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7-8-2019

### 2019 July 8 – University Council Agenda and Minutes

East Tennessee State University

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# AGENDA

## University Council

Monday, July 8, 2019

President's Conference Room –206 Dossett Hall

8:30 a.m. – 11:00 a.m.

1. Call to Order
2. Roll Call
3. Standing Items
  - 3.1. Approve minutes of the May 13, 2019 meeting (*attachment*)
  - 3.2. Review agenda
  - 3.3. President's Report
  - 3.4. Call for Voluntary Reports of UC-Essential Action Items from Governance Organizations
4. Action Items
  - 4.1. Old Business
  - 4.2. New Business
    - 4.2.1. Election of 2019-20 University Council Vice Chair – Dr. Bishop
5. Information Items/Presentations
  - 5.1. New UC Membership from Deans Council and Council of Chairs – Dr. Bishop
  - 5.2. Procedural revisions to the [General Travel Policy](#) concerning International Travel – Dr. Linville
  - 5.3. Organizational Realignment Update – Dr. Bishop
  - 5.4. Update on Searches and Vacant Positions – Dr. Bishop
  - 5.5. Enrollment Update – Dr. Sherlin and Dr. Mayhew
6. Announcements
7. Adjournment

**University Council**  
**July 8, 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: Ms. Bridget Baird, Dr. Joseph Bidwell, Dr. Wilsie Bishop, Mr. Scott Carter, Ms. Tiffany Cook, Dr. Dennis Depew, Dr. William Duncan, Dr. Susan Epps, Dr. Bill Flora, Dr. Mike Hoff, Dr. Karin Keith, Dr. Karen King, Dr. Claudia Kozinetz, Mr. Joseph Kusi, Dr. David Linville, Ms. Candy Massey, Dr. Sam Mayhew, Ms. Stefanie Murphy, Ms. Pamela Ritter, Dr. David Roane, Mr. Jeremy Ross, Dr. Don Samples, Dr. Jana Scarborough, Dr. Joe Sherlin, Dr. Randy Wykoff

Those absent were: Dr. Cheri Clavier, Dr. Keith Johnson, Mr. Ed Kelly, Dr. B.J. King, Dr. Brian Noland, Mr. Joe Smith, Ms. Alicia Williams

Others in attendance: Ms. Mary Cradic, Ms. Amanda Mowell, Ms. Dumisa Nyarambi

3 Standing Items

3.1 Approve minutes of May 13, 2019 meeting

Ms. Bridget Baird requested a correction in section 3.4 Call for Voluntary Reports.

A motion to approve the May 13, 2019, minutes with the recommended changes was seconded and unanimously approved.

3.2 Review agenda

Dr. Bishop noted that Dr. Noland was traveling and may not be available to give the President's Report (3.3) by phone.

3.3 President's Report

Dr. Noland was unable to call into the meeting.

3.4 Call for Voluntary Reports of UC

Mr. Scott Carter discussed the transition taking pace in Men's Golf following the retirement of Fred Warren after 33 years of service. A celebration for his replacement, Jake Amos, will take place in August. He listed several ongoing summer activities such as renovations, Buc Football Camp and Men's Basketball competing in Europe. Carter also touted the success of the Steve Forbes' Basketball Camps.

Dr. Karen King explained that the university's contract with Banner will expire in December 2022. She said vendor reviews are in the very beginning stages and updates will be communicated across campus. Any feedback should be sent to her directly.

Dr. Bill Flora reported that the executive committee continues to meet this summer to

review Faculty Senate bylaws.

Ms. Tiffany Cook said the Student Government Association executive team has been active this summer and is recruiting new members at orientations. She said SGA is dedicated to increasing transparency this academic year by having members participate in meetings across campus.

Ms. Candy Massey said Staff Senate elections are underway.

Dr. Joe Bidwell announced the Council of Academic Chairs Executive Committee members who have newly joined or will continue to serve on University Council: Dr. Karin Keith (new), Dr. Claudia Kozinetz (continuing), and Dr. David Roane (continuing).

