

**East Tennessee State University  
State of the University Address  
October 3, 2016**



# Presentation Overview

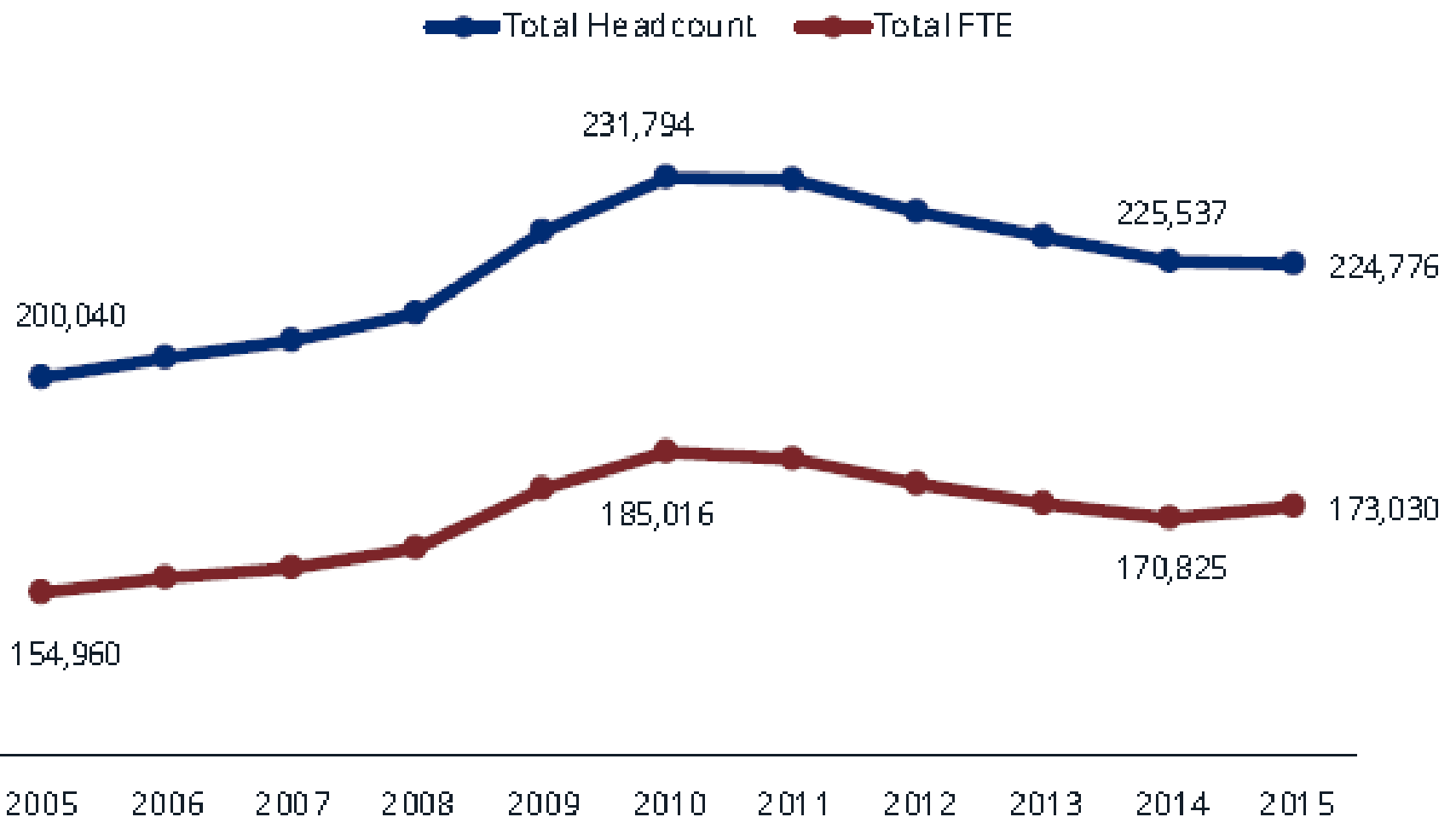
- Examination of institutional, state, and peer data patterns
- Current and future budget conditions for ETSU
- FOCUS implications and timelines
- Campus construction updates
- Discussion of institutional strategic planning efforts and strategic initiatives for 2016-17



# Profiles of Student Access and Success



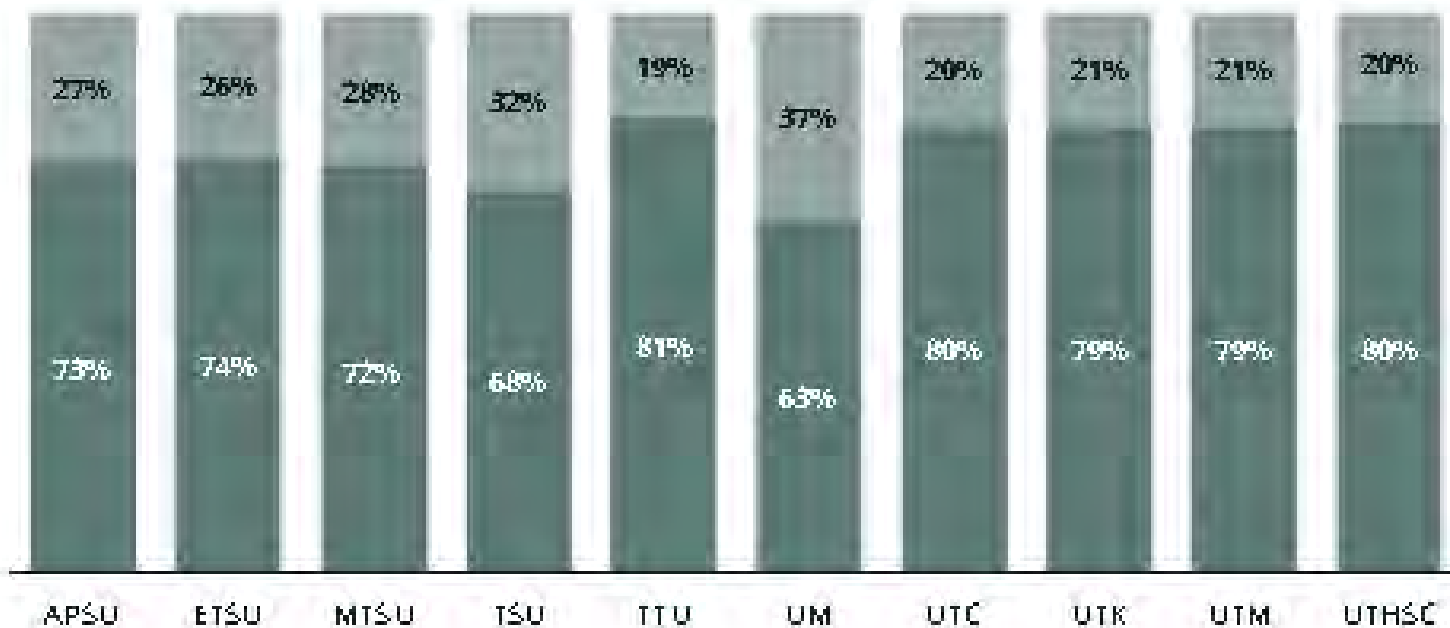
# Public Enrollment Trends (2005-15)



# Public Enrollment Comparisons

## Full- and Part-Time Enrollment, Public Universities Fall 2015

■ Full-Time ■ Part-Time

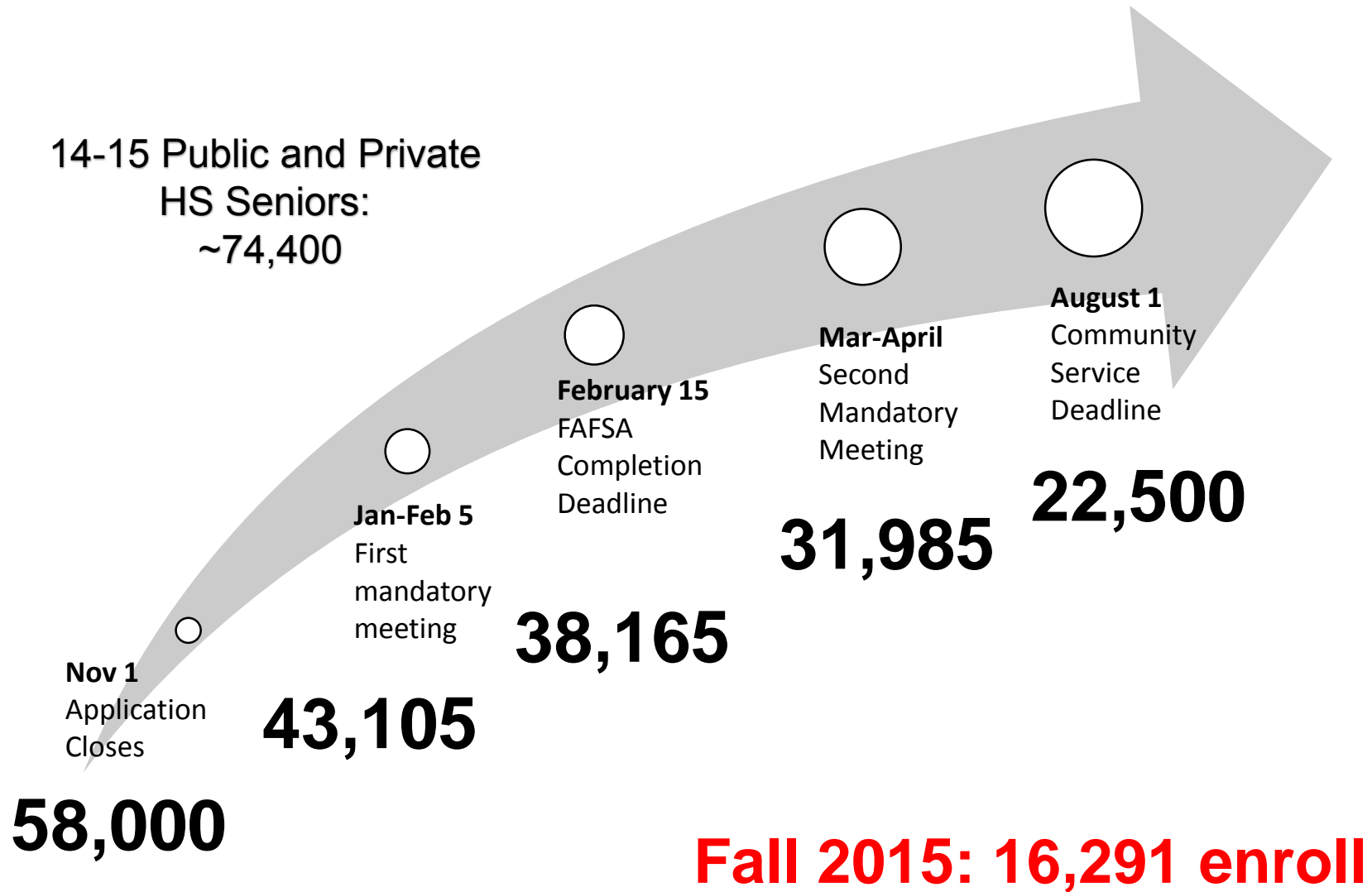


**Public Headcount by Gender, Race, Pell Eligibility, and Residency  
Fall 2015**

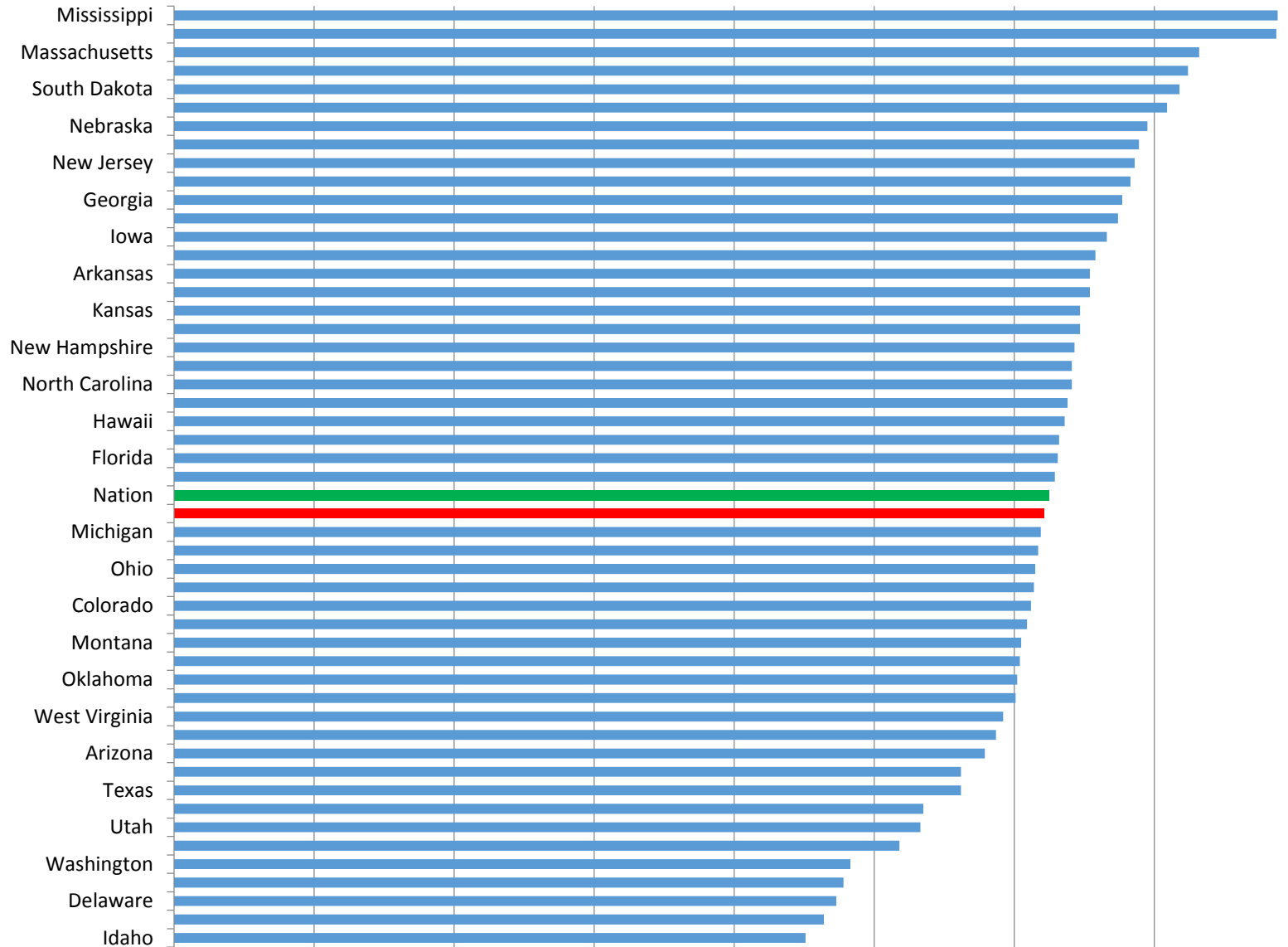
Institution	Total	% Female	% Non-white	% Pell Eligible	% Out-of-state
<b>TBR Community Colleges</b>					
Chattanooga State Community College	9,436	59.2%	21.9%	40.7%	12.6%
Cleveland State Community College	3,530	59.4%	12.5%	41.8%	2.8%
Columbia State Community College	5,415	61.0%	15.2%	41.7%	1.1%
Dyersburg State Community College	2,873	64.8%	23.6%	41.1%	0.8%
Jackson State Community College	4,837	62.4%	21.6%	40.7%	0.4%
Molloy State Community College	5,294	57.4%	18.5%	39.0%	1.5%
Nashville State Community College	10,701	57.7%	40.6%	44.6%	9.8%
North east State Community College	6,086	51.8%	6.9%	46.5%	3.7%
Pellissippi State Community College	10,416	51.9%	16.5%	40.1%	3.3%
Roane State Community College	6,012	66.5%	6.8%	45.4%	1.2%
Southwest Tennessee Community College	9,244	60.4%	69.7%	54.3%	4.3%
Volunteer State Community College	8,075	59.9%	18.1%	40.9%	2.0%
Walters State Community College	5,971	60.7%	8.9%	45.0%	2.0%
<b>TBR Community College Total</b>	<b>87,890</b>	<b>58.8%</b>	<b>24.3%</b>	<b>43.6%</b>	<b>4.4%</b>
<b>TBR Universities</b>					
Austin Peay State University	10,120	59.9%	31.7%	46.4%	18.6%
East Tennessee State University	14,424	57.4%	14.7%	38.6%	22.2%
Middle Tennessee State University	22,662	54.6%	31.9%	45.8%	12.2%
Tennessee State University	9,179	61.4%	73.2%	43.6%	34.0%
Tennessee Technological University	10,952	44.8%	13.2%	40.5%	12.1%
University of Memphis	20,699	59.2%	46.0%	42.8%	16.7%
<b>TBR University Total</b>	<b>88,036</b>	<b>56.2%</b>	<b>34.4%</b>	<b>43.1%</b>	<b>17.9%</b>
<b>UT Universities</b>					
University of Tennessee at Chattanooga	11,344	55.9%	20.5%	38.0%	9.5%
University of Tennessee, Knoxville	27,640	50.0%	18.2%	28.9%	20.4%
University of Tennessee at Martin	6,791	58.6%	19.9%	48.7%	9.0%
University of Tennessee Health Science Center	3,075	59.2%	25.9%	20.7%	28.1%
<b>UT University Total</b>	<b>48,850</b>	<b>53.2%</b>	<b>19.4%</b>	<b>33.3%</b>	<b>16.8%</b>
<b>University Total</b>	<b>136,886</b>	<b>55.1%</b>	<b>29.0%</b>	<b>39.6%</b>	<b>17.5%</b>
<b>Grand Total</b>	<b>224,776</b>	<b>56.6%</b>	<b>27.2%</b>	<b>41.1%</b>	<b>12.4%</b>



