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Faculty Senate, East Tennessee State University

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**2013-2014 Faculty Senate
MINUTES — October 7th, 2013**

Faculty Senate—East Tennessee State University

UPCOMING MEETING:	FOLLOWING MEETING:
October 21 st , 2:45 pm Forum, Culp Center	November 4 th , 2:45 p.m. Forum, Culp Center

Present: Katie Baker, Robert Beeler, Jim Bitter, Patrick Brown, Doug Burgess, Randy Byington, Kathy Campbell, Sharon Campbell, Mohamed Elgazzar, Susan Epps, Virginia Foley, Allan Forsman, Rosalind Gann, Ron Hamdy, Evelyn Hammonds, Tammy Hayes, Jill Hayter, Dharendra Kumar, Tom Laughlin, Fred Mackara, Theresa McGarry, Lorianne Mitchell, Jerome Mwinyelle, Thomas Schacht, Melissa Shafer, April Stidham, Bill Stone, Jim Thigpen, Paul Trogen, Jennifer Vanover-Hall, Meng-Yang Zhu, Yue Zou.

Excused: Sally Blowers, Kurt Loess, Kathryn Sharp, Taylor Stevenson, Teresa Wexler

Guests: Kathleen Grover, Lucas Hitechew, Brian Noland

CALL TO ORDER: President Byington called the meeting to order at 2:50PM

President Byington requested approval of the minutes from 9/16/13. Senator Beeler made the motion to approve. There were several seconds. The minutes were approved without dissent.

President Byington began with the meeting with information updates. The online SAIs are set to be implemented this fall semester. All classes will be evaluated with the exception of any class that has five or less students. The only questions that will be implemented this fall are the nine core questions currently being used. Department specific questions can be added and implemented in the spring semester.

Senator Beeler commented that he has one student enrolled in a class that he has never seen. He has another student that has missed 12 out of 24 class sessions. He asked if there is something in place that can prevent such phantom students from evaluating a course they haven't been in class enough to assess. President Byington did not have the answer to Senator Beeler's question.

Senator Gann added that only the disgruntled ever respond to voluntary assessments and we may get a very distorted picture. President Byington replied that faculty can administer the online SAI during their class period. Students need not be taken to a computer lab; they can use their cell phones or iPads. Because they are completing the SAI on their online device, it is not something the faculty can see right away so there does not need to be a proctor administering the assessment.

Senator Stone asked if College of Medicine courses will be evaluated the same way. President Byington responded that he would have to find out for sure. He stated that the College of Pharmacy is already using this system and this exact software. They implemented it a number of years ago.

Senator McGarry asked if the 'fewer than five' rule takes precedence over how many courses each person needs to have evaluated. President Byington responded that this fall semester the 'fewer than five' rule would take precedence. Next semester one can request that her or his SAs include smaller classes. The ability to modify the evaluation comes in the spring and the software will allow one to do mid-semester or even every week evaluations during the course of the semester. At the end of the semester, once grades are entered, an email blast will go out and say the SA's are ready for viewing. President Byington stated that there should be more specific information on the new system coming soon.

Senator Thigpen commented that the College of Pharmacy is very pleased with the online SA. Faculty have an archive and can review past semester's assessments. The College of Pharmacy faculty find it really easy to use.

President Byington introduced ETSU President Noland. President Noland began by thanking the faculty senate for the opportunity to visit. He stated that he would like to provide an overview and update on some of the items that were spotlighted in the 2013 University Address. Secondly he would like to go through where we are with respect to some of the environmental challenges impacting the University related to access and enrollment. The third item is an update on budgeting and then finally an update on several issues that have emerged across the university over the course of the past couple of weeks.

President Noland began with the update on items in the State of the University Address. With regard to the Arts Initiative, the first question is related to location. He stated that we are in the final stages of an engineering review of the three sites under consideration and the positives and negatives with each respective site. Site one is next to the Millennium Center. The second is east of Burgin Dossett Hall, the original location contained within the master plan. The third is the corner of State of Franklin and University Parkway. The Fischer firm is conducting an evaluation and assessment of those three sites. President Noland stated that we will have that information in hand by the end of the week. He continued that in the July budget of this past legislative session, Governor Haslam authorized us to spend 1.5 million dollars in planning for the new facility.

