

Interim University Council

Date: October 12, 2015

Time: 8:15 a.m.

Location: D.P. Culp University Center Forum

Attendees: Dr. Brian Noland (chair), Dr. Gordon Anderson, Dr. Bert Bach, Dr. Larry Calhoun, Alex Cassell, Dr. Ranjan Chakraborty, Dr. David Collins, Dr. Wallace Dixon, Dr. William Duncan, Dr. Susan Epps, Dr. Virginia Foley, 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. Janna Scarborough, Dr. Joe Sherlin, Joe Smith, Patricia Wheeler, Josh Whitlock, Mary Cradic (staff support), Jennifer Hill (recording secretary)

Guests: Dr. Michelle Byrd, Dr. Bethany Flora, Vanessa Hawkins, Dr. Mike Hoff, Dr. Jeff Howard, Dr. David Linville, Diana McClay, David Smith, Lisa Williams, Dr. Randy Wykoff

MINUTES

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

Approval of Minutes

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

Administrative Services Review Committee Final Report

Dr. Bert Bach delivered the final report of the Administrative Services Review Committee (*see attached report and related attachments [Summary Report, Task Force for Review of Stipends and Extra Compensation, and committee structure document]*). He reviewed the charge for the committee and described the nine subgroups and processes followed. Twenty-five recommendations have been made by the full committee based on the work of the subgroups:

- Six of these were approved by President Noland because of their immediacy, prior to the formation of the Interim University Council (IUC), and are in various stages of implementation, including:
 - Grow the Roan Scholars Leadership Program as a magnet for talented student leaders
 - Conduct an audit of the Information Technology Services organization
 - Provide current version of Adobe Creative Cloud Suite
 - Purchase a cloud-based electronic forms system – Dynamic Forms has been fully deployed, and ITS offers workshops on its use
 - Provide cloud services for faculty and staff email and document storage – Microsoft Office 365 is currently being tested by ITS staff and, if successful, will be implemented campus-wide
 - Simplify the summer school schedule by reverting to the previous 13-week session model, reducing the number of sessions from eight to six

- Three were approved by Dr. Noland as pilot projects and require further action from the IUC regarding their future:
 - Purchase of Adobe Digital Publishing Suite – Currently being used to publish the ADDY Award-winning Evoxe digital publication
 - A pilot project aimed at increasing the number of course offerings during the 2014-15 Winter Session – This did not have a positive outcome; continuation will be addressed based on the results of a Faculty Survey on Summer School that is currently being administered
 - A pilot project allowing faculty members to teach summer courses with enrollments that do not cover their salaries/benefits for less pay instead of having the courses cancelled – This also will be revisited by the IUC when results of the Faculty Survey are in
- The following required consideration by the IUC and President Noland:
 - Revise documentation and expectations associated with providing start-up funding for faculty members – The IUC voted to adopt this recommendation, and directed that a committee be formed to address this and report to Dr. William Duncan
 - Develop a system for single point of one-time entry for departmental or unit data – The IUC referred this to Strategic Planning for further examination, and Dr. Mike Hoff will report back with the findings
 - Enhance the reporting efficiency of administrative data – No action taken
 - Renegotiate the University School contract between ETSU and the Washington County Schools – This includes a recommendation that a plan be developed to maximize University School enrollment to increase efficiency in staffing and funding; the IUC charged the President’s Office to return periodically with updates on this effort
 - Pursue strategies to reduce WETS’ dependence on university funding for its operating budget – The IUC charged Joe Smith to develop a plan to increase revenues and/or decrease expenses for the public radio station
 - Eliminate university funding for the George L. Carter Railroad Museum – The IUC endorsed efforts by the President’s Office in continuing talks with Downtown Johnson City developers/officials regarding possibilities in that area
 - Establish a Bucs Care Corner that provides a single location on a Web page for student support organizations – The IUC voted to adopt this recommendation, without D2L, which is already easily accessible
 - Centrally promote the scope of behavioral and emotional health services at ETSU – THE IUC voted to adopt this recommendation, without D2L
 - Address financial planning issues early in the term for ETSU 1020 – No action was taken; members questioned whether it was appropriate for the IUC to address questions of curriculum
 - Use GoldLink as a single point of entry for all student online access – The IUC tabled this recommendation and directed Dr. Karen King to examine it further
 - Increase the number of part-of-term courses that could begin later in a given semester – The IUC endorsed this idea; an ad hoc committee is studying issues pertaining to paperwork, faculty contracts and other aspects, and it will be brought before the IUC again at a later date

