University Council
January 14, 2019
President's Conference Room

1   Call to Order
      Dr. Wilsie Bishop called the meeting to order.

2   Roll Call
      Ms. Amanda Mowell called the roll. Those in attendance were: Dr. Bert Bach, Ms.
      Bridget Baird, Dr. Joseph Bidwell, Dr. Wilsie Bishop, Mr. Scott Carter, Dr. Cheri Clavier,
      Dr. Dennis Depew, Dr. William Duncan, Dr. Susan Epps, Dr. Mike Hoff, Dr. Jane Jones,
      Mr. Ed Kelly, Dr. B.J. King, Dr. Karen King, Dr. Claudia Kozinetz, Mr. Joseph Kusi, Dr.
      David Linville, Ms. Candy Massey, Ms. Stefanie Murphy, Dr. Brian Noland, Dr. Rick
      Osborn, Ms. Pamela Ritter, Dr. David Roane, Mr. Jeremy Ross, Dr. Joe Sherlin, Ms.
      Alicia Williams, Dr. Ramona Williams, Dr. Randy Wykoff

      Those absent were: Dr. Debbie Byrd, Dr. Bill Flora, Ms. Megha Gupta, Dr. Keith
      Johnson, Dr. Angela Lewis, Mr. Joe Smith

      Others in attendance: Dr. William Kirkwood, Dr. Kevin O'Donnell, Ms.
      Kathleen Moore, Ms. Amanda Mowell

3   Standing Items
      3.1 Approve minutes of October 8, 2018 meeting
      A motion to approve the October 8, 2018, minutes was seconded and unanimously
      approved.

      3.2 Review agenda
      Dr. Bishop noted that Dr. Kirkwood would provide a presentation on financial aid
      rule changes as part of the President's Report (Item 3.4) and the University Woods
      Proposal (Item 5.1) would move up the agenda due to Dr. O'Donnell's teaching
      obligations.

      3.3 President's Report
      Dr. Noland began his report by asking Dr. Kirkwood to explain the financial aid rule
      changes that will impact pre-program majors. Dr. Kirkwood said he is part of a
      workgroup led by Dr. Don Samples that has been charged with ensuring the
      university is prepared for a financial aid rule that goes into effect fall 2019.
      According to Dr. Kirkwood's presentation (attachment), the Department of
      Education counts credits taken in a student's program of study only when
      determining enrollment status. A program of study is defined as leading to a degree
      or an official undeclared status. Also, previously passed courses may be retaken one
      time only and still count toward federal financial aid enrollment status. Although a
      student who enrolls in 12 credit hours is considered fulltime, the new rules state that
      a student must be enrolled in a minimum of 12 credit hours in their program of study,
      or five hours for graduate students. Dr. Kirkwood said even if a student takes a

fulltime course load, if they are enrolled in courses not recognized in their program of study, they will not be recognized as fulltime for federal financial aid purposes. The number of pre-programs offered at ETSU is concerning, he said, because they do not directly lead to degrees and, therefore, do not meet the definition of a program of study. Because of these rules, there are number of issues to mitigate as students enroll for the fall 2019 semester. Beginning mid-summer, Financial Aid will begin using a new software program that merges information from Banner and Degree Works to review course loads to see if they are by definition part of programs of study. Current students begin registering for fall classes on April 4 and the first orientation occurs on April 27; therefore, advisors need to be prepared to help incoming students make the right course selections. Dr. Kirkwood noted that most students already take courses in their programs of study, so it is important not to be unduly alarmed, but we do need to make sure students do not experience unpleasant surprises or financial aid consequences that might lead them to leave ETSU.

Dr. Kirkwood announced that he and Dr. Joe Sherlin will co-chair a team that will begin implementing the plan brought forward by the workgroup led by Dr. Samples. He then shared some of the issues brought forward by the workgroup, the first being students in pre-programs for competitive admission majors are not eligible for federal financial aid. One example is pre-nursing students, who are not guaranteed admission into ETSU's Nursing Program; therefore, pre-nursing is not considered a program of study. Dr. Kirkwood outlined a similar issue in the College of Clinical and Rehabilitative Health Sciences because many students are admitted into majors such as radiography that accept a limited number into cohorts. Additional examples are pre-business and pre-education statuses, neither of which qualify as programs of study even though they are not related to competitive admission programs. Communication will be key, Dr. Kirkwood said, in making sure students know what courses to register for. Even if they are in a program of study, they must enroll in 12 hours within that program in order to be considered fulltime for federal financial aid. He called this an advising challenge and said it is important to be realistic about how many of these rules students will be able to understand and that many faculty advise students in their junior and senior years and may not receive a lot of training. Another issue is courses taken by students in a major or minor that they have yet to declare are generally not financial aid eligible. Dr. Kirkwood said this also applies to students who change majors or determine a minor in their senior year based on the number of courses they have taken in a particular subject. The next issue involves undeclared students who will no longer qualify for federal financial aid after earning 60 credit hours if a program of study is not established. Thankfully, Dr. Kirkwood said, the Advisement Resources Career Center (ARC) works to ensure students declare a major by the time they reach 60 credit hours. Another issue outlined was graduate credits in reading/research that exceed the number specified in the degree program are not eligible for federal financial aid, which Dr. Kirkwood said is an issue being looked at by the School of Graduate Studies. He added that as these new rules go into effect, students should still be encouraged to engage in academic exploration. Communication efforts, he said, should tell students to enroll 12 credit hours in their program of study, but beyond that, take any course, or repeat one if needed. Additionally, there are required courses, such as CSCI 1100, that will not count toward federal financial aid because it is not included in any program of study. Dr. Kirkwood said the new rules would not allow freshmen to take the ETSU First

