

**East Tennessee State University**  
*State of The University Address*  
**October 2, 2015**



# Presentation Overview



- Examination of institutional, state, and peer data patterns
- Current and future budget conditions for ETSU
- Public perceptions of ETSU and our impact on the community
- Discussion of institutional strategic planning efforts
- Issues for consideration regarding our vision for 2025



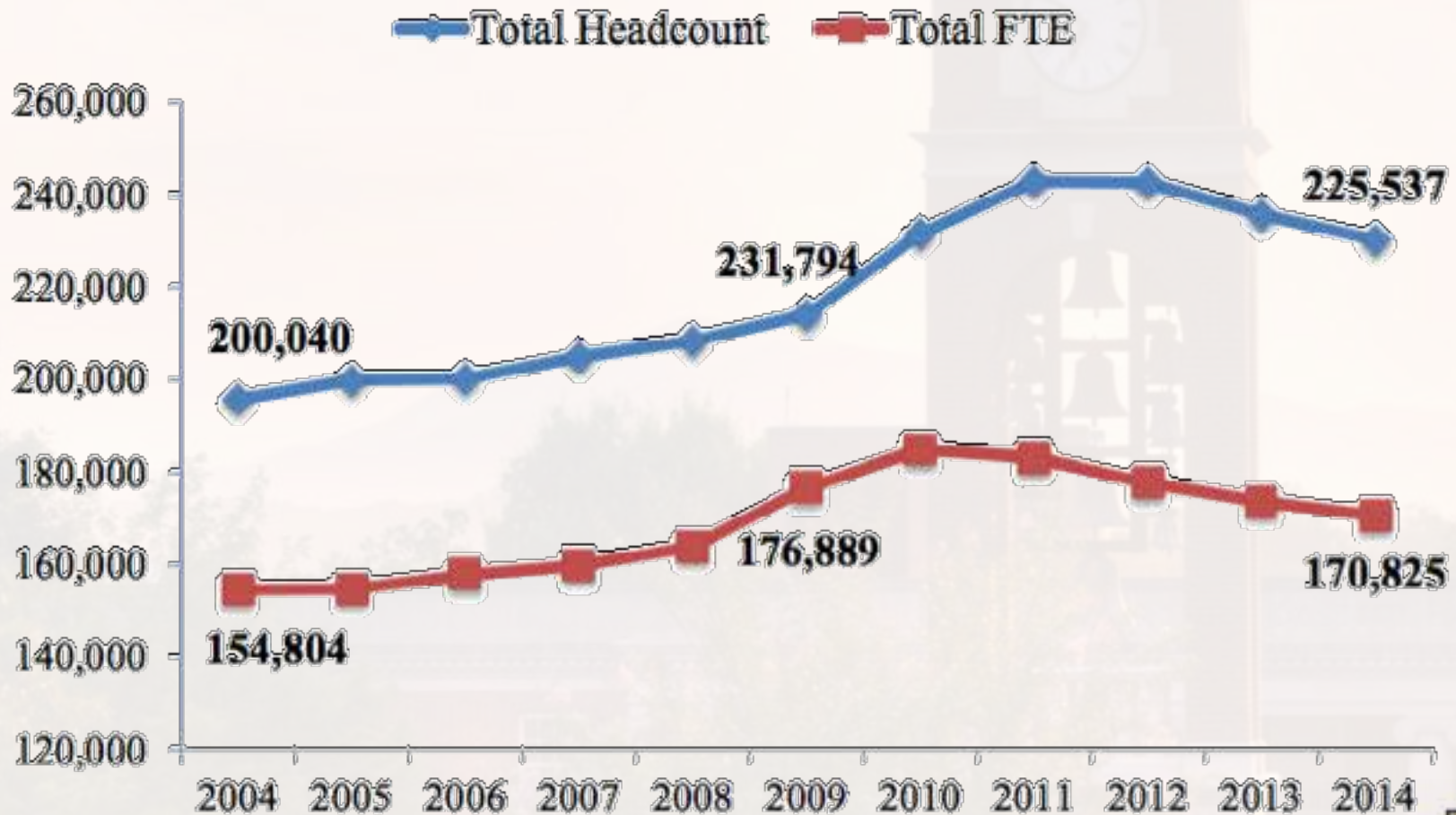
# Profiles of Student Access and Success



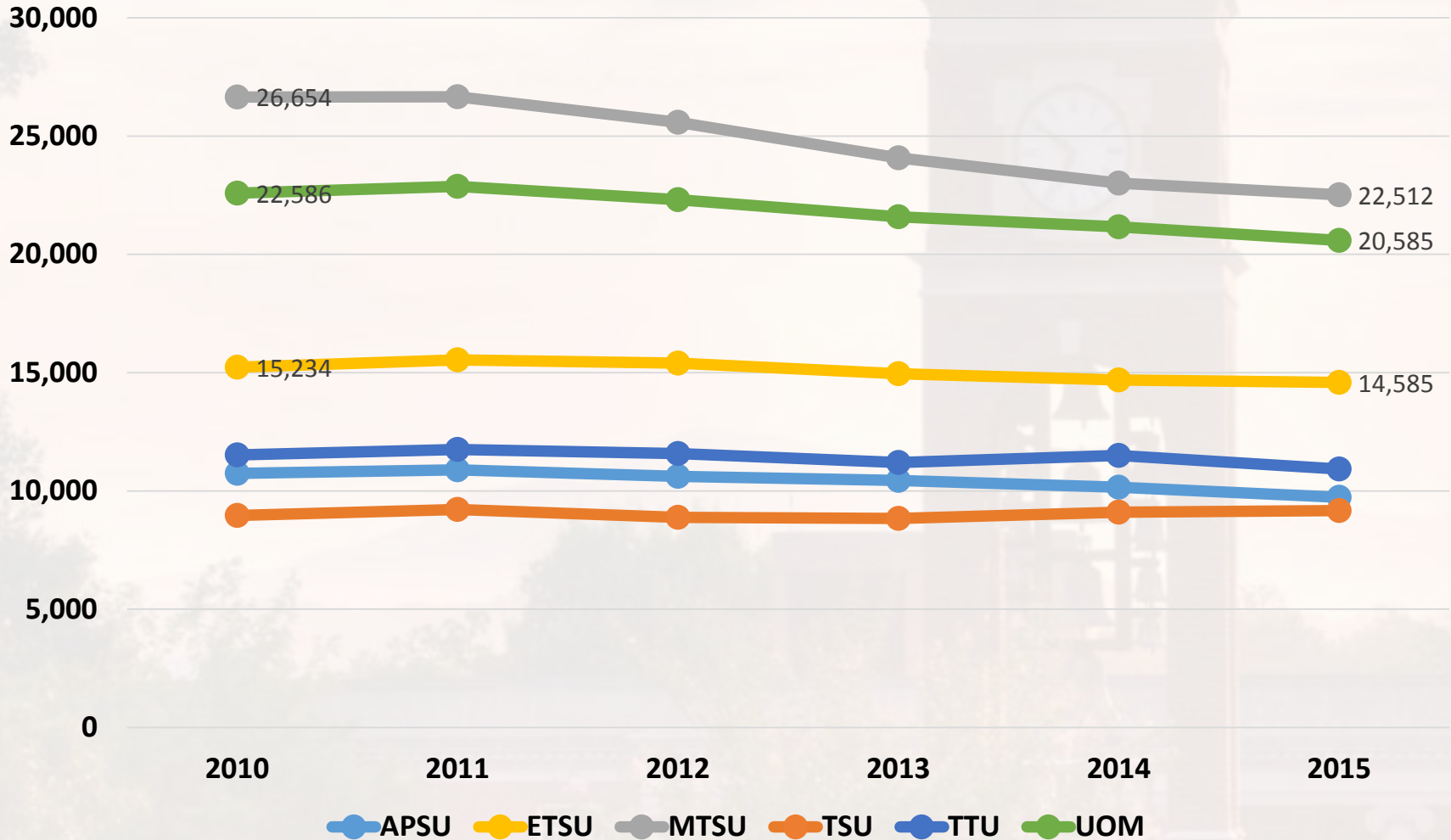
# Public Enrollment Trends (2004-14)

## Public Higher Education Enrollment Total Trends Fall 2004-Fall 2014

Figure 1.3



# TBR Universities - Enrollment Trends (2010-15)



# 2015-16 Census Date Enrollment

	HEADCOUNT			FTE		
	Census	Census	Change	Census	Census	Change
	Sept. 7th 2014	Sept. 6th 2015		Sept. 7th 2014	Sept. 6th 2015	
<b>Austin Peay ***</b>	9,729	9,730	0.0	7,523	7,483	-0.5
<b>East Tennessee</b>	13,823	13,743	-0.6	11,607	11,659	0.4
<b>Middle Tennessee</b>	22,731	22,512	-1.0	18,651	18,268	-2.1
<b>Tennessee State</b>	9,028	9,169	1.6	7,314	7,621	4.2
<b>Tennessee Tech</b>	11,366	10,922	-3.9	9,917	9,460	-4.6
<b>University of Memphis</b>	21,059	20,585	-2.3	16,299	15,870	-2.6
<b>Total Universities</b>	<b>87,736</b>	<b>86,661</b>	<b>-1.2</b>	<b>71,310</b>	<b>70,361</b>	<b>-1.3</b>
<b>Chattanooga State</b>	9,333	9,377	0.5	5,549	5,983	7.8
<b>Cleveland State</b>	3,517	3,506	-0.3	2,303	2,368	2.8
<b>Columbia State</b>	5,116	5,286	3.3	3,116	3,491	12.0
<b>Dyersburg State</b>	2,846	2,841	-0.2	1,672	1,690	1.1
<b>Jackson State</b>	4,926	4,746	-3.7	2,782	2,838	2.0
<b>Motlow State</b>	4,790	5,266	9.9	2,953	3,541	19.9
<b>Nashville State</b>	10,045	10,194	1.5	5,740	6,204	8.1
<b>Northeast State</b>	5,842	6,082	4.1	3,861	4,195	8.7
<b>Pellissippi State</b>	10,099	10,325	2.2	6,469	6,630	2.5
<b>Roane State</b>	5,826	6,059	4.0	3,502	3,919	11.9
<b>Southwest Tennessee</b>	10,182	9,041	-11.2	6,397	6,057	-5.3
<b>Volunteer State</b>	7,665	8,069	5.3	4,716	5,373	13.9
<b>Walters State</b>	6,006	5,948	-1.0	3,988	4,047	1.5
<b>Total Comm Colleges</b>	<b>86,193</b>	<b>86,740</b>	<b>0.6</b>	<b>53,048</b>	<b>56,336</b>	<b>6.2</b>
<b>ETSU- College of Med</b>	288	283	-1.7	288	283	-1.7
<b>ETSU- Coll of Pharm</b>	324	323	-0.3	324	323	-0.3
<b>Total</b>	<b>174,541</b>	<b>174,007</b>	<b>-0.3</b>	<b>124,970</b>	<b>127,303</b>	<b>1.9</b>