Dr. William Duncan reported that Amazon Web Services integration is ongoing and hopes to share a revised policy soon.

Mr. Joseph Kusi said the Graduate and Professional Student Association elected new officers.

#### 4 Action Items

##### 4.1 Old Business

No old business was brought before the council for discussion.

##### 4.2 New Business

###### 4.2.1. Election of 2019-20 University Council Vice Chair

Dr. Bishop initiated the discussion and said action would be deferred. Since her position has changed from Vice President for Health Affairs to Senior Vice President for Academics and Interim Provost, Bishop asked the Council to consider whether she should continue to preside as Vice Chair. A large part of the role, in addition to presiding over the meeting, is gathering agenda items and moving items through executive team to the Council. She said one alternative would be to have the new Chief of Staff assume the role. If that happened, she explained, standing rules would need to be changed or the Chief of Staff would need to be elected. Another option introduced was rotating the Vice Chair role amongst Council members.

Bishop expressed her desire to step aside from the Vice Chair role so that she can effectively advocate for Academic Affairs. She said it is important for the person who presides to take a neutral position.

Much discussion ensued about the qualifications necessary to be successful in the role of Vice Chair including strong knowledge of how the university works and how to run meetings effectively.

Dr. Bishop said she perceives the University Council as a diverse group of voices providing counsel to the President. From a historical perspective, the decision to appoint a Vice Chair was to ensure meetings would continue even when the President is unavailable to attend. Previously, when the President was presiding over the meetings, the schedule was dependent upon his availability.

Several members noted that the duties of the Vice Chair seem to align well with the

Chief of Staff role. Its integration into the President's Office would be beneficial and continue the ability for action to be taken on time-sensitive items in the President's absence.

Several members also expressed their desire for Dr. Bishop to remain in the role and to feel as though she can speak up on matters pertaining to Academic Affairs.

Following discussion, Dr. Bishop said a change in leadership might not be beneficial in the short term; therefore, she would be willing to continue in her current role if that was the decision of the Council. She would also be willing to continue for a year or so to allow time to develop a working relationship with the Chief of Staff and have a chance to think through the Vice Chair role.

It was brought to Dr. Bishop's attention that she currently oversees two committees – University Council and Academic Council. Bishop said when standing rules were created for Academic Council, it was determined that final academic decisions would not be brought before University Council. However, she said opportunities for items to come before University Council from other bodies for final action may exist.

Discussion ensued about Dr. Bishop's ability to continue in the role by excusing herself from the Vice Chair role to engage in debate and discussion. It was suggested that the group not become too bogged down in structure, as changes are ongoing.

Dr. Bishop said action will be taken at the August meeting.

## 5 Information Items/Presentations

### 5.1 New UC Membership from Deans Council and Council of Academic Chairs

Dr. Bishop distributed the new University Council [roster](#) and said Dr. Don Samples replaces Dr. Debbie Byrd who completed a one-year term. Dr. Jana Scarborough replaces Dr. Rick Osborn and Dr. Karin Keith replaces Dr. Keith Johnson, who will continue on the roster due to his role as Assistant to the President for Equity and Inclusion. Dr. Sam Mayhew joined mid-year representing Student Life and Enrollment. Bishop said new chair and dean members will serve two-year terms.

### 5.2 Procedural revisions to the General Travel Policy concerning international travel

Dr. David Linville presented a procedural modification to international travel meant to reduce administrative burden by providing a clear delineation of the approval process. Minor revisions to procedures within a policy are approved by the President, he said, and notice is given to the body that originally approved the policy. Dr. BJ King's team will disseminate this information to business leaders across campus.

Dr. Bishop said as a result of the procedural change, Alaska and Hawaii are no longer considered international travel and VPs will give the final signature for travel removing the previous requirement for travel forms to be signed by the President's Office. She added that a central repository for all international travel will be maintained by the Provost Office.

