

AGENDA

University Council

Monday, May 13, 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 March 11, 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. ITS Policies (*attachments*)
 - 4.2.1.1. Acceptable Use
 - 4.2.1.2. Electronic Mail Privacy
 - 4.2.1.3. Access Controls
5. Information Items/Presentations
 - 5.1. Programming Preview for the Martin Center – Dr. DeAngelis
 - 5.2. Equity and Inclusion Plan – Dr. Johnson
 - 5.3. Budget Update – Dr. B.J. King (*attachment*)
 - 5.4. Update on Strategic Plan – Dr. Hoff
6. Focused Discussion – Dr. Bishop moderating
 - 6.1. *How could Organizational Changes for ETSU impact University Council?*
7. Announcements
 - 7.1. University Council annual membership replacements – Dr. Bishop
 - 7.2. Status Update on University Counsel Search – Dr. Byrd
8. Adjournment

University Council
May 13, 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, Dr. Debbie Byrd, Mr. Scott Carter, Dr. Cheri Clavier, Ms. Tiffany Cook, Dr. Dennis Depew, Dr. William Duncan, Dr. Susan Epps, Dr. Bill Flora, Dr. Mike Hoff, Dr. Jeff Howard, Dr. Keith Johnson, Dr. Jane Jones, Mr. Ed Kelly, Dr. B.J. King, Dr. Karen King, Dr. Claudia Kozinetz, Dr. David Linville, Ms. Candy Massey, Dr. Sam Mayhew, Dr. Brian Noland, Dr. Rick Osborn, Ms. Pamela Ritter, Dr. David Roane, Mr. Jeremy Ross, Dr. Joe Sherlin, Ms. Alicia Williams, Dr. Randy Wykoff

Those absent were: Ms. Stefanie Murphy, Mr. Aamir Shaikh, Mr. Joe Smith

Others in attendance: Ms. Anita DeAngelis, Ms. Mary Cradic, Ms. Amanda Mowell

3 Standing Items

3.1 Approve minutes of March 11, 2019 meeting

Dr. Clavier requested a correction in section 5.3. She said the SACSCOC Leadership Team also includes Dr. BJ King, Dr. Joe Sherlin and David Linville. Although it was previously communicated that the results of the 5th year report would be available in December, Dr. Denise Young, SACSCOC Vice President, indicated during discussions in April that those results would be available in mid-July.

A motion to approve the March 11, 2019, minutes with the recommended changes was seconded and unanimously approved.

3.2 Review agenda

Dr. Bishop noted that the President had been detained at an off-campus meeting and the President's Report (3.3) would be postponed until Dr. Noland's arrival.

3.3 President's Report

Dr. Noland provided several updates, starting with ongoing work related to university structure, which continues to move forward to ensure that structure aligns with the university's strategic plan. Items that will move forward in the short term include:

- Equity and Diversity - Dr. Keith Johnson to present Equity and Inclusion Plan (item 5.2)
- Research and Innovation – Committee structures to be shared this summer;

this has been an area of interest for the Board of Trustees and will bring together work by the Committee for 125

- University service arrangements
- Advising

A long term examination of issues related to academic structure, such as college organization, will commence this fall.

In terms of critical staffing areas, Dr. Noland said three major searches will come to a close by this fall: Chief of Staff, University Counsel, and a leadership position in Equity and Diversity.

Next, Dr. Noland said work is underway to complete the budget. THEC will take action on binding tuition limits and provide detail and clarity on what is included in the governor's budget, specifically \$750,000 in support for rural health research and what that entails. Dr. Noland will share these details with University Council and said the university can move forward on finalizing the budget once the Board of Trustees has a called meeting and takes action on tuition and fees.

He noted that at the last meeting, the Board took action to simplify fees across the institution to provide revenue flexibility for several colleges. Dr. Noland reminded University Council members that engagement and how it relates to fallout has changed so that colleges and units retain 50%. He encouraged units to save resources at the end of fiscal year.

Dr. Noland addressed enrollment and reported that fall numbers are fluid. Enrollment is projected to be down 100 students and Dr. Noland noted that enrollment is not predicated only on the number of incoming freshmen; it is a very competitive landscape. He advocated for the review of current programs and the creation of new academic programs in order to get to 18,000 students.

Dr. Noland then provided a construction update. The renovation of the Marketplace in the Culp Center has begun and will likely be complete by fall semester, depending on weather. Culp Center construction is slated to be complete January 2020. The Martin Center for the Arts will be occupied next spring, and negotiations continue for Lamb Hall renovations. Dr. Noland said a number of smaller projects will begin this summer, one being enhancements to Brown Hall.

Dr. Noland noted that the SGA has requested cleaner, neater learning spaces. He encouraged everyone to clean up classrooms and hallways across campus as students have voiced concern that indoor spaces on campus do not meet their expectations.

Lastly, Dr. Noland said it was time to re-introduce a question from seven years ago – “What if?” ETSU became a better institution because we asked ourselves to dream big, he explained. Dr. Noland said it was time to ask “What if?” again and think about new ideas to improve the university such as:

- Put space to better use academically

- New use for old swimming pool in the Mini-Dome
- Close the center of campus to create another greenspace
- Create a gathering place for students in parking lot near Warf-Pickel Hall
- Increase online programming
- Become a HEED-certified institution
- Restructured legal office to become a best-practice institution

3.4 Call for Voluntary Reports of UC

Dr. Bill Flora reported that the Faculty Senate Executive Committee will continue to meet this summer. They are working to complete a handbook and bylaw revisions.

Ms. Stefanie Murphy said the 2019 Staff Appreciate Picnic was a successful event.

Ms. Alicia Williams said the Graduate and Professional Student Association recently held grant writing, thesis writing, and de-stress for academic success workshops. The GPSA also held presentations for those who received funding to attend conferences. Williams reminded the group that there are three available seats for graduate students to participate in the Student Government Association.

The Council of Academic Chairs is scheduled to meet with Dr. Bishop.

Dr. William Duncan reported that the arrangement with Amazon Web Services is being finalized and there were 220 participants in the Appalachian Student Research Forum. The first “green” award was given for the best environmental/sustainable research project.

Mr. Scott Carter said 77 student-athletes graduated and many athletic programs had a successful spring. Women’s and men’s golf each sent two players to NCAA regionals; Men’s Tennis won its second consecutive SoCon Tournament Championship; and Women’s Tennis was runner-up in SoCon Tournament play. Dr. Noland is leading the search for the next SoCon Commissioner, he added.

Mr. Jeremy Ross noted that Public Safety is working to implement a new campus security app this summer. He added that several HR processes will become digital over the summer months and the days to hire has improved from 126 to 80.

Ms. Bridget Baird said the legislative session has come to an end, and included in the Governor’s budget was \$750,000 (recurring) and \$750,000 (non-recurring) for rural health, and it is yet to be determined how many residency positions ETSU will receive. In addition to distributing the Tennessee Journal, she will also send the final THEC budget and wrap-up report.

Ms. Tiffany Cook, newly elected as executive vice president of the Student Government Association, was introduced to University Council members.

4 Action Items

4.1 Old Business

No old business was brought before the council for discussion.

4.2 New Business

4.2.1. ITS Policies

Dr. Karen King provided an overview of the ITS policies for [Acceptable Use](#), [Electronic Mail Privacy](#), and [Access Controls](#) (attachments) and noted they had been developed with input from Legal Counsel and Executive Staff. She said the wording is similar to policies at other institutions and ITS added procedures. Dr. King responded to each public comment on the policies and reassured commenters that ITS is not capturing personal email accounts and passwords and cannot take control of personal devices.

Dr. King made a motion to approve the policies, and Dr. Flora seconded. The policies were approved unanimously.

5 Information Items/Presentations

5.1 Programming Preview for the Martin Center – Ms. Anita DeAngelis

In her presentation, Ms. DeAngelis provided key facts about the forthcoming Martin Center for the Arts ([attachment](#)).

Mary B. Martin School of the Arts will manage the 93,000 square-foot space. It is not large enough to house any departments in their entirety, but the Departments of Music and Theatre and Dance will have rehearsal, recital, scene and costume shop space. Students will have the opportunity to learn how to use equipment ETSU has never had before. The orchestra pit will be larger than the Culp Auditorium stage, and a loading dock will make it easier to bring in guest artists.

When the performing arts center opens, Mary B. Martin School of the Arts will continue to schedule fine arts programming; however, DeAngelis said an Advisory Planning Committee is being formed to plan additional programming for a broader audience. There will be a “10 Event Series” to attract large crowds. Possibilities include popular music such as jazz, bluegrass and tribute bands, as well as musical theatre productions, dance and variety acts, and comedy.

The Martin Center for the Arts will also be available for internal events such as graduation-related activities and outside groups. DeAngelis noted that rental policies and reservation request documents are being finalized so that groups can reserve space for next year. Fees for space use are also being determined. The inaugural season is set to kick-off September 2020.

