

# 2014-2015 Faculty Senate

## MINUTES—February 23, 2015

Faculty Senate—East Tennessee State University

UPCOMING MEETING:	FOLLOWING MEETING:
March 23, 2015, 2:45 pm Forum, Culp Center	April 6, 2015, 2:45 p.m. Forum, Culp Center

*Present:* Leila Al-Imad, Fred Alsop, Robert Beeler, Patrick Brown, Doug Burgess, Randy Byington, Kathy Campbell, Dorothy Drinkard-Hawkshawe, Joyce Duncan, Susan Epps, Lon Felker, Bill Flora, Virginia Foley, Jill Hayter, Tod Jablonski, Karin Keith, Ken Kellogg, Fred Mackara, Anthony Masino, Tim McDowell, Bea Owens, Peter Panus, Jonathon Peterson, Deborah Ricker, Thomas Schacht, Melissa Shafer, Kathryn Sharp, Taylor Stevenson, April Stidham, Paul Trogen, Craig Turner, Jennifer Vanover-Hall, Liang Wang, Robert White.

*Excused:* Lee Glenn, Tammy Hayes, Helene Holbrook, Dharendra Kumar, Judy Rice, Kim Summey.

*Absent:* Beth Baily, Sharon Campbell, Daryl Carter, Nick Hagemeyer, Bill Hemphill, Koyamangalath Krishnan, Guangya Li, Mary Ann Littleton, Jerome Mwinyelle, Timir Paul, Kerry Proctor-Williams, Eric Sellers, Darshan Shah, Bill Stone, Jim Thigpen, Ahmad Watted.

**CALL TO ORDER:** President Foley called the meeting to order at 2:48pm.

The meeting began with an information session with Provost Bach. Dr. Bach began by addressing questions sent to him in advance of the meeting. The first question asked was what is replacing PIE. He replied that administrative responsibility for the ETSU Institutional Effectiveness Protocol which is the successor to PIE has now been assigned to the Office of Institutional Research and Effectiveness handled by Dr. Mike Hoff, and specifically to the Director of Institutional Effectiveness, Dr. Cheri Clavier. The revised protocol focuses on clarity, usefulness, and simplification that will result in an ongoing proper assessment of learning for SACS accreditation, specialized accreditation, for program reviews, for inclusion of information typically requested for grants and contracts, and information for ETSU to engage in ongoing improvement of its programs and services. Dr. Clavier is committed to avoiding issues of unnecessary duplication in reporting institutional effectiveness data. Dr. Bach said that they are also developing a shared drive that will be used to collect documents and data rather than

employing Trackdat for that purpose. Another improvement is that Dr. Clavier is involved with helping departments identify and depict learning outcomes in assessment for new program proposals for TBR and THEC. In March she is going to deliver training for department chairs and other program leaders. Units will have the opportunity to adjust their outcomes and assessment measures as needed or to submit data for the period since the last review along with any improvements made. During the summer, she and her staff will formally approve plans or contact units where plans need further revision. The target is to have this ready for next fall. In summary, the process she's developed and has been discussing with constituents across campus involves the following calendar: during fall 2015 units will collect data and provide improvement plans based on that data for recommendation. In spring 2016 and subsequently, for units that were satisfied with the plans they submitted to SACS previously, they will have 3 full reporting cycles and won't need to do anything else. For units that were not satisfied or wish to develop new plans they will add two full reporting cycles. This meets the SACS expectations. Dr. Bach asked if there were any questions relative to PIE. There being none, he moved on to the next question.

The next question asked Dr. Bach about his thoughts on the Tennessee Promise. Dr. Bach said that he understands that senate will be meeting with Mike Krauss, Governor Haslam's point person on Tennessee Promise. Prior to meeting with senate, Mr. Krauss will have met with the Academic Council. Dr. Bach said that there are several strategies ETSU has been employing to counteract the potential negative impact of Promise. He said that we are continuing to compete for Tennessee first time freshman students. We're employing aggressive recruitment strategies for students not eligible for Promise: students residing in border counties, students residing out of state, transfer adult students, upper division students and graduate students. We're employing more sophisticated pricing and scholarship policies including paying close attention to states and populations where tuition levels may be competitive and those scholarships and pricing policies have been well communicated. We're engaging in marketing procedures including more face to face meetings with potential students and their parents in regional settings. We're attempting to bring into our portfolio new programs with enrollment potential as quickly as possible. Dr. Bach said that ETSU is also encouraging improvement in the greatest source we have for students and that is increasing our rate of retention and persistence graduation of our existing students. We're strengthening student advisement both by hiring additional student advisors, professional advisors, and pursuing strategies that emerged from the student success collaborative of the Education Advisory Board.

