East Tennessee State University

Digital Commons @ East Tennessee State University

University Council Agendas and Minutes

Agendas and Minutes

9-9-2019

2019 September 9 - University Council Agenda and Minutes

University Council, East Tennessee State University

Recommended Citation

University Council, East Tennessee State University, "2019 September 9 - University Council Agenda and Minutes" (2019). *University Council Agendas and Minutes*. 25.
https://dc.etsu.edu/university-council-agendas-minutes/25

AGENDA
University Council
Monday, September 9, 2019
President's Conference Room –206 Dossett Hall
8:30 a.m. – 11:00 a.m.

1. Call to Order

    1.1. Introduction of Dr. Adam Green, Chief of Staff and Secretary of the Board of Trustees *(attachment)*

    1.2. Introduction of Dr. Mark Fulks, University Counsel *(attachment)*

2. Roll Call

3. Standing Items

    3.1. Approve minutes of the July 8, 2019 meeting *(attachment)*

    3.2. Review agenda

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

    3.4. President's Report

4. Action Items

    4.1. Old Business

       4.1.1. Election of 2019-20 University Council Vice Chair

    4.2. New Business

       4.2.1. Consensual Relationships Policy – Dr. Fulks *(attachment)*

5. Information Items/Presentations

    5.1. Update on Strategic Plan/KPIs – Dr. Hoff

    5.2. Enrollment Update:

       5.2.1. Numbers, Trends, and Breakdown by College – Dr. Hoff

       5.2.2. Undergraduate Strategy – Dr. Sherlin and Dr. Mayhew

6. Focused Discussion – Dr. Bishop moderating

    6.1. *Organizational Changes*

7. Announcements

8. Adjournment

University Council
September 9, 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. Joseph Bidwell, Dr. Wilsie Bishop, Dr. Cheri Clavier, Dr. William Duncan, Dr. Susan Epps, Dr. Bill Flora, Dr. Mark Fulks, Dr. Adam Green, Dr. Mike Hoff, Dr. Keith Johnson, Dr. Karen King, Mr. Joseph Kusi, Ms. Candy Massey, Dr. Sam Mayhew, Ms. Stefanie Murphy, Dr. Brian Noland, Ms. Pamela Ritter, Dr. David Roane, Mr. Jeremy Ross, Dr. Don Samples, Mr. Aamir Shaikh, Dr. Joe Sherlin, Mr. Joe Smith, Ms. Alicia Williams, Dr. Randy Wykoff

Those absent were: Ms. Bridget Baird, Mr. Scott Carter, Dr. Dennis Depew, Dr. Karin Keith, Dr. B.J. King, Dr. Claudia Kozinetz, Dr. Janna Scarborough

Others in attendance: Ms. Mary Cradic, Ms. Ashley Leonard, Ms. Amanda Mowell

3   Standing Items
   3.1 Approve minutes of July 8, 2019 meeting
   Dr. Bishop requested two corrections, a misspelling and a date, on pages 3 and 5, respectively.

   A motion to approve the July 8, 2019, minutes with the recommended changes was seconded and unanimously approved.

   3.2 Review agenda
   Dr. Bishop said there were no changes to the agenda.

   3.3 Call for Voluntary Reports of UC
   Ms. Stefanie Murphy said Staff Senate elected its executive committee for 2019-20. President: Candy Massey; Vice President: Andrew Worley; Secretary: Tim Dills; Treasurer: Crystal Maupin; and Member at Large: Lisa Booher. Murphy added that this would be her last meeting since she is no longer President of Staff Senate.

   Dr. Bill Flora reported that the Faculty Senate's executive committee had a retreat in August. Turnover in Faculty Senate is low, so many members are returning. Ad hoc groups are beginning their work for the year.

   Mr. Aamir Shaikh said there are many new senators in the Student Government Association; therefore, introduction of new legislation is off to a slow start this semester.

Dr. Joe Bidwell reported that the Council of Chairs recently met and heard presentations from Drs. Keith Johnson and Joe Sherlin.

Dr. Karen King provided a report on behalf of the Information Technology Council. She announced that Windows 7 has reached end of life, and ITS staff are available to assist any departments and units convert ETSU computers currently running Windows 7. She said concerns expressed by the Student Government Association regarding printing were addressed and, beginning this fall, the amount of printing funds available to students doubled. Preparations are underway to review the current contract with Banner, which expires December 2020. Dr. King said independent consultants from Strata will return to campus later this fall to finish their review of the university's use of Banner across departments and will issue a final report outlining how current processes align with best practices and help determine if a new ERP system is needed.

Dr. William Duncan said the Research Council is working to allow Research and Development Committee (RDC) Grants to extend beyond one year based on NIH best practices. RFP results for an electronic grant monitoring system are currently being reviewed and a selection will be made this fall. Amazon Web Services is being finalized for HIPAA-compliant long-term data storage for faculty and students.

Ms. Alicia Williams said the Graduate and Professional Student Association heard presentations from five of its members who received travel funding over the summer. Efforts to engage online graduate students have been successful, and a Canvas site is being used to record meetings so online students can participate.

3.4 President's Report
Dr. Noland began his report by thanking staff who worked diligently at the beginning of the semester to help students who were on the list to be dropped from their classes for nonpayment. He informed the council that enrollment is down 136 students overall, down 19 graduate students, and the freshman class is comprised of 1,786 students. The enrollment decrease was predicted and accounted for; therefore, the budget remains balanced, and $2 million will be put into reserves. The budget included salary enhancements, which have been provided seven of the last eight years. This summer, the starting hourly wage for ETSU employees increased to $9.25.

Although the higher education landscape is challenging, Dr. Noland said he feels good about where the university is in respect to enrollment. Dr. BJ King will present information on distribution of fallout dollars at the Board of Trustees meeting on Sept. 20. Dr. Noland said it is important for chairs and deans to be thinking about ways to strategically invest carryforward funds.