# Tennessee Promise Structure



# College Going Rate by state (Pre-Promise)



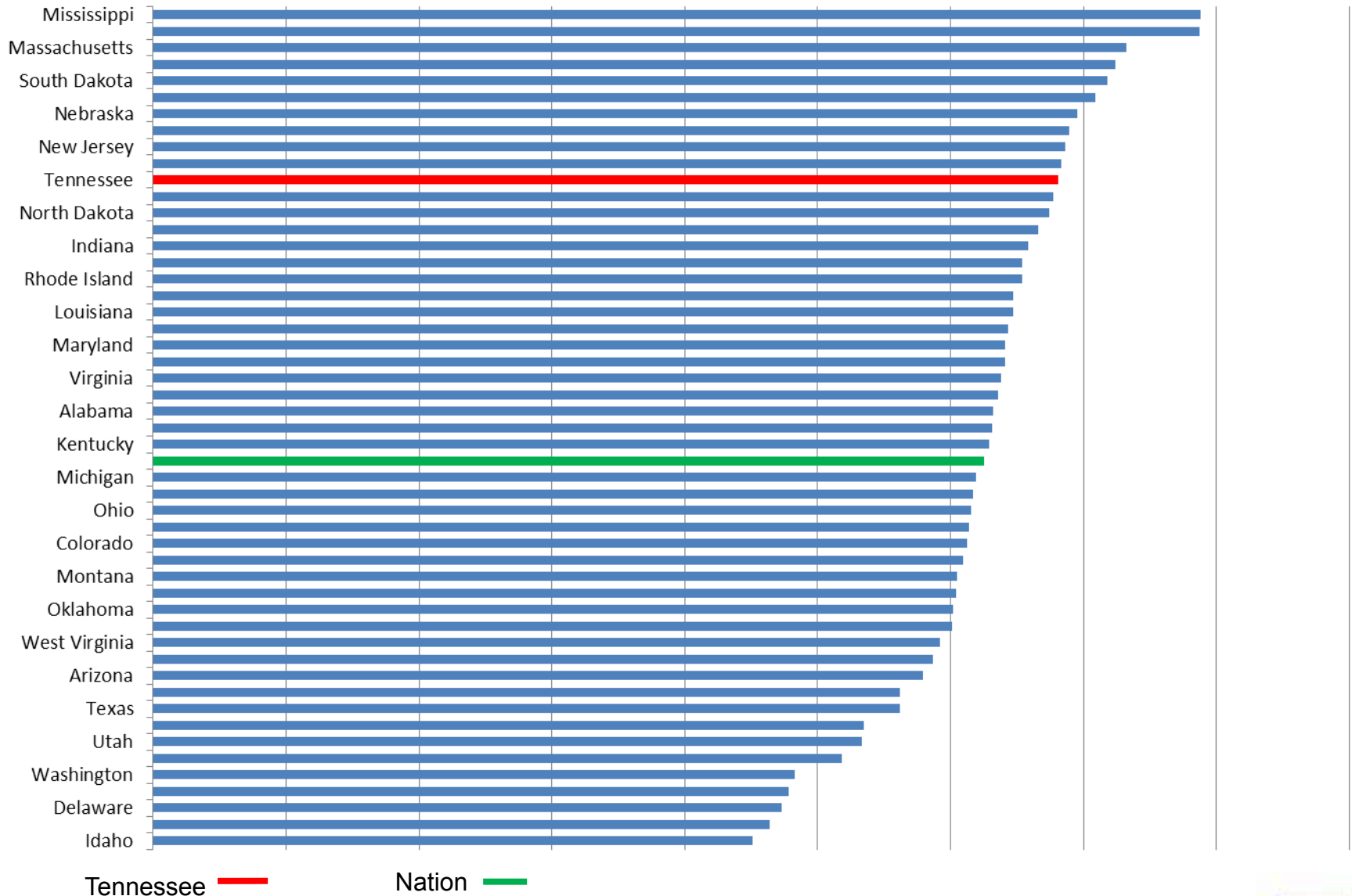
Tennessee 

Nation 





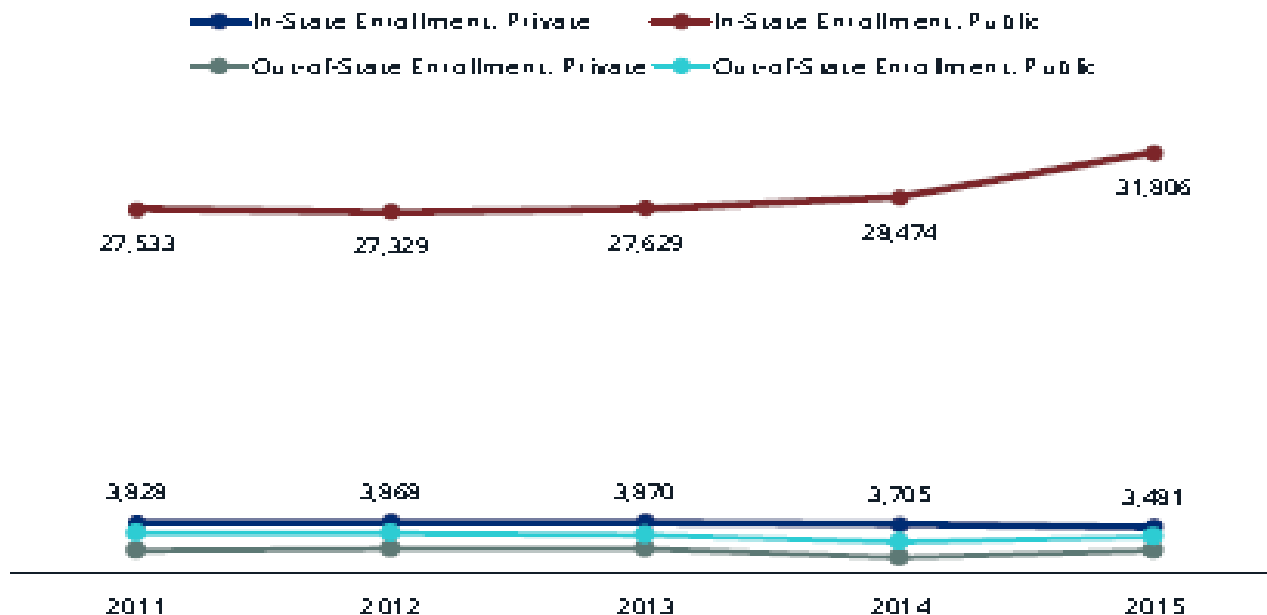
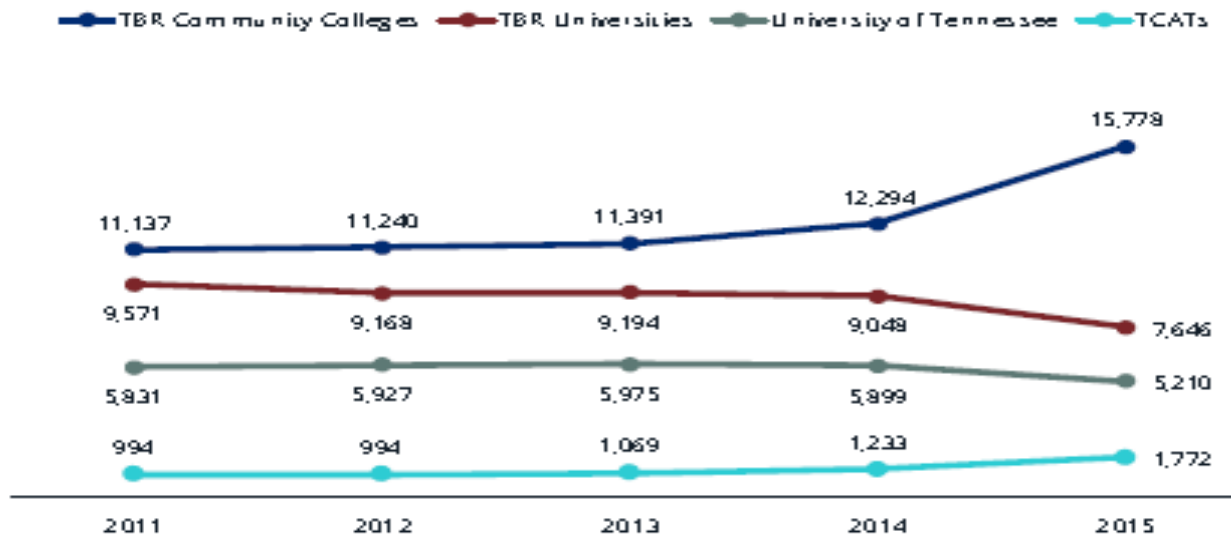
# College Going Rate by state (Post Promise)








Approximately 4,000 new entrants into higher education in Tennessee and the CGR increased 6 percent.



# High School Graduate Enrollment by System (2011-15)



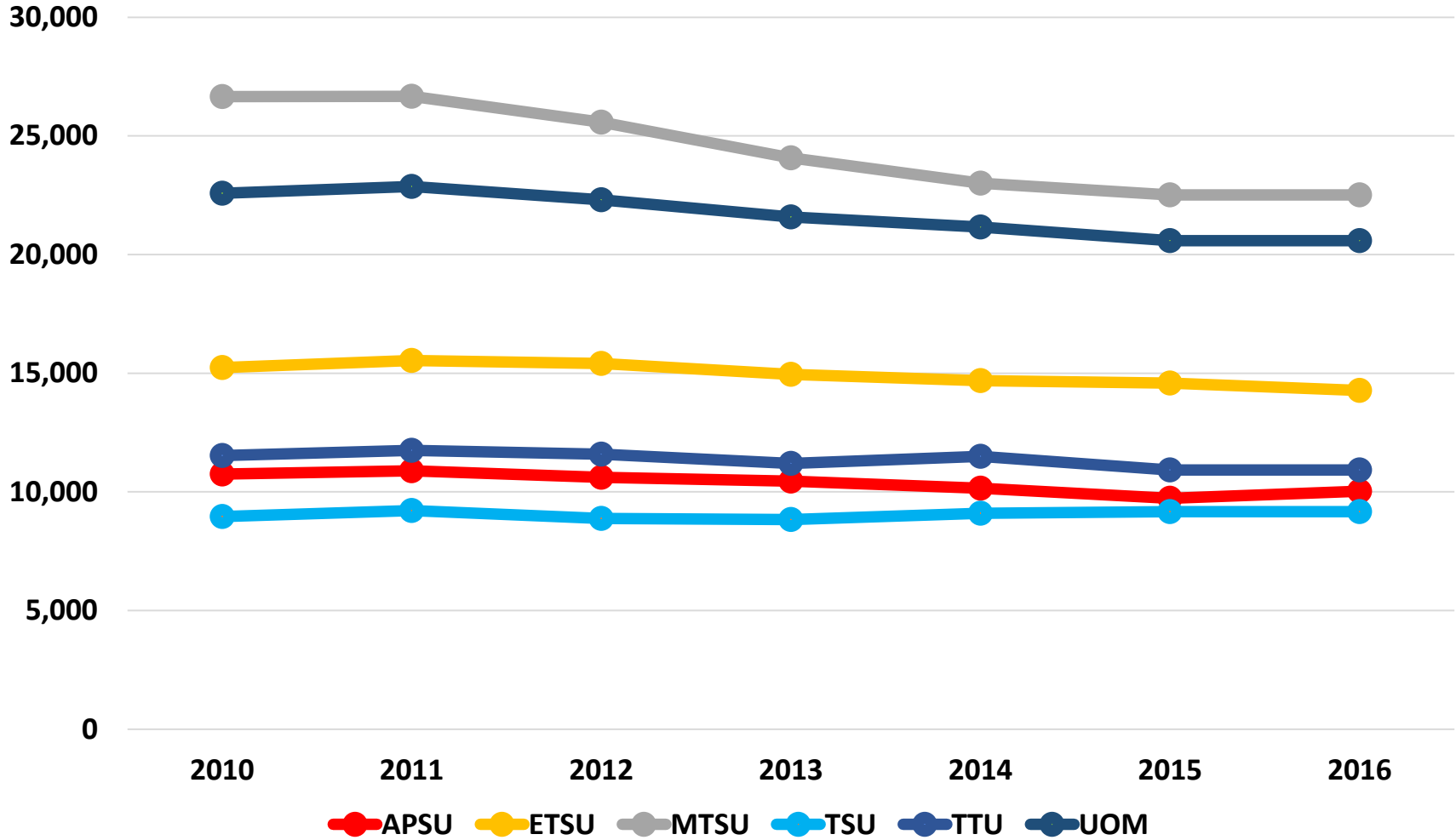
# First-time Freshmen: Enrollment

	Fall 2015	Fall 2014	Delta
FTF Enrollment			
<i>TBR CCs</i>	<b>21,679</b>	17,379	 24.7%
<i>TCATs</i>	<b>10,432</b>	8,691	 20.0%
<i>TBR Universities</i>	10,977	<b>11,983</b>	 -8.4%
<i>UT</i>	7,611	<b>7,977</b>	 -4.6%
<b>TOTAL</b>	<b>50,699</b>	<b>46,030</b>	 <b>10.1%</b>

Source: THEC 2016



# TBR Universities - Enrollment Trends (2010-16)



Source: TBR 2016



# 2016-17 Census Date Enrollment

	HEADCOUNT			FTE		
	<u>14th day</u> Sept 6 2015	<u>14th day</u> Sept 4 2016	% Change	<u>14th day</u> Sept 6 2015	<u>14th day</u> Sept 4 2016	% Change
Austin Peay ***	9,730	10,023	3.0	7,483	7,711	3.0
East Tennessee	13,743	13,419	-2.4	11,659	11,561	-0.8
Middle Tennessee	22,512	22,047	-2.1	18,268	18,093	-1.0
Tennessee State	9,169	8,754	-4.5	7,621	7,329	-3.8
Tennessee Tech	10,922	10,520	-3.7	9,460	9,133	-3.5
University of Memphis	20,585	21,301	3.5	15,870	16,444	3.6
<b>Total Universities</b>	<b>86,661</b>	86,064	<b>-0.7</b>	<b>70,361</b>	70,270	<b>-0.1</b>
Chattanooga State	9,377	8,628	-8.0	5,983	5,601	-6.4
Cleveland State	3,506	3,307	-5.7	2,368	2,265	-4.3
Columbia State	5,286	5,659	7.1	3,491	3,665	5.0
Dyersburg State	2,841	2,818	-0.8	1,690	1,680	-0.6
Jackson State	4,746	4,690	-1.2	2,838	2,903	2.3
Motlow State	5,266	5,841	10.9	3,541	4,084	15.3
Nashville State	10,194	8,914	-12.6	6,204	5,479	-11.7
Northeast State	6,082	6,124	0.7	4,195	4,200	0.1
Pellissippi State	10,325	10,244	-0.8	6,630	6,499	-2.0
Roane State	6,059	5,638	-6.9	3,919	3,550	-9.4
Southwest Tennessee	9,041	8,269	-8.5	6,057	5,480	-9.5
Volunteer State	8,069	8,688	7.7	5,373	5,855	9.0
Walters State	5,948	5,953	0.1	4,047	4,033	-0.3
<b>Total Comm Colleges</b>	<b>86,740</b>	84,773	<b>-2.3</b>	<b>56,336</b>	55,294	<b>-1.8</b>
ETSU- College of Med	283	284	0.4	283	284	0.4
ETSU- Coll of Pharm	323	321	-0.6	323	321	-0.6
<b>Total</b>	<b>174,007</b>	171,442	<b>-1.5</b>	<b>127,303</b>	126,169	<b>-0.9</b>



## Fall Enrollment By Level (2012-16)

Level	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	1 Yr Change	5 Yr Change
FR	3,213	2,929	3,014	2,807	2,566	-8.59%	-20.14%
SO	2,090	2,103	1,965	2,135	2,079	-2.62%	-0.53%
JR	2,454	2,360	2,320	2,344	2,420	3.24%	-1.39%
SR	4,071	4,007	3,863	3,674	3,644	-0.82%	-10.49%
UG-Special	402	403	404	432	356	-17.59%	-11.44%
<b>Total UG</b>	<b>12,230</b>	<b>11,802</b>	<b>11,566</b>	<b>11,392</b>	<b>11,065</b>	<b>-2.87%</b>	<b>-9.53%</b>
GR-Special	193	162	157	127	174	37.01%	-9.84%
Specialist in Education	4	7	6	4	5	NA	NA
Master's	1,548	1,523	1,526	1,614	1,613	-0.06%	4.20%
Doctoral	524	568	583	590	562	-4.75%	7.25%
<b>Total GR</b>	<b>2,269</b>	<b>2,260</b>	<b>2,272</b>	<b>2,335</b>	<b>2,354</b>	<b>0.81%</b>	<b>3.75%</b>
<b>Total Main</b>	<b>14,499</b>	<b>14,062</b>	<b>13,838</b>	<b>13,727</b>	<b>13,419</b>	<b>-2.24%</b>	<b>-7.45%</b>
COM	281	282	288	284	284	0.00%	1.07%
COP	316	329	324	323	321	-0.62%	1.58%
Residents	273	264	251	251	251	NA	NA
<b>Total Enrollment</b>	<b>15,406</b>	<b>14,955</b>	<b>14,685</b>	<b>14,585</b>	<b>14,275</b>	<b>-2.13%</b>	<b>-7.34%</b>



# Enrollment Characteristics – Geography

<b>Enrollment Largest TN Counties 2012-2016 (Main Campus Only)</b>						
County	2012	2013	2014	2015	2016	5 YR Change
Carter	938	895	772	735	697	-25.69%
Greene	652	636	612	555	515	-21.01%
Hamblen	324	297	284	269	290	-10.49%
Hamilton	436	398	432	431	406	-6.88%
Hawkins	596	573	567	538	512	-14.09%
Knox	822	786	778	753	710	-13.63%
Sevier	277	282	287	205	302	9.03%
Sullivan	2,054	1,989	1,930	1,799	1,771	-13.78%
Washington	3,211	3,024	2,897	2,775	2,677	-16.63%
Total TN	12,161	11,627	11,342	10,944	10,593	-12.89%
Total ETSU	14,536	14,080	13,822	13,727	13,419	-7.68%
TN % of Total	83.70%	82.60%	82.10%	79.70%	78.90%	-5.73%
<b>Enrollment Border Co., International, Out-of-State (Main Campus Only)</b>						
State	2012	2013	2014	2015	2016	5 YR Change
NC	431	476	434	496	436	1.16%
VA	453	514	437	444	469	3.53%
Total Border Co.	884	990	871	940	905	2.38%
% of Total	6.10%	7.00%	6.30%	6.80%	6.74%	0.64%
International	396	473	503	600	646	63.13%
% of Total	2.70%	3.40%	3.60%	4.40%	4.81%	2.11%
Other Out-of-State	1,095	990	1,106	1,243	1,275	16.44%
% of Total	7.50%	7.00%	8.00%	9.10%	9.50%	2.00%
Total Change in % of Enrollment from outside TN						<b>5.73%</b>



# Enrollment Characteristics – Race/Gender

## Race/Ethnicity 2012-2016 (Main Campus Only)

Race/Ethnicity	2012		2013		2014		2015		2016		5 YR Change
	N	%	N	%	N	%	N	%	N	%	
Alaskan Native/American Indian	50	0.34%	45	0.32%	35	0.25%	30	0.22%	27	0.20%	-46%
Asian	172	1.18%	176	1.25%	194	1.40%	204	1.49%	189	1.41%	10%
Black/African American	890	6.12%	798	5.67%	845	6.11%	892	6.50%	833	6.21%	-6%
Hispanic/Latino	294	2.02%	272	1.93%	278	2.01%	281	2.05%	273	2.03%	-7%
Native Hawaiian/Pacific Islander	12	0.08%	10	0.07%	9	0.07%	10	0.07%	12	0.09%	0%
White	12,334	84.85%	11,890	84.45%	11,485	83.09%	11,186	81.49%	10,913	81.32%	-12%
Nonresident Aliens	378	2.60%	459	3.26%	488	3.53%	600	4.37%	646	4.81%	71%
Two or More Races	326	2.24%	324	2.30%	331	2.39%	345	2.51%	337	2.51%	3%
Ethnicity/Race Unknown	80	0.55%	106	0.75%	157	1.14%	179	1.30%	189	1.41%	136%
<b>Total</b>	<b>14,536</b>	<b>100%</b>	<b>14,080</b>	<b>100%</b>	<b>13,822</b>	<b>100%</b>	<b>13,727</b>	<b>100%</b>	<b>13,419</b>	<b>100%</b>	<b>-8%</b>

## Gender 2012-2016 (Main Campus Only)

Gender	2012		2013		2014		2015		2016		5 YR Change
	N	%	N	%	N	%	N	%	N	%	
Male	6,046	42%	5,816	41%	5,743	42%	5,787	42%	5,659	42%	-6.40%
Female	8,490	58%	8,264	59%	8,079	58%	7,940	58%	7,760	58%	-8.60%
<b>Total</b>	<b>14,536</b>	<b>100%</b>	<b>14,080</b>	<b>100%</b>	<b>13,822</b>	<b>100%</b>	<b>13,727</b>	<b>100%</b>	<b>13,419</b>	<b>100%</b>	<b>-7.70%</b>





# Enrollment Characteristics First-Time Freshmen

ETSU Fall First-Time Freshmen Characteristics						
First-Time FR	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	5 Year
Headcount	2,082	1,881	2,055	1,999	1,886	-6.55%
Average HS GPA	3.3	3.3	3.4	3.4	3.5	6.1%
Average ACT	22.1	22	22.3	22.9	23.2	5.0%

- Using high school GPA and ACT scores as a proxy for academic achievement, the Fall 2016-17 freshman class is the best prepared class in the history of the university.
- Through our enrollment management strategies and Royall partnership, we have realized a goal to enhance the academic profile of the freshman class.
- ETSU will further these efforts for 2016-17 by targeting high achieving 10<sup>th</sup> and 11<sup>th</sup> graders.



# Enrollment Characteristics – Scholarship Profile

<b>Academic Performance Scholarship</b>	<b>Enrolled 2014</b>	<b>Enrolled 2015</b>	<b>Enrolled 2016</b>	<b>Difference</b>
<b>Academic Service</b>	69	166	167	<b>98</b>
<b>Deans</b>	82	92	76	<b>-6</b>
<b>Provost</b>	183	237	245	<b>62</b>
<b>Presidential</b>	36	80	82	<b>46</b>
<b>Total</b>	<b>370</b>	<b>575</b>	<b>570</b>	<b>200</b>

The scholarship portfolio of the university was enhanced to (1) offset the impacts of Tennessee Promise and (2) support the institution's strategic growth agenda.

The academic profile for scholarship recipients is robust and is reflected in the increased GPA and ACT of the incoming class.



# The Shifting Enrollment Landscape



- ETSU must increase enrollment to maintain positive momentum. Our ability to sustain staffing levels, grow programs, and provide salary enhancements is predicated on enrollment growth
- Hyper-competitive landscape reflected in intense marketing wars, competition from private colleges, Western Governors University, and the arrival of the NC version of Promise
- We must implement disruptive efforts to change our projected enrollment trend-lines
- Increased pressure from THEC to focus on transfer, articulation, and completion
- Importance of student services, academic support, and the total university experience – we must enhance service levels and cut blue tape



# Enrollment Management Overview



- Aggressive and strategic in enrollment management, recruiting, and outreach
- BLUE Weekend, high school counselor workshops, top-scholar receptions, admissions and recruitment events, regional yield events, Royall partnership, George L. Carter Scholarship, etc.
- Continuation of efforts to offset TN Promise through aggressive high school outreach
- The 2016-17 budget incorporated conservative enrollment projections
- Enrollment for Fall 2016 fell outside of projected budget confidence intervals and adjustments were made to revenue distribution methodology



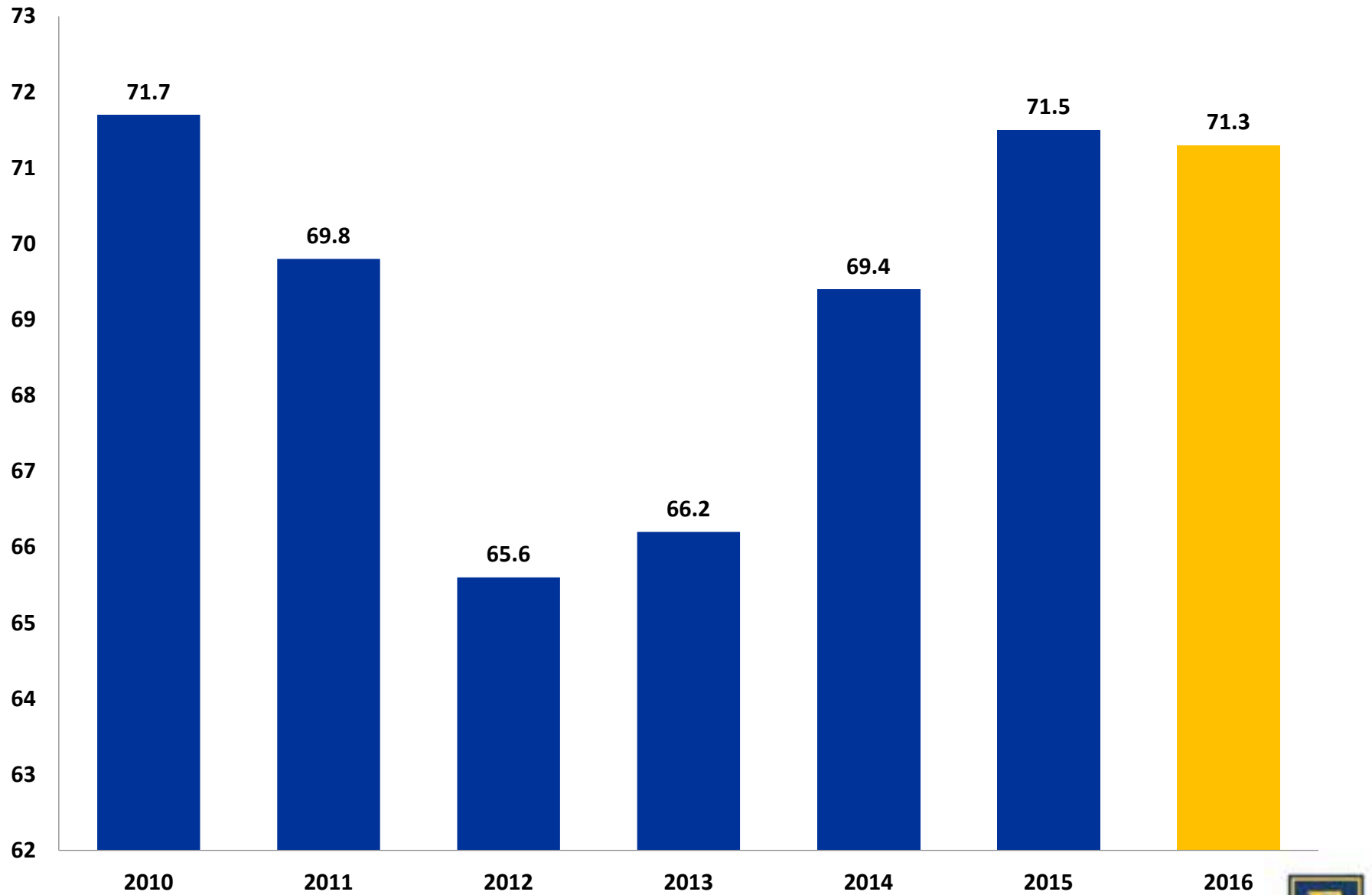
**Freshman to Sophomore Retention Rates for Public Institutions**

