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7-13-2020

### 2020 July 13 - University Council Agenda and Minutes

University Council, East Tennessee State University

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**AGENDA**  
**University Council**  
Monday, July 13, 2020  
Meeting Conducted Via Zoom  
8:30 a.m. – 11:00 a.m.

1. Call to Order
2. Roll Call
3. Standing Items
  - 3.1. Approve minutes of the June 8, 2020 meeting (*attachment*)
  - 3.2. Review agenda
  - 3.3. Call for Voluntary Reports of UC-Essential Action Items from Governance Organizations
4. President's Report
  - 4.1. COVID-19 Response Update
  - 4.2. ETSU Future Operations Workgroup (with Dr. Linville)
  - 4.3. Facilities Operations Related to Return to Campus (with Mr. Ross)
  - 4.4. ETSU Strategic Options Workgroup (with Dr. Hoff and Mr. Ross)
  - 4.5. University Budget Status and Discussion
5. Action Items
  - 5.1. Old Business
  - 5.2. New Business
6. Information Items/Presentations
  - 6.1. SGA Resolution SSR-19-013 Encourage Faculty to Use D2L for Quizzes and Tests Instead of Digital Product and Services -- Dean Atkins
  - 6.2. Altered Schedule – Dr. Bishop
  - 6.3. Enrollment Update – Dr. Mayhew
  - 6.4. Adjustments to Scholarship Work Requirements for APS Awards for AY20-21
7. Announcements
8. Adjournment

**University Council**  
**July 13, 2020**  
**Meeting conducted via Zoom**

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: Ms. Bridget Baird, Dr. Joseph Bidwell, Dr. Wilsie Bishop, Dr. Bill Block, Ms. Lisa Booher, Dr. Myra Carew, Mr. Scott Carter, Dr. Cheri Clavier, Dr. William Duncan, Dr. Susan Epps, Ms. Kayla Frank, Dr. Mark Fulks, Dr. Adam Green, Mr. Stephen Hendrix, Dr. Mike Hoff, Dr. Keith Johnson, Dr. Karin Keith, Dr. Chris Keller, Dr. B.J. King, Dr. Karen King, Ms. Candy Massey, Dr. Sam Mayhew, Dr. Wendy Nehring, Dr. Brian Noland, Mr. Shivam Patel, Ms. Pamela Ritter, Mr. Jeremy Ross, Dr. Don Samples, Dr. Janna Scarborough, Dr. Joe Sherlin, Mr. Joe Smith, Dr. Jeff Snodgrass, Ms. Alicia Williams

Others in attendance: Mr. David Adkins, Dr. James Batchelder, Ms. Mary Cradic, Dr. Tom Donohoe, Ms. Lori Erickson, Dr. Amy Johnson, Ms. Myra Jones, Dr. David Linville, Dr. Fred Mackara, Ms. Amanda Mowell, Dr. Kason O'Neil, Ms. Margaret Pate

3. Standing Items

3.1 Approve minutes from June 8, 2020 meeting

A motion by Dr. Don Samples to approve the minutes was seconded by Dr. Janna Scarborough, and the minutes were unanimously approved.

3.2 Review agenda

No changes were made to the agenda as presented.

3.3 Voluntary Reports of UC-Essential Action Items from Governance Organizations

Dr. Joe Bidwell (Council of Chairs) welcomed new members Dr. Myra Carew (Nursing) and Dr. Jeff Snodgrass (Clinical and Rehabilitative Health Sciences) and thanked Dr. Claudia Kozinetz and Dr. David Roane for their service.

Mr. Stephen Hendrix noted that Faculty Senate has been engaged in discussions related to budget and promotion. Dr. Noland will attend an upcoming discussion.

Ms. Candy Massey said Staff Senate presented the Distinguished Staff Awards to recipients in an outdoor ceremony. Nominations are being accepted for Outstanding Staff Senator.

Dr. Karen King (Information Technology Council) reported that phone service was interrupted the previous week, but the issue has been resolved. Anyone still experiencing phone issues should reach out to the Help Desk.

Dr. William Duncan noted that face-to-face IRB studies suspended because of

COVID-19 can now resume upon a formal review of safety plans. This process is running smoothly. He anticipates issues when faculty want to return to schools but said that will be addressed when the time is right. Mountain States will move to a Ballard Health IRB within the next month, which he does not believe will greatly impact ETSU.

Mr. Shivam Patel had no updates to report for Student Government Association.

Dr. Bishop did not have a report from Academic Council.

Dr. Scott Carter thanked those who have helped Athletics prepare to bring students athletes back to campus.

#### 4. President's Report

##### 4.1 COVID-19 Response Update

Dr. Noland walked through preparations for the return of students to campus for the fall semester. The Board of Trustees will hold a called meeting July 17 and will receive an overview of reopening plans and protocols across each major division of the university, as well as revised budget strategies.

Everyone is actively engaged in preparations for the fall semester that maximizes the safety, health, and well-being of our students, faculty, and staff. Preparations range from the reorientation of classes to promote physical distancing to table top and training exercises. THEC and TEMA officials recently led ETSU in a tabletop exercise outlining scenarios that higher education could face this fall.

The opening of University School has been delayed to Aug. 3. A graduation ceremony was held recently at Greene Stadium and was a good exercise in practicing physical distancing, Dr. Noland said.

ETSU is entering uncharted waters that change rapidly, he noted. A month ago, preparations were underway for major budget reductions, but the landscape changed quickly, and higher education is being held harmless for now. The COVID-19 outbreak looks much different than it did in June. In terms of Athletics, the Council of Presidents for the Southern Conference will continue discussions about fall schedules at its next meeting on July 30.

