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### 2022 February 14 - University Council Agenda and Minutes

University Council, East Tennessee State University

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**AGENDA**  
**University Council**  
Monday, February 14, 2022  
Meeting Conducted Via Zoom  
8:30 a.m. – 11:00 a.m.  
Zoom link: [Click here](#)

1. Call to Order
2. Roll Call
3. Standing Items
  - 3.1. Approve minutes of the January 10, 2022 meeting (**attachment**)
  - 3.2. Review agenda
  - 3.3. Call for Voluntary Reports of UC-Essential Action Items from Governance Organizations
  - 3.4. Sub-Council Reports – Budget and Strategic Planning Committee – Dr. BJ King (**attachment**)
4. Action Items
  - 4.1. Old Business
  - 4.2. New Business
    - 4.2.1. Proposal to add a representative from Office of Equity and Inclusion to Quality and Effectiveness Sub-Council– Dr. Cheri Clavier (**attachment**)
5. Information Items/Presentations
  - 5.1. Draft 125 Chapter II report- Dr. Mike Hoff
  - 5.2. Projected timelines of capital projects – Ms. Laura Bailey
6. President’s Report
7. Announcements
8. Adjournment

***The next meeting is scheduled for March 14, 2022 at 8:30 a.m.***

**University Council**  
**Monday, February 14, 2022**  
**Meeting conducted via Zoom**

**1. Call to Order**

Provost Kimberly McCorkle called the meeting to order at 8:31 a.m.

**2. Roll Call**

Mr. Joe Smith led the roll call. Members present were Mr. David Atkins, Dr. Bill Block, Mr. Scott Carter, Dr. Cheri Clavier, Dr. Susan Epps, Ms. Joy Fulkerson, Dr. Mark Fulks, Dr. Adam Green, Dr. Lisa Haddad, Dr. Nick Hagemeyer, Mr. Stephen Hendrix, Dr. Michael Hoff, Mr. Anthony Johnson, Dr. Keith Johnson, Dr. Karin Keith, Dr. B.J. King, Dr. Karen King, Dr. Sam Mayhew, Dr. Kimberly McCorkle, Mr. Mason Mosier, Dr. Brian Noland, Ms. Pam Ritter, Dr. Don Samples, Dr. Janna Scarborough, Dr. Joe Sherlin, Dr. Jeff Snodgrass, Ms. Jessica Vodden

**3. Standing Items**

*3.1. Approval of minutes of the January 10, 2022 meeting*

A motion was made and seconded to approve the minutes. The motion passed unanimously.

*3.2. Review agenda*

There were no changes to the agenda.

*3.3. Call for Voluntary Reports of UC-Essential Action Items from Governance Organizations*

Faculty Senate: President Hendrix announced a motion was on the floor to discuss an ETSU ombudsman. The senate is preparing for elections for senators and for officers for the upcoming year.

Staff Senate: President Fulkerson expressed appreciation to Lori Erickson for the conversations she has had with Staff Senate. The recent Town Hall was very successful with an attendance of nearly 150 online or in-person participants. A Town Hall with President Noland is planned for the following week, and future Town Hall event topics may include the Committee for 125 Chapter 2 and the new ERP. Other announcements include plans to return the Staff Senate Picnic to the May time frame, and that collaborative conversations with Faculty Senate regarding the ombudsman are taking place.

Council of Chairs: Chairperson Keith reported on step-down policy for departmental chairs that is in development. The council hopes to create a chair's handbook later in the fall.

Athletics: Director Carter announced that baseball and women's golf seasons will begin soon. He is also very proud of the work that is being done with the SGA to host the Miranda Lambert concert.

SGA: President Mosier reported on successful work that is being done to plan for the Miranda Lambert concert and the upcoming Civility Week.

Information Technology Council: Dr. Karen King stated that the institution is moving ahead with the new ERP system. She will be meeting with Faculty Senate and Staff Senate to outline what the process looks like. The initial focus is on HR/Finance systems, and then work will shift to focus on the student module. Dr. King will provide further details at an upcoming University Council meeting.