**Fall 2014 - Fall 2015**

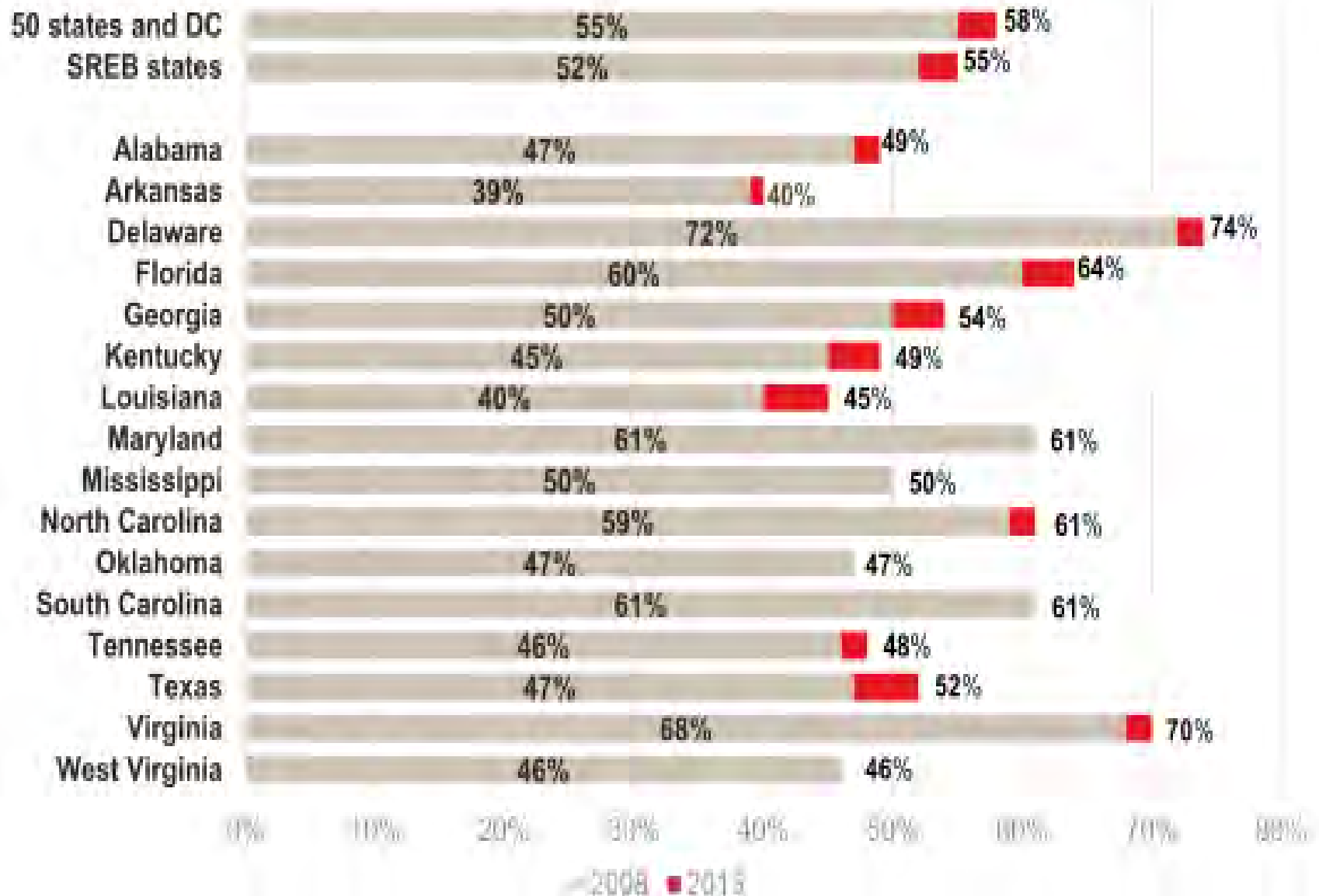
Institution	Fall 2014 First-Time, Full-Time Freshmen	Fall 2015			Retention Rate
		Enrolled at Admitting Institution	Enrolled in Other Public Institution	Total Enrolled	
<b>TBR Community Colleges</b>					
Chattanooga State Community College	1,156	573	34	607	52.5%
Cleveland State Community College	708	347	39	386	54.5%
Columbia State Community College	783	468	41	509	65.0%
Dyersburg State Community College	402	212	21	233	58.0%
Jackson State Community College	803	405	44	449	55.9%
Motlow State Community College	927	556	58	614	66.2%
Nashville State Community College	1,128	577	38	615	54.5%
Northeast State Community College	1,105	613	23	636	57.6%
Pellissippi State Community College	1,976	1,055	156	1,211	61.3%
Roane State Community College	1,076	622	43	665	61.8%
Southwest Tennessee Community College	1,453	707	56	763	52.5%
Volunteer State Community College	1,185	644	61	705	59.5%
Walters State Community College	1,275	688	55	743	58.3%
<b>TBR Community College Total</b>	<b>13,977</b>	<b>7,467</b>	<b>669</b>	<b>8,136</b>	<b>58.2%</b>
<b>TBR Universities</b>					
Austin Peay State University	1,401	983	65	1,048	74.8%
East Tennessee State University	2,028	1,447	157	1,604	79.1%
Middle Tennessee State University	3,047	2,248	185	2,433	79.8%
Tennessee State University	1,564	966	89	1,055	67.5%
Tennessee Technological University	1,875	1,388	162	1,550	82.7%
University of Memphis	2,317	1,790	72	1,862	80.4%
<b>TBR University Total</b>	<b>12,232</b>	<b>8,822</b>	<b>730</b>	<b>9,552</b>	<b>78.1%</b>
<b>UT Universities</b>					
University of Tennessee at Chattanooga	2,135	1,535	298	1,833	85.9%
University of Tennessee, Knoxville	4,599	3,918	260	4,178	90.8%
University of Tennessee at Martin	1,170	874	76	950	81.2%
<b>UT University Total</b>	<b>7,904</b>	<b>6,327</b>	<b>634</b>	<b>6,961</b>	<b>88.1%</b>
<b>University Total</b>	<b>20,136</b>	<b>15,149</b>	<b>1,364</b>	<b>16,513</b>	<b>82.0%</b>
<b>Grand Total</b>	<b>34,113</b>	<b>22,616</b>	<b>2,033</b>	<b>24,649</b>	<b>72.3%</b>



# ETSU Retention Rate First Time/Full Time Freshmen (2010-16)



# Graduation Rates – SREB States (2008 and 2013)



# Graduation Rates – Universities

## Six-Year Graduation Rates

### Fall Cohorts 2000 - 2009

Institution	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>TBR Universities</b>										
Austin Peay State University	37.2%	32.5%	36.8%	36.3%	37.6%	41.1%	42.7%	43.9%	46.9%	45.3%
East Tennessee State University	46.0%	42.1%	46.6%	47.2%	45.1%	49.2%	48.5%	51.8%	52.8%	52.2%
Middle Tennessee State University	46.4%	47.9%	49.9%	51.8%	52.1%	50.6%	51.6%	55.3%	52.1%	51.1%
Tennessee State University	42.0%	41.7%	38.4%	42.0%	36.8%	36.6%	38.4%	39.3%	39.6%	34.2%
Tennessee Technological University	50.0%	47.3%	48.9%	56.5%	54.2%	54.5%	55.6%	59.7%	58.5%	61.9%
University of Memphis	36.9%	38.9%	41.6%	40.5%	40.3%	43.0%	44.1%	50.3%	47.9%	49.3%
<b>TBR University Total</b>	<b>43.5%</b>	<b>42.8%</b>	<b>44.9%</b>	<b>46.7%</b>	<b>45.6%</b>	<b>46.6%</b>	<b>47.7%</b>	<b>51.6%</b>	<b>50.7%</b>	<b>50.1%</b>
<b>UT Universities</b>										
University of Tennessee at Chattanooga	52.2%	49.1%	46.5%	51.7%	48.6%	50.5%	51.5%	52.9%	53.1%	59.8%
University of Tennessee, Knoxville	66.2%	63.2%	63.5%	65.1%	65.8%	68.8%	71.6%	76.8%	78.5%	79.5%
University of Tennessee at Martin	47.3%	47.5%	51.7%	54.1%	53.2%	57.3%	56.7%	56.4%	57.0%	58.1%
<b>UT University Total</b>	<b>60.2%</b>	<b>57.9%</b>	<b>57.9%</b>	<b>60.2%</b>	<b>60.1%</b>	<b>62.9%</b>	<b>64.2%</b>	<b>67.2%</b>	<b>67.8%</b>	<b>69.5%</b>
<b>University Total</b>	<b>50.0%</b>	<b>48.7%</b>	<b>49.8%</b>	<b>51.7%</b>	<b>51.5%</b>	<b>53.1%</b>	<b>54.3%</b>	<b>57.8%</b>	<b>57.5%</b>	<b>57.2%</b>
<b>Grand Total</b>	<b>41.2%</b>	<b>39.8%</b>	<b>40.5%</b>	<b>41.3%</b>	<b>40.9%</b>	<b>42.3%</b>	<b>43.2%</b>	<b>46.6%</b>	<b>45.9%</b>	<b>43.5%</b>



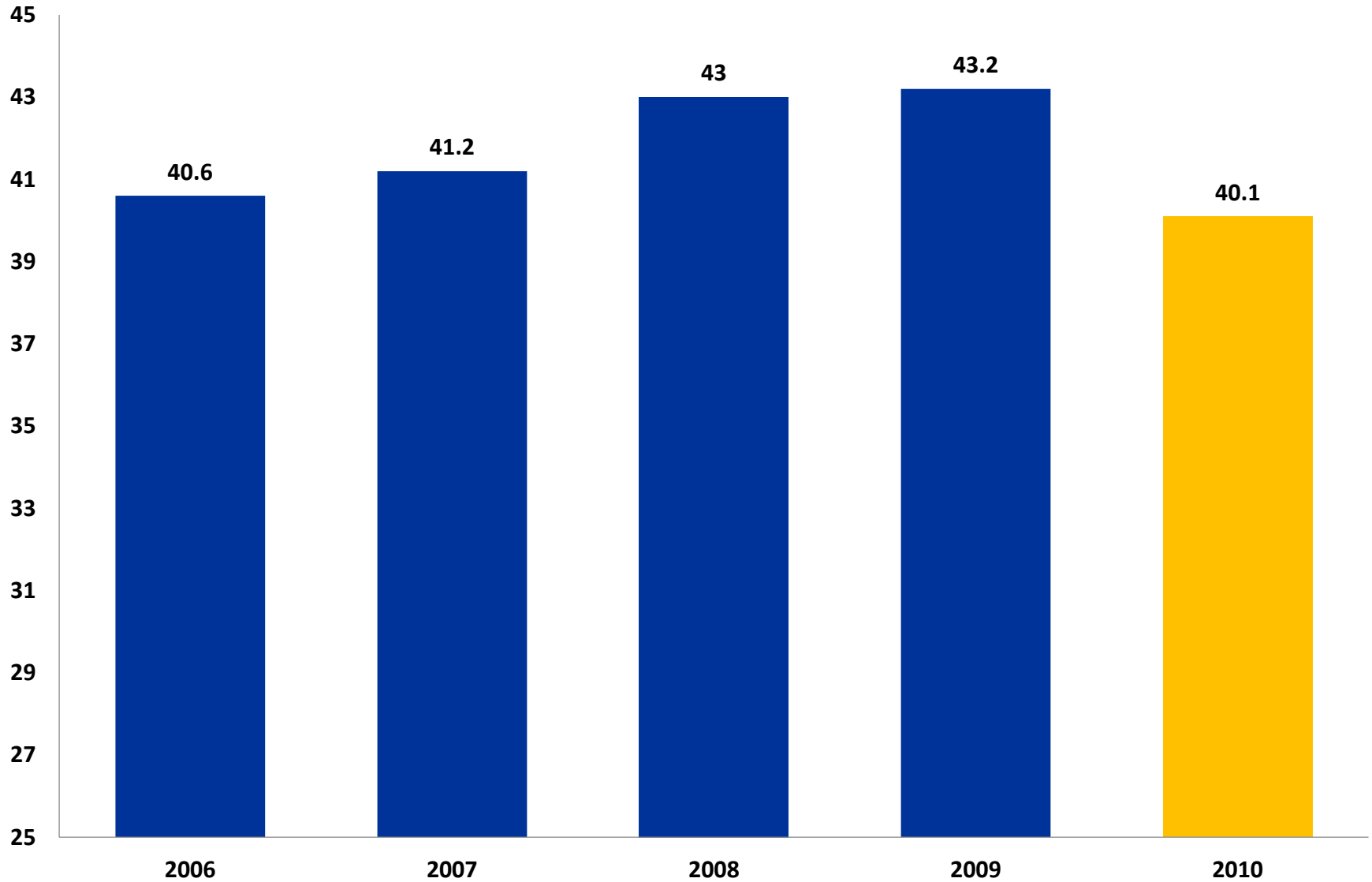


## Six-Year Graduation Rates by Race (Fall 2009 Cohort)

Institution	2009 FTF	African			
		Caucasian	American	Hispanic	Other
APSU	1,465	48.9%	38.9%	39.1%	35.4%
ETSU	2,033	54.8%	28.8%	55.3%	31.3%
MTSU	3,613	52.7%	46.2%	41.8%	49.4%
TSU	1,305	44.3%	33.9%	31.3%	26.8%
TTU	1,877	62.9%	50.6%	54.2%	42.1%
UoM	2,200	56.7%	39.1%	50.0%	53.4%
TBR total	12,513	55.3%	38.5%	44.8%	42.3%
UTC	2,189	62.9%	43.0%	65.7%	54.4%
UTK	3,698	81.3%	67.1%	78.0%	74.6%
UTM	1,372	59.2%	53.0%	58.3%	58.3%
UT total	7,259	71.7%	54.8%	69.1%	69.1%
Overall	19,772	62.1%	42.1%	51.7%	52.0%



# ETSU Six-Year Cohort Graduation Rate (2006 – 2010)



# National Student Loan Clearinghouse Analysis (2009 cohort)

**Table 1A. Six-Year Outcomes for Students Who Started at Your Institution by Enrollment Intensity**

Enrollment Intensity	Total Enrolled (#)	Total Completion Rate (%)	Completion at Same Institution (%)	Completion at Different Institution: Four-Year (%)	Completion at Different Institution: Two-Year (%)	Still Enrolled (At Any Institution) (%)	Not Enrolled (At Any Institution) (%)
Overall	2,333	53.40	41.03	7.08	5.30	12.14	34.45
Exclusively Full-Time	1,127	72.36	62.19	7.12	3.04	4.27	23.37
Exclusively Part-Time	71	8.50	5.67	0.00	2.83	3.00	88.50
Mixed Enrollment	1,135	37.37	22.21	7.47	7.70	20.53	42.10

**Table 1B. National Benchmark: Six-Year Outcomes for Students Who Started at Four-Year Public Institutions by Enrollment Intensity**

Enrollment Intensity	Total Enrolled (#)	Total Completion Rate (%)	Completion at Same Institution (%)	Completion at Different Institution: Four-Year (%)	Completion at Different Institution: Two-Year (%)	Still Enrolled (At Any Institution) (%)	Not Enrolled (At Any Institution) (%)
Overall	1,186,780	61.16	48.44	9.46	3.26	14.20	24.64
Exclusively Full-Time	513,531	80.42	70.66	7.81	1.95	3.84	15.73
Exclusively Part-Time	69,544	19.07	15.66	1.38	2.04	8.42	72.51
Mixed Enrollment	603,504	49.63	33.33	11.80	4.51	23.68	26.68

Note for tables 1A and 1B: Completion outcomes include the first degree or certificate completion. Mixed enrollment group include students enrolled both part- and full-time during the study period. Because of coverage weighting, some rates may not appear in the data tables as whole numbers.



# Profiles of Finance and Affordability



# National Budget Landscape



- Standard & Poor’s: “...colleges or universities that are unable to distinguish themselves in the market through their reputation or offerings will have to compete for students purely on price, which will weaken demand and possibly cut into their enrollment over time.”
- Structural changes in the social compact resulted in the redistribution of base budgets - with institutions becoming ever reliant upon tuition revenues
- Public colleges are embracing “private” fundraising and enrollment models
- By 2017, the closure rate of small colleges may triple that of the past decade (Moody’s Investors Service)

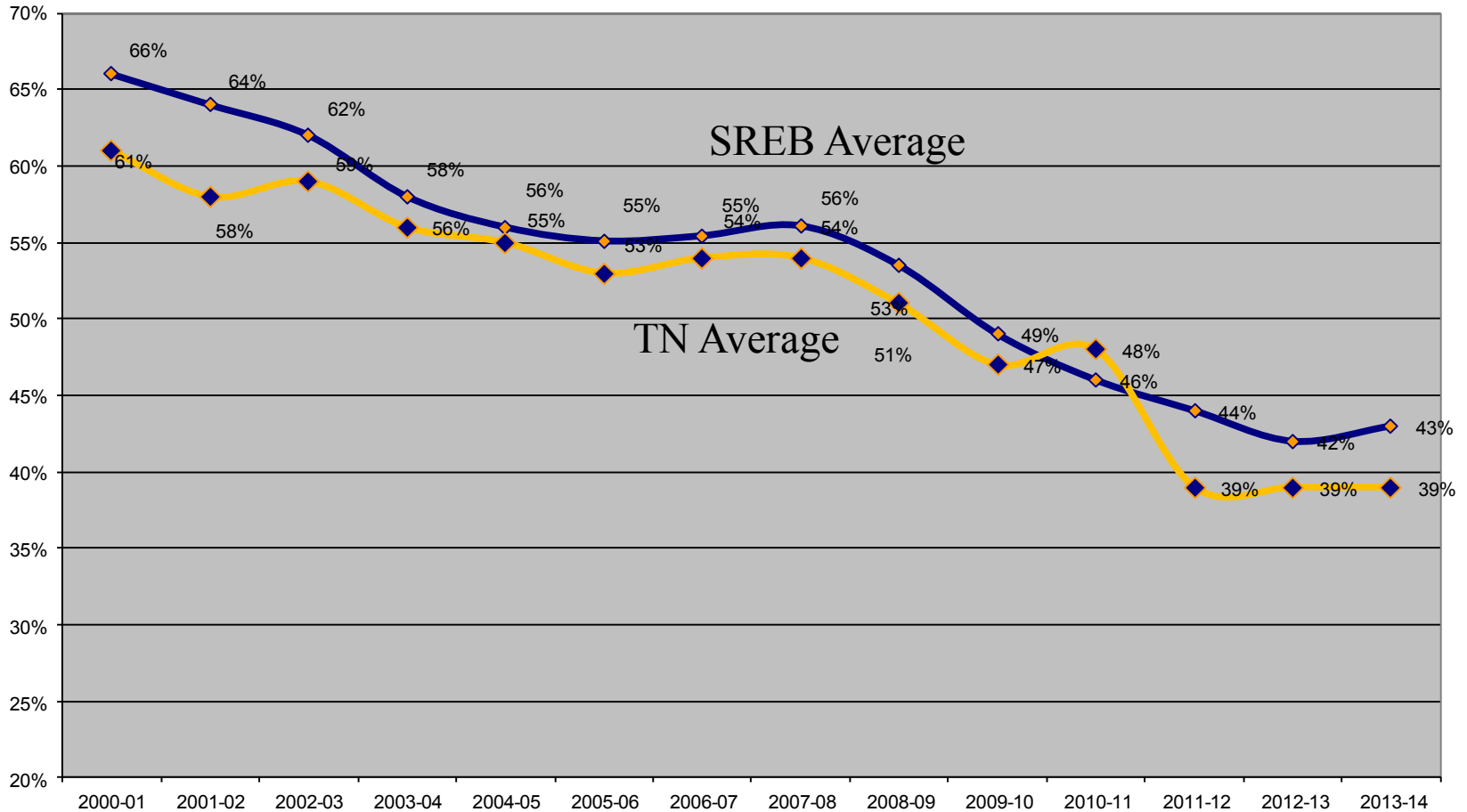


# Tennessee Budget Landscape

- Complete College Tennessee Act and Drive to 55 focus on increasing the educational attainment of Tennessee residents - creating a better prepared workforce
- In 2010, Tennessee discontinued the enrollment-based model and built a funding formula entirely based on outcomes. Enrollment no longer factors into state funding.
- Policy goal is reasonable, but there is a disconnect between CCTA goals (completion driven) and realities of institutional finance (enrollment driven).
- State revenues are stable, and the budget forecast for the foreseeable future is positive.
- Shifting landscape of state support for salaries vis-a-vis the funding formula.
- Stable support for capital construction with the continued expectation for local matching funds.