Like many other institutions, ETSU is going through cycles of activity, the first being budget, Dr. Noland said. COVID-19 has caused many other schools across the country to enforce mass furloughs and significant budget reductions. Almost every entity across the state is taking a budget cut, but Tennessee higher education was held harmless from budget reductions. Dr. Noland said he is thankful to be in the current situation that provides the opportunity for a prudent and responsible approach to budget management. This fall will look different than any fall in recent history, he noted. The look and feel will be different; however, the mission remains unchanged as does our commitment to faculty research.

##### 4.2 ETSU Future Operations Workgroup

Dr. David Linville explained that the Future Operations Workgroup recommendations have provided a framework that gives each unit the opportunity to

address the best way to resume operations. One of the strengths of the report, he noted, is that it provides direction for those making these decisions. Department chairs are working diligently to determine how to provide instruction in this unique environment. Athletics and Student Life and Enrollment have each invested significant work into their own operation plans. He reminded everyone that the intent of the report is to provide a flexible document that is meant to be revised as things change.

#### 4.3 Facilities Operations Related to Return to Campus

Mr. Jeremy Ross said his team is working on the operational response and will work with a medical team being formed by Dr. Bill Block. Much of the work is assisting with COVID-19 testing and contact tracing. He said so far there have been 10 confirmed cases with another 17 individuals in isolation. The Washington County Health Department has indicated it will need ETSU to assist with contact tracing.

Mr. Ross said Facilities Management is addressing plexiglass requests for offices across campus, and he believes many of the 157 requests can be completed by the start of the fall semester. An HVAC project is underway at University School as well as work to find space that allows physical distancing for students.

Policy and procedure work is ongoing, and classroom capacity information was provided to the Academic Liaisons. There have been approximately 20 requests for additional capacity in learning spaces.

Disinfecting equipment, including e-misters, have been purchased, and contracts with outside companies have been established, Mr. Ross noted.

Capital requests are due Aug. 3, and Mr. Ross said the Humanities Building will be submitted again as a top priority. COVID-19 grant proposals through the state are also due soon.

Mr. Ross showed a photo of construction progress in the Martin Center lobby. Seats are set to arrive soon. Construction documents for the Lamb Hall renovation project are expected to be completed by the end of year, with construction beginning May 2021 and lasting about 18 months.

The fifth phase of the Culp Center renovation is underway, which includes the creation of an outdoor boulevard by leveraging an existing water maintenance project and a major donation, and should be completed by the end of the year.

Mr. Ross then clarified that positive COVID-19 cases included other branch locations and not just main campus in Johnson City. Facilities is working through preparations for the fall by reviewing and reducing occupancy in every classroom and outlining proper physical distancing in those spaces.

Dr. Bidwell then asked a question on behalf of the Council of Chairs regarding the current stage of operations and if the university will enter stage three at the beginning of the fall semester. Dr. Noland said the soft opening of offices this summer is not altogether out of line with what is structured in the plan. The majority of buildings have very limited occupancy, and staff are providing rotational coverage. As we

move into the fall semester, the case count may require a review of operational stages. Although many administrative offices are open, the CPA remains closed, and buildings have limited access, so ETSU is not in stage 3. Dr. Linville added that stage 2 offers flexibility with remote work, which is the current environment. He feels confident that ETSU is following the Strategic Operations Workgroup plan. The next challenge is how to make decisions if parameters, such as the number of cases, change. Guidance from the medical team will be very helpful moving forward, Dr. Linville said.

Dr. Noland added that efforts are underway to acquire PPE, including 20,000 masks that will be distributed to students, and COVID-19 tests will be available.

Mr. Ross said positive test results are being reported to Facilities; Mark Gee is the first point of contact and is working with the Health Department on documentation. He will be working with the medical team as well.

#### 4.4. ETSU Strategic Options Workgroup

Dr. Noland said the Strategic Options Workgroup has met weekly to prepare multiple budget scenarios in response to a series of factors – first to remove 12% from state appropriations; second, to prepare for a very fluid enrollment landscape with a projected decrease of 500 students; and third, consider elements of the university budget that would require adjustments as we move into the start of the fall semester. The final report will outline a number of scenarios and a path forward for the institution to begin navigating the budget landscape.

Dr. Hoff began his presentation ([attached](#)) by outlining the charge of the Strategic Options Workgroup, which identified targets and reviewed cost containment strategies. On June 3, the workgroup asked units to identify their tactics to cut budgets by 12%. Knowing that committed action was needed, the Voluntary Retirement Incentive Program was implemented. As the workgroup prepared to analyze the targeted budget reductions for each unit, Gov. Lee announced that higher education would be held harmless. Since then, the enrollment projection for fall has been readjusted, and we have more time to prioritize budget tactics, Dr. Hoff said. The workgroup's overall purpose was to save as many salaries as possible and avoid furloughs.

The workgroup worked under the assumptions that administrative units would take a 1% higher reduction (TAF funding not included) and that the university remains committed to holding tuition flat.

The workgroup developed three budget scenarios. The total impact is nearly \$8.3 million and includes:

- Enrollment projections (down 500 students)
- Other Post-Employment Benefits (OPEB)
- Tenure and promotion adjustments
- College of Arts and Sciences budget deficit
- Removal of salary enhancements
- Implementation of phased approach to reopening

The workgroup recommends implementation of budget scenario 2, which directs

administrative units to take a 5.3% reduction and academic units to take a 4.3% reduction.