An integral aspect of the Arts planning will be achieved this Thursday when the state's Building Commission formally approves the project and assigns architects. After this Thursday, the building commission will release the RFP for architects and within 90 days architects will be hired. President Noland commented that we have not built an academic building in a while, but that process will include a program process, a design process, and a development process and faculty will be intimately involved in those activities. The building is on the Board of Regents' approved project list that they've submitted to THEC. THEC will develop their list and submit that to their board for approval with their November meeting, and then it goes before the Governor. Assuming nothing changes in the state budget forecast, ETSU is in the queue

for receipt of funding in this year's upcoming legislative session. With regard to fundraising President Noland stated that we have raised a little bit more than 5 million dollars and there are 'significant asks' that are out across the region from the Power Board to the County Commission to the City Council to Blue Cross and Blue Shield. He said that we continue to be very aggressive in our fundraising efforts. The senate will see increased notification from the institution on how everyone can get involved with the Arts Initiative.

President Noland's next update was on campus construction projects. He stated that the center of campus is close to completion. The parking garage is behind schedule, but it is anticipated that all aspects of the parking garage including Parking Services, the Welcome Center, and the Subway Sandwich shop will be completed at some point during the beginning of spring semester.

President Noland stated that with regards to the Committee for 125, all of their reports are online and are now working their way through the existing strategic plan process and the University Planning Committee. The Planning Committee will bring into alignment the Committee for 125 reports and our existing strategic plan as we begin to develop the next strategic plan. President Noland stated that he also asked the planning committee to develop metrics performance indicators related to enrollment so that we can measure progress we've made towards the goals.

President Noland stated that he is excited about the proposed Multicultural Center. He said that when the Welcome Center moves from the Culp Center to the parking facility, square footage in the Culp will become available and that is where the new Multicultural Center will be located. He reported that he has asked Joe Sherlin and Mary Jordan to put together a committee to begin programming and development for the Multicultural Center

With regard to the focus on the visual identity of ETSU, President Noland commented that we currently have more than 120 logos. He said it has a negative impact on our targets and growth agenda. A few weeks ago focus groups began to provide feedback on existing logos and some alternatives. Even if our logo stays exactly as it is, what has to come from this is a set of consistent standards across the university. He stated that we are not changing our colors and we are not changing our nickname. There are plans to make a couple of adjustments to the ETSU website. All of this is aimed at making it easier for students to explore ETSU and apply to ETSU. President Noland reported that they have already adjusted the admission site - it looks very different than it did three months ago. All of that is aimed at making it easier for students to work their way through the application process and learn about all of the dynamics of the university.

President Noland announced that this fall ETSU held its first Student Convocation. He congratulated and thanked Dr. Sherlin and his staff and stated that they would welcome feedback on what faculty would like to be considered for the second convocation held next fall.

President Noland reported that this is the second year in which ETSU has made investments in the salary equity plan. That's on top of the 1.5% across the board raise that was in Governor Haslam's budget. Last week faculty should have received notifications on the specifics of

individual equity adjustments. He stated that the equity plan not a one year or two year commitment, but a multi-year commitment. This year ETSU set aside \$459,000. President Noland commented that it is not much, but it is progress towards the overall equity target of \$10.8 Million for faculty on the main campus, \$2.7 Million for the faculty in the College of Medicine, and \$159,000 for faculty in the College of Pharmacy. That is the gap using current methodology, which is 60% of the benchmark. He commented that as we move forward in the years to come, we will probably need to go back and identify those benchmarks. He reported that Dr. Byington has requested that the peer institutions go through a formal review and admitted that regardless of the benchmark and peers, we're still below where we need to be.