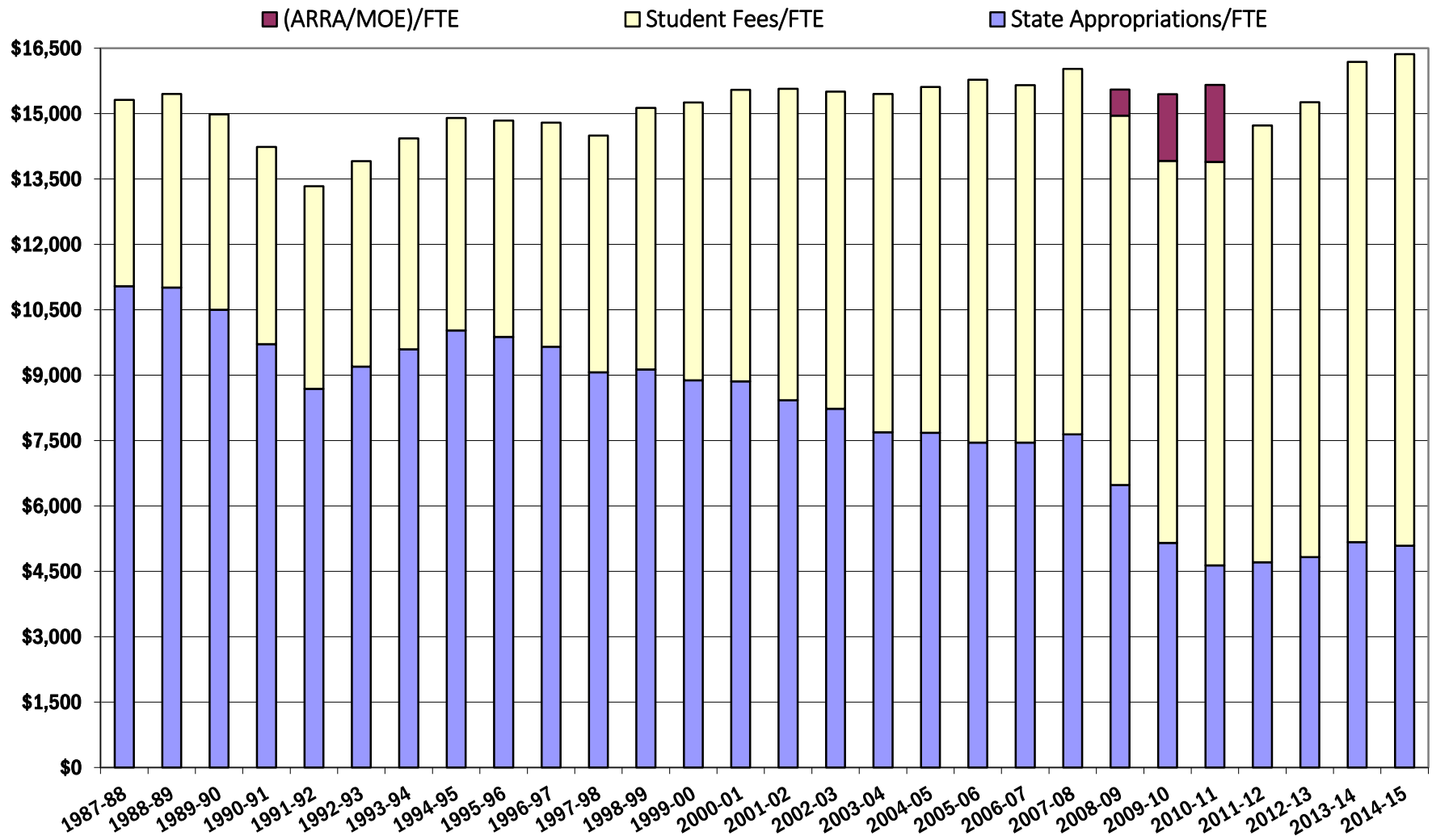
# Declining Rate of State Support per FTE



Source: SREB Data Exchange Feb 2015



# Total Revenue per FTE - Universities Inflation Adjusted (2014 Dollars)



Source: THEC Factbook 2015-16





**State Appropriations for Tennessee Public Higher Education Formula Units  
2010-2016**

<b>Institution</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
<b>TBR Universities</b>							
Austin Peay State University	25,570,600	26,107,600	28,537,600	32,995,000	34,239,800	36,983,700	40,320,200
East Tennessee State University	45,582,600	44,000,700	45,772,200	48,685,000	48,048,900	51,428,100	55,249,400
Middle Tennessee State University	71,318,700	73,423,800	77,193,600	81,024,600	82,830,300	85,856,700	90,092,000
Tennessee State University	28,554,800	29,335,100	30,810,900	32,610,800	32,088,900	32,892,000	32,635,100
Tennessee Technological University	35,853,000	35,086,300	37,288,600	39,559,500	38,394,000	39,297,400	41,896,800
University of Memphis	91,785,400	85,464,300	87,346,700	89,106,400	89,331,900	95,139,600	102,249,100
<b>TBR University Total</b>	<b>298,665,100</b>	<b>293,417,800</b>	<b>306,949,600</b>	<b>323,981,300</b>	<b>324,933,800</b>	<b>341,597,500</b>	<b>362,442,600</b>
<b>UT Universities</b>							
University of Tennessee-Chattanooga	33,463,400	33,294,400	34,601,800	36,128,500	37,501,400	41,674,700	44,802,900
University of Tennessee-Martin	143,699,500	144,150,000	153,343,900	174,335,300	179,044,900	187,890,300	195,932,700
University of Tennessee-Knoxville	24,047,300	23,636,300	24,609,100	25,243,000	26,249,700	27,892,100	28,981,100
<b>UT University Total</b>	<b>201,210,200</b>	<b>201,080,700</b>	<b>212,554,800</b>	<b>235,706,800</b>	<b>242,796,000</b>	<b>257,457,100</b>	<b>269,716,700</b>
<b>TBR Community Colleges</b>							
Chattanooga State Community College	20,086,100	19,970,200	21,902,500	26,624,800	26,008,100	27,449,400	29,269,000
Cleveland State Community College	9,062,000	8,421,200	8,672,000	8,997,100	8,843,700	9,336,300	9,735,400
Columbia State Community College	11,439,800	11,121,800	11,294,400	12,339,500	12,349,500	12,842,400	13,885,000
Dyersburg State Community College	6,168,000	6,484,500	6,867,800	7,238,900	7,317,900	7,841,700	8,604,800
Jackson State Community College	10,479,000	10,518,500	10,821,400	11,510,200	11,095,700	11,401,100	12,376,200
Motlow State Community College	8,591,400	9,662,900	10,310,000	11,017,200	10,656,700	11,007,400	11,723,800
Nashville State Community College	12,677,800	13,794,900	14,516,500	15,983,500	15,861,200	16,935,900	17,725,700
Northeast State Community College	10,605,000	11,924,900	12,920,300	13,648,200	13,224,100	14,594,100	16,028,200
Pellissippi State Community College	17,199,100	18,692,600	20,819,800	22,913,400	23,429,800	25,599,300	27,292,000
Roane State Community College	15,684,300	14,750,900	15,244,700	16,619,800	17,399,500	18,011,800	18,920,300
Southwest Tennessee Community College	32,436,900	28,648,100	27,953,000	25,739,300	24,677,200	25,278,600	26,090,800
Volunteer State Community College	15,389,800	15,281,400	15,614,700	16,075,400	16,216,000	17,198,100	18,642,800
Walters State Community College	16,032,000	15,745,100	17,043,300	19,866,900	20,350,200	20,967,800	21,879,100
<b>Community College Total</b>	<b>185,851,200</b>	<b>185,017,000</b>	<b>193,980,400</b>	<b>208,574,200</b>	<b>207,429,600</b>	<b>218,463,900</b>	<b>232,173,100</b>
<b>TN Colleges of Applied Technology</b>	<b>46,263,500</b>	<b>52,260,300</b>	<b>53,848,800</b>	<b>57,400,500</b>	<b>55,346,600</b>	<b>56,343,900</b>	<b>60,736,500</b>
<b>Total Academic Formula Units</b>	<b>731,990,000</b>	<b>731,775,800</b>	<b>767,333,600</b>	<b>825,662,800</b>	<b>830,506,000</b>	<b>873,862,400</b>	<b>925,068,900</b>

Source: TBR 2016



# THEC Outcomes-Based Formula Components

<b>Outcome</b>
Student Progression: 30 Credit Hours
Student Progression: 60 Credit Hours
Student Progression: 90 Credit Hours
Bachelors Degrees
Masters Degrees
Doctoral/Law Degrees
Research/Grant Funding
Degrees per 100 FTE
Graduation Rate

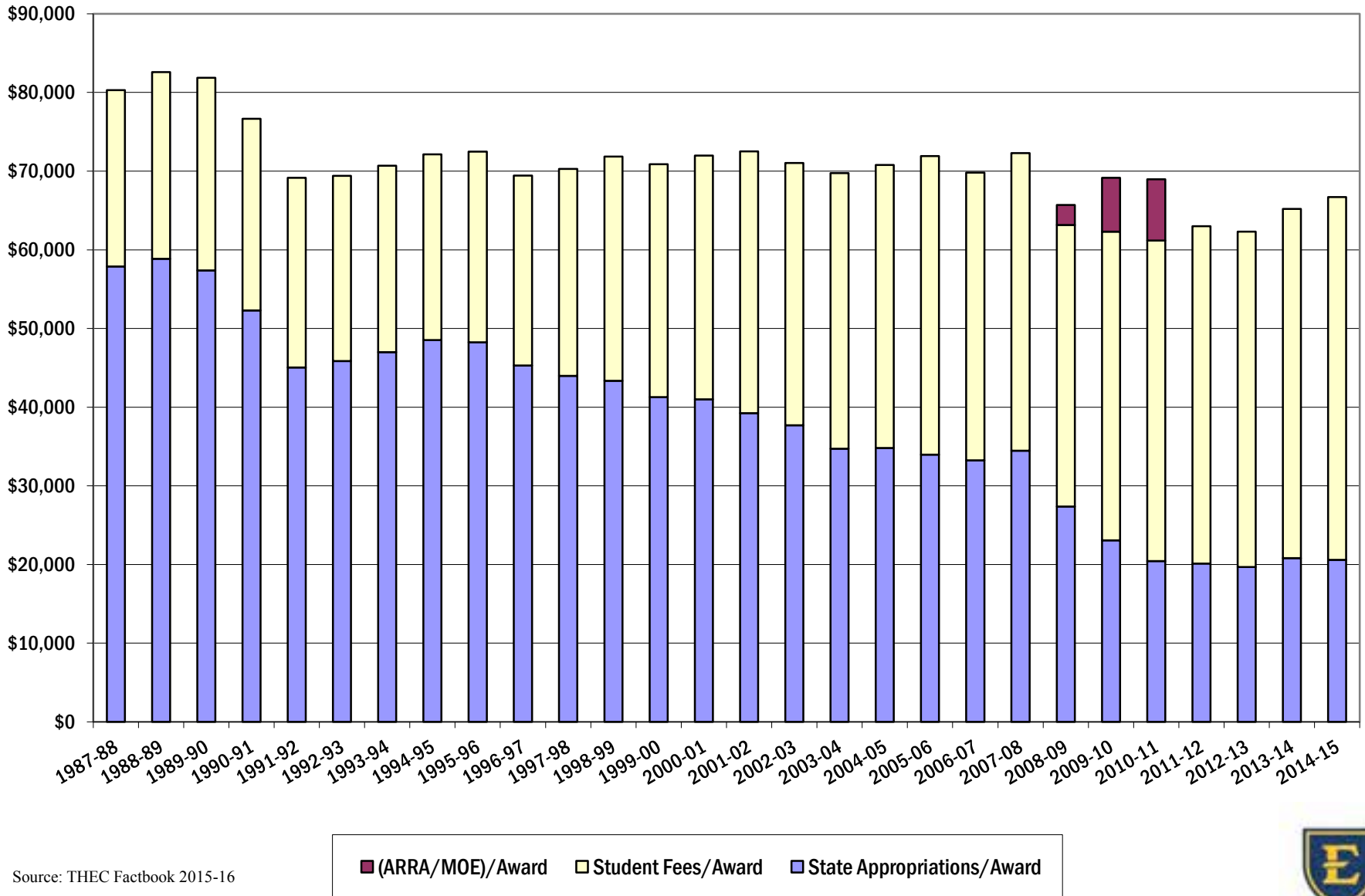


# ETSU Formula Outcomes

Outcomes	2011-12	2012-13	2013-14	2014-15	1 Year Change	Percent Change	Overall Change	Percent Change
Students Accumulating 30 Hours	1,755	1,745	1,609	1,807	198	12.3%	52	3.0%
Students Accumulating 60 Hours	1,805	1,676	1,657	1,702	45	2.7%	(103)	-5.7%
Students Accumulating 90 Hours	2,196	2,075	2,014	2,021	7	0.3%	(175)	-8.0%
Bachelors and Associates	2,146	2,314	2,321	2,229	(92)	-4.0%	83	3.9%
Masters / Ed Specialists	609	576	647	585	(62)	-9.6%	(24)	-3.9%
Doctoral / Law Degree	83	86	114	122	8	7.0%	39	47.0%
Research and Service	23,159,718	22,836,711	20,608,903	18,039,143	(2,569,760)	-12.5%	(5,120,575)	-22.1%
Degrees per 100 FTE	19.3	21.4	22.4	21.7	(0.7)	-3.1%	2	12.4%
Six-Year Graduation Rate	51.9%	52.6%	54.3%	51.8%	-2.5%	-4.6%	-0.1%	-0.2%



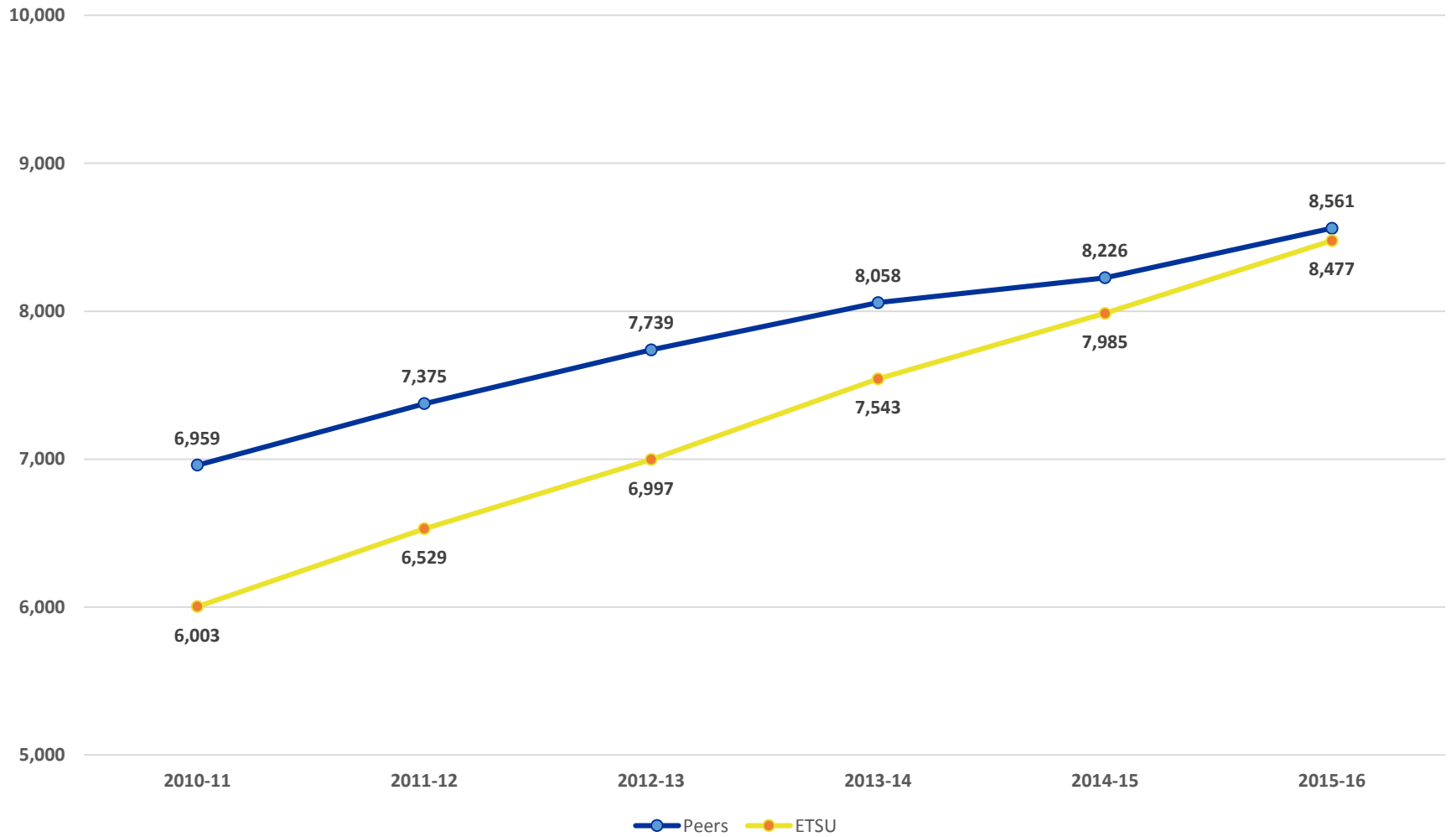
# Total Revenue per Award - Universities Inflation Adjusted (2014 Dollars)



Source: THEC Factbook 2015-16



# Tuition & Mandatory Fees (Peers)



**Annual Undergraduate Tuition and Mandatory Fees (In-State)  
Based on 15 Hour Enrollment for Fall and Spring Semesters**

Institution Name	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Overall Change
Central Michigan University	10,380	10,740	10,950	11,220	11,550	11,850	14%
Oakland University	9,285	9,938	10,230	10,613	10,613	11,513	24%
Southern Illinois University-Edwardsville	8,401	8,865	9,251	9,666	9,738	10,247	22%
Old Dominion University	7,708	8,144	8,450	8,820	9,250	9,768	27%
University of Missouri-Kansas City	8,602	9,029	9,299	9,456	9,476	9,559	11%
Ball State University	8,214	8,558	8,980	9,610	9,344	9,498	16%
Sam Houston State University	7,000	7,328	8,120	8,594	8,932	9,337	33%
University of South Alabama	6,810	7,380	7,950	8,310	8,610	8,790	29%
Wright State University-Main Campus	7,797	8,070	8,354	8,542	8,730	8,730	12%
Indiana State University	7,714	7,982	8,098	8,256	8,416	8,580	11%
Texas Woman's University	6,960	6,587	6,703	7,290	7,560	8,522	22%
<b>East Tennessee State University</b>	<b>6,003</b>	<b>6,529</b>	<b>6,997</b>	<b>7,543</b>	<b>7,985</b>	<b>8,477</b>	<b>41%</b>
University of Northern Colorado	5,655	6,623	6,836	7,168	7,573	8,166	44%
University of Arkansas at Little Rock	6,643	7,041	7,344	7,601	7,934	8,108	22%
Georgia Southern University	6,240	6,606	6,724	7,066	7,190	7,318	17%
Marshall University	5,285	5,648	5,930	6,216	6,526	6,814	29%
University of North Carolina at Greensboro	4,520	5,493	6,086	6,322	6,385	6,733	49%
East Carolina University	5,076	5,317	5,869	6,143	6,143	6,550	29%
University of North Carolina at Charlotte	5,138	5,440	5,873	6,009	6,277	6,531	27%
Florida Atlantic University	4,794	5,330	5,986	6,193	6,039	6,039	26%
<b>Peer Institutions</b>	<b>6,959</b>	<b>7,375</b>	<b>7,739</b>	<b>8,058</b>	<b>8,226</b>	<b>8,561</b>	<b>23%</b>