- Move Early Semester Progress Report later to provide more grading opportunities if logistical issues can be addressed – This recommendation was referred to the Access to Success Committee for further study
- Centralize printing, graphic design and variable data services – Dr. Wilsie Bishop has been charged to examine this further and report back to the IUC by January 2016
- Two are relative to ongoing operational decisions
 - Charge the University Library to provide Digital Commons Selected Works software addition
 - Determine how significant annual budget support from the university to the Center for Early Childhood Learning and Development may be reduced
- One recommendation to appoint a committee to address the public service mission was not discussed, as a university standing committee and administrative support for pursuing it are currently in place.

Discussion of Proposed Vision Statement

Dr. Randy Wykoff, chair of the Ad Hoc Committee for Visions and Aspirations which worked with the vision statement during the fall of 2014, led a discussion of the proposed vision statement for the university, reviewing what a vision statement should be and updating the IUC on the work he and his team have done since the August IUC meeting (*see attached presentation document*). After condensing the proposed statements into a limited number of possibilities and conducting an email poll of IUC members, the committee identified the following as the top vote-getter:

ETSU is an institution dedicated to student success and to improving the lives of the people of its region through teaching, research, service, and community engagement.

Members of the IUC offered several ideas and terms they would like to see incorporated, including:

- ETSU's connection to the region without being limited to the region
- ETSU's international/global reach
- Recognition of ETSU's strength in health sciences
- ETSU's cutting-edge work in various fields
- Vision statement should be more aspirational than mission statement
- Great student experience

During the discussion, Dr. Wykoff revised the statement to read:

Developing world-class ideas to enhance student success and improve the quality of life in the region and the world beyond.

This revised statement will now go to the strategic planning group to be led by Dr. Mike Hoff. Any further changes to the statement made by that group will be brought before the IUC for consideration and action.

Review ETSU and TBR Sexual Misconduct Climate Survey Results

Drs. Jeff Howard and Michelle Byrd of Student Affairs presented the results of the spring 2015 Climate Survey (*see attached presentation document*). The survey addressed the areas of drug/alcohol use, sexual assault trainings, climate and civility, sexual assault and violence, and recommendations/next steps, which include Title IX training for faculty/staff, Haven training for students, and student participation with leadership teams and conferences to facilitate greater dialogue on the issues. The Tennessee Board of Regents (TBR) requires this survey to be administered regularly, and ETSU's full sexual violence policy and links to resources are available on the ETSU Violence Free website (<http://www.etsu.edu/violencefree/>).

Status Report on Training Available Through Human Resources

Diana McClay and David Smith of Human Resources presented "Meeting the Learning Needs of a Fast-Paced, 24-Hour Workforce" (*see attached presentation document*). They discussed the variety of professional and personal development programs available to ETSU faculty and staff through their office. Included were ways HR is using technology to make training easier and more convenient for employees, such as online classes and video dramatizations and demonstrations. They highlighted a series of video dramatizations they have produced on "Inappropriate Behavior in the Workplace" and "Difficult Evaluation Conversations," which have been well-received, noting that the latter video has garnered a significant number of views from other higher education institutions and the corporate world.

University Advancement Update

Pam Ritter provided an update on activities and initiatives in Advancement since she began as Vice President for University Advancement earlier this year. She noted that part of the strategic plan for Advancement is to grow from \$12 million to \$25 million per year in fundraising and from 3 percent participation by alumni to 12 percent. In discussing her plan to accomplish these goals, she shared the new organizational chart for University Advancement (*see attached*).