Dr. Duncan expressed the need for notification when researchers travel to specific countries. Traveling with certain software on ETSU-assigned laptops could cause problems upon reentry to the U.S. To prevent this, institutions sometimes give researchers "scrubbed" computers with certain software removed. Another concern of

Duncan is international researchers visiting the ETSU campus and entering research labs.

The group engaged in an exchange about available international travel lists and laws. It was recommended that this information be available to deans, chairs and VPs granting final approval so conversations can take place before faculty members engage in international research partnerships or travel.

Dr. Linville said the issues brought forward were beyond the scope of the procedural updates presented. Dr. Bishop added that additional procedures are already in place for those traveling to a level 4 location as determined by the travel.gov website. She said no action is required, but additional work is needed to make travel processing and approvals more effective.

### 5.3 Organizational Realignment Update – Dr. Bishop

Dr. Bishop provided an overview of the operational alignment process taking place across the university ([attachment](#)). The strategic plan approved by the Board of Trustees in 2017 included a section that said the university might not be in the operational alignment necessary to meet the goals of the strategic plan. In her presentation, Bishop outlined strategic framework, aspirational data points and recognitions included in the strategic plan.

Dr. Bishop gave a review of what changes have taken place so far. When Dr. Bert Bach announced his retirement, Bishop was named Senior Vice President for Academics (March 15, 2019) and Interim Provost (May 6, 2019), which aligned all 11 colleges under the Provost. Additionally, the Division of Student Affairs became the Division of Student Life and Enrollment and added Undergraduate Admissions, Scholarship Office, Veterans Affairs and TRIO programs. Following the untimely death of Dr. Angela Lewis, Dr. Keith Johnson was named Special Assistant to the President for Equity and Inclusion, and Dr. Ramona Williams was named Vice Provost for Community Engagement. She has since retired and the position remains vacant.

Dr. Bishop is leading the alignment initiative and has met with divisions and departments across campus. As a result, she realized that personnel are doing a lot of things very well; however, clear lines of responsibility and accountability are not always there because as the university has grown, and there are individuals in different areas working on the same initiatives. Work groups and task forces will be utilized to move the alignment process forward. Bishop noted the differences and said work groups are smaller in size and targeted to people with specific expertise and do their work in 6-8 weeks with defined deliverables; task forces complete their work over a longer period of 8-9 months and are tasked with delving into questions that require more creativity by a broad range of perspectives. Bishop provided examples of possible issues that could be addressed through the formation of task forces.

Work groups established or in process of being established:

- Research Innovation and Economic Development
- Integration of Finance Budgets and Planning
- Integration of Service and Outreach
- Coordination of Recruitment and Retention

Long term reviews as presented by Dr. Bishop will begin in January 2020 with task forces formed fall 2019. As a result of her meetings across campus, Dr. Bishop has found that many people want to collaborate, but there is not a system in place to facilitate, which the Office of the Provost could help with. She reiterated that the alignment process will be anchored in principles of shared governance; therefore, work groups and task forces will not have the final say, as feedback from other groups and the Board of Trustees may be necessary.

Dr. Bishop asked the group to consider critical questions such as how to make a difference and prepare the university for the next decade in order to meet the aspirational data outlined in the strategic plan.

She informed the group that EAB will visit campus to look at current advisement process and structure. Bishop also indicated that she would share the [template](#) provided to each task force and working group and said a website is being developed to house information and updates on the Operational Alignment taking place.

