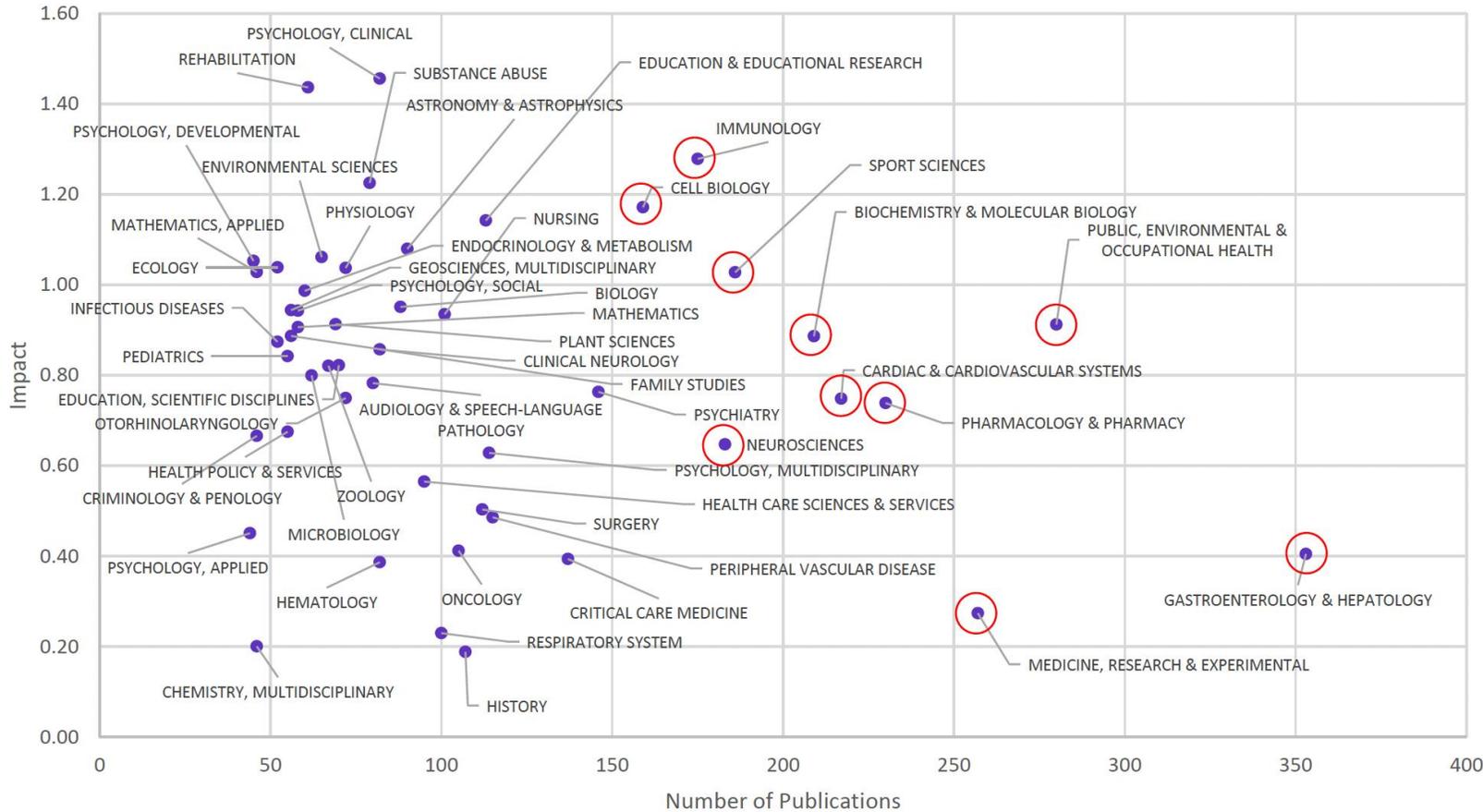
Go Beyond.