Ms. Ritter praised the current staff of University Advancement for the work they do and pointed to several positions that are in the process of being created:

- An Assistant Vice President for Advancement Services will look at improving data sharing capabilities to increase efficiency.
- An Executive Director of Annual Support is currently being advertised; this individual will be over the division's mailings, phonathons, and operations across campus, will make sure all messaging and marketing materials have a uniform look, and will be involved in various aspects of scholarships, including thanking donors and ensuring that scholarships are awarded as intended.
- A new position that will report to this Executive Director will be an Assistant Director of Student Affairs, who will help increase student and parent fundraising programs.
- A Director of Planned Giving position will be created in the near future to continue the work done by a former staff member.
- An Associate Vice President for Major Gifts position is planned for the future, but the team that will report to this individual is in the process of being put in place, including embedded fundraisers in the colleges and schools (larger colleges will each have one, while smaller colleges will share fundraisers) and a Director of Development (Karen Sullivan) who will work with projects and needs that do not fit into other categories.

- A Director of Corporate and Foundation Relations position will be created in the near future to look at corporate fundraising and research funding needs across campus and serve as a single point of contact for companies.
- Dr. Bob Plummer will continue as Executive Director of the Alumni Association and will work toward two major goals: growing club membership with a “pay to play” system of membership fees and benefits (i.e. potential model will be free for one year for new graduates, \$25 per year up to 10 years, and \$45 per year for 11 years and up) and establishing clubs in other cities; clubs should be in place in four targeted cities by the end of this year.

Tennessee Open Records Law at ETSU

Postponed until the November meeting in the interest of time.

President’s Report

Update on Financial Aid: President Noland reported that a search is under way for a new Director of Financial Aid to replace Margaret Miller, who will retire effective Jan. 8, 2016.

Update on Arts Initiative: Dr. Noland invited IUC members to the “Celebration of Partnerships” for the ETSU Arts Initiative, during which a number of announcements will be made. He said architects are on campus this week to wrap up their work in determining the programming needs to be met in the new Fine Arts Facility.

Highlights from the State of the University Address: Dr. Noland shared the following points that he made during this annual address that was delivered Oct. 2:

- ETSU is becoming a pre-eminent institution in the health sciences, as evidenced by national rankings in various disciplines, including Physical Therapy’s recent ranking of 14th in the nation
- Enrollments and budgets are solid
- ETSU has been aggressive in recruitment, and the university’s strategies are now being copied by other institutions
- ETSU is doing many good things but must continue to be vigilant in an increasingly competitive market

Other:

- Consultants will be on campus Oct. 21-22 to study needs for the D.P. Culp University Center in preparation for upcoming major renovations. IUC members interested in participating in focus group sessions pertaining to food services are asked to speak with Dr. David Collins for details.
- Dr. Noland announced that a change has been made to the current food services contract to allow catering by outside sources in any campus buildings except the Culp Center, in which ARAMARK retains its non-compete clause.
- Dr. Noland commented on recent shootings at college campuses in Oregon, Arizona, Texas and Kentucky and stated that ETSU would benefit from mandatory training in how to respond if there is an active shooter on campus. The university will proceed with this early in the spring semester.

- Dr. Noland said that ETSU needs to give thought to the issue of guns on campus in light of Lt. Gov. Ron Ramsey's recently stated views regarding the issue and the possibility of legislation pertaining to it in the 2016 Tennessee General Assembly. Dr. Noland expressed his opposition to guns on campus and encouraged faculty to speak on the issue.
- Dr. Noland asked IUC members to be mindful of events and issues impacting higher education across the country and in this area, and to be alert to student behaviors that cause concern; faculty may contact Student Affairs if they encounter a student demonstrating variables that make them uncomfortable.
- Dr. Noland recognized Dr. Larry Calhoun, who has announced his pending retirement as Dean of the Gatton College of Pharmacy, and thanked him for his leadership from the beginning. After retiring as Dean, Calhoun will transition to other roles within the university, including Special Assistant to the President, a role in which he will work on strategic budgeting, construction projects and more.
- Dr. Noland said that his office will continue to search for a location for IUC meetings that will be more conducive to conversation than the Forum Room.

The meeting was adjourned.