Dr. Noland addressed a question about the source of the $2 million going to reserves by explaining that those funds are from a different pool of university resources separate from carryforward funds for the colleges. He said the goal is to build the reserves to prepare for a downturn.

Next, Dr. Noland provided a construction update. The Culp Center dining hall was renovated over the summer, and he thanked those who worked to ensure it was completed on time. He said feedback from students is very positive. The entire building will open in the spring semester, and the Martin Center for the Arts will be open this time next year. The Lamb Hall renovation project should be on the State Building Commission agenda before the end of the calendar year. The proposed Humanities Building, which was fifth on the THEC list last year, will be up for consideration again. Dr. Noland said the state budget outlook is positive for next year. As Chair of the Council of Presidents, he will be charged with presenting the budget to Gov. Lee on behalf of ETSU and universities across the state.

A number of projects occurred over the summer, including four fraternities moving into space on campus, as well as improvements to Gilbreath Hall and the creation of classrooms in the Millennium Center for the Department of Computing. Brown Hall laboratories and classroom will be the focus of future updates.

Dr. Noland summarized the announcement that occurred in July to establish a Center for Rural Health Research. Ballad Health promised $15 million toward the center, the largest gift in the university's history, which was matched with $7 million from the State of Tennessee, as announced by Gov. Lee. He congratulated Dr. Randy Wykoff, who will serve as founding director for the Center for Rural Health Research.

Dr. Nick Hagemeier will provide a report to the Board of Trustees outlining a new vision for research at ETSU and potential restructuring of some areas to support research at the institution.

Dr. Mark Fulks, University Counsel, and Dr. Adam Green, Chief of Staff, have arrived on campus and are meeting with individuals to identify issues and opportunities. One of the needs they have identified is improved communication across campus. Dr. Noland said a renewed focus on improving communication by addressing gaps and expanding current efforts has begun.

Dr. Bishop continues to review operations and structure in the Office of the Provost. A review of operations and structure in the Office of Student Life and Enrollment is also underway, and consultants have reviewed Advising and Admissions. Dr. Noland acknowledged that a review of Advising and Admission is not taking place because anything is broken, but to ensure common focus and goals among staff. It is based on aligning resources and working together to meet enrollment objectives. Results and recommendations from the various consulting groups that visited campus over the summer will be shared in the coming months.

Dr. Noland also provided several updates: An announcement about leadership in the Office of Equity and Inclusion is forthcoming; Dr. Bob Plummer has taken a position at Northeast State Community College; an adjustment to leadership in Public Safety has occurred as Nicole Collins stepped down and Captain Mark Tipton has now assumed operational duties; an examination of college alignment to the strategic plan and goals to is also forthcoming.

Dr. Noland was asked to clarify the roll of chairs to improve student success. He said

if the university is going to hit enrollment targets, which are very aggressive, it will not happen if the only people focused on enrollment are those in undergraduate admissions. Chairs and deans need to be engaged in that process as well.

Dr. Noland said other institutions adopted ETSU's enrollment plans after seeing how successful they were, and now it is time to adjust the game plan. Advising needs to be coordinated just like student success in order to meet goals.

Dr. Susan Epps asked if discussions about recruitment would include streamlining and simplifying the process for curriculum and program development. Dr. Bishop responded that this is a very high priority, and Dr. Noland said it will also be important to review process and policies that may be cumbersome and impede new programs coming to fruition in a timely manner.

Dr. Noland spoke about the upcoming Southwest Virginia and Northeast Tennessee Regional Economic Forum aimed at generating discussion on the future of regionalism and what changes are needed in order to be competitive. Some of the conversation may be about the collective name of the region, but the bulk of discussion, he said, will be opportunities for business leaders to discuss challenges facing the region and issue a charge moving forward.

Dr. Noland said the Board of Trustees meeting on Friday, Sept. 20 will include updates on budget and research, among other items.

4   Action Items
   4.1 Old Business
   4.1.1 Election of 2019-20 University Council Vice Chair
   Dr. Noland acknowledged the discussion held at the last meeting and referred to pages 2-3 of the meeting minutes, which says Dr. Bishop has served in the Vice Chair capacity to ensure that meetings occur even when Dr. Noland is unable to attend. He told University Council members that he asked Dr. Bishop to continue as Vice Chair for the next year and she asked that members of senior staff get the opportunity to volunteer to serve in the role if interested. Dr. Noland envisions a year from now that Dr. Adam Green could take on the role but needs time to acclimate to ETSU.

   Dr. Noland made a motion for Dr. Bishop to continue as Vice Chair of University Council for the next year. It was seconded and unanimously approved.

   4.2 New Business
   4.2.1. Consensual Relationship Policy
   Ashley Leonard, Compliance Counsel, presented the proposed revisions to the Consensual Relationship Policy (attachment). She stated the major changes are:
   - Any relationship that an employee at the university has with an undergraduate student is prohibited and
   - Any relationship between a university employee and graduate student is prohibited if the employee is an evaluative authority.
   Definitions for *students* and *evaluative authority* are available in the policy, and relationships between university employees in an evaluative authority capacity are

prohibited. A procedure of self-disclosure was also added. If a university employee has an evaluative authority over a graduate student, that employee has the responsibility to self-disclose to a supervisor. The Conflict of Interest Committee will work with that employee to remove the conflict of interest, Leonard said.

Dr. Bill Flora made a motion to approve the Consensual Relationship Policy. It was seconded by Dr. Karen King

Discussion ensued about the revised policy's distinction between students and graduate students. Leonard said this draft of the policy was sent to stakeholders across campus - Human Resources, Student Life and Enrollment, Public Safety, and Internal Audit - for feedback. She then worked with Dr. Epps to ensure policy and procedures were listed accurately. The policy went through a public comment period in which a number of comments were submitted. Leonard said about half of the commenters expressed that the policy was much needed, and the other half questioned the university's right to preside over personal relationships. She said with a policy like this, support will likely be mixed, but it is in the university's best interest to have the policy in place. The Office of University Compliance will reach out to colleges and departments to hold trainings on the new policy and provide notice, in addition, the policy will be posted and shared in the weekly update email.

