

**2014-2015 Faculty Senate**  
**MINUTES— September 22, 2014**  
 Faculty Senate—East Tennessee State University

UPCOMING MEETING:	FOLLOWING MEETING:
October 6, 2:45 pm Forum, Culp Center	October 20, 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, Lee Glenn, Tammy Hayes, Jill Hayter Bill Hemphill, Helene Holbrook, Karin Keith, Ken Kellogg, Dharendra Kumar, Guangya Li, Fred Mackara, Anthony Masino, Tim McDowell, Jerome Mwinylene, Dave Arnall (proxy for Bea Owens), Kerry Proctor-Williams, Thomas Schacht, Eric Sellers, Melissa Shafer, Darshan Shah, Kathryn Sharp, April Stidham, Paul Trogen, Craig Turner, Jennifer Vanover-Hall, Liang Wang, Ahmad Watted, Robert White.

*Excused:* Peter Panus, Judy Rice, Deborah Ricker, Kim Summey, Jim Thigpen,

*Absent:* Beth Baily, Sharon Campbell, Daryl Carter, Nick Hagemeyer, Tod Jablonski, Koyamangalath Krishnan, Mary Ann Littleton, Timir Paul, Alan Peiris, Taylor Stevenson, Bill Stone,

*Guests:* ETSU President Brian Noland

**CALL TO ORDER:** President Foley called the meeting to order at 2:45pm

President Foley requested approval of the minutes from September 8, 2014. Senator Byington moved to approve, Senator Epps seconded. The minutes were approved without dissent.

President Foley asked Vice-president Epps to give an update from the morning Senior Staff meeting. Senator Epps began by stating that Ed Kelly made a presentation on first amendment issues on campus. This was in response to complaints over some of the speakers in the plaza and whether or not they are harassing students. They looked at the potential for moving speakers to other places on campus, but if we move one group we must move all of them to an alternate location.

Senator Epps said Mary Jordan reported that TBR and THEC have a group compiling a report for the state legislators on accessible materials. Currently, ETSU has made materials accessible for students on an accommodations basis. One of the things they're looking at now is making educational materials accessible on the front end rather than on the basis of accommodation. They should have some guidelines this fall.

Senator Epps stated Dr. Bishop mentioned that the article that was in the paper on Sunday regarding the medical examiner contained a lot of incorrect information. She along with Joe

Smith in University Relations are working on information that will go to the Washington County Commission for their meeting tonight that will clarify and correct the misinformation.

Game Time 101 is this Saturday and will include, tailgating, a BBQ contest, a Jumbo-tron, and the ETSU football team's first scrimmage.

The President's Classroom had its first meeting which involved Gray Scale, aerial dance, the Train Museum, and a group from theater. The next President's Classroom is featuring Health Sciences and the Anatomy Lab.

Senator Epps then introduced and turned the floor over to ETSU President Brian Noland.

President Noland began by following up on a point that Dr. Epps made in respect to the free speech zones on campus. He said that the reason that we had the conversation today in Senior Staff is because of a number of questions and concerns that were received from faculty and students. He stated that they reviewed statutes and observed practices of other institutions and had a discussion of possible locations at ETSU. He said he thinks what is occurring right now in the plaza is a good thing. Students and other community members engaging in differences of opinion and talking about world view is one of the things that separates universities from other options available to students.

President Noland continued that he would like to talk about why he thinks we are the most dynamic university in the state of Tennessee. We were founded in 1911 to educate the people of East Tennessee. Year after year, time after time, we're recognized for excellence in terms of the difference that we've made in this region. If you draw a 30 mile circle around our current location, 84% of the people who have bachelor's degrees in that 30 mile circle received those degrees from ETSU. If you walk into a school, a clinic, a hospital, a bank, if you go into any business across the region, that facility is operated by individuals who went to this institution. We are constantly recognized for the impact we have on the region.

President Noland stated that we will begin the process of developing a new Master Plan shortly. He said a lot of that will be predicated on the work of the Committee for 125 which examined the vision for the university at our 125<sup>th</sup> anniversary and outlined a series of issues that face the institution. He thinks what will make this process different from processes used in the past is that we can link planning and budgeting; it is one thing to have a plan, but if that plan is not aligned with the financial policies of the institution, the plan altogether is meaningless. He said that we are continuing to strive to create a culture across campus that is open, that is engaged, and that is built on faculty governance. We've initiated administrative and infrastructure reviews. That's an open process. It's a faculty led process. It's a process that hopefully will position us in 18 months in an environment in which faculty members have a much greater involvement in budgeting and revenue production and the allocation of expenses across the institution as we decentralize budgets.