5.2 Equity and Inclusion Plan – Dr. Keith Johnson

Dr. Johnson presented a three-part plan with immediate, near and long goals with a total of 17 items to implement ([attachment](#)). Among the most immediate is to develop and post a job description for the position Dr. Johnson proposed as the Vice President for Equity and Inclusion ([attachment](#)). He brought together an advisory committee to help develop the job description. He said the word “diversity” puts up walls and recommended replacing it with “inclusion” so that other populations are represented such as those with disabilities. He said diversity is about how many or how much, whereas inclusion is about pathways and showing students how to be successful.

Becoming a Higher Education Excellence in Diversity (HEED) designation is in the strategic plan and by becoming a more inclusive campus, and focusing on students, we can improve retention, he said. The person who gets the position will have the opportunity to help move the university forward, but everyone on campus has a role in implementing the Equity and Inclusion Plan, he added. Additionally, Diversity Champions will help with these efforts. Dr. Johnson said people across campus with a passion to “move the dial” will participate in training and will serve as consultants and guide search committees on how to cast a wider net to attract a diverse pool of candidates.

Dr. Johnson is changing the name of the division to the Office of Equity and Inclusion and said he hopes to continue an existing program - ADiverseETSU. When it began several years ago, potential employees were invited to campus, but Dr. Johnson said the process could have been embraced better. He recommended target recruiting efforts by staying in touch with those who visit campus even if a position is not immediately available. People of color have distorted perceptions about East Tennessee, Dr. Johnson noted, so it is important to communicate with those individuals about the strengths of the area. He also suggested the continuation of post docs because it is a pipeline for faculty positions and continued attendance to the Southern Regions Education Board Conference. Dr. Johnson typically interviews around 125 of the 2-3,000 people of color at the event who are post docs or individuals finishing a Ph.D. and interested in ETSU.

Additional near and long term goals Dr. Johnson outlined in the Equity and Inclusion Plan:

- Diversity Inclusion Conference planned for fall 2019
- Partnering to develop workshops for faculty
- Equity and Inclusion statement to be included in future job descriptions
- Restructure Women’s Resource Center to be included under an “umbrella center”
- Develop a marketing campaign
- Assist colleges and units with strategic plan development
 - Determine measurable outcomes and assessment based on research, service, and teaching
- Mandatory diversity training
- Identify a consultant to assess the status of the Office of Equity and Inclusion
- HR onboarding process – identify best practices for inclusion
- Fundraising
- Establish diversity-infused courses in the general education core
- Develop awards to recognize significant contributions
- Develop mandatory success plan for incoming students with low ACT scores
- Assess current programs focused on improving retention among students of color

Dr. Johnson said this approach is different because expected results are different and requires buy-in from everyone, especially faculty, who spend the most time with students. ETSU is further ahead of other institutions but has not brought efforts

together and shared resources.

Discussion ensued about regional population decline and the opportunity to grow the university and region and attract rising minority populations outside the region. Dr. Noland requested shifting the immediate timeline to May-August, and near to August-January. Dr. Randy Wykoff suggested expanding diversity-infused courses beyond the general education core. Dr. Johnson was asked when Diversity Champions will be selected, and he said many individuals are already reaching out to him. Dr. Joe Sherlin applauded the opportunity to initiate a shared and collaborative approach to student success. Dr. Johnson explained that a consultant would be utilized much later as the structure of the Office of Equity and Inclusion is already being put into place based on best HEED practices. Clarification on the vice president title of the proposed position is needed before it is posted because clean-up work is needed on titles across the university, Dr. Noland noted.

5.3 Budget Update – Dr. BJ King

Dr. King provided an overview of the appropriation budget allocation of new revenues for the next fiscal year ([attachment](#)). She said THEC will likely set the binding limit on tuition and fee increases to 2.5% at its upcoming meeting; therefore, the proposed 2.31% increase is under the cap. The proposed budget includes a 2% salary pool with a \$500 floor and a net appropriation adjustment of almost \$4 million. Based on projected enrollment decline of 100 students, the tuition and fee increase will result in approximately \$2 million in revenue, and the out-of-state portion of tuition will remain flat to remain competitive, Dr. King said.

After accounting for the \$2.5 million salary pool and \$800,000 for scholarships, \$2.1 million of revenue remains. The Budget and Strategic Planning Sub-Council received \$7 million in requests through the new budget model. Dr. King said \$774,000 will be set aside to account for the projected enrollment decline, but if enrollment is flat, the funds will go toward operational costs. Also included is:

- Admissions Royall DIQ expenditure
- Building 60 utilities and maintenance
- Facilities and Public Safety base budget correction
- Faculty promotion and tenure pool
- GA base increase

Discussion ensued about the long term plans for the Royall program. Dr. Joe Sherlin said its outcomes are currently being reviewed. Additional staffing and resources would be needed to replicate what Royall provides.

Dr. King noted that of the \$7 million requested, over \$2 million was funded by units as a result of the new budget model. She is confident that requests will decline as the carry-forward funds are distributed.

Governor Lee's budget funded \$483,400 below what THEC recommended for ETSU, and those funds would have accounted for inflation, Dr. King said. The only way to positively impact the budget is to grow enrollment, and the Board of Trustees Finance and Administration Committee is supportive of pursuing a 15 and 4 model next year,

she added.

Conversation turned to concerns about tuition costs. If the university goes to a 15 and 4 model, Dr. King said some course fees may be eliminated and funding may be available to increase need-based scholarships. In terms of out-of-state tuition scholarships, sometimes they are counted as lost revenue and other times not due to agreements in place, Dr. King noted. Dr. Bishop reminded University Council that she is leading a review of scholarships and will present deliverables to the Board of Trustees in August.

Dr. Bishop said this agenda item was listed as an information item; however, it is an action item and must be endorsed in order to move forward to the Board of Trustees for approval.

Dr. Wykoff made a motion to endorse the appropriation budget allocation of new revenues for 2019-20. It was seconded by Dr. Joe Sherlin and unanimously approved.

Due to time restrictions on the meeting, Dr. Bishop deferred the remaining agenda items and skipped forward to the Update on the University Counsel search (item 7.2).

7 Announcements

7.2 Status Update on University Counsel Search

Dr. Debbie Byrd, chair of the search committee, said Skype interviews were conducted and three finalists were selected to interview on campus between May and early June.

Dr. Bishop also announced that the new dean of the Honors College would be named soon and Sheryl Burnett, registrar, will retire at the end of May. Beginning July 1, the Office of the Registrar will report to Office of the Provost. The interim registrar will be named soon.

8 Adjournment

The meeting adjourned at 10:55 a.m.



Information Technology Resources Acceptable Use	
Responsible Official: Chief Information Officer	Responsible Office: Information Technology Services

Policy Purpose

The purpose of this policy is to identify appropriate use of the information technology resources to support East Tennessee State University's (ETSU or University) goals and objectives and inform all users of the policies set forth by ETSU, the laws of the State of Tennessee, and the federal government. This policy provides a framework for users to practice respectful use of information technology resources. Failure to act responsibly can adversely impact the University. The policy is intended to prevent abuse of resources and to ensure that usage honors the public trust and supports the University's mission.

Policy Statement

I. Applicability

This policy applies to employees, students, guests, and third parties using, accessing, or integrating with ETSU technological resources, i.e., computing, accounts, and network systems. For example, this policy applies to individuals using ETSU computing devices, or individuals using personal devices connected to the ETSU network or other ETSU resources.

II. System Sponsors and Applicable Policy

- A. The information technology resources at ETSU serve a diverse population. System sponsors are given discretion to establish reasonable and appropriate requirements applicable to the systems they oversee. For example, on some campus systems, playing of computer games or use of chat programs may be permitted or even encouraged. On other systems, game-playing and chatting may be discouraged or even prohibited.
- B. System sponsors, and by the delegation, system managers, and facility staff, have discretion to set and revise reasonable usage priorities and operational policies (such as hours of operation, usage time limits, populations to be served, etc.). They may also take such routine steps (i.e., troubleshooting, updating systems, backing up systems, etc.) as may be reasonably necessary for the operation of their systems or facilities.

III. Cyber-Citizenship

A. Responsibility

1. Use of ETSU information technology resources must comply with ETSU policies, procedures, standards, and all applicable laws and not be used for any personal for-profit, or any unauthorized not-for-profit, purpose.
2. Users must expect variation in what constitutes acceptable use from system to system on campus and must make reasonable efforts to inform themselves about the particular requirements applicable to each system they use. In cases of doubt, it is the responsibility of the user to inquire concerning the permissibility of an action or use, prior to execution.
3. Users should protect systems from misuse and attack by being up to date on security patch installations and maintain the latest version of ITS approved antivirus patterns and definitions.

B. Resource Management

1. To effectively manage information technology resources, priority is given to applications that support the University mission. The system sponsor has the responsibility to manage resources so as to make them available for mission related applications.
2. Users are expected to comply fully with the instructions of ITS staff, system managers, system sponsors, and the infrastructure sponsor. In particular, users will vacate facility workstations and will surrender other resources promptly when asked to do so.

IV. University Rights

The University reserves the right to access, monitor, review, and release the contents and activity of an individual User's account(s) as well as that of personal Internet account(s) used for University business. The University reserves the right to access any University owned resources and any non-University owned resources on University property, connected to University networks and systems, or containing University data. This action may be taken to maintain the network's integrity and the rights of other authorized Users and to protect the infrastructure from spam, viruses, intrusions, malware, and other malicious content. Additionally, this action may be taken if the security of a computer or network system is threatened, misuse of University resources is suspected, or the University has a legitimate business need to review activity or data.

