

MINUTES

College of Education, Health, and Human Sciences Administrative Council Meeting Retreat August 14, 2019

Council Members: Randy Atkins, David Bassett, Sherry Bell, Patrick Biddix, David Cihak, Jeff Cochran, Jeff Fairbrother, Ann Fairhurst, Sonja Hill, Courtney Holbert, Joshua Kenna, Steve McCallum, Mary Jane Moran, Julie Morris, Hollie Raynor, James Remington, Jana Spitzer, Jay Whelan

Present:

Randy Atkins, David Bassett, Sherry Bell, Patrick Biddix, David Cihak, Jeff Cochran, Jeff Fairbrother, Ann Fairhurst, Sonja Hill, Courtney Holbert, Joshua Kenna, Steve McCallum, Mary Jane Moran, Julie Morris, Hollie Raynor, James Remington, Jana Spitzer, Jay Whelan

Welcome

Dean Fairbrother welcomed the council and opened the meeting.

Approval of Minutes

Dean Fairbrother asked for a motion to approve the minutes from the April meeting. Dr. Cochran moved to approve the minutes, Dr. Spitzer seconded, and all were in favor. The minutes were approved.

Announcements & Dean's Report – Jeff Fairbrother

- As we go through this transition time in our college, let's make a point to be mindful and diligent to ensure that everyone is in communication loops and sharing information.
- Successful Promotion & Tenure – five of these cases were early promotions
 1. TPTE had five people –
 - three promoted to full
 - two people were tenured and promoted to Associate
 - two non-tenure track faculty promoted, one to Distinguished Lecture and one to Senior Lecturer
 2. PH had a tenure & promotion to full
 3. KRSS had 3 tenure & promotions to Associate
 4. EPC had one tenure & promotion to Associate
 5. ELPS had one tenure at existing rank of associate
- The Provost encourages the University to think carefully about the standards we are using to determine if someone should be considered early
- UT was ranked 8th as the best employer in Tennessee by Forbes magazine
- Dorian McCoy & Hillary Fouts were both appointed as faculty fellows for the Office of Diversity and Engagement. They will be working with Tyvi Small to move forward some of the campus wide diversity initiatives. Only three people were appointed in the University.
- Council member broke into small groups to formulate ideas and determine what to bring back to share
 1. Discussing issues of the college and brainstorm solutions

State of the College Discussion – All

- The College is in a healthy position, we have a very positive reputation on campus and outside the university
- We do have a tighter operational budget than we would like to have
 1. Partly due to the decrease in research and total expenditures (F&A over ten years)
- Discussion Groups: Three ways to look at this, “three legged stool”; Strategy, Culture, Operations – how do we want to be strategic and how do we integrate our strategic decisions into our operational procedures? How does the college run day to day? What do we value about our college culture and where do we want to go with the culture? How do our operations affect our culture? How do you make a three legged stool stronger? You make it stronger by putting cross pieces between the legs, which are connections.
- The three R's – Revenue, Recognition & Reputation. How do we move forward in order to have adequate operational revenue?

