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### 2018 February 12 – University Council Agenda and Minutes

East Tennessee State University

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# AGENDA

## University Council

Monday, February 12, 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 November 13, 2017 meeting
  - 3.2. Approve minutes of January 29, 2018 Special Call meeting
  - 3.3. Review agenda
  - 3.4. President's Report
    - 3.4.1. Human Resources Review — Mr. Ross
  - 3.5. Call for Voluntary Reports of UC-Essential Action Items from Governance Organizations
4. Information Items
  - 4.1. Implementation of Non-Student Minors Policy – Dr. Howard, Dr. Sherlin
  - 4.2. Revised Campus Use Policy – Dr. Sherlin, Dr. Howard
5. Action Items
  - 5.1. Old Business
  - 5.2. New Business
    - 5.2.1. Draft Policy on Research Data Ownership and Retention – Dr. Duncan
    - 5.2.2. Discussion of Process for Receiving and Reviewing College and Unit Level Strategic Plans—Dr. Hoff
6. Announcements
7. Adjournment

**University Council**  
**February 12, 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, Dr. Bill Flora, Ms. Kristin France, Dr. Michael Hoff, Dr. Keith Johnson, Dr. Jane Jones, Mr. Ed Kelly, Dr. Karen King, Dr. Claudia Kozinetz, Dr. David Linville, Mr. Michael Luchtan, Dr. Celia McIntosh, Dr. Robert Means, Ms. Keyana Miller, Ms. Stefanie Murphy, Dr. Rick Osborn, Ms. Pam Ritter, Dr. David Roane, Mr. Jeremy Ross, Dr. Jana Scarborough, Dr. Joe Sherlin, Dr. Randy Wykoff.

Those absent were Ms. Bridget Baird, Dr. B.J. King, Dr. Angela Lewis, Dr. Brian Noland, Mr. Joe Smith, Dr. Ramona Williams.

Others in attendance: Ms. Stephanie Goode, Mr. Troy Perdue, Dr. Jeff Howard, Ms. Mary Cradic and Ms. Kristen Swing (taking minutes).

**3. Standing Items**

**3.1 Approve minutes of November 13, 2017 meeting**

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

**3.2 Approve minutes of January 29, 2018 Special Called meeting**

Dr. Susan Epps made a motion to approve the minutes. It was seconded by Ms. Stefanie Murphy and unanimously approved. Dr. Cheri Clavier pointed out that in the minutes of the January meeting, it was noted that she would return to the February meeting with information regarding the creation of an evaluation and assessment sub-council. She said that will occur in the March meeting because she had not anticipated being able to attend this month's meeting due to other outside responsibilities.

**3.3 Review Agenda**

Dr. Bishop noted that the agenda for the meeting involved some experimentation in format of the meeting. It eliminates the listing of councils to report and instead leaves a spot for those individuals to report on actions completed but does not require reporting. The group tasked with reviewing the agenda and meeting format was scheduled to meet immediately following this University Council meeting. Dr. Celia McIntosh and Ms. Keyana Miller both said they had items to share during the announcements part of the meeting.

**3.4 President's Report**

**3.4.1 Human Resources Review – Mr. Jeremy Ross**

Ms. Stephanie Goode presented a status report on the review of Human Resources. A full report to University Council is forthcoming.

### **3.5 Call for Voluntary Reports of UC – Essential Action Items from Governance Organizations**

Ms. Keyana Miller, on behalf of the SGA, noted that the SGA is in the process of looking for a new student trustee. All students receive an application and the committee interviews five to six of the most qualified applicants. Interviews occurred Feb. 11, and the SGA is now going through the process of sending that information to Dr. Jeff Howard. Three students then go on to the next interview with administrators. A recommended appointment comes from that group.

## **4. Information Items**

### **4.1 Implementation of Non-Student Minors Policy**

Dr. Jeff Howard informed the group that this policy has now been in effect since January 21, 2018. He said inquiries are starting to come in, and the appropriate personnel are working through a few bumps, but the policy is in place.

### **4.2 Revised Campus Use Policy**

Dr. Joe Sherlin noted that a state law was passed recently regarding students' right to gather anywhere on campus. He said personnel from his unit are reviewing the campus policy to ensure it is consistent with the law but also allows for effective management. The revised policy will go out for public comment in the coming days and will come back to the University Council next month for review and action. Dr. Mike Hoff requested that the public comment period be reduced from 30 days to 21 days. There were no objections to the shorter review request, and the ad hoc group developing a policy on policies for the University Council expressed its approval of the 21-day review.

## **5. Action Items**

### **5.1 Old Business**

Dr. Bishop mentioned the calendar discrepancy for the 2018-19 year that was discussed at the previous University Council meeting and noted that what is online is correct. She said that the semester is slated to start January 14, 2019, rather than the day after Martin Luther King Jr. Day because every seven years there is an exception due to MLK Day falling so much later in the month that year.