V. Privacy

A. ETSU Privacy Notification

1. ETSU hereby notifies users that email communication and documents stored or transmitted using ETSU resources may be a public record and open to public inspection under the Tennessee Open Records Act. Therefore, pursuant to the Tennessee Open Record Act, Title 10, Chapter 7, and subject to exemptions contained therein, all records generated or received by ETSU employees, all records owned or controlled by the State, or all records maintained using ETSU resources may be subject to public inspection upon request by a citizen of the State of Tennessee.
2. Users should have no expectation of privacy when using ETSU computing resources, computer accounts, and network resources.

3. The university does not routinely or without cause monitor individual use of these resources; however, the normal operation and maintenance of these resources require the backup and caching of data and communications, logging of activity, monitoring of general usage patterns, and other such activities.
4. Users should be aware that any activity on systems and networks, including documents created, stored, transmitted, or received on university computers and networks may be monitored, logged, and reviewed by university approved personnel or may be discovered in legal proceedings.
5. Users must respect the privacy and usage privileges of others, both on the ETSU campus and at all sites reachable via ETSU's external network connections.
6. Users will not intentionally seek information on passwords. Unauthorized users will not modify files, data, or passwords belonging to other users. Users will not develop or retain programs for these purposes.
7. Users will preserve and protect the privacy, dignity, well-being, and informed consent of all users of information technology systems.

VI. System Security

1. Users must respect the integrity of computing systems and networks, both on the ETSU campus and at all sites reachable via ETSU's external network connections.
2. Users will not by any means attempt to gain access to a computing system or network without proper authorization, either on the ETSU campus or elsewhere.
3. Users will not attempt to damage or alter hardware or software components of a computing system or network, either on the ETSU campus or elsewhere.
4. Users will not attempt to disable any hardware or software components of a computing system or network via network attacks and/or scans, either on the ETSU campus or elsewhere.
5. Users will use only supported and patched applications and operating systems on University-owned devices. Exceptions must be documented and approved by the Chief Information Officer or designee.

VII. Account Security

1. Users must protect the confidentiality of their assigned account credentials by not sharing passwords, PINs, tokens, or other authentication information with anyone, including friends, supervisors, ITS employees, or other employees.
2. Users must use only the accounts, passwords, and privileges associated with their computer account(s) and use those account(s) only for their authorized purpose.
3. Users must report unauthorized account activity or suspected account compromises to the ITS Help Desk and change passwords immediately.
4. Users shall log out from computers, web pages, and other systems when they are not being actively used and not leave active sessions unattended.

VIII. Copyrights and Licenses

1. Violation of copyright law or infringement is prohibited by University policy and state and federal law.
2. Software may not be copied, installed, or used on University resources except as permitted by the owner of the software and by law.
3. Users will properly license software and strictly adhere to all licensing provisions, including installation, use, copying, number of simultaneous users, and terms of the license.

4. All copyrighted information, such as text and images, retrieved from University resources or stored, transmitted, accessed, or maintained with University resources must be used in compliance with applicable University branding, copyright, and other laws.

IX. User Responsibilities. (*This is not an inclusive list*)

Users shall:

1. Respect and honor the rights of other individuals with regard to intellectual property, privacy, freedom from harassment, academic freedom, copyright, and use of University resources.
2. Use University provided software in a manner that strictly adheres to all licensing provisions, including installation, use, copying, number of simultaneous users, and other terms of the license.
3. Only use University resources for which they have authorization.
4. Control and secure physical and network access to University resources.
5. Users will comply with state and federal regulations concerning obscenity and child pornography, state prohibitions on gambling, and restrictions on gaming.

Users shall NOT:

1. Use information technology resources in a manner that violates ETSU policy and/or other applicable policy and laws.
2. Use accounts, access codes, privileges or ITS resources for which they are not authorized or obtain extra University resources or gain access to accounts for which they are not authorized.
3. Use information technology resources in support of agencies or groups outside the University when such use is not in compliance with the mission of the University.
4. Use information technology resources for activities unrelated to the mission of the University when such use prevents or seriously restricts resource usage by persons fulfilling the mission.
5. Use information technology resources to give access to persons who have not and/or could not obtain access to University resources through official ETSU channels.
6. Use any access not specifically assigned to the user.
7. Tamper, modify, or alter any restrictions or protections placed on their accounts, the University's system, or network facilities.
8. Physically damage or vandalize University resources.
9. Deliberately alter the account structure assigned to the user so as to increase system permissions without ITS authorization.
10. Attempt to render the system or equipment inoperative.
11. Attempt to degrade the performance or availability of any system or to deprive authorized Users access to any University resources.
12. Participate in activities that have the intent of monopolizing information technology resources.
13. Connect network devices such as switches, routers, hubs, and wireless access points to the network without prior approval from ITS.
14. Use University resources to introduce, create, or propagate SPAM, PHISHING email, computer viruses, worms, Trojan horses, or other malicious content.
15. Intercept other Users' transmissions.
16. Misrepresent their identity with actions such as IP address "spoofing," email address falsification, or social engineering.
17. Send email chain letters or mass mailings for purposes other than official University business.
18. Use University resources as an email relay between non-university email systems (routing email through university email systems between two non-university systems).

19. Use without authorization any device or application that consumes a disproportionate amount of network bandwidth.
20. Include or request Sensitive Information be included in unprotected electronic communication (email, instant message, text message, etc.).
21. Transfer or use copyrighted materials without the explicit consent of the owner.
 - a. The unauthorized downloading, copying, or distribution of materials (i.e., proprietary music, video, software, or database information) via information technology resources is prohibited.
22. Commit offenses against others including but not limited to:
 - a. Harass another using information technology resources.
 - b. Impersonate another.
 - c. Take or alter another's work without permission.
 - d. Assume credit for the work of another.
 - e. Interfere in another's legitimate use of information technology resources.
 - f. Display obscene material in a public area. Note: Any direct attachment, linkage, or anchoring of such materials to documents viewable by the public is prohibited.
23. Abuse information technology resources including but not limited to:
 - a. Attempt to gain another user's password or to log on as another user.
 - b. Permit unsupervised use of an assigned account by any other person.
 - c. Use information technology resources for commercial activities except as authorized by the appropriate University administrative official or unauthorized not-for-profit business activities.
 - d. Use ETSU web pages for commercial, private, or personal for-profit activities. Examples include the use of web pages advertising services for personal marketing or business transactions, private advertising of products or services, and any activity meant to foster personal gain.
 - e. Use commercial logos/icons unless that owner provides a University service, such as dining services. Those pages must contain a notice that the owner provides the service under contract to the University.
 - f. Use ETSU web pages for unauthorized not-for-profit business activities. This includes the conducting of any non-University related fundraising or public relations activities, such as solicitation for religious or political causes.

University employees, contractors, temporary employees, student workers, external parties, and others accessing sensitive systems and data shall NOT:

1. Access websites which are not directly related to the conduct of University business while accessing any University system containing sensitive/protected data.
2. Install or use online chat applications, computer games, peer-to-peer file sharing software or other software which is not directly related to the conduct of University business.
3. Transmit, upload, download, or email, sensitive University data to non-University or unapproved systems.

X. Digital Content Provisions

A. Default Access

The default access to information technology resources (such as files) is to be set to allow the owner read, write, delete, and execute access and to give access to no other person. If the owner of such resources modifies this access to grant others access, such access by another, in itself, is not considered an ethical infraction. However, it is prohibited to use such access to copy another's work and assume credit for it, modify the file of another without explicit verbal or written permission to do so, and/or publicizing its contents without authorization or by modifying the file's contents in a manner unauthorized by the file's owner.

B. Software

1. ETSU utilizes a wide variety of software, with an equally wide range of license and copyright provisions. Users are responsible for informing themselves of, and complying with, the license and copyright provisions of the software that they use.
2. No software copy is to be made by any user without a prior, good faith determination that such copying is in fact permissible. All users must respect the legal protection provided by copyright and license to programs and data.

C. Content

1. With regard to intellectual property, ETSU reserves the right to protect copyrights, patents, trademarks, trade secrets, and other rights obtained legally that prohibit copying, trading, displaying, or using without permission. Many of these items may be found by searching networks including the internet, but their presence on these networks does not imply that they are free to use without permission.
2. All content must comply with copyright laws, policies, and regulations detailed in the Federal Copyright Law (Title 17 of the United States Code), and Digital Millennium Copyright Act (DMCA), the Technology, and the Education and Copyright Harmonization (TEACH) Act.
3. Logos
 - a. The use of the ETSU logo is acceptable on University hosted web pages.

XI. Privilege

Access to ETSU information technology resources is granted contingent on that access not being misused. If that access is misused, it can be withdrawn at any time. Further disciplinary action may be taken as a result of serious offenses.