Several Council members expressed that the policy may need to be revised in the future but serves as a good starting point. Dr. Bishop asked Ms. Leonard to explain the reasoning behind the distinction between undergraduate and graduate student. She replied that graduate students have the capability of speaking out more than undergraduate students based on their position within the university.

Further discussion surrounded how students would be categorized as undergraduate or graduate based on the type of courses or programs they are enrolled in. When asked about the existence of a conflict of interest policy, Leonard said one does exist (PPP-72) and works in conjunction with the Consensual Relationship Policy. Additionally, council members also considered pre-existing relationships, the possible risk of faculty influence on graduate students, and possible exemptions.

Ms. Leonard confirmed that similar policies at other institutions were reviewed as part of this process, and most of them outright prohibit relationships between employees and students.

Dr. Noland said the policy presents a baseline of expectations for the academic community. Others, including student members, agreed that the policy is a good start.

Dr. Don Samples moved to close discussion on the Consensual Relationship Policy, which was seconded by Dr. Bill Flora. Dr. Bishop said a motion was on the table to approve the policy and called for a vote, which resulted in one abstention, two votes against, and the majority of University Council members voting to accept to the Consensual Relationship Policy. The policy was approved.

5   Information Items/Presentations
    5.1 Update on Strategic Plan/KPIs

Dr. Hoff began his presentation ([attachment](#)) with a series of peer development questions used to help ETSU determine who it is and who it wants to be. He noted the importance of setting outcomes based on both aspirational and communal peers and said ETSU's peer group is balanced. He said a lot of institutions do not discuss the best time to set key performance indicators (KPIs). The KPIs for ETSU were established by RPK Group in 2014 and jumpstarted focused discussions on data.

Dr. Hoff said efforts are underway to recruit a Director of Institutional Research, and one of that employee's tasks will be to help get the university "in shape" because a lot of different variables, acronyms, and definitions are widely used to explain KPIs. He gave examples such as persistence and retention, success rates and graduation rates, and defining an undergraduate student. Additionally, a KPI does not mean you have an indicator for everything, Dr. Hoff said, it means you have some KPIs that in some way show that the culmination of those activities is achieving performance. He expects the current KPIs for Diversity and Inclusion to change as new strategies are developed.

The strategic plan was built on a 10-year time frame and recommended certain operational changes in order to realize the plan. The first set of strategies, Dr. Hoff continued, are the ones being implemented now.

Next, Dr. Hoff spoke about Excellence in Teaching. He said EAB is pulling data from ETSU's academic performance solutions and will create an opportunity assessment around workload and staffing that will be presented to deans. In January, there will be another sessions with chairs and deans to provide a broad training on how to use the opportunity assessment. Drs. Bishop and Scarborough will attend an upcoming EAB Summit to learn how other provosts and deans are using this tool. Dr. Hoff said ETSU is down 2,200 credit hours, but 71 course sections have been added.

Research and Grant Activity is another area where definitions are very important, Dr. Hoff noted. He said the Board of Trustees has expressed its desire to see research grow. Therefore, research KPIs allow Dr. Noland, members of the Board of Trustees, and others to ask important questions.

Dr. Hoff said he would update the strategic dashboard based on the enrollment numbers that came in just before the meeting. Testing of different types of live dashboard software is also underway to improve the user experience.

Dr. Noland asked Dr. Hoff to provide an estimate of the retention and graduation rate that will be available on the updated dashboard. He said retention will be around 75% and graduation rate around 50% with an increase in GPA and ACT scores for freshmen.

In a continued discussion about student success, Dr. Hoff said more attention was placed on these initiatives when Dr. Noland came to ETSU, and we are seeing the outcomes of "15 to Finish." Unfortunately, these efforts do not go far enough because often regional institutions struggle to move from an access to a recruiting standpoint, he noted.

KPIs in applications, enrollment, and the Great Colleges to Work For survey decreased. Dr. Hoff said the survey timing was not ideal, but the results are encouraging because changes are taking place across campus. While some KPIs do not have any positive movement, that does not mean we are out of touch or cannot change them, it just means we need to have more uncomfortable moments, Dr. Hoff explained. We have some problems, but we are recognizing them and developing plans.

5.2 Enrollment Update
5.2.1. Numbers, Trends, and Breakdown by College
Dr. Hoff transitioned to fall 2019 enrollment for the university and by college (attachment). He noted several trends, including a decrease in first-time freshmen, undergraduate enrollment (with the exception of dual enrollment). With undergraduate enrollment down, Dr. Hoff said the university must find a way to recruit more transfer students and see a higher conversion rate from dual enrollment.

Dr. Hoff was asked to explain the high number of applications received versus actual enrollment numbers. He said ETSU receives roughly 7,800 applications, accepts around 88% of applicants, and enrolls around 29%. The current trend is for students to apply to a higher number of schools.

Discussion ensued about the perceptions and effects of a decrease in faculty/student ratio as well as class sizes. The classes of recent graduates and current seniors are large, and it will take several years for the lower class sizes to ripple through the system, which is why changes in enrollment processes were necessary, Dr. Noland said. When asked why the number of freshmen is down in addition to first-time freshmen, Dr. Hoff explained it was because there are less students transferring to ETSU with less than 30 credit hours.