East Tennessee State University's Research Portfolio

University Research Publications by Discipline, 2013-2021

Top 50 Disciplines*



Top 10 Research Areas

| Research Disciplines | Publications | Impact |
|---|--------------|--------|
| GASTROENTEROLOGY & HEPATOLOGY | 353 | 0.40 |
| PUBLIC, ENVIRONMENTAL & OCCUPATIONAL HEALTH | 280 | 0.91 |
| MEDICINE, RESEARCH & EXPERIMENTAL | 257 | 0.27 |
| PHARMACOLOGY & PHARMACY | 230 | 0.74 |
| CARDIAC & CARDIOVASCULAR SYSTEMS | 217 | 0.75 |
| BIOCHEMISTRY & MOLECULAR BIOLOGY | 209 | 0.89 |
| SPORT SCIENCES | 186 | 1.03 |
| NEUROSCIENCES | 183 | 0.65 |
| IMMUNOLOGY | 175 | 1.28 |
| CELL BIOLOGY | 159 | 1.17 |

Publications: Measured by total number of journal articles, scholarly books and conference proceedings by academic discipline.

Impact: Measured by Category Normalized Citation Impact which adjusts impact factors based on the academic disciplinary differences in output.

Source: Web of Science



*Top Disciplines = Ranked by Publication Output

Research Output

ETSU Peer Group Ranked by Publications and Impact

How is I Comparison

Publications

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| Rank |
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| 1 |
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| Rank | Institution | Web of Science Documents | Category Normalized Citation Impact |
|------|---|--------------------------|-------------------------------------|
| 1 | University of Toledo | 11,725 | 1.14 |
| 2 | East Carolina University | 11,590 | 1.05 |
| 3 | University of Missouri Kansas City | 11,190 | 1.36 |
| 4 | Southern Illinois University | 10,130 | 1.00 |
| 5 | Florida Atlantic University | 9,927 | 1.10 |
| 6 | University of Memphis | 9,122 | 1.19 |
| 7 | University of North Carolina Greensboro | 7,858 | 1.20 |
| 8 | University of Montana | 7,237 | 1.29 |
| 9 | Northern Illinois University | 7,185 | 1.28 |
| 10 | Wright State University Dayton | 6,815 | 1.06 |
| 11 | University of North Dakota Grand Forks | 6,331 | 1.07 |
| 12 | University of South Alabama | 5,989 | 1.20 |
| 13 | Central Michigan University | 5,763 | 1.11 |
| 14 | East Tennessee State University | 5,071 | 0.88 |
| 15 | University of Louisiana Lafayette | 4,273 | 1.03 |
| 16 | University of South Dakota | 4,205 | 1.13 |
| 17 | Cleveland State University | 4,182 | 0.97 |
| 18 | Marshall University | 3,203 | 2.26 |
| 19 | Wichita State University | 3,011 | 1.01 |
| 20 | Arkansas State University | 1,668 | 1.51 |

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Impact

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| East Tennessee State University | 5,071 | 0.88 |