# Enrollment Management Review

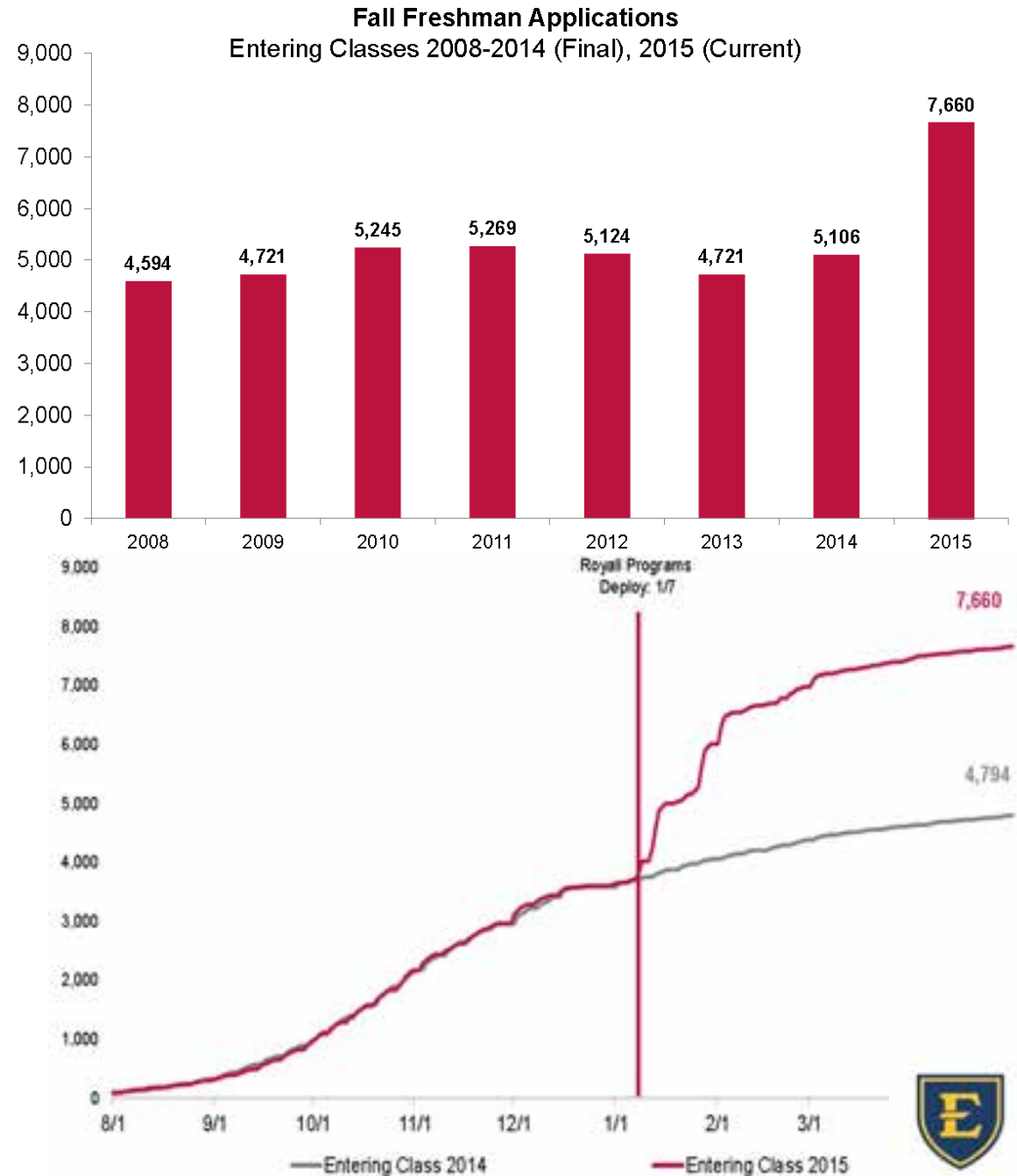


- Aggressive and strategic in enrollment management, recruiting, outreach
- BLUE Weekend, high school counselor workshops, top-scholar receptions, admissions and recruitment events, regional yield events, Royall partnership, George L. Carter Scholarship
- More than 645 high school visits by admissions staff; president's office visited more than 60 high schools
- Offsetting impacts of Tennessee Promise
- 2015-16 budget incorporated conservative enrollment projections
- Enrollment for Fall 2015 is within budget confidence intervals



# Application Data – Enhanced Outreach

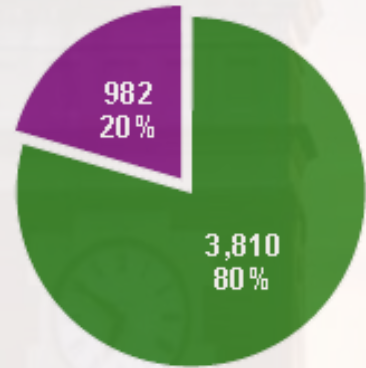
- Through our Royall partnership, we implemented targeted recruitment strategies, adjusted application protocols, and utilized mobile technology.
- Applications to ETSU increased 60% over 2014.
- More than 1,260 students applied to ETSU via mobile devices.
- The academic profile of the applicant pool was robust.
- ETSU will enhance these efforts for 2015-16 by targeting high achieving 10<sup>th</sup> and 11<sup>th</sup> graders.





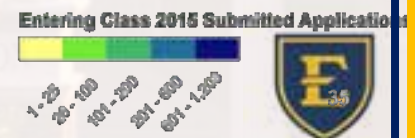
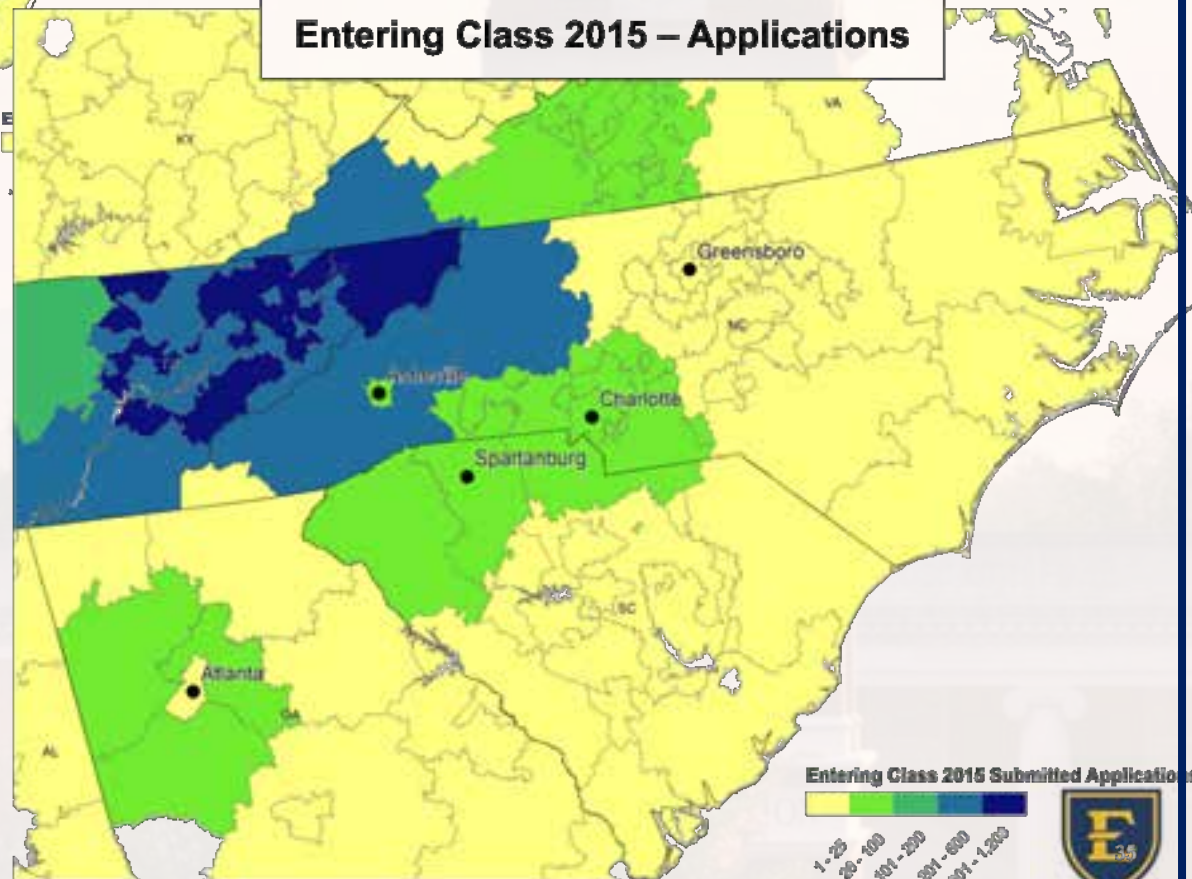
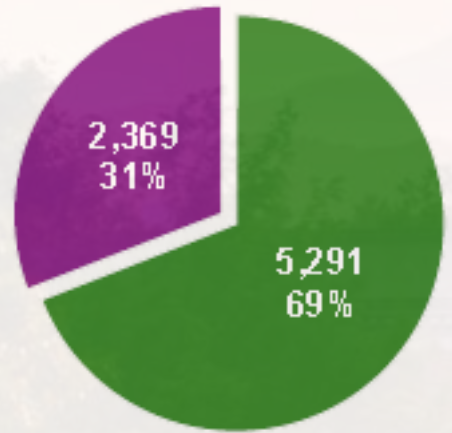
### Entering Class 2014 – Applications

Entering Class 2014  
Total: 4,792



### Entering Class 2015 – Applications

Entering Class 2015  
Total: 7,660



■ In-State

# Fall Enrollment By Level (2011-15)

ETSU Enrollment by Level Fall 2011 - Fall 2015							
Level	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	1 Yr Change	5 Yr Change
FR	3,333	3,213	2,929	3,014	2,807	-6.9%	-15.8%
SO	2,291	2,090	2,103	1,965	2,135	8.7%	-6.8%
JR	2,565	2,454	2,360	2,320	2,344	1.0%	-8.6%
SR	3,949	4,071	4,007	3,863	3,674	-4.9%	-7.0%
UG-Special	401	402	403	404	432	6.9%	7.7%
<b>Total UG</b>	<b>12,539</b>	<b>12,230</b>	<b>11,802</b>	<b>11,566</b>	<b>11,392</b>	<b>-1.5%</b>	<b>-9.1%</b>
GR-Special	184	193	162	157	127	-19.1%	-31.0%
Specialist in Education	4	4	7	6	4	-33.3%	0.0%
Master's	1,484	1,548	1,523	1,526	1,614	5.8%	8.8%
Doctoral	451	524	568	583	590	1.2%	30.8%
<b>Total GR</b>	<b>2,123</b>	<b>2,269</b>	<b>2,260</b>	<b>2,272</b>	<b>2,335</b>	<b>2.8%</b>	<b>10.0%</b>
<b>Total ETSU Main</b>	<b>14,662</b>	<b>14,499</b>	<b>14,062</b>	<b>13,838</b>	<b>13,727</b>	<b>-0.8%</b>	<b>-6.4%</b>
COM	269	281	282	288	284	-1.39%	5.58%
COP	319	316	329	324	323	-0.31%	1.25%
Residents	288	273	264	251	251	NA	NA
<b>Total ETSU Enrollment</b>	<b>15,538</b>	<b>15,406</b>	<b>14,955</b>	<b>14,685</b>	<b>14,585</b>	<b>-0.68%</b>	<b>-6.13%</b>



# Enrollment Characteristics – Geography

## Enrollment Largest TN Counties 2011-2015 (Main Campus Only)

County	2015	2014	2013	2012	2011	5 YR Change
Carter	735	772	895	938	977	-24.8%
Greene	555	612	636	652	702	-20.9%
Hamblen	269	284	297	324	356	-24.4%
Hamilton	431	432	398	436	399	8.0%
Hawkins	538	567	573	596	637	-15.5%
Knox	753	778	786	822	882	-14.6%
Sevier	205	287	282	277	268	-23.5%
Sullivan	1,799	1,930	1,989	2,054	2,128	-15.5%
Washington	2,775	2,897	3,024	3,211	3,303	-16.0%
<b>Total TN</b>	<b>10,944</b>	<b>11,342</b>	<b>11,627</b>	<b>12,161</b>	<b>12,496</b>	<b>-12.4%</b>
<b>Total ETSU</b>	<b>13,727</b>	<b>13,822</b>	<b>14,080</b>	<b>14,536</b>	<b>14,662</b>	<b>-6.4%</b>
<b>TN % of Total</b>	<b>79.7%</b>	<b>82.1%</b>	<b>82.6%</b>	<b>83.7%</b>	<b>85.2%</b>	<b>-5.5%</b>

## Enrollment Border Co., International, Out-of-State (Main Campus Only)

State	2015	2014	2013	2012	2011	5 YR Change
NC	496	434	476	431	445	11.5%
VA	444	437	514	453	425	4.5%
<b>Total Border Co.</b>	<b>940</b>	<b>871</b>	<b>990</b>	<b>884</b>	<b>870</b>	<b>8.0%</b>
<b>% of Total</b>	<b>6.8%</b>	<b>6.3%</b>	<b>7.0%</b>	<b>6.1%</b>	<b>5.9%</b>	<b>0.9%</b>
<b>International</b>	<b>600</b>	<b>503</b>	<b>473</b>	<b>396</b>	<b>321</b>	<b>86.9%</b>
<b>% of Total</b>	<b>4.4%</b>	<b>3.6%</b>	<b>3.4%</b>	<b>2.7%</b>	<b>2.2%</b>	<b>2.2%</b>
<b>Other Out-of-State</b>	<b>1,243</b>	<b>1,106</b>	<b>990</b>	<b>1,095</b>	<b>975</b>	<b>27.5%</b>
<b>% of Total</b>	<b>9.1%</b>	<b>8.0%</b>	<b>7.0%</b>	<b>7.5%</b>	<b>6.6%</b>	<b>2.4%</b>
<b>Total Change in % of Enrollment from outside TN</b>						<b>5.5%</b>



