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2018 July 9 – University Council Agenda and Minutes

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AGENDA

University Council

Monday, July 9, 2018

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 June 11, 2018 meeting (attachment)
 - 3.2. Review agenda
 - 3.3. Call for Voluntary Reports of UC-Essential Action Items from Governance Organizations
4. Action Items
 - 4.1. Old Business
 - 4.1.1. University Council Membership Selections by the Deans Council – Dr. Bishop
 - 4.2. New Business
 - 4.2.1. University Council Membership Selections/Changes for Faculty Senate Representation – Dr. Epps
5. Information Items/Presentations
6. Announcements
 - 6.1. Google Analytics added to Public Comment website to track views of Public Comment items -- Dr. Hoff
 - 6.2. August 13 meeting of University Council will be held in The ETSU Interprofessional Education and Research Center (Building 60) in the Lecture Hall and will include a tour of the building – Dr. Bishop
7. Focused Discussion (Continued from May) – Dr. Bishop moderating
 - 7.1. *How do we prepare to meet the following Strategic Initiative: “Between now and 2026, ETSU will have 18,000 students enrolled on campus, online, or at a remote location”?*
8. Adjournment

University Council
July 9, 2018 at 8:30 a.m.
President's Conference Room

1. Call to order

Dr. Wilsie Bishop called the meeting to order.

2. Roll Call

Ms. Kristen Swing called the roll. Those in attendance were: Dr. Wilsie Bishop, Mr. Scott Carter, Dr. Dennis Depew, Dr. Susan Epps, Dr. Bill Flora, Dr. Michael Hoff; Dr. Jane Jones, Mr. Ed Kelly, Dr. B.J. King, Dr. Karen King, Dr. Claudia Kozinetz, Mr. Joseph Kusi, Dr. David Linville, Mr. Noah McGill, Dr. Robert Means, Dr. Brian Noland, Dr. Rick Osborn, Ms. Pam Ritter, Mr. Jeremy Ross, Dr. Joe Sherlin, Dr. Ramona Williams, Dr. Randy Wykoff.

Those absent were Dr. Bert Bach, Ms. Bridget Baird, Ms. Lisa Booher, Dr. Cheri Clavier, Dr. William Duncan, Ms. Megha Gupta, Dr. Keith Johnson, Dr. Angela Lewis, Ms. Stefanie Murphy, Dr. David Roane Dr. Jana Scarborough, Mr. Joe Smith.

Others in attendance: Ms. Kristen Swing

3. Standing Items

3.1 Approve minutes of June 11, 2018, meeting

Dr. Susan Epps made a motion to approve the [minutes](#). It was seconded by Dr. Bill Flora and unanimously approved.

3.2 Review Agenda

There were no changes or additions recommended for the agenda.

3.3 Call for Voluntary Reports

3.3.1 Facilities

Mr. Jeremy Ross reported that approximately 80 projects are under way currently on campus.

- The Culp renovation is going well and still projected for completion in 2020.
- At the fine arts center, masonry and steel are now being seen on the site. Mr. Ross said weather issues have set things behind a bit but the plan is still to open in early 2020.
- He said he hopes the steps at Burgin-Dossett will be finished by September.
- Other projects in the works include storm drainage across campus, turf in the Minidome (which will allow marching band to have a home), steps being replaced at Gilbreath Hall, and planning and programming under way for Lamb Hall. He said there is also approximately \$2.5 million worth of work being done in code deficiencies at the Minidome.

- Discussions surrounding the acquisition of the Millennium Centre are still taking place as are discussions regarding the Olympic Training Site (although that project is actually the city's project). In terms of the Millennium Centre, Dr. Noland noted that the state building commission will, on Thursday, address and hopefully approve the updated facilities use master plan that includes the acquisition. He said the project still remains on the projected timeline to close at the end of the calendar year.
- Mr. Ross also noted that the new veterans center in Yoakley is really nice.

Dr. Bishop reported that it was move-in day at Building 60 and noted that the August meeting of the University Council will take place there so the group can tour the building. Food services there will open July 16. Dr. Bishop said leaders are considering a ribbon cutting in September or October.

Dr. Sherlin said the Marketplace at the Culp is on track to be open for the fall and noted that additional food service will also be offered on campus over the next couple of years. He said the issue of where students will hang out during this renovation period has also come up, with solutions potentially in the library and the right side of the Culp ballroom.

3.3.2 Information Security Policy

Dr. Karen King reported that ITS is turning on new firewall tools to enable increased protection on the network. She noted that it is important to remind people that state networks and state computers are monitored. Although they always have been, Dr. King said this will give a lot more granularity.

3.3.3 Graduate Students

Mr. Kusi reported that they are working on professional development ideas.