#### *3.4. Sub-Council Reports – Budget and Strategic Planning Committee*

Prior to her budget update, Dr. B.J. King announced that the institution is progressing toward having a contract in place for a consultant to review our budget model. She hopes to have this in place by the end of February.

Highlights of her budget update:

- For E&G revenues (which primarily includes tuition and fees and state appropriations), the main campus had a tuition increase but enrollment was down. Medicine and Family Medicine reported an increase from resident participation agreement receipts and also had additional funding from the state. Pharmacy had a decrease as a result of enrollment being down.
- For revenue sources, enrollment was down on main campus and Gatton College of Pharmacy. With Grants and Contracts, increases were driven by startup money for the BlueSky Institute and from an in-kind gift for engineering. Revenues for Athletics are up over \$1 million. Interest income is up, as are incomes from campus activities.
- With expenditures, the main campus is flat. This has been affected by the retirement incentive program which has produced savings for the main campus and for the College of Medicine where expenditures are also down. Pharmacy has reduced its expenditures.
- Salary and benefits are up.
- Operational expenditures are up across campus, including expenditures for student activities, student services, and physical plant.
- Equipment is flat; the in-kind gift for the engineering program is reported as revenue and as an expenditure.
- Net transfers are negative due to transfer-ins of HEERF funds.
- With Auxiliaries and Restricted Funds, unrestricted is up slightly. Food services/meal plans are the highest ever, and housing occupancy has increased.
- Additional HEERF funds will be released to students very soon.
- ETSU received \$10 million in institutional HEERF money.

Overall, Dr. King feels the institution is in fairly good shape as we move into the third quarter.

#### **4. Action Items**

##### *4.1. Old Business*

There were no old business items to discuss.

##### *4.2. New Business*

##### *4.2.1. Proposal to add a representative from Office of Equity and Inclusion to Quality and Effectiveness Sub-Council*

Dr. Cheri Clavier reported on the need to have a representative from Equity and Inclusion on the Quality and Effectiveness Sub-Council. This is especially important for work related to THEC's quality assurance funding standard for student equity. A motion was made and seconded to approve the addition to the sub-council's membership. Dr. Clavier indicated the role would likely be filled by Dr. Chassidy Cooper.

#### **5. Information Items/Presentations**

##### *5.1. Draft 125 Chapter II Report*

Dr. Mike Hoff announced that he and Dr. Noland would lead a discussion with the Board of Trustees on Friday, February 18 regarding the report for the Committee for 125 Chapter Two. He and Dr. Noland will continue to engage with groups on campus and will bring the presentation back to University Council in March and then to the board in April for final approval.

##### *5.2. Projected timelines of capital projects*

Laura Bailey reported on construction projects that were included in the Governor's proposed budget. These include:

Integrated Health Services (\$43.9 million): Planning will take approximately 12 months, with construction expected to begin in summer/fall 2023. This building will be located in Innovation Park.

Academic Building: Planning dollars were made available in the current budget, and the new budget has \$62.5 million for construction of the building. Demolition of the current Campus Center Building could take place in fall 2023.

Brown Hall-North renovation: \$47.7 million for renovation of the north side of Brown Hall was included in the budget. Design work will begin in July, and it will be 18 months before the project could begin.

Lamb Hall construction continues and is expected to be done during the upcoming winter break.

Ms. Bailey noted that Facilities will work with offices/departments to coordinate the relocation of services.

## **6. President's Report**

### *Highlights of President Noland's report:*

The Governor's budget includes nearly \$2 billion in new investments in higher education to fund research, technical education programs, health sciences and medical education programs, college access, new facilities, and campus upgrades. Other items in the budget include:

- Tennessee HOPE is expected to receive an increase of \$88.6 million.
- \$90 million is included for the THEC outcomes formula.
- \$47.5 million is included for salary increases.
- These investments in capital are the largest one-time investments in the state's history
- \$7.5 million is available in deferred maintenance
- Replacement of transmitter tower for WETS-FM
- \$1 million in recurring dollars for the Center of Excellence in Nursing
- \$19 million investment to upgrade existing ERP system
- Funding to support operating increases for the Quillen College of Medicine, and \$18.6 million for expansion of GME funding.