ETSU COMMITTEE FOR 125 **CHAPTER II**

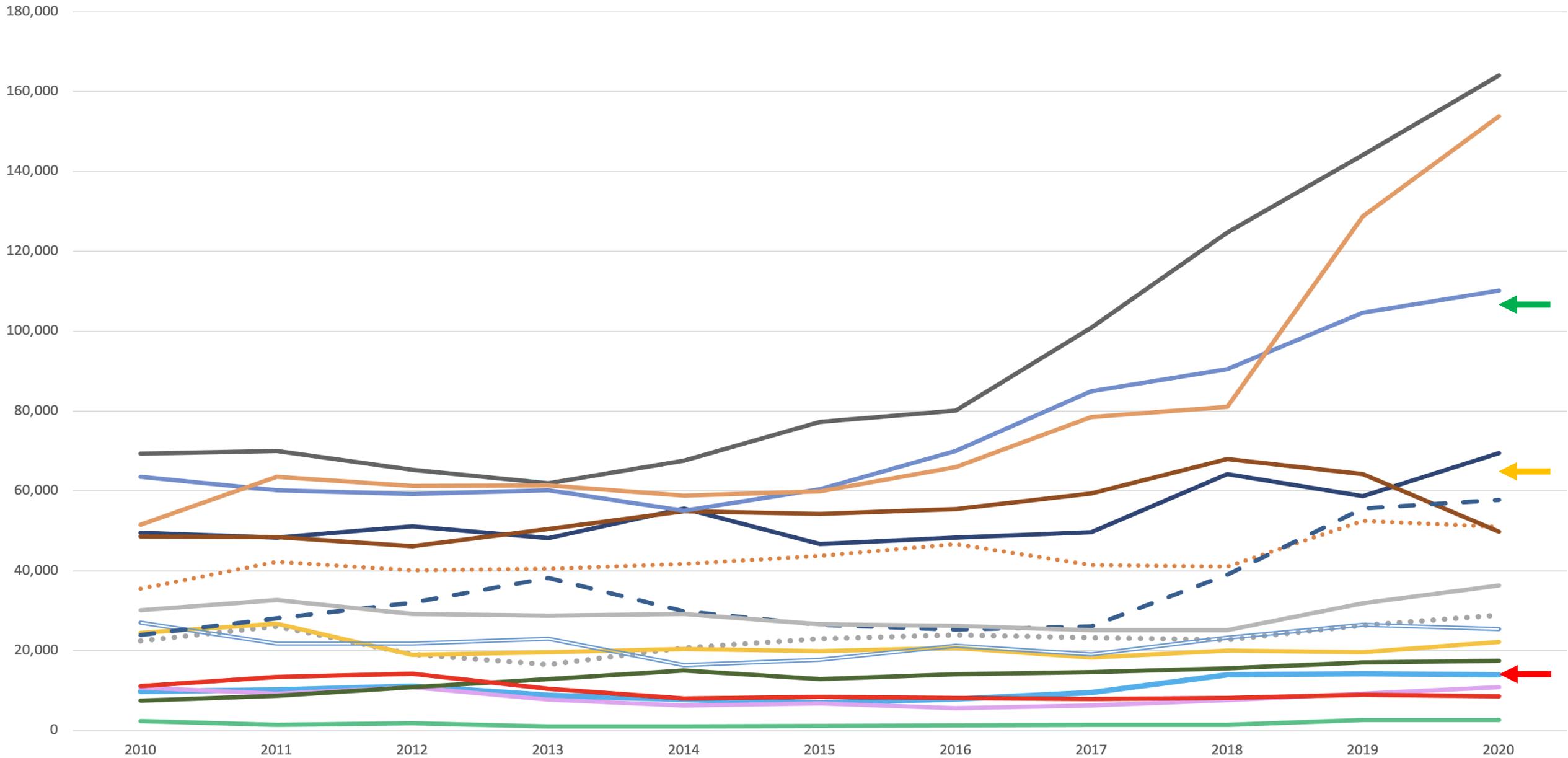


OVPR Visioning

Research and Scholarship Task Force: ETSU is recognized, through funding and program rankings, as one of the premier R2 research universities in the nation.



R&D Expenditures - University Peers (HERD) FY2010-2020
(Dollars in 1000s)



- ETSU
- ⋯ USA
- ⋯ UCG
- Marshall
- Northern Ill
- WCU
- UMemphis
- Wright St
- U Louisiana-Laf
- UTC
- - ECU
- C Michigan
- U Montana
- Wichita St
- UMKC
- Arkansas St

**To realize the
125.2 vision we
must...**

- Invest
- Name our priorities
- Integrate research into the education experience
- Integrate research into clinical care
- Build business partnerships
- Raise the bar
- Position faculty for success





EAST TENNESSEE STATE
UNIVERSITY

Office of the Vice Provost for Research Overview and Initiatives

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Notes from meeting with President Noland on Friday, October 14, 2022

Huron Information

Huron visit is still a work in progress. On Oct 26 there will be a town hall meeting. Expect a Zoom link to be sent out soon to put it on your calendar.

In November, the Board of Trustees (BoT) will receive a report of their findings, and their offer to help implement recommendations. This help would cost \$2.5 million dollars, so the President plans to present the BoT with an in-house version of implementing changes. This would most likely be worked through Mike Hoff's and Jeremy Ross's offices.

Some examples of implementation efforts are our current adoption of Oracle, which is addressing some needs we already were aware of.

A surprising early find is the number of faculty/staff vacancies and how those empty positions are actually funds that are used to backfill areas of need within Colleges across the university. The most shocking was the realization that some positions have been vacant for up to 15 years. With the information we now have, the upcoming proposal for salary enhancements will not be offered on vacant positions that have been posted for more than 90 days.

Salary Enhancements

The President will recommend a 4% raise across the board to the BoT. If they approve, the change will go into effect on Nov 1 and will first impact the November paychecks.

The Med School and Pharmacy School will be offered leeway in how enhancements go out.

The entire university will be held to a \$7,000 salary enhancement cap and a \$1,200 floor. Previous enhancements had a floor of only \$500, so this is a huge improvement for the lowest paid employees.

No enhancement will go to student workers or adjunct employees. The enhancement is only for salaried workers.