### **5.2 New Business**

#### **5.2.1 Draft Policy on Research Data Ownership and Retention**

Dr. Bill Duncan said this policy has been needed for some time and addresses the responsibilities of data access. The Research Advisory Council has approved the proposed policy, and, he added, it has been benchmarked. It addresses issues related to access to data (responsibilities of the institution and the investigator) as well as ownership of data. It also addresses who is responsible for IRB data when students leave the university. There has not been a formal policy on this since Dr. Duncan has been here, he said. He asked that it go out for 30-day comment. Dr. Celia McIntosh cited a portion of

the policy under Data Retention that mentions “financial” report and asked whether the term should be “final” report. Dr. Duncan said the proposed policy was based on NIH wording but added that he would look at it again. Dr. Bishop asked if there were any HIPAA implications and whether Ms. Lindsay Daniel (HIPAA counsel) had reviewed it. Dr. Duncan said IRB regulations are followed in the case of HIPAA. With no further questions, Dr. Duncan said he would bring the policy back at the April meeting after receiving feedback from the public comment period.

### **5.2.2 Discussion of Process for Receiving and Reviewing College and Unit Level Strategic Plans**

Dr. Mike Hoff said every college and unit is supposed to submit a strategic plan in March, but leaders never talked about what happens with those thereafter. He said there should be some type of aggregate report about strategic plan actions at the university, noting that everyone should be on a timeline from now through 2026 with a few exceptions (Student Affairs has the Culp renovation, for example, and some colleges have different cycles because of accreditation). Dr. Hoff proposed a plan in which the strategic plans are submitted at the end of March to vice presidents, at which time discussions occur between the VPs and the units/colleges. VPs would then submit all plans in April to the Budget Planning Committee, and the plans would be reviewed for connections, synergies, and collaboration before a report came to the University Council in May for review. University Council would then develop a report to go to the Academic and Student Affairs Committee of the Board of Trustees. Significant discussion then occurred about the time needed for VPs to review the plans before passing them along and who should actually get them next. Dr. Bert Bach pointed out that looking for synergies and overlap is the key point. Dr. Hoff recommended they go ahead with the deadline of March 31 for the strategic plans to be submitted to VPs, and by the March 12 University Council meeting, he will have developed a formal process for presentation at that meeting.

## **6. Announcements**

Dr. Celia McIntosh announced that Gov. Haslam had proclaimed Feb. 26 through March 2 as Graduate Education Week. She also announced that the Tennessee Conference of Graduate Schools awarded its Outstanding Master Thesis Award to an ETSU student.

Ms. Keyana Miller announced that Lawrence Ross would be speaking at ETSU on Feb. 19, offering a lecture on racism and discrimination. She said he was an amazing orator when he spoke at Appalachian State and is able to not only articulate what students are feeling, but also find a call-to-action. She noted that it is important to be responsive rather than reacting to what is happening on this campus and said she would love to have brought this lecture to the attention of the Diversity Task Force but did not actually know the status of that group. Dr. Jane Jones recommended she call Ms. Ann Eargle in the

Equity and Diversity office. Ms. Miller encouraged members of the group to attend the lecture and said that she believed students would take note of their attendance and see that administration considers this topic as important.

Mr. Scott Carter said it was a historic time, with the Bucs having the nation's longest winning streak in men's basketball. A win that evening, against UNC-G, would break a school record for longest winning streak. He also said that the women's team came back from 16 down to defeat Chattanooga and, for the first time, ETSU was 4-0 versus UT-Chattanooga (men's and women's basketball). Additionally, the student-athlete GPA stands at 3.203, Mr. Carter pointed out.

Mr. Mike Hoff said he had met with two students of Kelly Foster's and discussed doing surveys. He asked members of the University Council to please respond to the message they receive this spring, as it is a huge survey.

## **7. Adjournment**

The meeting adjourned following a motion by Dr. Susan Epps.



Research Data Ownership and Retention	
Responsible Official: Vice Provost for Research and Sponsored Programs	Responsible Office: Research and Sponsored Programs

### Policy Purpose

This policy ensures that research data are retained and available for review by the University, sponsors and state and federal agencies.

### Policy Statement

The University claims ownership of research data for projects conducted at the University, under the auspices of the University or using University resources by faculty, staff, students, post-doctoral fellows, scholars, and visiting scientists in the course of their scholarly activities. Both researchers and the University have rights and responsibilities for retaining research data.

This policy provides the requirements for the retention of data and data access as well as the transfer of data when an investigator leaves the University.

Authority: Policies from federal sponsors including the [National Institutes of Health](#) and [National Science Foundation](#) regarding data management, retention and sharing, and as directed in the Office of Science Technology Policy Memorandum, [Increasing Access to the Results of Federally Funded Scientific Research \(February 22, 2013\)](#).