Dr. Noland anticipates that the legislature will be addressing issues in K-12 and on topics related to equity and inclusion. Funding for the Gatton College of Pharmacy will also be discussed.

Application numbers are trending positively for the fall 2022 semester.

Significant discussion will take place at Friday's Board of Trustees meeting regarding the Committee for 125 Chapter 2 report. The action agenda from the report will likely include funding formula review, operational/efficiencies review, equity and inclusion initiatives, housing/infrastructure upgrades, Huron online study, and ERP implementation.

## **7. Announcements**

Dr. Sam Mayhew reported on upcoming open house events being hosted by Admissions.

Ms. Fulkerson reminded members that nominations are being accepted for the Love Award.

Dr. Mayhew reported on the hiring of the New Student and Family Programs director.

## **8. Adjournment**

Provost McCorkle adjourned the meeting at 9:25 a.m.

UNIVERSITY COUNCIL

Report from Budget and Strategic Planning Committee

February 14, 2022

The tables below summarize financial activities for the university through the second quarter of fiscal year 2021-22. The comparison is current year to prior year for the same six month period.

**Table 1 – Unrestricted E&G Revenues by Unit and Revenue Source**

<b>Unrestricted E&amp;G</b>				
<b>Year-to-Year Comparisons</b>				
<b>Year-to-Date 12-31-2020 &amp; 12-31-2021</b>				
	<b>FY2020-21</b>	<b>FY2021-22</b>	<b>Change</b>	
			<b>\$</b>	<b>%</b>
<b>REVENUES</b>				
<b>By Appropriation Unit</b>				
Main Campus	\$181,750,437.79	\$181,857,997.48	\$ 107,559.69	0.06%
Medicine/Family Med	41,099,707.49	45,725,693.38	4,625,985.89	11.26%
Pharmacy	10,383,703.92	9,315,718.11	(1,067,985.81)	(10.29%)
<b>TOTAL REVENUE</b>	<b>\$233,233,849.20</b>	<b>\$236,899,408.97</b>	<b>\$3,665,559.77</b>	<b>1.57%</b>
<b>By Revenue Source</b>				
Tuition and Fees	\$160,128,586.97	\$153,084,037.77	(\$7,044,549.20)	(4.40%)
State Appropriations	58,065,800.00	63,689,300.00	5,623,500.00	9.68%
Grants, Contracts, Gifts	1,226,896.79	1,829,432.94	602,536.15	49.11%
Other	13,812,565.44	18,296,638.26	4,484,072.82	32.46%
<b>TOTAL REVENUE</b>	<b>\$233,233,849.20</b>	<b>\$236,899,408.97</b>	<b>\$3,665,559.77</b>	<b>1.57%</b>