Senator Bitter asked if President Noland had a feel for which of the three art center sites people are favoring. President Noland responded that he is attracted to Lot 1 as it accomplishes a number of goals. Lot 1 has parking available adjacent to the facility and across the street. It allows the university to maximize the Millennium Center which could hold pre-concert and reception events. The community is comfortable with attending things at the Millennium Center. The other thing it allows the university to do is to lock down that real estate right across the street from campus and ensure that there is something academic in nature adjacent to the campus and not just another fast food restaurant. President Noland anticipates the report will show complications regarding water associated with the site. Part of the reason for the study was to determine not only the flow of water around that site, but also what changes we need to make upstream with water displacement.

President Noland continued that the easiest site is to build it right in front of Dossett as we own the property. If we put it in front of Dossett, then that limits future growth in that area and also takes away a big parking lot on the front side of campus. The third site on the corner of State of Franklin and University Parkway would entail purchasing the gas station currently located there. President Noland commented that he doesn't even want to begin to anticipate what the price of that gas station would be.

President Noland stated that he would like to touch briefly on some of the environmental challenges related to enrollment. He said we are seeing increased market pressure because of shifting demographic trends. The number of students who will graduate high school in the state of Tennessee will reach the bottom end of the curve this year. So there is increased competition across the state for traditional students and for transfer students. He said there is no better representation of that than the fact that two weeks ago, MTSU drove a bus containing their deans and their president and held a recruiting at the Millennium Center. Another factor in enrollment is the changing expectations of the modern college student and the increased cost and associated debt of higher education. President Noland asked how can we enhance our marketing and identify growth areas for traditional students. He said that ETSU is looking in-depth at high schools where we feel we have potential. He said that he has been to three high schools in the past couple of weeks and is visiting two high schools the next day to meet with students, counselors, and principals to talk about opportunities here at the university. He said that we are being more aggressive than we've been in a long time with respect to recruiting students and are looking to maximize the impact of our scholarship programs.

Dr. Noland said that given enrollment and budget uncertainties, we have to deepen our commitment to the growth agenda and begin the process of creating a new budget paradigm for the university. He stated that we did away with strategic budget management committee and rather than creating yet another group, we have all of the elements in our planning committee to look at efficiencies. He said we are committed to starting the process of developing a new budget paradigm for the university that is open, transparent, and inclusive. He reported that the net new funding from the state this year is \$734,000 - the equivalent of 100 new students. President Noland said that is the best we have had in 5 years. He said this drives home the fact that we control the future and we cannot just sit around and wait for the state to come forward with state appropriation. They are going to build more buildings, but other than the salary increases, the state is not going to do much more for operating budgets. He said that what we had planned with respect to the enrollment outcome was predicated on 15000 enrollment and we came in a little below 15000, so once we finalize everything with the October budgets, the 1.1 million dollar number is going to move to 1.4 million. The total deficit from enrollment declines is around 3.7 million dollars.

Dr. Noland remarked that over the course of the past couple of months there has been a soft hiring freeze at the university. He said that every week there are requests to fill positions that come across his desk. Senior staff reviews those requests as a group as the whole university is in it together. He stated that there will be searches. It is not a hard freeze; it is a soft freeze hoping to recoup any salary savings that can move us through the current budget year.

With regard to budget planning for 2014-15, Dr. Noland said that communications went out to the deans last week. He stated that there will be budget conversations with each of the colleges in the spring. There will be university wide conversations on budgets, but not formal budget hearings. He said that they will authorize searches for new faculty positions and that just yesterday, he met with Dr. Bach on searches moving forward in areas across the institution from Biology on down the line.

Dr. Noland stated that entrepreneurial funding will remain next year at the current levels. If programs grow new students, they will realize the entrepreneurial funds from the growth in students, but will not be funded at the level of whatever tuition is next year. ETSU will fund new initiatives that support the growth agenda. He said that we will look strategically at initiatives that we can start as an institution either to grow enrollment or to expand retention.

Dr. Noland restated the development of a new budget paradigm and the creation of a committee that will review and examine the recommendations. The committee will have faculty representation. He said we are going to develop a structure for the examination review and development of that process. That is the pro forma model that was proposed as well as the structure with which we align strategic planning and strategic budgeting, something that has not happened to date at the university.