# Enrollment Characteristics First-Time Freshmen

ETSU Fall First-Time Freshmen Characteristics						
First-Time FR	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	5 Year
Headcount	2,139	2,082	1,881	2,055	1,999	<b>-6.55%</b>
Average HS GPA	3.3	3.3	3.3	3.4	3.4	<b>0.1</b>
Average ACT	21.7	22.1	22	22.3	22.9	<b>1.2</b>

TBR Comparison			
Institution	Fall 2014	Fall 2015	Change
APSU	1,448	1,507	59
ETSU	2,055	1,999	<b>(56)</b>
MTSU	3,095	2,839	<b>(256)</b>
TSU	1,582	1,580	<b>(2)</b>
TTU	1,879	1,589	<b>(290)</b>
UOM	2,365	2,105	<b>(260)</b>
TBR Total	12,424	11,619	<b>(805)</b>

Institution	F14 ACT Score
APSU	21.8
ETSU	22.3
MTSU	22.1
TSU	18.0
TTU	23.5
UOM	22.4
TBR Avg.	21.9



# Enrollment Characteristics – Scholarship Profile

Academic Performance Scholarship	Enrolled 2015	Enrolled 2014
Academic Service	166	69
Deans	92	82
Provost	237	183
Presidential	80	36
<b>Total</b>	<b>575</b>	<b>370</b>

Carter Freshmen (N=74)

Average GPA: 3.68

Average ACT: 23.9

ETSU Promise

100 awards of \$1000

Average GPA: 3.58

Average ACT: 22.6

Gilbreath Freshmen (N=34)

Average GPA: 3.5

Average ACT: 24.2

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 we doubled the number of high achieving out-of-state students (59 to 108).



# The Shifting Enrollment Landscape



- Sustained pressure to increase enrollment and retention in light of Complete College Tennessee
- Hyper-competitive landscape – marketing wars, launching associate degree programs
- Growing public concerns related to college readiness, student learning outcomes
- Increased pressure from TBR to focus on transfer, articulation and completion
- Course redesign and student-centered models – how do they impact student success?
- Western Governors University, PLA, MOOCS and other non-traditional access venues
- Student services, academic support, and the total college experience – mandate to improve success outcomes



## Retention Rates for Public Institutions

Fall 2012 to Fall 2013

Institution	Fall 2012 First-Time, Full-Time Freshmen	Fall 2013			Retention Rate
		Enrolled at Admitting Institution	Enrolled in Other Public Institution	Total Enrolled	
<b>TBR Community Colleges</b>					
Chattanooga State Community College	1,238	625	50	675	54.5%
Cleveland State Community College	688	366	27	393	57.1%
Columbia State Community College	924	542	47	589	63.7%
Dyersburg State Community College	589	277	29	306	52.0%
Jackson State Community College	728	317	40	357	49.0%
Motlow State Community College	800	425	48	473	59.1%
Nashville State Community College	848	426	52	478	56.4%
Northeast State Community College	943	525	18	543	57.6%
Pellissippi State Community College	1,720	950	115	1,065	61.9%
Roane State Community College	1,077	628	57	685	63.6%
Southwest Tennessee Community College	1,503	733	50	783	52.1%
Volunteer State Community College	1,183	662	56	718	60.7%
Walters State Community College	1,314	730	43	773	58.8%
<b>TBR Community College Total</b>	<b>13,555</b>	<b>7,206</b>	<b>632</b>	<b>7,838</b>	<b>57.8%</b>
<b>TBR Universities</b>					
Austin Peay State University	1,418	938	88	1,026	72.4%
East Tennessee State University	2,038	1,341	195	1,536	75.4%
Middle Tennessee State University	3,158	2,176	232	2,408	76.3%
Tennessee State University	1,160	711	66	777	67.0%
Tennessee Technological University	2,053	1,524	191	1,715	83.5%
University of Memphis	2,194	1,675	107	1,782	81.2%
<b>TBR University Total</b>	<b>12,021</b>	<b>8,365</b>	<b>879</b>	<b>9,244</b>	<b>76.9%</b>
<b>UT Universities</b>					
University of Tennessee, Chattanooga	2,130	1,446	374	1,820	85.4%
University of Tennessee, Knoxville	4,101	3,531	239	3,770	91.9%
University of Tennessee, Martin	1,321	920	121	1,041	78.8%
<b>UT University Total</b>	<b>7,552</b>	<b>5,897</b>	<b>734</b>	<b>6,631</b>	<b>87.8%</b>
<b>University Total</b>	<b>19,573</b>	<b>14,262</b>	<b>1,613</b>	<b>15,875</b>	<b>81.1%</b>
<b>Grand Total</b>	<b>33,128</b>	<b>21,468</b>	<b>2,245</b>	<b>23,713</b>	<b>71.6%</b>



# ETSU Retention Rate FT/FT Freshmen (2010-15)



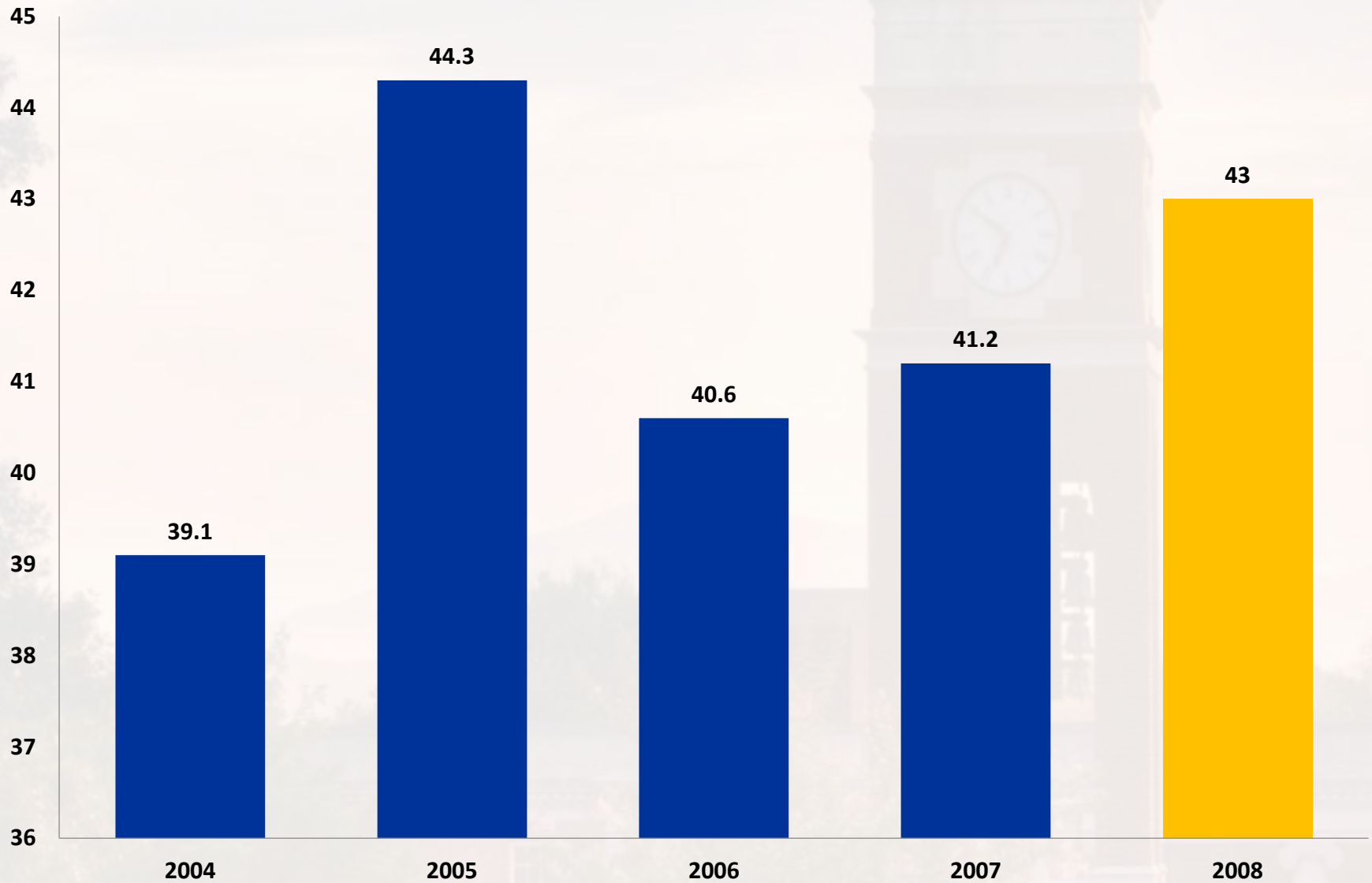


**Six Year Graduation Rates  
Fall Cohorts 1998-2007**

<b>Institution</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>TBR Community Colleges</b>										
Chattanooga State Community College	22.3%	21.7%	21.4%	24.5%	20.4%	22.7%	20.8%	21.4%	21.4%	24.7%
Cleveland State Community College	30.1%	25.7%	27.5%	25.5%	29.1%	28.3%	28.9%	27.6%	31.8%	33.3%
Columbia State Community College	31.1%	32.1%	33.8%	33.7%	30.8%	35.3%	32.3%	32.2%	34.2%	35.3%
Dyersburg State Community College	26.9%	28.2%	25.7%	25.9%	23.8%	22.2%	19.8%	23.9%	20.7%	22.9%
Jackson State Community College	29.3%	27.5%	29.8%	27.2%	28.9%	24.7%	24.3%	23.9%	23.1%	26.8%
Motlow State Community College	29.0%	36.3%	31.5%	32.2%	29.8%	31.1%	29.4%	29.7%	30.5%	32.7%
Nashville State Community College	17.8%	19.8%	19.8%	22.1%	22.6%	23.2%	23.6%	21.1%	20.1%	24.4%
Northeast State Community College	28.4%	29.5%	28.5%	29.3%	28.8%	28.4%	29.1%	30.4%	31.8%	31.9%
Pellissippi State Community College	24.9%	25.4%	26.7%	28.5%	27.8%	30.8%	26.5%	32.0%	35.1%	34.1%
Roane State Community College	29.7%	31.0%	31.8%	31.3%	33.6%	33.7%	31.6%	32.2%	32.4%	35.7%
Southwest Tennessee Community College	-	-	14.5%	14.6%	17.1%	13.9%	12.6%	14.8%	12.6%	15.5%
Volunteer State Community College	21.9%	28.9%	25.7%	24.1%	24.6%	28.2%	26.7%	25.4%	28.0%	26.5%
Walters State Community College	27.4%	28.9%	30.4%	32.8%	30.2%	31.7%	31.0%	31.0%	32.2%	35.2%
<b>TBR Community College Total</b>	<b>25.0%</b>	<b>26.2%</b>	<b>26.3%</b>	<b>26.6%</b>	<b>26.3%</b>	<b>26.7%</b>	<b>25.2%</b>	<b>26.0%</b>	<b>26.7%</b>	<b>28.8%</b>
<b>TBR Universities</b>										
Austin Peay State University	35.0%	35.5%	37.2%	32.5%	36.8%	36.3%	37.6%	41.1%	42.7%	43.9%
East Tennessee State University	42.6%	42.9%	46.0%	42.1%	46.6%	47.2%	45.1%	49.2%	48.5%	51.8%
Middle Tennessee State University	43.6%	44.9%	46.4%	47.9%	49.9%	51.8%	52.1%	50.6%	51.6%	55.3%
Tennessee State University	46.5%	45.3%	42.0%	41.7%	38.4%	42.0%	36.8%	36.6%	38.4%	39.3%
Tennessee Technological University	50.1%	49.3%	50.0%	47.3%	48.9%	56.5%	54.2%	54.5%	55.6%	59.7%
University of Memphis	38.6%	37.0%	36.9%	38.9%	41.6%	40.5%	40.3%	43.0%	44.1%	50.3%
<b>TBR University Total</b>	<b>42.8%</b>	<b>42.9%</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>UT Universities</b>										
University of Tennessee, Chattanooga	53.8%	51.3%	52.2%	49.1%	46.5%	51.7%	48.6%	50.5%	51.5%	52.9%
University of Tennessee, Knoxville	63.2%	63.2%	66.2%	63.2%	63.5%	65.1%	65.8%	68.8%	71.6%	76.8%
University of Tennessee, Martin	47.7%	46.4%	47.3%	47.5%	51.7%	54.1%	53.2%	57.3%	56.7%	56.4%
<b>UT University Total</b>	<b>58.4%</b>	<b>58.5%</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>University Total</b>	<b>49.2%</b>	<b>49.2%</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>Grand Total</b>	<b>40.3%</b>	<b>40.7%</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>



