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### 2018 April 9 – University Council Agenda and Minutes

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# AGENDA

## University Council

Monday, April 9, 2018

East Tennessee Room – Culp Center

8:30 a.m. – 11:00 a.m.

1. Call to Order
2. Roll Call
3. Standing Items
  - 3.1. Approve minutes of March 12, 2018
  - 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
5. Focused Discussion
  - 5.1. Organizational Culture – Dr. Roane
  - 5.2. Announcement of May's Focus Discussion Topic – Dr. Bishop
    - 5.2.1. *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"?*
6. Information Items/Presentations
  - 6.1.1. Update on UC Policy on Policies—Dr. Linville
7. Announcements
  - 7.1. University Council meeting location
8. Adjournment

**University Council**  
**April 9, 2018, at 8:30 a.m.**  
**East Tennessee Room, Culp Center**

**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. Bert Bach, Dr. Wilsie Bishop, Mr. Scott Carter, Dr. Cheri Clavier, Dr. William Duncan, Dr. Susan Epps, Ms. Kristin France, Dr. Michael Hoff, Dr. Keith Johnson, Dr. Jane Jones, Mr. Ed Kelly, Dr. B.J. King, Dr. Karen King, Dr. Claudia Kozinetz, Dr. David Linville, Mr. Michael Luchtan, Dr. Celia McIntosh, Ms. Keyana Miller, Dr. Brian Noland, Ms. Pam Ritter, Dr. David Roane, Dr. Janna Scarborough, Dr. Joe Sherlin, Mr. Joe Smith, Dr. Randy Wykoff

Those absent were Ms. Bridget Baird, Dr. Bill Flora, Dr. Angela Lewis, Dr. Robert Means, Ms. Stefanie Murphy, Dr. Rick Osborn, Mr. Jeremy Ross, Dr. Ramona Williams

Others in attendance: Dr. Larry Calhoun, Ms. Mary Cradic and Ms. Kristen Swing

**3. Standing Items**

**3.1 Approve minutes of [March 12, 2018](#), meeting**

Dr. Susan Epps made a motion to approve the minutes. It was seconded by Dr. David Roane and unanimously approved.

**3.2 Review Agenda**

No changes or additions were recommended for the agenda.

**3.3 President's Report**

Dr. Noland began his report with an update regarding the legislative session in Nashville, saying he anticipated the General Assembly would close this month. It has been a relatively uneventful session for ETSU, but the House and Senate both passed legislation around the University of Tennessee system and the size of its board, changes which could eventually impact ETSU. Legislation impacting Tennessee Promise and Hope Scholarship students changes eligibility requirements to 15 hours per semester. However, the Tennessee Higher Education Commission has offered assurance that there will be administrative waivers allowed, meaning the university can make decisions based on extenuating circumstances. In addition, there have also been conversations around dual enrollment with a proposal that would have prevented the university from offering dual enrollment beyond what is already offered.

However, a committee is now being created at THEC to examine dual enrollment, and Dr. Noland has been told he would be placed on the advisory committee. Two legislative pieces with direct impact on ETSU that are currently in process are (1) a supplemental appropriation of \$500,000 for ETSU's Center for Prescription Drug Abuse Prevention and Treatment, which Dr. Noland said he felt confident would get approved, and (2) \$2.5 million for scholarship funds for Gatton College of Pharmacy. Dr. Noland was not as confident about the latter one moving this year but said we have laid the foundation for it to be addressed next year. The legislation is in response

to changes at the University of Tennessee that now allow an Alabama resident to attend UT's pharmacy school for \$10,000 less than a Tennessee resident pays to attend ETSU's pharmacy school. All things considered, Dr. Noland said it has been a positive session for higher education. He cited an article in the *Chronicle of Higher Education* that shared how Eastern Kentucky's Board of Trustees voted to remove \$25 million from the school's base budget, reduce faculty/staff by 153, and close programs – all due to state budget issues.

Next, Dr. Noland said the ETSU Board of Trustees will take action on our 2018-19 budget later this month. The budget is predicated on a decline of 100 students. Outreach is critical in terms of enrollment numbers, as any small fluctuation could have major impacts. If growth beyond the budget occurs and per the new budget model, the revenues will be distributed based on the areas that saw the growth. Also new in the budget process is the ability for units to keep 50 percent of their unexpended revenues at the end of the fiscal year, thus providing an opportunity to build reserves at the unit and institution levels. The more we can do to build reserves, the better position we will be in in the event of an economic downturn.

In terms of upcoming activities, Dr. Noland said the annual Distinguished President's Trust dinner to thank donors takes place this weekend. The Board of Trustees will meet on April 27, addressing such matters as budget, tuition, fees, tenure, and promotion. Taking action on these items in April (rather than in the summer) is a first in the modern history of the university.