#### 5.4 Update on Searches and Vacant Positions – Dr. Bishop

New employees:

- Dr. Chris Keller – Dean of Honors College, began role in July
  - Recognition of Dr. Judy Slagle’s leadership forthcoming
- Dr. Mark Fulks – Legal Counsel, begins role in August
- Dr. Adam Green – Chief of Staff, begins role in August

Other announcements:

- Registrar search being led by Dr. Larry Calhoun
  - Evelyn Roach serving as interim
- Dr. Janna Scarborough – Interim Dean of Clemmer College
- Faculty Convocation scheduled for Aug. 23 at the Millennium Center

#### 5.5 Enrollment Update – Dr. Sherlin and Dr. Mayhew

Dr. Joe Sherlin said the presentation primarily focuses on undergraduate enrollment data ([attachment](#)). The most effective strategy for growing enrollment, he added, is focusing on student success and keeping students currently enrolled. Sherlin said students are moving through the institution much more efficiently, resulting in a 16% increase in degrees awarded. However, the number of undergraduate applications and new student orientation is trending downward.

Enrollment and Student Affairs was integrated in March to create a seamless experience from the first point of contact with a student and family through the recruitment pipeline, to orientation, first year experience, student experience, career planning and graduation. A restructuring of leadership took place – Dr. Sam Mayhew assumed responsibility of undergraduate enrollment functions; Heather Levesque was named Director of Undergraduate Admissions. Collaborations, including the establishment of a Transfer Work Team and Student Success and Retention Group have taken place to impact returning and transfer student enrollment. Sherlin said several benchmarking initiatives are underway. Staff visited Furman University Enrollment Leadership and AACRAO will provide an enrollment consulting review at the end of July to determine opportunities for improvement. Sherlin explained that

these efforts will provide the foundation to grow and meet enrollment objectives that align with the university's strategic plan.

Dr. Mayhew outlined the team-based approach underway to increase enrollment for the fall 2019 semester. Staff capitalized on new and returning students "in our pipeline" by following up with phone calls between 4-8 p.m. to assist students with next steps and action items – missing application materials, orientation registration, etc. Email reminders and social media campaigns were also implemented. Staff are also focusing on reaching transfer students this summer, and numbers for transfer orientation are higher than last year. These recruitment efforts resulted in an increased headcount of 175 students between May and July. According to advisors in the College of Nursing, a change in the application deadline will likely result in 175 students registering after July 15. Mayhew said summer enrollment is up 141 students over last year. Sherlin said more conversations are needed around how to make summer terms more attractive to students.

Discussion ensued around dual enrollment and other programming for high school students and the likelihood that participants will enroll as fulltime undergraduate students. Also part of the discussion was regional high school recruitment and the "summer melt" phenomenon when students agree to attend but change their minds over summer.

Dr. Sherlin called for the work that has occurred this summer to continue, but major changes are required to increase applications and enrollment to levels established in the strategic report. Looking ahead, he outlined several initiatives:

- Review of experiences such as campus tours and open house
- Improving efforts to highlight colleges and departments, competitive advantages
- Best practice research
- Integrated marketing
- Opportunity to compete in Knoxville market
- Online, international, transfer, nontraditional, and graduate enrollment

Further discussion focused on data available to colleges that would allow increased engagement in enrollment and retention efforts.

#### 6 Announcements

No announcements were made before the group.

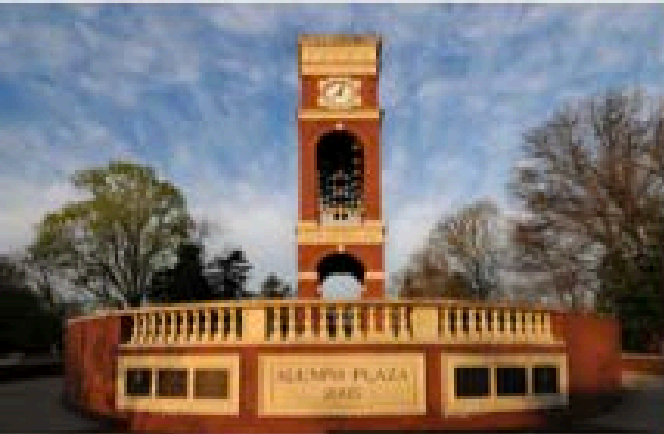
#### 7 Adjournment

The meeting adjourned at 10:30 a.m.