Dr. Noland concluded with information on PIE. He explained that we are not doing away with PIE. We are calling it a pause so that we can receive the recommendations from SACS. We will take those recommendations and make improvements to the PIE process.

Senator Bitter commented that he did not know of any administrative position from chair up that could not have interim people fill it. He suggested that anytime a position from chair up is emptied, no search take place that following year. The search starts two years out. He suggested that this would save a tremendous amount of money. Senator Bitter's second suggestion is that ETSU start linking programs and events. He said that we are eventually going to have a football team, and unless we have the most different football team in the world, we're going to have a larger number of African-American students coming on campus. We also happen to have an African-American director of theatre at ETSU who is outstanding. Let's take all those new athletes that are coming in, let's find out what they are interested in. Let's have the different deans and chairs meet with those students. Not just about athletics, but what else they can do on campus. He speculated that if we had an increase of 1% of African-American students just by adding football, and they also got involved in theatre where they actually got to see African-American plays, then that would increase their interest in staying on campus to completion because there would be things that relate to their life. He stated that academics needs to start getting linked in more to the athletic processes.

President Noland stated that when Dr. Sander was at VCU, he served in a capacity similar to that of chief of staff of the president. One of the efforts that he led was an effort to significantly grow enrollment at VCU. One of the ways that they did it was to align some of their recruiting efforts with some of the things that were happening athletically. If VCU was playing basketball; they would invite all of the high school counselors from the three county region to campus. They would talk about all the things that were happening across the university. The president would come and speak, and then the high school counselors would get free tickets to the game. President Noland stated that Dr. Sander, on his own initiative, met last week with the deans to begin the conversation with the deans of how we get to some of the things that Senator Bitter just outlined.

Senator Beeler commented that President Noland mentioned making recruitment trips to Knoxville. He asked if he has considered doing recruitment trips to Ashville, Blacksburg, or similar locations. President Noland responded that ETSU has a new head of Undergraduate Admissions, Brian Henley. He said that Brian is developing the recruitment strategies for the fall and spring and President Noland will be visiting high schools that the Office of Admissions has targeted. President Noland said he will visit twelve high schools between now and December. He said if you were to look at the qualifications of the incoming class at UT this fall, the average ACT score is a 27. There are a lot of really good students who have ACTS of 23 or 24 who may no longer be able to get into UT and are going to go to college somewhere. He would like to see them at ETSU rather than Chattanooga.

Senator Beeler suggested that we bring students from these targeted high schools into ETSU and have some sort of event where they go to classes for one day. President Noland responded that is was a great idea and asked Senator Beeler to talk with Brian Henley and share this idea with him.

Senator Stidham asked if there is anything like a shadowing type program for high school students if they're interested in for example, Pharmacy, Nutrition, or Nursing where students could come in from the high school and observe. President Noland replied that there is some

of that in the summer. There are also some of programs for students who are aspiring to be physicians. He said we have summer camps where we bring Hispanic students to campus for a week to see what it is like to be at the institution. He said he cannot off the top of his head outline all that ETSU does but he does know that there are opportunities for us to deepen the things we're doing.

Senator Mwinyelle stated that he would like to know what efforts are being made by the administration regarding international students. He knows one of the goals of the university is to internationalize the campus and commends the creation of the Multicultural Center.

President Noland replied that we have hired in the admissions area a dedicated staff member focused on international students and an additional attorney whose focus is immigration law to assist students with that transition to the institution. Drs. Bach, Williams, and Piles have outlined prescriptive steps and goals to double ETSU's international enrollment by the end of the decade. He said he cannot speak to the specifics of every element of that plan, but from a staff support perspective, we have brought someone to help with recruiting and with the challenges of visas.

Senator Olsen suggested that another group to consider as possible candidates for recruitment is the Eastern Band of Cherokee. He said that they come from the reservation with tuition paid and ETSU is missing out by not actively recruiting them.

Senator Stone added that focusing on India might be a good strategy. By the year 2030 the middle class there will be 600 million people. He stated that India has excellent top-tier universities but less mid-level. It would be a super place to recruit. President Noland responded that last year we procured the services of an international recruiting firm in India to help us in that area.