Dr. Bach stated that it does appear that the estimated loss that we had of 119 students directly attributable to Promise is still within average. He said that things will change as we start registration but as of now, it looks as if strategies we've been employing may be having a positive impact on the first time freshman population that is countering potential negative impact from Promise. He said that the greatest variable we need to impact is our retention and persistence to graduation. That is the greatest source of students. If faculty, staff, and administrators move this as high as they can in their priorities, it would be the most significant factor impacting the potential negative impact of Promise.

Senator Burgess asked if there was any information about the number of students who have started the process to be eligible for Promise. Dr. Bach replied that Mike Krauss will have the data relative to that - he is the person in the state who has the most information on that subject.

Senator Alsop stated that there is a great distinction between what a four year institution can offer an incoming freshman and what a community college can offer. He asked what recruiting efforts ETSU is making to inform potential students and their parents about those distinctions. Dr. Bach said that he can tell specifically what has been done at the central administrative level. They have bought significantly more student's names and addresses in the high end of the profile on both the ACT and high school class rank. They have placed a heavy emphasis on both the Carter and the Gilbreath Scholarships. Recruiters from the Honors College have made an effort on recruiting not just for the Honors Program, but in those areas relative to the scholarships such as Honors in Discipline programs, undergraduate research, and study abroad opportunities.

Senator Masino stated that with the Tennessee Promise four year schools in Tennessee will all be vying for the same pool of students. He asked if anyone has projected what kind of a hit ETSU will take. Dr. Bach replied that the projected negative impact is 7% of first time in state freshman which would equate to 119 students. Senator Masino asked if the numbers are drastically worse than anticipated, are there contingency plans. Dr. Bach replied that there is a very robust set of strategies for addressing Promise and he thinks there is evidence that some of these are working. Assuming Promise works as it envisioned, the shrinking pool is not going to be the case two years out when those students have come through the community colleges and are now ready to transfer to universities. There is a significant opportunity there.

Masino commented that his department has gone through recent transfers from the local community colleges and one of the things they discovered is that the community colleges are offering what his department considers 3000-4000 level classes. The community colleges tell the students the courses will transfer, but unfortunately they won't transfer because ETSU does not accept 3000-4000 level classes from a community college. When the students find out they have to repeat the class here, the feedback is that they're transferring to other institutions.

Senator Schacht asked why that problem is not being addressed through articulation agreements or through cross registration of students. Dr. Bach replied that we have articulation agreements through the Tennessee Transfer Pathways. It is an articulation mechanism for every community college and university in the state and it's also something to which the organization for private schools has at least given tacit commitment to. Senator Byington added that the issue here is that the AACSB standards prevent ETSU from taking some of those courses and as an example Milligan and Tusculum are not AACSB accredited so they are not held to the same standards and are allowed more flexibility.

Senator Schacht asked if there is any way to address that issue. Dr. Bach replied that the way ETSU has addressed it is to argue that we're a member of an organization of which only 5% of Colleges of Business in the world are a member. That is the AACSB. There is cache that results from that. Senator Byington commented that we have a challenge or an opportunity to explain to individuals the difference between any accreditation and an accreditation that means

something. Senator Mackara said the student who is coming out of a two year school may not be able to make that calculation about how much better he or she would be by going to an AACSB accredited school and having to repeat a class as opposed to going to a non-accredited school. It may just be a matter of PR.

Senator Schacht surmised that the issue here is not something that can be dealt with by an articulation agreement, but it could be dealt with by appropriate advising of students at the community college level so that they understand the full implications of the choices they're making. He asked if ETSU is doing enough to make sure that our advising and the community college advising is as coordinated as well as they could be. Dr. Bach replied that ETSU has established an advisement center on the Northeast State campus and just hired the employee who will staff it.

Senator Peterson stated that we have talked a lot about the Tennessee Promise affecting incoming freshman. He asked if there has been thought about marketing to second degree seekers and those type of students. For example, a lot of people who have a degree then go back and get their qualifiers for med school. In Tennessee there are four schools that have a certification program for people that have a degree. All four of them are private schools. Dr. Bach replied that there hasn't been an institution in the state that has been more aggressive than ETSU with respect to coming under the THEC moratorium relative to new program proposals. He said that we submitted 11 letters of intent for programs including certificate programs and degree programs. He mentioned the strategy earlier of looking at new programs relative to degree programs, certificates, and additional concentrations.

Senator Burgess added that ETSU has a fast track program for people who already have a degree who can come back here and take the classes they need. If all the advisors are doing their jobs and the students are acting responsibly and the departments that have these agreements stay in communication with two-year schools, then it should be the case that if a student decides to transfer to ETSU that they will get an absolute list of classes.