President Noland said that we are developing strategic partnerships with businesses. At the present moment, less than \$.30 on the dollar of what it takes to run this university comes from the state. In 2000 that number was in excess of \$.60 on the dollar. Ten years from now he said

he thinks that number will be in the teens; so our ability to build buildings, our ability to generate revenue, is predicated on local partnerships. He said people ask why are we working with the city on Freedom Hall, why are we looking to build a Fine and Performing Arts Center on a piece of property that we don't own yet, why are we wasting all this time with the city. He said that he does not see it as a waste of time he sees it as part of our mission. We were founded in 1911 to serve the people in the region. The people in the region helped build the institution. Moving forward we're going to have to look increasingly for partnerships to provide revenue sources.

President Noland said that we will have updated data for the 2014-15 academic year soon, but that our retention rates as well as our graduation rates have improved. Our graduation rate has moved about 3 percentage points over the course of the past couple of years. He continued that when you reflected back upon survey data, focus group data and other information that was part of the process of the Committee for 125, our worst critics are ourselves. When you ask people from Knoxville, Maryville, or Nashville about our university, the quality of our faculty and research, they rank us on par with institutions like the University of North Carolina. If you ask parents where they send their kids to school and it's a public institution, it is Knoxville, then ETSU. But when you look internally and ask faculty, staff, and people in the community about ETSU, we're not described positively. We're described as an institution that doesn't serve the students, that's not focused on undergrad education. These are quotes from focus group research. President Noland said he is not diminishing any of that, but what he is saying is we have a lot of great things at this university. We have great faculty. We have elements at this institution that are on par if not superior to any other institution in the state: the number one ROTC program in the state and the fifth ranked institution in the country for students who want to major in pre-med. There's list after list of things we're recognized for excellence. President Noland said that he hopes we can build on our strengths.

President Noland said that he fell into the trap last year and began that in a presentation he made to the Faculty Senate of focusing on the negative. He focused so heavily on our budget challenges and our enrollment challenges that he felt for an entire year as a campus, everybody just kind of walked around with heavy shoulders. He said that we do not have budget challenges this year. We are in a position that barring some unforeseen circumstance this is the budget that we will move forward with. There will not be reductions this year. He said that last year we spent our year chasing ghosts one such ghost was that we were outsourcing custodial services. He said that ghost reared its head again about a month ago. We disclosed every piece of information we have - every email, every public document, and the press reported last week that there was no intent to outsource custodial services.

President Noland said that he hopes this year we can begin a conversation of where do we want to be and how do we get there. How do we convey to the public the great work that we all do in the classroom. He said that he is increasingly frustrated by the phrase "four year institution". He said we are not a four year institution; we are a major comprehensive university with a university experience. He said that he knows there are differences in the room about Athletics and what we are doing with the campus culture. He explained that what we are trying to create is a university experience that draws students to ETSU. We are not a commuter college anymore.

President Noland said that with regard to the budget we had changes to the funding formula. As the new formula was put into place, there was 2.4 million dollars in reductions. Also this past year the state redistributed the base and essentially transitioned revenues from ETSU and sent those revenues to Knoxville because Knoxville performed a little better on the formula. This past year we took control of certain aspects of the budget and reduced the budget this year over last year by 6.2%. We built our budget on a head count enrollment of 14,700 students based on enrollment projections. From a budget perspective, President Noland said that he feels very good about where we are. He said that a request was made to the Board of Regents to provide bonuses to all faculty and staff. That request was denied. So while we are not able to provide direct compensation in forms of bonuses, there are some things we can do to recognize faculty and staff in a year at which we do have revenue to make those investments.

President Noland presented preliminary enrollment statistics for the Board of Regents system. ETSU's total enrollment is 14,684. Middle Tennessee this fall is at 22,731 students which is down more than 1,100 students over where they were last year. Five years ago Middle was at 26,600 students. They're down 4,000 students in 5 years. That's 32 million dollars that they must trim from their budgets. President Noland said that he feels pretty good about our position because of the size of our freshman class. Even though the overall number of high school graduates declined this past year, we increased our number of first time freshman from 1,880 students last fall to 2001 this fall.

