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Faculty Senate Agendas and Minutes

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### 1991 September 9 - Faculty Senate Agenda and Minutes

Faculty Senate, East Tennessee State University

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FACULTY SENATE

NEXT MEETING: September 9, 1991 at 3:30 pm, Tennessee Room

NOTES: TO DEPARTMENT CHAIRS: Please post or circulate among your faculty. THANKS.

AGENDA

FACULTY SENATE MEETING  
SEPTEMBER 9, 1991

1. Approval of the August 26 Minutes (enclosed).
2. Treasurer's report.
3. Announcements
  - a. President's Council Minutes of August 21, 1991 (enclosed)
  - b. University Space Utilization Committee
  - c. East Tennessee State University support services.
  - d. Other
4. New Business
  - a. Strategic Planning process at East Tennessee State University
  - b. University goals statements, ETSU Strategic Plan 1990-1995
  - c. Report from the TBR Advisory Presidential Search Committee
  - d. Referral of matters to Senate Committees:

**MINUTES OF THE FACULTY SENATE MEETING FOR  
SEPTEMBER 9, 1991**

Bob Acuff called the meeting to order at 3:34 p.m., September 9, 1991 in the Tennessee Room. A quorum was present.

**Announcement:** The Faculty Senate Roster published with the agenda for the September 9 meeting indicates an "\*" as indicating a committee chair. This is in error, the "\*" indicates senators assigned to the respective committees who are also on the Senate Executive Committee. Senate committees will be electing committee chairs later in the meeting.

**Approval of Minutes and Treasurer's Report:** Dan Johnson (Biol Sci) identified two errors in the minutes for the final 90/91 senate meeting on August 26, 1991. On the third line of paragraph five, the numeral "5" should be inserted in the sentence to make it 'The greatest increase over the previous 5 years came ...'. In paragraph five, the last line, the words 'School of Nursing' should be replaced by 'other Colleges and Schools'. With these corrections noted, the minutes for both the final Senate meeting of the 90/91 Senate and the first Senate meeting of the 91/92 Senate held on August 26, 1991 were approved.

Rebecca Nunley presented the Treasurer's Report which indicates a current balance of \$6460.91 as of July 31, 1991.

**Announcements:** (1) Minutes of the President's Council will be placed in the library for faculty review.

(2) University Space Utilization Committee has been formed by Dr. Bach to look at centralized scheduling of classes and space utilization issues. Mike Woodruff (Medicine) and George Poole (Mathematics) represent the Senate on this committee.

(3) ETSU Support Services. Bob Acuff (Medicine) and Bob Riser (Comp Sci) recently met with Dr. Bach with respect to faculty concerns about the timeliness of support service items such as completion of travel vouchers, processing work orders, processing requisitions, physical plant responses and the like. Dr. Bach requested that faculty submit specific items through the Senate to his office so that they can be discussed at the Senior Staff Meeting which he holds weekly.

(4) Linda Good, current President of the ETSU Alumni Association has been invited to address the Senate on October 7, 1991. The date is still subject to confirmation.

(5) Promotion and Tenure Appeals Committee will be chaired by Anne LeCroy (English).

(6) Optional Retirement Program. A Request for Proposal (RFP) for an Optional Retirement Program is being prepared by State of Tennessee Consolidated Retirement System. The RFP will be sent to the Presidents of all TBR Faculty Senates to solicit faculty input and comment in the selection process. Faculty will be encouraged to evaluate the proposals and to recommend the final selection of optional programs. The proposed implementation date is January 1992. Bill Fisher (Mgt & Mkting) will be coordinating this action on the ETSU campus.

(7) Bill Campbell (Univ School) has been asked and has consented to serve as the Senate Parliamentarian.

**New Business: (A) Strategic Planning Process.** Dr. James Hales (Dean, App Sci & Tech) is the chair of the Strategic Planning Committee and requests feedback on both the design of the strategic planning process and on the mechanisms of actually operating the strategic planning process. As an example, if the faculty identifies the 'Honors Program' as a priority, how does this program fit into the strategic planning process. In contrast, programs in the past would appear in the budget, fully funded, without consideration or input by the faculty.

Sue McCoy (Medicine), in referring to the strategic planning handouts, asked "Where are we now?" Bill Fisher (Mgt & Mkting) indicated the 91/92 budget is submitted to THEC in mid-September. "That is where we are."