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# Looking at the University through the Lens of Operational Alignment

July 8, 2019

# Our Strategic Journey

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- January 15, 2012      *President Noland Era Begins*
- July 12, 2013      *ETSU 125 Visioning Report*
- March 27, 2017      *2016-2026 Strategic Plan*  
(approved by Board of Trustees)



# Operational Recommendations

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- *Recognized that some of the recommendations were operational rather than strategic in nature*
- *Identified need for operational alignment to assure that the university can realize the aspirational goals of the plan within the planning horizon*



# Strategic Framework

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- *Support a strategic growth agenda that maximizes the student experience both inside and outside the classroom*
- *Ensure the diversity and inclusion of people and ideas*
- *Empower employees to make ETSU a great place to learn, work, and grow*



# Strategic Framework (con't)

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- *Support Excellence in Teaching*
- *Expand the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines*
- *Lead the region forward through community engagement and service*



# Aspirational Data Points -- Students

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## *Increase enrollment*

- 18,000 students
- 3,500 out of state and international students
- 2,000 transfer students enrolled
- 12,000 freshmen applications with 24 or > ACT



# Aspirational Data Points-- Students

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## *Improve retention/graduation*

- 60% 6-year graduation rate for 1<sup>st</sup> time, FT
- 85% fall to fall retention rate for 1<sup>st</sup> time, FT
- 3,500 students living on campus
- 2,500 students living within 2 miles of campus



# Aspirational Data Points

## External Funding

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- \$60 million in research and other extramural funding
- \$25 million in Annual Giving
  - 10 % alumni giving rate





# Aspirational Data Points

## Culture/Quality of Life

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- Achieve status as an “Insight into Diversity” institution
- Recognition as a *Chronicle* “Great College to Work For” institution
- Market-salary equity for faculty, staff, graduate student salaries/stipends
- Obtain the “Carnegie Community Engagement” classification



# Operational Realignment

## 2018 - 2019

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- With planned retirement of Dr. Bert Bach
  - Dr. Wilsie Bishop named Senior Vice President for Academics (3/15/19) and Interim Provost (5/6/19)
    - Aligns all 11 colleges under the Provost
    - ETSU Health is created and becomes the administrative structure for the Academic Health Sciences Center and clinical care delivery
    - Dr. Bishop charged with leading the review of structure to assure operational alignment with the 2016-2016 Strategic Plan, and
    - Structure and Function of Provost's Office



# Actions Taken

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- Division of Student Affairs, led by Dr. Joe Sherlin, becomes the ***Division of Student Life and Enrollment*** and adds the following offices:
  - Undergraduate Admissions
  - Scholarship Office
  - Veterans Affairs
  - TRIO programs



# Vacancies Requiring Immediate Action

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- With the untimely death of Dr. Angela Lewis
  - Dr. Keith Johnson was named *Special Assistant to the President for Equity and Inclusion*
  - Dr. Ramona Williams was named Vice Provost for Community Engagement (now vacant)



# Alignment Initiatives

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**Goal:** To clearly identify lines of responsibility and accountability for affirming the strategic initiatives identified by the Committee for 125 and achieving the strategic goals and objectives as outlined in the ETSU Strategic Plan for 2016-2026

**Process:** Develop Work Groups and Task Forces to review/establish organizational structures that address areas of identified need



# Summer Work Groups

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- Research, Innovation and Economic Development
- Integration of Finance/Budgeting/Planning
  - Decision Support
  - Continued implementation of the decentralized funding model
- Integration of Service and Outreach
  - Relationship with existing university-wide initiatives



# Work Groups (con't)

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- Coordination of recruitment and retention efforts
  - Advising and Advisement Structure
  - Scholarship Funding
  - Integration of other student/academic services



# Long Term Goals

Reviews in process by January 2020

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- Structure and Function of Provost's Office with integration of all academic colleges under the Provost
- Reconceptualization of role of Vice President for Health Affairs