Leaders are recommending a 2.97 percent tuition and fees increase, the bulk of which will be used to provide faculty and staff salary enhancements. This increase equates to approximately \$130 more per semester per student and is one of the lowest, by percentage, in recent years at ETSU. Dr. Noland warned, however, that with ETSU establishing the increase figure early, other universities will have the opportunity to build their budgets knowing what our increase will be. ETSU could, therefore, end up having the highest tuition and fees increase in the state.

Dr. Noland touched on research structure, pointing out that research is the area of opportunity that the Board of Trustees has currently emphasized. Several trustees have significant expertise in this area, and the university is working on a plan that is expected to come to fruition within the next several months.

Next, Dr. Noland provided a construction update. The Culp Center will be closing at the end of May, and Dr. Noland thanked group members for their patience and willingness to be flexible. The project will transform culture on campus. The fine arts center campaign is coming to a close and the hope is the building will open in December 2019. As the university prepares for the 2019-20 budget, leaders will look at staffing and programming for the facility. Building 60 on the VA campus is set to open this summer. Planning is underway for renovations to Lamb Hall, and throughout the summer, upgrades will be occurring in classrooms and faculty offices.

The new facilities fee has provided the opportunity to retrofit spaces like the main auditorium in Brown Hall, which will also have significant impact on campus.

Dr. Noland called April a “month of pressure” but encouraged University Council members to take time to attend some of the celebratory events coming up on campus. He then asked if anyone had any questions. Mr. Michael Luchtan requested an update on the carillon policy. Dr. Noland he anticipates steps for the fall being put into place over the summer.

### **3.4 Call for Voluntary Reports of UC – Essential Action Items**

#### **3.4.1 Information Technology Council**

Dr. Karen King reported that the Information Technology Council met last week and is working on a stamp to be placed on emails originating from an external source. Dr. King said they have been able to whitelist by domains and think they have everything whitelisted that should be. A communications plan would be rolled out first, and she hoped to get the stamp turned on sometime in May.

#### **3.4.2 Student Government Association**

Ms. Keyana Miller shared that SGA elections take place April 9-12 and noted that this would be her last meeting as a new SGA president will be in office next month. She also noted that this week is Faculty/Staff Appreciation Week. Dr. Bishop told Ms. Miller it had been a pleasure to have her as part of the group and as SGA president. The group applauded Ms. Miller and wished her well in a future endeavors.

#### **3.4.3 Faculty Senate**

Dr. Susan Epps reported that she and Dr. Randy Byington went recently to Tennessee Tech University for a state-wide university senate meeting. She reported that the other schools seemed to have angst and/or anxiety about their respective governing board, legislators, and president. Dr. Epps noted that ETSU is fortunate to be in the situation it is in. ETSU will host the group on campus in the fall.

#### **3.4.4 Graduate and Professional Student Association**

Mr. Michael Luchtan reported that he is finished in his role after the next meeting and was not sure who would serve in his place.

## **4. Action Items**

### **4.1 Old Business**

None

### **4.2 New Business**

None

## **5. Focused Discussion**

### **5.1 Organizational Culture**

Dr. David Roane made a presentation and led discussion pertaining to culture, a topic regularly discussed by and embraced as important by leadership, staff, and students within the Gatton College of Pharmacy. He also noted that Tom Tull, recently named the chief experience officer at Ballad Health, was focusing on culture. As he opened the conversation, Dr. Roane observed that he had originally placed culture as applying to the No. 3 goal of the Strategic Plan – empowering employees to make ETSU a great place to learn, work, and grow. However, he said he quickly realized that culture goes further and will impact the success of just about every part of the university’s Strategic Plan.

Dr. Roane cited research by John Graham about corporate culture. According to that study, with 1,000 executives surveyed, culture was a belief system, a coordinated mechanism, an invisible hand influencing how employees interact with one another. In terms of where their organizations were with culture, 90 percent said it was important; 15 percent were where they wanted to be, and over 50 percent perceived their culture as needing improvement. Thirty-four percent reported that culture needs a considerable work or a substantial overhaul at their corporations. Culture outcomes included trust among employees, coordination between employees, broad agreement about goals and values, decisions reflecting long-term goals, permission to speak freely, and more. Responders reported benefits of a strong culture as being things such as encouraging productivity, mitigating myopic behavior, and promoting risk tolerance. Key points from the study included the idea that institutional culture is first-order important, starts at the top with leadership, is greatly defined by values and norms, and it requires a process for improvement (see chart). Dr. Roane explained that said there are informal and formal sides to the equation and noted that “without the norms, the values don’t matter very much.”