Dr. Hoff applauded the cost savings measures already in place such as travel and hiring restrictions. The Voluntary Retirement Incentive Program will likely reach its target of 75 staff and will open to faculty Aug. 15. There will be no distribution of new revenue to the budget model unless fall enrollment is greater than 2019. Any revenue generated from above the projected enrollment decrease (-500) would be placed in a central COVID-19 contingency fund (slide 10).

Recommended cost containment strategies are in no way meant to create a reduction in overall quality, Dr. Hoff explained. At the college level, the workgroup recommends hiring restrictions and limiting travel funds, new stipend requests, and temporary positions without a large scale loss to instructional support. These are intended to be tools, not mandates, he said.

Budget Scenario 3 is based on enrollment down 750 students. If that happens, units will implement the reductions they identified in early June. Dr. Hoff encouraged everyone to continue a mission-focused approach to selecting budget reductions.

Budget Scenario 4 is dramatic and would include implementing a furlough plan and compensation reductions.

The Committee for 125 developed a shared vision, and this fall will be a time to refocus and talk about the future of ETSU, Dr. Hoff said.

Dr. Hoff confirmed that the workgroup was recommending implementation of budget scenario 2, but units could consider more or less aggressive tactics. A mid-year impoundment would automatically put the university in scenario 3. If the university “shuts down” in August as it did in March, Dr. Hoff said scenario 3 would be a reality.

#### 4.5 University Budget Status Discussion

Dr. Noland said he will record a budget presentation video to distribute to campus explaining the scenarios. He will walk through the same presentation at the Board of Trustees meeting and recommend implementation of scenario 2.

Campus is moving through three cycles:

1. Budget
2. Reopening
3. Meeting expectations for fall semester

Dr. Noland said it is time to move forward and focus on positively impacting enrollment numbers – retention of current students and attracting incoming students to register. He expects many questions about face masks and said ETSU will require all faculty and staff to wear masks and protective equipment. Policies are being developed. He asked for patience as circumstances are rapidly changing.

## 5. Action Items

### 5.1 Old Business

No old business was brought before the University Council for consideration.

## 5.2 New Business

No new business was brought before the University Council for consideration.

## 6. Information Items/Presentations

### 6.1 SGA Resolution SSR-19-013 Encourage Faculty to Use D2L for Quizzes and Tests Instead of Digital Product and Services

During the 2018-19 academic year, the SGA approved a resolution ([attached](#)) to encourage faculty to use D2L for quizzes and tests instead of third-party digital products and services, Dr. Bishop explained. The resolution was referred to Academic Council for further discussion, and it was determined that the resolution was multifaceted and impacted a number of stakeholders. There was significant concern about adding costs for students already paying tuition and fees. A group was formed to study this issue, gather feedback from stakeholders, and bring the information back to Academic Council. The report, which includes a number of recommendations, was completed just before the COVID-19 pandemic hit, Dr. Bishop added. There are no policy changes being presented at this point. This is an opportunity for UC to hear what has been learned and to get feedback, Dr. Bishop said. Academic Council will be responsible for taking future actions.

In his presentation, Mr. David Adkins said the initial focus of the workgroup was on third-party online learning environments and D2L duplicates that students see as “hidden costs.” Students are asking for more transparency and want to know the cost before enrolling in classes.

After reaching out to faculty, Mr. Adkins discovered that faculty use different platforms and tools they find very valuable. Faculty also support controlling costs and improving transparency.

There are already some responses underway:

- Cost of Books Policy says ETSU will adopt practices to minimize the cost of textbooks
- ETSU Bookstore can share resources needed for a class, even if they are not offered by the bookstore (Information can be pushed out to Banner)
- More detailed cost estimates offered by Bursar and Financial Aid
- Syllabi bank

Currently, no university-level oversight (privacy, liability) for faculty-selected materials exists, Mr. Adkins stated. He offered several recommendations:

1. Use ETSU Bookstore discovery textbook adoption center to relay instructional material information to Banner
2. Support, promote, and expand syllabi bank
3. Workflow to capture textbook costs to make data available in Banner
4. Incorporate textbook costs into cost calculator

University Counsel could vet course material subscription agreements to provide oversight of liability and privacy, and maintain a list of approved vendors, Mr. Akins said.



Efforts to support affordability include:

1. Open education resources – ETSU program expanding this year
2. Leverage library licenses
3. Explore incorporating costs of instructional materials into course fees
4. Raise faculty awareness of instructional material costs and transparency
5. Participate in THEC affordability task force

Mr. Adkins said an academic and administrative home is needed to support reporting and decision-making.

Mr. Shivam Patel complimented the report and asked if third-party learning tools would be incorporated into course fees, as it is frustrating for students to learn about additional costs above tuition and fees. Mr. Adkins explained that these would be college and department-level decisions and some are already doing so.

Dr. Bill Flora provided an update on the Syllabi Bank. He said departments are being asked to provide syllabi voluntarily, and those received are being transferred into a standard format and will be uploaded to Banner. It will likely not be available this fall, he added, but is moving forward, and students will get a more representative picture of the last time the class was taught.

Mr. Adkins said he is willing to present the report to other colleges and departments for discussion. He is scheduling a time to present to Faculty Senate.

Dr. Bidwell reiterated that an important next step is to share course material information with the ETSU Bookstore. He encouraged others to “get the word out” now. Dr. Janna Scarborough suggested simplifying the process by creating a template.

Mr. Adkins said quite a few elements are already underway. He is also working with Dr. Amy Johnson for implementation into faculty development training. He also recommended making textbook affordability and transparency a standing topic for Academic Council to keep things moving.