# Long Term Goals (con't)

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- Program/college orientation and alignment to achieve the university's strategic goals, eliminate unnecessary redundancy, and improve effectiveness
- Consistency in title and structure for all major units reporting to the President
- Internal governance that is nimble, inclusive, and effective



# Process Principles

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- Anchored in principles of shared governance
- Structured around identified organizational design elements (goals, members, structure, resources, tasks, decision-making and communication)
- Identify critical questions about “what is and what could be”



# Process Principles (con't)

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- Task force groups will be broad based but “strike ready” to seek answers to the critical questions from the perspective of:
  - Assessment of ***current status*** at ETSU
  - ***Benchmarking*** with national trends, best practices, and peer institutions
  - Development of ***recommendations*** for structure and function to guide the institution through the next 10-20 years



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“Bureaucracy defends the status quo long past the time the quo has lost its status.”\*

\*Laurence J. Peter, *The Peter Principle*, 1969.







**General Plans for Operational Alignment Review at ETSU  
2019 - 2020**

**(Task Force/Working Group Name)**

*Each Task Force or Work Group will receive a template with the following details and information.*

**Charge**

ETSU is consistently recognized for its outstanding mission focus, culture, and values. The work being requested of this group is based upon a desire to align the operations of our university in a way that is consistent with our mission and enabling to achievement of our goals and strategic initiatives that are part of our Strategic Plan for 2016 – 2026. Beyond that, the work of your group should help position the University for excellence for the next decade.

As you begin your work and address your charge, your work group or task force will be expected to complete an environmental scan to determine:

1. Trends in higher education, student enrollment, research, and/or community service that will influence outcomes at ETSU over the next 10 years in relation to the topic area/unit under review.
2. Benchmark institutions with best practices.
3. As a group, identify the “critical questions” related to your assigned topic that from your experience and expertise you believe should be addressed during this review.

*The specific charge to each group will follow these introductory comments and will vary by purpose of the group.*

**Team Leader(s)**

**Membership\***  
(see selection criteria at end of document)

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<b>Organizational Design Elements</b>	All policy organizations work best when consideration is given to the following eight Design Elements (Meltzer and Bellavita, <i>The Policy Organization</i> , Sage Publications, 1983). The work of this group should take into consideration and address how each design element is impacted by the recommendations of the group.	
	<b>Goals</b>	What are the operational goals of the unit (What will the members of the unit spend most of their time doing? What outcomes are expected?) How do the goals of the unit address the 2016-2026 Strategic Plan of East Tennessee State University? Which goals directly address the Strategic Initiatives of the Strategic Plan? How does the Vision for 125 inform the goals of the unit?
	<b>Members</b>	Who are the people (or types of job/positions) that will accomplish the work of the unit? Do other units at the University have individuals tasked to perform similar work?
	<b>Facilities/Environment</b>	Where should this unit be located in relation to the work that it needs to accomplish (this includes both physical location and place on an organization chart)? Consider how the unit is connected to other units within the university and factors that will contribute to effective working relationships with those units. What are the physical characteristics of the space that is needed for the unit to achieve its goals? What is the availability of resources – human and physical to support the work of the unit?
	<b>Structure</b>	How should the unit be organized in order to achieve its goals? Consider the formal aspects of how the work is to be done as well as the informal aspects.
	<b>Resources</b>	What funding is available to support the work of the unit (consider current budgetary assignments, any reallocation of funds, any new funding that will be needed and possible sources of such funding)? Describe how this unit fits within the existing budget. When and if appropriate, identify formal processes that must be completed to assure budgetary alignment and integration.
	<b>Tasks</b>	What kind of “work” will be done by this unit? What kind of expertise is needed to accomplish the tasks? Are there position descriptions available? Is any special technology required? Are there university, state or federal regulations that will impact the work of this unit? Are there existing resources in the university that provide services or technology that will support the work of this unit?
	<b>Decision-Making</b>	After determining the work and tasks of the unit, identify the standard operating procedures, or the processes and rules by which decisions will be made. Where does the unit fit within the governance structure of the University? What are the lines of authority? What decisions have final authority within the unit?