Highlights from each college were as follows:
- **College of Arts and Sciences** – down 3,753 undergraduate credits
- **College of Business and Technology** – down 1,400 undergraduate credits
- **Clemmer College** – up 422 undergraduate credits as a result of an increase in first-time freshmen
- **College of Clinical and Rehabilitative Health Sciences** – down 34 undergraduate credits and up 228 graduate credits
- **School of Continuing Studies and Academic Outreach** – down 78 undergraduate credits and up 25 graduate credits
- **School of Graduate Studies** – up 17 graduate credits
- **Medicine Biomedical Sciences** – up 39 graduate credits
- **No College Designated** – down 165 undergraduate credits
- **College of Nursing** – up 3,569 undergraduate credits
- **Gatton College of Pharmacy** – up 42 credits (program offers path to PharmD)
- **College of Public Health** – down 502 undergraduate credits

Dr. Hoff said part of the reason student success rates have increased is that we are doing well at recruiting students who want to go to college and know what they want to do, but we are missing others. This shifts the focus to advisement to move students into majors faster.

The College of Nursing took a broad approach to the statewide nursing shortage and expand their reach throughout the state. Dr. Noland commended the College of Nursing for the depth and breadth of work that has been done to increase enrollment. Recently, staff from Tennessee Higher Education Commission visited ETSU to learn more about what the College of Nursing is doing. ETSU will be the designated LPN-BSN provider for Vanderbilt University.

Dr. Hoff stressed the importance of academic performance solutions and said this year will focus on building the capabilities of the data office, as a new director of Institutional Research will come on board as well as a research analyst position that the new director will hire.

Dr. Noland asked when comps from other schools will be available. Dr. Hoff said he would receive comparative enrollment from LGIs in the next 24 hours.

5.2.2. Undergraduate Strategy
Drs. Joe Sherlin and Sam Mayhew presented the undergraduate enrollment strategy for the coming year and moving forward (attachment). AACRAO consultants (American Association of Collegiate Registrars and Admissions Officers) spent several days visiting campus to review operations. Their report is forthcoming and will include three month, six month, one year, and long-term recommendations, Dr. Sherlin said.

Early findings and results of the AACRAO visit:
- Structure and Staffing
  - Three leadership positions needed: VP, AVP, Director
  - Dr. Mayhew to lead enrollment management leadership team
  - Marketing and communications work was taking place in Admissions, University Relations, and at the college levels without collaboration; pulling team together
  - Strategies needed to recruit dual enrollment students
  - Bring together employees working with transfer student recruitment to start meeting regularly
  - Build tiers for Admissions Counselors to avoid turnover and utilize expertise
- Data and Strategy
  - Setting milestones and dashboards for territory management
  - More focused staffing approach in local markets to move students from application to orientation and enrollment
  - Data will help determine best used for time and resources
  - Increase applications from primary markets
    - Waive application fee in targeted markets during College Application Week

- o Piloting program with community college partners to do on site admissions
- o Engaging with local school systems: What can ETSU do for you? Offer faculty development, seminars, guest lectures, bringing students to campus for events, etc.
- Policies and Practices
  - o Improve length of time to process applications
    - Consider implementation of self-reporting GPA
    - Consider making scholarship awards part of admissions process
  - o Improve drop for non-payment process
- Technology Review
  - o Work with ITS to utilize more functionality in Banner
  - o More integration between Admissions and Financial Aid
  - o Implement into CRM: inquiry info, communication flow, events
    - Undergraduate application already live in CRM
  - o Enhanced tele-counseling over the summer resulted in significant gains
  - o Focus on melt communication over the summer for new students, especially first generation
- Marketing and Communication
  - o More integrated approach based on ROI – experience and outcomes
  - o Tell story of academic distinctiveness
    - Work together to tell story and present it digitally/print
  - o Specific transfer communication branded with community college partners
  - o Personalizing campus experiences
  - o Scheduling earlier orientations
- Recruitment and Retention
  - o Look at how financial aid is awarded and pricing strategy
  - o Delivering financial aid in a way that is efficient and supports student success and enrollment goals
  - o This review will result in fall 2021 strategy change
  - o Maximizing opportunities for advisors to support students
  - o Improve first year experiences; create integrated experiences
  - o Group working collaboratively on student success and retention

Dr. Sherlin said this initiative is bigger than undergraduate admissions because recruitment yield has been falling for 10 years. It will take more than a focus on freshmen. Planning for transfer, online growth, and international recruitment as well as a transformation of how ETSU is recruiting and retaining students is a long-term process, he added.

Drs. Sherlin and Mayhew were asked what types of issues/suggestions counselors have brought forward during collaborative meetings. Dr. Mayhew said they have stressed the need for clarity in pricing because students are not receiving their bill until later.

The presenters were also asked how much earlier orientations could be scheduled. Dr. Mayhew said they are targeting April and May, which is in line with the regular registration period.

The potential to reach out to people who have already been admitted somewhere else and its impact was also discussed among the group.

Dr. Bishop expressed her excitement about the activity take place in Student Life and Enrollment. She said the campus-wide approach is going to make a difference for years to come.

Dr. Noland said this is an opportunity for ETSU to adjust and do things a bit differently than they have been done in the past. There are a lot of good things happening, he added, but for those things to continue we must avoid becoming comfortable and complacent. Questions and reviews are happening to ensure that ETSU continues to move forward.

6   Focused discussion was postponed due to meeting time constraints.

7   Announcements
Dr. Bishop said the search for a Registrar is ongoing.

Dr. Keith Johnson said the Equity and Inclusion Conference is scheduled for Sept. 26-27. Registration is open.

Dr. Noland said the Board of Trustees meets Sept. 20, and the regional economic forum takes place Sept. 10; both events are livestreamed.

8   Adjournment
The meeting adjourned at 11:10 a.m.

Dr. Adam S. Green

Dr. Adam S. Green is Chief of Staff at East Tennessee State University and Secretary of the Board of Trustees.

