

**University Council**  
**August 14, 2017 at 8:30 a.m.**  
**East Tennessee Room, Culp Center**

**1. Call to Order**

Dr. Wilsie Bishop called the meeting to order.

**2. Roll Call**

Ms. Kristen Swing called the roll: in attendance were: Dr. Bert Bach, Ms. Bridget Baird, Dr. Wilsie Bishop, Dr. Cheri Clavier, Dr. William Duncan, Dr. Susan Epps, Ms. Joy Fulkerson, Dr. Mike Hoff, Dr. Keith Johnson, Dr. Jane Jones, Ms. Mary Jordan, Mr. Ed Kelly, Dr. Karen King, Dr. Claudia Kozinetz, Dr. David Linville, Mr. Michael Luchtan, Dr. Celia McIntosh, Dr. Robert Means, Ms. Stefanie Murphy, Dr. Brian Noland, Dr. Rick Osborn, Ms. Pam Ritter, Dr. David Roane, Dr. Richard Sander, Dr. Jana Scarborough, Mr. Joe Smith, and Dr. Randy Wykoff.

Absent: Dr. Bill Flora, Dr. B.J. King, Ms. Keyana Miller, Mr. Jeremy Ross, Dr. Joe Sherlin, and Dr. Ramona Williams.

Guests: Ms. Jennifer Clements (University Relations, presenter); Ms. Mary Cradic (staff support); and Ms. Kristen Swing (taking minutes).

**3. Standing Items**

**3.1 Approve Minutes of July 10, 2017 Meeting**

A motion to approve the minutes of the [July 10, 2017](#), meeting as presented was made by Dr. David Linville, seconded by Dr. Susan Epps, and unanimously approved.

**3.2 Review Agenda**

No comments or questions regarding the agenda were brought forward.

**3.3 President's Report – Dr. Brian Noland**

Dr. Noland began his report by addressing the incidents that occurred over the weekend on the campus of the University of Virginia. He said several administrators have spent time reviewing, digesting, and being troubled by what transpired.. He asked for reflection and comment and encouraged those present to be prepared to address any situation that may arise. To that end, Dr. Jones has been tasked with calling together table top exercises as deemed necessary. To illustrate local response to the Charlottesville event, Dr. Epps reported that an ETSU post-doc student organized a vigil at Founders Park on Sunday night. Ms. Fulkerson said approximately 60 people attended but noted that she thought there was an opportunity to do more.

Dr. Noland addressed enrollment, which he noted is changing daily for the Fall 2017 semester. Based on day-to-day, year-to-year comparisons, all trend lines indicate fall

enrollment will exceed the projection that the 2017-2018 budget was built upon (which was a 250-student decline). Although an increase of at least 100 students is anticipated, Dr. Noland indicated that even in the case of flat enrollment, the institution will be in a position to revisit budget assumptions, and he plans to bring the Budget Advisory Committee together for these discussions. His priority is to rebuild the university's reserves and establish a minimum reserve pool of \$2 million. Anything above that can be distributed with consideration of the funding model in which colleges with increased enrollment are rewarded. Overall, he said, this is extremely good news.

Also regarding enrollment, Dr. Noland said he anticipates the composition of the 2017-18 freshman class to be, academically, the best prepared class in the university's history (based on ACT scores as an indicator). Among this population, the ACT average is 24, and its GPA is higher than 3.5. Ten percent of the freshman class, based on current data, had an ACT score at or above 30. These factors will be cause for reflection on such issues as the campus experience and undergraduate research.

Dr. Noland also noted that, if the semester had started the week prior to the meeting, the Fall-to-Fall retention rate for students starting and returning to ETSU would be 75 percent. He said this is well in line with the long-term strategic plan's aggressive goal of 85 percent for Fall-to-Fall retention rate. He credited efforts campus-wide over the past two to three years, including DegreeWorks and hiring additional advisors, with getting the institution to this point. While this result is a point of celebration, Dr. Noland emphasized the need for persistence with retention-focused strategies.