Enrollment Numbers

Our current enrollment is 23% non-Caucasian. This is mostly due to our out-of-state growth, and is a testament to our efforts that seems to be unaffected by federal policies that have caused other universities trouble.

TSU had some abnormally high enrollment numbers this fall. The situation was caused by an administrative oversight that resulted in a huge list of potential students being automatically admitted, some without their knowledge. The situation caused TSU to delay the start of the semester by 1 week, fully occupy 5 nearby hotels, and even sending some students back home.

Here at ETSU, the enrollment situation is good and healthy.

Oracle Implementation

The Oracle implementation is going well, and will first launch in Finance and HR. There will be a back-channel of Banner still running for 1 year in newly launched areas. This will be a backup in the event of any hiccups.

Oracle will be live with Finance in November, and live in HR by end of semester.

Benefits/Parental Leave

President Noland has tasked the director of HR to investigate how the sick leave bank could be utilized as a workaround to the Parental Leave request. Currently, a person must use all of their sick days before such a parental leave could be authorized. This novel use of the Faculty Sick Leave Bank solution is meant to be used so that parental leave can be treated as any other leave without having to negatively affect employees. Currently, the Faculty Sick Leave Bank does not support using it for parental leave. The HR office will continue to investigate this possibility. If they find that this option would be viable, the five (5) Trustees appointed would have to approve it, and from there the recommendation would require the BoT approval.

CFO Search

The search is underway with a small search committee. Members include: Keith Johnson, Kimberly McCorkle (chair), Jeremy Ross, Joe Sherlin, Rusty Lewis, James Batchelder, Laura Bailey, & Mark Proffitt. The goal is to have applicants on campus for interviews in December with expected start date of January 2023. Currently, recruitment is strong and a good pool of applicants are being gathered. The President wishes to avoid having an interim.

Dr. Foley recommended that a “good mindset” is paramount to the person in the role of CFO, and Dr. Blackhart suggested we keep the “culture of nice” that explores solutions rather than just saying “no” and shutting down people’s ideas and efforts.

General Updates

The next TN legislative session is just around the corner. In speaking with the local representatives, he is hopeful that the next election will not see any more troubles. The representatives report that the state budget is solid and money coming in is strong.

There is hope that the College of Pharmacy will be moved to a “non-formula” unit much like the College of Medicine currently is treated.

There is hope that Brown Hall renovations Part 2 will be authorized, with the understanding that work on that would not occur for several years, since Part 1 has not even begun (and would need to be completed before Part 2 could commence).

New Trustee

The new BoT will go through legislative confirmation soon. Lisa Piercy is the replacement for Kelly Wolf. Wolf left due to his acceptance as a Board of Aldermen position in Jonesborough. Lisa bring a new perspective of a rural physician, alum of Quillen, and provides a new type of expertise and visibility to the BoT. She also does not live so near to campus, which is also beneficial to the geographical location of the BoT members.

Exciting Stuff

Bands Across America is this weekend, complete with exciting road and parking lot closures. A lot of people will be on campus for this event.

Homecoming starts next week on campus, and Dr. Wycoff will be inducted into the Hall of Fame.

The rumors that President Noland has been staying in the Carnegie hotel are only half true. Yes, he's been staying there for a few nights but it is because of asbestos abatement in the President's house. All is well in the Noland family household.

The rumors that there will be an ice skating rink on campus are entirely true, and it will be unveiled at the Lighting Ceremony later this semester. The location is in the ??? (probably the new University Commons area).

Lamb Hall will not be moved into until March. This includes both offices and classrooms.

The demolition of Campus Center will be pushed back a few months. Likely to begin demolition in September 2023.

You will see many roof replacements on campus in the next few weeks, with hopes of them completed before the winter weather arrives.

Other

"Ballad Health recently has been accused of mistreatment by a sexual assault victim. ETSU may be called upon to intervene." The hope is that ETSU could step in and help make some good improvements.

Our ETSU University tours are a step above many other institutions. Only Wake Forest has offered a tour experience beyond what we offer, and that was a set of 3 lectures presented by outstanding faculty that held the audience captive for 40 minutes. Each lecture was offered concurrently and to three audiences: 1) students choice A, 2) student choice B, and 3) accompanying parents.