Dr. Green brings nearly 15 years of college access and success accomplishments to his new role at ETSU. Throughout his career, he has secured more than $47 million in external funding focused on increasing college attainment rates of low-income, underrepresented, and first generation students.

He comes to ETSU from West Virginia where he recently spent 12 years working for the West Virginia Higher Education Policy Commission. Dr. Green's tenure with the commission included more than four years as Vice Chancellor for Student Affairs and an additional four years as Senior Director of the Division of Student Success and P-20 Initiatives.

Dr. Green has worked to advance higher education throughout his career, serving in various student support offices, and later completing scholarly research aimed at improving access to postsecondary education and training among rural populations.

He earned both his bachelor's degree in Journalism and his master's degree in Educational Leadership Studies at West Virginia University. Dr. Green also holds a Post Graduate Certificate in Education awarded by the Manchester Metropolitan University in Manchester, England. He completed his doctoral degree in Educational Leadership Studies at West Virginia University.

Dr. Mark A. Fulks

Dr. Mark A. Fulks is University Counsel at East Tennessee State University.

A native of Elizabethton, Fulks has spent the past seven years as an attorney with Baker, Donelson, Bearman, Caldwell and Berkowitz, P.C. in Johnson City. Prior to that, he was Senior Counsel in the State of Tennessee's Criminal Justice Division from 2000-2012 and litigated more than 50 cases in the Tennessee Supreme Court and over 300 in the Tennessee Court of Criminal Appeals, the Tennessee Court of Appeals, the U. S Court of Appeals for the Sixth Circuit, and the U.S. Supreme Court.

Fulks was awarded his J.D. degree from the University of Memphis Cecil C. Humphreys School of Law, and he holds a Ph.D. degree in public administration from Tennessee State University. Fulks also has a Master of Public Administration degree and a graduate certificate in geospatial information systems, both from Tennessee State University, and a B.S. degree in English and political science from ETSU as well as an M.A. in political science from the University of Tennessee – Knoxville.

He is a member of the American Bar Association, Tennessee Bar Association, Washington County Bar Association and the Sullivan County Bar Association, as well as the American Society for Public Administration, Society for Human Resources Management, Phi Kappa Phi Honor Society, Golden Key International Honor Society and Pi Alpha Alpha Honor Society. He was named a Fellow of the American Bar Association in 2016.

Fulks has authored articles that have been published in the *Tennessee Law Review, Lawyer Monthly, American Bankruptcy Institute Journal* and *Westlaw Journal of Bank and Lender Liability*. He also has three manuscripts in progress.
Through the years, Fulks has served as an adjunct professor at Middle Tennessee State University, Nashville State Technical Community College and ETSU.

EAST TENNESSEE STATE UNIVERSITY

Consensual Relationships Policy	
Responsible Official: Chief Operating Officer	Responsible Office: Human Resources

Policy Purpose

The purpose of this policy is to address one type of conflict of interest, consensual relationships involving students.

Policy Statement

    I.   Scope

       A. Consensual Relationships

          1.   The educational mission of East Tennessee State University (ETSU) requires that the relationship between faculty and students be professional in nature. Similarly, the University is committed to protecting the integrity and objectivity of its staff members in the performance of their duties. ETSU deems it fundamental that every faculty and staff member maintain a professional relationship with every student of the University so that professional responsibilities may be carried out in an atmosphere free of conflicts.

          2.   This policy works in conjunction with ETSU's Conflict of Interest Disclosure Review Committee policy (PPP-72).

          3.   This policy applies to sexual or amorous relationships; regardless of who initiates the relationship, the employee is responsible for complying with this policy.

          4.   Nothing in this policy should be construed as prohibiting the spouse of a faculty or staff member from enrolling as a student. Nothing in this policy should be construed as prohibiting the spouse of a student from accepting employment as a faculty or staff member.

          5.   Complaints concerning sexual harassment directed at a student, faculty, or staff member are resolved under PPP-80, Discrimination and Harassment – Complaint and Investigation Procedure.

              a.   Should an amorous or sexual relationship in violation of this policy lead to a sexual harassment or discrimination charge, the Office of University Compliance investigates and resolves the charge in accordance with PPP-80.

b. In cases where a reporting party alleges both unwanted sexual behavior and a consensual sexual relationship with an evaluative authority, the two complaints will be considered separate allegations.

B. Undergraduate Students

   1. Any sexual or amorous relationship between an undergraduate student and a faculty or staff member is prohibited at East Tennessee State University.

C. Graduate Students

   1. Any sexual or amorous relationship between a graduate student and a faculty or staff member with evaluative authority over that student is prohibited at East Tennessee State University.

   2. Intimate relationships between a faculty or staff member with evaluative authority over a student create a conflict of interest due to the inherent inequality of power in such situations. Such relationships may also adversely affect faculty, staff, and students who are not direct parties of the relationship itself, leading them to believe there is favoritism even if there is not.

D. Relationships Between Employees

   1. Sexual or amorous relationships between faculty members, faculty and staff members, or staff members, where one person exercises evaluative or supervisory authority over the other are prohibited.

E. Past and/or Preexisting Relationships

   1. A faculty or staff member who has had a past or preexisting sexual or amorous relationship with a student is prohibited from exercising evaluative authority over that student.

F. Violations of Policy

   1. Violations of this policy by employees shall result in disciplinary action, up to and including termination.

Definitions

Conflict of Interest Disclosure Review Committee	For purposes of this policy, the conflict of interest disclosure review committee refers to the committee formed pursuant to PPP-72.
Employee	Individuals, paid or unpaid, who teach, coach, evaluate, supervise, allocate financial aid to, or guide students' research, including faculty, graduate students with teaching or coaching responsibilities, academic advisors, coaches, residence hall professional staff, and others with an ability to impact student academic/career success.