- **The Operating Budget: Three big budget buckets**
 1. **Things that fill the bucket**
 - total research expenditures that bring in salary recovery and indirect cost
 - distance education
 2. **The bucket that has a hole in it, it drips and drains our revenue**
 - programs with low student credit hours
 - low total program research expenditures - teacher preparation
 - outreach
 - programing grants
 3. **The stabilizing bucket**
 - student credit hours
 - advising
 - accreditation
- How do we move forward so that all our units thrive?
- Challenges on our doorstep or on our horizon, and accomplishments we have already made.
 - There is no such thing as a problem, it's a leadership opportunity.
- **Challenges:**
 1. How do we integrate strategy, culture and operations?
 2. How do we improve operational consistency? Move away from ad hoc decision making, special considerations.
 3. Establish systems and processes that enable distributed decision making
 4. Strategic planning - New budget model
 5. Increasing our research profile
 6. Volcore
 7. How do we increase evaluation rigor? (per Provost)
- **Accomplishments:**
 1. Engaged scholarship guidelines
 2. Research incentive program
 3. Compliance guidelines
 4. Distance education incentive program
 5. Educator prep program recruiting
 6. Marketing – pamphlets promoting our college
- **Open discussion-**
 1. What are most pressing and important issues that we face as a college? – Break in groups to discuss top priorities that we need to face and come back together for discussion.
 - **Group 1 – Jules**
 - Increasing research profile
 - How do we create and fund the associate dean for research?
 - Climate overall – moral
 - Non-traditional revenue – getting credit recognition – service recognition for faculty
 - **Group 2 – Dr. Moran**
 - Need for more transparency and participation in the annual decisions for advocating for open lines. More transparency and leadership from across the college.
 - Senior promotion process issue – we need more information between the college committee and the individual department committees on what are the Expectations? What is the implicate and explicate message from the Provost office about external reviewers and the way in which we are evaluating meets or exceeds expectations?
 - Creating a stronger student credit production across departments and with distance education
 - **Group 3 - Dr. Cihak**
 - Lack of strategic thinking – income generation and expenditures
 - Lack in outcomes orientation – getting things done – to much focus on Process - setting goals and achieving them
 - Consistent rules – so department heads know what to expect in terms of generating or achieving outcomes
 - Lack of transparency

- Empowering department heads to solve their problems–
 - **Example:** How can we add to that by having trainings and getting policies and procedures on the university level out to you in thinking about things within those sets of rules? How to make decisions?

Research & External Funding Report – Hollie Raynor & Courtney Holbert

Research Session – Hollie Raynor

- Documents on SharePoint
- **Strategic plan update**
 1. Made a lot of progress this past year on implementing our initiatives
 - No progress has been made on increasing in percent effort for Hollie’s role
 - We have not made progress on implementing an External Founding Council
 - Other groups of interest are developing a biomedical course and partnership with Knox county schools
 - We have proposed to develop a staff support network, this is on hold due to training that Sonja has been working on with Dawn
 - Professional development with faculty has started, monthly sessions. There will be a mandatory 12 session developmental series over this next year, 2 sessions a month
 - Objectives – outcomes/submissions – faculty not funded – we have not made much change. They are monitoring for future changes. We need to get new faculty funded.
- **Things to help with the consistency and guidelines–Research Incentive Plan Review** (handouts given)
 - This will be fully implemented this fall for a full academic year
 - To encourage faculty to engage in putting their effort during the academic year when they are working on projects so that effort certification is occurring appropriately and providing salary recovery to the departments
 - Ran January through April this past year, the first rewards will be going out this fall
 - The award is awarded the year after.
 - This year it will go from August through April – they will be awarded in fall 2020
- **Physical control steps for sponsored projects**
 - Pre-award and Post-award: Who is responsible for what? (Handouts were given to council)
 - Pre-award stage – faculty need to be working with Courtney or Kelly on the budget before starting the project
 - Courtney and Kelly will be documenting and creating a proposal review check list for each department and give feedback for additions you may need
 - Communicate to faculty what departmental resources are available or not for their scholarship
 - Review what Courtney and Kelly are putting in there and look at the budget and look for conflict of interest
 - You (department heads) have a say when you authorize a project in cayuse
 - Post Award – the PI is responsible – makes decisions about changing the budget
 - Financial oversight is provided by Hollie, Courtney and Kelly
 - Unrestricted accounts have more flexibility then a restricted account
 - PI responsibility is to manage the project. The staff and the PI need to work together.

Associate Deans’ Reports

Steve McCallum

- No Report

David Cihak

- **Travel policy is posted**
 1. The college will not reimburse travel support if the reimbursements are submitted after 30 days
 2. GSS – August 22nd is the deadline. There is a new online process with Google forms
- **SACS** – September 15th is the due date. Assessment Steering Committee leadership would like our college to identify 4 reviewers. The stipend for non-administration for \$400 and the training is on the 21st and 22nd. Let Dr. Cihak know if you know someone who wants to be a reviewer.