He continued that the budget review is well underway. There are three committees that are undertaking strategic initiatives. The first is the Budget Process Committee chaired by Larry Calhoun. That committee is examining the development of a new budget process for the university moving towards Responsibility Centered Management (RCM), essentially decentralized budgets. The other two budget committees are the Academic Portfolio Review and the Administrative Services Review. President Noland said that one of the things that has stuck with him was a comment made by members of the faculty senate three years ago that it is impossible to track budgets on campus. That the process through which we make information available is convoluted and it is difficult to tell where revenues come from, what our priorities are, and how those revenues are expended. So to address that, in addition to creating these three committees, we put a host of information out on the web that allows you to view information. All the material these committees are reviewing is online. Under the resources tab there are links to other institutions, journal articles, and a host of information.

President Noland stated that we got past the issues we had with summer school this year on what would be offered and what wouldn't be offered. He said he can't thank the faculty and Department of Psychology enough for their leadership. We did pilot a couple of things with summer school and he anticipates that pilot will carry forward for winter term. Faculty recommendations around charge back models, administrative oversight and overhead, demonstrated we had a flawed model. As a result we tried to change as quickly as we could on the fly. He said that if you are growing a research infrastructure in the College of Medicine, the risks and benefits associated therein remain at the college and departmental level, so it incentivizes activity across the campus. The questions and conversations will be around what is the sense of "the commons" - those things that do not generate credits. The Culp Center

does not generate credits. He said that his office does not generate revenue. There are certain fixed costs with running a university that have to come off the top. What that percentage is will be a rich point of conversation in the next 18 months.

President Noland commented that all of us are under increased pressure to increase enrollment and enhance retention in the light of Complete College. Every institution is being asked to grow enrollment and graduate more students. Unfortunately, not every institution is receiving additional state funds. A unique aspect of promise is that a lot of private institutions are starting to offer Associates Degree programs.

He continued that there is a lot of conversation around Common Core and he thinks we will see Common Core continue to be discussed in Nashville. We will see increased pressure from state and regional entities to focus on transfer. A lot of conversation around course redesign, Western Governor's, MOOCs, and other non-traditional access venues and what it means to attend a university. These are the things that he anticipates in the next year being discussed by the Board of Regents and in Nashville. President Noland said that these are the things that from a policy perspective are where we as a university, as a faculty, need to focus our attention.

He said that another topic we will be spending a lot of time in Nashville discussing is Sex Week. Our students have made the decision to have Sex Week on campus in the spring. President Noland said he is 100% in support of that decision. It goes back to his conversations about the speakers on the plaza. This is a university. We need to discuss big ideas. We need to have debate. If Sex Week is an opportunity for us to bring issues related to domestic violence, women's health, public health, to the front and center of the campus, it is good for us. He said the only limitation that he wants to place on this different from Knoxville is as a result of the presence of University School. We educate K-12. We have a responsibility to the young students who we educate at the University School. So there may be some things that they did in Knoxville that are not appropriate here. This is something the students have decided and he does not feel it is appropriate for the university to infringe upon their first amendment rights.

President Noland said that with regard to the Tennessee Promise, the first thing it is going to potentially do is impact the number of students who attend the university on lottery scholarships. In 2012, 82% of first time freshman at our institution had Lottery Scholarships. The purchasing power of those Lottery Scholarships was reduced by Tennessee Promise. So we have to examine how we respond from a scholarship perspective to the fact that the purchasing power of the Lottery Scholarships has been changed. The Tennessee Promise is a last dollar scholarship. He said if he qualifies for a Kiwanis, Rotary, or Boy Scout Scholarship, those come off first and the residual amount is what the Tennessee Promise will cover. He said if he qualifies for a Pell Grant; the Pell Grant is his Promise. He said that we all have a responsibility to educate the people of the region about college costs. There is a lot of misperception, even among school leaders. President Noland stated that where he sees the Tennessee Promise really hitting us is with students who have 23-25 ACT scores. That's our freshman class. We have a responsibility to sit down and demonstrate to students the level of financial support we can provide as a university. We have to look at scholarships to help bridge that gap for students with 23-24 ACT Scores. The student with a 24 ACT score who wants to

major in Biology and go to Pharmacy School, that student doesn't need to go to community college. He said that research indicates that if you were to clone him and send one clone to community college and the other to a university, the student who went to the university has twice the probability of receiving a bachelor's degree. Simply by going to a community college, the chances of graduation are cut in half. Not that there is anything wrong with our community college partners, but there is not the level of support and engagement.