Evaluative Authority	Any person with authority over a student or subordinate. This includes but is not limited to teaching, examining, advising on or evaluating research or other academic activity, grading, supervision, writing letters of recommendation, award/scholarship recognition, scheduling, grading employment, coaching, training, the ability to affect membership/participation or to provide special consideration or treatment.
Sexual or Amorous Relationship	Any relationship when both parties consent and the relationship is of an intimate or romantic nature, whether that be dating, sexual, or another arrangement.
Student(s)	Individuals who have gained admission to East Tennessee State University; medical residents; postdoctoral fellows; and those serving internships, outreach, practicum experiences, clinicals, and summer programs.

Policy History

PPP-80 Discrimination and Harassment – Complaint and Investigation (*Revised 10/3/18)*
Consensual Romantic or Sexual Relationship Policy (*Approved by Board of Trustees 6/9/17*)

Effective Date:
Revision Date:

Procedure (s)

I. Reporting Procedure

A. Self-Disclosure

1. When an employee has evaluative authority over a graduate student with whom the employee has or had a sexual or amorous relationship, the employee makes a timely written disclosure. No particular format is required, but the disclosure should adequately describe the pertinent facts and circumstances.

2. Such disclosure is made to at least one of the following:

a. The employee's supervisor;

b. The director or chair of the appropriate department;

c. The dean or vice president of the college in which the employee is employed; or

d. The conflict of interest disclosure review committee.

3. Resolution of a self-disclosure by an employee:

    a. Disclosed relationships will be kept private except to the extent necessary to ensure that conflicts of interest and misconduct are avoided.

    b. Once a self-disclosure has been made, a written report of the disclosure is made to the conflict of interest disclosure review committee chair.

    c. The conflict of interest disclosure review committee determines whether the consensual relationship policy applies.

    d. If the policy applies, the conflict of interest disclosure committee develops a management plan, in consultation with the employee, to end the evaluative authority that created the conflict of interest.

    e. Failure to observe restrictions imposed as a result of a management plan shall result in disciplinary action.

4. Information about employee-student amorous relationships contained in students' education records is subject to the Family Education Rights and Privacy Act (FERPA).

B. Complaints

1. Any individual may report a relationship that is prohibited under this policy to the conflict of interest disclosure review committee.

2. Employees are given an opportunity to respond to allegations if a report is made to the conflict of interest disclosure review committee.

3. Retaliation for reporting prohibited relationships is prohibited.

Procedure History

Effective Date:
Revision Date:

Related Form(s)

Scope and Applicability

Check those that apply to this policy.

	Governance
✓	Academic
✓	Students
✓	Employment
	Information Technology
	Health and Safety
	Business and Finance
	Operations and Facilities
	Communications & Marketing
	Advancement

Key Performance Indicators and Preliminary Enrollment Fall 2019 Update

Michael Hoff

Planning and Decision Support

ETSU Peer Group

Peer Development Questions

- Is the current peer group the right group?
- How many peers should we have?
- Should we have more than one peer group?
- Should the peer group be aspirational and/or comparable peers?
- Should we split medical and non-medical peers like IPEDS data collection?
- Should region or location be a factor?

Current Peer Group

- Ball State University
- Central Michigan University
- East Carolina University
- Florida Atlantic University
- Georgia Southern University
- Indiana State University*
- Marshall University
- Oakland University
- Old Dominion University
- Sam Houston State University*
- Southern Illinois University – Edwardsville*
- Texas Woman's University*

- University of Arkansas at Little Rock
- University of Missouri – Kansas City
- University of North Carolina at Charlotte
- University of North Carolina at Greensboro
- University of Northern Colorado*
- University of South Alabama
- Wright State University – Main Campus

EAST TENNESSEE STATE UNIVERSITY

Peer Group from Carnegie

- Ball State University*
- Baylor University
- Bowling Green State University-Main Campus
- Central Michigan University*
- East Carolina University*
- Eastern Michigan University
- Kent State University at Kent
- Louisiana Tech University
- Marshall University*
- North Carolina A & T State University
- North Dakota State University-Main Campus
- Northern Illinois University
- Ohio University-Main Campus
- Rowan University
- Southern Illinois University-Carbondale
- Texas A & M University-Corpus Christi

- Texas Christian University
- University of Maryland-Baltimore County
- University of Massachusetts-Lowell
- University of North Carolina at Charlotte*
- University of North Carolina at Greensboro*
- University of North Dakota
- University of Rhode Island
- University of Wyoming
- Western Michigan University
- Wright State University-Main Campus*

Key Performance Indicators

KPI Overview

- In 2014 RPK Group conducted an analysis of ETSU and provided:
  - List of target peers
  - Exhaustive list of Key Performance Indicators
- Since that time ETSU has worked to:
  - Set strategies in place to improve outcomes
  - Develop internal KPIs that drive action

Student Experience

- Applications
  - UG and GR

- Enrollment
  - Dual Enrollment, First-time Freshmen, First-time Transfers, Retention, UG total, GR total, Professional total, and Residency

Diversity and Inclusion

- Enrollment by:
  - Gender
  - Race and Ethnicity
- Graduation rates by:
  - Gender
  - Race and Ethnicity
- Staff/faculty by:
  - Gender
  - Race and Ethnicity

EAST TENNESSEE STATE
UNIVERSITY

Empowering Employees

- Employee Satisfaction
  - Favorability scores from Great Colleges To Work For
  - Voluntary Turnover Rate

Excellence in Teaching

- Graduation Rate
- Faculty Size by Type
- Student-to-Faculty Ratio

Research and Grant Activity

- Value of Proposals Submitted
- Awards Received
- Value of Research Expenditures
- Total value of Research and Sponsored Programs Activity

Regional Stewardship

- Total Service Hours
- Patient Encounters
- Total Funds Raised
- Percent Alumni Giving