Discussion ensued on this topic of interconnectivity between norms and values with particular emphasis on evidences, or lack thereof, of values being lived out by those within the organization. Facets considered in light of the value of “people come first” included whether employees and students have a similar or shared perception of the value itself, the potential impact of the tone of emails, a policy/procedure focus of promoting what not to do rather than the expectations of the organization, and whether a “people come first” mindset can be sustained in conjunction with organizational survival and growth.

Dr. Roane suggested the University Council has the opportunity to make a clear statement about ETSU’s norms without discounting the importance of policy and procedures in the process.

To develop the illustration, Dr. Roane asked the group to consider two ETSUs that had similar locations; were the same size; had the same students, staff, and faculty; had the same physical and financial resources, but different cultures. Regardless of the level of similarity, the eventual outcomes of the two ETSUs would inevitably be different due to divergent cultures alone.

Next, Dr. Roane explored how we affect our culture, noting that it arises from leadership and the encouragement to practice norms and values on a day-to-day basis. An investment in culture must not only be made, but considered a continuous, long-term commitment by all constituents.

Dr. Hoff asked if ETSU had a gift pack or something similar for new employees. Dr. Scarborough said it was a good question and noted that her department will be looking at that much more intentionally as they focus on integrating people into the culture. Ms. Ritter shared that her unit has a strict first-week schedule set up for new hires and also tries to have business cards and a computer ready for each new employee on the first day to inspire an immediate feeling of welcome and acceptance. Continuing discussion explored the anchoring and integrating power of business cards and name badges for employees as well as the potential for enhancing these items in ways to promote culture.

In exploring further the topic of building culture, Dr. Epps brought out the matter of trust in that process. She said she represents a body among which some of the most vocal members do not trust administration. While her own experience with administration had not produced distrust, she acknowledged that, among her constituency, trust is not there, and many faculty think Athletics, in particular, is the “evil empire.” In her view, Dr. Epps felt it was situation of a lack of trust and complete misinformation built on urban legends that are not true. Dr. Roane noted that such a longstanding, deeply ingrained problem would be difficult—but not impossible—to transform. Discussion ensued that explored this opportunity for improvement including the helpfulness of identifying issues that engender distrust and intentionally coming together to talk about them. As a positive example, Dr. Sherlin cited issues between Financial Aid and the Bursar’s Office and the trust that was built by these groups coming together to talk about the issues. While Dr. Bert Bach considered this process an “uphill battle,” citing a journal article in which editors are openly commenting on this subject, he noted the way to succeed in this arena is by addressing an issue point by point. Dr. Roane agreed that a certain level of “air clearing” would be of value.

Dr. Noland added that, structurally, things are happening in terms of looking at policies and procedures. Changes have been made in the budget process, and policies were changed in ways that will also influence culture. He also referenced Ballard Health as an external yet institutionally connected example, citing the opportunity to help define that entity’s culture and align structures. Continuing this point, Dr. Noland observed that space as well helps define how people get along and offered as an example the work being done by consultant Stephanie Goode and Mr. Jeremy Ross to facilitate constructive culture change within Human Resources. Additionally, Dr. Noland mentioned the previous week’s personnel-related actions in athletics, noting that the outcome sent a clear message that everyone across this campus is the same in that no allowances are made based on one’s position or title. Finally, he commended the strategic planning conversations and their focus on how changes impact students.

Discussion concluded with personal observations of ETSU's culture in action. Dr. Calhoun noted that when a group initiates and maintains self-policing of the actions of its members, the culture is strengthened and moved forward in a positive direction. Mr. Carter pointed out that when he came to ETSU 20 years ago as a student, a broad acceptance of mediocrity was prevalent but added that this is no longer the case as he has felt a grand shift particularly in friendliness, pride in place, and consideration of and respect for other members of our community.

## **5.2 Announcement of May's Focus Discussion Topic**

Dr. Bishop said the next topic, which has been evolving over the past few months, is ETSU's initiative to grow student enrollment to 18,000, what is entailed in reaching that goal, and the impact of that growth on the university.

## **6. Information Items/Presentations**

### **6.1 Update on UC Policy on Policies**

Dr. Linville reported that the ad hoc committee is meeting again this week and has a robust draft that defines university-level versus unit-level policies. He believes the group will wrap up its work this week or next and anticipates this item being on the May agenda.

## **7. Announcements**

### **7.1 University Council meeting location**

Dr. Bishop noted that, starting next month, the group will not be able to meet in the East Tennessee room due to the Culp renovations. She said the plan is to use the President's Conference Room next month. It can hold 30-33 people.