Dr. Noland shared two documents, developed by Dr. Bach and Dr. Hoff, in an effort to provide clarity on how strategic planning and budget planning must work together chronologically:

1. The Strategic Plan Budget Alignment Calendar [document](#) included information on the six key goals of the strategic plan and links those overarching planning goals to planning protocols and a budget process. This, Dr. Noland said, becomes the vehicle through which the plan is executed. The calendar calls for the budget process to start earlier, with the issuance of the Budget Call in November 2017 for colleges and departments to begin their budget reviews. In January 2018, budget hearings will begin. Review of performances (six- and 12-month goals) is aligned with the strategic plan and budget. The Office of Planning and Decision Support will review activities and progress toward outcomes and offer recommendations for improvements in Spring 2018. From there, the document broadens to the college dean and the administrative unit levels.
2. The Budget Planning Calendar [document](#) shows how the processes align and calls for Board of Trustees' approval of the proposed operating budget in April 2018.

Dr. Noland explained that these documents, once distributed, will provide an opportunity for each college to begin the planning process with a better understanding of the overall picture.

Dr. Wykoff, pointing out that the new budget model is base-to-base based on credit production, asked how much excess will be applied to the colleges with increased enrollment versus the strategic dedication of funds. Dr. Noland said that any excess allocations will ultimately depend on enrollment numbers, but he is hopeful the institution will be able, over time, to achieve all three goals – first, building up the reserves; second, making strategic investments; and then returning funds to the colleges with increased enrollment. Dr. Hoff pointed out that with this being a transition year, it is a bit unique making exact figures and solid expectations indefinable at present. In the future, 50 percent of all fallout will be returned to the colleges. Dr. Wykoff noted that colleges needed to be able to predict what their budget is going to be. Dr. Noland assured him that, with a degree of certainty, colleges should be able to do that in about three weeks.

Dr. McIntosh asked whether GA stipend increases are included for funding consideration. Dr. Noland indicated GA stipends would definitely be considered.

Dr. Hoff confirmed that all data indicate enrollment is up but indicated that the real question would be in terms of what impact a push for enrollment and retention over the next five days would have.. Dr. Noland said that campus-controlled housing is full, with Dossett Hall having to come back online and leaders looking at renting hotel rooms for overflow as the semester begins.

Dr. Noland reported that the Board of Trustees will meet on September 8 in what should be a straightforward meeting that is informational in scope. He mentioned two personnel issues that remain ongoing at this time.

1. The Board has rendered its final decision on the former head tennis coach, and no further actions will be taken. While further external processes and decision are pending, internally, the issue has resulted in the establishment of random audits of vice presidents and exit audits for coaches who leave ETSU.
2. The Board of Trustees Executive Committee met two weeks ago to begin their collective review of the faculty appeal of Dr. Noland's decision to uphold the recommendation that the faculty member be dismissed from his position in the music department. The University of Memphis is serving as legal counsel for the Board of Trustees as the committee continues to deliberate. The Board can decide to hear the case, uphold the original decision, or send it back to the campus level for further review. Dr. Noland said it was his understanding that the Trustees' intent is to have a decision quickly, but they are cognizant that the decision, once rendered, will establish a precedent.

Dr. Noland then opened the floor for questions. Dr. Hoff asked whether new membership for the Budget Advisory Committee had been named and if the group had met. Dr. Noland said new membership had been identified, but the group has not reconvened. However, the group will come together when more definite enrollment numbers are known.

Dr. Noland announced that Dr. Chris Dula has stepped down as co-chair of the Diversity Task Force to deal with a medical issue. He pointed out, however, that responsibility for this effort is more far-reaching than just the work of a committee and reiterated the university's belief that people come first and are treated with dignity and respect.