East Tennessee State University Strategic Dashboard

Category/Metric	Value 2019	Goal 2026	Status	Category/Metric	Value 2019	Goal 2026	Status
University Enrollment				**Student Success**			
Freshmen Applications	7,603		↓	Retention Rate	72.1%		↓
First-year Average ACT Score	23.5		↑	Graduation Rate	49.7%	85% Retention 60% Graduation	↑
First-time Freshmen	1,786		↓	Graduation Rate - Male	42.2%		↑
First-time Transfers	1,104		↓	Graduation Rate - Female	55.2%		↑
Undergraduate Enrollment	11,151	18,000 Students	↓	**Diversity and Inclusion**			
Graduate Enrollment	2,438		↓	Student Race/Ethnicity % Non-White	19.3%		↓
Out-of-State Enrollment	2,280		↓	Graduation Rate Non-White	42.9%		↑
International Enrollment	398		↓	Students - Percent Male	61.0%		↓
Overall University Enrollment	14,437		↓	Students - Percent Female	39.0%	33% Diversity 60% Graduation Rate	↑
Research and Service*				Full-time Staff - Percent Female	57.9%		↑
Research Expenditures	$11,365,377		↔	Full-time Staff - Percent Non-White	12.6%		↓
Externally Sponsored Research	$8,813,727		↔	**Teaching Environment***			
Extramural Funding Proposals - Submitted	$112,647,144	$60,0000,00 Extramural Funding	↑	Total Instructional Faculty - Main Campus	1,023		↔
Extramural Funding Proposals - Funded	$44,610,307		↑	Percent Full-time Faculty - Main Campus	58.7%	18 Student-to-Faculty Ratio	↔
Stewardship of Place				Student-to-Faculty Ratio - Main Campus	15.6		↑
Number of Service Hours	133,064		↑	**Empowering Employees**			
Patient Encounters	273,860	$25,000,000 Total Giving	↓	Great Colleges to Work For Rating	65%	77% Favorability	↓
Total Funds Raised - Giving	$19,959,222		↔	Voluntary Staff Turnover	11.3%		↓
Percent Alumni Giving	3.30%		↔				

*Items will be updated later in November as research and teaching reports for fall 2019 are finalized

EAST TENNESSEE STATE
U N I V E R S I T Y

Highlights

- Increases
  - Retention rate +3
  - Graduation Rate +4

- Declines
  - Applications
  - Enrollment
  - Great Colleges Score

EAST TENNESSEE STATE
U N I V E R S I T Y

ETSU

Fall 2019 Preliminary HC Comparison			
College/Level	2018	2019	Delta
1. First-time Freshmen	1,976	1,786	(190)
2. Freshmen	591	498	(93)
3. Sophomore	1,956	1,931	(25)
4. Junior	2,493	2,454	(39)
5. Senior	3,744	3,821	77
6. Undergraduate Special	508	661	153
7. Graduate Special	142	157	15
8. Masters	1,760	1,643	(117)
9. Ed Specialist	8	3	(5)
Doctoral Early	505	541	36
Doctoral Late	42	94	52
Grand Total	13,725	13,589	(136)

- Down 2,267 Credits
- Down 358 Graduate Credits
- Down 1,909 Undergraduate Credits

- Down 157 FTE (This will move to around 200 FTE)

- Honors is up 38 credits and 2.5 FTE

Arts & Sciences

Fall 2019 Preliminary HC Comparison			
College/Level	**2018**	**2019**	**Delta**
Arts & Sciences	**4,066**	**3,993**	**(73)**
1. First-time Freshmen	641	600	(41)
2. Freshmen	184	169	(15)
3. Sophomore	700	689	(11)
4. Junior	861	909	48
5. Senior	1,144	1,099	(45)
7. Graduate Special	18	9	(9)
8. Masters	505	479	(26)
Doctoral Early	9	29	20
Doctoral Late	4	10	6

- Down 167 Graduate Credits
- Down 3,753 Undergraduate Credits

- Down 264 FTE

EAST TENNESSEE STATE UNIVERSITY

Business & Technology

Fall 2019 Preliminary HC Comparison			
College/Level	2018	2019	Delta
Business & Technology	**2,810**	**2,611**	**(199)**
1. First-time Freshmen	372	349	(23)
2. Freshmen	157	94	(63)
3. Sophomore	482	468	(14)
4. Junior	617	614	(3)
5. Senior	969	889	(80)
7. Graduate Special	1		(1)
8. Masters	212	197	(15)

- Down 148 Graduate Credits
- Down 1,400 Undergraduate Credits

- Down 105 FTE

Clemmer College

Fall 2019 Preliminary HC Comparison			
College/Level	**2018**	**2019**	**Delta**
Clemmer College	**1,546**	**1,832**	**286**
1. First-time Freshmen	68	159	91
2. Freshmen	29	54	25
3. Sophomore	153	215	62
4. Junior	264	316	52
5. Senior	393	466	73
7. Graduate Special	31	36	5
8. Masters	401	353	(48)
9. Ed Specialist	8	3	(5)
Doctoral Early	176	159	(17)
Doctoral Late	23	71	48

- Down 137 Graduate Credits
- Up 422 Undergraduate Credits

- Up 17 FTE

EAST TENNESSEE STATE
U N I V E R S I T Y

Clinical & Rehab

Fall 2019 Preliminary HC Comparison			
College/Level	2018	2019	Delta
Clinical & Rehab Health Scienc	**917**	**861**	**(56)**
1. First-time Freshmen	163	110	(53)
2. Freshmen	35	21	(14)
3. Sophomore	87	115	28
4. Junior	119	115	(4)
5. Senior	259	240	(19)
7. Graduate Special	1	2	1
8. Masters	102	104	2
Doctoral Early	141	144	3
Doctoral Late	10	10	0