Rights to Privacy

- A. While ETSU recognizes the role of privacy in an institution of higher learning and every attempt will be made to honor that principle, there should be no expectation of privacy in any message, file, image, or data created, stored, sent, retrieved, or received by use of ETSU information technology resources. ETSU expects all users to obey all applicable policies and laws in the use of information technology resources.
- B. Pursuant to state public records law, T.C.A. § 10-7-503 and subject to the exemptions contained therein, electronic files (including email correspondence) which are maintained using ETSU resources may be subject to public inspection upon request by a citizen of the State of Tennessee.

- C. The University abides by the Family Educational Rights and Privacy Act (FERPA), which requires the University to protect the confidentiality of student education records.
- D. When sources outside the University request an inspection and/or examination of any University owned or operated information technology resource, and/or files or information contained therein, the University will review the request pursuant to state law and institutional policy, and will release the information when any one or more of the following conditions exist:
 - 1. When approved by the appropriate University official(s) or the head of the department to which the request is directed;
 - 2. When authorized by the owner(s) of the information;
 - 3. When required by federal, state, or local law; or,
 - 4. When required by a valid subpoena or court order.

Note: When notice is required by law, court order, or subpoena, computer users will receive notice of such disclosures (viewing information in the course of normal system maintenance does not constitute disclosure). In all cases, a request for access to any University information resource by non-ETSU entities will be reviewed by the Office of the University Counsel prior to release.

- E. Data on University computing systems may be copied to backup media periodically. The University makes reasonable efforts to maintain the confidentiality of the data contained in the backup.
- F. The contents of a user's files will typically not be accessed or disclosed except when (1) the owner has set the file permissions to grant others access in accordance with the restrictions noted in this policy, or (2) in the event of any situation listed below.
 - 1. The system sponsor in charge of a system may require personnel to investigate the system suspected of being used by someone other than its rightful owner.
 - 2. The system sponsor in charge of a system may require personnel to investigate the system suspected of being used in a manner that violates University policy or federal, state, or local law.
 - 3. Information traversing the data networks may be intercepted and/or analyzed in conjunction with investigations.

XII. Violation of this Policy

Violation of this policy may result in one or more of the following:

- A. Immediate suspension of any or all of the following: the user's account, network access, and internet access followed by timely review of the charges by the appropriate person or persons.
- B. Revocation of the user's computing privileges at ETSU. There will be no refund of any technology access fees.
- C. Recommendation users go through the regular disciplinary processes and procedures of the University for the appropriate student, staff, administrator, and faculty category.
- D. Recommendation of termination of employment from ETSU for faculty, staff, and students.
- E. Recommendation the violation be turned over to appropriate law enforcement agencies in the case of suspected law violations for criminal and/or civil action.

Authority:

[Federal Copyright Law, Title 17 of the U.S. Code;](#)

[Digital Millennium Copyright Act;](#)

[Technology, Education and Copyright Harmonization Act;](#)
T.C.A. § 10-7-503;
[Family Educational Rights and Privacy Act](#)

Definitions

Information Technology Resources	Computing systems, networks, electronic storage, communication, and presentation resources provided by ETSU
Infrastructure Sponsor	Person responsible for the ETSU information technology resources infrastructure and who is authorized to determine which information technology resources will be acquired and utilized by the University. (Chief Information Officer (CIO))
System Sponsor	The individual(s) under whose authority a computing system, local network, or external network connection is funded. Individual computer systems and local networks may be sponsored by faculty members (i.e., using research grant funds), departments, colleges, or other units. In the latter case, the unit administrator is the system sponsor.
System Manager	The person(s) authorized by a system sponsor to grant, restrict, or deny user privileges, maintain the system files, inform users of all applicable policies, and generally ensure the effective operation of a system. In some cases, the system manager and the system sponsor may be the same individual(s).
Facility Staff	Individuals who are authorized to monitor, manage, or otherwise grant temporary access to computing facilities (such as microcomputer laboratories) in which one (1) or more systems are used by either specific populations of faculty, staff, and students, or the entire campus community.
User	Any individual who uses, logs in, attempts to use, or attempts to log in to a system (whether by direct connection or across one or more networks) or who attempts to connect to, or traverse, a network, whether via hardware, software, or both.
Account	A combination of username and password that provides an individual with access to an information technology resource.
Content	Any and all text, images, multimedia elements, coding, and other such items posted, transmitted, and/or used by information technology resources.
Sensitive University Systems	Any University owned electronic systems that contain Sensitive University Data.
Sensitive University Data	Any information that is protected against disclosure, including all data that may contain personal information, protected health information,

student education records, customer record information, card holder data, or other confidential information.

Policy History

Effective Date:

Revision Date:

Procedure (s)

Procedure History

Effective Date:

Revision Date:

Related Form(s)

Scope and Applicability

Check those that apply to this policy and identify proposed sub-category.

	Governance	
	Academic	
	Students	
	Employment	
X	Information Technology	Access
	Health and Safety	
	Business and Finance	
	Facilities and Operations	
	Advancement	



Access Control	
Responsible Official: Chief Information Officer	Responsible Office: Information Technology Services

Policy Purpose

The Access Control Policy determines the settings used for limiting access to university computer systems and information stored on those systems. The controls listed provide guidance on account management and privilege assignments. The guidance defines the assignment of roles and associated business functions. Other controls include login time, screen saver requirements, and similar activity-based controls. This policy establishes a minimum expectation, with respect to access controls, in order to protect data stored on computer systems at East Tennessee State University (ETSU).

Policy Statement

I. Access Control Policy

Information Technology Services (ITS) shall develop, disseminate, and periodically review and/or update formal, documented University policies for Access Control and procedures to facilitate the implementation of the Access Control best practices.

II. General

- A. ETSU will control user access to information assets based on requirements of individual accountability, need to know, and least privilege.
- B. Access to University information assets must be authorized and managed securely in compliance with appropriate industry practice and with applicable legal and regulatory requirements (e.g., Health Insurance Portability and Accountability Act, Family Educational Rights and Privacy Act, Open Records Act of Tennessee, Gramm Leach Bliley Act, and identity theft laws).
- C. University information assets include data, hardware, software technologies, and the infrastructure used to process, transmit, and store information.
 1. Guest/unauthenticated access may be provisioned commensurate with usage and risk.

2. Authorized users accessing University computing resources and network with their own personal equipment are responsible for ensuring the security and integrity of the systems they are using to establish access.

III. Access Controls

- A. Access to information assets must be restricted to authorized users and must be protected by appropriate physical, administrative, and logical authentication and authorization controls.
- B. Protection for information assets must be commensurate with the confidentiality of the information.
- C. Each computer system shall have an automated access control process that identifies and authenticates users and then permits access based on defined requirements or permissions for the user or user type.
- D. All users of secure systems must be accurately identified, a positive identification must be maintained throughout the login session, and actions must be linked to specific users.
- E. Access control mechanisms may include user IDs, access control lists, constrained user interfaces, encryption, port protection devices, secure gateways/firewalls, and host-based authentication.

IV. User Identification, Authentication, and Accountability

- A. User IDs
 1. The access control process must identify each user through a unique user identifier (user ID) account.
 2. User IDs are assigned by Information Technology Services (ITS).
 3. Users must provide their user ID at logon to a computer system, application, or network.
- B. Individual Accountability
 1. Each user ID must be associated with an individual person who is responsible for its use.
- C. Authentication
 1. Authentication is the means of ensuring the validity of the user identification.
 2. All user access must be authenticated.
 - a. The minimum means of authentication is a personal secret password that the user must provide with each system and/or application logon.
 - b. All passwords used to access information assets must conform to certain requirements relating to password composition, length, expiration, and confidentiality.

V. Access Privileges

- A. Each user's access privileges shall be authorized on a need-to-know basis as dictated by the user's specific and authorized role.
- B. Authorized access will be based on least privilege.

1. This means that only the minimum privileges required to fulfill the user's role will be permitted.
 2. Access privileges must be defined so as to maintain appropriate segregation of duties to reduce the risk of misuse of information assets.
 3. Any access that is granted to data must be authorized by the appropriate data custodian.
- C. Access privileges should be controlled based on the following criteria, as appropriate:
1. Identity (user ID);
 2. Role or function;
 3. Physical or logical locations;
 4. Time of day, week, month;
 5. Transaction based access;
 6. Access modes such as read, write, execute, delete, create, and/or search.
- D. Privileged access (i.e., administrative accounts, root accounts) must be granted based strictly on role requirements.

VI. Access Account Management

- A. User ID accounts must be established, managed, and terminated to maintain the necessary level of data protection.
- B. The following requirements apply to network logons, as well as individual application and system logons, and should be implemented where technically and procedurally feasible:
1. Account creation requests must specify access either explicitly or for a role that has been mapped to the required access.
 2. Accounts must be locked out after a specified number of consecutive invalid logon attempts and remain locked out for a specified amount of time or until authorized personnel unlock the account.
 3. User interfaces into secure systems must be locked after a specified system/session idle time.
 4. Systems housing or using restricted information must be configured so that access to the restricted information is denied unless specific access is granted.
 5. Access must be revoked immediately upon notification that access is no longer required or authorized.
 - a. Access privileges of terminated or transferred users must be revoked or changed as soon as possible.
 - b. In cases where an employee is not leaving on good terms, the user ID must be disabled simultaneously with departure.
 6. User IDs will be disabled after a period of inactivity that is determined appropriate by the current business process.
 7. All third party access (contractors, business partners, consultants, vendors) must be authorized and monitored.
 8. Appropriate logging will be implemented commensurate with sensitivity/criticality of the data and resources.
 - a. Logging of attempted access must include failed logons.