Dr. Noland concluded his report by sharing his excitement about the start of a new academic year and an upcoming marketing campaign ("Footprints") centered on mission, impact, and service. He also announced that, because of the solar on August 21, the annual New Tenure Track Faculty event at Shelbridge scheduled for that night will occur an hour later to allow those who wish to travel to see the eclipse to do so and also participate in the dinner event.

### **3.4 Report of completed action items from:**

#### **3.4.1 Academic Council – Dr. Bert Bach**

Dr. Bach reported on two significant presentations

1. Curriculog: The Academic Council received an overview of Curriculog (a new curriculum process system). Training is now taking place with the deans.
2. Performance funding variable report from Leigh Lewis to indicate how we are doing. Three subsequent presentations are planned and will address each variable of performance funding in which there are opportunities.

#### **3.4.2 Council of Chairs – Dr. Janna Scarborough**

Dr. Scarborough reported that the Council of Chairs met last week to plan its agenda for the year, which includes professional development of chairs and a retreat focused on community voice building. The group also met with Faculty Senate and Staff Senate to look for opportunities for collaboration.

#### **3.4.3 Information Technology Council – Dr. Karen King**

The inaugural meeting of the ITC took place August 3.

- Dr. King reported that two departments (Digital Media and the Natural History Museum) had requested for their respective websites not to be included in the migration to OU Campus; both requests were approved.
- The council approved a Digital Research Data Storage and Backup Policy that addresses research computing's data storage processes. The policy provides guidelines for data storage for researchers so they can appropriately store data, including HIPAA protected materials.

- The ITC Technical Subcommittee brought forward a policy for requiring health sciences students to have a mobile device lock code because the students have access to medical information. Starting with the students in the colleges of medicine and pharmacy, a lock code or pass code will now be required. Following an evaluation of the level of success of this initial rollout, the remaining health sciences students will also be required to have a code on their mobile devices. Dr. Bishop asked whether the lock code requirement will eventually broaden to include clinical psych and social work students. Dr. King confirmed that more comprehensive application would be the next step, but evaluation of effectiveness was needed first. She said HIPAA Compliance Officer Lindsey Daniel was quite adamant that implementation of the lock code requirement for all students having access to medical information needed to happen quickly, so the initial phase started with medical and pharmacy students. Dr. King said there is a concern, however, that students will opt not to receive their ETSU email on their phones instead of using a code, which could cause communication issues.
- Dr. King also reported on the adoption of NIST 800 security standards for the institution, noting the significance of having security standards in place to assure that appropriate standards are practiced with all data.
- The TAF voted to establish a new multimedia classroom at Kingsport Allendale and has partnered with the College of Arts and Sciences to locate a new computer lab within the Department of Art & Design.
- The group looked at PASTA policies (computer replacement program) and made a recommendation that the TAF obligation under PASTA be considered as having been met once computers are classified as surplus; obligations should not convey with the computers once they are properly processed for passing on to high schools.
- A new ETSU app is coming as well as a re-design of the ETSU homepage. ITS has been working with University Relations to re-do the homepage and is bringing in an outside collaborator to garner input from a fresh perspective.
- As of this summer, all of the Thin Clients are removed from campus.

#### **3.4.4 Research Council – Dr. William Duncan**

- Dr. Duncan reported that the Research Council reviewed and approved the Digital Storage and Backup Policy as referenced earlier in Dr. King's report.
- Also approved was the start-up funds proposal that includes some expectation of faculty/staff performance.
- Dr. Duncan also reported that a platform for crowd-funding is being tested.
- The group is also looking at RDC policies and procedures, which have not been reviewed and updated in over 10 years.

### **3.4.5 Faculty Senate – Dr. Susan Epps**

The Faculty Senate does not meet in the summer months. Its first meeting of the new academic year is August 22, Dr. Epps reported. She noted that she recently met with Dr. Scarborough (Council of Chairs) about Faculty Senate working collaboratively with chairs and had also met jointly with Dr. Noland and representatives of Staff Senate and SGA regarding cooperative efforts for campus-wide events.