- Up 228 Graduate Credits
- Down 34 Undergraduate Credits

- Up 17 FTE

EAST TENNESSEE STATE
UNIVERSITY

Continuing Studies

Fall 2019 Preliminary HC Comparison			
College/Level	2018	2019	Delta
Continuing Studies	317	297	(20)
1. First-time Freshmen	1	1	0
2. Freshmen	7	7	0
3. Sophomore	23	28	5
4. Junior	79	71	(8)
5. Senior	178	157	(21)
7. Graduate Special	1	3	2
8. Masters	28	30	2

- Up 25 Graduate Credits
- Down 78 Undergraduate Credits

- Down 3 FTE

EAST TENNESSEE STATE
U N I V E R S I T Y

Graduate Studies

Fall 2019 Preliminary HC Comparison			
College/Level	2018	2019	Delta
Graduate Studies	47	53	6
7. Graduate Special	4	3	(1)
Doctoral Early	43	50	7

- Up 17 Graduate Credits

- Up 1 FTE

Medicine Biomedical Sci.

Fall 2019 Preliminary HC Comparison			
College/Level	2018	2019	Delta
Medicine Biomedical Sciences	**32**	**33**	**1**
Doctoral Early	30	33	3
Doctoral Late	2		(2)

- Up 39 Graduate Credits

- Up 3 FTE

No College Designated

Fall 2019 Preliminary HC Comparison			
College/Level	2018	2019	Delta
No College Designated	**1,376**	**1,142**	**(234)**
1. First-time Freshmen	408	286	(122)
2. Freshmen	111	78	(33)
3. Sophomore	191	66	(125)
4. Junior	93	1	(92)
5. Senior	30		(30)
6. Undergraduate Special	506	661	155
7. Graduate Special	37	50	13

- Down 165 Undergraduate Credits

- Down 11 FTE

EAST TENNESSEE STATE
U N I V E R S I T Y

Nursing

Fall 2019 Preliminary HC Comparison			
College/Level	2018	2019	Delta
Nursing	1,859	1,959	100
1. First-time Freshmen	237	194	(43)
2. Freshmen	57	50	(7)
3. Sophomore	246	247	1
4. Junior	310	294	(16)
5. Senior	568	744	176
7. Graduate Special	10	16	6
8. Masters	343	312	(31)
Doctoral Early	86	100	14
Doctoral Late	2	2	0

- Down 218 Graduate Credits
- Up 3,569 Undergraduate Credits

- Up 220 FTE

Pharmacy

Fall 2019 Preliminary HC Comparison			
College/Level	2018	2019	Delta
Pharmacy	**33**	**35**	**2**
1. First-time Freshmen	1		(1)
2. Freshmen		13	13
3. Sophomore		1	1
4. Junior	11	6	(5)
5. Senior	21	15	(6)

- Up 42 credits

- Up 2 FTE

EAST TENNESSEE STATE
U N I V E R S I T Y

Public Health

Fall 2019 Preliminary HC Comparison			
College/Level	2018	2019	Delta
Public Health	**722**	**773**	**51**
1. First-time Freshmen	85	87	2
2. Freshmen	11	12	1
3. Sophomore	74	102	28
4. Junior	139	128	(11)
5. Senior	182	211	29
6. Undergraduate Special	2		(2)
7. Graduate Special	39	38	(1)
8. Masters	169	168	(1)
Doctoral Early	20	26	6
Doctoral Late	1	1	0

- Up 3 Graduate Credits
- Down 502 Undergraduate Credits

- Down 33 FTE

EAST TENNESSEE STATE
U N I V E R S I T Y

Questions

University Council

Undergraduate Enrollment Assessment and Strategy
September 9, 2019

EAST TENNESSEE STATE
UNIVERSITY

Undergraduate Enrollment Services Review

- Review of ETSU's application of best practice in Strategic Enrollment Management

  - AACRAO Consulting (American Association of Collegiate Registrars and Admissions Officers)
    - Structure and Staffing
    - Policies and Practices
    - Technology Review
    - Marketing and Communication
    - Data and Strategy
    - Recruitment and Retention

EAST TENNESSEE STATE
UNIVERSITY

Structure and Staffing

- VP, AVP, Director
  - Ongoing AACRAO Consulting
- Enrollment Management Leadership Team
- Admissions Leadership Team
- Marketing and Communications Team
- Dual Enrollment Team
- Transfer Team
- Counselor Tiers

Data and Strategy

- Territory Management
  - Goals, Targets, Milestones, Dashboards
  - Trends and Forecasting
  - Consistent Staffing Approach
- Increase Applications from Primary Markets
  - College Application Week
  - On-site Admissions
  - "What Can ETSU do For You"

EAST TENNESSEE STATE
UNIVERSITY

Policies and Practices

- Processing Time
- Self-Reporting of Scores
- Scholarship Awarding
- Dropped for Non-payment

Technology Review

- Banner Functionality
- Admissions and Financial Aid Integration
- CRM
- Tele-counseling and Texting
- Melt Communication

Marketing and Communication

- Integrated Approach
  - University/College/Program/Student
  - ROI – Experience/Outcomes
  - Competitive Advantages
  - Academic Distinctiveness
- Community College/Transfer Communication
- On-Campus Experiences – Personalization
  - Open House
  - Tours
  - Top Scholars
  - Orientation

Recruitment and Retention

- Financial Aid/Scholarship Optimization Review
  - Tuition/Pricing
  - Market Strategy
  - Merit/Need Based Aid
  - Delivery Model
- Advising Review
  - Support and On-track
- First Year Experience Review
  - Scaled Integrated Experiences
  - In and Out of the Classroom
- Student Success and Retention Team

EAST TENNESSEE STATE UNIVERSITY

Innovation – Change is required

- Recruitment Yield has fallen for 10 years
  - More than freshmen
    - Transfer
    - Online
    - International
- Success Transformation
  - First year experience
  - Scaling impact practices
  - Advising
- Investment
  - Time and Resources