Dr. Amy Johnson suggested that policy work is needed around third-party vendors. It would also be helpful if students could predict if they would need products for more than one semester so they could buy an extended license.

Dr. Flora added that some faculty have expressed concerned about public access to syllabi. They will be connected to courses in Banner and will require students to log in to view.

Dr. Bishop said this issue is being taken seriously, and the university is making progress and would have been a little further along if not for COVID-19. She is hopeful that the correct decisions and actions will be put into place.

## 6.2 Altered Schedule

Dr. Bishop recalled the previous discussion in June of the proposed altered schedule for fall. The changes have been accepted, published, and will be presented to the

Board of Trustees. Start and end dates remain the same, and the exam schedule will be maintained with the use of remote technology. The two days of fall break will be moved to the beginning of the week of Thanksgiving. Twelve-month employees will get Labor and Veteran's Day holidays the week of Thanksgiving; therefore, the university will be closed the entire week of Thanksgiving. Students will have more instruction days, and the weeklong break and remote finish to the semester will reduce the potential of COVID-19 being reintroduced after students go home for Thanksgiving break. The Board of Trustees will officially approve the altered schedule.

### 6.3 Enrollment update

Dr. Mayhew provided a presentation on current enrollment status for fall ([attached](#)). Currently, total enrollment is down 3%. There are fluctuations in how new students are registering because they are not coming to campus for traditional orientation programs, Dr. Mayhew explained. Transfer students are slightly up compared to last year, and returning students with less than 60 credit hours are down by 250. There are also many unknowns related to international student enrollment and financial challenges facing students and their families.

Dr. Mayhew said we still have time to impact fall enrollment – specifically online enrollment and dual enrollment. Work is underway with high school principals and superintendents to assist high schools with online options.

Campus tours have resumed, and 90 tours are scheduled through Aug. 14; a third of participants are considering ETSU for fall, and the majority are considering ETSU for fall 2021. Tours are modified with small groups and physical distancing. Dr. Mayhew said on- and off-campus recruiting events will be modified.

Promise Plus launched in January with a goal to enroll 100 students; 150 are currently enrolled for the inaugural program.

Housing and Residence Life is currently at 85% occupancy for fall 2020 with more private rooms compared to last year. There are some cancellations, Dr. Mayhew noted, as more students are concerned about rising cases of COVID-19. How courses are adjusted will likely also make an impact on occupancy rates. Summer Bridge Program participants will move in this month, and staggered move-ins will be scheduled through the beginning of the fall semester.

Applications increased April-June, including transfer applications, which is an opportunity to impact fall enrollment. How we communicate with new applicants is very important, Dr. Mayhew explained. Once freshman and transfer students complete applications, they are contacted three times within the first three to four days of applying. Each student receives a text message within 24 hours, and they receive both an email and phone call thereafter. Dr. Mayhew said the goal is not to sign up for New Student Orientation, but registration for fall 2020 courses. Advisors are very busy working virtually with new and returning students who have not registered. About 82% of those registered for orientation in May and June are now registered for courses, leaving about 350 students who have not registered.

Dr. Mayhew said there are currently around 1,100 returning students on the non-

registered list, and text messaging outreach efforts will begin soon.

Dr. Bishop noted that deans have been working to make sure course formats are clearly identified. Proposed recommendations are *on-ground required*, *online with on-ground option*, and *online*. Clear terminology will help us label courses and will help with recruiting, she said. Dr. Donohoe will get the course information from deans to update in Banner.

Drs. Hoff and Mayhew have been working on a student survey that will gather information about students' perceptions of returning to campus. Dr. Hoff is also working on a faculty survey and asked for suggestions.

#### 6.4 Adjustments to Scholarship Work Requirements

Dr. Mayhew also provided an update for APS service requirements for the 2020-21 academic year ([attachment](#)). Due to physical distancing requirements departments and offices will likely need to reduce the number of students scheduled at a given time, and, with the adjustments to the academic calendar, we anticipate some students will not return to campus after Thanksgiving, which leaves students fewer weeks to complete their service hours. The following adjustments will be implemented for APS recipients:

- Service hour requirement decreases from 75 to 60 hours
- Eliminate service requirement for Presidential APS students
- Eliminate service requirement for students with 90+ credit hours

These changes are for the 2020-21 academic year only. Dr. Mayhew recognized that some offices rely heavily on APS students, and Financial Aid will be communicating with those offices to adjust allocations. Financial Aid will also communicate directly with students who will not be required to complete service hours as well as those who will work reduced hours.

#### 7 Announcements

Dr. Bishop announced that Faculty Convocation will be held virtually on Friday, Aug. 21. More details to follow.

#### 8 Adjournment

The meeting adjourned at 10:57 a.m.

# APS Service Requirement for 2020-21

Concerns:

Physical distancing requirements; reduce number of students scheduled  
Many students will not return to campus after Thanksgiving; fewer weeks to complete hours

Multiple departments/offices depend on APS student to provide services to students

## **APS service hour requirement changes for academic year 2020-21**

Reduce the service hour requirement to 60 hours (from 75) for the 2020-21 academic year

Eliminate the service requirement for Presidential APS students for the 2020-21 academic year

Eliminate the service requirement for students who have 90.0+ earned credit hours for the 2020-21 academic year

Provides student support for offices, departments, and services.

Provides physical distancing, allows offices to spread around hours so students are not in the office at the same time. Students can complete 60 required hours prior to Thanksgiving break.