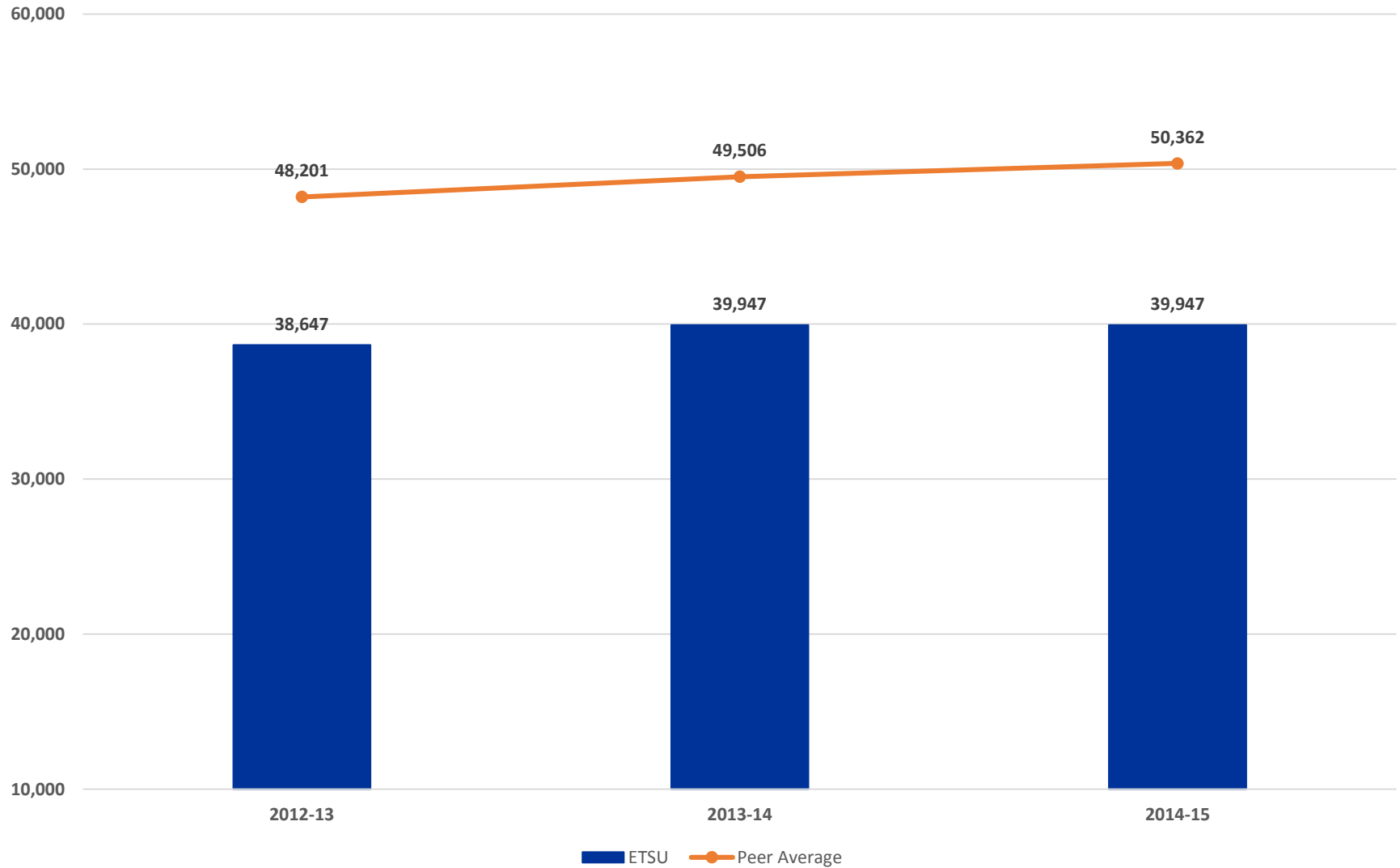


## Annual Undergraduate Tuition and Mandatory Fees Based on 15 Hour Enrollment for Fall and Spring Semesters

Institution							
	2014-2015	2015-2016	\$ Increase	% Increase	2016-2017	\$ Increase	% Increase
<b>TBR Universities</b>							
Austin Peay State University	7,462	7,801	339	4.5%	7,980	179	2.3%
East Tennessee State University	7,985	8,477	492	6.2%	8,665	188	2.2%
Middle Tennessee State University	8,188	8,404	216	2.6%	8,595	191	2.3%
Tennessee State University	7,224	7,417	193	2.7%	7,602	185	2.5%
Tennessee Technological University	8,017	8,353	336	4.2%	8,561	208	2.5%
University of Memphis	8,973	9,272	299	3.3%	9,458	186	2.0%
<b>UT Universities</b>							
University of Tennessee-Chattanooga	8,138	8,356	218	2.7%	-	-	-
University of Tennessee-Martin	8,024	8,326	302	3.8%	-	-	-
University of Tennessee-Knoxville: Admitted 2014-15	11,876	12,436	560	4.7%	-	-	-
University of Tennessee-Knoxville: Admitted 2013-14	11,584	12,134	550	4.7%	-	-	-
University of Tennessee-Knoxville: Admitted Before 2013-14	10,276	10,786	510	5.0%	-	-	-
<b>TBR Community Colleges</b>							
Chattanooga State Community College	4,027	4,153	126	3.1%	4,261	108	2.6%
Cleveland State Community College	3,985	4,127	142	3.6%	4,234	107	2.6%
Columbia State Community College	3,973	4,099	126	3.2%	4,206	107	2.6%
Dyersburg State Community College	4,001	4,127	126	3.1%	4,234	107	2.6%
Jackson State Community College	3,987	4,113	126	3.2%	4,220	107	2.6%
Motlow State Community College	3,978	4,129	151	3.8%	4,236	107	2.6%
Nashville State Community College	3,927	4,053	126	3.2%	4,160	107	2.6%
Northeast State Community College	3,989	4,115	126	3.2%	4,222	107	2.6%
Pellissippi State Community College	4,041	4,167	126	3.1%	4,275	108	2.6%
Roane State Community College	4,005	4,131	126	3.1%	4,238	107	2.6%
Southwest Tennessee Community College	4,017	4,143	126	3.1%	4,250	107	2.6%
Volunteer State Community College	3,975	4,105	130	3.3%	4,212	107	2.6%
Walters State Community College	3,990	4,116	126	3.2%	4,223	107	2.6%
<b>TN Colleges of Applied Technology</b>							
TN Colleges of Applied Technology	3,425	3,554	129	3.8%	3,650	96	2.7%



# Peer Staff Salary Comparisons



Data Source: IPEDS 2016



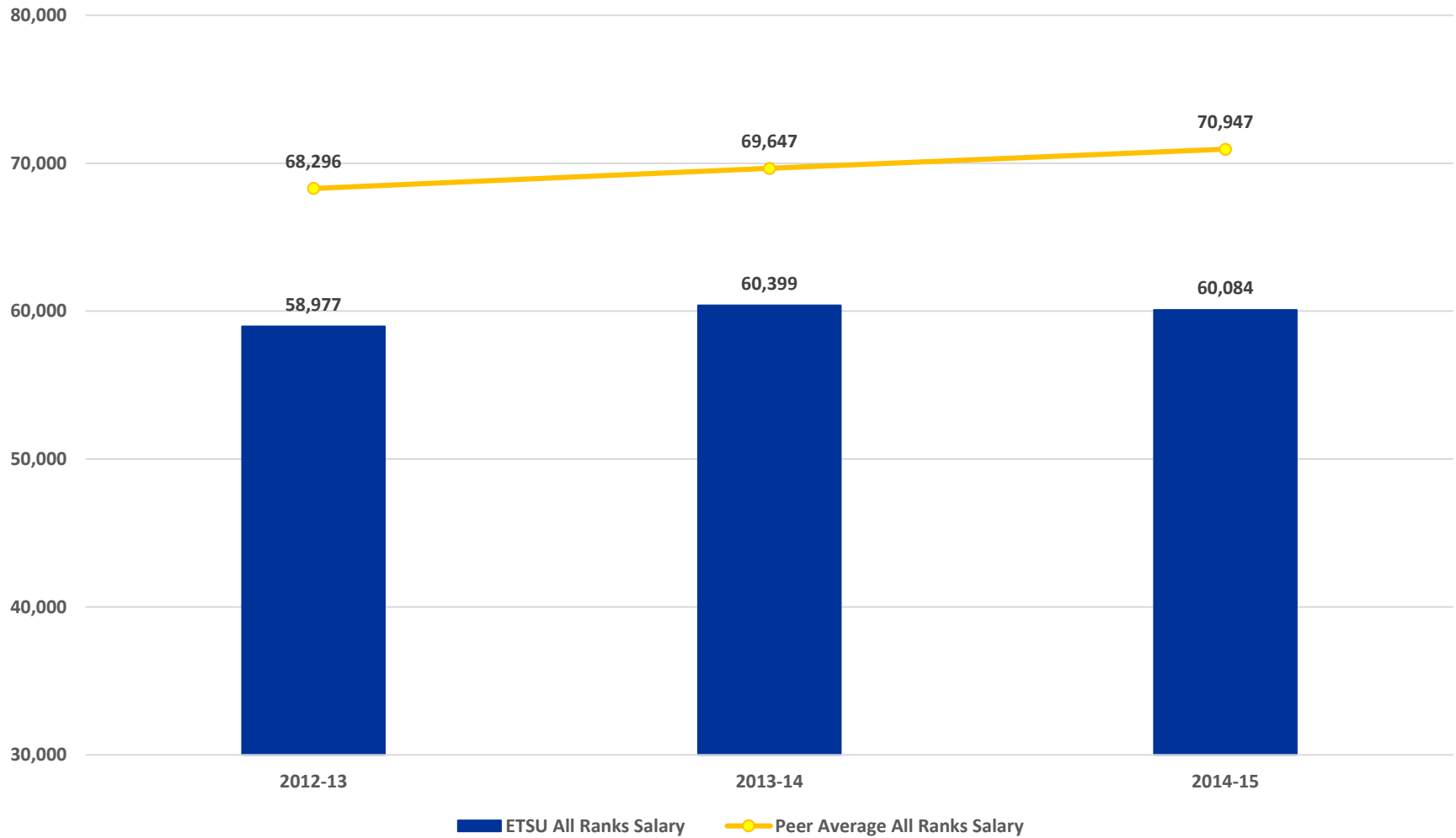


# Peer Staff Salary Comparisons

Institution	2012-13	2013-14	2014-15	% Change
Wright State University-Main Campus	55,183	56,378	58,803	6.6%
Florida Atlantic University	54,910	57,502	57,974	5.6%
Oakland University	54,560	55,483	56,750	4.0%
University of North Carolina at Charlotte	51,756	51,882	53,229	2.8%
University of North Carolina at Greensboro	52,054	52,461	53,197	2.2%
Old Dominion University	50,995	53,400	53,177	4.3%
University of Missouri-Kansas City	49,051	51,201	51,357	4.7%
Ball State University	49,596	49,967	50,834	2.5%
Sam Houston State University	48,217	49,327	50,427	4.6%
Central Michigan University	49,258	52,655	50,242	2.0%
East Carolina University	48,102	48,718	49,889	3.7%
University of Northern Colorado	45,718	47,994	49,499	8.3%
Southern Illinois University-Edwardsville	46,232	47,308	47,484	2.7%
Texas Woman's University	43,324	43,909	46,821	8.1%
University of Arkansas at Little Rock	44,106	45,823	46,352	5.1%
Indiana State University	43,800	44,897	46,205	5.5%
Marshall University	44,341	44,267	46,172	4.1%
University of South Alabama	43,699	45,270	45,436	4.0%
Georgia Southern University	40,919	42,169	43,027	5.2%
<b>East Tennessee State University</b>	<b>38,647</b>	<b>39,947</b>	<b>39,947</b>	<b>3.4%</b>
<b>Peer Average</b>	<b>48,201</b>	<b>49,506</b>	<b>50,362</b>	<b>4.5%</b>
<b>Peer Median</b>	<b>48,217</b>	<b>49,327</b>	<b>50,242</b>	<b>4.3%</b>



# Peer Faculty Salary Comparisons



Data Source: IPEDS 2016



## Peer Salary Comparisons (2015-16)

AAUP Faculty Salaries 2015-16				
	Full Professor	Associate Professor	Assistant Professor	Instructors
Old Dominion	\$121,600	\$86,800	\$73,700	\$51,600
University of North Carolina - Charlotte	\$114,200	\$82,400	\$77,100	NA
Wright State University - Main Campus	\$110,700	\$84,200	\$72,100	\$46,700
University of Missouri - Kansas City	\$109,800	\$78,000	\$69,200	NA
Oakland University	\$108,300	\$79,200	\$67,200	\$63,900
University of North Carolina - Greensboro	\$106,000	\$76,100	\$69,200	NA
Central Michigan	\$104,300	\$80,700	\$74,200	\$52,300
Florida Atlantic	\$103,700	\$75,300	\$70,000	\$52,200
Sam Houston State	\$98,000	\$76,400	\$65,000	\$50,600
East Carolina	\$96,800	\$74,900	\$69,200	\$60,200
Indiana State University	\$96,000	\$74,500	\$64,900	\$47,300
Ball State University	\$93,800	\$73,500	\$60,100	\$48,800
University of Arkansas at Little Rock	\$92,500	\$69,900	\$61,400	\$44,800
Texas Women's University	\$92,100	\$71,700	\$60,900	NA
Southern Illinois State University - Edwardsville	\$91,700	\$78,100	\$65,800	\$42,700
University of Northern Colorado	\$90,800	\$66,900	\$56,400	\$47,500
University of South Alabama	\$89,500	\$69,800	\$63,600	\$49,900
Georgia Southern	\$82,700	\$71,300	\$66,300	\$44,800
East Tennessee State University	\$82,000	\$65,300	\$56,800	\$46,900
Marshall University	\$76,800	\$65,500	\$58,900	\$35,200



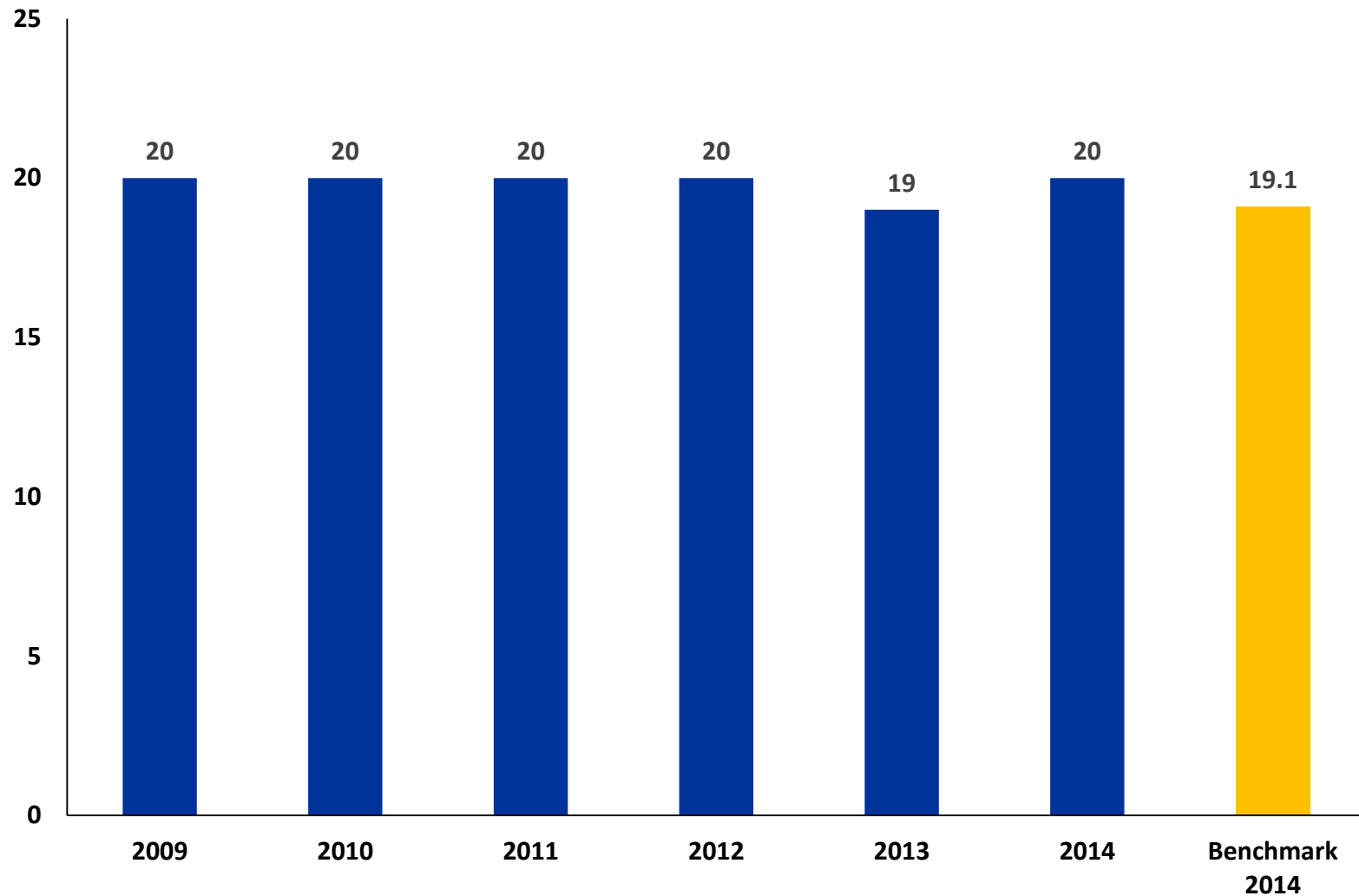
# Student FTE Per Instructional Faculty FTE Compared to Average Professor Salary

## AAUP Faculty Salaries 2015-16

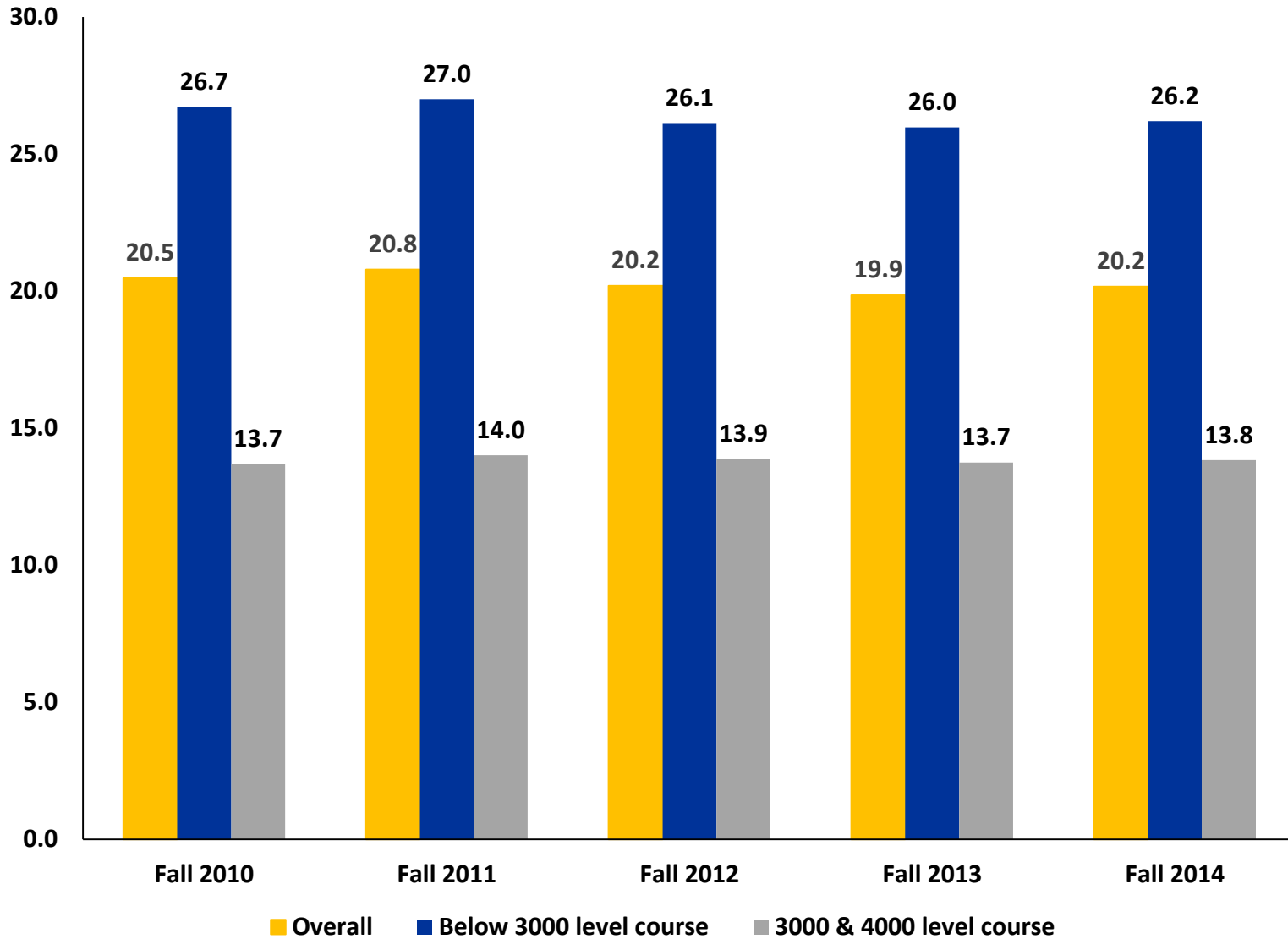
	Student FTE	Instructional FTE	Student FTE Per Instructional FTE	Professor Salary
Florida Atlantic	24389	904	26.98	\$103,700
Central Michigan	21956	877	25.04	\$104,300
Georgia Southern	18990	813	23.36	\$82,700
Texas Women's University	12241	539	22.71	\$92,100
Oakland University	16991	757	22.45	\$108,300
Sam Houston State	16599	753	22.04	\$98,000
Indiana State University	11500	540	21.30	\$96,000
Old Dominion	20364	981	20.76	\$121,600
University of North Carolina Charlotte	23169	1155	20.06	\$114,200
Ball State University	19596	1031	19.01	\$93,800
University of Northern Colorado	10913	591	18.47	\$90,800
University of North Carolina Greensboro	15713	859	18.29	\$106,000
Southern Illinois State University Edwardsville	12296	718	17.13	\$91,700
University of South Alabama	14318	870	16.46	\$89,500
Wright State University Main Campus	14599	900	16.22	\$110,700
University of Arkansas at Little Rock	9263	572	16.19	\$92,500
East Carolina	24929	1570	15.88	\$96,800
East Tennessee State University	12893	835	15.44	\$82,000
Marshall University	11757	834	14.10	\$76,800
University of Missouri Kansas City	12377	896	13.81	\$109,800