Anne LeCroy (English) indicated that Arts & Sciences has been involved with developing mission statements that reflect the goals and objectives in the strategic planning documents, and questioned if other colleges and schools have been involved? Bob Acuff (Medicine) indicated he was not aware of any specific mission statements from the college of medicine, Dan Johnson (Biol Sci) was not aware of any official mission statements other than what was published in the latest undergraduate catalog as an updated description of the university. [*The University*. East Tennessee State University Undergraduate Catalog 1991-92, page 7.]. Anne LeCroy (English) indicated we do not as yet have a final, formal mission statement. It is only at the university level that a formal mission statement is required.

Mike Woodruff (Medicine) inquired as to the definitions of certain terms on the strategic planning schematic. Bob Acuff (Medicine) indicated that explanatory material appears in a 2-volume strategic planning document that was prepared several years ago. The first iteration of the planning cycle was for the 5-year period 1990 - 1995. That document contains some TBR assumptions which indicates enrollment increases, necessity for

looking toward private sources for funds and the like. Further parts of the planning document indicate university goals, by colleges, which are assumed to be established by deans with faculty input. Mike Woodruff (Medicine) asked about the feedback mechanism. Acuff (Medicine) responded that the feedback mechanism has never really worked. As faculty, if something gets put into the system, who is held accountable for the realization of this? Mike Woodruff (Medicine) indicated that he felt the faculty perception is that this is not an 'action plan,' but rather a 'reaction plan.' As an example, current problems with support services could have been alleviated by the installation of E-Mail five years ago on this campus, but it requires the installation of a network to have E-mail. Why is there not an action plan to support the campus with a network and also to automate the library? In reference to the schematic of the strategic action plan, we have an institution mission, institution goals, and multiple action plans and we have a budget. It is the resource distribution system and the outcomes and assessment parts that need to be discussed. Bill Fisher (Mgt and Mkting) stressed that year-to-year continuity is important. Rebecca Nunley (Dental Hyg) indicated that her department does prepare action plans and goals every year, but it doesn't seem to enter the feedback loop.

Anne LeCroy (English) questioned the status of the multiple committees that have been involved in the budgeting and planning process. Acuff (Medicine) indicated that Dr. Bach has developed a list of committees doing duplicate work and that certain committees will be (or have already been) discharged.

Dan Johnson (Biol Sci) questioned the timing and role of the FAP/FAR/FAE process as it might relate to the strategic planning process. Chris Ayres (Phys Educ) inquired about the process of administrative evaluation. Chip East (Phys Educ) indicated there is no link between priority of planning and resource availability. There needs to be a meeting of the financial side, productivity and reward side of the process. Acuff (Medicine) responded that no matter which of the strategic planning models are considered, if the results don't indicate some accountability, there is no reason to do it. Beth Smith (Nursing) commented that there is no linkage, no accounting for how missions or goals are tied to resources or resource allocation. The plans appear to be useless, no one is held accountable. Anne LeCroy (English) indicated that the Senate had proposed a long-term FAP/FAR that was multi-year in scope. As merit pay is available, the awarding of it should be based on over-all effort from a multi-year perspective.

Ed Williams (English) asked that the administration provide the faculty with the action plans before it expects the faculty to respond with a reasonable evaluation and comments. As an

reaction from their respective constituencies and to keep their constituencies informed of the process and progress. He encouraged Bob Riser and Bob Acuff to stay closely involved with the faculty input process because he wants to hear the faculty's input. To show evidence of the openness of the selection, the names of the first 31 applicants were released to the public last Thursday afternoon. The folders for all applicants are available to the faculty. The folders are presently located in Dr. Vaught's (VP Info Res) office. [Bob Acuff indicated that Dr. Rhoaden (THEC) has encouraged the placement of each applicant's CV in the library for faculty access and that this will be done with copies placed both in Sherrod and medical library.]