ETSU UCC Actions - 10/12/2022:

New Course – ACCT – 4910 – Accounting Capstone - The AICPA has recently launched the CPA Evolution which will drastically change the CPA exam beginning January 2024. In light of these changes, the Accounting faculty met on April 8, 2022 to discuss what needed to be added, deleted, modified and realigned in the undergraduate and graduate accounting curriculum. The accounting department wishes to create ACCT 4910, an accounting capstone course, that accounting majors will take in the last semester of their senior year. The course encompasses issues in professionalism as well as an overall accounting case to complete manually and then with professional accounting software. This course will round out the curriculum in that it will pull topics together from a number of accounting courses. The coursework will reflect three credits worth of assignments and contact hours.

New Course - ANTH - 2020 - Culture, Health, and Medical Humanities - The interdisciplinary Culture and Health minor is in process of revision (proposal in Curriculog). Grounded in Medical Anthropology, the minor draws students from the social sciences and humanities, as well as from the pre-health programs. This course will serve as a critical elective course in the revised minor, offering students variety in the curriculum. This course will also serve as an elected course in the Anthropology major as a guided elective under Health and Culture section. Due to retirements, the Health and Culture electives have diminished from 5 to 2. This course will serve to fill this void, offering a new elective to students in the Anthropology major. This course will also serve as an introductory course to the health humanities. In addition to being part of the Culture and Health minor, this course will be taught in the Honors College every spring for students selected for the Quillen medical school early assurance program. The course workload expectations and requirements align with our standard 3-credit courses.

New Course – ANTH – 2050 – Sex, Gender, and Ritual across Cultures - The interdisciplinary Culture and Health minor is in process of revision (proposal in Curriculog). Grounded in Medical Anthropology, the minor draws students from the social sciences and humanities, as well as a large number of pre-health students. This course will serve as an elective course in the revised minor, offering students variety in the curriculum. The Culture and Health minor began with 60 students and maintains at least half of that 6 years later. Increased curricular options such as this course will contribute to the rebuilding of the minor. This course speaks to the need to offer more perspectives of culture, gender, and sexuality in health-related curricula. Additionally, this course will offer a new and distinctive course for students interested in Women's, Gender and Sexuality Studies. This course will serve as an elective course in the Anthropology major as a guided elective under the Health and Culture section. The course workload expectations and requirements align with our standard 3-credit courses.

New Course – ANTH – 2060 – Aztecs, Maya, and Mesoamerica - This course provides a culture-area course in the discipline of Anthropology. Areal courses are a key feature in Anthropology curricula. This course introduces students to a geographically and culturally critical region and does so in a way that bridges historical content with contemporary issues. In addition to serving as the major's only areal course, this course is proposed at the 2000 level to attract students at the freshman and sophomore level. This course will serve as an elective course in the Anthropology major under the guided elective of Culture Studies. Heretofore, this course has remained under the radar with its 4957 (special topics) status. The department aims to assign formal course numbers to these courses so that students may better identify them.

New Course – ANTH – 2070 – Race, Science, and Human Variation - This course represents a central course in biological anthropology, a subfield in the field of anthropology (the others in the department being archaeology and cultural anthropology). This course will serve as an elective course in the Anthropology major as a guided elective under the Biology and Culture section. This course is core to any Anthropology major curriculum in the field. With several other courses, this course has remained under the radar with its 4957 (special topics) status. The department aims to rectify this situation by assigning formal course numbers to courses that have been regularly taught. Additionally, as the interdisciplinary Culture and Health minor has developed and is in process of revision (proposal in Curriculog), this course will serve as part of the required core courses. The minor draws students from the social sciences and humanities, as well as a large number of pre-health students. Courses in the pre-health curriculum typically lack any courses focused on the concept of race. This course offers pre-health students an opportunity to engage the concept of race as a critical historical, social and scientific construct. The course workload expectations and requirements align with our standard 3-credit courses.

New Course - ANTH - 3200 - Anthropology of the Body - The interdisciplinary Culture and Health minor is in process of revision (proposal in Curriculog). Grounded in Medical Anthropology, the minor draws students from the social sciences and humanities, as well as a large number of pre-health students. This course will serve as a critical elective course in the revised minor, offering students variety in the curriculum. This course is common in Medical Anthropology curricula, serving to provide students a framework to consider the body in cultural, as well as biological, terms. This complements the wealth of science-based courses focused on the body in anatomical and physiological terms, serving to provide students with an analytical approach to understanding the body in social terms. The Culture and Health minor began with 60 students and maintains at least half of that 6 years later. Increased curricular options such as this course will contribute to the rebuilding of the minor. This course will also serve as an elective course in the Anthropology major as a guided elective under Health and Culture section. This course offers a new elective to students in the Anthropology major. The course workload expectations and requirements align with our standard 3-credit courses.