# ETSU Six-Year Cohort Graduation Rate (2004 – 2008)



# National Student Loan Clearinghouse Analysis (2008 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	2,337	57.16	43.82	8.35	4.99	14.18	28.66
Exclusively Full-Time	1,084	80.56	68.24	8.61	3.71	4.90	14.64
Exclusively Part-Time	119	11.78	10.10	0.84	0.84	8.42	79.80
Mixed Enrollment	1,134	39.53	24.00	8.89	6.65	23.75	36.71

**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	1,113,125	62.85	49.80	9.55	3.51	14.44	22.71
Exclusively Full-Time	490,911	82.51	72.16	8.22	2.14	3.56	13.93
Exclusively Part-Time	62,858	21.40	16.69	1.52	3.19	10.54	68.07
Mixed Enrollment	559,183	50.27	33.90	11.62	4.75	24.43	25.31

Note for tables 1A and 1B: Completion outcomes include the first degree or certificate completion. Mixed enrollment group includes 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 educational attainment of Tennessee residents, creating better prepared workforce
- Fundamental question: How should taxpayer dollars be distributed to support public higher education?
  - For decades, answer was some combination of enrollment, politics or inertia. No longer is focus on how the state can serve the needs of institutions.
- In 2010, Tennessee discontinued enrollment-based model, and built a funding formula entirely based on outcomes. Enrollment simply no longer factors into state funding.
- Policy goal reasonable, but there is a disconnect between CCTA goals (completion driven) and realities of institutional finance (enrollment driven).



# Outcomes-Based Formula Model

<b>Outcome</b>
Student Progression: 24 Credit Hours (Changing to 30)
Student Progression: 48 Credit Hours (Changing to 60)
Student Progression: 72 Credit Hours (Changing to 90)
Bachelors Degrees
Masters Degrees
Doctoral/Law Degrees
Research/Grant Funding
Student Transfers <i>(Removed in Future Formula)</i>
Degrees per 100 FTE
Graduation Rate



**EAST TENNESSEE STATE UNIVERSITY  
2015 BUDGET SUMMARY**

	Main Campus	COM	FM
Outcomes (Operating)	1,503,500	599,600	127,000
Salary Increase Pool	921,800	623,300	179,800
401(k) Match	91,400	22,600	5,900
Insurance Increase	265,700	55,600	9,900
<b>Total Increases</b>	<b>2,782,400</b>	<b>1,301,100</b>	<b>322,600</b>

Capital Maintenance

Roof replacements	2,000,000		
Boiler Replacement	3,000,000		
Sprinkler System updates		500,000	

New Capital Construction

ETSU Fine Arts Building	28,000,000		
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Supplemental Funds (Non-Instructional)

Fossil Site - Recurring	350,000		
Fossil Site - Non-Recurring	5,000,000		





**State Appropriations for Tennessee Public Higher Education Formula Units  
2010-2015**

<b>Institution</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13*</b>	<b>2013-14*</b>	<b>2014-15*</b>
<b>TBR Universities</b>					
Austin Peay State University	\$25,570,600	\$26,107,600	\$28,537,600	\$32,995,000	\$34,239,800
East Tennessee State University	\$45,582,600	\$44,000,700	\$45,772,200	\$48,685,000	\$48,048,900
Middle Tennessee State University	\$71,318,700	\$73,423,800	\$77,193,600	\$81,024,600	\$82,830,300
Tennessee State University	\$28,554,800	\$29,335,100	\$30,810,900	\$32,610,800	\$32,088,900
Tennessee Technological University	\$35,853,000	\$35,086,300	\$37,288,600	\$39,559,500	\$38,394,000
University of Memphis	\$91,785,400	\$85,464,300	\$87,346,700	\$89,106,400	\$89,331,900
<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>UT Universities</b>					
University of Tennessee, Chattanooga	\$33,463,400	\$33,294,400	\$34,601,800	\$36,128,500	\$37,501,400
University of Tennessee, Knoxville	\$143,699,500	\$144,150,000	\$153,343,900	\$174,335,300	\$179,044,900
University of Tennessee, Martin	\$24,047,300	\$23,636,300	\$24,609,100	\$25,243,000	\$26,249,700
<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>University Total</b>	<b>\$499,875,300</b>	<b>\$494,498,500</b>	<b>\$519,504,400</b>	<b>\$559,688,100</b>	<b>\$567,729,800</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
Cleveland State Community College	\$9,062,000	\$8,421,200	\$8,672,000	\$8,997,100	\$8,843,700
Columbia State Community College	\$11,439,800	\$11,121,800	\$11,294,400	\$12,339,500	\$12,349,500
Dyersburg State Community College	\$6,168,000	\$6,484,500	\$6,867,800	\$7,238,900	\$7,317,900
Jackson State Community College	\$10,479,000	\$10,518,500	\$10,821,400	\$11,510,200	\$11,095,700
Motlow State Community College	\$8,591,400	\$9,662,900	\$10,310,000	\$11,017,200	\$10,656,700
Nashville State Community College	\$12,677,800	\$13,794,900	\$14,516,500	\$15,983,500	\$15,861,200
Northeast State Community College	\$10,605,000	\$11,924,900	\$12,920,300	\$13,648,200	\$13,224,100
Pellissippi State Community College	\$17,199,100	\$18,692,600	\$20,819,800	\$22,913,400	\$23,429,800
Roane State Community College	\$15,684,300	\$14,750,900	\$15,244,700	\$16,619,800	\$17,399,500
Southwest Tennessee Community College	\$32,436,900	\$28,648,100	\$27,953,000	\$25,739,300	\$24,677,200
Volunteer State Community College	\$15,389,800	\$15,281,400	\$15,614,700	\$16,075,400	\$16,216,000
Walters State Community College	\$16,032,000	\$15,745,100	\$17,043,300	\$19,866,900	\$20,350,200
<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>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>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>

