

LEADERSHIP TEAM MINUTES

Wednesday, September 11, 2024

September Attendance

Participant	34 Attending
Dr. Wendi Tostenson (Chair) – President	X
Karen Waller – Executive Administrative Assistant to the President	X
Nancy Batson – Internal Auditor	X
Dr. Terri Day – VP for Academic Affairs	X
Brett Stoller – VP for Business and Finance	X
Dr. Emily C. Short – VP for Student Services	X
Greg McCalley – VP for Research, Assessment, and Special Initiatives	X
Karen Mitchell – VP for Resource Development	X
Lori Cutrell – VP for Human Resources	X
Nick Bishop – VP for Economic Development and Regional Centers	X
Duane Berry – AVP for Academic Affairs	X
Dr. AnneMarie McKee – AVP for Student Services	A
Dr. Walter Tarver – AVP for Student Success	X
Charlotte Soporowski – AVP for Business and Finance	X
Shane Talbott – Dean, Math and Science	X
Dr. Erin Mann – Dean, Humanities and Fine Arts	A
Kim Christmon – Dean, Health Sciences	X
Cassie Koester – Dean, Nursing	A
Dr. Rhonda Gregory – Dean, Social Science and Education	X
Kevin Blankenship – Dean, Business and Technology	X
Jason King – Chief Information Officer	X
Joe Pennington – Chief of Campus Police	X
Will Newman – Sr. Director of Plant Operations	X
Leah Balli – Sr. Director of Admissions/Strategic Enrollment Systems	X
Mike Powell – Sr. Director of Upper Cumberland	X
Lori Richards – Director of Cookeville Center	X

Meredith Young – Springfield Center Director	X
Sheila Jessup – Director of Payroll and Benefits	X
Tiffany Summers – Director of Financial Aid	A
Michelle Boyd – Director of Plant Operations	X
Becky Frank – Director of Library Services and Learning Resources	X
Tim Amyx – Registrar/AVP for Strategic Enrollment Systems	A
Deb Moore – Faculty Council Speaker	X
Allison Marberry – Admin of Training and Development	X
Alison Webster – Development Officer	X
Billy Dye – Assistant Dean/Biology Faculty	A
Len Assante – Assistant Dean/Communication Studies Faculty	X
Greg Lyons – Bursar	X
April Corkin – Coordinator of Purchasing and Contracts	X
Joshua King – Recorder/RASI Data Technician	X

Others in Attendance: Josh Deaton – Business Intelligence Analyst

TOPIC	DISCUSSION/SUGGESTION/CONCLUSION	ACTION/FOLLOW-UP
CALL TO ORDER (9:32 AM)	Chair Dr. Tostenson called Leadership Team to order at 9:32 AM on September 11th, 2024.	
REVIEW OF PRIOR MEETING MINUTES (9:33 AM)	Deb Moore reviews the minutes from the last Leadership Team meeting. The minutes are approved by the Leadership Team.	Minutes approved by the Leadership Team.
REVIEW OF FOUNDATION FUNDRAISING RESULTS (9:36 AM)	<p>Discussion:</p> <ul style="list-style-type: none"> • Mitchell reviews the Foundation fundraising results for the 2023-2024 Academic Year. • Michell Scholarship Generation Report 	
COOKEVILLE CENTER CLASSROOM DOORS (9:45 AM)	<p>Discussion:</p> <ul style="list-style-type: none"> • Richards discusses difficulties that the Cookeville campus is facing with interior doors, mentioning accessibility issues for students who need additional accommodations. Requests for suggestions of how to handle the issue. • No set policy for closed interior door <p>Suggestion/Conclusion:</p> <ul style="list-style-type: none"> • Dr. Tostenson and Dr. Short suggest that students contact faculty directly to address special accommodations. • Assante suggests that the Access Center remain involved with the issue because: <ol style="list-style-type: none"> 1. Accommodations are being made for students with additional needs. (Also mentioned by Dr. Day) 2. Classroom and Faculty members vary between semesters. Access Center documentation will simplify communication with instructors about student needs as arrangements change. • Dr. Day proposes that Vol State hires a student worker to help students with utilizing additional services, such as the library, outside of the classroom. 	Instructors should start by reaching out to the Access Center, so they can document students who need special accommodations. This enables the Access Center to help instructors support students while maintaining support consistency for each student between semesters.