# Enrollment Update

## July 2020



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# Enrollment Comparison

## ETSU Enrollment Head Count and Full Time Equivalent Reporting(FTE)

Fall 2020

Snapshot as of: 07/10/2020

Compared to: 07/12/2019, 07/13/2018, 07/14/2017

Source: Registrar's Office

Enrollment Level	Fall 2020	Fall 2019	Fall 2018	Fall 2017	2019 Change	2019 % Change	2018 Change	2018 % Change	2017 Change	2017 % Change
<i>Headcounts</i>										
UnderGraduate	9,277	9,701	9,920	10,067	-424	-4.37%	-643	-6.48%	-790	-7.85%
Graduate	1,766	1,673	1,840	1,753	93	5.56%	-74	-4.02%	13	0.74%
Total	11,043	11,374	11,760	11,820	-331	-2.91%	-717	-6.10%	-777	-6.57%
<i>FTE's</i>										
UnderGraduate	8,456.73	8,836.93	9,099.80	9,204.93	-80.20	-4.30%	-643.07	-7.07%	-748.20	-8.13%
Graduate	1,227.33	1,154.92	1,293.42	1,208.50	72.41	6.27%	-66.09	-5.11%	18.83	1.56%
Total	9,684.06	9,991.85	10,393.22	10,413.43	-307.79	-3.08%	-709.16	-6.82%	-729.37	-7.00%



- Undergraduate Admissions
  - Tours
  - Future recruitment events
- ETSU Promise Plus
  - 150 students
- Housing and Residence Life
  - 85% occupancy; 124 to confirm
  - 90 private; cancelations this week
  - 100 residents moved in



# First Time Freshman Data

Year	March	April	May	June	July
2020	171	155	113	84	-
2019	221	139	84	41	48
2018	228	189	102	44	78
2017	302	135	86	59	65

- Submitted applications by month





# Transfer Data

Year	March	April	May	June	July
2020	317	223	353	219	-
2019	256	271	306	170	169
2018	223	239	249	177	189
2017	258	242	225	175	199

- Submitted applications by month



# New Student Orientation

	2017	2018	2019	2020
BIO	339	336	345	268
FTF	1649	1646	1429	1580
TR/Adult	654	699	664	765
Total	2642	2681	2438	2613
2020 Comp	-29	-68	175	





EAST TENNESSEE STATE  
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**East Tennessee State University  
Strategic Budget Workgroup Report  
University Council  
July 13, 2020**



# Workgroup Charge

- In response to Governor Lee's charge to reduce the state portion of the ETSU budget by 12%, coupled with projected revenue loss from enrollment and other factors as a result of the COVID-19 outbreak, a shared governance workgroup was created to provide budget options for ETSU. The charge to this committee was as follows:
  - *“The workgroup will provide to the president projected budget scenarios for the 2020-21 fiscal year and make actionable recommendations and options in response to each identified scenario to ensure budget and strategic plan alignment. Additionally, this group will be responsible for identifying long term strategies that may be considered for implementation into future university operations.”*



# Workgroup Timeline

Date	Topic	Date	Topic
5/20/2020	Committee charged, budget targets established	6/24/2020	Discuss Implementation Impact
5/27/2020	Review potential tactics and national strategies to reduce expenditures	6/29/2020	Discuss THEC budget update and revised 2020-21 state budget
6/3/2020	Request to budget units for reduction plans	7/1/2020	Set new target with Dr. Noland
6/10/2020	Discuss Voluntary Retirement Incentive Program	7/7/2020	Prioritize budget strategies and tactics
6/18/2020	Review unit level worksheets	7/10/2020	Final Report



# Workgroup Assumptions

- As a commitment to protect the academic core of the university, reduction targets would be 1% higher for all administrative units.
- TAF funding should not be included from the reduction scenarios for TAF funds are restricted in nature and committed to purposes that do not allow them to be reduced beyond any corresponding enrollment impacts.
- No recommendations or actions should be taken that increase student costs for the 2020-21 academic year. Given the Board of Trustees' charge to hold costs constant, budget losses will not be offset by student fees or ancillary cost increases.
- The workgroup was charged with providing detailed information for multiple budget scenarios in 2020-21 and aligning tactics in an attempt to balance expenditures and revenues.
  - Those scenarios are contained in Appendix I and Appendix II.
  - The tactics are contained in Appendix III.
- The Colleges of Medicine and Pharmacy, each with independent budgets, will implement their own reduction strategies to meet the demands of their unique instructional and clinical budgets.



# Factors Impacting the 2020-21 Budget

The university is expected to have a revenue shortfall from enrollment and has fixed costs that must be addressed immediately. The total impact of the following items is \$8,294,676:

- Enrollment is projected to be down 500 FTE in fall 2020 and the annualized financial impact to ETSU will be \$4,229,000
- ETSU is responsible for Other Post-Employment Benefits (OPEB) contributions in the amount of \$512,000.
- The centralized cost of Tenure and Promotion adjustments for the 2020-21 year is \$325,380.
- College of Arts and Sciences base budget has an estimated \$1,525,356 structural budget deficit that must be addressed to prevent harmful impacts to general education core and overall college instruction for the upcoming academic year.
- The removal of the salary enhancement pool approved by the Board of Trustees for 2020-21 results in a \$1,202,940 reduction to base budget.
- Implementation of the phased approach to reopening as outlined by the Future Operations Workgroup report is currently unfunded. The workgroup feels strongly there needs to be a fund of \$500,000 established to support those plans.
- CARES Act funding was used to cover some expenses from last year and support students but is not anticipated to cover these expenses for 2020-21 (Appendix V).