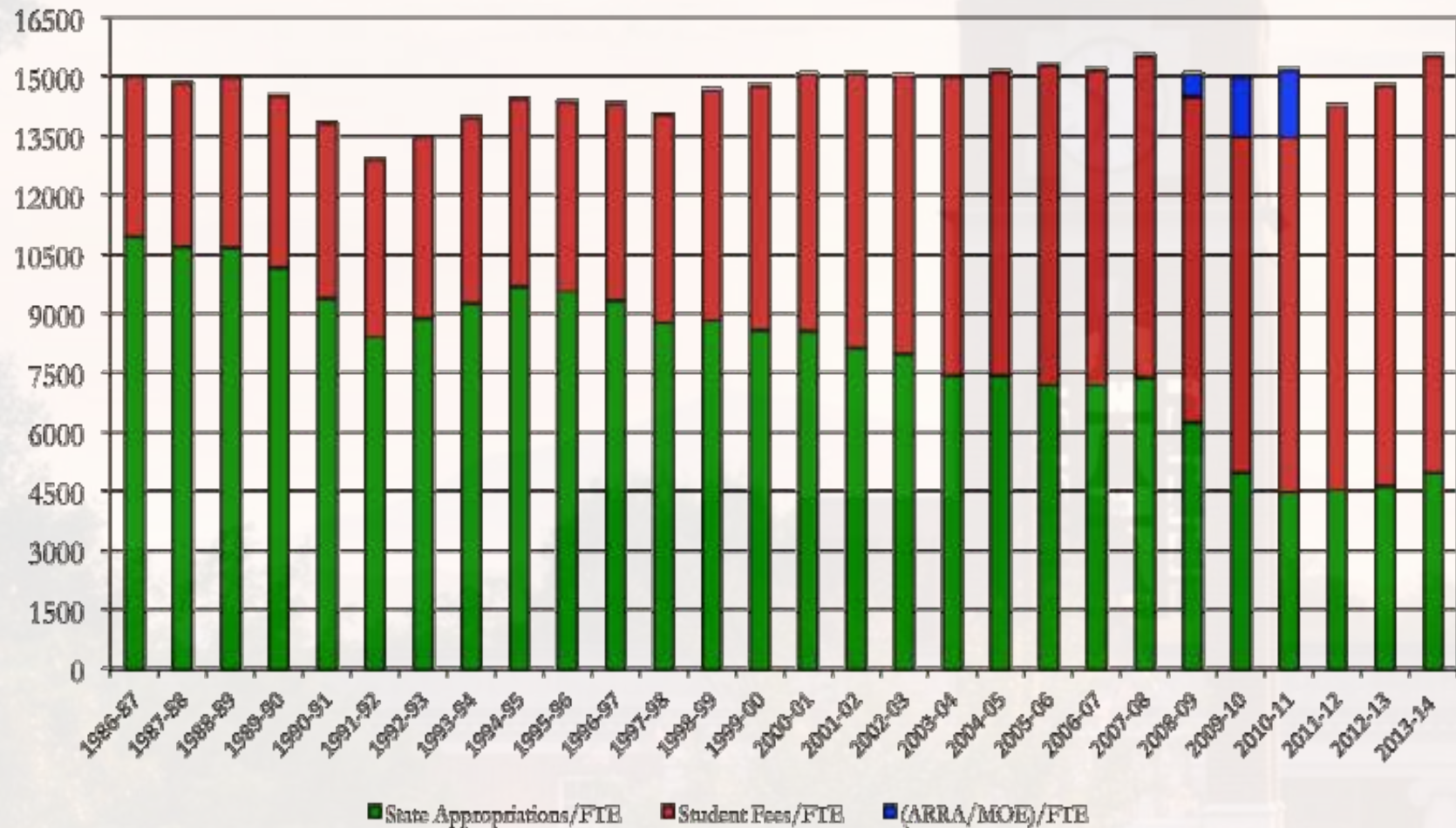


**State Appropriations for Tennessee Public Higher Education Non-Formula Units and Specialized Programs  
2010-2015**

<b>Institution</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
<b>Medical Education</b>	<b>\$158,506,200</b>	<b>\$160,820,800</b>	<b>\$170,061,100</b>	<b>\$180,352,100</b>	<b>\$180,992,600</b>
ETSU College of Medicine	\$25,377,900	\$25,859,200	\$27,321,000	\$28,893,900	\$28,948,800
ETSU Family Practice	\$5,150,800	\$5,322,000	\$5,731,700	\$6,117,800	\$6,130,800
UT College of Medicine	\$42,524,700	\$42,820,200	\$44,883,300	\$47,065,400	\$46,956,800
UT Family Practice	\$9,187,200	\$9,313,200	\$9,870,100	\$10,458,800	\$10,506,000
UT Memphis	\$62,105,000	\$63,089,600	\$66,869,800	\$71,363,200	\$71,919,300
UT College of Vet Medicine	\$14,160,600	\$14,416,600	\$15,385,200	\$16,453,000	\$16,530,900
<b>Research and Public Service</b>	<b>\$71,509,700</b>	<b>\$72,392,000</b>	<b>\$76,234,300</b>	<b>\$80,174,900</b>	<b>\$80,554,300</b>
UT Ag. Experiment Station	\$22,812,000	\$23,111,900	\$24,342,600	\$25,438,800	\$25,557,800
UT Ag. Extension Service	\$27,416,300	\$27,825,100	\$29,431,800	\$30,836,900	\$31,044,400
TSU McMinnville Center	\$527,900	\$527,300	\$543,300	\$560,400	\$560,400
TSU Institute of Ag. & Envir Research	\$2,156,200	\$2,145,000	\$2,208,900	\$2,280,500	\$2,278,500
TSU Coop Education	\$2,918,300	\$2,918,200	\$3,010,500	\$3,110,400	\$3,108,900
TSU McIntire-Stennis Forestry Research	\$171,900	\$170,600	\$174,100	\$179,400	\$179,400
UT Space Institute	\$7,212,500	\$7,276,600	\$7,603,400	\$7,896,700	\$7,916,500
UT Inst. for Public Service	\$4,312,800	\$4,341,200	\$4,541,300	\$5,232,400	\$5,247,800
UT County Tech Asst. Service	\$1,482,500	\$1,521,800	\$1,646,200	\$1,753,200	\$1,763,100
UT Municipal Tech Adv. Service	\$2,499,300	\$2,554,300	\$2,732,200	\$2,886,200	\$2,897,500
<b>Other Specialized Units</b>	<b>\$61,833,700</b>	<b>\$62,127,100</b>	<b>\$69,377,200</b>	<b>\$76,402,700</b>	<b>\$76,395,400</b>
UT University-Wide Admn.	\$4,143,800	\$4,209,000	\$4,440,900	\$4,589,300	\$4,661,800
TN Board of Regents Admn.	\$4,407,400	\$4,563,400	\$4,881,800	\$5,104,200	\$5,133,100
TN Student Assistance Corp.	\$48,567,100	\$48,579,200	\$55,205,400	\$61,586,800	\$61,566,800
TN Higher Education Comm.	\$2,160,300	\$2,224,500	\$2,292,100	\$2,479,200	\$2,438,800
TN Foreign Language Institute	\$338,100	\$352,800	\$378,600	\$410,300	\$414,100
Contract Education	\$2,217,000	\$2,198,200	\$2,178,400	\$2,232,900	\$2,180,800
<b>Program Initiatives</b>	<b>\$42,560,200</b>	<b>\$42,455,300</b>	<b>\$42,472,200</b>	<b>\$43,794,000</b>	<b>\$43,289,200</b>
Campus Centers of Excellence	\$17,238,700	\$17,328,000	\$17,538,300	\$18,193,700	\$17,769,000
Campus Centers of Emphasis	\$1,240,700	\$1,247,600	\$1,265,900	\$1,313,300	\$1,282,600
Ned McWherter Scholars	\$401,800	\$401,800	\$401,800	\$411,800	\$411,800
UT Access & Diversity	\$5,648,700	\$5,600,600	\$5,550,100	\$5,688,900	\$5,688,900
TBR Access & Diversity	\$9,977,400	\$9,892,900	\$9,803,700	\$10,048,800	\$10,048,800
THEC Grants	\$2,359,200	\$2,339,200	\$2,318,100	\$2,403,300	\$2,353,900
Research Initiative	\$5,693,700	\$5,645,200	\$5,594,300	\$5,734,200	\$5,734,200
<b>Total Non-Formula Units</b>	<b>\$334,409,800</b>	<b>\$337,795,200</b>	<b>\$358,144,800</b>	<b>\$380,723,700</b>	<b>\$381,231,500</b>
<b>Total Operating</b>	<b>\$1,066,399,800</b>	<b>\$1,069,571,000</b>	<b>\$1,125,478,400</b>	<b>\$1,206,386,500</b>	<b>\$1,211,737,500</b>



# Total Revenue per FTE - UNIVERSITIES Inflation Adjusted (2013 Dollars)

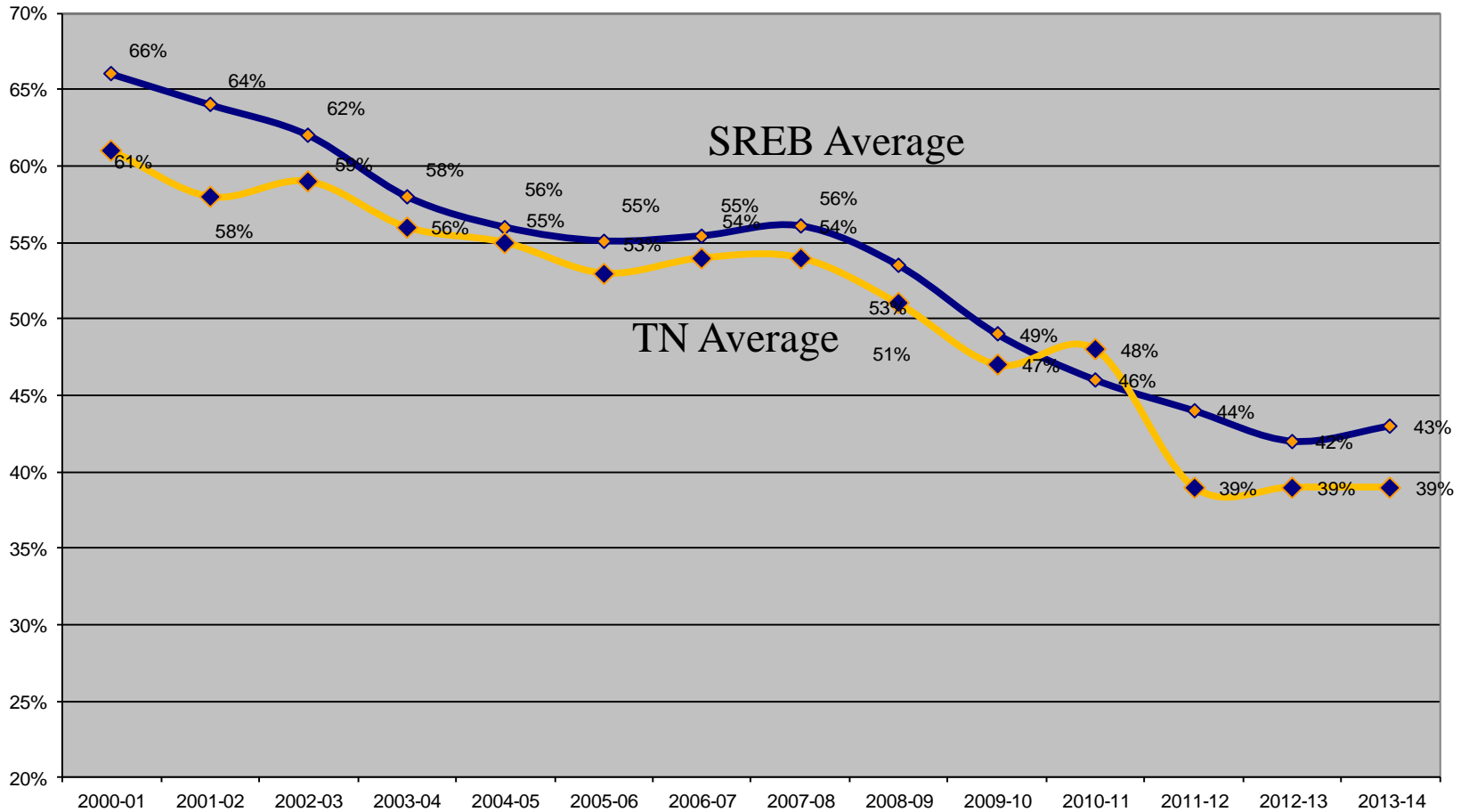


ARRA/MOE = Federal stimulus dollars

Source: THEC Factbook 2013-14



# Declining Role of State Support per FTE



Source: SREB Data Exchange Feb 2015



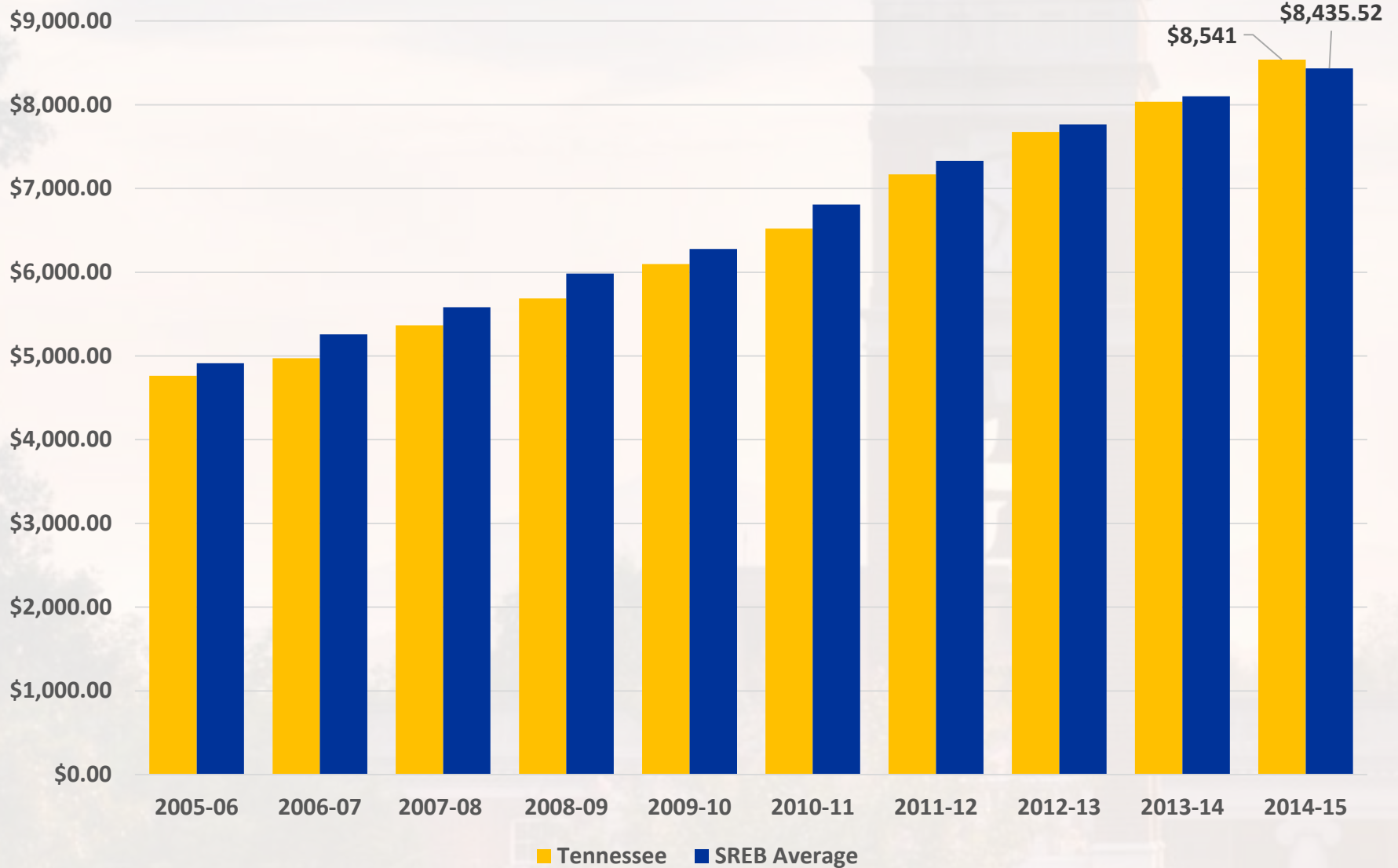
# Total Support Per FTE (Public 4-year)

	Dollars Per FTE Student (2013-14)				Rankings
	State General Purpose	State Educational Special Purpose	Net Tuition & Fee Revenue	Total	Total Funding per FTE
SREB average	\$5,728	\$588	\$8,464	\$14,780	
Alabama	4,738	604	10,887	16,229	6
Arkansas	5,434	1,164	7,801	14,399	9
Delaware	6,293	262	23,141	29,696	1
Florida	5,835	723	5,837	12,395	14
Georgia	5,684	383	7,541	13,608	11
Kentucky	5,688	901	12,215	18,803	3
Louisiana	3,286	634	7,255	11,175	16
Maryland	9,631	588	10,671	20,891	2
Mississippi	5,548	1,199	8,874	15,621	8
North Carolina	9,583	466	6,552	16,601	5
Oklahoma	4,849		7,474	12,323	15
South Carolina	2,561	740	14,185	17,486	4
<b>Tennessee</b>	<b>5,011</b>	<b>609</b>	<b>8,694</b>	<b>14,314</b>	<b>10</b>
Texas	5,992	478	6,933	13,404	12
Virginia	4,481	574	10,931	15,985	7
West Virginia	3,307	792	8,877	12,976	13