Year Experience and Computer Science courses in the same semester.

To implement the plan, Dr. Kirkwood said pre-program options will be removed from the undergraduate admissions application, and students currently enrolled in those programs will need to elect to be moved into a recognized program of study. He reiterated the importance of careful messaging to avoid alarming students and parents.

Dr. Noland echoed the complexities of the CPOS rules and invited council members to ask questions before the implementation plan moves forward. Discussion ensued, and a more liberalized curriculum was suggested, which Kirkwood said would be difficult to achieve by fall 2019. In terms of the university's ability to push back on the rules, Dr. Kirkwood said he and others were incredulous, but now that the federal government has specified the regulations and how it will enforce them, it is clear that ETSU must comply. Dr. Noland agreed and stressed the importance of moving forward. Dr. Bert Bach then asked Kirkwood to explain options for the CSCI 1100 course. He said incorporating it into the general education curriculum would have consequences on programs of study and another possibility is to eliminate the requirement or make it a zero hour proficiency exam requirement, which would have major consequences on the Department of Computing. The best way to address this is not immediately apparent, he added, as many students who take the proficiency exam do not pass it. Kirkwood ended his presentation by reiterating the good that will come as technology requirements, course availability, and pre-programs are reviewed.

In his report, Dr. Noland spoke about the search for a permanent dean for Quillen College of Medicine. Dr. William Block has been serving as interim dean for about six months, and the process of solidifying permanent leadership for the college is moving forward. Dr. Noland said he has been impressed by Dr. Block's clinical perspective and the level of rapport he has developed with Ballad Health and the VA. With the support of chairs and associate deans, he said a deliberate process toward naming Dr. Block dean has begun. Once meetings with groups such as faculty leaders, students and residents, and an open forum with Dr. Block are complete, the selection process will likely come to a close, he said.

Next, Dr. Noland discussed budgets. Each administrative unit has held its initial budget hearing with the Budget Advisory Committee, and the second round of hearings are ongoing and are open to the campus. Dr. Noland said the budget will move forward to the Board of Trustees for approval in April; however, timing issues regarding the Tennessee General Assembly may cause the timeline to shift. A major theme that has emerged is fee simplification so that students can get a better idea of how much it will cost to come to ETSU. In terms of overall fee increases, Dr. Noland said a cap of 2.5 percent has been set by the Tennessee Higher Education Commission (THEC). The new financial aid rules, he added, is also tied to budgets, and he reiterated the "15 to finish" initiative. Dr. Noland said he anticipates a strong state budget and predicts it will be a good year for higher education. He also said spring enrollment numbers are solid.

Dr. Noland then announced that a new volleyball coach had been hired and

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congratulated Drs. Joe Bidwell and Janna L. Scarborough for being named Presidential Fellows for the spring semester.

He then outlined several events taking place on campus in the coming weeks to commemorate Martin Luther King, Jr. Day as well as the inaugural Festival of Ideas.

Next, Dr. Noland reflected upon the loss of Dr. Chris Dula and his commitment to the university and its mission, and expressed his hope that others will be encouraged to give back.

Lastly, Dr. Noland noted that construction on campus will continue this semester, and new projects such as Lamb Hall will move forward. Other items mentioned were fraternities being relocated to campus and the post-merger landscape with Ballad Health.

3.4 Call for Voluntary Reports of UC

Dr. Bert Bach said a proposal to discontinue academic audits was approved at the last Academic Council meeting.

Dr. Susan Epps reported that Faculty Senate and Staff Senate are working together to create a code of conduct and ethics.

Candy Massey said Staff Senate raised $4,934 during its food drive and was able to donate 244 Thanksgiving baskets. The Staff Appreciation Picnic will be held May 10.

Joseph Kusi reported that the Graduate and Professional Student Association assisted with the Three Minute Thesis competition last semester. He said more than 15 students who received funding presented their work and that Alicia Williams has been selected as the alternate representative to the University Council from the Graduate and Professional Student Association.