Senator Hemphill commented that Walters State says on their webpage they do not participate in PELL. President Noland asked if he was sure it was PELL or was it student loans? Senator Hemphill replied that it might be the Stafford Loan program. President Noland said that a number of the community colleges have moved away from student loans because their loan default rates were so high that it put them in jeopardy of participating in federal financial aid programs in general.

President Noland stated that we are going to enhance our net price calculator online. That makes it a little bit easier for students as they're trying to sit down and sort through the scholarship options that are available to them. He said that our web page isn't what it needs to be at the current moment, but we'll be making changes to it by spring.

Senator Mwinyelle asked what we are doing to enlighten the community about Promise. President Noland replied that he is not opposed to Promise. Where he had concerns is that students will make an ill-informed college choice decision and they will not make the proper fit. If you're a student with a 23-25 ACT, and your goal from a degree perspective is a Bachelor's Degree, that journey should begin at a university. We're going to adjust our scholarship programs. Middle Tennessee dropped the ACT scores that are required for certain scholarship criteria. We're not going to dumb down our expectations. He said that he thinks we may create some things that are new because the projection is that we will see a 7% reduction in our in-state freshman class next fall if we do nothing. He said that we are going to recruit out of state. That all goes back to this budget process. If departments have the ability to retain revenue for enrollment growth, then everybody in that department pretty quickly is getting engaged. Enrollment belongs to every single one of us. He said that he welcomes a conversation that brings our ideas to the table.

Senator Brown said that as the proportion of our budget coming from the tax payers of Tennessee dwindles, our need to recruit out of state increases. He asked if President Noland foresees any leverage being allowed for us to set out of state tuition rates.

President Noland replied yes, the Board provided that latitude to the University of Memphis. They reduced the price for out of state students. We're researching what our out of state price should be. He said he is also interested in scholarships. How can we change the Board's scholarship policy to give us the flexibility to be competitive? The border waivers do not apply in Asheville. What we have to do is find that price point so that we're not reducing revenues. Memphis cut it across the board. There really wasn't a lot of research, it was just a response with the hope that it would grow enrollment. They didn't increase tuition at all, they reduced tuition for out of state students and they shrunk by 400 students. We're going to adjust our out of state tuition and fees but we're going to do it in combination with scholarships.

Dr. Arnall asked who is actually going to be paying for the real cost of that free first two years of education. President Noland replied that it is coming out of Lottery reserves and resources that would have gone to the HOPE scholarship are being redirected to Promise. By reducing the purchasing power of the HOPE from \$4,350 it provides revenues that can go toward Promise. Essentially the students who are going to benefit from Promise are middle income students with a high school GPA of less than a 3.0 or an ACT score of less than a 21. He said that when he talked with high school administrators they see the challenge of Promise is that it takes away any academic incentive for high school students to perform.

Senator Felker asked if there is any prospect at all for a higher education common market. If you didn't have a program that you wanted to study at a university in your state and there was one in a neighboring state you could go register there as an in-state student. President Noland said that we have a number of students who are attending ETSU through the Academic Common Market. We have programs that are on the common market that a lot of students from Delaware all the way down to Texas come to ETSU and pay instate tuition for- Bluegrass is an example.

Senator Schacht suggested that the values of openness, transparency, and inclusiveness are really important, but another value is going to also be very important - that is uniformity across units. For example, if we have administrators holding a faculty line, and because they're holding the faculty line they get counted under instructional expense, it makes our expenditures for instruction look different than they would if they were actually counting FTEs of real instruction. He said that he talked to a department chair recently who told him that his dean was holding him to a particular faculty/student ratio in terms of staffing his department. It was a problem because he had people occupy faculty lines who were actually administrators. They were being counted for purposes of staffing ratio because they were teaching. Uniformity is going to be really important so that all of our departments are compared on the same metric.

Senator Schacht commented that in the College of Medicine there are data showing that physicians who get to medical school from the community college group are more likely to go into primary care. So our admissions committee has been looking really carefully at those folks and giving them some extra weigh simply because they seem to fulfill our mission a little better. He continued that with regard to Sex Week, when he came here in the 1980's the College of Medicine had a program in human sexuality that was state of the art in the nation. The students shut it down. They asked 'why do we have to know the details of what sinners do'. He said that we still have some of that issue in the College of Medicine. He thinks it is in part because we recruit heavily for people who are going to go into primary care. That attracts a large number of people who have done missionary work, who have faith based issues around all of this and so forth.