Source: SREB Factbook Feb 2015



# Average In-State Tuition & Fees (2005-15)



Source: Trends in College Pricing, 2014-15. College Board



# Total In-State Tuition and Fees (2014-15)

	Total Mandatory Fees	Undergraduate Maintenance Fees	Total Undergraduate Resident
Austin Peay	\$1,264	\$6,198	\$7,462
East Tennessee	\$1,355	\$6,630	\$7,985
Middle Tennessee	\$1,636	\$6,552	\$8,188
Tennessee State	\$1,026	\$6,198	\$7,224
Tennessee Tech	\$1,543	\$6,474	\$8,017
University of Memphis	\$1,563	\$7,410	\$8,973
UT Chattanooga	\$1,708	\$6,430	\$8,138
UT Martin	\$1,308	\$6,716	\$8,024
UT Knoxville (admitted before 2013-14)	\$1,510	\$8,766	\$10,276
UT Knoxville (admitted 2013-14) <sup>1</sup>	\$1,510	\$10,074	\$11,584
UT Knoxville (admitted 2014-15) <sup>1</sup>	\$1,510	\$10,366	\$11,876
Chattanooga	\$325	\$3,702	\$4,027
Cleveland	\$283	\$3,702	\$3,985
Columbia	\$271	\$3,702	\$3,973
Dyersburg	\$299	\$3,702	\$4,001
Jackson	\$285	\$3,702	\$3,987
Motlow	\$276	\$3,702	\$3,978
Nashville	\$225	\$3,702	\$3,927
Northeast	\$287	\$3,702	\$3,989
Pellissippi	\$339	\$3,702	\$4,041
Roane	\$303	\$3,702	\$4,005
Southwest	\$315	\$3,702	\$4,017
Volunteer	\$273	\$3,702	\$3,975
Walters	\$288	\$3,702	\$3,990
TN Colleges of Applied Technology	\$230	\$3,195	\$3,425



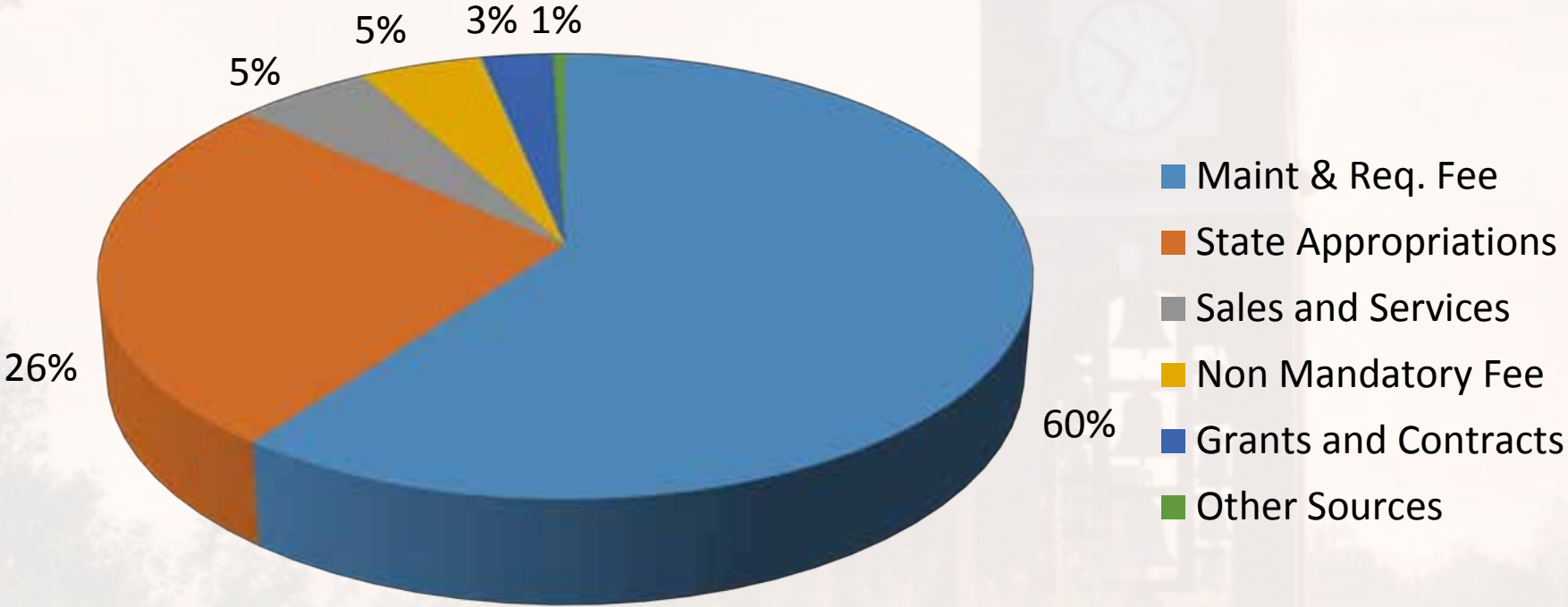
# Average Debt - 2013 Graduates

Average Debt for Tennessee Graduates in the 2013 Cohort				
	Average Debt	National Rank	% with Debt	National Rank
State Average	\$24,585	35	57%	34
2012-2013 Public University Undergraduate Debt				
Institution	Average Debt of Graduates	Percent of Graduates with Debt	Total Cost of Attendance	% of Pell Grant Recipients
TBR Universities				
Austin Peay State University	\$27,539	55%	\$21,055	51%
East Tennessee State University	\$27,007	51%	\$23,721	41%
Middle Tennessee State University	\$22,616	62%	\$19,124	42%
Tennessee State University	\$30,477	85%	\$17,431	61%
Tennessee Technological University	\$17,023	53%	\$21,362	27%
University of Memphis	\$24,436	63%	\$22,813	49%
UT Universities				
The University of Tennessee, Knoxville	\$23,729	53%	\$24,746	29%
The University of Tennessee, Chattanooga	\$21,585	52%	\$20,077	33%
The University of Tennessee, Martin	\$25,160	66%	\$17,893	44%





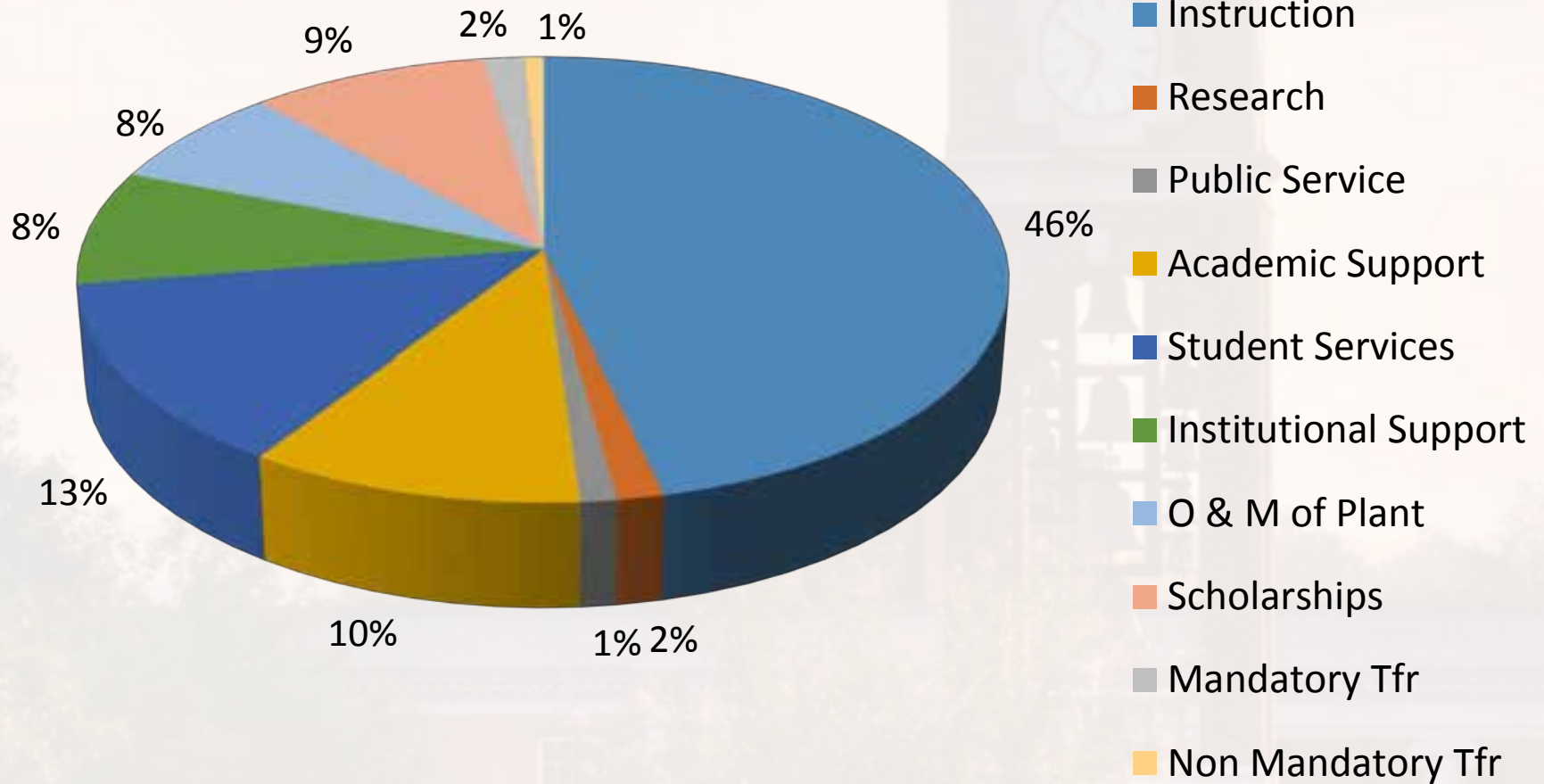
# ETSU Revenue Budget (2015-16 fiscal year)