**Table 2 – Unrestricted E&G Expenditures by Appropriation Unit and Classification**

<b>Unrestricted E&amp;G</b>				
<b>Year-to-Year Comparisons</b>				
<b>Year-to-Date 12-31-2020 &amp; 12-31-2021</b>				
	<b>FY2020-21</b>	<b>FY2021-22</b>	<b>\$</b>	<b>Change %</b>
<b>EXPENDITURES</b>				
<b>By Appropriation Unit</b>				
Main Campus	\$117,762,555.86	\$118,883,515.79	\$1,120,959.93	0.95%
Medicine/Family Med	38,539,877.63	37,835,202.10	(704,675.53)	(1.83%)
Pharmacy	5,412,746.80	4,528,592.79	(884,154.01)	(16.333%)
<b>TOTAL EXPENSE</b>	<b>\$161,715,180.29</b>	<b>\$161,247,310.68</b>	<b>(\$467,869.61)</b>	<b>(0.29%)</b>
<b>By Natural Classification</b>				
Salaries & Benefits	\$118,336,891.88	\$117,641,900.39	(\$ 694,991.49)	(0.59%)
Operating	20,125,740.57	25,815,394.76	5,689,654.19	28.27%
Capital/Equipment	416,540.76	597,539.63	180,998.87	43.45%
Scholarships/Fellowships	19,678,483.82	18,227,730.93	(1,450,752.89)	(7.37%)
Transfers to Other Funds	3,157,523.26	(1,035,255.03)	(4,192,778.29)	(132.79%)
<b>TOTAL EXPENSE</b>	<b>\$161,715,180.29</b>	<b>\$161,247,310.68</b>	<b>(\$467,869.61)</b>	<b>(0.29%)</b>
<b>By Functional Classification</b>				
Instruction	\$82,085,375.28	\$80,159,500.83	(\$1,925,874.45)	(2.35%)
Research	2,823,535.01	3,090,678.23	267,143.22	9.46%
Public Services	1,242,421.25	1,162,933.41	(79,487.84)	(6.40%)
Academic Support	16,112,350.37	15,799,484.51	(312,865.86)	(1.94%)
Student Services	12,176,956.69	14,152,710.26	1,975,753.57	16.23%
Institutional Support	13,647,119.98	13,426,111.13	(221,008.85)	(1.62%)
Physical Plant	10,803,204.77	12,668,607.05	1,865,402.28	17.27%
Scholarships/Fellowships	19,677,880.68	18,221,105.93	(1,456,774.75)	(7.40%)
Transfers to Other Funds	3,146,336.26	2,566,179.33	(580,156.93)	(18.44%)
<b>TOTAL EXPENSE</b>	<b>\$161,715,180.29</b>	<b>\$161,247,310.68</b>	<b>(467,869.61)</b>	<b>(0.29%)</b>



**Table 3 – Current Operating Funds Revenues by Fund Type and Revenue Source**

**Current Operating Funds (Unrestricted/Auxiliaries/Restricted)  
Year-to-Year Comparisons  
Year-to-Date 12-31-2020 & 12-31-2021**

	FY2020-21	FY2021-22	Change	
			\$	%
<b>REVENUES</b>				
<b>By Current Fund Type</b>				
Unrestricted E&G	\$233,233,849.20	\$236,899,408.97	\$3,665,559.77	1.57%
Auxiliaries	17,829,635.59	24,662,858.84	6,833,223.25	38.33%
Restricted Funds	50,989,860.35	74,054,710.90	23,064,850.55	45.23%
<b>TOTAL REVENUE</b>	<b>\$302,053,345.14</b>	<b>\$335,616,978.71</b>	<b>\$33,563,633.57</b>	<b>11.11%</b>
<b>REVENUES</b>				
<b>By Revenue Sources</b>				
Tuition and Fees	\$160,771,524.90	\$153,947,124.78	(\$6,824,400.12)	(4.24%)
State Appropriations	58,364,701.90	63,827,233.43	5,462,531.53	9.36%
Grants, Contracts, Gifts	51,162,481.11	74,727,415.63	23,564,934.52	46.06%
Other	13,925,001.64	18,452,346.03	4,527,344.39	32.51%
Auxiliaries	17,829,635.59	24,662,858.84	6,833,223.25	38.33%
<b>TOTAL REVENUE</b>	<b>\$302,053,345.14</b>	<b>\$335,616,978.71</b>	<b>\$33,563,633.57</b>	<b>11.11%</b>