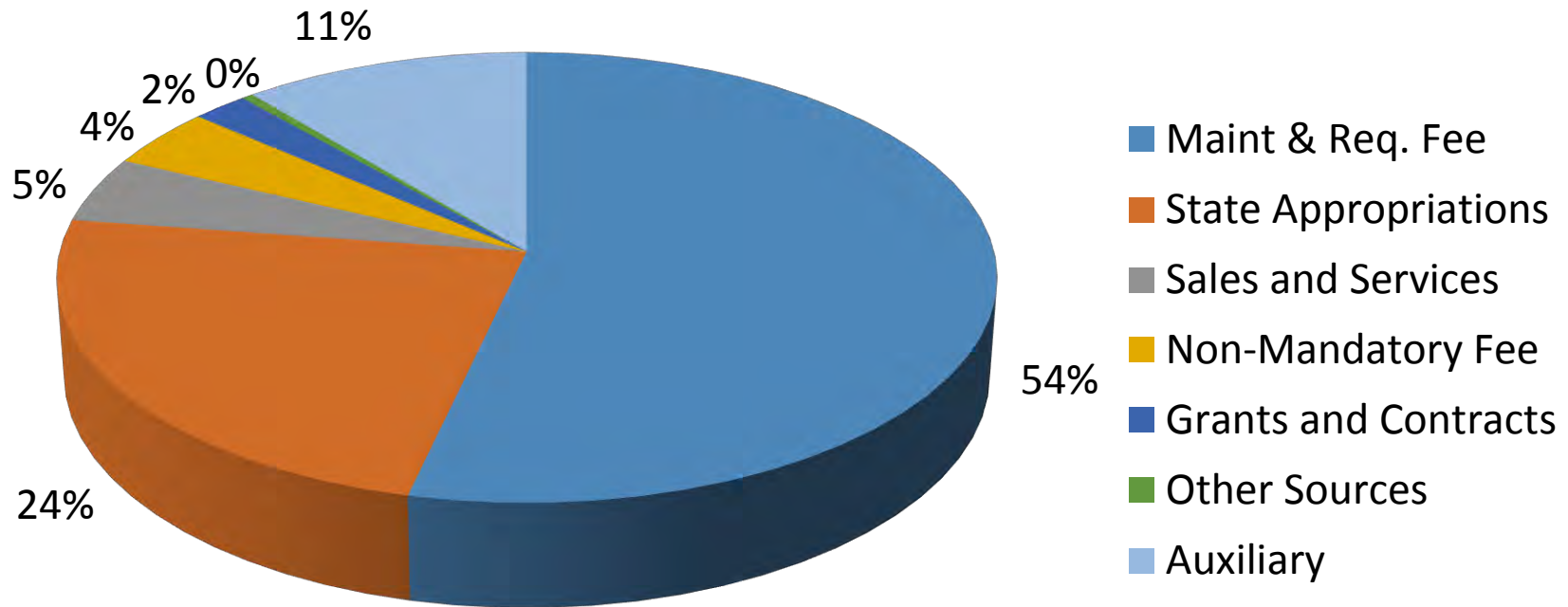
# Undergraduate Student-to-Faculty Ratios (2009-14)



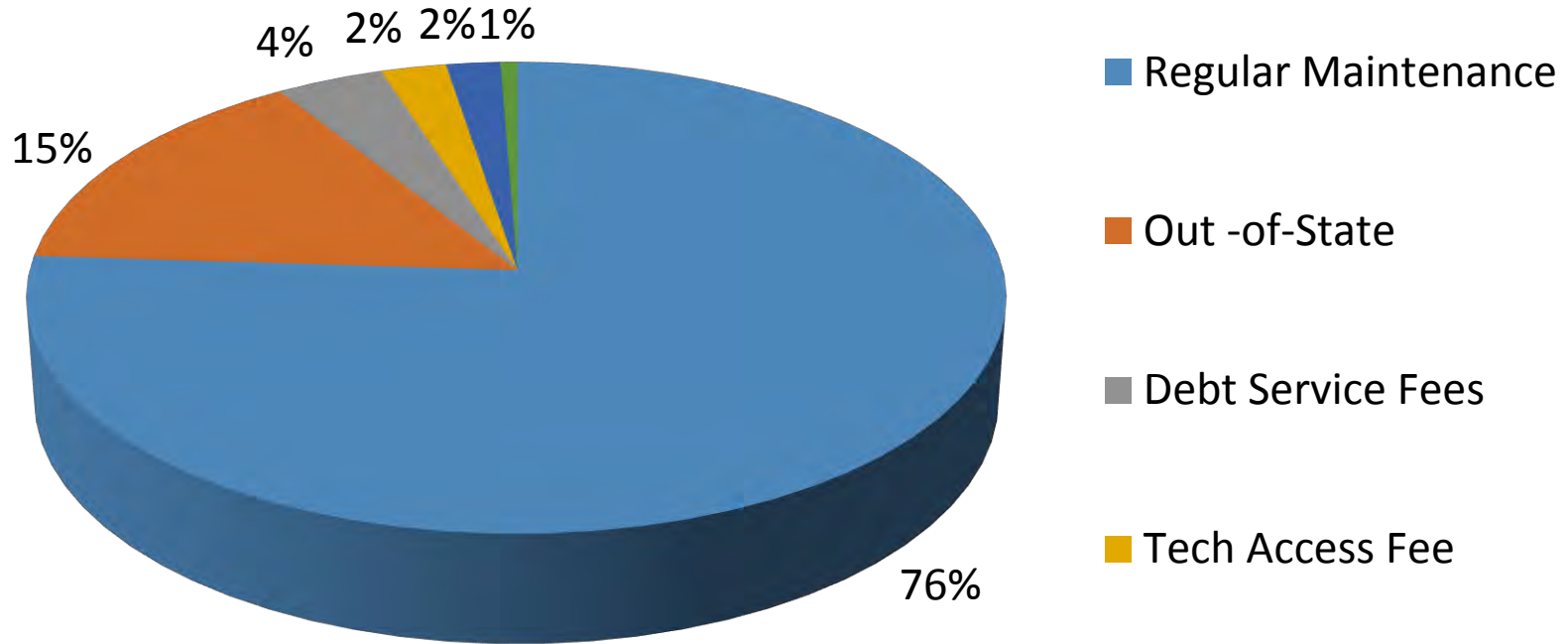
# Average UG Class Size (Fall 2010 – 14)



# FY 15-16 Revenue Budget – Revenue by Source



# FY 16-17 Revenue Budget – Maintenance and Required Fees (54%)

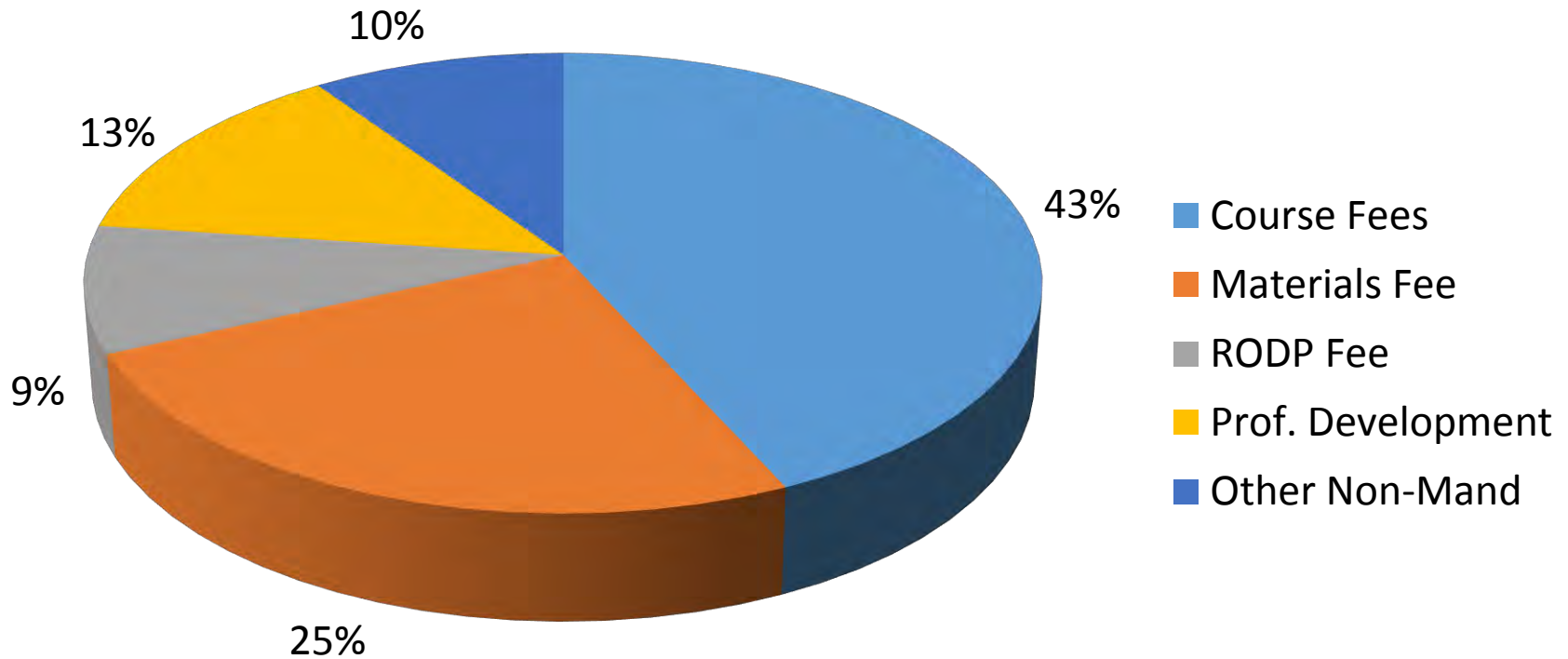


Total M & RF - \$125,048,390





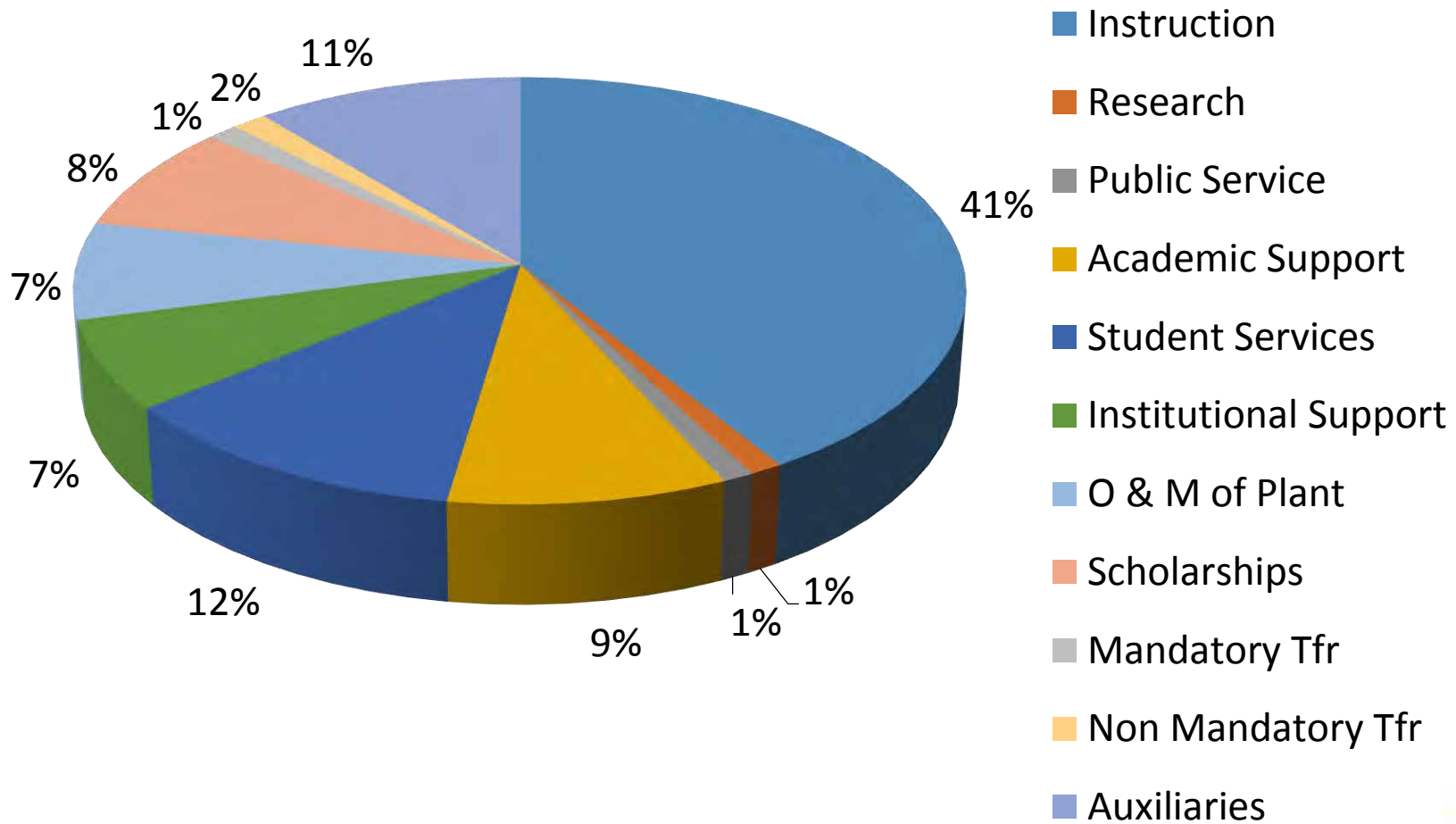
# FY 16-17 Revenue Budget – Non Mandatory Fees (4%)



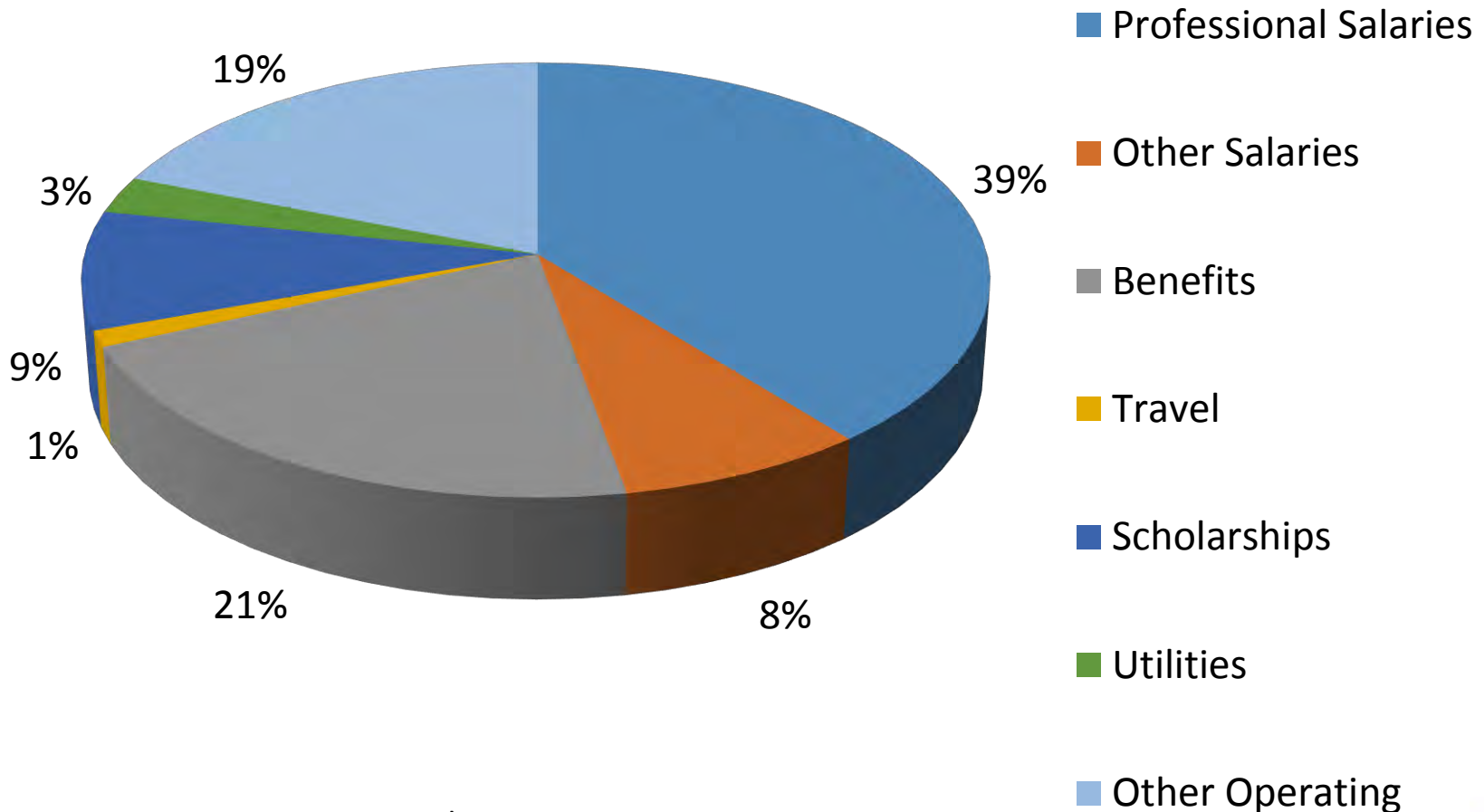
Total NMF - \$10,004,080



# FY 16-17 Expenditure Budget - Function



# FY 16-17 Expenditure Budget – Natural Class



Total Natural Class - \$214,914,200



# Internal and External Perceptions of ETSU



# Chronicle's Great Colleges to Work For (GCTWF)



- Online survey conducted by ModernThink in spring semesters of 2014, 2015, and 2016
- Respondents asked to rate their “agreement” with 60 statements
- At the request of the ETSU Faculty Senate, the survey was distributed to all employees
- Response rate for 2016 was 30%
- Allows for national comparison of employee satisfaction and overall campus climate



# Great Colleges to Work For

- Definition of Terms
  - Institution: refers to the entire University or College
  - Department: refers to your most immediate workgroup or team
  - Senior Leadership: refers to the most senior members of the institution (i.e. Chancellor or President and those who report directly to them)
  - Supervisor/Department Chair: refers to the individual to whom you most directly report
- Response Rate - 30% (763/2544)
  - 112 Administration (15%)
  - 334 Faculty (46%)
  - 31 Adjunct Faculty (4%)
  - 107 Exempt Professional Staff (14%)
  - 135 Non-exempt Staff (18%)



# Great Colleges Survey Results (2016)

**72%**

were satisfied with their jobs and the level of support that they receive from ETSU

**63%**

felt the university placed appropriate emphasis on the instructional mission

**83%**

felt they had a good relationship with supervisor or department chair

**54%**

felt the institution had strong sense of shared governance

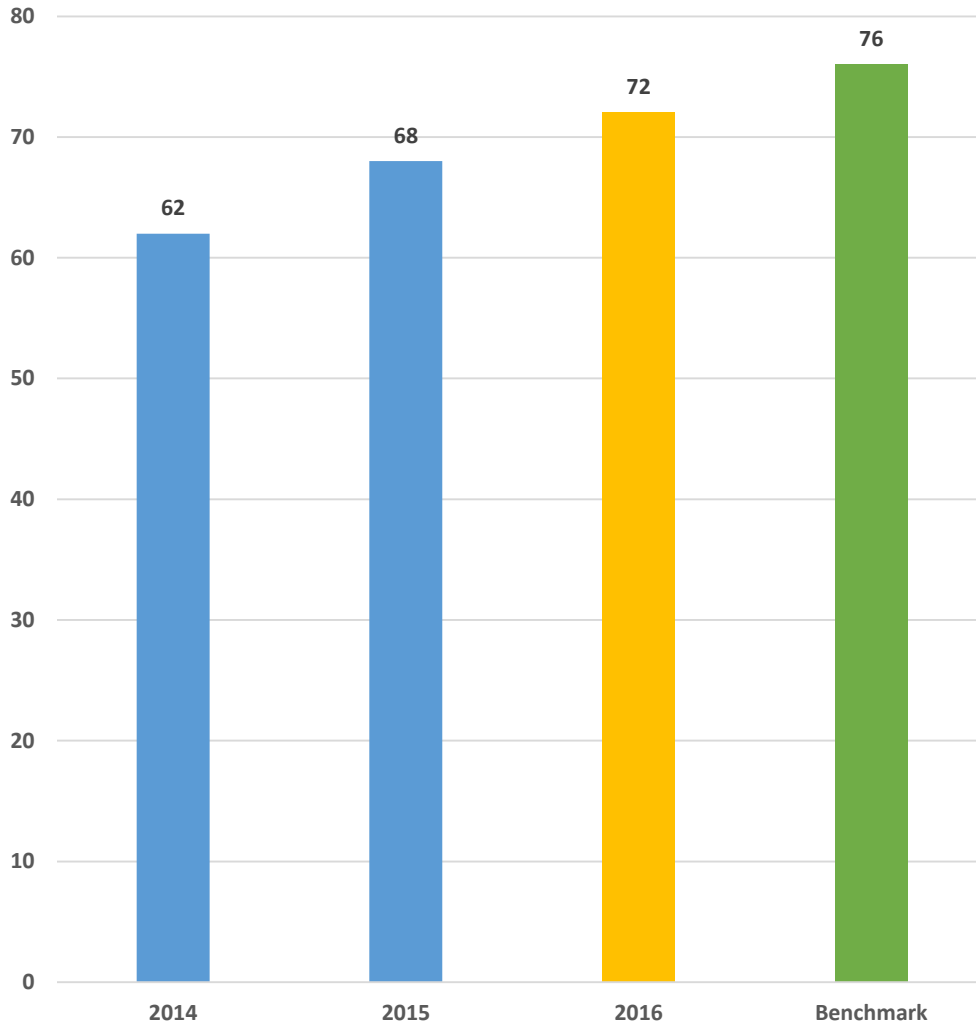
**71%**

were proud of the university and its mission

*Survey results will be used to revise and adjust campus operating processes in an effort to enhance communication and shared governance*



# Job Satisfaction



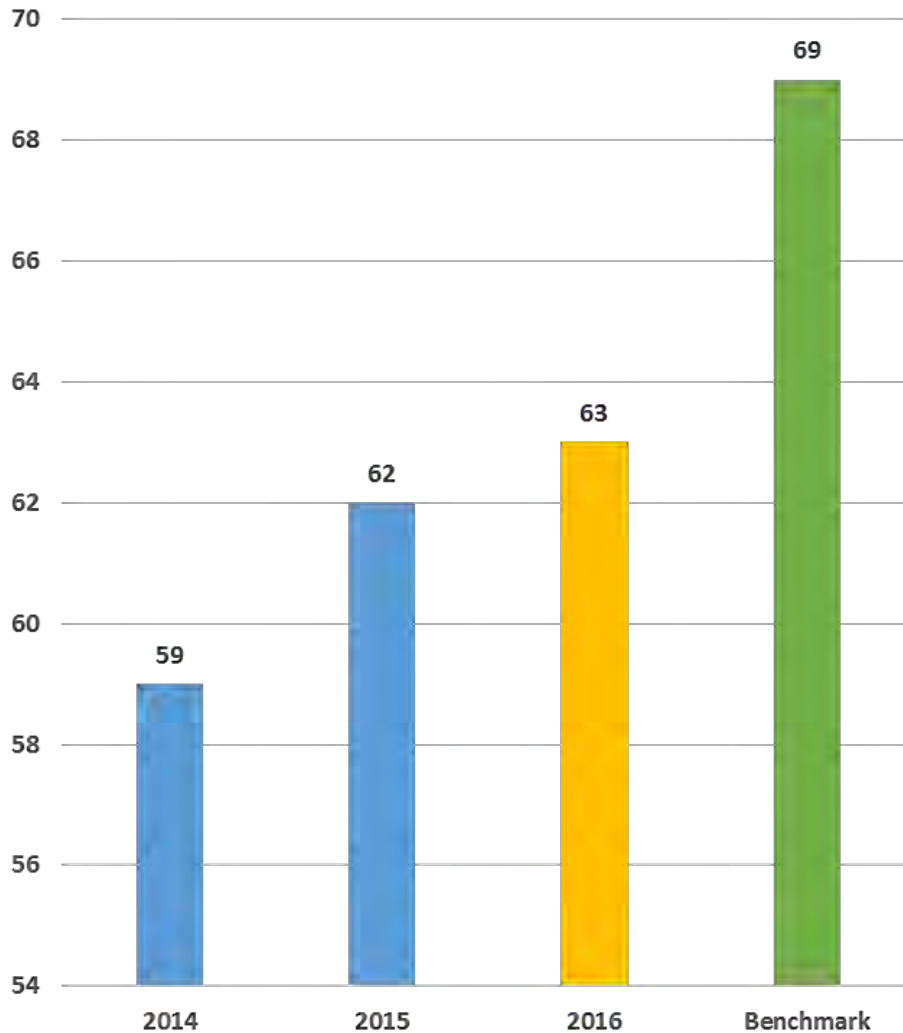
## Indicators

- My job makes good use of my skills and abilities.
- I am given the responsibility and freedom to do my job.
- I am provided the resources I need to be effective in my job.