President Noland responded that he thinks this can be a rich opportunity for dialogue. He anticipates that Sex Week will be the point of many of Sunday conversations across the region. We all need to be prepared for protests. There will be community groups that protest the university. There will be politicians that protest the university. We can't tell folks what they can and can't talk about.

Dr. Arnall stated that he was completely clueless about Sex Week and is unsure as to what its goal is. He asked who sets the curriculum for Sex Week. Who allows it to happen? He asked Dr. Noland if his office is saying it's ok to do this. President Noland replied that it is a student-led effort that is funded through student activity fees. It is not anything that has come to his office approval.

Senator Beeler said in regard to the efforts to increase retention, part of that has come down to the advisors in the departments. Advisors are expected to take a more hands on role. For instance, walking the new students down to the computer lab and sitting with them while they register for classes or to looking up student records, seeing how they're doing and making emails or calls to help the students get through. Now advising is a teaching activity so for most of the advisors, this is simply like adding more coal to a fire. Other than a credit on a tenure and promotion document, it doesn't really count for much. Is there any effort to at very least acknowledge advisors for the work that they're doing? President Noland said that was a great question and that he would take it back to the Access to Success Committee which is leading the effort on campus for their input. He added that as most people in the room are aware, we will begin advertisements for our 14 new full time advisement positions across the university to try to bring some additional resources to support faculty.

Senator Sellers commented that it was a TBR policy that advising was teaching and then it was service. Now it is up to the departments to decide where they wish to report it. Senator Beeler said that in his Faculty Activity Report it is still counted as teaching.

Senator Kellogg asked are the new advisors going to be divvied up across campus or are they going to reside in one central advising hub. President Noland replied that he did not have the answer to that question, the committee that was reviewing this and making recommendations met last week. They shared their recommendations with the deans. They will then go to Dr. Bach and then it will come to him. He has not had the opportunity to review the final recommendation. Senator Kellogg asked what the charge of the new advising people is. President Noland replied that the intent is for us to bring additional support to students across the university. In terms of particulars of the job description, the expressed intent, all of that is to come to him in the recommendation that was developed by this committee.

Senator Glenn commented that our General Education requirements are fairly complex and students were getting misadvised by faculty and ending up spending an extra semester here. He said that his impression is that we have a lot more gen ed than most universities require and that can be deterring students. If we reduced gen ed requirements it may lead to a higher quality student who is more educated in the field that they want to go into. President Noland responded that he anticipates that will be a rich point of discussion across the university as we begin to discuss what it means to attend a university. He said as someone who has benefitted from a well-rounded undergrad education with a broad gen ed curriculum, he would defer that conversation to the faculty.

President Noland said that he was asked to give an update on the Arts Initiative and some of the other construction projects across the campus. On the Arts, last year we were authorized to spend 1.5 million dollars to begin the planning process. That planning process is underway.



There have been 2 sets of consultants and architects on campus over the course of the past couple of months. The first is updating the campus master plan. The second is beginning programming for the arts building. To date we have raised 6.4 million dollars and there are a number of significant gifts that are in queue. While there has not been a guarantee, if tax revenues hold we anticipate funding in the 2015 session because the governor was able to fund 2 projects last year and we moved one step closer to the top. That's the update as it relates to programming, fundraising and the fact that we're making the case. President Noland said that when the Governor was here two weeks ago he walked him across campus and showed him where the music practice facilities are, where theater space is, where the art gallery space is, and we walked across the bridge and he said, "Governor, here is where I'd like to put the building, and here is why it is important."

He continued with an update on construction. We finally have the parking facility. It includes the Welcome Center for incoming students and parents previously housed in the Culp Center. We are now beginning planning work for renovations for the Culp. Once the residence halls are open there will be seven thousand people who live within two miles of campus. We have the food service to serve about 1000 folks. The Culp Center is a wonderful facility with a lot of offices in it, but there is not food service to support what he thinks we're moving to, which is a much more residential environment. So we will be working with the students this year to implement a dedicated fee to support renovating a portion of this building and an addition so we can offer more food service. We do not have mandatory meal plans. One of the reasons we do not is because there aren't many places for folks to eat. He continued that we are doing planning and design work for football practice and game facilities. We're moving forward with the Center of Professional Education Building 60 on the VA campus.