Total Revenue Budget - \$195,181,400



# ETSU Expenditure Budget (2015-16 fiscal year)

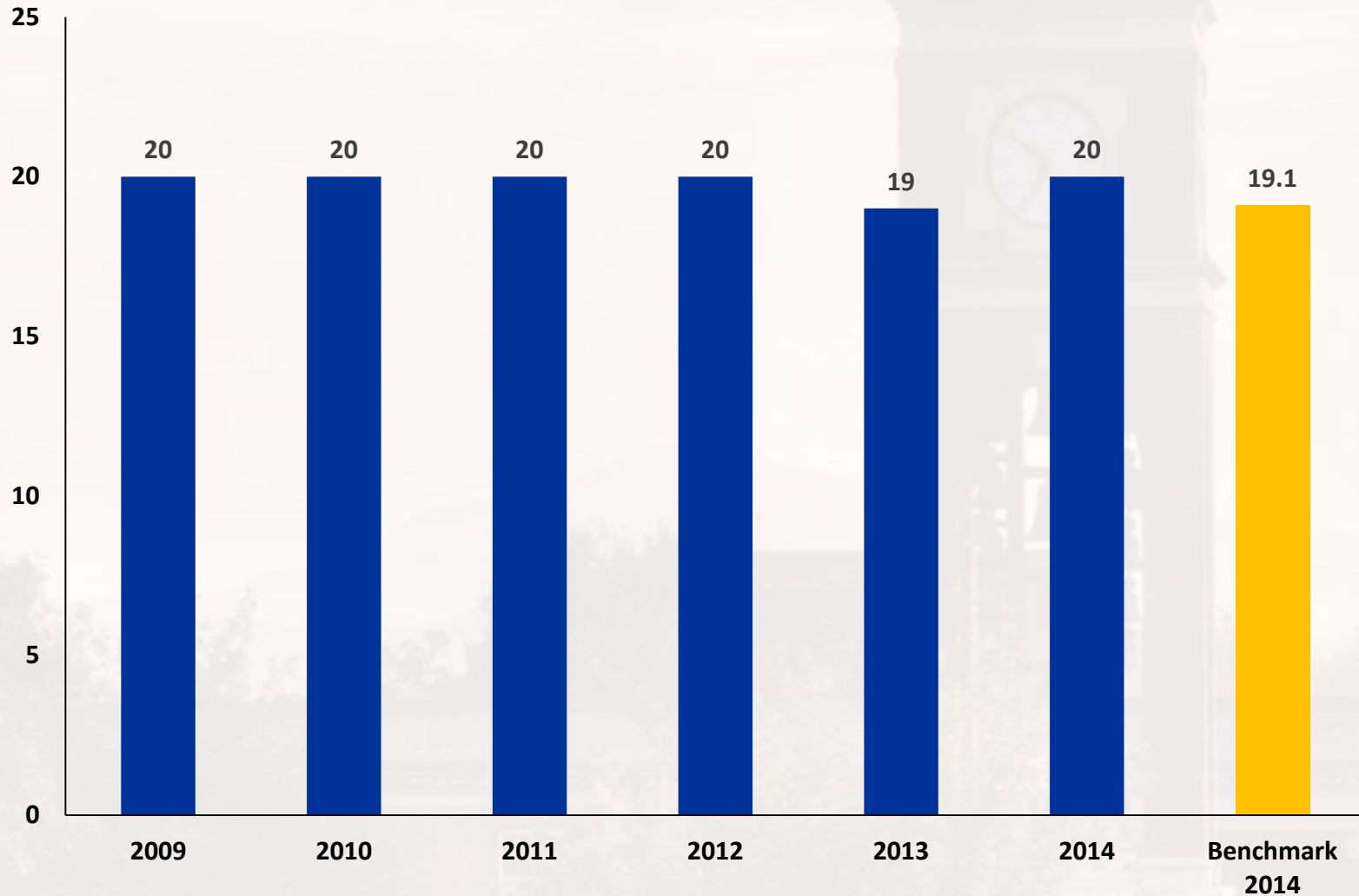


# Peer Salary Comparisons (2013-14)

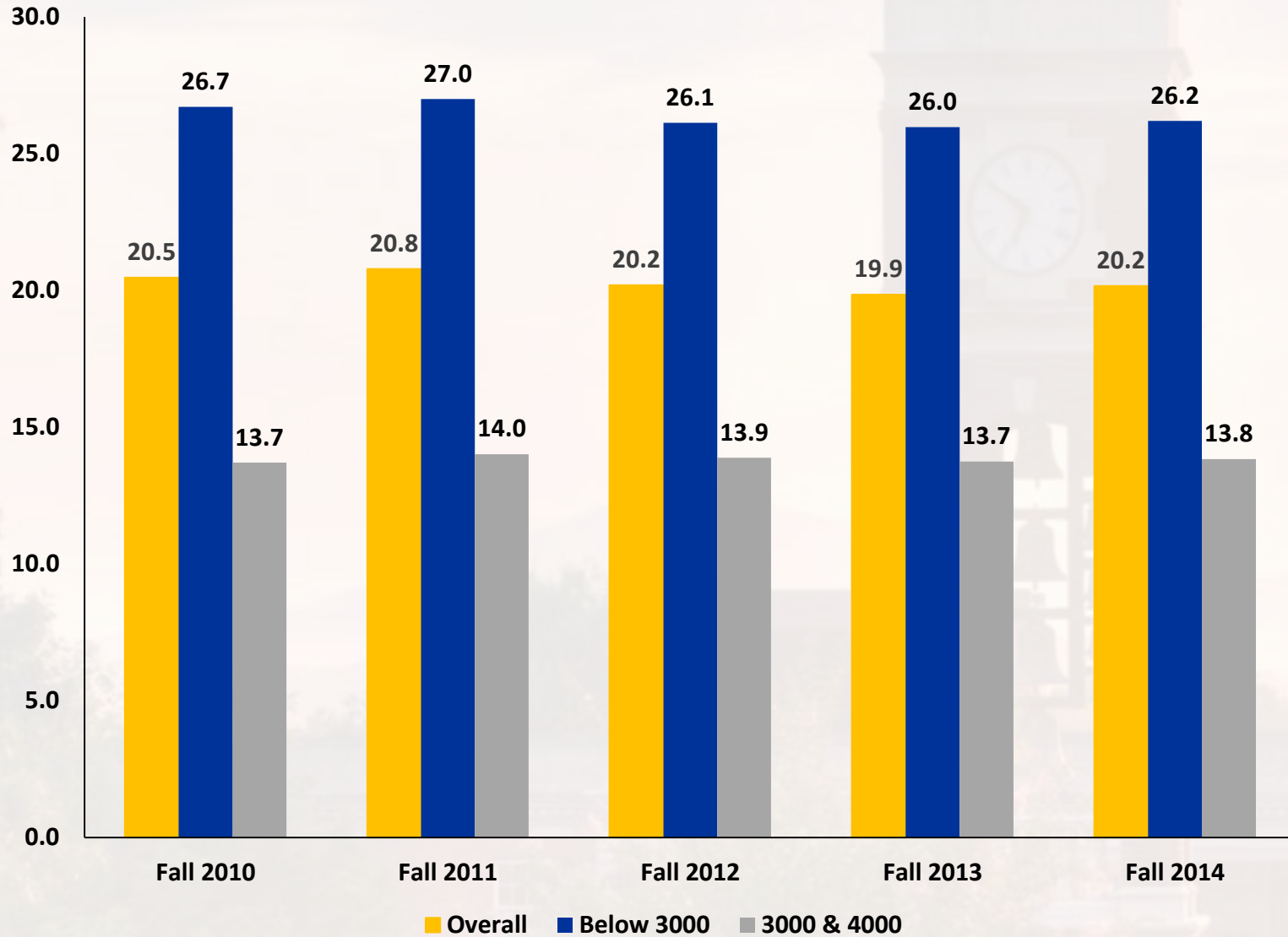
AAUP Faculty Salaries 2013-2014				
	Full Professor	Associate Professor	Assistant Professor	Instructors
Ball State University	\$90,000	\$69,700	\$58,700	\$47,200
Central Michigan	\$102,000	\$78,700	\$68,500	N/A
East Carolina	\$95,300	\$75,100	\$68,000	\$67,000
East Tennessee State University	\$83,700	\$63,400	\$55,200	\$46,400
Florida Atlantic	\$97,200	\$70,500	\$68,700	\$48,100
Georgia Southern	\$81,200	\$67,900	\$62,600	\$41,300
Indiana State University	\$95,600	\$71,000	\$64,200	\$46,000
Marshall University	\$74,400	\$63,800	\$56,800	\$35,400
Oakland University	\$103,800	\$77,700	\$66,100	\$60,500
Old Dominion	\$114,100	\$81,300	\$70,100	\$49,300
Sam Houston State	\$92,300	\$71,500	\$59,900	N/A
Southern Illinois State University - Edwardsville	\$94,400	\$79,300	\$64,800	\$41,600
Texas Women's University	\$83,500	\$65,600	\$54,900	\$46,100
University of Arkansas at Little Rock	\$90,100	\$68,300	\$61,400	\$42,100
University of Missouri - Kansas City	\$106,600	\$78,100	\$67,100	N/A
University of North Carolina - Charlotte	\$113,000	\$80,300	\$73,100	N/A
University of North Carolina - Greensboro	\$108,000	\$76,100	\$69,800	N/A
University of Northern Colorado	\$88,700	\$66,300	\$55,200	\$43,300
University of South Alabama	\$90,800	\$69,700	\$61,500	\$49,800
Wright State University - Main Campus	\$109,000	\$82,000	\$66,900	\$45,300



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



# Average UG Class Size (Fall 2010 – 14)



# Internal and External Perceptions of ETSU



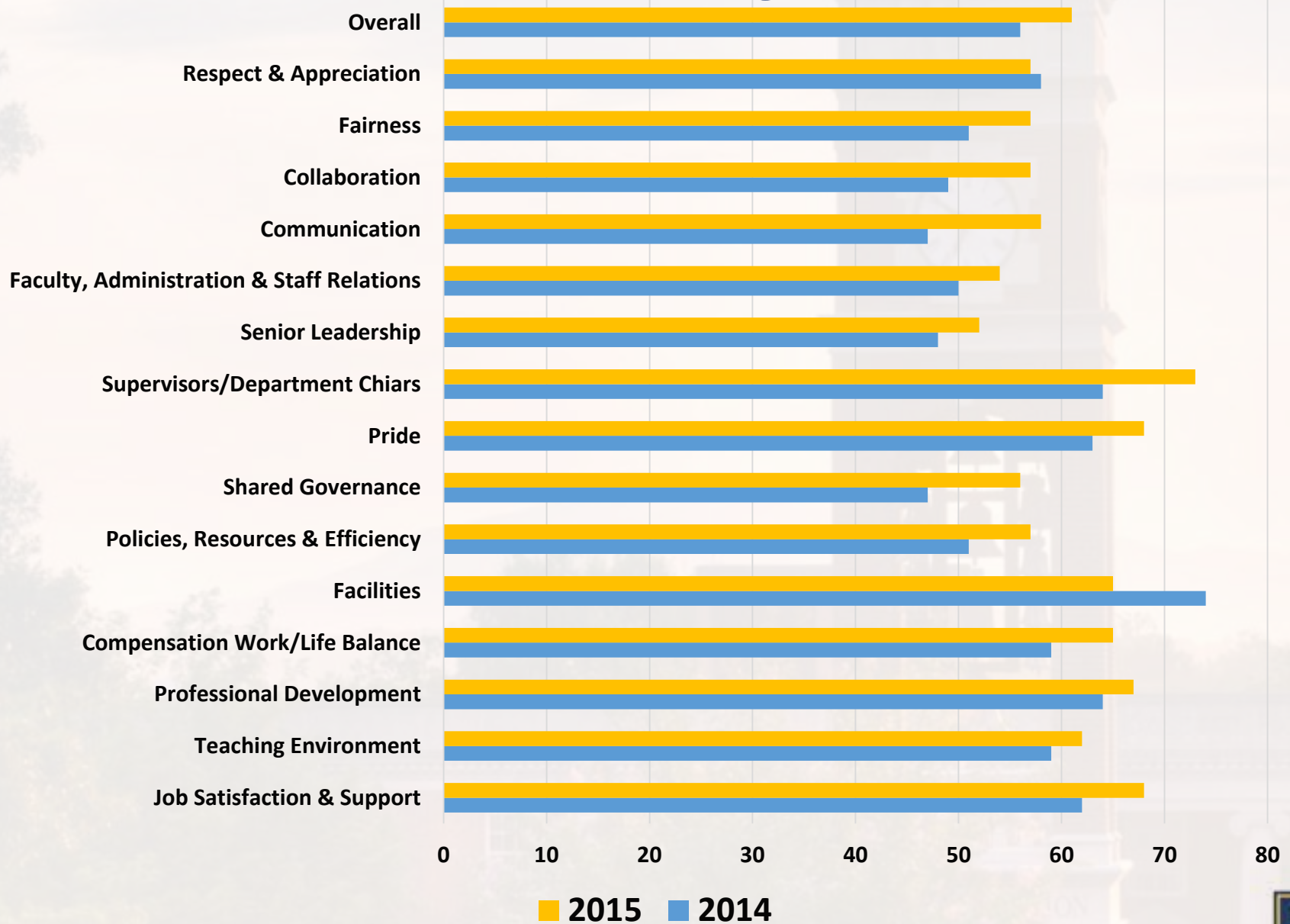
# Chronicle's Great Colleges to Work For



- Online survey conducted by *ModernThink* in spring semesters of 2014 and 2015
- Respondents asked to rate their “agreement” with 60 statements
- 600 randomly sampled administrators, faculty, and exempt/non-exempt staff
- Response rate was 14.5% in 2014 and 17% in 2015
  - The national average was 37%, we need to improve to have valid results
- Allows for national comparison of employee satisfaction, overall campus climate



# Chronicle's Great Colleges to Work For





# Great Colleges Survey Results (2015)

**68%**

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

**62%**

felt the university placed appropriate emphasis on the instructional mission

**58%**

felt communication was strong at ETSU

**56%**

felt the institution had strong sense of shared governance

**68%**

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*



# 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 estimate of how undergraduates spend their time, 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, other purposeful activities.
  - How institution deploys resources, organizes learning opportunities to get students to participate in activities.



# NSSE Results for ETSU Freshmen (2014-15)

**78%**

of students evaluated their education experience at ETSU as good/excellent (above peer avg.)