Senator Burgess stated that he often gets phone calls from parents asking if they could bring their kid to school for a day and sit in on classes. He usually offers to let them sit in on his. He suggested that ETSU asks for volunteer professors who would be willing to allow students to sit in on their classes assuming appropriate arrangements are made. President Byington added that each faculty member could adopted a high school and become be a liaison between that school and ETSU.

President Noland responded that the more that we can, as a university, engage with high schools around the region the better. He said that he could go to a high school and talk to students and counselors but if faculty were to walk into a history course and provide a lecture and to say to students, 'this is what you're going to see throughout the entirety of your undergraduate career,' that's better than anything he could do. He added that our challenge is also retention.

Senator Brown asked if any thought has been given to expanding to border counties thereby extending our reach deeper into adjacent states.

President Noland answered that is an area where TSU was provided latitude last year by the board with flexibility on out-of-state tuition. The University of Memphis this last legislative session pushed to either do away with out-of-state tuition or significantly reposition out-of-state tuition rates. If Memphis begins to move that legislation through, we will support it.

President Noland stated that he would like to talk about a couple of items that emerged since the university address at the end of August. The first is the status of the ROTC program. President Noland learned last week that we are one of 13 programs across the nation that are slated to be closed by 2015. He said the he contacted Congressman Roe, and Senators Alexander and Corker with questions. Both Senators personally sent letters to the Secretary of the Army and did not receive a response. What ETSU has done thus far is to inform our cadets of the information we have. Juniors and seniors will be allowed to complete their programs here at the university and receive their commission. Freshmen and sophomores will have the opportunity to transfer to other universities or to dissolve their contracts. He said that we are forming a team that will coordinate efforts to oppose this decision by the army. That team will be brought together by the end of the week and we are going to fight this with everything we have. We are going to do this in conjunction with Tennessee Tech. President Noland stated that he has a hard time with the fact that the Army is cutting a program that is slated to commission 25 officers. We had a poor year in 2011, but we currently have an all time high enrollment. 30% of our students are on the Dean's List. 60% of the students have a 3.3 GPA. President Noland said that in competition against other programs, we are exemplary.

Senator Alsop asked what the budget impact of ROTC closing is to the university. President Noland answered that if all of the students were to leave the institution, that's 54 students, that's \$350,000. But we as a university provide investments in our cadets above and beyond scholarships. We give housing waivers and training and support them just as if they were a student athlete. He stated that it may be a wash financially.

Senator Mackara asked if there was no warning whatsoever ahead of time. President Noland responded no; Lt. Colonel Bishop received correspondence that we may be on the list. We then began to do the things to learn more and we rang enough bells that a 2 star general called Lt. Colonel Bishop directly and told him to "stand down". President Noland said that was the last we heard from the army. No one ever visited campus. No one ever sent a letter.

Senator Schacht asked if any of the programs that were closed come from states that voted for Obama in the last election. President Noland responded that he has not examined it in that detail. What he has been told is that the Army is looking to shift the resources from these 13 programs and to start new programs in Florida, Texas, and California. So it is not a savings, it is a redistribution of resources. He stated that he has told us everything he knows and that he has as many questions as we do.

President Noland moved on to discuss custodial services. He stated that he met with the custodians last week. He apologizes that the newspaper got ahead of the process. He stated definitively that there are no plans to outsource custodial services in the near term or medium term. President Noland did ask Dr. Collins and all members of the senior staff to develop contingency plans if next fall's enrollment drops to 13,500. Dr. Collins did reach out to two

vendors and asked them to come to campus and take a look at the operations. Dr. Noland stated that he never issued an RFP, and he has never received a spreadsheet on cost savings. This was just simply our staff doing their homework.

Senator McGarry commented that even looking into that represents us moving away from our values as an institution. It is not an alternative to consider. She stated that there is this tension between us being told we did not voice our opinions when decisions were being made, and being told 'hold your horses, no decisions are being made'.

President Noland replied that he understood. He hopes that as we develop the new budget process with the committee that will conduct this work, they will have the opportunity to look at everything from top to bottom. Dr. Noland stated that we have a responsibility to at least put forth alternatives if enrollment drops for the committee to review. That doesn't necessarily mean we are going to do any of it.