**Table 4 – Current Operating Funds Expenditures by Fund Type and Classification**

<b>Current Operating Funds (Unrestricted/Auxiliaries/Restricted)</b>				
<b>Year-to-Year Comparisons</b>				
<b>Year-to-Date 12-31-2020 &amp; 12-31-2021</b>				
	<b>FY2020-21</b>	<b>FY2021-22</b>	<b>Change</b>	
			<b>\$</b>	<b>%</b>
<b>EXPENDITURES</b>				
<b>By Current Fund Type</b>				
Unrestricted E&G	\$ 161,715,180.29	\$161,247,310.68	(\$467,869.61)	(0.29%)
Auxiliaries	6,858,795.99	4,604,605.60	(2,254,190.39)	(32.87%)
Restricted Funds	50,989,860.35	64,733,430.06	13,743,569.71	26.95%
<b>TOTAL EXPENSE</b>	<b>\$219,563,836.63</b>	<b>\$230,585,346.34</b>	<b>\$11,021,509.71</b>	<b>5.02%</b>
<b>EXPENDITURES</b>				
<b>By Natural Classification</b>				
Salaries & Benefits	\$137,447,213.35	\$139,473,801.80	\$2,026,588.45	1.47%
Operating	31,352,233.57	37,564,971.32	6,212,737.75	19.82%
Capital/Equipment	915,109.84	683,272.02	(231,837.82)	(25.33%)
Scholarships/Fellowships	42,840,185.42	48,229,902.34	5,389,716.92	12.58%
Transfers to Other Funds	7,009,094.45	4,633,398.86	(2,375,695.59)	(33.89%)
<b>TOTAL EXPENSE</b>	<b>\$219,563,836.63</b>	<b>\$230,585,346.34</b>	<b>\$11,021,509.71</b>	<b>5.02%</b>
<b>EXPENDITURES</b>				
<b>By Functional Classification</b>				
Instruction	\$86,513,402.49	\$85,088,623.92	\$(1,424,778.57)	(1.65%)
Research	7,797,739.60	7,907,098.75	109,359.15	1.40%
Public Services	17,048,044.99	19,280,653.16	2,232,608.17	13.10%
Academic Support	16,262,930.92	15,910,200.61	(352,730.31)	(2.17%)
Student Services	12,372,697.58	14,810,309.42	2,437,611.84	19.70%
Institutional Support	15,956,709.97	19,843,899.66	3,887,189.69	24.36%
Physical Plant	11,050,788.64	12,798,717.52	1,747,928.88	15.82%
Scholarships/Fellowships	42,556,390.19	47,775,058.37	5,218,668.18	12.26%
Transfers to Other Funds	3,146,336.26	2,566,179.33	(580,156.93)	(18.44%)
Auxiliaries	3,475,075.99	4,604,605.60	1,129,529.61	32.50%
Aux Trsfrs to Other Funds	3,383,720.00	-	(3,383,720.00)	(100%)
<b>TOTAL EXPENSE</b>	<b>\$219,563,836.63</b>	<b>\$230,585,346.34</b>	<b>\$11,021,509.71</b>	<b>5.02%</b>

## **ETSU Student Equity Workgroup 2021-2025**

Purpose: To drive action needed for ETSU's participation in and successful reporting of THEC Quality Assurance Funding (QAF) Standard 5: Student Equity.

Background and Context: THEC's QAF program incentivizes institutions to strive for continuous improvement in programmatic and student outcomes. ETSU earned \$3.2M in QAF dollars in 2018-19; approximately \$35K per point.

Standard 5: Student Equity directs institutions to enhance the quality of student services and institutional support to increase equity in student outcomes. This standard provides an opportunity for ETSU to earn ~\$350,000 per year through 2025.

ETSU's target population for 2020-2025 is undergraduate students of color, defined as all races with the exclusion of White, Asian, Null/Missing, or choose not to report. At ETSU, students of American Indian, Alaskan Native, Black or African American, Hispanic/Latino, Native Hawaiian or Other Pacific Islander, Nonresident Alien, and two or more races are historically underserved.

THEC awards up to six (6) points per year for full-time, fall-to-fall undergraduate retention of the target population. The remaining four (4) points are awarded as follows:

- 2021 Self-Assessment: ETSU submitted a Self-Assessment with the current state of target student access and success including baseline quantitative and qualitative measures. ETSU received 4/4 points.
- 2022 Action Plan: ETSU will submit a strategic Action Plan that seeks to improve the quality of services and experiences and increase student retention of the target population based on institutional data and target student feedback.
- 2023 & 2024 Status Report: ETSU will submit a progress report that includes all elements of the Action Plan in order to assess the implementation status of each of the Action Plan objectives.
- 2025 Comprehensive Report: ETSU will submit a comprehensive report that includes an evaluation of the implementation status for each Action Plan objective. ETSU will also reflect upon lessons learned and best practices to sustain gains in student equity.

Membership: This workgroup will be a sub-group of the Quality and Effectiveness Sub-Council (QESC) so that information, trends, and proposed strategies can be regularly reported to University Council (UC). Progress of the workgroup will be reported to QESC once per quarter, in March, June, September, and December.