### Definitions

Research data – all recorded information in any form (e.g. laboratory notebooks; electronic data collected using laboratory instrumentation; computer software; videos; memoranda; research resources, including synthetic compounds, cell lines, microorganisms (bacteria and viruses) cloned nucleic acids, DNA sequences, plants and animals (e.g. knockout mice). For clinical studies, research data includes case histories, clinical protocols, case report forms and supporting documentation.

Principal Investigator (PI) – researcher with the primary responsibility of retaining research data and following the data management requirements of the University and the sponsor.

Research/Scholarly Activity – systematic investigation with the purpose of developing or contributing to knowledge.

### Policy History

Effective Date: TBD

Revision Date:

## Procedure (s)

### I. University Responsibilities

- A. Comply with all federal and state regulations governing data retention and access.
- B. Comply with the terms of all sponsored project grants and contracts.
- C. Maintain confidentiality of research data, where appropriate (e.g., HIPAA data, etc.)

### II. Principal Investigators Responsibilities

The PI, as the custodian of the data, has primary responsibility for overseeing the conduct of research/scholarly activity, both extramurally funded and other, and is responsible for the retention of all data and records, providing access to the University, sponsors and regulatory agencies, and sharing data as required by the sponsor.

### III. Data Retention

- A. Research data must be retained a minimum of three years after the financial report for the project period has been submitted.
- B. Research data must be retained as long as required to protect any intellectual property that was produced as a result of the research.
- C. Research data involving human subjects must be maintained as required by the University's Human Research Subjects Protection Program according to federal regulations (e.g. OHRP and FDA)
- D. Research data must be retained, when students were involved in the research/scholarly activity, must until the student's degree is awarded, the student leaves the University or the research is published.
- E. Research data must be retained in the department or unit where it was generated.
- F. Following the conclusion of the period of retention, the PI may destroy the data in accordance with applicable federal regulations or sponsor requirements.

### IV. Transfer of Responsibility When a Researcher Leaves the University

If a researcher, other than the PI, departs the University, she/he may retain copies of all research data, but the original data must remain with the PI. If the PI leaves the University, the original data may be transferred to the new institution on approval by the University's Vice Provost for Research and Sponsored Programs and a formal agreement that the new institution accepts responsibility for retaining the data, maintaining appropriate confidentiality and providing University access in order to fulfill its responsibilities under the terms of award, including allegations of research misconduct.



Procedure History

Effective Date: TBD

Revision Date:

Related Form(s)

Scope and Applicability

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

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

# East Tennessee State University HR Review: Process

## Overview

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East Tennessee State University has undertaken a review of its Human Resources function. The goals of the review are to:

- Gather feedback from members of University leadership and its employee population regarding the effectiveness of HR and their understanding of its role at ETSU
- Gather benchmark data from comparator organizations about the scale and scope of their HR functions
- Provide best practice data regarding structure, expense and staffing of HR organizations
- Develop recommendations and a potential roadmap for change in HR at ETSU

# Data Gathering Methodology

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The goal of the internal data gathering process was to gather the broadest possible representation of ETSU's employee and leadership teams regarding their views of the HR department and its level of effectiveness, efficiency and added value in addressing the human capital needs and requirements of the University. The two methods used were an employee survey and individual interviews with members of ETSU's leadership team.

## Employee Survey:

- A 22 item survey asking respondents to respond to a series of scaled items regarding their views of HR's value as a strategic partner, steward of talent and advisor to managers and supervisors
- Comments sections added to each question to allow respondents to provide detailed comments.

## Leadership Interviews

- Individual conversations with ETSU executive leadership, Faculty and Staff Senate regarding their views of HR

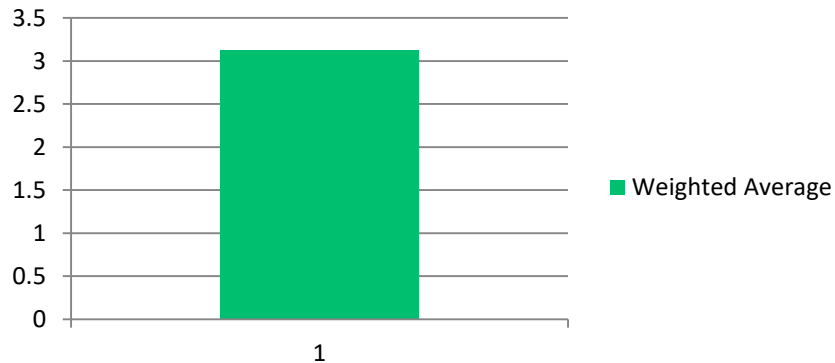
## External Benchmarking

- External data from peer organizations and industry comparators regarding HR structure and investment