- b. Logs should be monitored and regularly reviewed to identify security breaches or unauthorized activity.
- c. Logs should be maintained for a specified period of time.
- 9. A periodic audit of secured systems to confirm that access privileges are appropriate must be conducted. The audit will consist of reviewing and validating that user access rights are still needed and are appropriate.

VII. Compliance and Enforcement

- A. This policy applies to all users of information resources including students, faculty, staff, temporary workers, vendors, and any other authorized users, who are permitted access.
- B. Persons in violation of this policy are subject to a range of sanctions, determined and enforced by University management, including the loss of computer network access privileges, disciplinary action, dismissal from the institution, and legal action.
- C. Some violations may constitute criminal offenses, per Tennessee and other local and federal laws. The University will carry out its responsibility to report such violations to the appropriate authorities.

VIII. Exceptions

Documented exceptions to this policy may be granted by the Chief Information Officer in consultation with the Office of Legal Counsel.

Authority: (None)

Definitions

Policy History

Effective Date:

Revision Date:

Procedure (s)

I. Account Access Procedures

The University applies these Account Management practices to all accounts on ITS systems, including accounts used by vendors and third parties.

- 1. ITS Identifies and selects the following types of information system accounts to support the university missions/business functions:
 - a. Employees
 - b. Students
 - c. Alumni
 - d. Guests
- 2. Assigns account manager/sponsors for information system accounts;
- 3. Establishes conditions for group and role membership;

4. Specifies authorized users of the information system, group and role membership, and access authorizations (i.e., privileges) and other attributes (as required) for each account;
5. A University Sponsor approves the request to create information system accounts;
6. Creates, enables, modifies, disables, and removes information system accounts with automated controls.
7. Monitors the use of information system accounts;
8. Notifies account managers:
 - a. When accounts are no longer required;
 - b. When users are terminated or transferred; and
 - c. When individual information system usage or need-to-know changes;
9. Authorizes access to the information system based on:
 - a. A valid access authorization;
 - b. Intended system usage; and
 - c. Other attributes as required by the university or associated missions/business functions;
10. Reviews accounts for compliance with account management requirements yearly and
11. Establishes a process for reissuing shared/group account credentials when individuals are removed from the group.
12. Employs automated mechanisms to support the management of information system accounts.
13. Disables temporary and emergency accounts after 30 days.
14. Disables inactive accounts after 210 days of inactivity.
15. Audits account creation, modification, enabling, disabling, and removal actions, and notifies the system owner.
16. Require that users log out when they are no longer need the active session.
17. implements dynamic privilege management capabilities when this capability is required.
18. Establishes and administers privileged user accounts in accordance with a role-based access scheme that organizes allowed information system access and privileges into roles;
19. Monitors privileged role assignments and removes access when privileged role assignments are no longer appropriate.
20. Creates accounts and access dynamically when appropriate.
21. Disables accounts of users posing a significant risk within one hour of discovery of the risk.

II. Information Flow Enforcement

The flow of sensitive information between systems is controlled and/or monitored through technical (network firewalls, intrusion prevention, data loss prevention) means.

III. Separation Of Duties

ETSU enforces separation of duties to aide in the prevention of both fraud and errors from a lack of quality control. The person requesting a change in access should not be the person who plans and then implements the change.

IV. Least Privilege

ETSU implements least privilege by limiting the rights/privileges or accesses assigned to users to enable performance of specified tasks while adequately mitigating risk to the organization, individuals, and other organizations.

V. Unsuccessful Login Attempts

ETSU defines the maximum number of consecutive invalid user login attempts, a time-period in which the consecutive invalid access attempts occur, and a defined response to be taken should this maximum number of invalid login attempts occur during the defined time-period.

1. Enforces a limit of 10 consecutive invalid logon attempts by a user during a one-hour period and
2. Automatically locks the account/node for 1 hour.
3. The information system has the ability to purge/wipe information from University managed mobile devices after ten consecutive, unsuccessful device logon attempts.

VI. System Use Notification

ETSU's information system displays an approved system use notification message before granting system access. The message displayed includes privacy and security notices consistent with applicable federal laws, Executive Orders, directives, policies, regulations, and standards. All users must accept the terms in this notification message prior to using any ETSU computing resources.

VII. Previous Logon (Access) Notification

With regard to both traditional logons to information systems and general access to information systems that occur in various system configurations, the information system notifies the user, upon successful logon (access) to the system, of the date and time of the last logon (access).

VIII. Concurrent Session Control

The information system limits the number of concurrent sessions for each system account as defined by the system owner.

IX. Session Lock

The information system:

1. Prevents further access to the system by initiating a session lock after one hour of inactivity or upon receiving a request from a user; and
2. Retains the session lock until the user reestablishes access using established identification and authentication procedures.

X. Session Termination

Session timeout represents an event occurring when a user does not perform any action on a web site during a period of time. The lack of action changes the status of the user session to 'invalid'. The information system automatically terminates a user session after one hour of inactivity.

XI. Remote Access

ETSU defines standards for connecting to the University's network from any host. These standards are designed to minimize the potential exposure to the University from damages which may result from unauthorized use of University resources. Damages include the loss of sensitive or company confidential data, intellectual property, damage to public image, damage to critical University internal systems, etc.

The University:

1. Establishes and documents usage restrictions, configuration/connection requirements, and implementation guidance for each type of remote access allowed.
2. Authorizes remote access to the information system prior to allowing such connections.
3. The information system monitors and controls remote access methods.
4. The information system implements cryptographic mechanisms to protect the confidentiality and integrity of remote access sessions.
5. The information system routes all remote accesses through the University primary firewall managed by ITS.
6. ETSU ensures that users protect information about remote access mechanisms from unauthorized use and disclosure.
7. ETSU provides the capability to expeditiously disconnect or disable remote access to the information system following one hour of idle time.

XII. Wireless Access

ETSU defines standards for connecting to the University's wireless network from any host. These standards are designed to minimize the potential exposure to the University from damages which may result from unauthorized use of University resources. Damages include the loss of sensitive or company confidential data, intellectual property, damage to public image, damage to critical University internal systems, etc.

The University:

1. Establishes usage restrictions, configuration/connection requirements, and implementation guidance for wireless access; and
2. Authorizes wireless access to the information system prior to allowing such connections.
3. The information system protects wireless access to the system using authentication of users and encryption.

4. ETSU disables, when not intended for use, wireless networking capabilities internally embedded within information system components prior to issuance and deployment.
5. ETSU identifies and explicitly authorizes users allowed to independently configure wireless networking capabilities.
6. ETSU selects radio antennas and calibrates transmission power levels to reduce the probability that usable signals can be received outside of organization-controlled boundaries.

XIII. Access Control For Mobile Devices

Procedures for requirements regarding access control for mobile devices will mitigate risk from malicious or otherwise compromised devices to the University's information system.

The university:

1. Establishes usage restrictions, configuration requirements, connection requirements, and implementation guidance for organization-controlled mobile devices; and
2. Authorizes the connection of mobile devices to organizational information systems.

XIV. Use Of External Information Systems

The University establishes terms and conditions, consistent with any trust relationships established with other organizations owning, operating, and/or maintaining external information systems, allowing authorized individuals to:

1. Access the information system from external information systems; and
2. Process, store, or transmit organization-controlled information using external information systems.

The University:

3. Verifies the implementation of required security controls on the external system as specified in the information security policy and security plan; or
4. Retains approved information system connection or processing agreements with the organizational entity hosting the external information system.
5. Controls the use of organization-controlled portable storage devices by authorized individuals on external information systems.
6. Controls the use of network accessible storage devices in external information systems.

XV. Data Mining Protection

This control establishes the process of securing Analysis Services that occur at multiple levels. Each instance of Analysis Services and its data sources must be secure to make sure that only authorized users have read or read/write permissions to selected dimensions, mining models, and data sources, and to prevent unauthorized users from maliciously compromising sensitive business information. The University employs data mining prevention and detection techniques to adequately detect and protect against data mining.

Procedure History

Effective Date:

Revision Date:

Related Form(s)

Scope and Applicability

Check those that apply to this policy and identify proposed sub-category.

	Governance	
	Academic	
	Students	
	Employment	
X	Information Technology	Access
	Health and Safety	
	Business and Finance	
	Facilities and Operations	
	Advancement	



Electronic Mail Privacy	
Responsible Official: Chief Information Officer	Responsible Office: Information Technology Services

Policy Purpose

The purpose of this policy is to set forth the standards and expectations of privacy in electronic mail services provided by East Tennessee State University (ETSU).

Policy Statement

I. Scope

This policy applies to all University faculty, staff, students, retirees, and holders of specially-granted accounts (hereinafter referred to as users) whose access to, or use of, email services is funded by the University and the State of Tennessee or is available through equipment or software services owned or leased by the University.