New Course – MUSC – 1205 – Buccaneer Brass - "Buccaneer Brass" is a performance-based course for students interested in performing in a collegiate-level athletic pep band for men's and women's basketball games. This ensemble has existed for numerous years without serving as a course in the Department of Music. Because of the amount of service time this ensemble has during the latter part of the fall semester and most of the spring semester for home basketball games, it was suggested that this service ensemble be developed into an academic course (parallel to "Marching Band" [MUSC 1201] for football). The credit number justification of 1 credit hour course is parallel to all other performance ensemble courses in the Department of Music having 1 credit assigned to it. There are no required readings from textbooks nor written assignments as other 2-credit and 3-credit courses require.

BA Music, Composition Concentration - Revise Curriculum: Substantive - There are two primary reasons for this modification: MUSC 4530 Music Technology is removed from the core. It was determined that this course is not suited for all of the BA degree programs, and it has been moved to the concentration for BA Composition. The credits have been replaced with two additional semesters of MUSC 1000 Symposium. The minor requirement is removed to allow students more flexibility in how they complete the degree. The music faculty believe this allows for a wider exploration of topics rather than focusing all remaining credits in one particular minor area.

BA Music, Contemporary Music Performance Concentration - Revise Curriculum: Substantive - There are two primary reasons for this modification: Increased credits (from 2 to 3) for MUSC 4530 Music

Technology. Moved the course to the concentration rather than the core. We are replacing the core credits with two additional semesters of MUSC 1000 Symposium. This is a type of "performance" degree but it only required the student to enroll in lessons (applied music) and ensembles for half of their program of study. Our accrediting body, the National Association of Schools of Music, found this unsatisfactory. We have increased the number of required lessons and ensembles (split into major and small) so that it covers the entire program of study (four year/eight semesters), thus doubling the amount of actual "performance" in the academic program. The academic requirements have been expanded to include both levels 1 and 2 in Jazz Theory (MUSC 2560/2561) and Improvisation (MUSC 3560/3561). (The previous program only included level 1 for each.) Adding level 2 in these course sequences will provide a stronger academic foundation for the student. We are dropping the minor requirement to allow students more flexibility in how they complete the degree. Contemporary Performance majors will often enroll in additional ensembles which are helpful preparation for their future careers, and this flexibility in electives allows them to choose the best options for their individual interests. MUSC 4260 Jazz Arranging and Composition is being added to the concentration to provide a stronger foundation for the students to arrange and compose unique works. The final capstone, the Recital, has an additional option of a Recording Project. Some students may be interested in the studio aspect of Contemporary Music, and this allows them to focus on the studio (rather than live performance) if they choose. Students who choose this option may also choose to enroll in the Audio Production minor that is offered by Bluegrass.

BA Music, Music History Concentration - Revise Curriculum: Substantive - There are three primary reasons for this modification: MUSC 4530 Music Technology is removed from the BA music core. This class is practical only for some of the concentrations, and it was determined that it was not well suited for Music History. The previous concentration was very minimal - only 15 credits. Our accrediting body, the National Association of Schools of Music, requested the concentration requirements be increased and a broader scope be included. To that end, we increased the number of required credits in the concentration to 39 and dramatically expanded the list of topic areas in the class selection. This allows students to study a variety of music history topics. The minor is no longer required, allowing for students to complete the degree with additional free electives that they find most appropriate to their personal interests.

BA Music, Performance Concentration - Revise Curriculum: Substantive - There are four primary reasons for this modification: We are increasing the credits (from 2 to 3) for MUSC 4530 Music Technology. The course is now moved to the concentration. The credits in the core are replaced with two additional semesters of MUSC 1000 Symposium. Ensembles have been separated into two categories - Major and Small. This separation helps provide two varied experiences for the students. The list of options in the Literature and Pedagogy requirement has been expanded to include additional courses. This expansion will provide students with more flexibility. The minor requirement is dropped, allowing for students to finish the degree with courses in various areas rather than all remaining courses focused in one minor area.