# ETSU Enrollment Projected – Fall 2020

Enrollment Projections Fall 2020 as of 7/10/2020 Day-to-Day			
Date	Fall 2020	Fall 2019	Delta
4/10/2020 vs 4/12/2019	3,962	6,239	(2,277)
4/17/2020 vs 4/19/2019	5,888	6,736	(848)
4/24/2020 vs 4/26/2019	6,668	7,125	(457)
5/1/2020 vs 5/3/2019	7,209	7,788	(579)
5/8/2020 vs 5/10/2019	7,635	8,082	(447)
5/15/2020 vs 5/17/2019	8,114	8,283	(169)
5/22/2020 vs 5/24/2019	8,487	8,437	50
5/29/2020 vs 5/31/2019	8,785	8,582	203
6/5/2020 vs 6/7/2019	9,151	9,256	(105)
6/12/2020 vs 6/14/2019	9,529	9,400	129
6/19/2020 vs 6/21/2019	9,951	10,086	(135)
6/26/2020 vs 6/28/2019	10,279	10,298	(19)
7/3/2020 vs 7/5/2019	10,648	10,493	155
7/10/2020 vs 7/12/2019	11,026	11,374	(348)
<b>Projected/Actual</b>	<b>13,173</b>	<b>13,589</b>	<b>(416)</b>

Fall 2019 Projected/Actual represents the actual non-audit enrollment.

Fall 2020 Projected/Actual represents the projected non-audit enrollment base on a comparison to 2019 where on 7/12/2019 ETSU had enrolled 83.7% of students for fall 2019. Using the same ratio of enrollment captured as of 7/10/2020 this would yield a final undergraduate and graduate enrollment of down 416 students. These ratios exclude medicine and pharmacy.



# Budget Reduction Scenarios

Date: 7.12.2020

Estimates Only

	Scenario 1 Base	Scenario 2 (500) Student		Scenario 3 (750) Students		Scenario 4 (1000) Students	
	Admin Reduction	Admin Reduction	Academic Reduction	Admin Reduction	Academic Reduction	Admin Reduction	Academic Reduction
Approved July 20-21 Budget	-5.3%	-4.3%	-7.3%	-6.3%	-9.3%	-8.3%	
Enrollment down 100	Reduction	Budget	Reduction	Budget	Reduction	Budget	
Administrative Unit Reduction							
<b>Administration</b>	13,469,230.00	(713,869.19)	12,755,360.81	(983,253.79)	12,485,976.21	(1,252,638.39)	12,216,591.61
<b>Advancement</b>	2,092,350.00	(110,894.55)	1,981,455.45	(152,741.55)	1,939,608.45	(194,588.55)	1,897,761.45
<b>Business &amp; Finance</b>	3,196,270.00	(169,402.31)	3,026,867.69	(233,327.71)	2,962,942.29	(297,253.11)	2,899,016.89
<b>IT</b>	8,376,090.00	(443,932.77)	7,932,157.23	(611,454.57)	7,764,635.43	(778,976.37)	7,597,113.63
<b>TAF</b>	3,798,680.00	0.00	3,798,680.00	0.00	3,798,680.00	0.00	3,798,680.00
<b>President</b>	3,963,850.00	(210,084.05)	3,753,765.95	(289,361.05)	3,674,488.95	(368,638.05)	3,595,211.95
<b>Athletics</b>	16,025,460.00	(849,349.38)	15,176,110.62	(1,169,858.58)	14,855,601.42	(1,490,367.78)	14,535,092.22
<b>Student Life and Enrollment</b>	7,987,060.00	(423,314.18)	7,563,745.82	(583,055.38)	7,404,004.62	(742,796.58)	7,244,263.42
<b>Student Activities</b>	3,082,400.00	(163,367.20)	2,919,032.80	(225,015.20)	2,857,384.80	(286,663.20)	2,795,736.80
<b>Subtotal Administrative Units</b>	<b>61,991,390.00</b>	<b>(3,084,213.63)</b>	58,907,176.37	<b>(4,248,067.83)</b>	57,743,322.17	<b>(5,411,922.03)</b>	56,579,467.97
Academic Unit Reduction							
<b>Provost &amp; Health Affairs</b>	94,334,810.00	(4,056,396.83)	(98,391,206.83)	(5,943,093.03)	88,391,716.97	(7,829,789.23)	86,505,020.77
<b>Subtotal Academic Unit</b>	<b>94,334,810.00</b>	<b>(4,056,396.83)</b>	<b>(98,391,206.83)</b>	<b>(5,943,093.03)</b>	<b>88,391,716.97</b>	<b>(7,829,789.23)</b>	<b>86,505,020.77</b>
Expense and Revenue Offset Due to Salary Freeze for 2020/21 Fiscal Year							
<b>Salary Enhancement Pool*</b>	1,202,940.00	(1,202,940.00)	0.00	(1,202,940.00)	0.00	(1,202,940.00)	0.00
<b>Total Reduction</b>	<b>157,529,140.00</b>	<b>(8,343,550.46)</b>		<b>(11,394,100.86)</b>		<b>(14,444,651.26)</b>	

\*The salary enhancement pool was originally approved by the ETSU Board of Trustees on April 1, 2020. The workgroup is recommending no salary enhancements for fiscal year 2020/21 so it is included as a reduction in scenario 2-4.