	<ul style="list-style-type: none"> • Dr. Tostenson suggests that employees start with the Access Center for documentation so the Access Center can assist with finding long-term solutions. The Leadership Team agrees. 	
<p>ARTIFICIAL INTELLIGENCE CENTER OF EXCELLENCE PROPOSAL (9:53 AM)</p>	<p>Discussion:</p> <ul style="list-style-type: none"> • Guest Josh Deaton with McCalley proposes the opening of an artificial intelligence lab on campus while also becoming an Artificial Intelligence Center of Excellence. Deaton suggests that Vol State gets ahead of the curve, becoming an early adopter of artificial intelligence. • Deaton proposes that Vol State conduct an internal AI audit to address needs and concerns with AI and use cases where Vol State could benefit from its use. <p>Suggestions/Feedback/Conclusion:</p> <ul style="list-style-type: none"> • Dr. Tostenson suggests that Deaton conducts an audit to determine if creating the lab/center of excellence is a possibility. • Dr. Day suggests that the audit process first goes through the Faculty Council. • Assante mentions that TBR prohibits community colleges from having “Centers of Excellence” but says “Centers of Emphasis” might be allowed. Additionally suggests that Deaton and other individuals performing the audit consider the terminology during their research. • Dr. Day suggests that the college uses the result from the artificial intelligence audit to build a working academic artificial intelligence policy. • Dr. Tostenson suggests that the college takes the findings from the artificial intelligence audit and shares them with a special group meeting, including faculty, to get collective opinions before moving forward. 	<p>Motion carried to begin the artificial intelligence audit. Further action will be taken once results of the audit are ready.</p>

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REVIEW OF SACSCOC AND ACCREDITATION PROCESS/INTERIM REPORT TIMELINE (10:06 AM)	<p>Discussion:</p> <ul style="list-style-type: none"> • McCalley discusses the process which the college must follow to remain compliant with SACSCOC and the importance of accreditation. • McCalley also reviews the SACSCOC interim report timeline. 	
REVIEW OF ANNUAL STUDENT, FACULTY, AND STAFF SURVEYS (10:17 AM)	<p>Discussion:</p> <ul style="list-style-type: none"> • McCalley reviews the student, faculty, and staff survey timeline, suggesting that the campus reconsiders the number of surveys annually served to students, faculty, and staff. <p>Suggestions/Feedback/Conclusion:</p> <ul style="list-style-type: none"> • Dr. Tostenson suggests that surveys get strategically combined into avoid over surveying 	
IT HELP DESK/FRONT DESK STAFF AT REGIONAL CAMPUSES (10:19 AM)	<p>Discussion:</p> <ul style="list-style-type: none"> • Bishop discusses the gaps in IT/front desk service availability based on part-time employee hours and scheduling, suggesting that Vol State investigates the employment of a full-time IT Help Desk employee at the regional campuses to improve service consistency. • Powell mentions that there are hours that help desk and service desk support is unavailable due to the lack of a full-time employee at the desk. • M. Young provides context on issues that the <i>Springfield</i> campus faces with a lack of full-time IT support, stating that they frequently must rely too heavily on Gallatin campus resources that often aren't available. 	<u>Tabled until next direct reports meeting.</u>