# Teaching Environment

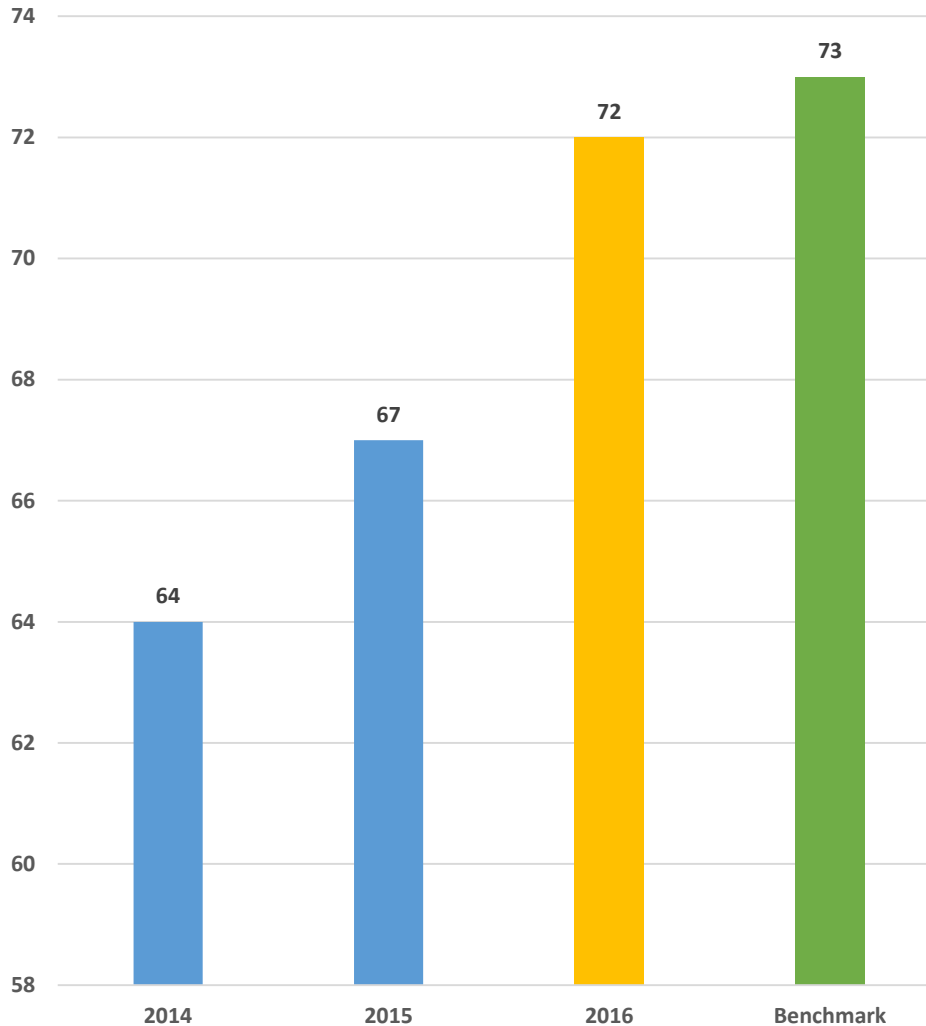


## Indicators

- There is a good balance of teaching, service, and research at this institution.
- Teaching is appropriately recognized in the evaluation and promotion process.
- There is appropriate recognition of innovative and high quality teaching.



# Professional Development

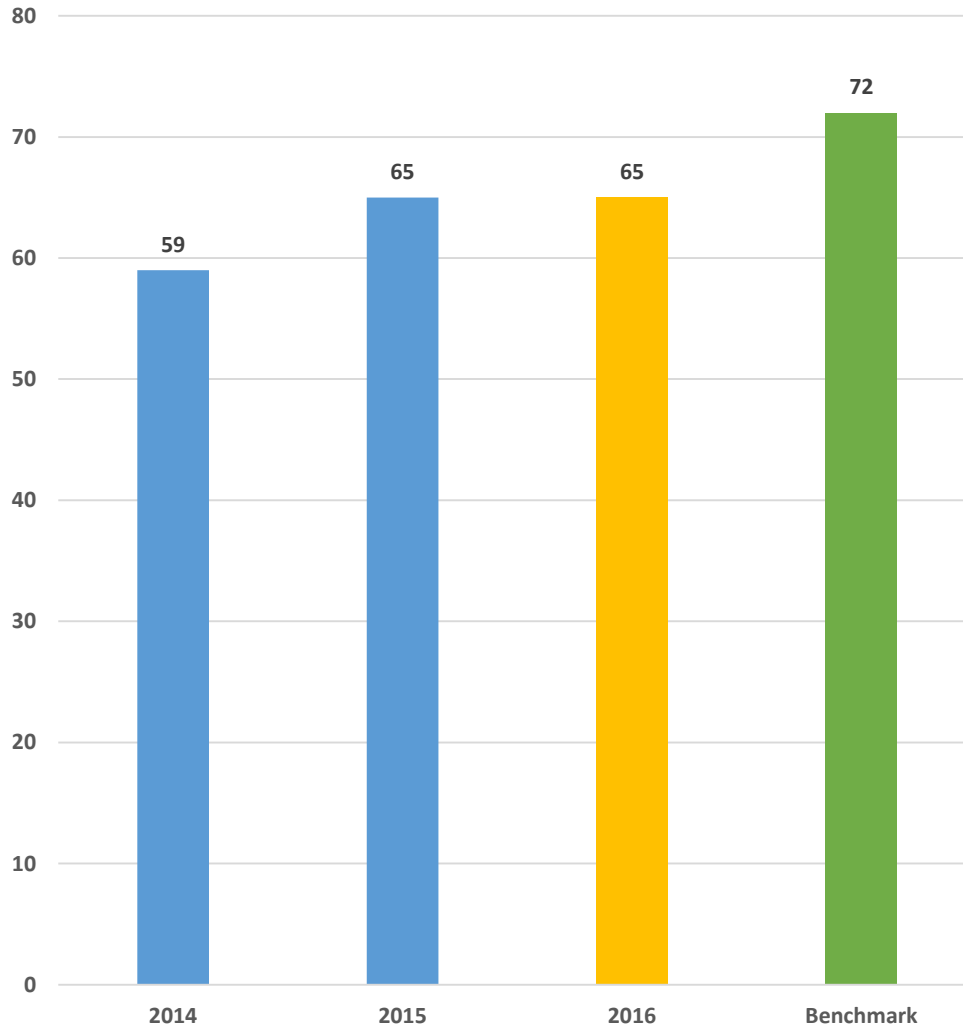


## Indicators

- I am given the opportunity to develop my skills at this institution.
- I understand the necessary requirements to advance my career.



# Compensation, Benefits & Work/Life Balance

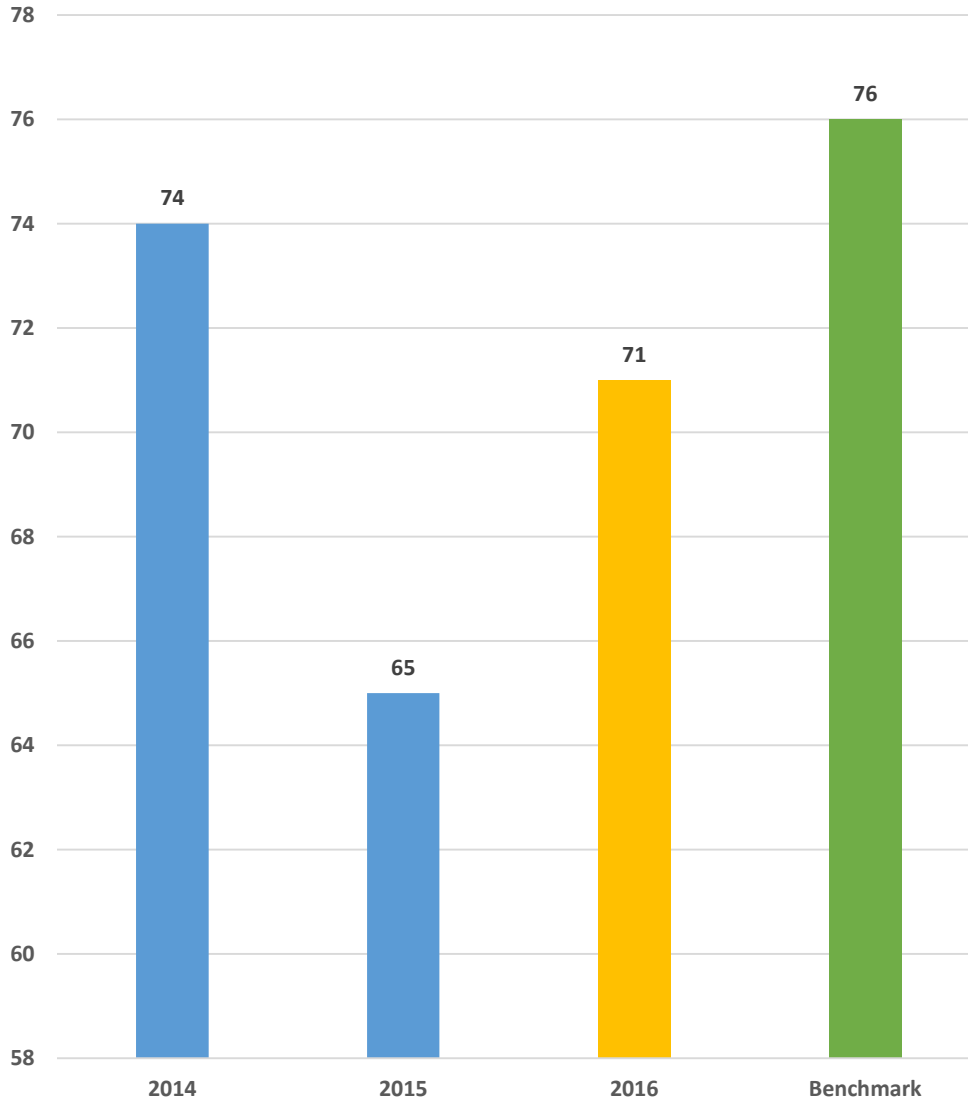


## Indicators

- I am paid fairly for my work.
- This institution's benefits meet my needs.
- My supervisor/department chair supports my efforts to balance my work and personal life.
- This institution's policies and practices give me the flexibility to manage my work and personal life.



# Facilities

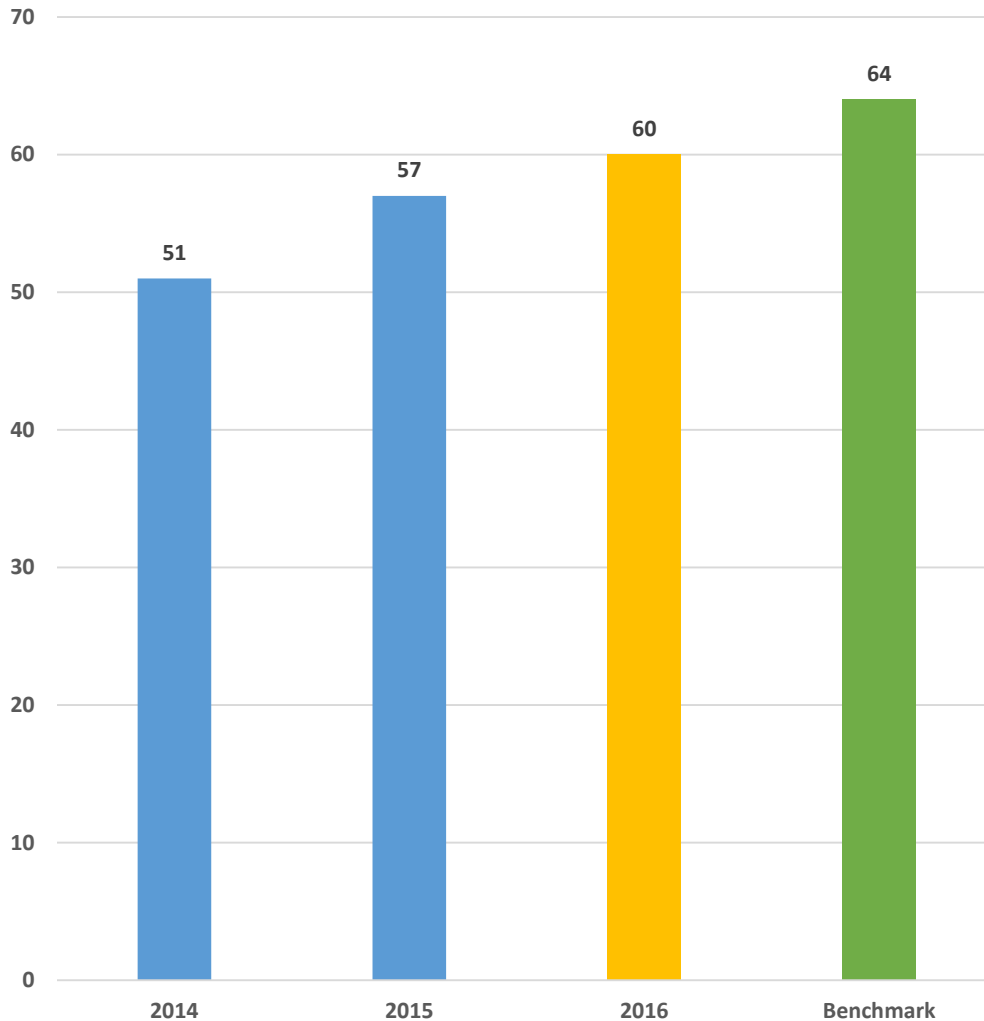


## Indicators

- The institution takes reasonable steps to provide a safe and secure environment for the campus. (82%)
- The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs. (61%)



# Policies, Resources & Efficiency

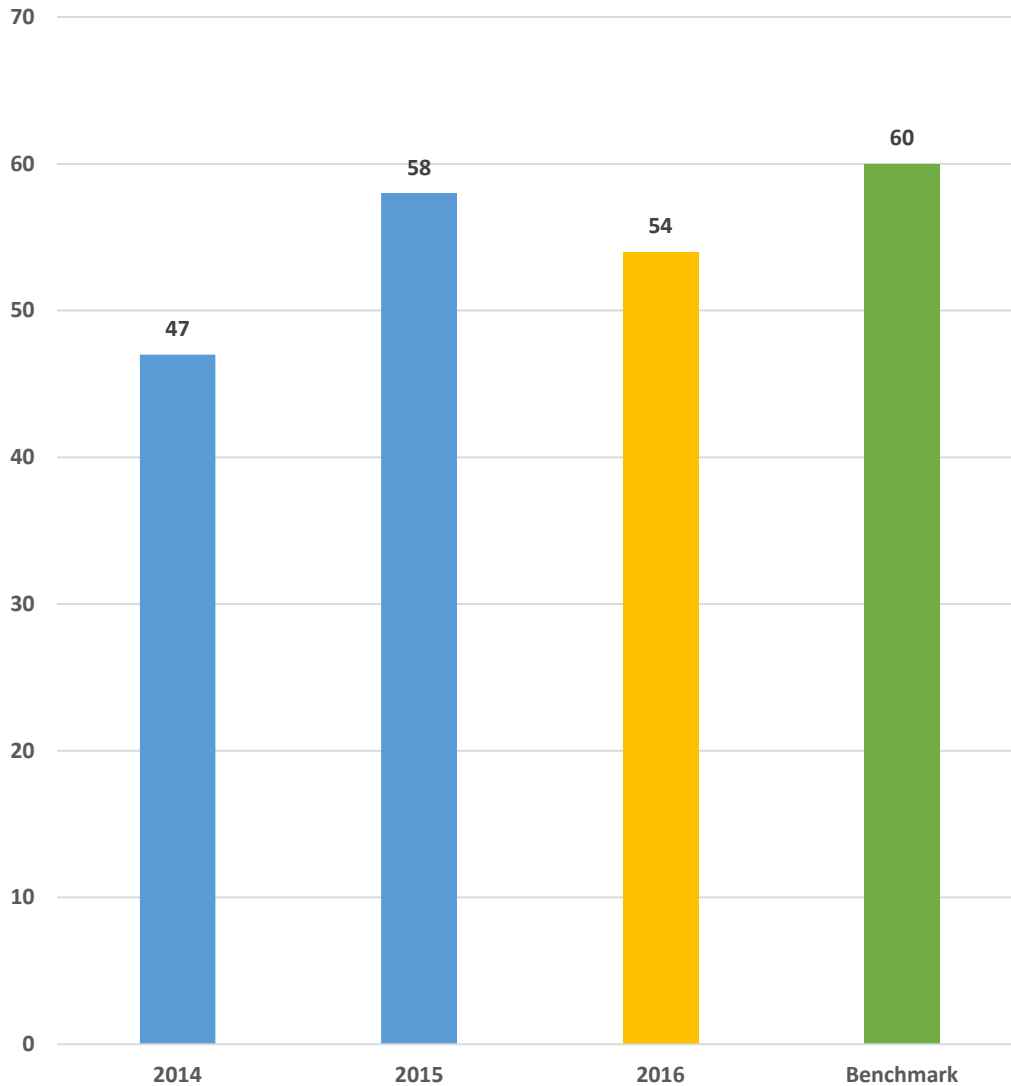


## Indicators

- Our review process accurately measures my job performance.
- My department has adequate faculty/staff to achieve our goals.
- Our orientation program prepares new faculty, administration, and staff to be effective.
- This institution actively contributes to the community.
- This institution places sufficient emphasis on having diverse faculty, administration, and staff.
- This institution is well run.



# Communication

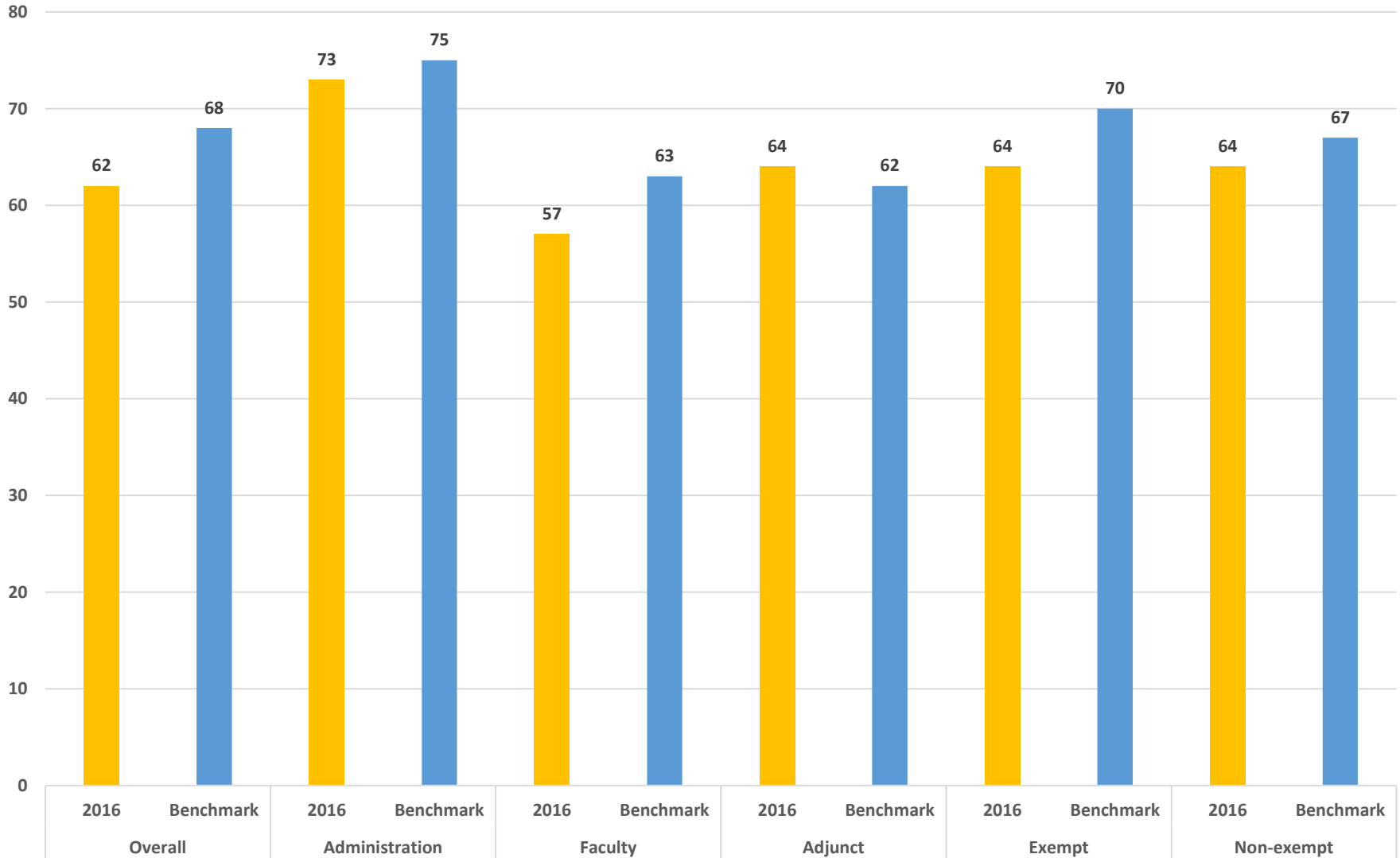


## Indicators

- When I offer a new idea, I believe it will be fully considered.
- In my department, we communicate openly about issues that impact each other's work.
- Changes that affect me are discussed prior to being implemented.
- At this institution, we discuss and debate issues respectfully to get better results.