Senator McGarry responded that we do not consider it an option to outsource the faculty or our fellow employees. That is what my constituents want me to tell you. Senator Gann stated that she knows these are very difficult sorts of possibilities in case enrollment were to drop. Some of us feel very strongly we are a community here. The thought that the people who take care of our offices, many of whom have been here for decades, might be on the chopping block if enrollment falls off, even the fact that we're thinking about it gives a lot of us great pain. We get to know these folks and they don't make much. These are hard times and you wonder where they would go. Many of us feel that is something we can't think about.

President Noland replied that he cannot stress enough; we are not outsourcing custodial services. He said that if there is an outside vendor who can realize cost savings of 1.5 million dollars, it gives us something to shoot for. If they can realize efficiencies in purchasing cleaning equipment a little differently, then we can learn from them. Dr. Noland stated that he does not intend to outsource custodial services. There was no harder conversation than the hour and a half worth of questions that he took from the staff last week. Dr. Noland commented that they have every right to be furious.

Senator Schacht offered that this feels a little bit like looking into the price of guns on the chance you might buy one because somebody in the future might come after you and you need to defend yourself. It is the level of threat associated with it that is mobilizing people. Having David Collins look into this is going to put the focus on finances and arguably this is a much broader issue. He hoped that if it has to be looked into, that there could be a group that would include finance, but would also include other people from around the campus so that we could get a full look at it. Possibly even consider getting outside consultants who are experts in facilities maintenance to look at how we do it and tell us if we in fact have the opportunity to realize cost savings. President Noland replied that he anticipates that is what this budget committee will do across all aspects of the institution.

Senator Bitter stated that the biggest savings would come in benefits. He said that you might find some savings in how you purchase stuff, but the biggest savings is in benefits. That was the part that would really kill the custodial people even if they took the job somewhere else and

came back. One of the more significant benefits that they get here, which is one of the reasons that a number of them stay here working at such low salaries, is that they can also attend college. Senator Bitter asked if we could build those benefits into any external contract. Build in something that said anyone who is here five years or more and has been working here can take a couple classes per semester for the next five years. Just so that in case outsourcing happens, that benefit does not disappear. He agreed with Senator Schacht that if the Director of Finance is looking at this, he is going to be looking at budgets and not looking at people.

President Noland replied that he cannot state this clearly enough. There is not an RFP. We are not outsourcing custodial services. If the bottom falls out then we will examine other alternatives. He stated that he does not know what those other alternatives may be, but we are not going to outsource custodial services.

President Noland moved to an update on Athletics. He knows that there are a lot of questions about changes the Athletic Department made to season ticket purchases for basketball. The changes were made to do away with requiring BASA membership to buy season tickets and make season tickets affordable to families of modest means. He said that we need to sell all the season tickets we can. If one wants to sit in the seat one has always sat in and enjoy the half time festivities, then that requires a BASA membership. The goal is to enhance season ticket sales and any time an institution makes changes to its ticket policies, there are questions. Dr. Noland has asked Dr. Sander's six and twelve month goals to be very focused on community outreach. Everyone is intent on recruitment efforts to bring students to campus. We are going to open all of our playing fields up again this year to University School. That way when they're playing the kids from other area high schools, they are seeing our campus.

Dr. Noland reiterated that the budget situation that we are in this semester has nothing to do with football. We have three employees and we are not squirreling away money for football in years to come. We have a 4 million dollar hole this year because we've not met our enrollment targets for the past three years. He is confident that with football and marching band and all of the additional women's sports that those can all be part of the targeted effort to help us grow our enrolment.

Senator Mackara asked if there was any more information on where the location of the football stadium might be. President Noland replied that the sites that they are examining are on campus. The two sites under review are out by the soccer field and where the Facilities plant is. He said that we are in the final process of the engineering review and are looking at two issues: water and rock. We have to select a site in which water is not an issue and we don't replicate the experience that we had at the baseball stadium where we moved more rock than we wanted to admit. He hopes that at some point by the end of the month he can announce the site. President Noland stated that he did not want that to get ahead of Fine Arts. He wants the building commission to approve Fine Arts and for Fine Arts to stay in front of football.