	<b>Communications</b>	How will this unit communicate with other units within the University? Will this unit have any designated reporting functions with the university's governance system? What opportunities will there be for formal and informal sharing of information, planning strategic initiatives, or common problem solving with other university units? How will this unit communicate with units outside of the University? Can these outside units be identified now? What mechanisms will there be for formal and informal communication with outside organizations and affiliate?
<b>Outcomes/Deliverables</b>		
<ol style="list-style-type: none"> <li>1. Outcomes and deliverables will be specific to the charge of each working group or task force. The product should be complete enough to demonstrate that the eight design elements and all crucial questions have been considered.</li> <li>2. All recommendations should include a timeline for implementation.</li> <li>3. All recommendations will be presented through the Senior Vice President for Academics and Interim Provost to the President's Executive Team for initial review and consideration for matters related to alignment within the University's operating structure, budget implications, and alignment with the Strategic Plan and Strategic Initiatives.</li> <li>4. Following this initial review, recommendations involving matters of structure, policy, or governance will be routed through the university's governance bodies to include Student Government Association, Staff Senate, Faculty Senate, Council of Chairs, Academic Council, and University Council to facilitate communication or to seek endorsement as needed prior to implementation.</li> <li>5. Following initial review, recommendations that involve administrative operations will be forwarded to the University Council, which has representation from the existing governance bodies, for communication or endorsement as needed prior to implementation.</li> <li>6. Actions requiring Board of Trustee approval will be forwarded to the BOT following action by the University Council.</li> </ol>		
<b>Definitions, Timelines, and Expectations</b>		
<b>Working Groups</b>	<p>Working groups will be established to address immediate, time critical issues and resolve unanticipated consequences from realignment efforts.</p> <p>Work groups will generally consist of no more than 7 individuals.</p>	

	Generally, the timeline for work groups will be six to eight weeks from the establishment of the group to presentation of recommendations
<b>Task Forces</b>	<p>A “Task Force” will be established when a more comprehensive investigation and report are required. If a task force is established it is implicit in its establishment that there is an opportunity for improvement, better alignment of resources, development of synergies, or elimination of duplication of effort.</p> <p>Task Force groups may bring about fundamental change in organizational structure or processes; or, they may affirm and update current structure and operations</p> <p>A task force will generally consist of no more than 12 – 15 individuals.</p> <p>Generally, the timeline for work groups will be no more than three to six months. As this work is of critical significance to aligning our mission, strategic plans, and operations, timely approval and implementation of recommendations will be paramount to future success.</p>
<b>Selection of Work Group and/or Task Force Membership</b>	
<b>Member Characteristics</b>	<p>It will be critical to have individuals named to these working groups and task forces who are:</p> <ol style="list-style-type: none"> <li>1. Committed to being actively engaged in the process to include attending meetings and completing required “off-line” work in preparation for meetings and discussions;</li> <li>2. Willing to set aside personal bias to reach consensus that is in the best interest of the University;</li> <li>3. Willing to have dialogue with colleagues at ETSU and within their professional network to gain a broad perspective of the area/unit under discussion.</li> <li>4. Provide representatives from various sectors of the university to assure a comprehensive perspective to each issue/unit being addressed.</li> </ol>
<b>Selection Process</b>	<p>Individuals may become members of work groups or task forces by:</p> <ol style="list-style-type: none"> <li>1. Appointment based on interests and expertise</li> <li>2. Nomination by Faculty Senate, Council of Chairs, Staff Senate</li> <li>3. Nomination by an individual’s Director, Chair, Dean, or Vice President</li> <li>4. Volunteer (for general appointment or for a specific assignment)</li> </ol>

## How Will Issues/Topics for a Work Group or Task Force be Identified and Commissioned?

The purpose of this University-wide emphasis on operational alignment is to assure that the University's organizational structure and leadership team is aligned with our mission and with our strategic initiatives. This intensive review will increase focus, reduce redundancy, identify accountability, and best position the institution for the next ten years. This review comes at a critical time in the institution's history and has the potential to strengthen the focus on our mission, enhance the quality of our institution, achieve our strategic initiatives, and advance our standing among academic institutions in Tennessee and beyond.