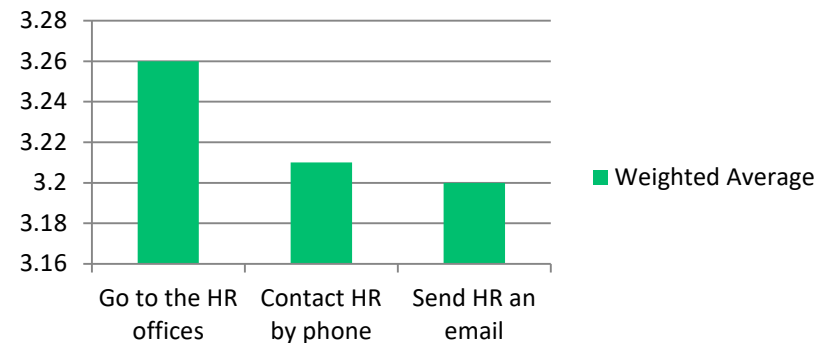
## Employee Survey Data Summary: Responses = 1063

HR received its highest ratings as a provider of benefits information and is viewed as a welcoming place to receive assistance.

HR provides accurate and reliable information regarding my benefits.



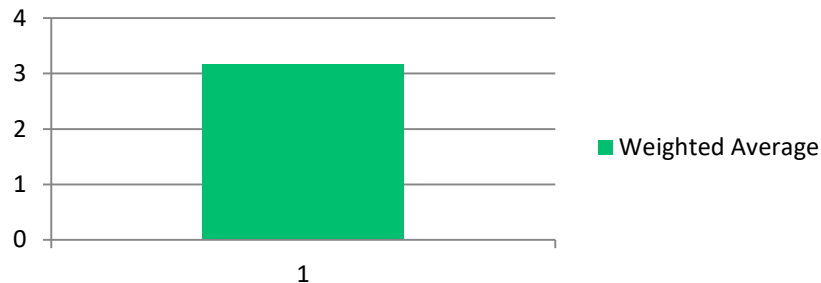
When I ... my questions are addressed in a helpful and efficient manner.



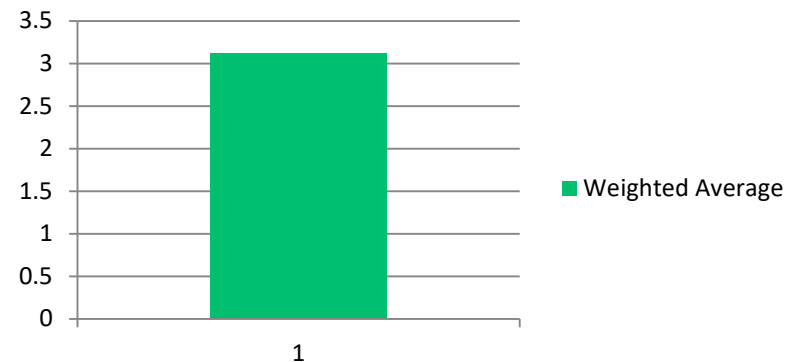
## Employee Survey Data Summary

Additionally, HR is viewed as skilled at protecting confidentiality and providing accurate benefits information.

I am confident the questions, issues, and information I share with HR are treated confidentially.



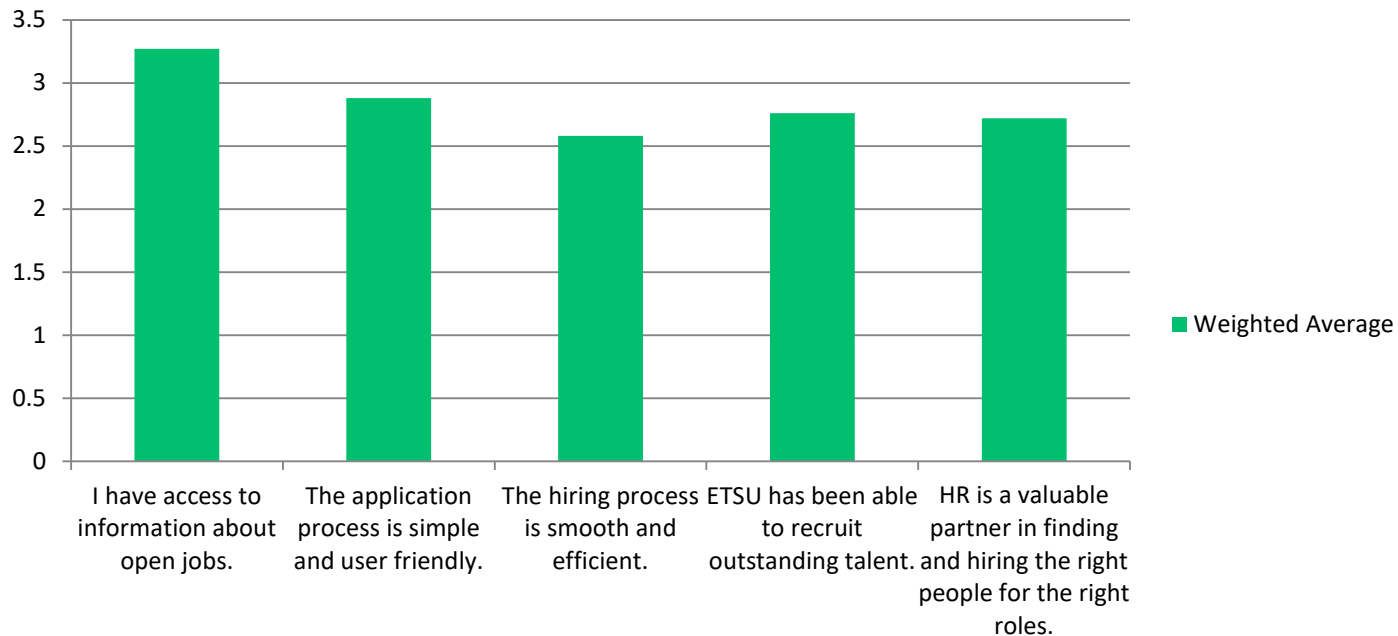
HR provides accurate and reliable information regarding my benefits.