Dr. Bach moved to the third question regarding the university's commitment to maintaining faculty lines. He said that ETSU hired several new faculty lines a year ago and will do so again in 2015-16. He said that they have paid particular attention to accreditation issues, program reviews, and program audits. He stated that departments make a recommendation, the deans make a recommendation and then it becomes the question of does he concur with it or not and in most cases he does. He continued that relative to external assessment and our recent SACS response, there are 2 standards. The first has to do with the adequacy of the number of full time faculty and the second has to do with the qualifications of the faculty. ETSU was found to be in compliance with both of those. Filling faculty lines is going to continue to be a challenge in light of multiple other challenges and needs. He said it is going to be one that we are going to address and one in which we will continually benchmark ourselves against peers. ETSU is pursuing a strategy of trying to keep the faculty we have and are in danger of losing, of trying to meet new needs in priority order, trying to avoid areas of staffing misalignments in programs with declining enrollment, and of trying to be attentive to shifts in faculty types. He said that ETSU will reinstate this year the use of the Delaware Cost Study. The Delaware Cost Study will

permit us to look at cost per credit hour by discipline and by level in all of our programs. It will permit us to look at our reliance on different faculty types in all of those areas. Dr. Bach summarized that we have had a budgetary challenge, it has been addressed responsibly, and we are adhering to qualitative standards. We're addressing the growth agenda and we're attempting, where there is a misalignment, to take resources from that department and move them elsewhere.

Senator Beeler stated that the Math Department has several faculty that are nearing retirement age or post-retirement age. He asked if they were to leave, would the Math Department retain those lines to hire new faculty. Dr. Bach replied maybe. He said that the question is what does your last program review say? What is the current staffing profile in your department? What would it be if you did replace the person, what would it be if you did not? What are the needs elsewhere? There is an assessment process that must take place. What are the courses the person teaches? How much does the person make? How would the department replace the person? What are the department's needs and priorities, etc.?

Dr. Bach moved to the next question on funding for the library. Concern has been expressed about loss of books and databases. During our last SACS reaffirmation effort, ETSU was found to be in compliance with both the library core requirement and with all three comprehensive standards. He said that in addition, he carefully reviews specialized accreditation assessments of library resources as well as program reviews and audits. No issues emerging from those program reviews or audits have failed to receive attention. Print books are the victims of our dependence on electronic resources. Those electronic resources are inflating at a range of about 5-10% a year. It is very difficult to sustain that inflationary impact over time in terms of its impact on the operating budget. This year, we're going to a new library services platform and this year's increase in library funding is going to go in large part to addressing this library services platform. He said that they feel that the electronic journals and databases retained are vital to teaching and research at ETSU and so have no recourse except to sacrifice acquired print books except for items where specific requests are made for course reserve. On the plus side, this year we've received some donations as well as use of student library fees to initiate some specific book acquisition programs. The issue of inflation combined with a flat materials budget also by necessity cuts into electronic collections. When making decisions regarding which databases to cut, Dean Van Zandt and the library staff uses analytical tools and they're very purposeful. These are the factors in their analysis: is the product primarily full text or indexed abstract? ETSU favors full text. Does the product support a graduate program? Since the majority of the undergrad need is supported by general databases available from the Tennessee Electronic Library and from RODP, ETSU tries to retain products supporting graduate programs. What is the cost of the database, and more importantly what is the cost per use? Databases that are used more heavily are preferred. Dean Van Zandt and her staff in the interest of communication have attempted to be very accountable and willing to communicate the rationale for their decisions.

Senator Alsop stated that at least 4 or 5 years back, discussions in TUFs centered around the common problem with libraries that each library is standing on its own bucket. He asked would it not be more efficient for TBR to invest in a subscription that could be doled out to all institutions

instead of each one buying their own. Dr. Bach replied yes, that is the reason we have taken the leadership in proposing at the state level the establishment of a consortium. The white paper for the establishment of that was written by Dean Van Zandt. She's a member of the group currently meeting with about this idea.

Senator Schacht stated that he is the senate's representative to the Library Advisory Committee. The information he has been given is that the library's budget has basically been flat for quite a few years. If that's true, and if costs are increasing at 5-10% a year, then the net result in real dollars is functionally a progressive cut in the university's support for the library. He asked if that was accurate. He said that his second question is where does the library fit in terms of any strategic planning for improving the situation? Dr. Bach said that it is not accurate that the library has not had any increase. It has not experienced increases in its operating budget. However, there have been appropriations from TAF funds specifically dedicated to acquisitions of library databases. Something like 3-400,000 dollars. Senator Byington stated that it is actually \$500,000.