- **Graduate School**
 1. Nice offerings they are doing for our graduate students
 2. New calendar called the Graduate and Professional Student Professional Development
 3. Areas dealing with Research, teaching and well being
 4. 3 MT is coming – 3 minute thesis
 5. Student Aid is due before January 31st – we get to submit six to the semi-finals
- **Undergraduate**
 1. Slate Platform, helps with recruiting and tracking. It will be coming for graduates fall 2020
- **Distance Education**
 1. In phase two of the application process proposal. Thank you to all who helped with this.
 2. The draft and model forecast was emailed and is on SharePoint
- **Tech Fee**
 1. Student request awarded for FY19. Thank you James for assistance in helping to navigate.
 2. Requested 28 different items, totaling around \$120,000 and 23 of those items were funded for about \$97,000

Advising & Student Services Report – Jana Spitzer

- Welcome week academic component this Monday, August 19 from 3:00-5:00 pm. Thank you to Jules, Bonnie, Becky and the Dean’s office for helping with this. Someone from each department will be helping and manning a table, answering questions, talking about each program.
- Volcore – will email a timeline of dates
- Advising 2020 – down two staff members. They received their 3rd and final hire from provost office. Mallory Swine and Megan Steed left, both taking position out of state.
- Staff Retreat was yesterday and they have a good plan in place for a smooth transition going forward
- Enrollment – Slate, we get a weekly report that shows first time generation who have confirmed or not confirmed and first time transfer students who have confirmed or not confirmed

Budget Report – Sonja Hill

- New budget model coming – once active – no assistance from central administration
- Meeting with consultant starts this week, estimated roll out is FY2022
- Other revenue generators
 1. Grants/contracts
 2. Donors
 3. Summer school
 4. Distance Ed
 5. Create summer programs/events/ conferences
 6. Other campus initiatives, wellness program, first impression, campus and Ore initiatives
- What we have to do to get ready for this rollout
 1. Business managers are trained, each have a forecasting model
 2. Post award for management – training in process
 3. Encourage business managers to take training and certification courses
 4. HR 128 – 32 hours of training is encouraged by the University

Dean’s Charge to Heads – Jeff Fairbrother

- Department Heads to initiate discussions as a group about 2 topics that could help prepare us as we transition to a new budget model
 - o 1st – management of summer school income – management of travel
 - o 2nd – turning faculty merit consideration decisions to department heads to decide

Departmental Reports

Theory and Practice in Teacher Education (Dr. Sherry Bell)

- Keep gathering data on prioritized objectives

Retail, Hospitality, and Tourism Management (Dr. Ann Fairhurst)

- Received 1st Impression award, they installed electricity in part of the hallways

Public Health (Dr. Jay Whelan)

- Survived the retreat on Monday
- Dr. Fairbrother announced that Dr. Whelan is being abducted into the World Acrobatic Society Hall of Fame

Child and Family Studies (Dr. Mary Jane Moran)

- No report

Kinesiology, Recreation, and Sports Studies (Dr. David Bassett)

- Received 1st impression award, used to improve lighting in the breezeway and lobby
- 5-6 classrooms were renovated over the summer
- Renovation of one of the gym spaces to make an exercise facility

Nutrition (Dr. Jay Whelan)

- Survived the retreat on Friday

Educational Leadership and Policy Studies (Dr. Patrick Biddix)

- No report

Educational Psychology and Counseling (Dr. Jeff Cochran)

- No report

College Senate Report– Joshua Kenna

- All meetings are schedule for the year
- Invisible service – Dr. Stanley is coming soon, encourage faculty to attend

Marketing & Communications Report– Julie Morris

- We have a table at the upcoming Latino Awards Gala. 4 of the 8 seats are taken, please send suggestions for the remaining 4 seats. It is on Thursday, September 19 at the Mill of Mine
- Departments will be contacted by Bonnie to find a time for the Marketing team to come sit down with each department and try to set goals and see how they can support you as a department
- Monitors have been placed in Claxton, Bailey, Jessie Harris and HPER – monitors placed for consistent messaging. Send information and requests to put on boards to Jules. More details to come on how to get your information on the board.

Development Report – Randy Atkins

- No Report

Adjourn

Dean Fairbrother thanked the council and adjourned the meeting.

**Next Administrative Council Meeting
Friday, September 13, 2019
10:00 a.m. – 12:00 p.m.
260 Student Union**