## Employee Survey Data Summary:

However, when asked to evaluate HR in terms of its effectiveness in terms of managing and acquiring talent, responses were more mixed. Hiring emerged as a particular pain point.

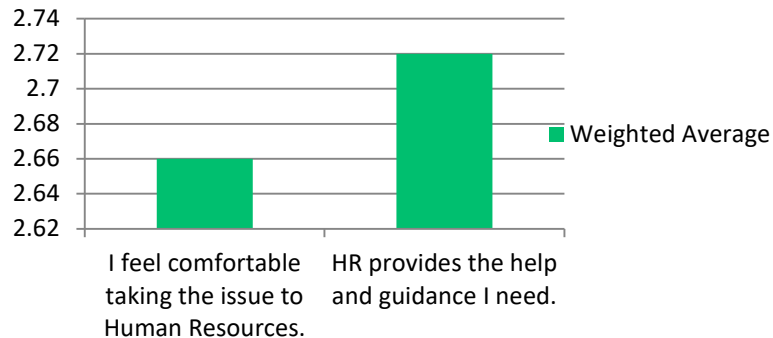
### Related to hiring...



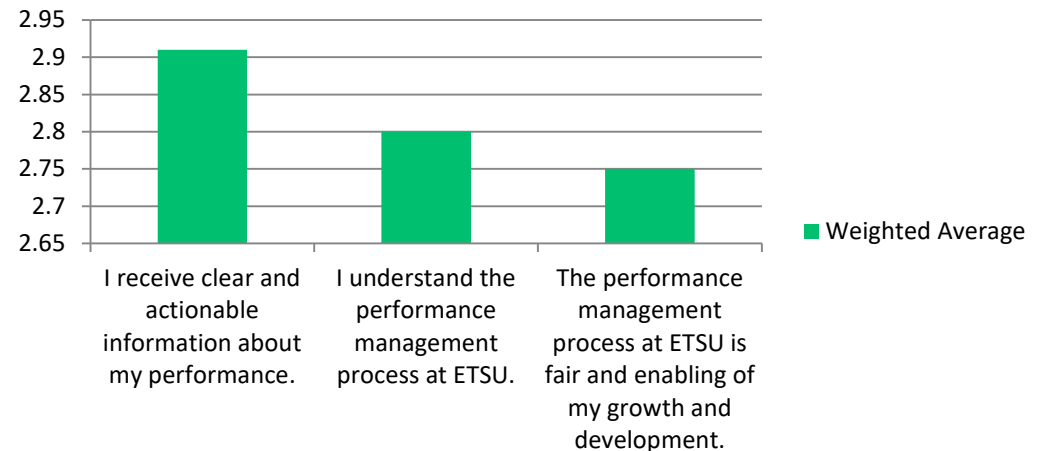
## Employee Survey Data Summary

Additionally, respondents did not favorably view HR as being an effective business partner/advisor either in handling employee disputes or addressing performance issues.

If I have a problem or dispute with a colleague or my manager...