# College Budget Reductions

	Scenario 1 Base	Scenario 2 (500) Students		Scenario 3 (750) Students		Scenario 4 (1,000) Students	
	July 20-21 Budget	4.3%		6.3%		8.3%	
	Enrollment down 100	Reduction	Budget	Reduction	Budget	Reduction	Budget
College							
Academic Affairs	6,788,710.00	(291,914.53)	6,496,795.47	(427,688.73)	6,361,021.27	(563,462.93)	6,225,247.07
Arts & Sciences	25,414,460.00	(1,092,821.78)	24,321,638.22	(1,601,110.98)	23,813,349.02	(2,109,400.18)	23,305,059.82
Business & Technology	14,743,870.00	(633,986.41)	14,109,883.59	(928,863.81)	13,815,006.19	(1,223,741.21)	13,520,128.79
Continuing Studies	2,885,740.00	(124,086.82)	2,761,653.18	(181,801.62)	2,703,938.38	(239,516.42)	2,646,223.58
Education	12,505,180.00	(537,722.74)	11,967,457.26	(787,826.34)	11,717,353.66	(1,037,929.94)	11,467,250.06
Graduate School	1,843,170.00	(79,256.31)	1,763,913.69	(116,119.71)	1,727,050.29	(152,983.11)	1,690,186.89
Honors	967,380.00	(41,597.34)	925,782.66	(60,944.94)	906,435.06	(80,292.54)	887,087.46
CCHRS	8,865,130.00	(381,200.59)	8,483,929.41	(558,503.19)	8,306,626.81	(735,805.79)	8,129,324.21
Heath Affairs	1,326,590.00	(57,043.37)	1,269,546.63	(83,575.17)	1,243,014.83	(110,106.97)	1,216,483.03
Nursing	12,464,030.00	(535,953.29)	11,928,076.71	(785,233.89)	11,678,796.11	(1,034,514.49)	11,429,515.51
Public Health	6,530,550.00	(280,813.65)	6,249,736.35	(411,424.65)	6,119,125.35	(542,035.65)	5,988,514.35
<b>TOTAL</b>	<b>94,334,810.00</b>	<b>(4,056,396.83)</b>	<b>90,278,413.17</b>	<b>(5,943,093.03)</b>	<b>88,391,716.97</b>	<b>(7,829,789.23)</b>	<b>86,505,020.77</b>
variance to base			(4,056,396.83)		(5,943,093.03)		(7,829,789.23)

*It should be noted the AS net reduction will be less than what is represented here – their original reduction was \$1.5 million dollars more (total \$2.6 Million) as a result of the carryforward deficit being addressed in this proposal*



# Budget Tactics – Already Implemented

- Vacant positions and associated salaries have been highly restricted for the 2020-21 fiscal year.
  - This action was initiated in response to the original budget charge from Gov. Lee.
- Purchasing restrictions, travel limitations, operating and utilities maximization, new locally funded renovation and maintenance projects restricted, limitations on central temporary and contract hires, etc.
- Voluntary Retirement Incentive Program presented to both faculty and staff
  - Staff application period has launched and will end on August 14, 2020
    - Current estimates project we will meet the target of 75
  - Faculty application period will begin on August 15, 2020.



# Tactics – Proposed for Scenario 2

- Implement reductions of 5.3% from administrative units and 4.3% from academic units for the 2020-21 academic year and establish a central contingency fund.
  - There will be no distribution of new revenues through the budget model unless we achieve enrollment in Fall 2020 greater than that in Fall 2019. Any revenue generated from enrollment above the -500 figure would be placed into a central COVID-19 contingency fund.
  - FY 2020 fallout will be distributed according to the budget model. A recommendation on FY 2021 fall out will be developed in consultation with the colleges.
- Continue the following central cost containment measures:
  - Delay new locally funded capital and deferred maintenance projects
  - Reduce heating, cooling, and airflow in unoccupied buildings
  - Turn off non-emergency lights, equipment, and appliances and close lab hoods in unoccupied buildings
  - Eliminate/minimize the purchase of discretionary goods and services.



# Tactics – Proposals for Scenario 2

- At the college level, it is recommended that the following remain highly restrictive, with exceptions being provided at the Dean's discretion except for areas that would traditionally require the approval of the Vice-President or President:

- Hiring for the 2020-21 budget year, except those hires that are necessary for accreditation requirements and/or essential program delivery. There is an expectation that open positions will not be refilled unless there is justification that the functions/tasks of the position cannot be transferred to current full-time employees.
- Carefully manage travel funds, except that which is required by accreditation, tenure activities, or essential program delivery. Any travel expenditures should prioritize tenure-track faculty and research.
- All new stipend requests. Exceptions will require review of justifications and approval from Deans. When at all possible, review all existing stipends to reallocate or eliminate functions and tasks to prevent future stipends.
- Without causing large scale losses of instructional support, where possible, restrict temporary faculty/staff hiring for 2020-21. Exceptions may be granted for accreditation or essential program delivery.



# Tactics – Proposed Scenario 3

- Scenario based an enrollment decline of 750 students for the Fall 2020 semester. This scenario holds the state budget at the levels contained within Gov. Lee’s revised budget.
- If the economic reality for ETSU reaches the reductions outlined in Scenario 3, the workgroup recommends the implementation of the overall budget reductions originally identified by college/unit.
- The details of those reductions will be shared with each Vice-President and the President.



# Tactics – Proposed Scenario 4

- Scenario based upon an enrollment decline of 1,000 students for Fall 2020.
- If the institution experiences a dramatic loss in revenue at the level identified in Scenario 4, it is recommended that the original reductions identified by colleges and units be implemented and the university execute the furlough plan developed by human resources.
- The draft furlough plan developed by the Division of Human Resources is not complete and should be viewed as an outline. For example, if units are required to cut whole functions as the result of the COVID-19 pandemic, the furlough plan should consider that as a priority rather than an across-the-board furlough that could impact required services.
- In addition to furloughs, senior campus administrators and academic leaders will take additional compensation reductions.