President Noland moved to a discussion on the College of Medicine. A number of years ago King College received commission money to build a College of Medicine in Abingdon. He stated that we were concerned that would put pressure on our residency positions across the Mountain State system as well as Wellmont. When that proposal fell apart we were asked by

Alumni in Abingdon to come to the table and see if there was an opportunity for partnership. We have been exploring that for the better part of 10 months. At this juncture, there are significant questions about finances that have been put forward. Eleven months ago we were told they had \$15 million dollars in private gifts. He learned last week that those private gifts have all evaporated. He anticipates that at some point within the next two weeks they would bring closure to the Abingdon conversations. In a couple of weeks when we see the news, please know that this was not a decision entered into lightly.

Senator Sharon Campbell suggested ETSU create a larger presence in Southwest Virginia. She said if we were a larger presence in Southwest Virginia, we would not have King College coming in and stepping on our territory. President Noland said he agreed and commented that there is a rich potential in Abingdon and a lot of potential in Southwest Virginia. President Byington added that we have had multiple discussions about Southwest Virginia. There are some high performing high schools in Southwest Virginia. If you are trying to accomplish things in Southwest Virginia, you have to be conscious of trying to get all three of the planning districts which covers everything from Wytheville back to Lee County. They approach the way they accomplish economic growth and education growth very differently than in East Tennessee. Senator Burgess added that every single student in his graduate seminar is from Southwest Virginia. Senator Sharon Campbell stated that she comes from Southwest Virginia, and she knows there is just very little there. She commented that they don't even have their own TV stations; Johnson City, Kingsport, and Bristol, – those are the TV stations they have.

Senator Gann asked for an update on the dean searches. President Noland answered that there are two dean searches in the Health Sciences that are reaching the public aspect of the search. He said that later this fall we will bring three candidates to campus for an interview for dean in the College of Medicine. He commented that it is an outstanding pool and he thinks people will be very pleased with the three candidates. Within Clinical Rehabilitative Health Studies, he anticipates if the searches go well the process will be brought to a close by the end of the semester. He anticipates the new dean being here by the 2014-2015 academic year.

Senator Schacht commented that he had several suggestions with regards to President Noland's "From My Notepads" One would be instead of just talking to the camera, he wondered if it would be more engaging if it was more of a question and answer interview format. Second thing that might be considered as a way of increasing engagement with faculty would be to turn it into a video blog where viewers could respond and essentially create some dialogue. The third possibility would be to have some of our Mass Communication students involved in the production. That would give them the ability to create things for their portfolios that would enhance their careers and then you have people going around the country spreading their resumes with you in it.

President Noland responded that those were great ideas. He summarized with the importance of enrollment and moving into a very different budget paradigm. He said that some are asking why we are looking at changing colors and logos during a budget downturn. The response is that we have to bring consistency in marketing because if not, it is going to have a negative impact on our efforts to grow and diversify enrollment. We are going to create a budget process and it is going to be open and it is going to be transparent and it is going to be

inclusive. Faculty are going to help develop the process. He said that unless we take this seriously, this next year is going to be worse fiscally. The data is not in our favor.

Senator Bitter suggested that as we develop the Multicultural Center some people from our campus should study traditionally black colleges and see how they create a sense of family. Many of the African-American students on ETSU's campus will tell you that they are segregated here. He said that we need to create an atmosphere in which people feel that they are welcome and connected and they want to be here.

President Noland closed by thanking the senate.

President Byington Asked if there are any other things to discuss. Hearing none he deferred the remaining business to the next meeting. Senator Foley moved to adjourn. Senator Epps seconded.

ADJOURNMENT: The meeting was adjourned at 4:35 p.m.

Please notify Senator Melissa Shafer (shaferm@etsu.edu or 9-5837, Faculty Senate Secretary, 2012-2013, of any changes or corrections to the minutes. Web Page is maintained by Senator Doug Burgess (burgess@etsu.edu or x96691).