II. Privacy Considerations

Although employees of the University do not routinely monitor the contents of electronic files, including those containing incoming or outgoing electronic mail, such files may be considered public records under public records law, and therefore, subject to public inspection. Additionally, the University reserves the right to view or scan any file or software stored on University systems or transmitted over University networks, and may do so periodically for the sole purpose of verifying that software and hardware are working correctly, to look for particular kinds of data or software (such as malicious algorithms and computer viruses), or to audit the use of University resources. Violations of policy that come to the University's attention during these and other activities may be acted upon and may subject those violating policy to disciplinary sanctions. The University will make reasonable efforts to maintain the integrity and effective operation of its email systems, but users are advised that there are risks associated with the use of these systems to transmit confidential or sensitive data. Due to the nature of electronic communication, the University cannot assure that confidentiality and privacy of information is maintained through an individual user's use of the University email resources.

The University will utilize best practices when emailing student education records, such as grades, in order to reduce the risk of accidental exposure of the data. Faculty and staff will follow the rules below when communicating student education records through email:

- A. Send messages only from an official ETSU email address provided through an approved email system that has been risk assessed and approved by ITS Information Security Services.
- B. Send messages only to an official email address, or alternate email address, as outlined above.

Authority: (None)

Definitions

Policy History

Effective Date:

Revision Date:

Procedure (s)

Procedure History

Effective Date:

Revision Date:

Related Form(s)

Scope and Applicability

Check those that apply to this policy and identify proposed sub-category.

	Governance	
	Academic	
	Students	
	Employment	
X	Information Technology	Access
	Health and Safety	
	Business and Finance	
	Facilities and Operations	
	Advancement	

Equity and Inclusion Plan of East Tennessee State University

Immediate (May 2019 – December 2019)

1. Develop a job description for the Vice President for Equity and Inclusion.
2. Develop a template “equity and inclusion” statement for all ETSU job descriptions for faculty, staff and administrators:
 - a. “Applicant must have a demonstrated commitment and contribution to fostering and advancing equity, diversity and inclusion.”
3. Renaming of the Office of Equity and Diversity:
 - a. Rename the Office of Equity and Diversity to become The “Office of Equity and Inclusion.”
4. Re-establish financial support for Southern Regional Education Board (SREB) Doctoral Scholars Program:
 - a. “ADiverseETSU”
 - b. Post Docs
 - c. SREB scholars
5. Identify Diversity Champions:
 - a. Identify diversity champions for colleges and “major” units on the campus; i.e., Office of Human Resources, Student Affairs, marketing and communications, housing and others in an effort to enhance diversity from the bottom up, from the top down and across the institution. These individuals will be responsible for working with peers in their units to develop diversity strategies with tangible and measureable results. They will also be responsible for attending update meetings hosted by the Office of Equity and Inclusion to share best practices.
 - b. Diversity champions will participate in equity and inclusion training workshops, including, but not limited to, “how to conduct effective searches,” and participate in diversity training in departments, colleges and other units for faculty and students. Diversity champions will work with Students Affairs and student groups, i.e., student government, fraternities, sororities, and the like to implement diversity training. Diversity champions will also serve as a resource to provide support to faculty in identifying potential funding and grant opportunities for faculty across campus.
6. Diversity Conference:
 - a. Establish a Diversity and Inclusion Conference on the campus of ETSU; and

- b. Collaborate with the Teaching and Learning Center and Multicultural Center to develop ongoing workshops and programming related to diversity and inclusion for faculty, staff and students.

Near (January 2020 – July 2020)

- 7. University Searches:
 - a. Diversity champions will assist in the search process regarding procedures and training and serve as an observer and consultant for departments, colleges, and other units; and
 - b. Develop tangible training materials for search committee members.
- 8. Restructure the Women's Resource Center to be included under an "umbrella center" that potentially includes LGBTQ, women resources, Africana Studies and the like. An interim part-time director will be identified to continue building on the success of the Women's Resource Center until the "umbrella center" is established.
 - a. Once the new "umbrella center" is established, a search for a director will begin.
- 9. Develop a marketing campaign to promote the Office of Equity and Inclusion by updating the web presence for diversity and establishing a presence on Twitter, Facebook and the like.
- 10. Identify a consultant to assess the current status of equity and inclusion at ETSU and advise on future direction (below are suggestions):
 - a. Dr. Damon Williams: Dr. Williams served as the Associate Vice Chancellor, Vice Provost, and Chief Diversity Officer, University of Wisconsin-Madison; and
 - b. Dr. Shaun Harper: Dr. Harper is the founder and director of the Race and Equity Center at the University of Southern California
- 11. Review the onboarding process of Human Resources for faculty and staff and identify best practices for diversity inclusion.

Long Term (2019-2021)

- 12. Fundraising:
 - a. Work with ETSU Foundation to identify donors to provide financial resources for diversity efforts including, but not limited to, scholarships and programming.
- 13. Establish "diversity" infused courses that will become a part of the general education core requirements for the university.

14. Incentives:

- a. Recognize and Incentivize individuals who go above and beyond the call of duty to create a welcoming environment that is equitable and inclusive for faculty staff and students;
- b. Develop awards for individuals, departments, colleges and other units for their significant contributions;
- c. Develop criteria with a high bar for awards;
- d. Dr. Angela Lewis Equity and Inclusion Award for colleges;
- e. Ms. Mary Jordan Equity and Inclusion Award for departments; and
- f. Re-establish the Pat Robertson Award for an individual, student/faculty/staff.

15. Student success efforts:

- a. Develop a mandatory success plan for students who are admitted to the university with ACT scores less than 15;
- b. Assess current programs that focus on the efforts to encourage retention of students of color, i.e. bridge program, mentoring program, etc.;
- c. Identify best practices at peer institutions that increase the retention of students of color; and
- d. Explore the development of a student retention center.
 - i. Required/mandatory interventions for students at certain academic points/criteria (admission test scores for example) to assist them in being better academically prepared, i.e., below 15 on ACT;
 - ii. Required FYE so that they will develop collegial skills to be more successful at ETSU;
 - iii. Inclusion of the family support systems in these interventions so they can better support their student;
 - iv. Required academic coaching for students who are struggling; and
 - v. Use of campus-wide collaborations to make things happen.

16. Evaluations: Revise annual and 4-year evaluation matrix to include equity and inclusion:

- a. Senior Administration
- b. Deans
- c. Chairs
- d. Staff
- e. Students
- f. Faculty
 - i. Teaching
 - ii. Research
 - iii. Service

17. Develop a mandatory "Diversity Training Program" for administration, faculty, staff and students.



MARTIN CENTER
for the ARTS

EAST TENNESSEE STATE UNIVERSITY



James C. and Mary B. Martin Center for the Arts

Estimated completion: Late Spring Semester 2020

McCarty Holsaple McCarty, Architects & Interior Designers
Denark Construction, General Contractors

Building Occupants



- Mary B. Martin School of the Arts
 - Managing Overall Facility
 - ETSU Foundation Auditorium
- Department of Music
 - Recital Hall
 - 3 Rehearsal Rooms (Classrooms)
- Department of Theatre & Dance
 - Bert Bach Theatre
 - Scene & Costume Shops

** The Martin Center will not accommodate all space needs for the academic departments.

Improved Technical Capabilities

- Safer working conditions for faculty, staff, students, guest artists, and potential renters
- Flexible acoustical treatments to accommodate wide ranges of music genres and other performances
- Fully adjustable lighting and projection needs
- Proper floor treatments for both acoustics and performance needs, especially for dance concerts
- ETSU Foundation Auditorium includes professional level orchestra shell and large orchestra pit
- Stage wings, fly space, and orchestra shell
- Dressing rooms, green rooms, wardrobe, and loading dock required by musical theatre tours and other large tours



