

Interim University Council

Date: January 11, 2016

Time: 8:15 a.m.

Location: D.P. Culp University Center, East Tennessee Room

Attendees: Dr. Brian Noland (chair), Dr. Gordon Anderson, Dr. Bert Bach, Dr. Wilsie Bishop, Dr. Larry Calhoun, Alex Cassell, Dr. Ranjan Chakraborty, Dr. David Collins, Dr. Wallace Dixon, Dr. William Duncan, Dr. Susan Epps, Dr. Virginia Foley, Dr. Jane Jones, Mary Jordan, Ed Kelly, Dr. Karen King, Dr. Cecilia McIntosh, Stefanie Murphy, Dr. Wendy Nehring, Pam Ritter, Dr. David Roane, Jeremy Ross, Dr. Richard Sander, Dr. Joe Sherlin, Joe Smith, Patricia Wheeler, Josh Whitlock, Mary Cradic (staff support), Jennifer Hill (recording secretary)

Guests: Tracy Barry, Dr. Mike Hoff, Roslyn Robinson, Dr. Patricia Vanhook

MINUTES

Dr. Brian Noland opened the meeting and welcomed those in attendance.

Approval of Minutes

The minutes from the December 14, 2015, meeting were approved.

Student ACHA Survey Results

Dr. Patricia Vanhook, Associate Dean of Practice for the College of Nursing, discussed the results of the American College Health Association's National College Health Assessment II from April 2012 and Sept. 2015, which profiles health trends within the campus community.

The response rate was higher in 2015 than 2012. Among the findings in the 2015 survey were the following:

- The percentage of students stating that their health was very good or excellent was down
- Chronic illnesses were down slightly, while psychiatric conditions were up slightly
- Depression, anxiety and stress were up slightly, while sleep difficulties, cold/flu/sore throat instances and concern for family/friends were down slightly
- Responses in several categories under Violence, Abusive Relationships and Personal Safety were up slightly; verbal threats and emotionally abusive relationships were down slightly

Dr. Vanhook was joined by Roslyn Robinson, Executive Director of Student/University Health Services, who discussed the mental health services available on campus to students, as well as resources available to them off campus. She indicated that resources are needed to provide additional mental health services to students on campus, and that it would be ideal to combine student health and counseling services "under one roof," because some students seek mental health services at the Student Health Clinic to avoid the perceived stigma of going to the Counseling Center.

TBR HAVEN Mandatory Training

Mary Jordan and Tracy Barry updated the IUC on the new HAVEN training for both students and employees on sexual violence/harassment prevention (see attached documents). This training is mandatory and is in addition to the existing Title IX training. HAVEN employee training is available online and is in two parts, the first of which must be completed by Feb. 25, and the second by April 25. Classroom training will be available for employees who need it due to frequent distractions, limited computer skills or limitations in computer access.

Strategic Planning SWOT Study

Drs. Mike Hoff briefly reviewed ETSU's strategic objectives that had previously been presented to and approved by the IUC, as well as the TBR's Strategic Plan Indicators for 2015-2025, and noted that both of these sets of objectives must be met within nine years. "What do we do to get there?"

To assist in the strategic planning process, Dr. Hoff led the IUC in a SWOT (Strengths, Weaknesses, Opportunities, Challenges [Threats]) exercise. Members of the IUC split into four groups, each focusing on one of those areas.

A few of the items listed by IUC members in the respective categories included:

- **Strengths:** students; faculty; great place to work; quality of life; "big institution portfolio with small institution feel"; parking; opportunities in cultural, athletic, professional development, community service, and other areas; integration of the health sciences; academic program diversity; "can do" attitude; beauty of campus/region; class size; good value; community/corporate investment in institution; and more.
- **Weaknesses:** financial resources; lack of competitive salaries; communication and transparency; "silos that prevent sharing and cause duplication"; lack of adequate research computing resources; transparency; lack of a "culture of niceness"; undergraduate focus sometimes to detriment of graduate students; greater support needed for student job placement; inadequate marketing resources; lack of adequate human resources in many offices, including faculty; complicated processes; tendency to be risk-averse; and more.
- **Opportunities:** collaboration with the proposed merged health system (Mountain States-Wellmont), addressing regional health issues, increasing revenue through fundraising, downtown Johnson City development, increasing research dollars, recruiting more local high school graduates, improvements in student life, facilities expansion, marketing/branding, and more.
- **Challenges (Threats):** governance and representation in Nashville, budgetary issues, several issues surrounding enrollment, differing views of education (public good vs. private benefit), costs to students, support of student success, and more.

After the groups identified these areas of strength, weakness, opportunity and challenge, members were asked to indicate those of greatest importance using a color-coded sticker activity. Dr. Hoff will take these materials and condense the findings onto a data table to present at the next IUC meeting. This will be followed by a campus survey and a period for public comment, which will provide an opportunity to test some ways to obtain public comment.