Bill Campbell (Univ School) asked about the "hidden" 32nd candidate which was unnamed in the newspaper report. Bob Riser indicated that to the best of his knowledge, there is no "hidden" candidate and that the folder was simply pulled from the list waiting clarification about something. Another question was directed toward the status of the undisclosed nominations. Bob Riser indicated these nominated individuals will be advised of their nomination and the committee will request application materials from them. They will become candidates only when they submit the application materials and so indicate their willingness to be a candidate. Until the nominee does this, they are not a candidate. There is no closeout date on the announcement. As applications come into Dr. Vaught's office, they will be forward to the Advisory Search Committee. This will continue until a successful candidate has been found. It is anticipated that 3 to 5 candidates will be brought to the campus for the final selection process. It was indicated that as the applicant list is narrowed, faculty will be encouraged to make further background inquiry of the candidates. With respect to the role of the Advisory committee -- it is just that. It will make a list of finalists. It will further recommend a list of finalists to be interviewed, and then make a list of acceptable candidates. The Chancellor then recommends a candidate to the Board, and TBR makes the final selection. There is an additional ad hoc committee composed of 5 TBR members. This committee is also chaired by Dr. Sam Ingram. This ad hoc committee will also advise the Chancellor. As the finalists are brought to the campus, this ad hoc committee (which includes the TBR members from the local area) will also interview the candidates and sit in on the deliberations of the Advisory Search Committee.

Chip East (Phys Educ) asked just how does the faculty make its wishes known? Bob Riser indicated the link is through the faculty members on the Advisory Search Committee. Individual faculty members should communicate their questions and concerns through this method. It was asked if the Advisory Search Committee members are open meetings. The answer is no, this is an advisory committee only and as such, is not open.

example, University Goal Statement (4) states: "Provide an atmosphere conducive to enhanced involvement in scholarship, research and creativity for faculty, students, and staff." What is the action plan for carrying this out? There must be somewhere a list of ways that they are going to provide this kind of atmosphere. If that action plan can be provided, then the faculty can evaluate and comment. The mission and goals are so general, how can the faculty say 'no'?

Acuff (Medicine) indicated this inability to formulate action plans as being a problem that the Strategic Planning Committee is addressing. How does an organization incorporate all elements on the campus in action plan development and implementation? One possible way is to tie the SACS Self-Study to strategic planning. Using the Honors Program as an example, if SACS recommends this program, how is it to be implemented as an action plan of the university?

Bill Fisher (Mgt & Mktng) indicated that the non-instructional teaching program is an example of an action plan to promote an atmosphere conducive teaching. Williams (English) asked again if there were lists of action plans available?

Gallagher (Health Sci) indicated that departments do in fact have action plans and that each budget item requested must be identified to specific action plans and objectives. Dan Johnson (Biol Sci) indicated that the Strategic Planning Committee was being asked to respond to Nashville as to the status of everything on a long list of action plans and that this was going to be difficult to do.

The discussion of Strategic Planning concluded with the request the Dean Hales (Chair of the Strategic Planning Committee) address the Faculty Senate to talk about what the committee hopes to do and to obtain feedback as to ways of how to it.

**(B) Report of TBR Advisory Search Committee.** Bob Riser (Comp Sci) reported on the organizational meeting of the Advisory Search Committee (held Thursday September 5, 1991). All committee members were present to include Dr. Floyd, (Chancellor, TBR), and Dr. Rhoaden (Vice Chancellor, THEC). Dr. Sam Ingram (former president of MTSU, and current TBR member) is the chairperson of the committee. Riser reported that Chancellor Floyd opened the meeting by stating that the selection process was an open process, there would be no political pressure, and that he (Chancellor Floyd) would handle political pressure should any occur. Chancellor Floyd further indicated that he himself had no candidate for the job, and that he was interested in obtaining the best candidate for the job. Chancellor Floyd indicated that he intended to 'listen intently' at the Advisory Search Committee meetings. He urged all committee members to solicit input and

Mark Holland (English) asked about the article in the *Business Journal* with respect to one of the applicants. He asked, in light of Dr. Floyd's comments, if we were to be concerned about articles such as this. Bob Riser (Comp Sci) responded that clearly it appeared some lobbying was going on, but that he (Riser) felt that the lobbying would not be a concern to the Chancellor and that he (Riser) felt that the Chancellor really is open about this. The ETSU faculty (both Arts & Sciences and Faculty Senate) have provided the Advisory Search Committee with selection criteria.

Riser (Comp Sci) indicated that Dr. Roaden did ask if there was any inconsistency between the criteria as identified in the position announcement and the criteria as submitted by the Faculty Senate. There is no inconsistency, rather the Senate selection criteria expands on the position announcement criteria, especially with those items of particular interest to the faculty.