President Noland stated that with regard to the arts building, there has been a lot of discussion among the faculty that we're looking to build what was described as a roadhouse. This is the building that we've been approved to build by the state: a 130,000 sq. ft., 39 million dollar facility, with a 750 seat auditorium, classroom facilities, and instructional space. This is what we're programming, but we have an opportunity to do something that will benefit the community and institution long-term. 750 seats is small, there are more than 750 seats in the Culp Auditorium downstairs. That space isn't large enough for the chorale. That space isn't large enough for major performances. He said for us to build a main auditorium that has 750 seats he thinks is shortsighted, but that's all the state has approved us to build. When we submitted that master plan to the state seven years ago, the building was approved to go in front of Dossett-Hall. President Noland said he does not feel that is the best location. If you put it there, you essentially have limited any future development on behalf of the university. You've also exacerbated the cost challenges because you have to turn around and build a parking facility which adds 22 million dollars to the cost of the project. What we have proposed through the master planning process is a new location and that new location is next to the Millennium Center. In lot 1 we've asked the city to help with parking and water, but we have also made a big request to the city for an additional investment of right at 5.5 million dollars. We can take that auditorium and push it to well over 1000 seats. Then we are constructing a building that meets our needs, the community's needs, and the needs of the region as a whole. If we partner with the city, we're going to build a building that is going to meet the needs of the

region for the next 30 years. As we move through this, you will see the university front and center in tax conversations at the local level. That's the procedural update on where we stand.

President Noland stated that these are some of the things that over the course of the upcoming year and years to come he hopes we can have rich conversations about. He said that we need to explore how we can increase enrollment in an environment that's challenged with affordability. Our tuition and fees this year is right at \$8000, at a certain point we're going to reach the upper limits on price. How do we diversify tuition levels across markets? How do we compete with Tennessee Promise? How do we maximize the opportunities presented with offset housing? He said that he doesn't see Monarch as a threat. Those are great opportunities for us; it is 3000 units that we didn't have to build.

President Noland said that one of his major concerns is what is happening in the healthcare environment. There are two outside entities and one regional hospital system that remain in conversation with Wellmont Healthcare about assuming ownership. He said that he has been public in his position that it is within the best interest of this University for local control of the hospital systems. We have a once in a generation opportunity to put these two systems together and have the two systems create an academic teaching and research healthcare system in which ETSU has a role in governance. In which ETSU, through the development of a Certificate of Public Authority defines our residency positions. Unless we take an active role as an institution, in 4 years we can be looking at an entity outside of the region running the region's healthcare systems. President Noland stated that this is probably the most important thing that he would be working on this year. It is probably the most important thing that this university could be a part of in a long time. He said that he needs our help, particularly from the Colleges of Nursing and Medicine. If we know colleagues on the Wellmont board, talk about the importance of Wellmont to ETSU: the trauma unit run by ETSU faculty, the PT program that was developed in conjunction with Wellmont, and the number of Residency positions that are at Wellmont. President Noland said that he has tried to be as open as he can. Because of confidentiality agreement he can't disclose everything. He can tell us that we're intimately involved in the conversation and that the benefit is dedicated investments in research to this university somewhere in the tune of 10-12 million dollars a year. If the two systems were to come together, we would be among the 10 largest academic healthcare systems in the country.

President Noland concluded by saying that he regrets that last year we spent a lot of time having difficult conversations across campus about budgets, about reductions, about staffing, and teaching load. However, because of those conversations, we're in a position to define our future. We get to define who we want to be. We get to define if we want to remain an institution focused on commuters or a residential institution. We're in a position to define what our revenue structures look like. He anticipates at some point governance is going to be a point of conversation in Nashville. He said that he feels pretty good about where we are. Our ability to grow the university is predicated on faculty. He is trying to create a culture that's faculty governed. He thanked the senate for the leadership that we are going to give in the next 12-18 months.

President Foley thanked President Noland. She asked if there were any announcements. Senator Brown moved to adjourn, Senator Beeler seconded the motion.

ADJOURNMENT: The meeting was adjourned at 4:25 p.m.

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*Please notify Senator Melissa Shafer ([shaferm@etsu.edu](mailto:shaferm@etsu.edu) or 9-5837, Faculty Senate Secretary, 2012-2013, 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).*