Membership of the strategic planning subcommittee, which will report to the IUC, has been confirmed; this subcommittee is charged to work from Jan. 2016-May 2017, and over that time, priorities, action plans, measures, and other aspects will be adjusted as needed. In discussion, concern was expressed that no students are members of the subcommittee and that both undergraduate and graduate students should have input in the strategic planning process. Dr. Hoff pointed out that students are represented on the IUC and the tight timeframe of the subcommittee's work is not conducive to student participation, but, in collaboration with Dr. Wallace Dixon, he plans to speak with Dr. Jeff Howard in Student Affairs about the possibility of doing a SWOT analysis with both. Patricia Wheeler, who represents graduate students on the IUC, pointed out that the Graduate and Professional Student Association meets monthly and could call a meeting dedicated to these matters. In discussion, it was also noted the strategic planning process should be data-driven in cooperation with the various constituencies, and the plan should take into account the strengths of individual colleges.

Dr. Hoff said that he must have a strategic plan to the TBR by the end of the month. The final strategic plan will not be finished by that time, but his report will combine items the IUC has already talked about with items from the previous strategic plan that align with TBR initiatives. In May, the final plan is to be submitted.

A question arose regarding what the final plan will look like. Dr. Hoff responded that he envisions two products. The first will be a plan that can be posted online that is "part driver, part marketing tool," and the second would be similar to a 56-page document developed by Cornell University, which he states is too long but provides tracking and action steps, specifies the areas and scope of intended impact, and indicates resources required to reach goals.

Dr. Noland said that the university's strategic objectives are "big stretch goals," and that if ETSU achieves seven of them by 2025, it will be doing great, because each of the objectives would provide a big lift and signify a paradigm change.

President's Report

• Governance Update

President Noland noted TBR Chancellor John Morgan's resignation and the impending retirement of David Gregory, Vice Chancellor for Administration, and there is some uncertainty heading into the 2016 legislative session without them, especially since Mr. Gregory has led the TBR from a legislative perspective for decades. Dr. Noland said he would meet by phone with other TBR presidents to outline strategy and plans to be in Nashville more than he has been in the past; in addition, ETSU has Bridget Baird, Associate Vice President for Government Relations, in Nashville throughout the legislative session. An interim chancellor is expected to be appointed within a week.

Several policy items on the agenda for the legislative session will be challenging:

- **Guns on campus.** Dr. Noland stated that without Mr. Morgan and Mr. Gregory in Nashville, the TBR's ability to temper discussions on that issue will be diminished.
- **Diversity, inclusion and social awareness.**

- **Budget.** It should be a good year for budgets, but Dr. Noland stated that with this being an election year, entities throughout the entire state will clamor for surplus dollars. There may be discussion about scaling back some taxes and the possible implementation of other taxes, such as a gas tax to fund road projects.
- **Governance.** Dr. Noland will soon have a chance to review the bill regarding higher education governance change, which is slated to be introduced on Jan. 21. Once it is available, he will share it with IUC members for review. Primary questions surrounding this legislation relate to the role of the Tennessee Higher Education Commission, how that role impacts four-year institutions in the TBR and University of Tennessee systems, the community colleges and the Tennessee Colleges of Applied Technology. THEC will have to assume greater responsibility than it currently has, such as approval of tuition and fees. There has also been discussion about the role of the TBR and how to ensure a smooth transition. Dr. Noland noted that ETSU will probably need to hire additional staff in some areas but should see a net savings as a result of the proposed governance change. He expects that if the legislation passes, board members will be appointed by this fall, and confirmed and in place by this time in 2017.

Dr. Noland stated he is hopeful this legislative session will be one in which there is minimal harm to the institution, but he is greatly concerned about the issue of guns on campus.

- **Mill Property**

Dr. Noland referenced recent articles in the Johnson City Press regarding ETSU and the vacant Model Mill property on W. Walnut Street. He said this property is a critical anchor in the redevelopment of downtown Johnson City, and ETSU has been in discussions regarding the property. He said ETSU is interested in leasing the space if the price is appropriate, but no specific information is available at this time.

- **ETSU Arts Initiative**

Dr. Noland said that due to the current uncertainty generated by the proposed higher education governance changes, ETSU has received an extension from the city of Johnson City in the memorandum of understanding through which the city would provide approximately \$8 million toward the new ETSU Fine Arts Center. In the meantime, design work is continuing on the Fine Arts Center, both as originally proposed and with the additional seating capacity that would be possible with the city's contribution.

- **Internal Budget**

Dr. Noland reported that a memo has been distributed to vice presidents with budget instructions, and budget hearings will be arranged soon. The IUC will approve budgetary priorities for the coming year; these should be presented in April. Dr. Noland stated that the top priority will be salary enhancement

- **Parking**

Dr. Noland reported that ETSU will see changes in its parking policy once the Parking Committee reviews several options currently under consideration. He said another parking

garage will likely be included in the strategic planning process, and questions of location and funding will need to be addressed.

- **Mountain States-Wellmont Merger**

Dr. Noland reported that both the Mountain States Health Alliance and Wellmont boards recently passed a Definitive Agreement, which is a major step toward the proposed merger. The board will continue to work as separate entities during the process, and a transition board will be put in place. Dr. Noland will be an ex officio member of this transition board. A Certificate of Public Advantage (COPA) will be developed and presented for approval at the state level in both Tennessee and Virginia.

The meeting was adjourned.