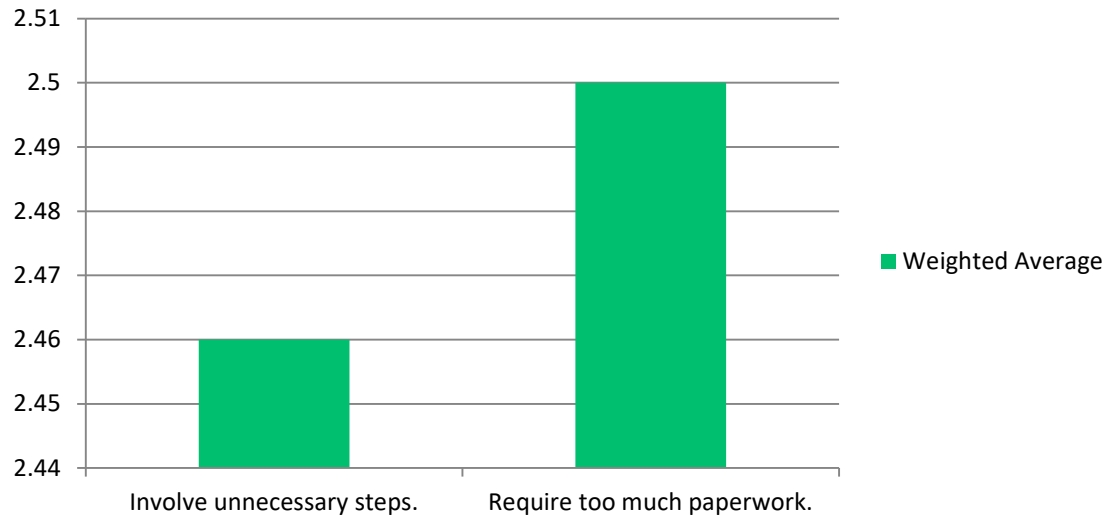
Regarding performance management...



# Employee Survey Data Summary

Finally, the amount of paperwork and manual processing involved in completing HR transactions received the lowest scores on the survey.

HR procedures and processes necessary to do my work...





## Executive Interviews

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There were more than 30 executive interviews, individual conversations with members of the University leadership team, as well as members of the HR department and representatives of the Staff and Faculty Senates.

Six themes emerged from the interviews:

- *HR Leadership*
- *HR Process*
- *HR Structure*
- *HR Investment*
- *SPOFS*
- *HR Culture*

The results of the individual interviews were consistent with the survey results, providing a more detailed picture of the operational strengths and gaps in the HR organization.

## Summary of Key Themes : HR Leadership and Process

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### HR Leadership

All interview respondents commented on the division within the HR team, discussing the lack of communication between the two areas and the impression that there are really two HRs, with differing policies, procedures and service levels. In addition, interviewees commented on the lack of a single HR leader with the experience and expertise to manage the team, establish a mission and vision and execute on a unified plan.

### HR Process:

Interviewees and survey respondents commented on the confusion, lack of efficiency and onerousness of HR processes. The largely paper-driven manual processes were cited as pain points, receiving the lowest ratings on the survey. Hiring - particularly adjunct hiring - was viewed as particularly protracted and painful.

## Summary of Key Themes : HR Structure

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HR process issues are driven in large part by the current HR structure. The benchmarks research with both ETSU's peer group schools and industry best practices suggest that ETSU is missing several key HR functional areas: a Hiring Function, a Compensation Function, a Generalist function and an HRIS area. Blending HRIS with Benefits, and Compensation with Employee Relations, stresses existing resources and deprives those areas of dedicated subject matter expertise.

- Of the 19 universities in ETSU's comparator group all of them had a single HR leader. In 15 of the 19 universities in the comparator group, the HR leader was at an AVP/VP/CHRO level.
- Comparator organizations tended to have expanded organizational structures with separate Compensation, Staffing and HRIS functions directly reporting to the head of HR.
- ETSU had the lowest staffing levels among its comparators with the average staff size in comparator organizations being 23 HR team members.

## Summary of Key Themes: HR Investment

### HR Level of Investment:

While Education and Healthcare have traditionally under-invested in Human Resources, ETSU is significantly below both general industry benchmarks and non-profit benchmarks in terms of staffing levels, investment and HR staff to employee ratios.

	HR Expenditure/Employee	HR Staff:Employee Ratio
ETSU	\$442.82/\$222.41*	1:156/1:312*
Society for Human Resources Management*	\$659 (25 <sup>th</sup> percentile)	1.1:100
Xpert HR Non-Profit**	\$547 (25 <sup>th</sup> percentile)	1:107
Bloomberg***	\$594	1.4:100

\*Calculated on both 2500 employee base and 5000 employee base

\*\*Society for Human Resources Management "2016 Human Capital Report"

\*\*\*Xpert "HR Roles and Responsibilities" January 13, 2017

Bloomberg Report "2017 HR Benchmarks"

## Summary of Key Themes: SPOFS and HR Culture

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### SPOFS:

There are a number of single points of failure within HR, with HRIS being most at risk, although single points of failure also exist in Employee Onboarding and Benefits. These single points of failure inhibit service delivery and make operational issues and problem solving dependent on the availability and knowledge of a single individual.

Additionally, the lack of system documentation and the degree of HRIS system customization and manual work-arounds make responding to audits, making data driven decisions and applying any HR analytics, e.g. position time to fill, cost per hire, challenging.

### HR Culture:

All members of the HR Staff expressed deep commitment to ETSU and to delivering outstanding service. However, their view of HR is largely transactional, focused primarily on completing manual tasks and answering inquiries. Business Partnering, providing advice and guidance on the acquisition and development of talent are poorly understood, both by the client base and within HR itself.