### **7.2 Athletics update**

Mr. Carter announced that April 8, 2018, was a significant day for athletics, with baseball winning two games against VMI, women's tennis winning, and men's tennis taking its 18<sup>th</sup> regular-season conference championship.

### **7.3 Surveys**

Dr. Hoff reported that 600 people received the Great Colleges to Work For survey, but the response rate thus far is 20 percent. He asked that administrators who received the survey not only respond, but encourage others to do so as well. In addition, the Omnibus survey will come out next week. Booths with incentives will be set up to encourage people to participate. Finally, Dr. Hoff reported that he just received IRB approval for the second round of freshman experience surveys.

## **8. Adjournment**

Being no further business, Dr. Bishop adjourned the meeting.



# What about our Culture?

Empowering employees to make ETSU a  
great place to learn, work, and grow  
(SP #3)

Source material:

Manuscript: [Corporate Culture: Evidence from the Field](#). John R. Graham<sup>1,2</sup>,  
Campbell R. Harvey<sup>1,2</sup>, Jillian Popadak<sup>1</sup> and Shiva Rajgopal<sup>3</sup>

Youtube video: [Corporate Culture](#) with JR Graham

<sup>1</sup> Duke University, Durham, NC 27708

<sup>2</sup> National Bureau of Economic Research, Cambridge, MA 02138

<sup>3</sup> Columbia University, New York, NY 10027

# What is culture?

- Described by study respondents as...
  - a beliefs system
  - a coordination mechanism
  - an invisible hand
  - how employees interact with one another

# Where are organizations?

- 90% say Culture is important or very important
  - This is consistent across continents
- 15% say their culture is where they want it to be
- Over 50% say it needs work
- 34% say it needs considerable work or a substantial overhaul

# Culture determinants/outcomes

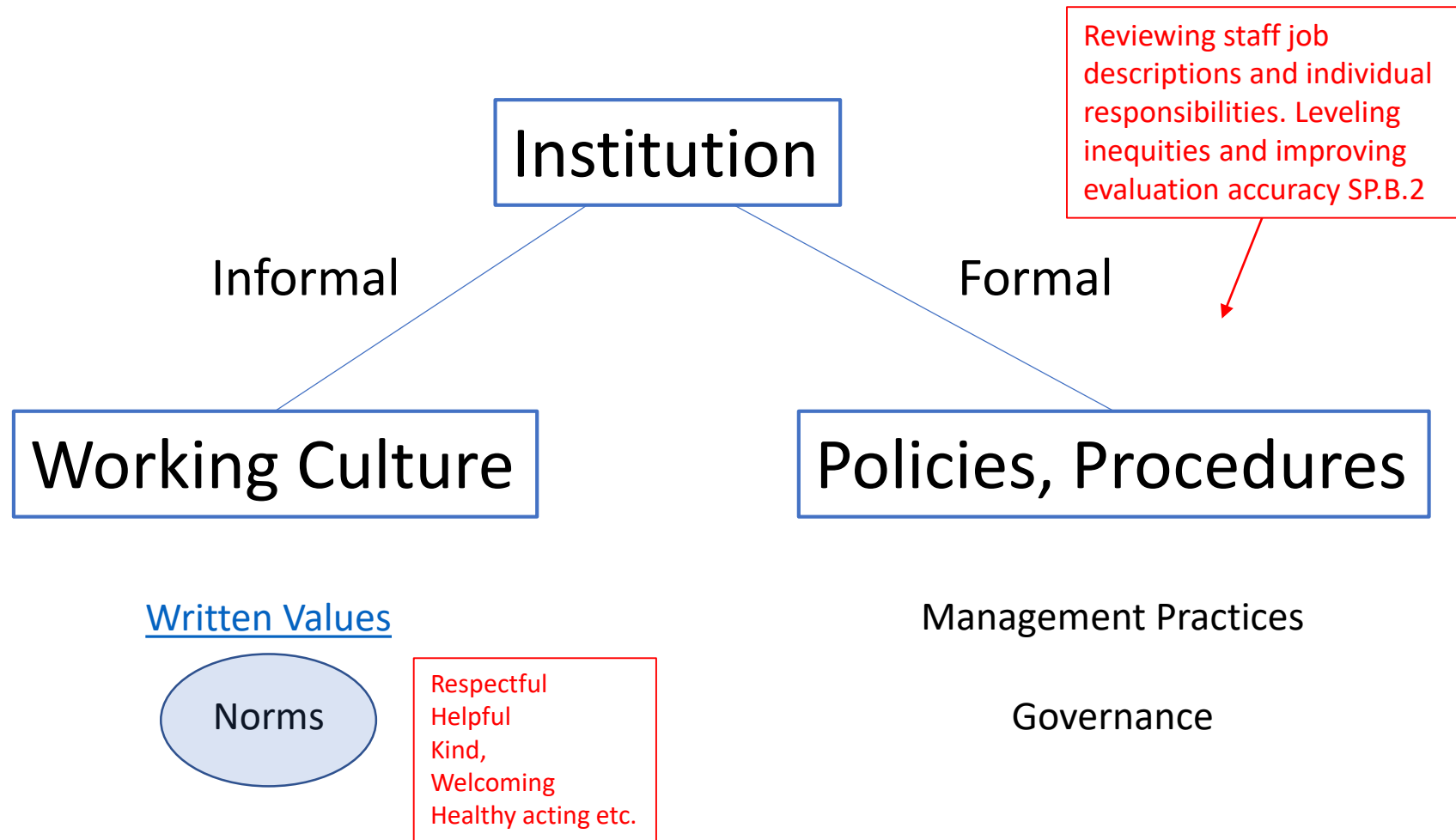
- Trust among employees
- Coordination between employees
- Broad agreement about goals and values
- Decisions reflect long-term goals
- New ideas develop organically
- Permission to speak freely
- Universal willingness to listen
- Consistency and predictability of employee actions
- Sense of urgency to make things work and work better