Dr. Bach said with regard to Dr. Schacht's second question, how does this fit into the university's strategic planning envisioning process, he indicated the particular focus has been relative to maintaining the needs of those programs as represented from program reviews, audits, accreditation criteria, as well as other kinds of reviews. The strategic goal has been to maintain peer standards relative to student access to material. He added that he doesn't want us to go away from this meeting thinking that he indicated what we're talking about is not a problem. He prefaced his remarks by saying that he greatly regrets the way we have had to address our problems has been through the book acquisition budget. It is going to be a continuing problem and we are going to need to address it.

Senator Al-Imad asked why we are spending money on new tables and chairs when the most important thing is the materials acquisition. The books are more important to the students than the looks of the library. Senator Campbell replied that when Dean Van Zandt came to ETSU she was able to get a student library fee of \$10 a semester. The Student Advisory Group that recommends how the student fee is used was the one pushing to update the look of the library. Most of the library fee is actually going to security in order to keep the library open to 2 am. This year some of it is going into e-book collections.

Dr. Bach moved to the last issue he was asked to address. He stated that several weeks ago he met with the senate executive committee and discussed teaching and the degree to which the teaching mission of the institution is appropriately recognized, weighted, etc. He said that while we didn't resolve a lot of things, we did identify some problems which he would certainly welcome deliberation on. First the weighting of criteria for tenure and promotion and how that is weighted and the degree to which that becomes bona fide. He said he is particularly concerned when you look at T&P recommendations, if you have one group of people looking at some data and reach one conclusion and another group of people they reach another conclusion, and they're both directly rational people who are looking at the same kinds of standards, how can that happen? There can be a difference of opinion as to whether a standard is met. There shouldn't be a difference of opinion as to what the standard is.

Dr. Bach speculated that the teaching mission as opposed to research suffers because it is seen as a private act without a comparable peer review factor. He said he thinks some of this issue could be addressed. He knows there is discussion of a Teaching and Learning Center. There has been a historical discussion of the uses of the Instructional Development Grant. There have been issues relative to the Student Assessment of Instruction form. Unless we can determine what good teaching is, how we're going to assess it, how to peer review it, and how this is going to be held by different factors in the review process with a level of consistency, he said he thinks we've got a challenge.

President Foley thanked Dr. Bach for his time.

President Foley asked for approval of the minutes from February 9<sup>th</sup>, 2015. Senator Byington moved to approve the minutes, Senator Mackara second. The minutes were approved without dissent.

Senator Flora said that he would like to bring a motion that we establish an ad hoc committee to address the T&P issue that was discussed at our last meeting. Senator Epps seconded the motion. Senator Burgess clarified that Senator Flora is asking for a motion to form an ad hoc committee to rewrite the charges to college committees to force them to be consistent with the language of each department of the individual who is being reviewed. President Foley added that we need that consistent language. She reminded senators that she asked them to find out what the charge from each college committee was. She asked if there was agreement about the need for a committee to write something and bring it back to the senate for discussion. She asked for those in favor of the motion to signify by saying aye. The motion carried without dissent. President Foley asked if there were volunteers to work on the committee. Senators Flora, Burgess, Al-Imad, and Schacht volunteered to serve. Senator Flora will chair.

Senator Byington stated that he mentioned at the last meeting that we would need to add some language back to the changes we made to the revocation of tenure language in the Faculty Handbook. The TBR policy that we referenced had a clause in it that said the process for selection of the committee is deferred to each institution. He said that we need to go back in and add some of the language we took out. Senator Byington said that he did make one editorial change. The original language said the university hearing committee shall consist of 7 members appointed jointly by the president of the university and the faculty senate. Senator Byington said that he added language about appointing two tenured faculty members as alternates. Having gone through this process there are people who will either be disqualified for bias or one of the two parties will ask that they not serve. By selecting two alternates up front, it provides two people who were already approved and ready to move into those slots should someone be removed. He moved that we accept this language and send it back to Academic Council for their next meeting. Senator Brown seconded the motion. Senator Beeler asked if two alternates would be enough. Senator Epps suggested the language be at least two. President Foley asked if we were ready to vote. She asked for those in favor to signify by saying aye. The motion passed with none opposed or abstaining.

President Foley asked senators to attend the meeting with Mike Krauss on Thursday if possible. She added that our next meeting is a month from now on March 23<sup>rd</sup>.

President Foley asked if there was a motion to adjourn. Senator Brown moved to adjourn. Senator Epps second the motion.

ADJOURNMENT: The meeting was adjourned at 4:35 p.m.

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*Please notify Senator Melissa Shafer ([shaferm@etsu.edu](mailto:shaferm@etsu.edu) or 9-5837, Faculty Senate Secretary, 2014-2015, of any changes or corrections to the minutes. Web Page is maintained by Senator Doug Burgess ([burgess@etsu.edu](mailto:burgess@etsu.edu) or x96691).*