### **3.4.6 Staff Senate – Ms. Stefanie Murphy**

Ms. Murphy reported on the passage of a constitutional amendment that clarified the elections and terms of those serving on Staff Senate, particularly those of the executive committee. She also said the position title of “president-elect” has been changed to “vice president” for clarity. New members were elected; however, no nomination had been received for the EEOC-60-Skilled Crafts category. Elections for the executive committee were being held today.

### **3.4.7 SGA – Ms. Keyana Miller**

Ms. Miller was not in attendance. No report.

### **3.4.8 Graduate and Professional Student Association – Mr. Michael Luchtan**

Mr. Luchtan said no meetings were held over the summer and noted that the first meeting is scheduled for the second week of September. Being new to the University Council, Mr. Luchtan asked for any advice or guidance on how best to work with the group, particularly on getting pay increases for GAs.

### **3.4.9 Facilities/Construction**

In the absence of Mr. Jeremy Ross, Dr. Noland reported that Mr. Ross and Dr. B.J. King were working through policy and process changes related to the FOCUS Act and were currently in Nashville presenting capital priorities to THEC. This presentation process is new, Dr. Noland said, and included deferred maintenance projects (ADA, life-safety, roofing, HVAC, etc.) as well as a request for razing the Campus Center Building and replacing it with a new Humanities Building. This is the first step in getting a new building project on the THEC list.

## **4. Action Items**

### **4.1 New Business**

#### **4.1.1 Revised Alcohol Policy – Mr. Ed Kelly**

Mr. Kelly [presented](#) the [Interim Alcohol Policy](#), noting that the TBR alcohol policy has been extremely restrictive. He said all six of the former TBR universities have explored this matter and share the goal of crafting institution-specific policies that reflect the distinctive needs of each campus. He reviewed the objective of the proposed policy for ETSU and emphasized that the university is not considering selling alcohol. Rather, the general policy will allow alcohol to be served and consumed only at approved campus locations. The policy does not change previously established restrictions

concerning students, although it does allow students of legal drinking age to partake in consuming alcohol at permitted events and locations. The President is allowed to make exceptions in that allowances can be made allowing the serving of alcohol in venues not already designated in the policy. The policy reinforces that no state funds can be used to buy alcohol under any circumstances.

Discussion ensued regarding the list of locations provided in the proposed interim policy, particularly the rather vague limitations noted for Thomas Stadium as well as the inclusion of the Alumni House and the Ward Room in light of pending repurposing of the latter space. Mr. Kelly explained that the immediate goal was for the University Council to implement the interim policy before the beginning of the upcoming school year. Soon thereafter would follow the ultimate goal of crafting a permanent policy that appropriately incorporates input logged during the 30-day opportunity for public comment and subsequently submitting the revised policy for review and approval by the Board of Trustees. Therefore, it was suggested that, with the exception of the Alumni House, site changes should be put forward via the public comment process.

Dr. Linville made a motion to approve the interim policy with the understanding that it goes out for a 30-day review and then reviewed again by the University Council at which time revisions could be made. Dr. Scarborough seconded the motion. The motion was voted on and passed unanimously.

In light of the spirit of implementing the interim policy and increased alumni involvement with ETSU, particularly with the return of on-campus football, Ms. Ritter moved for an immediate amendment to the Interim Alcohol Policy to add the Alumni House to the list of approved locations. Dr. Bach seconded the motion, and the ensuing vote resulted in unanimous approval.

Following the 30-day public comment period, the policy will return to the University Council. To facilitate that process, Ms. Cradic will prepare and submit to Dr. Hoff an introduction and the interim policy as approved and amended by University Council. As soon as possible upon receipt, Dr. Hoff will oversee posting the interim policy on the Public Comment website.