# Strategic Action Proposed

- This fall is an opportunity for a strategic planning process that can better align mission, operations, and budget, and must contain an efficiency and productivity review of all units throughout the university. It is clear from this process units are resourcing the mission of the institution very differently and that limited the ability to recommend targeted strategic reductions.
- The expectation is that planning would be consistent with the process the President proposed at the University Council in February 2020 and would be an extension of the work of the Committee for 125.
- This process would frame and articulate a vision for ETSU post COVID-19 that would affirm our teaching, research, and service missions.



# Summary

- The amount of reductions and individual unit savings are estimates. It is the expectation of the Workgroup that formal reduction worksheets will be distributed by the Budget Office and contain additional details that may slightly adjust targets for each unit.
- These recommendations should not be viewed as a mandate and do not prevent alternative decision-making from senior leadership to best respond to the environment as it evolves.
- In some areas the Vice-President and/or President may have additional information that requires specific units to meet the reductions in Scenario Three or Four in the near term. This report should not be used to indicate all units are in the same financial situation, rather the workgroup asserts that the institution overall is currently facing Scenario Two.



# Questions and Discussion



# SGA Resolution SSR-19-03: Encourage Faculty to Use D2L ...

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Report from Academic Council Working Group  
Dean David P. Atkins, Sherrod Library

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EAST TENNESSEE STATE  
UNIVERSITY

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# Background

- [SGA Resolution SSR-19-03](#)
- Encourage Faculty to Use D2L for Quizzes and Tests Instead of 3<sup>rd</sup> Party Digital Products and Services
- Academic Council Working Group studied and completed report, May 2020





# 1. Issue – More Than Textbooks

- 3<sup>rd</sup> Party Online Learning Environments
- Online duplicates of D2L
- Subscription, not ownership
- No ‘used copies’
- Can’t Share
- Hidden costs





## 2. Environment – Students

- Fall '19 Numbers
  - 309 sections
  - 8274 instances
  - \$1,336,000.00
  - It's Like Paying 3X or 4X Times...





## 2. Environment – Students

- Their ask...
  - Cost Controls
  - Transparency: Why These
  - Transparency: How Much







# 3. Environment – Faculty

- Fall '19: 298 Faculty
- No One Platform for All Classes
- Time is Valuable
- Materials are Valuable
- Interviewed Faculty Teaching Larger Sections
- Support Controlling Costs & Improving Transparency





# 4. University Response – Underway

- Some Solutions Underway
- *Cost of Books Policy*
  - “ETSU will adopt practices that minimize the cost of textbooks and ancillary course materials, while maintaining quality of education and academic freedom.”





# 4. University Response – Underway

## 4.A. Transparency

- Bookstore
  - Can share data
  - Need the data
- Bursar & Financial Aid: Cost Estimates
- Registrar: Syllabi Bank





# 4. University Response – Underway

## 4. B. Addressing Liability and Privacy

- Limited
- No University-Level Oversight
- Faculty have free reign





# 4. University Response – Underway

## 4. C. Supporting Affordability

### – No-Cost Instructional Materials

- Faculty Provided or Created
- Library Resources
- Open Education Resources

### – Financial Supports for Students

- Aid refunds
- One-Time Loans
- Scholarships



# 5. The University Response: What is Recommended





# 5.A. To Provide Transparency

**1 of 4. Use the Bookstore's Follett *Discovery* textbook adoption center as one information clearinghouse for all instructional materials**





# 5.A. To Provide Transparency

**2 of 4. Support, promote, and expand the Registrar's Course Syllabi Bank project to eventually include every course syllabus**





# 5.A. To Provide Transparency

**3 of 4. Devise workflows to capture textbook information, including costs, and use to populate textbook data fields already in Banner.**



# 5.A. To Provide Transparency

**4 of 4. Incorporate Banner textbook data, including cost information, into the university's cost calculation services managed by the Bursar and Financial Aid.**





## 5.B. To Address Liability and Privacy

**1 of 1. Prior to the adoption of e-learning environments, University Counsel office can vet course material subscription agreements to provide oversight of liability and privacy**





# 5. C. To Support Affordability

## 1 of 5. Support Open Education Resources





# 5. C. To Support Affordability

**2 of 5. Leverage Library licenses and collections to provide e-resources, at no additional cost, to students**





# 5. C. To Support Affordability

**3 of 5. Explore opportunities to incorporate the cost of required instructional materials into tuition and fees**





# 5. C. To Support Affordability

**4 of 5. As stipulated in the university's *Cost of Books* policy, incorporate the cost of instruction materials into the faculty's selection process**





# 5. C. To Support Affordability

**5 of 5. Participate in THEC's Tennessee Textbook Affordability Task Force**







# 5. D. To Provide Administrative Support

**1 of 3. Provide regular data and reports supporting proactive assessment and decision making regarding instructional materials selection**





# 5. D. To Provide Administrative Support

**2 of 3. Provide an academic & administrative 'home' for this issue**



# 5. D. To Provide Administrative Support

**3 of 3. 3. Incorporate transparency and cost-conscious materials selection within new program development and course review processes**



# Membership

- Administration – David Atkins (convener)
- Center for Teaching Excellence – Phil Smith
- Council of Chairs – Dr. Joe Bidwell
- Business & Finance – David Smith
- Faculty – Drs. Bill Flora & Donna Cherry\*
- Library – Ashley Sergiadis
- ITS– Myra Jones
- SGA – Tiffany Cook
- Student Life & Engagement – Dr. Jeffery Howard\*
- Testing Center – Eric Hunt\* (\* joined Winter '19/'20)



# Discussion