The workgroup will be chaired by Dr. Chassidy Cooper, Equity and Inclusion Coordinator, Office of Equity and Inclusion, who will be appointed to the QESC. Ms. Megan Miller, Assessment Coordinator, Office of Planning and Decision Support, will be appointed to the workgroup. Membership will also include two additional members of the QESC (Dr. Cindy Chambers and Dr. Jean Croce Hemphill have volunteered to serve in this capacity), one representative from the Multicultural Center, plus additional representation from colleges and other units, such as athletics, as needed. Student member(s), especially those from the target population, should be considered, as well as community members with the power to influence the broader region beyond the ETSU campus. If possible, overlapping membership with the QEP launch team should be ensured, given the community engaged learning focus of ETSU's next QEP.

Charge, 2021-22:

1. Review the Student Equity Self-Assessment submitted to THEC in 2021.
2. By June 15, create an Action Plan that seeks to increase graduates from the identified target student population (undergraduate students of color) by improving the quality of services provided and student experiences along with the overall number of graduates from the target student population. This plan should not exceed 7 pages, excluding appendices, and must include the following:
  - a. Objectives: ETSU will develop objectives with specific details, informed by the Self-Assessment, longitudinal institutional data, and feedback from the target student population from year 1 (2020-21).
  - b. Indicators: ETSU will develop success indicators that are clearly defined and provide evidence demonstrating progress towards objectives.
  - c. Strategy for Achievement: ETSU will develop a Strategic Plan with goals and benchmarks for the following areas that are detailed and intentional with the justification for likelihood of success clearly articulated.
    - i. Recruiting, engaging, and graduating students from the selected target population informed by evidenced-based best practices and research.
    - ii. Incorporating feedback from the selected student population into current institutional policies and/or practices.
    - iii. Improving the quality of services, supports, and overall campus climate for the target student population.
    - iv. Incorporating engagement of diverse perspectives among all students and faculty in course curriculum and across campus.
    - v. Increasing the quantity of graduates from the target student population.

Charge, 2022-23 and 2023-24:

1. By June 15, submit a Status Report that includes all elements of the 2022 Action Plan in order to assess the implementation status of each of the Action Plan objectives. The 2024 Status Report should build on the 2023 Report. This report should not exceed five pages, excluding appendices.

The status report must include a comprehensive analysis of each of the strategies and plans in the 2022 Action Plan. Detailed evidence is provided for the extent to which objectives have been accomplished. If objectives have not been met, a detailed explanation of potential causes and plan for going forward is provided.

Analysis and evidence must address all parts of the Action Plan including:

- i. Recruiting, engaging, and graduating students from the selected target population informed by evidenced-based best practices and research.
- ii. Incorporating feedback from the selected student population into current institutional policies and/or practices.
- iii. Improving the quality of services, supports, and overall campus climate for the target student population.

- iv. Incorporating engagement of diverse perspectives among all students and faculty in course curriculum and across campus.
- v. Increasing the quantity of graduates from the target student population.

Charge, 2024-25:

1. By June 15, submit a comprehensive report that includes an evaluation of the implementation status for each Action Plan objective. This report should reflect upon lessons learned from the process and suggest best practices going forward. The report should not exceed 10 pages, excluding appendices. Specifically, the report should include the following elements:
  - a. A detailed analysis of the extent to which the desired Action Plan objectives have been accomplished, focusing on:
    - vi. Recruiting, engaging, and graduating students from the selected target population informed by evidenced-based best practices and research.
    - vii. Incorporating feedback from the selected student population into current institutional policies and/or practices.
    - viii. Improving the quality of services, supports, and overall campus climate for the target student population.
    - ix. Incorporating engagement of diverse perspectives among all students and faculty in course curriculum and across campus.
    - x. Increasing the quantity of graduates from the target student population.
  - b. A clear rationale for any Action Plan objectives that were not accomplished, along with an analysis of intervening factors.
  - c. A thorough reflection on practices and programs implemented along with next steps based upon institutional experience with the target student population