Work groups and/or task forces will be formed to address immediate, near term, and long-term opportunities to align institutional structure with strategic planning objectives.

Impetus for change and study may come from:

1. Retirements, vacancies, and structural change.
2. Administrative assessment and review of existing structures and operations.
3. Recommendations from existing governance/representative groups on campus.
4. Suggestions and observations from the ETSU community of faculty, staff, and students.
  - a. Voluntary submission of ideas to Senior Vice President for Academics
  - b. Simple "Request for Proposal" process requesting input.

The President's Executive Leadership Team will:

1. Review all proposed topics and authorize the appropriate level of review, if any.
2. Review and approve the Charge, Leadership and Membership of review groups.
3. Provide consultation and advice as needed to review groups
4. Receive recommendations from working group
5. Initiate campus-wide review/endorsement of recommendations as appropriate, prior to final action by the President of ETSU and/or the Board of Trustees as designated within policy.

# Enrollment Update

July 8, 2019

Sam Mayhew, Asst. VP for Student Life and Enrollment

Joe Sherlin, VP for Student Life and Enrollment



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# Enrollment Status

- Success
  - FTF Graduation Rate increased 10% in the last 3 years
  - On track to break 50% for the most recent 6 year cohort
  - 16% increase in degrees awarded
- Recruitment and Enrollment
  - New student undergrad applications
    - -234 Freshmen (2.97%)
    - -33 Transfer (1.33%)
  - New student enrollment indicators
    - -149 Orientation (5.91%)
    - -48 housing (3.3%)
  - Non-enrolled returning students
    - -213 UG
    - -48 Grad



# Enrollment Transition Timeline

- March
  - Integration of Undergraduate Enrollment and Student Affairs into Division of Student Life and Enrollment
  - Restructured Leadership in the Office of Admissions
  - Begin meeting with Division Staff and Leadership
- April
  - Begin listening meetings with College Deans and Leadership
  - Formed Transfer Work Team
- May
  - Met with Deans Council
  - Formed Student Success and Retention Group
  - Visited Furman University Enrollment Leadership
- June
  - Signed Contract for AACRAO Enrollment Consulting Review



# *Enrollment Activity*



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# New and Returning Students

- Team Approach to Enrollment
  - Student Success and Retention Group
  - Transfer Work Team
- Push to Student Orientation (New) or Registration (Returning)
  - Phone calls (day and evening)
  - Email
  - Mail/Postcards
  - Social Media
  - Family Communication





# Making Progress

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- May
  - -457 students HC (UG)
  - -361.87 FTE (UG)
- July
  - -282 students HC (UG)
  - -295.93 FTE (UG)
- Summer
  - + 141 students HC (UG)
  - + 156.73 FTE (UG)



# *Looking Ahead*



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# Looking Ahead

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- Fall 19
  - Keep working together
  - Summer strategies
- Fall 20 and Fall 21
  - Dialogue among Academic Affairs, Colleges, and Student Life and Enrollment
  - On Campus Experiences
  - Consulting Reviews
    - Enrollment
    - Scholarship
    - Advising



# Looking Ahead

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- Fall 20 and Fall 21
  - Integrated Marketing
    - Competitive Advantage
  - Admissions Operations
    - Structure and Staffing
    - Territory Management
  - Online Enrollment
  - International Enrollment
  - Transfer Enrollment
  - Graduate Enrollment



# Discussion