# Strong Culture benefits

- Fosters creativity and encourages productivity
- Promotes more risk tolerance
- Mitigates myopic behavior
- Creates a climate for suggesting critiques and for allowing ideas to germinate organically
- Compensates for unintended mistakes

# Key points from the author

- Institutional Culture is first-order important
- It all starts at the top, with leadership
- Much of Culture is defined by values and norms
  - Everybody posts their values on the web
  - Norms are the day-to-day living habits
- Two-step process for improving culture
  - Four elements have to be aligned to create an effective culture which then will produce desired outcomes.



Norms are how the values are lived out day to day.

“Without the norms, the values don’t matter very much.”

# If there were Two ETSU's

- Similar locations
- Same size
- Same students, staff, and faculty
- Same physical and financial resources
- But different cultures
  - One is: Open, flexible, nimble thoughtful and caring, with effective and efficient policies
  - The other is: Closed, rigid, blindered and self-interested, with awkward, clumsy policies
  - Outcomes would be different.



# How does any organization improve its culture?

- Starts with leadership
  - Leaders must define the values & desired norms, and model them, with dogged consistency.
  - Encourage employees to practice the values & norms, day to day
  - Need employees at all levels to buy in
- Seriously invest in culture
  - Dedicate time and resources to instill and reinforce values and positive norms
  - Recognize, celebrate and promote (and hire) employees who live the strong culture
- It's continuous, a long-term commitment – not just something you achieve in a weekend retreat.

End of presentation

# Examples of types of cultures

- Entrepreneurial

- Dynamic startup culture, little to no bureaucracy and hierarchy, passion, creative, can-do, engaged, hectic, stressed, always looking for a better way, aggressive, perseverance; flexibility; proactivity, agility, shape the future; ambitious; constantly looking for innovation; start-up, fast paced, fun, scrappy, thinking outside the box, disruptive.

- Hierarchical

- centralized authority, conventional, traditional, buttoned-up; remote command and control.

- Collaborative

- Open, collaborative, professional, cooperative, sharing, with basic direction given, little to no politics, participatory, congeniality and collegiality, smooth and helpful, collaborative universal recognition no superstars, ; respect; equity; team work and selfless behavior to meet client demands; cooperation, not confrontation; 'not my job' does not exist at our firm; shared; supportive; family values of trust and respect, extremely close family atmosphere, friendly culture

# More culture types

- Results oriented

- Customer delight, continuous improvement, accountability, dynamic and mission driven (customer satisfaction), excellence, continuously improving, high performance, high quality, high precision, service first, client focus, strong customer service commitment, focus on patient care #1, focused on results.

- High Integrity

- honest, factual, trustworthy, transparent, accuracy and credibility of financials, compliance with regulations and laws, sincerity, honesty; ethical, moral, accountability

# More culture types

- In transition
  - Charming chaos which was familiar and helpful in the past but now it's coming to its limitations since we are growing fast, becoming more mainstream as we hire more GEN X/millennials, evolving,
- Dysfunctional
  - I am in it for myself, frustrated, misguided, below average, low performing; adequate; low risk, low reward; scared to make a mistake, fragmented, transactional, short term, mercenary, confused and rudderless; adherence to process, lack of innovation; they try to reach a consensus on too many things