	<ul style="list-style-type: none"> • Jason King discusses the existing load for help desk staff at the Gallatin campus relative to the support load of the regional campuses. • Assante suggests that Jason King research standard help desk amount per FTE at higher education institutions to make a case for more help desk staff at regional campuses. • Jason King mentions some of the difficulties with full-time IT staff and access due to them not directly reporting to IT (they report to the director of the regional campus instead). <p>Suggestions/Feedback/Conclusion:</p> <ul style="list-style-type: none"> • Dr. Day mentions that SACSCOC requires remote campuses to receive the same support as the main campus. • <u>Dr. Tostenson proposes that the matter of IT Help Desk direct reports be discussed further during the next direct reports meeting.</u> 	
<p>FACULTY SENATE AND CHAIR/PROGRAM DIRECTOR ACADEMY (10:30 AM)</p>	<p>Discussion:</p> <ul style="list-style-type: none"> • Dr. Day discusses the new Faculty Senate model for shared governance, explaining the changes that would occur if the faculty chose to move to a Senate model. • Dr. Day discusses the new Department Chair/Program Director Academy. The program is designed to help chairs and directors to become adequately prepared for difficult situations. 	
<p>FINDING REPORT BREAKDOWN AND GROUP WORK (10:37 AM)</p>	<p>Discussion:</p> <ul style="list-style-type: none"> • Deb Moore discusses the Leadership Team Findings Report from the prior month’s Leadership Team meeting. • Moore provides instructions for the group exercise, starting with brainstorming issues that were not effectively communicated, followed by ways that the college can work to correct the communication issues. 	<p>The Leadership Team determined that the following actions are good communication improvement starting points:</p> <ul style="list-style-type: none"> • Outlook Calendar training. • Microsoft Teams training.

	<p>Communication Issues (Group Discussion):</p> <ul style="list-style-type: none"> • Vol State has three calendars. Employees, faculty, and students don't always know where to find what's happening. • Multiple people working to address the same issue without being aware it was already being worked on (duplicate efforts with different completion processes.) • Non-transfer credentials are not effectively communicated or understood across campus (Misunderstood intent) • Correct people not being assigned to correct meetings and events (Wrong people at the wrong table.) • No master list of grants. • Inconsistent use of Microsoft Teams. Some people use it, others don't. People don't know if the intended receiver will ever see a Teams message is sent. • Some people don't update their Outlook Calendar. • Too many emails. Reply all overused by everyone. • There are too many forms in different places, and they are hard to find and fill out. • Issues finding items on the website. • Difficulty finding the correct department person if the individual isn't already known. • Information from the VP of AA being interpreted and delivered differently by each dean. "Overtrickling," causing the single answer to be hard to find. • No follow-up or next steps. • Over-sophisticated employee structuring (employee structure used by Vol State is designed for a larger organization.) • Everything is overcomplicated, such as who to speak to when there's a need. • Not knowing who are in large groups of people, such as tour events. 	<ul style="list-style-type: none"> • Enforced share (T) drive to SharePoint migration. • Half-day leadership summit led by communications faculty. • Conduct an internal communications audit.
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- Committee makeup is confusing.

Solution Brainstorm:

- Utilize the Communication department for more effective communication across campus.
- Change management should be considered. “Process Improvement Plan”
- Perform Outlook and Teams training across campus.
- Encourage a culture where using the phone (or communicating in person) is acceptable. Don’t rely heavily on email and text.
- Respond to emails promptly.
- Remove Zoom dependencies from all committees.
- Simplify communication for student processes (such as probation and financial aid loss.)
- One centralized campus calendar (instead of 3.)
- One location for all employee forms.
- One ticketing system that all departments use.
- Simplify the form signing process (e.g. consolidated grade change form)
- Add an employee communication training program to the employee onboarding process.

Possible Actions and Responsibilities:

- Outlook Calendar training.
- Microsoft Teams training.
- Enforced share (T) drive to SharePoint migration.
- Half-day leadership summit led by communications faculty.
- Conduct an internal communications audit.

ADJOURNMENT

There is no further business. Meeting adjourned by Chair Dr. Tostenson at **11:06 AM**.