3.3.4 President's Report

Dr. Noland reported that the Board of Trustees retreat will take place Thursday and Friday of this week and EAB consultants are coming in as part of the retreat. He also noted the construction/parking challenges facing the campus right now.

Dr. Noland said he will be in Nashville at the end of the month for a THEC meeting during which the universities all must justify their fee increases. He said THEC is also looking at revisions to its funding formula and noted that he will be advocating for a cost element being added into the formula to address differences in the type of program. For example, he said, it costs more to train a nurse than a political scientist.

Dr. Noland shared that he represented the United States last week at meetings with higher institutions within the European Union and Canada. He

said there were stunning similarities between ETSU and some of the institutions from other countries. He said the issue of an increasing distrust of higher education was prominent in discussions and emphasized that we have to demonstrate what we do to make a difference in terms of service and outcomes.

He then addressed parking, noting that conversations concerning parking and how the institution charges for it are under way, with plans for an increase in parking fees to cover the Millennium Centre debt services.

3.3.5 Athletics

Mr. Carter noted that a lot of the student athletes are now back on campus and several improvement projects are underway in the dome.

4. Action Items

4.1 Old Business

4.1.1 University Council Membership Selections by the Deans Council

Dr. Bishop welcomed Dr. Depew as the new dean representative on the University Council. He replaces Dr. Celia McIntosh.

4.2 New Business

4.2.1 University Council Membership Selections/Changes for Faculty Senate Representation

Dr. Epps reported that the Faculty Senate Executive Committee felt that it was more appropriate for its University Council Representation to be the current president and the past president. Up until now, it has been the president and vice president, but elections complicate that whereas the president and past president are set positions. She made a motion to change the type of representation for Faculty Senate to the president and past president. It was seconded by Ms. Ritter and unanimously approved. The change means Dr. Epps and Dr. Flora will remain as the Faculty Senate representatives for University Council.

5. Information Items/Presentations

None.

6. Announcements

6.1 Google Analytics added to Public Comment website to track views

Dr. Hoff said this will not provide a whole lot more than what we are able to know now because it is mainly visited internally; however, it will tell us how many times people visit the site and time on site. He cautioned that data follows simply, cautionary points and what you need to truly be able to analyze data is a long pattern of behaviors. Then, he said, you look variance.

6.2 August 13 meeting of University Council

Dr. Bishop reiterated that the August 13 meeting of the University Council will take place at Building 60 at 2 p.m. and the tour portion will serve as the discussion topic for the agenda that month.

7. Focused Discussion

7.1 How do we prepare to meet the following Strategic Initiative: ‘Between now and 2026, ETSU will have 18,000 students enrolled on campus, online or at a remote location’?

Dr. Bishop provided three [handouts](#), including a matrix created by Dr. Karen King that highlighted areas of study that five different companies considered possibilities for online programs. She noted that there is quite a bit of resistance from departments to offer online programs. Dr. Wykoff noted that there is a marketplace out there for online programs, but we have to market what is online.

Dr. Bishop said the question posed to the group by Dr. Noland in the past was a question of how to bring about disruptive change. Dr. Noland added that unless we make a major change, we will remain at 14,000-15,000 students and continue to have the lowest paid faculty and staff. He said we have to take action if we want to meet our goals.

Dr. Wykoff said he believed there were about 20 different populations we could be going after and a strategy is needed for about 10 of those because there is no one thing that is going to do it. Dr. B.J. King said it might be time to look at our processes a bit, noting that we have spent a lot of money learning how to recruit and retain students but we haven’t necessarily changed any of our processes.

Dr. Williams said the number of admissions counselors really impacts the amount of research that can be done. She said using EAB and Royall have helped them learn a lot and she believes the new CRM will allow outreach that hasn’t been done before.

Dr. Sherlin said we need to look at the student experience, how we are engaging first-year students and noted that it is going to have to be fundamentally different if we are going to get to and retain 18,000 students. Dr. Epps said there should be a focus on classroom experience and that the disruptive piece has to be with the faculty. Quality educational experience is critical, she said. Dr. Wykoff added that consistently low SAIs need to mean some kind of discussion about remediation to improve. He also encouraged the university to use the deans and colleges in making marketing decisions because the deans probably know where the marketing opportunities are better than anyone else.

Dr. Karen King said leveraging the health sciences with other things across campus would be a good idea and finding that thing that we would allow us to make a name for ourselves. Dr. Hoff said it is important when deciding what to do to increase enrollment that we take on the vision of the person who chooses not to come here.

Dr. Noland said the Strategic Plan is our structure and the next step is to articulate the plan in terms of actions. He said marketing for the university is nonexistent and we have got to put together a marketing plan.

Dr. Karen King said change needs one faculty member who becomes a faculty champion and takes ownership of a new online program. Dr. Wykoff added that we need help learning best practices for online teaching. He also emphasized a need to move away from the 15-week, 45-hour courses because that is not what the workforce

wants. In addition, he said the very best teachers need to be those teaching our freshmen, which is not necessarily the case right now.