## Diversity and Inclusion

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While interviewees and survey participants did not directly address diversity and inclusion as themes it is worth including them in the Human Resources review.

ETSU's recent state EEO audit was a difficult and time-consuming process. The process was complicated by the fact that HR had not been correctly capturing the appropriate data, Banner and People Admin have differing data and the systems don't talk to each other.

What was most notable in the interviews was that while participants demonstrated support and understanding of the EEO goals at ETSU, they did not refer to any vision, strategy or plan of execution around creating a more diverse environment.

HR can play a leading role in building and operating a diversity and inclusion strategy. In a number of the peer group organizations the diversity function was a part of the Human Resources organization, aligning the key levers of achieving diversity, particularly hiring, with the overall human capital and diversity strategies.

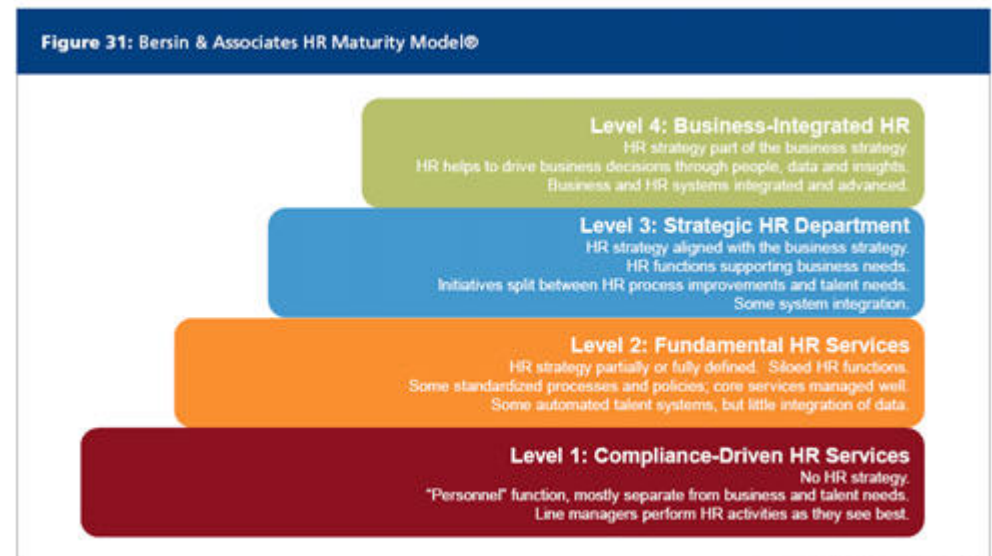
# ETSU's Strategic Options

In “Staffing the Human Resources Function” the Society for Human Resources Management points out that today’s typical HR department performs duties in 3 main areas\*

- **Transactional:** Work that is administrative and primarily for the benefit of individuals
- **Tactical:** Work that is solution-focused and primarily for the support of employee workgroups
- **Strategic:** Work that is long-term, links to one or more business goals, involves multiple solutions and benefits specific units or the organization

The Bersin HR Maturity Model corresponds to the SHRM research, illustrating the potential for HR organizations to become strategic partners to their Organizations as they develop

*Society for Human Resources Management “Staffing the Human Resources Function”  
October 13, 2016”*



Source: Bersin & Associates, 2011.

# Recommended Actions

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## HR Leadership

An experienced HR leader with the vision, functional expertise and management experience to integrate the department is critical. The factions in HR, which are visible to everyone both inside and outside the department are an obstacle to efficiency, policy coherence and service delivery. In addition, to transform the HR team from a transactional “order fulfillment function” to a true partner in helping ETSU advance its strategic goals, an HR leader is key.

## HR Process

HR’s commitment to personalized individualized service relies on processes that are heavily manual and paper-driven. While individual clients may feel well served, the overall effect is to delay and bog down what should be simple items to execute. Key processes need to be prioritized, starting with Hiring, and need to be redesigned and automated where possible. Outsourcing, particularly in some areas of Benefits administration should be considered as a longer term option.

## HR Structure

HR at ETSU is over-weighted with administrative staff and is lacking expertise in key functional areas notably Staffing and Compensation. In addition, the most strategic element of the HR function, HR Business Partnering and Advising is very under-resourced leaving managers and supervisors with little support, relying on their own knowledge and intuition in managing complex issues. The HR structure needs to be expanded to include Staffing and Compensation professionals as well as additional resources in the Business Partner role. The HRIS resources should be combined into a single team reporting to the HR leader. Finally, Diversity and Inclusion should be integrated into HR.