# Job Category Benchmarks



# National Survey of Student Engagement



- NSSE collects information at hundreds of universities about first-year and senior students' participation in programs, activities provided for learning, and personal development.
- Results offer an estimate of how undergraduates spend their time and what they gain from attending college.
- Student engagement represents two critical features of collegiate quality:
  - Amount of time and effort students put into their studies and other purposeful activities.
  - How institution deploys resources and organizes learning opportunities to get students to participate in activities.





# NSSE Results for ETSU Freshmen (2015-16)

**78%**

Of students evaluated their educational experience at ETSU as good/excellent (above peer avg.) (83% for Seniors)

**87%**

Of students stated that if they started college over, they would enroll again at ETSU (above peer avg.) (88% for Seniors)

**5.2**

Quality of interactions with advisors, based on 7-point Likert scale with 1 being poor and 7 being excellent (above peer avg.)

**5.2**

Quality of interactions with faculty, based on 7-point Likert scale with 1 being poor and 7 being excellent (at peer avg.)

**2.8**

Rating of how much the institution encourages contact among students from different backgrounds (social, racial/ethnic, religious, etc.) based on a 4 point Likert Scale with 1 being very little and 4 being very much (above the peer average of 2.6)



# External Perceptions – National Rankings

- 2016 “Best in the Southeast” – *The Princeton Review*
- Top 20 pre-medicine schools – *America.edu*
- Top 15 animation and game design schools in the South – *America.edu*
- 2nd in the nation, TN eCampus Master of Science in Nursing Administration – *TheBestSchools.org*
- Quillen College of Medicine ranked 8th in the nation for rural medicine education – *U.S. News & World Report*
- 14th in the nation, Physical Therapy program – *Graduateprograms.com*
- 31st in the nation, Public Health program – *U.S. News & World Report*
- 37th in the nation, Audiology program – *U.S. News & World Report*
- 1st in the state, Department of Computing’s computer program – *Computer-Science-Schools.com*
- University School is ranked the 9th best high school in Tennessee – *U.S. News & World Report*



# ETSU's Core Values, Consistency in Mission



- Our dedication to regional stewardship is annually recognized by the *President's Higher Education Community Service Honor Roll*.

- ETSU is engaged in solving community problems and placing students on a lifelong path of civic engagement.

- ETSU is:

- a beacon for social and cultural education
- the engine of economic development across our region
- the purveyor and transmitter of knowledge
- the foundation of the community as a whole.



# Stewardship of Place

- ETSU established the Center for Prescription Drug Abuse Prevention and Treatment to offer a multi-level approach for addressing the problem of prescription drug abuse in Appalachia. Through our partnership with Mountain States Health Alliance (MSHA), we will bring critical services to a region facing a gripping opioid epidemic.
- The annual economic impact of the Quillen College of Medicine on the region is \$500 million.
- More than \$1 million in uncompensated care was provided through the university's Johnson City Community Health Center.
- Physician, nurses, and other providers at our health care facilities reported over 329,400 patient encounters.
- More than half of the graduates of the Quillen College of Medicine are practicing in Tennessee.
- The Quillen College of Medicine had more than 14,000 participants in over 900 continuing medical education activities in 2015-16.



# Stewardship of Place

- Over 48,707 community service hours were donated by more than 130 student organizations in 2015-16.
- In 2015-16, our student organizations raised \$326,472 for charitable causes across the region.
- Every team in our athletic department and each student-athlete participated in community service activities during 2015-16.
- 80 percent of the individuals within a 30-mile radius who have a baccalaureate degree received that degree from ETSU.
- Over 160 students enrolled in the ELS Language Center at ETSU last year.
- Every August as part of the Preview program, students are sent into the community to complete a day of service work. Through this effort, hundreds of hours of community service are contributed prior to our students ever taking a class at the university.
- ETSU hosted over 210 arts events during the 2015-16 year.



# Stewardship of Place

- Research efforts at the university include a myriad of topics, such as childhood obesity, cancer prevention, heart disease, effectiveness of vaccines, and the impact of chronic stress on the immune system.
- Among the many clinical operations of the Quillen College of Medicine are the Perinatal Center and the Niswonger Children's Hospital, which is home to the St. Jude Tri-Cities Affiliate Clinic - one of only seven clinics in the nation that are an affiliate of St. Jude.
- Faculty and staff from the Clemmer College of Education are using grants from the U.S. Department of Education and THEC to enhance science and literacy across 10 school districts in the East Tennessee region.
- 12 Team USA athletes trained at ETSU in the 2015-16 year, including 2 who were selected to compete in Rio.
- More than 30 student and faculty volunteers from the College of Business & Technology assisted nearly 200 clients through the Volunteer Income Tax Assistance (VITA) program in 2016.



# FOCUS, Construction, and Strategic Planning Updates



# Responsibilities of The Board of Trustees

- Develop academic and facilities master plans that align with the objectives of THEC's public agenda (*Drive to 55*)
- Responsible for the quality and integrity of the institution - ensuring that ETSU's mission is executed
- Ensure that ETSU's core purposes/values are fulfilled through the development and oversight of institutional policies, procedures, and operations
- Direct the preparation of budget and facilities requests for submission to THEC and TBR (bond purposes)
- Determine, control, supervise, and manage the financial business, education policies, and affairs of the institution
- Serve as a steward of institutional resources and assist in fund raising and revenue generation to sustain and improve the institution
- Certify to SACS that the institution is in compliance with the Principles of Accreditation, accreditation standards, and all affiliated policies of the Commission on Colleges
- Approve the tenure and promotion of faculty and appoint, evaluate, and compensate the President
- Oversee and govern student affairs, student life, admissions, and intercollegiate athletics
- Assume all other powers delegated to the institution through the dissolution of the former system-level governing board





# The FOCUS Act and ETSU

**We continue to operate under the governance of TBR until Spring 2017. During the 2016-17 academic year, ETSU will engage in the following to support the implementation of the FOCUS Act:**

- Complete baseline assessment of current institutional and board policies
- Complete review/revision of policy adjustments across all facets of the institution
  - Academic (e.g. tenure and promotion, program development and approval, faculty handbook, etc.)
  - Student affairs (e.g. student conduct, Title IX, alcohol, etc.)
  - Fiscal (e.g. tuition and fees, compensation, human resources, audit, etc.)
  - Health Sciences (e.g. HIPPA, MEAC, clinical services, etc.)
- Review and catalog critical services provided by the Tennessee Board of Regents
- Outline services that may require bridge structures between the current system and the advent of Board of Trustees
- Review/catalog contracts and other items that would need to be transferred to the Board of Trustees
- Develop a calendar of activities/due diligence efforts for review and approval by the IUC
- Revise internal governance structures to align with the nature and function of the Board of Trustees.
- Initiate BOT orientation session and prepare for initial BOT meeting in late-April.



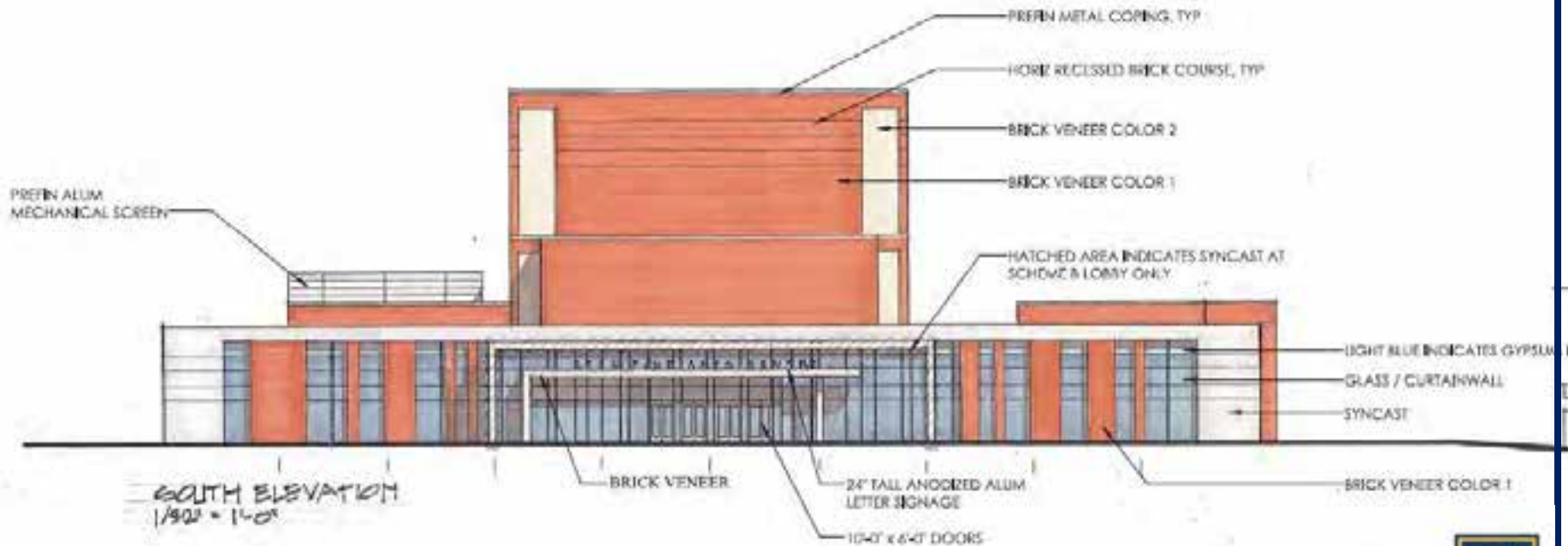
# Campus Construction Update

- Martin Center for the Arts
- Football Stadium
- D.P Culp University Center Renovation
- Inter-professional Education Center
- Johnson City Day Center
- Data Center
- Lamb Hall Renovation



# Martin Center for the Arts

- Cost: \$52.3 million
- Projected completion: Spring 2019
- Located across from the main campus adjacent to the Centre at Millennium Park, the facility will provide a home for many ETSU arts programs and will include teaching and performance spaces as well as instructional and performance areas. Among the performance areas will be a main concert hall offering seating for 1,200 guests. The project is being funded through a state appropriation, private donations and a partnership with the City of Johnson City.



# Football Stadium

- Cost: \$22 million
- Projected completion: Summer 2017
- Located on the southwest corner of campus, the stadium will include approximately 8,000 seats. Groundbreaking occurred on November 16, 2015. Kenny Chesney and NFL football coach Mike Smith are serving as co-chairs of the fundraising campaign for the stadium. Private donations and student fees are being used to fund the construction of the stadium.



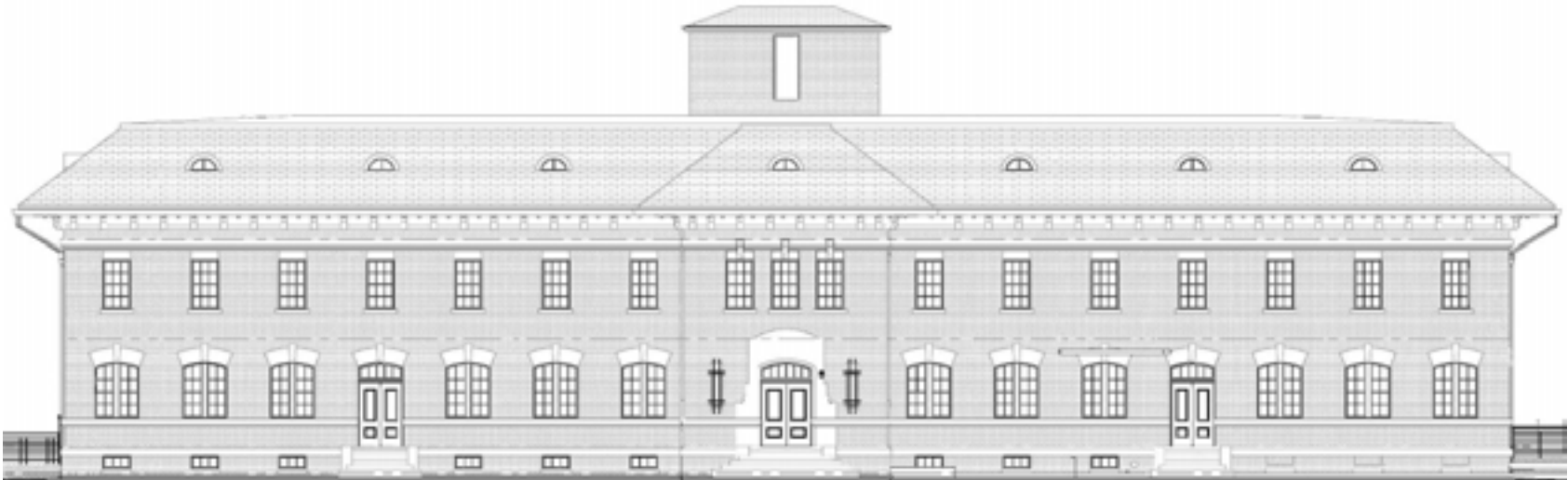
# D.P. Culp University Center

- Cost: \$41 million
- Projected completion: 2019
- This renovation project, funded through dedicated student fees, will include an expanded and integrated center for student organizations, enhanced student meeting/lounge space, an updated ballroom and meeting rooms, a new 200-person meeting space, and significantly expanded/enhanced dining options.



# Inter-professional Education Center

- Cost: \$13 million
- Projected completion: December 2017
- Located adjacent to Stanton-Gerber Hall, this facility will provide state of the art simulation laboratories, research space, classrooms, conference rooms, student study space, food service space, and administrative offices. Faculty, staff, and students from the Gattton College of Pharmacy, Quillen College of Medicine, College of Nursing, College of Public Health, and College of Clinical and Rehabilitative Health Sciences have been actively engaged in the design process.



# Johnson City Day Center

- Cost: \$1 million
- Projected completion: August 2017
- In November 2015, the College of Nursing received a \$1 million grant from the Health Resources and Services Administration to build a new facility dedicated to providing health care and social services for the region's homeless population. Groundbreaking for this building, which will be located adjacent to the current Day Center, will take place in the upcoming year.



# Campus Data Center

- Cost: \$2.7 million
- Projected completion: December 2016
- The Data Center is a 4,954-square-foot facility being built to house, protect, and service ETSU centralized data and core communications infrastructures. It will be equipped with redundant cooling, conditioned uninterruptible power, fire suppression, and two-factor secure access with capacity for substantial future growth. Construction is on schedule to be completed in December 2016, with migration into the facility over the following months.





# Lamb Hall Renovation

- Cost: \$21.8 million
- Project Completion: Planning funds approved during the 2016 Legislative session; designated number one project on the TBR 2017 capital list; awaiting details of Governor Haslam's 2017-18 budget
- In the near future, ETSU will initiate a major renovation of Lamb Hall, which is the home to many of our health programs. The renovation will provide enhanced teaching and research space for faculty in a variety of academic departments/units.



# The 2015-25 Strategic Planning Process



# Strategic Planning Update

- The IUC has guided ETSU through the development of 2015-25 Strategic Plan. Their work has been informed by the vision outlined by the Committee for 125.
- The IUC has created structures to enhance communication across campus, implemented a 30-day feedback process for major policy proposals, and provided a venue for shared governance.
- The IUC has coordinated the efforts of several initiatives that support and inform the development of the Strategic Plan:

Budget Redesign Efforts

Academic Portfolio Review

Administrative Services Review

Research Strategic Plan

Instructional Strategic Plan

Community Service/Engagement Taskforce

- The IUC created a Strategic Planning Leadership Committee, chaired by Dr. Michael Hoff and Dr. Wallace Dixon. This group has actively engaged campus participation in the planning process:
  - Two town hall sessions were held on September 29<sup>th</sup> & 30<sup>th</sup>
  - The committee will review feedback from the town hall sessions and revise the document
  - The Strategic Plan will be presented to the IUC on October 10<sup>th</sup> and placed on 30 day comment
  - The Strategic Plan will be presented to the IUC in November for formal approval
  - The plan will be linked to the budget through the outcomes of the Strategic Budget Committee led by Dr. Larry Calhoun
  - The Strategic Plan will be presented to the Board of Trustees during their orientation process



# Strategic Planning Update

- Once planning and budgeting structures are finalized, the IUC will be replaced by a standing shared-governance body charged with the oversight and responsibility for implementing the 2015-25 Strategic Plan.
  - The University Council will consider proposals to pursue strategic agendas that include creating new entities, launching major initiatives, and developing programs that require significant investments of university funds.
  - The University Council will review the status, goals, outcomes, and success of the university’s pursuit of its “completion agenda.”
  - The University Council will review institutional budgets, salary plans, tuition-fee rates, and other items associated with the implementation of the Strategic Plan.
  - The University Council will coordinate the ongoing review of policies and procedures as we work to streamline the operations of the university. This effort will be launched in advance of the completion of the Strategic Plan, thereby falling under the auspices of the current IUC.
- The work of this new shared governance entity will guide the efforts of the institution in conjunction with the Board of Trustees.



# Context for Strategic Planning at ETSU



2014-2015



Aligning and Organizing  
Strategic Initiatives  
Through One Year Process  
of Understanding and  
Plan Development



2016



# ETSU SWOT Analysis and Results

- **SWOT conducted during the 2016 Spring semester**
  - Focus group discussions (March and April 2016)
  - Campus survey conducted in May 2016; distributed to all faculty, staff, and students; 946 survey responses
- **Strengths**
  - Academic Health Sciences
  - Affordability/Scholarships
  - Faculty
  - Academic programs
  - Students
  - Campus (Beauty, Location, Region)
  - *Core Strength = Education*
- **Weaknesses**
  - Low faculty and staff salaries
  - Limited university budget
  - Lack of communication
  - Lack of transparency in decision-making
  - Too few tenured/tenure-track faculty
  - *Core Challenges = Resources + Communication*



# ETSU SWOT Analysis and Results

- **Opportunities**

- Increase faculty staff salaries
- Increase academic reputation
- Grow graduate programs
- Improve the student experience
- Grow honors program
- Health Systems Merger

- **Challenges**

- Limited University Budget
- Low morale
- Competition from two-year schools
- Maintain appropriate number of full-time faculty
- Competition from four-year schools

- **Data triangulation**

- Linkages to GCTWF, NSSE, and other public perception research at ETSU
- Consistent with the research conducted through the Committee for 125
- The strategic plan will incorporate these findings, develop measurable goals, and align planning initiatives with resources through a new budget process



# 2015-25 Strategic Priorities and Vision

- **Pillars of the Strategic Plan**

- Providing the best possible student experience both inside and outside the classroom
- Ensuring the diversity and inclusion of people and ideas
- Empowering employees to make ETSU a great place to learn, work, and grow
- Expanding our foundation for scholarly (research and creative activity) excellence and innovation in all disciplines
- Leading the region forward through community engagement and service

- **Proposed Changes to the Institutional Vision Statement**

- Current: To become the best regional university in the nation.
- Proposed: Developing world-class ideas to enhance student success and improve the quality of life in the region and the world beyond.





# Proposed Strategic Goals by 2025

- 18,000 overall enrollment
- 3,500 out-of-state students
- 2,000 transfer students
- 60% graduation rate
- 85% retention Rate
- 12,000 applications
- Receive HEED status for institutional diversity
- \$60 million in external funding
- \$25 million in annual giving
- 15 % annual alumni giving rate
- 3,500 students living on campus
- Close salary equity gap



# Strategic Initiatives for 2016-17

- **Strategic growth agenda**
  - Prioritized focus on the growth agenda
  - Diversify and expand programs such as BLUE weekend, Top Scholars recruitment, etc.
  - Outreach to targeted high schools and student populations with the inclusion of faculty
  - Student success collaborative and expansion of ETSU 1020
- **Strategic planning and budgeting**
  - Develop format for new budget process and associated decentralized functions
  - Implement work of the administrative review and academic portfolio review committees
  - Implement the 2015-25 strategic plan
- **Board of Trustees/FOCUS Transition**
- **MSHA – Wellmont Merger**
- **Diversity taskforce**
  - Review institutional efforts to support and promote diversity and inclusion
  - Develop structure/staffing and benchmarks/metrics to support this initiative
- **Institutional process review**
  - Focused review of institutional process with the goal of streamlining activities, enhancing the student experience, minimizing blue-tape, and focusing on employee/student/customer relations
- **Communication**
  - Enhance efforts to promote shared governance through public forums, departmental meetings, Council of Chairs, *Blue and Gold Digest*, Faculty and Staff Appreciation Week, Interim University Council, and other associated efforts



# ETSU's Core Values, Consistency in Mission

Purpose of the Normal School Law of 1909: 'For the education and professional training of teachers for the public schools of the state.' In a broader sense, the act focused squarely on improving living conditions in the regions of the three normal schools.

Four general principles recognized by our first president, Sidney Gilbreath:

1. Support goal of regional service
2. Scholarship
3. The study of education as a science, practice in teaching
4. A knowledge of the conditions and needs of the State.



*Sidney Gilbreath*



# Questions and Discussion