BBA Accounting - Revise Curriculum: Non-Substantive - The AICPA has recently launched the CPA Evolution which will drastically change the CPA exam beginning January 2024. In light of these changes, the Accounting faculty met on April 8, 2022 to discuss what needed to be added, deleted, modified and realigned in the undergraduate and graduate accounting curriculum. The accounting faculty would like to remove ACCT 4620 Audit Practice from the undergraduate accounting program and replace it with ACCT 4910, an accounting capstone course, that accounting majors will take in the last semester of their senior year.

B.S. Engineering Technology - Establish Program Policy - Graduation - The data generated via a senior exit exam will drive continuous improvement within the program(s) and support both disciplinary and regional accreditations. Placing a senior exit exam as a graduation requirement ensures all students will take the exam. In addition, utilizing a senior exit exam as a means of data collection will allow for a more efficient and meaningful data collection process.

B.S.W. - Revise Curriculum: Non-Substantive - SOWK 1100- Social Service Resources was first created to provide students with knowledge and understanding of social work agencies and clientele. Due to our program now being offered on multiple campuses and our goal of creating a fully online BSW Program the decision was made to remove this 1 credit course and add the 1 credit to SOWK 4451 – Field Education Practicum I, increasing the credits for this course from 3 credits to 4 credits. This will allow the instructors of SOWK 4451 to provide students with knowledge and understanding of social work agencies and clientele in “real” time in locations where they reside.

Culture and Health - Revise Academic Minor - The Culture and Health minor is one of the most robust in the CAS. When initiated, the minor had approx. 60 students within a couple of years (it continues to have 20-30). Since its initiation, many of the courses offered have been discontinued or not offered on a regular rotation. As a consequence, the minor has become confusing, reliant on courses with less relevance, and dependent on constant substitution forms. This revision aims to correct these issues by providing new, revised, and regularly offered courses and streamlining the curriculum. The revision has also allowed the many 4957 courses to be given formal numbers. Additionally, the minor is changing from 21 to 18 credit hours to allow pre-health students to navigate the minor with an ambitious course load.

Dual Degree Anthropology B.A. and Social Work B.S.W - Revise Articulation Agreement - The BSW faculty made the decision to remove SOWK 1100- Social Service Resources from the curriculum and move the content from that course into SOWK 4451- Field Education Practicum I. The goal of this change is to provide students with more relevant knowledge and understanding of agencies and clientele that is tailored to their specific section and class. The consequences expected as a result of this revision are that students will have to take one less course to achieve the required hours.

Dual Degree Psychology B.S. and Social Work B.S.W. - Revise Articulation Agreement - The BSW faculty made the decision to remove SOWK 1100- Social Service Resources from the curriculum and move the content from that course into SOWK 4451- Field Education Practicum I. The goal of this change is to provide students with more relevant knowledge and understanding of agencies and clientele that is tailored to their specific section and class. The consequences expected as a result of this revision is that students will have to take one less course to achieve the required hours.

Ethics - Establish Minor - A minor in ethics will make it possible for students to tailor a program of study from existing courses that (i) complement a wide range of vocationally-oriented fields of study by providing intellectual foundations for reflective ethical leadership, especially in health-care related fields, criminal justice, and other programs where social justice and social change are increasing leadership priorities. (ii) Students have expressed interest in applied ethics, but are in programs that do not provide the space, within 120 credit hours, to complete the justice-ethics-law concentration in the philosophy major. (iii) Colleagues in other fields have articulated the value of an ethics minor. (iv) Minors with a focus in ethics are offered by a number of philosophy departments in ETSU's peer group of institutions, especially institutions that also have a focus in health care and a need for focused

instruction in bioethics and medical humanities. An ethics minor is broadly regarded as a curricular innovation in the field of philosophy that is a best practice for institutions, such as ETSU, with many vocationally focused undergraduate programs. (v) Offering an ethics minor within the context of philosophy offers students a valuable academic option without any need for new courses or other resources. The minor represents the best stewardship of the courses, personnel, and other resources currently available in the philosophy department at ETSU. The minor, moreover, addresses the need of changing job qualifications in the area of ethics.

MUSC - 4530 - Music Technology - Revise Course: Substantial Modification - This course is still very new. The course has been offered only twice since it was created in 2019. The Music Department originally created it as a 2-credit course but has found that it is impossible to cover the course material adequately in only two hours a week. We, therefore, request the change to 3 credits to cover the course content adequately.