Dr. Karen King reported that Information Technology is continuing to move through implementation of two-factor authentication for Office 365 accounts and she expects all employees will be converted by the end of January. Once everyone is converted, she said there will no longer be a 90-day requirement to change passwords, but they must be 12 characters long.

Mr. Jeremy Ross said major projects remain on time, master planning will begin later this year, and decisions on finishings and equipment for major projects are ongoing.

4   Action Items
    4.1 Old Business
    No old business was brought before University Council.

    4.2 New Business
        4.2.1. At Risk Pay Policy
            Dr. Wykoff said the At Risk Pay Policy (attachment) is not new, and the

revisions were open to public comment last year. He said the purpose is to correct a misunderstanding regarding at-risk or soft components written into faculty salaries that, if lost, would never be returned. The College of Public Health and College of Medicine use this policy and wanted to correct it, Wykoff added. Dr. Bach brought a motion forward to approve the policy. It was unanimously approved by University Council.

4.2.2. Structure for the Budget and Strategic Planning Committee
Dr. B.J. King presented the purpose, charge, and membership of the Budget and Strategic Planning Committee (attachment). To provide some background, she said the Budget Advisory Committee, which morphed into the Budget and Strategic Committee, was formed a few years ago upon the implementation of the new decentralized budget model. Under the university's governance structure, Dr. King said the committee is supposed to operate as a sub-council of University Council, but until now, has not formally written a statement of purpose and charge to ensure the quality and effectiveness of the group. The purpose of the committee, she added, is to advise the President, who chairs the committee, on the budget process and align budget requests with the university's strategic plan. It is also responsible for maintaining a calendar for the budget process and reporting the implementation of the budget and strategic plan progress to University Council. Dr. Bishop reminded the council that currently there are two sub-councils – the Budget and Strategic Planning Committee and Quality and the Effectiveness Committee.

Dialogue commenced about committee membership and representation of service and support areas within the university. Dr. King said committee membership has grown from four to eight members and clarified that the group receives input from every administrative unit whose voices are heard during budget presentations. Dr. Bishop said the committee will provide a report at the next University Council meeting for the first time and will likely function differently than it did a year ago as the Budget Advisory Committee.

Additional discussion centered on funding requests made by revenue centers. Dr. King said requests from self-funded entities will go through a prioritization process. Dr. Noland explained that budget requests made by revenue centers helps the Budget Advisory Committee and ultimately University Council, know what their priorities are when they receive new revenue. The nearly $500,000 available this year, he said, is not actually new money because it has to cover scholarship increases and utility increases for two additional buildings, the Millennium Center and the new Martin Center for the Arts. Dr. Noland explained that any new spending by a college would come from enrollment growth and colleges that have grown will have the opportunity to make investments in programs by maintaining 70 percent of their revenue. He encouraged the creation of new programs that do not move students from one college to another, but bring in new students. Dr. Noland said enrollment growth is essential because without any new funds, money will continue to move around from one place to another. Dr. Wykoff echoed the importance of the budget process being tied to the strategic plan and the importance of aligning it to the model. Dr. Hoff said bringing the purpose and charge for the

Budget and Strategic Planning Committee to University Council is a next step in the evolution of the new budget process.

Upon returning to the previous discussion about committee membership, Dr. King stated that the two business managers appointed to the committee do not have a set term limit. When asked why Dr. Noland would chair a committee meant to advise him, Dr. Bishop pointed out that Dr. Noland chairs the University Council, but she presides, as Dr. King will, for the Budget and Strategic Planning Committee. It was also asked if deans need to be represented on the committee, which Dr. Wykoff said is less of a necessity because of the 70/30 split in the decentralized budget model.

Moving forward, Dr. Bishop requested continued discussion on membership and process and asked for the creation of a flow chart, to be presented at the February University Council meeting, which illustrates the budget process and shows who has input throughout the process. She said it will help distinguish what the committee does from the actual budget process. In regards to the budget process, Dr. King said last year, $10 million in requests came from Vice Presidents, $5 million of that went to the Budget Advisory Committee and $1 million was funded. Seeing what priorities there are aids in the implementation of the strategic plan, Dr. Bishop added.

With the unanimous agreement of the Council, Dr. Bishop requested that the structure for the Budget and Strategic Planning Committee be discussed again at the February University Council meeting.