Dr. Noland said Section 1 of the Strategic Plan is broken down into student life, financial aid, academics and recruitment and emphasized that organizing around the Strategic Plan will be best. He said the bulk of it links up to the individual 6-12 month goals of individual departments/units/colleges but said what is missing is an action framework. He said we need deliverable dates for the Board of Trustees, adding that what is needed is a “Bert Bach matrix.” He said the University Council has a role to endorse innovation.

Discussion continued on issues of having a champion for each of the areas in the Strategic Plan and the need for culture to be a part of the process as well as collaboration. Mr. Carter said marketing is absolutely necessary in recruitment, noting that it is easier than ever to be more targeted in marketing efforts so that you do more with less. Dr. Epps added that we have to deliver on what we are selling.

Mr. McGill shared that he felt disconnected from ETSU during his first year as a student here and had even considered transferring. After the fact, he heard about Preview and said that program was wonderful for people to get to know each other and have a friend base before the school year even begins. He said it should be provided for more students. Mr. McGill also pointed out that online courses need to be easy to use and said he saw that as one of the best opportunities for enrollment expansion.

As a graduate student, Mr. Kusi said people often look at where their program predecessors ended up. He also recommended doing something to help students who don’t meet the standards to get into ETSU to help them meet those minimums.

Dr. Osborn pointed out that another population worth considering is the adult population who does not want to take online classes.

Dr. Noland returned the conversation to the role of the University Council and the shared leadership within the room to define the action and hold all constituencies accountable to that shared vision.

Dr. Depew addressed the issue of there being no merit increase/pay system despite a lot of evaluation of faculty. He said we have to find a way to reward the stars and also suggested consideration of peer-driven, post-tenure reviews to further hold accountable tenured faculty members. Dr. B.J. King said the new budget model will allow deans the flexibility to reward faculty.

Mr. Ross said it comes down to answering the question, “Why should my kids come to ETSU?” He said he saw four key elements: marketing, recruitment, programs and processes.

The discussion concluded with the idea that shared governance will be needed to get us where we need to be and that it could be uncomfortable at times. Accountability was also emphasized.

8. Adjournment

Dr. Bishop adjourned the meeting.

Notes from Focused Discussion “18,000 Students” (part 1)
University Council
President’s Conference Room • Monday, May 14, 2018

FlipChart Page 1

Market Segmentation

- More competitive
- Comparable
- Community colleges
- Not attending
 - Local high schools where < 50% go to college
- Adults with no college
- College dropouts
- Working adults
- International

U/8

Transfers

Grad

Retention

FlipChart Page 2

Can we recruit to our current programs and meet 18,000?

Students have changed

Looking for options

Still have barriers to online ed

Different entry dates / 8-week session

Cybersecurity lab for students

Gen ed core block

FlipChart Page 3

What are programs we should have and don't?

Which programs are ready to go totally online with little effort?

Are our programs “named” the best to attract?

Disconnect between growth agenda and grassroots

Need to know BoT --? Incentives

Need flexibility to adjust pay for faculty

FlipChart Page 4

Do departments/colleges believe they cannot grow?

Is online an option relative to facilities and other barriers?

Students have more options, and the world is rapidly changing.

Location is an asset for ETSU

International students attract others from their countries

Online offers options for non-traditional

FlipChart Page 5

How do we blow up – cannot continue linear approaches / Disruptive

Need to take risks

Should college strategic plans reflect what we are doing to reach 18,000 initiative?

Online MBA

Healthcare administration

Cybersecurity

H&T

Certificate – genetic counseling

4 expensive consulting groups -- did we take their advice?

FlipChart Page 6

Cannot allow things to be the way they always have been

Certificates — neglected and needed – workforce development

Aerospace facility at airport

Example cybersecurity – economic development

Pull together previous recommendations

Identify roadblocks (U/8 certificates)