# Recommended Actions

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## SPOFS

Single points of failure represent a critical risk not only for HR but for ETSU. The difficulty in generating data, the lack of system documentation and delays in accessing data are barriers to effective workforce management and Board accountability. The fact that data is managed in two different areas of HR further complicates data management. Creating a single HRIS team, reporting directly to the leader of HR will provide focus to developing HR metrics and accountability. Additionally, a strong partnership and shared accountability with the IT organization at ETSU should enable system documentation and provide back-ups to eliminate this single point of failure.

## HR Investment

ETSU's investment in the HR organization is poorly positioned in relation to its comparators within and outside higher education. A staged investment process, focused on filling critical gaps is the first step. As an HR leadership team is established, the team can and should work on assessing HR needs, evaluating the current organization and prioritizing investments. As process redesign efforts are completed it is possible to retrain and repurpose staff as a career development option.

## HR Culture

The HR culture is transactional with no coherent vision of what it can or should be. It is rooted in an outmoded "personnel" model. The division on the team and the lack of trust and respect affect every area and are impediments to individual and functional growth. Department leadership needs to immediately focus on a regular meeting schedule with the entire team, establishment of an HR leadership team with the expectation that they will function as a team and the expectation of full participation by every member of HR in the change effort.

# Next Steps

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## Redesign Core HR Processes

Several core processes, e.g. hiring and onboarding staff, are characterized by duplicative data entry, paper-driven record keeping and manual workarounds. Using a LEAN Six Sigma approach, and Rapid Process Improvement methodology, partner with key stakeholders, e.g. IT, Finance, redesign selected processes, starting with hiring to integrate technology, eliminate waste and reduce processing time.

## Fill-In Missing Functional Expertise

Establishing centers of expertise focused on acquiring talent and establishing a compensation strategy is key. ETSU's current time to fill is 146 days, largely due to a reactive, transactional approach to hiring. A Recruitment function will allow ETSU to develop relationships with pools of diverse talent, furthering its commitment to diversity and inclusion and shortening time to fill metrics. A Compensation function will provide a structured and strategic approach to compensation, as opposed to the current situational/transactional approach. By providing market data, University, academic leadership and Board leadership can assess ETSU's position within a talent market and decide where and when to make talent investments.

## Align HR Technology

Some of the duplicative data entry and manual workarounds are the result of inefficient use of technology, notably Banner and PeopleAdmin. Additionally, technology is being underutilized in the conversion to electronic employee records. Improved use of existing technology should free up current resources to do more value-added work.

## Appendix: Data Comparisons

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## HR Spend: ETSU vs Industry Benchmarks

HR's per capita expenditures in hospitals, schools and other non-business establishments continue to fall well short of annual outlays per worker in the business sector and that disparity has only widened in the past 10 years. \*

ETSU HR Budget	Expense to FTE Ratio at 2500 EE	Expense to FTE Ratio at 5000 EE
\$1,112,050	\$442.82	\$222.41

Society for Human Resources Management**	25%-ile	Median	75%-ile
	\$659	\$1667	\$6,000

While the SHRM data reflects both for-profit non-profit organizations, the ETSU HR spend is well below the lowest percentile in the survey.

\*Bloomberg HR Survey 2015-2016"

\*\*Society for Human Resources Management "2016 Human Capital Report"

## HR Spend: ETSU vs Industry Benchmarks

Additionally, when benchmarked against non-profit organizations ETSU remains in the lowest quartile in terms of HR investment.

ETSU HR Budget	Expense to FTE Ratio at 2500 EE	Expense to FTE Ratio at 5000 EE
\$1,112,050	\$442.82	\$222.41

Xpert HR a division of Reed Elsevier cites the following in its “2014 HR Staffing, Costs and Structures in the Non-Profit Setting”

Xpert HR 2014 Benchmark	25%-ile	Median	75%-ile
	\$547	\$1099	\$2579

# HR Departmental Structure Comparisons: ETSU vs. Education

## Benchmarks

School	CHRO /VP HR	Staffing/ Talent Acquisition	Compensation	Benefits	HRIS	Generalist/ Employee Relations	Learning/Organization Development
ETSU				x *		x*	
Central Michigan U.	x	x		x	x	x	x
East Carolina U.	x	x	x	x	x	x	x
Georgia Southern U.	x	x	x	x	x	x	x
Indiana State U.	x		x	x	x	x	x
Old Dominion U.	x	x	x	x	x	x	x
Sam Houston State U.	x	x		x		x	

## HR Departmental Structure Comparisons: ETSU vs. Education Benchmarks

School	CHRO/ VP HR	Staffing/ Talent Acquisition	Compensation	Benefits	HRIS	Generalist/ Employee Relations	Learning/Organization Development
University of Arkansas Little Rock	X	X		X	X	X	X
UNC Charlotte	X	X	X	X	X	X	X
UNC Greensboro	X	X		X	X	X	X
Wright State U.	X	X	X	X	X	X	X

*\*The two main HR departments at ETSU contain HRIS within Benefits and Compensation and Learning in Employee Relations*