ADA Compliance



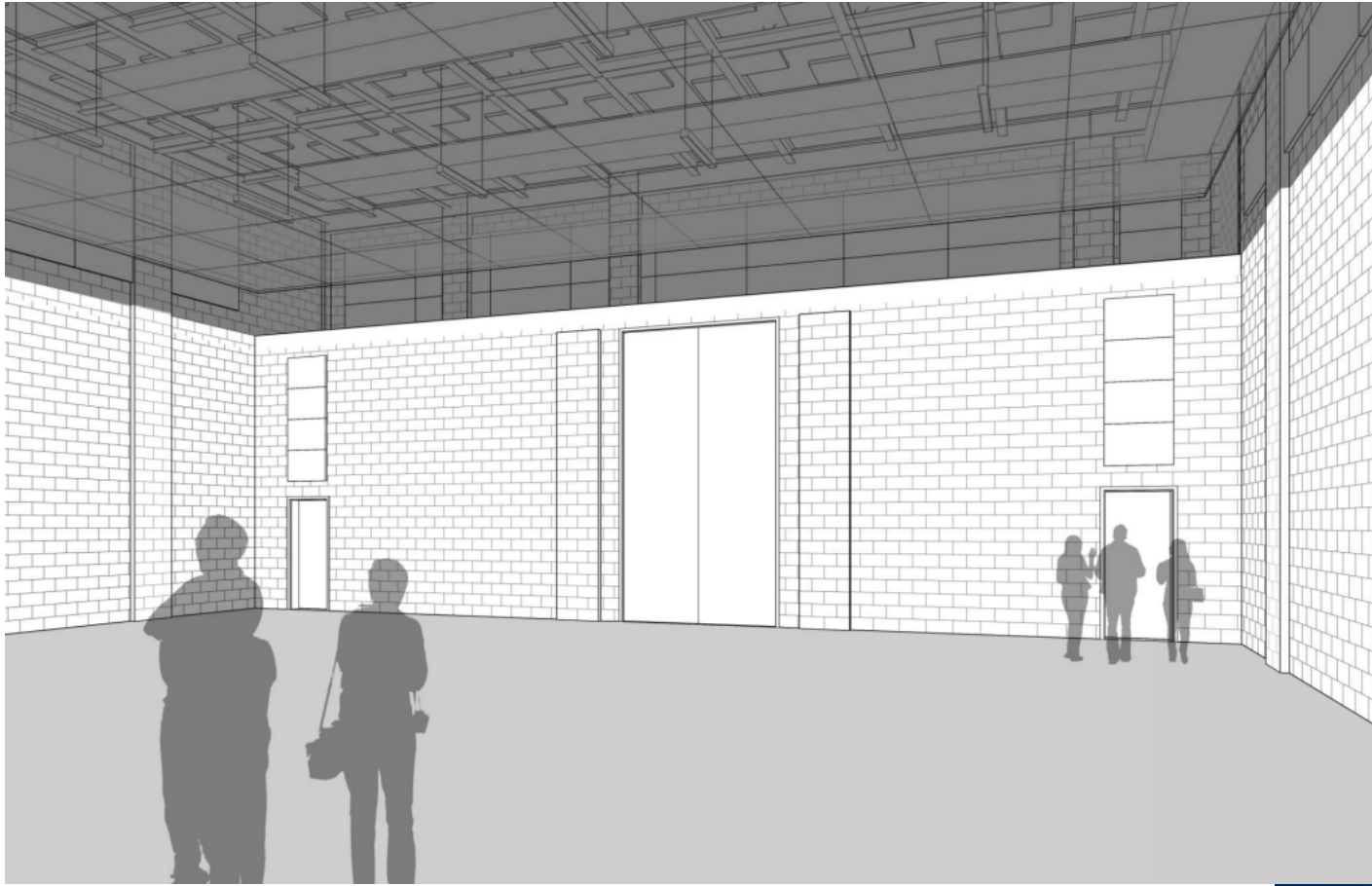
- Designated Handicap Parking spaces at rear of the building
- Drop-off area at rear of the building
- One-level elevation throughout the first floor—for both patrons and artists
- Elevator to second level
- ADA seating complies with current guidelines—number of seats and locations
- RF Hearing Assist systems in all three performance areas



- ETSU Foundation Auditorium



- Recital Hall



- Bert Bach Theatre



ETSU Arts Programming



SOUTHERN CIRCUIT
Tour of Independent Filmmakers



- ETSU Arts Units currently present over 200 events annually

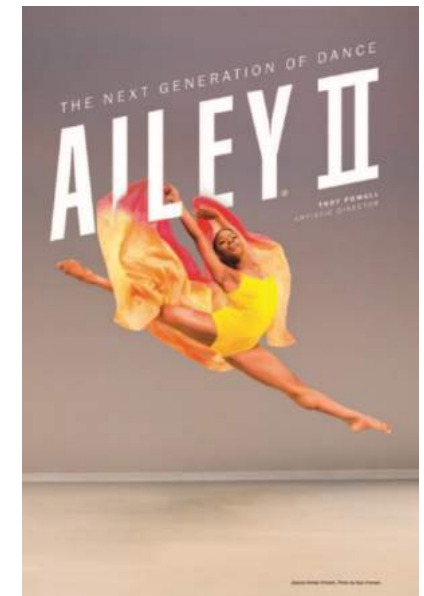
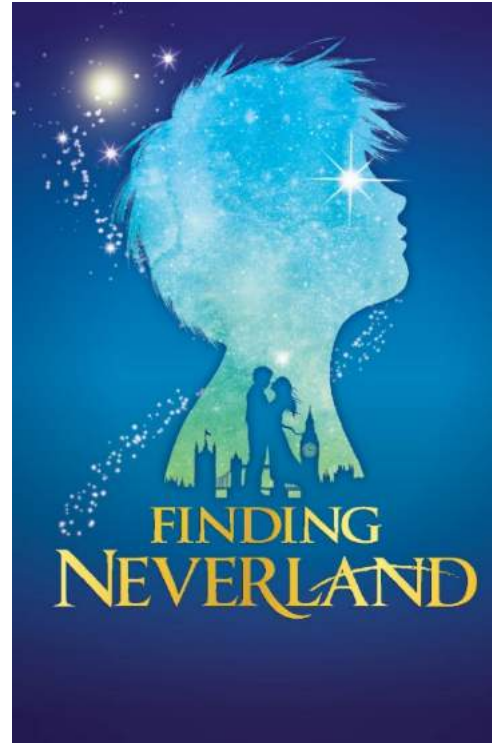
New Programming



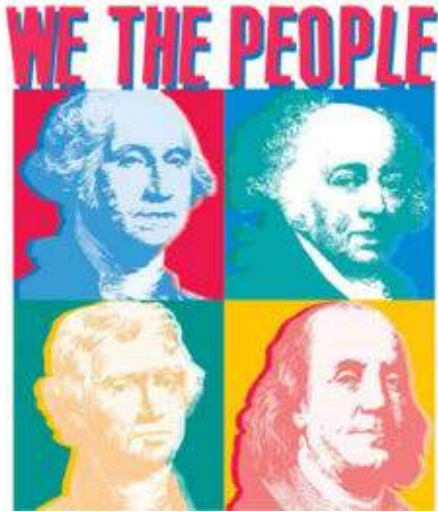
- Martin School of the Arts
 - “Fine Arts” Series with impact for ETSU curriculum
- Advisory Planning Committee—ETSU, community, and City representation
- New 10 Event Series—anticipated to attract crowds to fill 1,000-1,200 seats
 - Impact for regional tourism and economic development
- Selections of popular music
 - Jazz
 - Bluegrass, Country, and Celtic
 - Rock and Rockabilly
 - Tribute bands

Musical Theatre, Theatre, & Dance

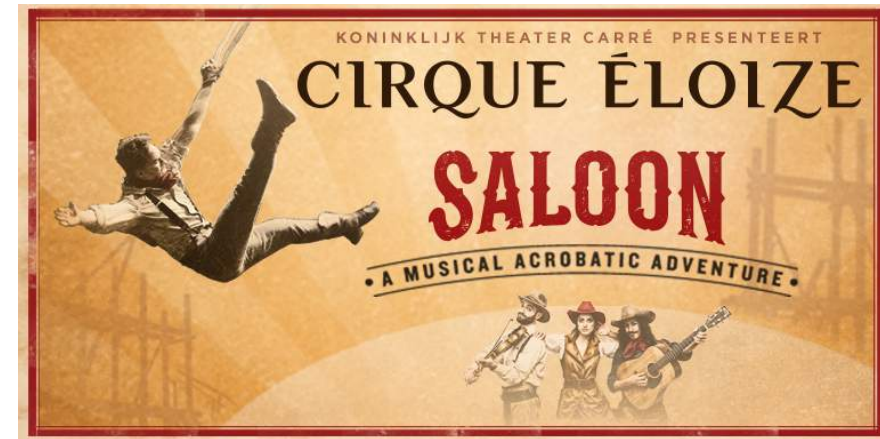
- “Broadway” Tours
 - One and two night musical theatre productions
 - *Hamilton* and *The Lion King* require minimum one week bookings
- Dance
 - Ballet
 - Modern
 - Folk Dances
 - Hip Hop and Percussive



Comedy, Variety, and Family Programming



- Family Programming
- Other Performance Tours
 - Physical Theatre and Cirque
 - Comedy
 - Variety Acts