7

Must do something disruptive or will not achieve our strategic initiatives



INFORMATION TECHNOLOGY
SERVICES

EAST TENNESSEE STATE UNIVERSITY

**Online Program Opportunities
Consultant Research Program Recommendations 2009 - 2018**

	Eduventures 2009	EAB 2013	Academic Partnerships 2016	Apollidon 2017	EAB 2018
College of Business and Technology					
Cybersecurity (BS)				x	x
Information Technology (BS)	x				
Human Resource Management (MS)			x		x
Accounting (Cert, BS, MS)		x	x		
Logistics and Supply Chain Management (Cert, BS, MS)		x			
Sales and Marketing (BS)		x			
Digital Media (Cert, BS, MS)		x			
Business (BS, MBA)	x		x		
College of Education					
Clinical Counseling and School Psychology (MS)			x		x
Educational Leadership and Administration (MS, EdD)	x		x		
Curriculum & Instruction (MS, EdD)	x		x		
College of Nursing					
Nursing (BS, MS, FNP, DNP)	x		x	x	
College of Arts and Sciences					
Psychology (BS)			x		
Communications (BS)			x		
Political Science (BS)			x		
Sociology			x		
College of Clinical and Rehabilitative					
Nutrition (BS)					x
College of Public Health					
Health Care Management/Admin (BS)	x		x		
Public Health (MS)	x				
New Recommendations*					
Digital Health and Medical Devices (Cert, MS)				x	
BioMedical Engineering (MS)				x	
Health Informatics (MS)				x	
Genetic Counseling (Cert)				x	
International eHealth (MS)				x	

***New Recommendations - an effort to reorganize existing programs to produce more market relevant degrees.**

From: [Bishop, Wilsie Sue](#)
To: [Cradic, Mary Elizabeth](#)
Subject: FW: Move to 18,000 students.docx
Date: Monday, March 12, 2018 1:36:03 PM
Attachments: [Move to 18,000 students.docx](#)

Let's hang on to these for May....if we do the 18000 discussion. I suggested to Stefanie that she hang on to them also.

Thanks,
Wilsie

From: Murphy, Stefanie Louise
Sent: Monday, March 12, 2018 10:58 AM
To: Bishop, Wilsie Sue <BISHOPWS@mail.etsu.edu>
Subject: Move to 18,000 students.docx

Good Morning Dr. Bishop

I collected comments from Staff Senate and a few of their departments on what it would take to get us to 18,000 students and potential departmental changes needed. I hope this provides some more talking points.

Stefanie

Comments for Dr. Bishop regarding Strategic Plan Goal:

What will it take to move to 18,000 students?

- a. We would need additional parking
- b. Improved classroom and more classroom space
- c. Additional advisors
- d. Building and Staffing Residence Halls/Apartments
- e. Employing additional Facilities, Public Safety and Housing Staff
- f. I believe we are currently making strides in the right direction towards this; because many of the questions about college enrollment are around financial aid/scholarships I believe we have made the necessary changes to encourage students to attend ETSU and that financial help will be there. And as budgets are decentralized the recruitment effort is now on everyone. I do think that we will see an increase in departmental marketing and branding efforts. However, this shouldn't be seen as a competition but as an opportunity. All of campus will need to get on board with this concept, and for all of this to happen campus collaboration will need to be at an all-time high. Additional thought should be given to departments working together to communicate with prospective and new students in an effort to stream line communication.
- g. In our area this will have a significant impact on how we coordinate orientation, extended orientation, and family programing for our students. This would likely require additional orientation dates and likely an overall change in how we coordinate our orientation program. Some impacts may include hiring more student leaders, restructuring of extended orientation (Preview) to accommodate more attendees, and a reconsideration of all first year programing for students.
- h. We would need more buy-in from campus on having more orientations as well as support in the services provided to that many students. Again, if those services are going to accommodate more students than our office is going to push for more/better programming. Additional staff will also be required over time.
- i. the College of Public Health, has been growing for several years. We are currently running out of lab space and classroom space, especially for our undergraduate Health Sciences majors and also non-majors in that field. As you know, Lamb Hall will have an addition built soon so that will certainly help, but the current building (Lamb) also needs some renovation. We have classrooms now that can be renovated to make them larger, update our labs to current state-of-the-art labs, and also provide more offices for faculty and staff. We are certainly happy that we have grown so much, but we also face "growing pains" as a part of this growth. I say, "bring on the students", but we need resources to expand and renovate our building and hire more instructors.

j. In Financial Accounting under Business and Finance an increase in students will lead to an increase in workload pertaining to bank reconciliations, credit card payment reconciliations, agency funds (assuming there would be more student clubs/organizations), and marketplace activity.

k. There would be an increase in capital projects to handle the need for more housing, classroom space, etc. increasing the accounting in their office. It is already on budget to hire a Capital Projects manager due to the TBR changeover.

l. The Bursar office naturally will experience an increase in work capacity. There would possibly be a need for 2-3 positions in order to provide the best service.

m. While eliminating the Promise to Pay and placing students in payment plans has helped, students still need their hands held. The Bursar's office has to continually review student accounts as financial aid and payments process. As an added service, they will even help students by searching for scholarship funds at the Scholarship office, Diversity, and Departments. Even with all of this extra help, unfortunately, collections still come into play. We currently have one employee that handles all collections. Another position will more than likely be needed with a large increase in students. Another concern would be to make sure our technology can handle the workload. The Bursar was not sure of Banner's capacity but knew that Touch Net (payment system working in conjunction with Banner) could handle about 24-25,000 students. Some more features available could be added to help the processing.