5   Information Items/Presentations
    5.1 University Woods Proposal

Dr. Kevin O'Donnell, joined by Kathleen Moore, provided a presentation on the proposal to protect University Woods (attachment). Dr. O'Donnell said an ad hoc committee formed in May 2018 to develop a proposal for protecting the 30-acre tract of land south of the railroad bypass. Along the ridgetop there are more than two dozen trees over 200 years old. Joan Maloof, founder of the Old-Growth Forest Network, visited campus last year, and, during her assessment of University Woods, she identified a tulip poplar more than 300 years old. As Dr. O'Donnell indicated in photographs, University Woods is isolated because of the railroad, but the ridgeline provides a backdrop to campus. He also noted the aesthetic value of having a wild Appalachian forest and six miles of trails on the edge of campus. Included in the proposal to protect University Woods is a memorandum of agreement between ETSU and the Old-Growth Forest Network, a statement in ETSU's master plan, and a dedication ceremony. Following conversation about the proposal, Dr. O'Donnell said many classes and groups use University Woods and the gazebo. Moore said maintenance of University Woods is primarily taken care of by Facilities Management, and Campus Recreation maintains the trails. The agreement would designate University Woods as a community forest within the Old-Growth Forest Network. Holding the dedication ceremony on Earth Day was considered. Dr. O'Donnell said Joan Maloof will likely attend the event on behalf of the Old-Growth Forest Network.

Dr. Susan Epps made a motion to endorse the proposal, and Stefanie Murphy seconded. Endorsement of the proposal was unanimously approved.

5.2 Update on Strategic Plan

In November, Dr. Mike Hoff presented the strategic plan KPIs and the Board of Trustees was provided with the KPIs that would be used to create a university-level dashboard. He said this presentation ([attachment](#)) would show what that looks like and provide an opportunity for feedback. The KPIs and peer groups were based on the work by RPK consultants and the Carnegie classification by looking at finances, enrollment, student success, faculty distribution, and cost as a way to develop a peer group. He named two types of peer groups – aspiration and traditional – and said the measurable gap between current performance and potential performance is where strategy has the ability to change an institution. Dr. Hoff provided an overview of the KPIs currently on the dashboard and said engagements, such as measuring participation in events using card swipes, could be considered. He plans to use HERD (Higher Education Research Data) to break down research expenditures and revenue by research type to give context to the Board of Trustees' discussions about research.

Dr. Hoff said the implementation of academic performance solutions will help college and departments better understand student and academic program performance. The implementation of the CRM has had some road bumps along the way but is still on course and signals a much bigger change than implementing new software; it is a new way of doing business and interacting with one another, he said. Another feature to be explored is student communication through campus activities. Positive performing KPIs such as applications, ACT scores, and graduate and out-of-state enrollment, are moving the needle in the right direction. Dr. Hoff said people are not leaving this area even though it is not experiencing growth because of the education and services provided by ETSU. He stated that the university is writing its future now and does not have to carry over what has happened in the last 10, 15 or 20 years. All that matters is the last three years and the next three years, which can be predicted if the right things are being measured the right way.

6 Focused Discussion – Dr. Bishop moderating
6.1 KPIs

Dr. Mike Hoff asked if the current peer group needs to be adjusted and if the number of schools should decrease as there are currently 19 but 13 is the norm. He said due to the Carnegie Foundation change in classifications, ETSU is now has an R2 research ranking, and six of the institutions in the current peer group are not R2. Dr. Wykoff suggested adding non-traditional or working/professional students to the dashboard as potential growth areas.

Next, Dr. Hoff asked if ETSU is benefitting from the KPIs and peer group that have been selected. Dr. David Linville said the first time he saw the dashboard was in November, so it may be too soon to know if it is helpful or not. Dr. Wykoff said a dashboard is needed, and what people do with it is what becomes most important. He

is not sure what benefit the university has in selecting peer groups because ETSU is so diverse. Dr. Hoff said the idea is to take the KPIs and build foundational data. He views the peer groups as a way to check and know where to push next.

Dr. Joe Bidwell asked if he were a faculty member in humanities not generating large amounts of grant money but still producing creative activities and performances, how would he know that his contributions are making any difference based on the dashboard? Dr. Hoff said it matters, but, at this time, data are not being collected in a way that would show it is making an impact. However, a company called Watermark will present digital measurement capabilities at the next Academic Council Meeting, which would make service and research more trackable. Dr. Noland said the dashboard is powerful because it provides a predictable set of information points that will be reported to the Board of Trustees monthly. It puts the KPIs the Board has determined align with the strategic plan, along with the things they want to pay attention to, in one place. Dr. Noland said many have called for transparency and the ability to see the data, and, while it does not capture everything, the dashboard shows very valuable data. In terms of the peer group, Dr. Noland said it is important to have intentional conversations about a list of peers that was developed six years ago. He said that while we compare ourselves to institutions in state, they have different missions than ETSU, and the peer group encapsulates institutions with similar missions and academic programs.

Dr. Bishop closed the discussion and said it would be continued at the next meeting.

7   Announcements
    There were no announcements.

8   Adjournment
    The meeting was adjourned.