## **5. Announcements**

### **5.1 #ETSUFootprints campaign – Ms. Jennifer Clements and Mr. Joe Smith**

Mr. Smith reported that University Relations has spent the past several months on this campaign, determining the stories we want to tell. He pointed out that, to be successful, this campaign must be embraced and supported across the campus, not confined merely to an effort by University Relations alone. Ms. Clements presented via a [PowerPoint presentation](#), explaining that the brand promise of the university is to improve the lives of the people of Central Appalachia. With that in mind, the

campaign goals were created: Increase enrollment, cultivate donor relations, and infuse a sense of pride among the campus, the community, and beyond. To reach these goals, the campaign aims to tell the stories of the institution through the impact individuals affiliated with the university are making throughout the region and beyond. All stories use the term “toward” to describe the end goal of the individual, with ETSU being the firm foundation in all the stories. A [website](#) has been created to incorporate all the stories, and three “call to action” buttons—*Apply*, *Visit*, *Give*—are featured on each page. Marketing materials are being developed in line with the “Where will your footprints lead?” concept. Marketing is working with Admissions, Alumni, Financial Aid, and Housing to put their materials in line with the campaign as well.

University Relations’ marketing budget for the university is \$97,000. There is not a separate budget for this campaign, so the footprints theme is being infused into all of the current marketing efforts, including billboards, print ads, yearbook ads, and ESPN radio. At present, 52 percent of the marketing budget for the university is spent for online marketing including SEO, display, redirecting, etc. In addition, Marketing is collaborating with Admissions to do targeted efforts in areas where Admissions will be visiting. To help the campaign establish momentum, approximately 30 students were brought in to participate in the footprints campaign as student influencers. Meetings are taking place with both the Faculty and Staff senates, and the university’s Marketing Council has been brought in on the campaign with a goal of infusing all colleges’ and departments’ marketing activity with the footprints theme. Ms. Clements noted that without robust campus-wide support for this campaign, its overall potential for success will be thwarted from the start. She asked that college and department heads consider investing any surplus funds already earmarked for marketing into this footprints campaign and encouraged all to reach out to her to discuss.

### **5.2 Creative Services Update – Dr. Wilsie Bishop**

Dr. Bishop reported that the plan is a little behind schedule and acknowledged that the process has taken longer than expected. Focus groups are meeting this week, and beta testing for the website platform is underway. At the end of August, a communication plan will be developed, and soft starts for the Creative Services site will begin in October with a goal of being fully operational by January 1, 2018. Dr. Bishop said she met with Dr. McIntosh regarding her issues and asked Dr. McIntosh whether those issues had been addressed. Dr. McIntosh confirmed that, with persistence, her project had been completed satisfactorily and, having more projects pending, volunteered to test the new system.

### **5.3 Update on University Council Website – Ms. Mary Cradic**

Ms. Cradic reported that the site is not live yet, but work is underway behind the scenes to develop the structure. The site will be housed at [etsu.edu/universitycouncil](http://etsu.edu/universitycouncil) as its own website. She described the new site as simpler and more accessible than the Interim University Council subsite. In response to previous requests, Ms. Cradic showed members the drop down menus that had been created thus far that would



allow users to search for items based on date, topic, or presenter. She asked whether this structure would be useful and received affirmation that it would. Dr. Epps and Dr. Wykoff suggested pulling out a section for action items and questioned the amount of time it would take someone to create the drop downs for so many categories. Dr. McIntosh voiced her support for the “multiple ways of shopping.” The group agreed that Ms. Cradic should not incorporate the IUC materials, but rather start with University Council and simply archive the IUC materials and have a link available on the University Council site. It was determined Ms. Cradic should move forward with site development based on the presentation and today’s discussion thereof.

#### **5.4 Other**

None.

#### **6. Adjournment**

Seeing no other business, Dr. Bishop adjourned the meeting. The University Council will reconvene September 11.