Beth Smith (Nursing) summarized by saying the best way for faculty to provide input to the selection process would be in terms of the selection criteria. As faculty members review the applicant's CVs, concerns and comments should be forwarded to either Bob Acuff or Bob Riser.

Bob Acuff (Medicine) reported that the non-academics on the committee have asked a number of questions about the implications of certain selection criteria, such as being tenured within an academic unit. Information regarding the process of promotion and tenure (and other items of interest) and its implication is being provided to these Advisory Selection Committee Members.

**There being no other new business, Faculty Senate was adjourned at 4:34 p.m.** Committees were instructed to convene to elect committee chairpersons and to establish meeting times.

Respectfully Submitted:

Kenneth D. James  
Secretary



PRESENT

Terry Countermine  
Kenneth James  
Bob Riser  
Scott Beck  
Mark Holland  
Dan Johnson  
Linda Lawson  
Anne LeCroy  
Jim Odom  
Ed Williams  
Bill Fisher  
Mary Lou Gammo  
Robert Davidson  
Chris Ayres  
Bill Campbell

Chip East  
Mary Nelson  
Marcellus Turner  
Brad Arbogast  
Bob Acuff  
Sue McCoy  
Ahmad Wattad  
Mike Woodruff  
Virginia Adams  
Sally Crawford  
Beth Smith  
Creg Bishop  
Mike Gallagher  
Rebecca Nunley  
Phil Scheuerman

ABSENT

Jim Pleasant  
Jeff Gold  
George Poole  
Eddie Yasin  
Al Lucero  
Katie Dunn  
Rebecca Isbell  
Kenneth Ferslew  
Elizabeth Williams  
Carol Gordon

## ACADEMIC MATTERS

- a. Honors Program
- b. Academic Advisement - coordination; duplication of effort; effectiveness
- c. ETSU Family Scholarships; joint project with staff senate.

## COMMITTEES

- a. Begin developing process for assembling recommendations for university committees.
- b. Review purvue of university committees; are they effective?
- c. Change of university committees.

## CONCERNS AND GRIEVANCES

- a. Faculty salaries; comparison with peer institution.
- b. FAP/FAE/FAR and its' relationship to merit pay.

## DEVELOPMENT AND EVALUATION

- a. Nurturing new faculty members by senior faculty and department chairs.
- b. Faculty development program; is there something we can do as an interdisciplinary initiative?
- c. Where do we stand with administrative evaluation? Is it working?

## ELECTIONS

- a. Review senate make-up for rank and tenure, also time in service to East Tennessee State University.
- b. Senators and Officers; should they be tenured?

## RESEARCH

- a. Interface with new AVP for Research and Dean of the Graduate School.
- b. Responsibilities of the Office for Contracts and Grants.
- c. "Research Climate", revisited

- d. Stream lining processes and forms for research (ie purchasing, personnel, etc.)
- e. Definition of Research
- 5. Adjournment
- 6. Committee meetings (locations to be announced)

Committee Members:

- a. elect a committee chair;
- b. agree on first meeting time;
- c. items referred to committee;

MINUTES - PRESIDENT'S COUNCIL

THURSDAY, AUGUST 22, 10:00 A.M., PRESIDENT'S CONFERENCE ROOM

1. ADMINISTRATIVE COSTS/BUDGET ISSUES

-President Bach announced his intent to meet with each vice president to discuss institutional support costs as well as other administrative costs. Council members were provided a packet containing 14 budget related documents.

Included with the discussion of these 14 documents President Bach indicated that a preliminary review of the cost study report reflected that data submitted for faculty released time for non-sponsored research did not correlate to the actual budget for research time.

Regarding maintenance contracts and fixed costs President Bach indicated that he will prepare a total plan on addressing these issues.

2. ETSU ECONOMIC IMPACT STUDY

-Dr. Gehre provided a review of a pending ETSU economic impact study which will involve distributing a survey instrument to all faculty and staff and approximately 1300 students. Council was requested to encourage participation and Dr. Gehre indicated that the instruments would not be coded and that no tracking would be done. Following discussion it was decided that there was merit in having survey data for the College of Medicine alone. Dr. Gehre indicated that this could be accomplished.