**87%**

of students stated that if they started college over again, they would enroll again at ETSU (above peer avg.)

**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 (above peer avg.)



# External Perceptions - Licensure and Pass Rates

Licensure and Pass Rates			
Program	Test Year	Test Type	Pass Rate
Cardiopulmonary Science	2012-2013		100
Clinical Nutrition	2011-2012	ALSC	76
Dental Hygiene	2013-2014	DBDH	100
Dietitian	2011-2012	ALSC	100
Interdisciplinary Studies	2013-2014	Praxis	100
Medicine	2012-2013	USMLE (STEP 1)	94
Medicine	2011-2012	USMLE (STEP 2)	98
Nursing	2013-2014	NCLEX	85.7
Pharmacy	2013-2014	NAPLEX	98.7
Pharmacy	2013-2014	MPJE	95.5
Physical Therapy	2012-2013	NPTE	87.5
Radiography	2012-2013	ARRT	100
Special Education	2013-2014	Praxis	100
Teacher Education	2013-2014	Praxis	100



# External Perceptions – National Rankings

- The Quillen College of Medicine is ranked 8<sup>th</sup> in the nation for rural medicine education by *U.S. News & World Report*.
- The Department of Computing is recognized by *Computer-Science-Schools.com* as the best computer science program in Tennessee.
- Our Physical Therapy program is ranked 21<sup>st</sup> in the nation by *Graduateprograms.com*
- *U.S. News & World Report* ranked our programs in Public Health and Audiology at 31<sup>st</sup> and 37<sup>th</sup>, respectively.
- ETSU is among the top 20 pre-medicine schools in the nation as ranked by *America.edu*.
- The University School is the 6<sup>th</sup> best high school in Tennessee and the top high school in east of Knoxville, according to *U.S. World & News Report*.
- ETSU is among the Top 15 Animation and Game Design Schools in the South.



# Public Service and Stewardship Mission



# 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*



# 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

- The annual economic impact of the Quillen College of Medicine on the region is \$500 million.
- Quillen physicians staff the region's Perinatal Center and the Niswonger Children's Hospital, which includes one of only seven St. Jude's affiliates in the country.
- Approximately half of the 1,800 graduates from Quillen currently practice in Tennessee, and a significant proportion are primary care physicians.
- There were 187,825 patient encounters through Quillen-ETSU Physicians in 2014.
- More than 57,370 office visits occurred at ETSU's three Family Medicine Centers.
- In 2014, the Quillen physicians provided an estimated \$2.5 million in uncompensated care.



# Stewardship of Place

- The College of Clinical and Rehabilitative Health Sciences is home to unique specialty clinics such as our tinnitus clinics, cochlear implant clinics, and the autism clinic at the Nave Center.
- 9,503 patient encounters were reported by Speech-Language Pathology, Audiology, and Dental Hygiene faculty, staff and students
- In 2014-15, more than 32,000 client encounters were reported via our College of Nursing Faculty Practice Network.
- Our nurse managed clinics provided \$1.3 million in uncompensated care.
- Every year, countless ETSU students volunteer to provide care at the Remote Area Medical clinic.



# Stewardship of Place

- The Gatton College of Pharmacy provides an average of 250 hours per week of uncompensated care to patients in the community, in health systems, to veterans, to the indigent, and to patients seen in private physician groups in Johnson City.
- The College of Public Health is actively involved with the Department of Health to better understand population health in the region and state.
- The College of Public Health hosts an inter-professional NIH-funded project to address prescription drug abuse.
- 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.



# Stewardship of Place

- The summer after their freshman year, all Roan Scholars spend at least five weeks as interns with a non-profit organization, gaining an appreciation for philanthropy and service, as well as making a positive impact on the community
- Each August as part of Preview, ETSU sends nearly 1,000 students into the community to complete a day of service. This year alone, more than 5,000 community service hours were given by our students prior to their ever taking a class at the university.
- Every team in our athletic department and each student-athlete participate in community service efforts. ETSU athletic teams combined for a total of over 1,700 hours of community service this past year.

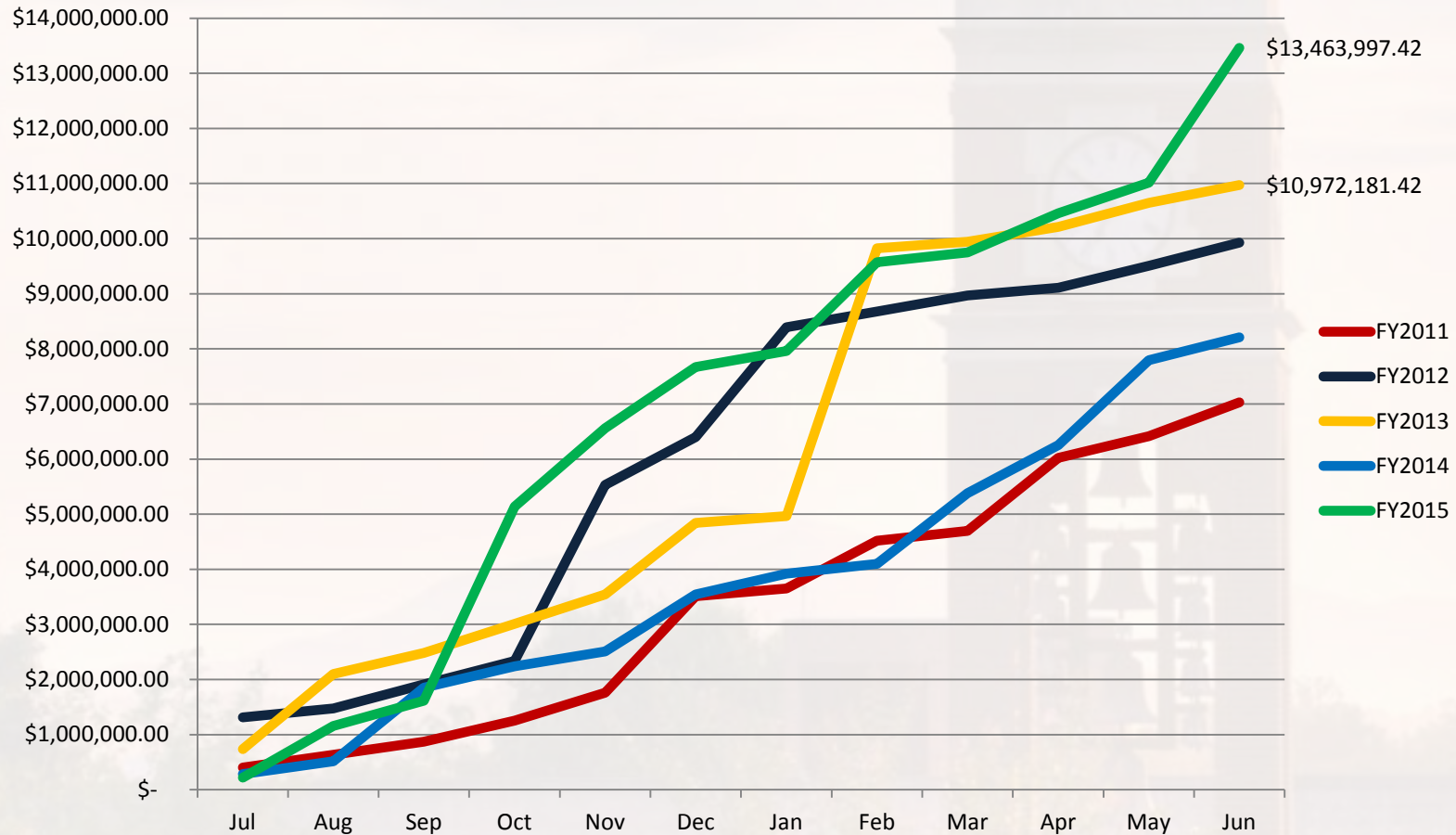


# Stewardship of Place

- Of the \$238,000 donated to the TBR Employee Charitable Giving Campaign by TBR institutions in 2014-15, \$82,000 came from the ETSU family. That means ETSU made up one-third of the giving for the campaign.
- Last year, over \$230,000 was raised by student organizations for charities in East Tennessee.
- 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 2015.
- 80 percent of the individuals within a 30-mile radius who have a baccalaureate degree received that degree from ETSU.



# Stewardship of Place - Fundraising



Private support for the university reached a 10-year high, as more than \$13 million in gifts and pledges were committed to ETSU during the 2014-2015 fiscal year.



# The 2015-25 Strategic Planning Process



# Interim University Council – Roles and Responsibilities

- Guide ETSU through development of 2015-25 Strategic Plan, anticipated alterations in planning and budgeting structures.
- Once planning and budgeting structures are developed, IUC will be dissolved and replaced by a standing shared-governance body charged with oversight and responsibility for implementation, funding of 2015-25 Strategic Plan.
- Consider proposals to pursue strategic agendas that include creating new entities, launching major initiatives, or developing programs that require significant investments of university funds.
- Consider regularly the status, goals, outcomes, and success of the University's pursuit of its "completion agenda."
- Consider actions proposed by three committees that comprise the Strategic Budget Realignment Initiative.
- Review institutional budgets, salary plans, tuition-fee rates, other revenue items associated with development, implementation of Strategic Plan.
- Communicate information to constituency groups.





# Strategic Planning Process

- The purpose of the planning initiative is to build upon the work of the *Committee for 125* and identify institutional priorities for incorporation into the Strategic Plan.
- This effort will align strategic planning, institutional funding, and accountability, thereby providing a framework clearly focused on “big picture” concepts rather than policy minutia.
- ***Timeframe:***
  - National review of peer institution strategic plans (Fall 2015)
  - Data overview for ETSU (Fall 2015) - Staff will develop a set of key data elements to support the planning process. Such elements will include peer comparisons, building upon the KPI efforts emerging from the RPK consultants
  - Meet with campus constituencies to discuss vision, aspirations, and realities (Fall 2015)
  - Draft of 2015-20 Strategic Plan provided for internal and external review and comment (Spring 2016)
  - Strategic Plan submitted to the Interim University Council for approval (Spring 2016)
  - Budget process developed to support the implementation of the Plan (Summer 2016)
  - Implementation of new budget model (Fall 2017)



# Strategic Initiatives for 2015-16

- **Strategic growth agenda**

- Maintain focus on the growth agenda
- Diversify and expand programs such as BLUE weekend
- 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
- Develop 2015-20 institutional strategic plan
  - Incorporate work from sub-entities such as research, diversity, athletics, student success, instruction, and public service
  - Meet the five-year compliance mandates from TBR
  - Develop accountability framework to track progress toward master plan objectives

- **MSHA – Wellmont Merger**

- **Institutional advancement**

- Refine structure/staffing and develop benchmarks/metrics in preparation for the “new campaign”

- **Communication**

- Continue efforts to enhance shared governance through public forums, departmental meetings, Council of Chairs, *Blue and Gold Digest*, Faculty and Staff Appreciation Week, Interim University Council, etc.



# Strategic Initiatives – Capital Construction

- Fine Arts Facility (Complete project design, finalize site acquisition, finalize fundraising efforts, complete negotiations with Johnson City, prepare for construction)
- Culp Center (Programming completed and design work initiated)
- Center for Inter-professional Education (Design work initiated and prepare for construction)
- Continue Greek housing transition to Buc Ridge
- Lamb Hall (Begin fundraising and project placed on Governor's budget)
- Football stadium (Project design completed, finalize fundraising, groundbreaking and construction at midpoint)
- ETSU Data Center (Design work initiated and prepare for construction)



# Proposed Strategic Objectives (2015-25)

- 18,000 students enrolled on-campus, on-line, or at a remote location
- Out-of-state and international enrollment – 3500
- Transfer enrollment - 2000
- 60 percent graduation rate
- 85 percent retention rate
- Student-faculty ration of 19:1
- 12,000 applications for a freshman class of 2025 (25 ACT average for frosh)
- \$100m in externally sponsored research
- \$25m in annual giving to ETSU
- 12 percent alumni giving rate
- 3,500 students living on campus, with another 2500 in the surrounding two mile radius
- Close the peer salary gap via annual investments in faculty, staff, and graduate students salaries/stipends for each year of the planning cycle



# Questions and Discussion