Hosting Other Events

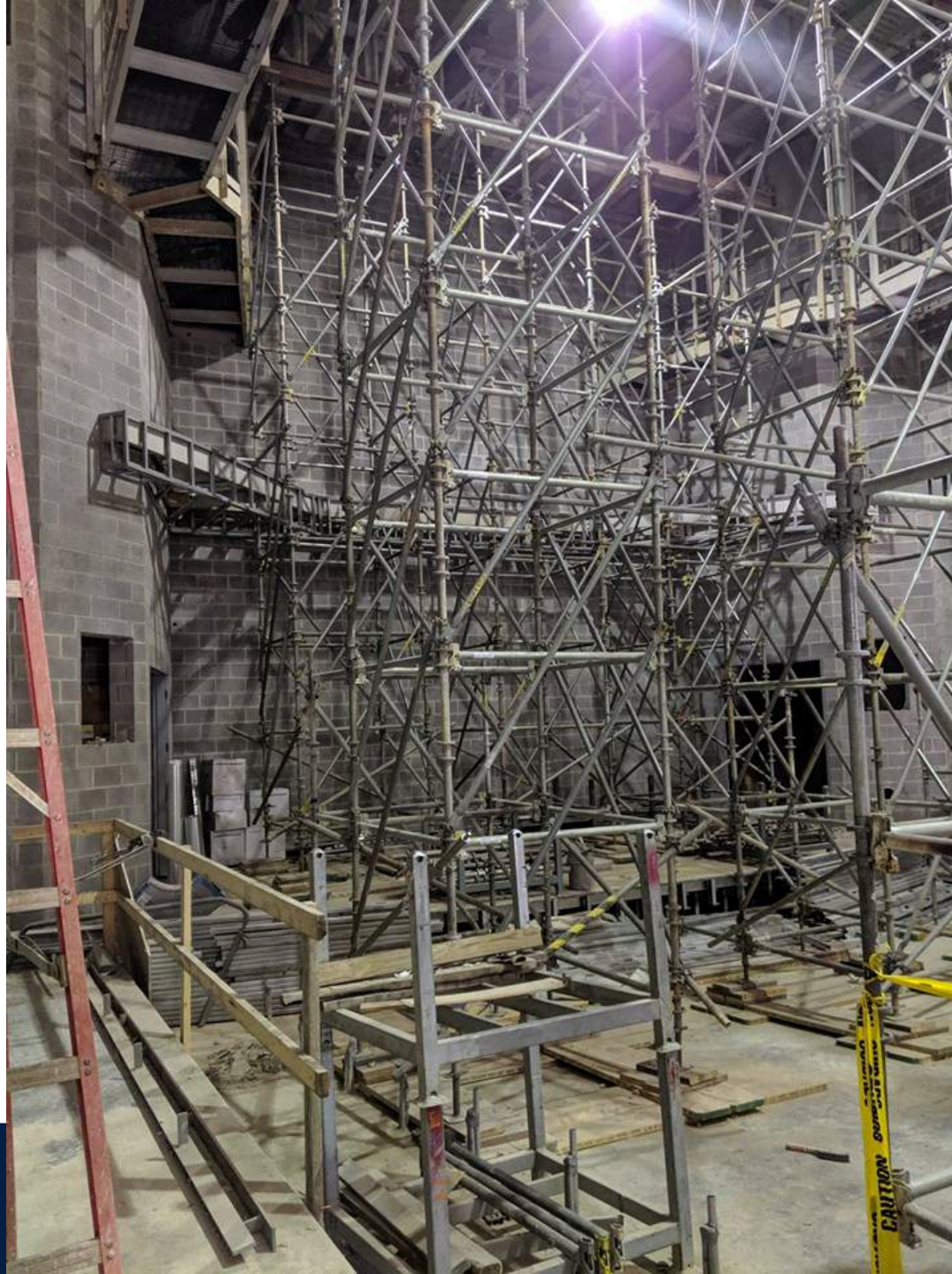


- ETSU activities—convocations and graduation needs
- Rental opportunities—regional arts organizations and other events





5/10/19



5/10/19



5/10/19



5/10/19



5/10/19

East Tennessee State University

Vice President for Equity and Inclusion

East Tennessee State University seeks applications and nominations for the position of the Vice President for Equity and Inclusion. East Tennessee State University recognizes that equity and inclusion are educational, economic, and civic imperatives and that diversity is critical to achieving academic excellence. The Vice President will champion the development of a diverse and inclusive culture at ETSU, becoming the model of equity and inclusion in the community and on regional college campuses across the Appalachian South and beyond.

The Vice President also serves as a strong and vocal champion for the access, equity, and diverse multicultural resources and programs across the university. The ideal candidate will be a visionary and transformative thought leader, who has demonstrated experience and/or influence in achieving positive change in an academic setting in the areas of access, inclusion, multiculturalism, community, economic development, and educational and employment equity for all people.

Position Overview. The Vice President for Equity and Inclusion is the chief diversity officer for East Tennessee State University, providing academic and administrative leadership for the equity and inclusion vision, resources, and programs across the entire university. The Vice President promotes and implements the equity and inclusion strategic goals set for the university and reaffirms and fosters a university community and campus climate that values and actively supports diversity and inclusion. The Vice President works in close collaboration with senior academic and administrative leadership and diverse communities both within the university and with external partners and communities to shape, promote and implement the strategic direction set for the university.

The Vice President is a 100 percent time, 12-month senior administrative position reporting to the Office of the President and serves as a member of the president's senior leadership group. The appointment date is open. Salary is competitive and commensurate with education and experience. Qualified applicants may also be eligible for a faculty appointment, contingent upon academic credentials and accomplishments.

Major responsibilities include:

- Serves as a champion for diversity, equity, and inclusion for the university
- Leads the implementation of the university's strategic plan for equity and inclusion, including reviewing the progress made to date and developing and implementing university wide equity and inclusion activities that build upon and are consistent with the university president's articulated commitment to excellence and access
- Oversees the responsible planning, stewardship, management, and accountability of fiscal, capital, and human resources of the Office for Equity and Inclusion
- Works with the office of Human Resources to train HR staff on how to select, manage, evaluate, train and retain diverse employees
- Generates external resources such as private gifts, grants, and contracts to help drive and support the office's and university's overall impact and success
- Promotes and support the university's ongoing efforts to continue to improve access and college readiness of talented and qualified underrepresented students to the university

- Serves as an advocate and a resource for all population groups, including women, members of racial/ethnic groups, and members of the LGBTQ community
- Promotes interdisciplinary collaboration that enhances diversity awareness education as the university works to embed diversity, equity, and inclusion policies and processes into the culture
- Works with the colleges to ensure that admission pathways to college exist, student support services are effective, and that the campus climate is inclusive and supportive
- Supports graduate and undergraduate education by working in partnership with the graduate education and professional schools on their multicultural programs as well as with the colleges and others on undergraduate multicultural research opportunity programs
- Engages faculty, staff, students, and community leaders in issues related to diversity and inclusion at the university
- Works collaboratively with academic and administrative leaders on campus to enhance the recruitment and retention of diverse faculty and staff
- Engages in and support research initiatives and scholarly collaborations that incorporate and benefit from diverse ways of knowing and being and incorporate that knowledge in educational programs on diversity and inclusion to maximize the educational impact
- Builds authentic and collaborative working relationships with external diverse communities and stakeholders
- Supports and coordinates the Office for Equity and Inclusion external relations efforts with diverse communities
- Serves as a member of the university president's senior leadership group
- The Vice President will be responsible for administrative and programmatic oversight and coordination of the units, departments, and offices that are a part of the Office of the Vice President for Equity and Inclusion

Required Qualifications

- Ph.D. or comparable terminal degree in hand at time of application
- Demonstrated record of successful administrative experience in higher education or within a large, complex organization
- Experience in effectively managing a unit's fiscal, capital, and human resources, including managing a large and diverse staff and managing effectively through others
- Substantial higher education experience in designing and leading efforts relating to institutional access, diversity, inclusion, multiculturalism, and education and employment equity, including fluency with the current scholarship in each of these areas
- Record of working collaboratively with academic and administrative colleagues at all levels in a large, complex institution, as well as with diverse external communities, to facilitate positive and collaborative processes and initiatives
- Exceptional interpersonal, oral, and written communication skills and the ability to communicate effectively with multiple and diverse constituents

Preferred Qualifications

- A record of academic accomplishment consistent with a tenured faculty position at the university
- Understanding, or working knowledge of, the role of a public university
- Demonstrated visionary skills and the ability to oversee strategic planning and organizational development efforts relating to institutional change
- Demonstrated experience advocating for, and leading change efforts related to, institutional practice and policy as a member of a complex institution's senior leadership team

**EAST TENNESSEE STATE UNIVERSITY
MAIN CAMPUS APPROPRIATION BUDGET
ALLOCATION OF NEW REVENUES
FISCAL YEAR 19-20**

	Budget Summary FY 19-20	
Assumptions		
THEC Binding Limit Maint & Mandatory	2.5%	
Maintenance Fee Increase %	2.03%	2.31% with Prog Svc Fee
Enrollment Decrease	100	
Salary Pool Percentage for current year	2.0%	
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Appropriation Adjustment		
THEC Share of new funding	2,965,900	
Outcomes Formula Adjustment	417,900	
Net Appropriation Adjustment	3,383,800	
Governor's Budget categories		
Salary Pool	included in operating	
Operating	3,383,800	
Tuition Revenue		
Fee Increase calculated at 2.03%	2,025,700	no out-of-state increase
Expenses/Decreases		
Scholarship expense increase with fees	(790,022)	
Net New Revenue	4,619,478	
State Approp Share for Salary Pool	(1,523,000)	
University Match for Salary Pool	(957,000)	
Budget Year Salary Pool at current yr rate	(2,480,000)	
Net New Revenue less Salary Increase @ 2%	2,139,478	
Enrollment Decrease	(774,740)	
GA Base increase	(220,000)	\$400 per GA, 2 more years
Non-instructional job audit pool	-	
Faculty promotion and tenure pool	(250,000)	Annual request
Base budget corrections Facilities/PS	(230,000)	One time base adjustment
Base budget corrections Admissions Royall DIQ	(581,180)	One time base adjustment
Base budget Building 60 utilities and maint	(104,850)	One time base adjustment
Remaining Funds to Distribute	(21,292)	