3. NCAA ACADEMIC ENHANCEMENT

-Dr. Shelton presented the need to establish a new position as academic advisor for intercollegiate athletics. She indicated the source of funds for the position would be from the NCAA, and following discussion there was consensus of the Council to proceed.

#### 4. HONORS PROGRAM

-As an information item, Dr. Alfonso presented a preliminary proposal for a university honors program. President Bach indicated that he was aware of support for such a program from the national alumni association. Following discussion there was consensus of Council to proceed with developing a concept paper that would be available for presentation to the appropriate foundation/alumni boards at their October meeting.

#### 5. INFORMATION CONCERNING POLICY AND PROCEDURES (MEMO FROM COMMISSIONER MANNING)

-President Bach reviewed the Chancellor Floyd August 16 memorandum regarding adherence to board policies and procedures. Council was requested to review the document and consider its implications and to be prepared to identify examples or issues of concern that need exploration at the next Council meeting.

#### 6. DISCUSSION OF CENTRALIZED SCHEDULING OF CLASSROOMS AND RELATED COMMITTEE

-President Bach indicated that as a result of his conversations with faculty and staff, and a recommendation from the Vice President for Academic Affairs and the Vice President for Health Affairs, that centralized scheduling should be considered as one means of addressing space issues by utilizing the existing Space Utilization and Allocation Committee with revised membership. Proposed membership for the committee was discussed and approved as listed on the Bach August 22 memorandum. President Bach indicated that following his meetings with the vice presidents, that he would bring back to President's Council a comprehensive proposal to address funding needs via the October revision. Dr. George Poole (Mathematics) and Dr. Michael Woodruff (Anatomy) represent the senate and faculty on this committee.

FACULTY SENATE  
COMMITTEE ASSIGNMENTS  
1991 - 1992

FACULTY DEVELOPMENT

\*BOB RISER....AS & T  
JEFF GOLD....A & S  
SCOTT BECK...A & S  
BILL FISHER..BUS.  
BILL CAMPBELL..EDUC.  
BRAD ARBOGAST..MED.  
CAROL GORDAN..NURSING  
MIKE GALLAGHER.. P & AH

FACULTY CONCERNS

\*RECECCA NUNLEY...P & AH  
KATIE DUNN.....EDUC.  
ELIZABETH WILLIAMS..MED.  
MARK HOLLAND.....A & S  
MARY LOU GAMMO..BUS.  
MARCELLUS TURNER..LIB.  
TERRY COUNTERMINE..AS & T  
SALLY CRAWFORD....NURSING

ACADEMIC MATTER

\*KEN JAMES AS & T  
\*BETH SMITH....NURSING  
JIM ODOM...AS & T  
ANNE LECROY..A & S  
AL LUCERO....BUS.  
CREG BISHOP..P & AH  
SUE MCCOY...MED.  
CHRIS AYRES...EDUC.

RESEARCH

\*GEORGE POOLE...A & S  
JIM PLEASANT...AS & T  
EDDIE YASIN...BUS.  
MIKE WOODRUFF...MED.  
PHIL SCHEUERMAN..P & AH  
DAN JOHNSON....A & S  
LINDA LAWSON...A & S  
VIRGINIA ADAMS..NURSING  
CHIP EAST.....EDUC.

COMMITTEE ON COMMITTEES

\*MARY NELSON....EDUC.  
KEN FERSLEW....MED.  
ROBERT DAVIDSON..DEV. STUDIES

FACULTY ELECTION

\*ED WILLIAMS...A & S  
AHMAD WATTAD...MED.  
REBECCA ISBELL...EDUC.

\*EXECUTIVE COMMITTEE MEMBERS

FACULTY SENATE  
EAST TENNESSEE STATE UNIVERSITY  
JOHNSON CITY, TENNESSEE 37614-0002

TO: Faculty Senate Executive Committee Members  
FROM: Dr. Robert V. Acuff, President, Faculty Senate  
SUBJECT: EXECUTIVE COMMITTEE MEETING; SEPTEMBER 5, 1991  
3:30 P.M., NURSING CONFERENCE ROOM - 369  
DATE: September 3, 1991

AGENDA FOR EXECUTIVE COMMITTEE MEETING

1. Review minutes of August 26, 1991 meeting
2. Review of committee composition
3. Discussion of items for referral to committees
4. Agenda items for September 9, 1991 Senate Meeting

Attachment