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2015 October 2 - State of the University Address

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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



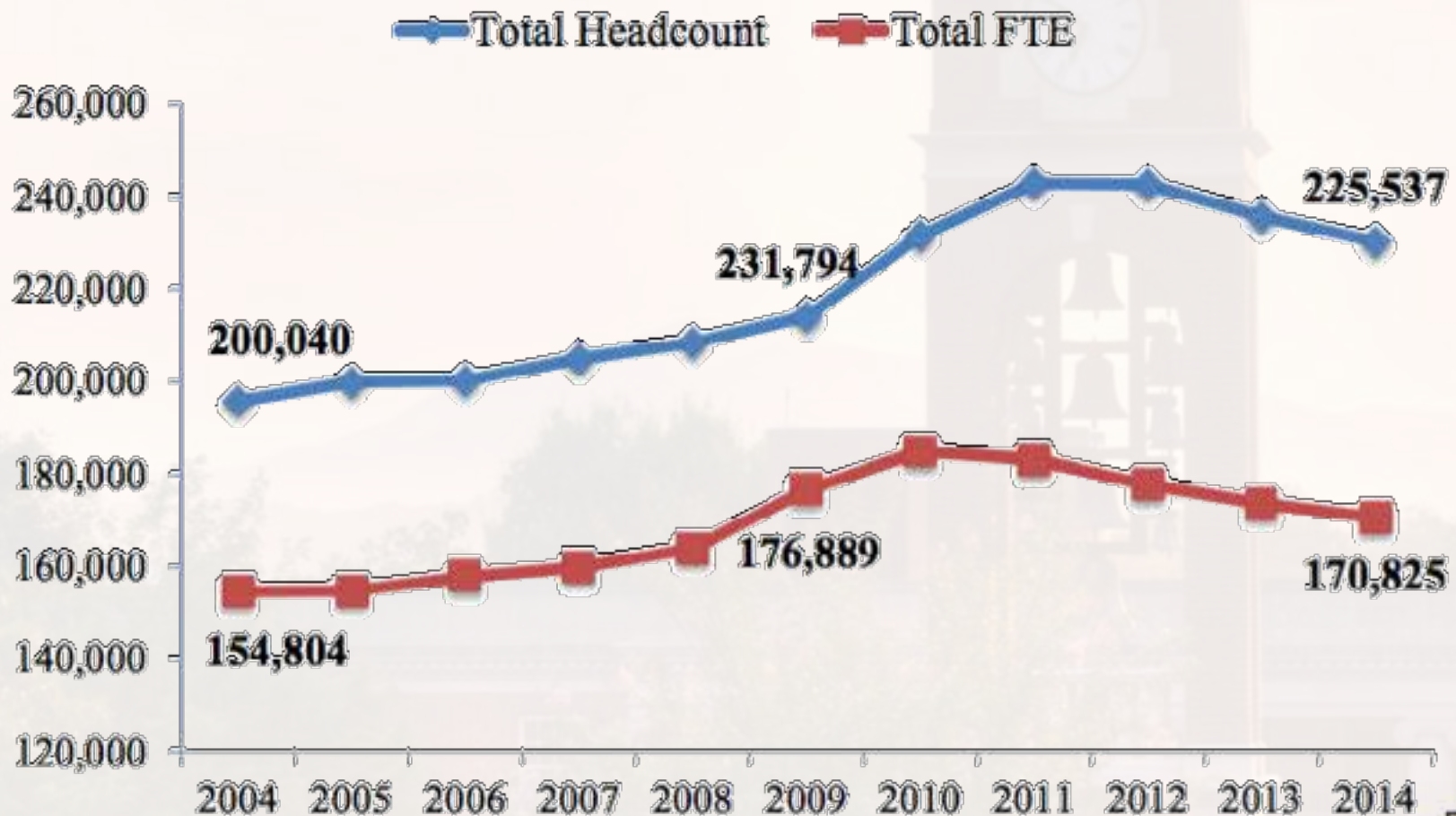
Profiles of Student Access and Success



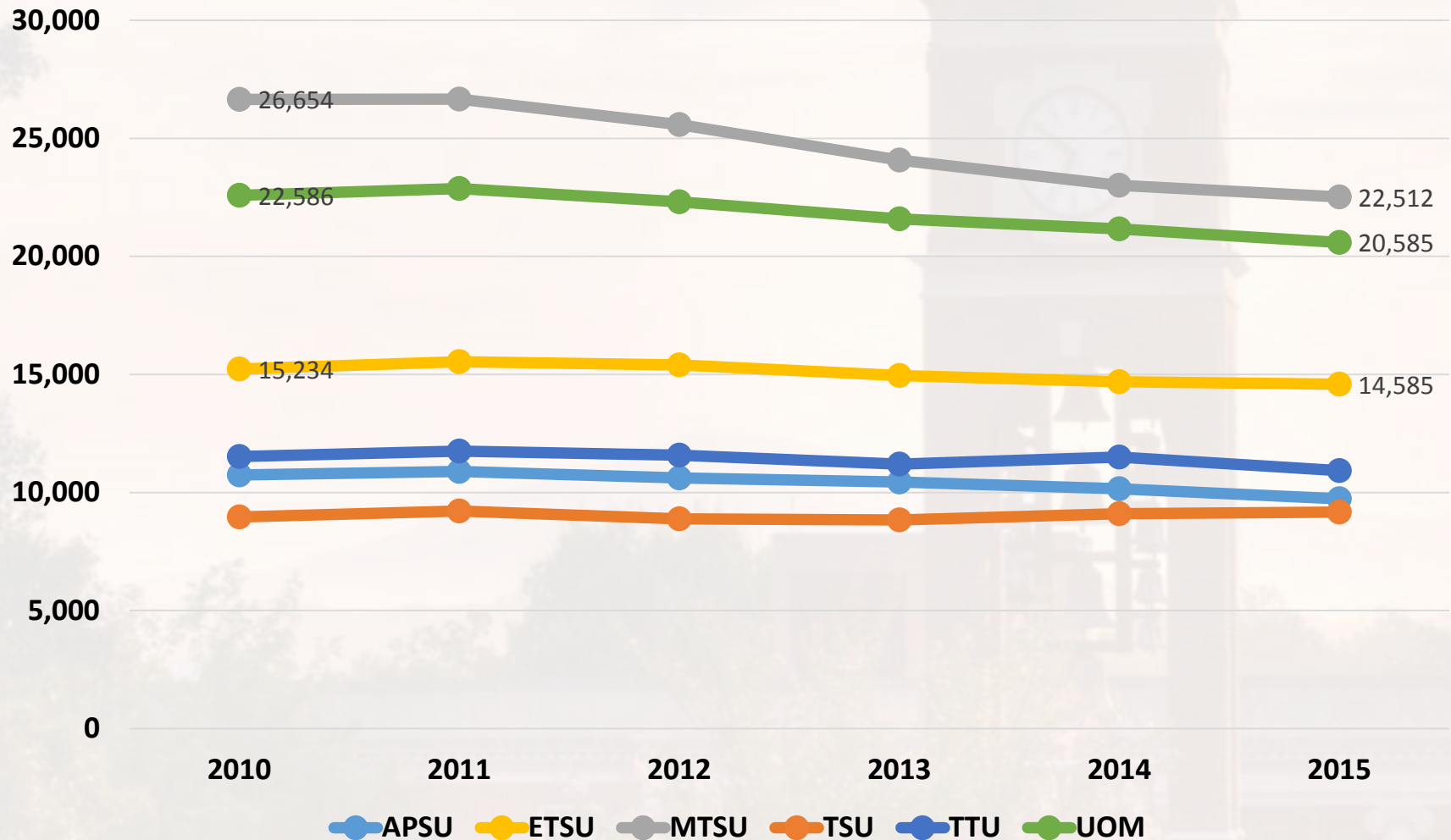
Public Enrollment Trends (2004-14)

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



Enrollment Management Review

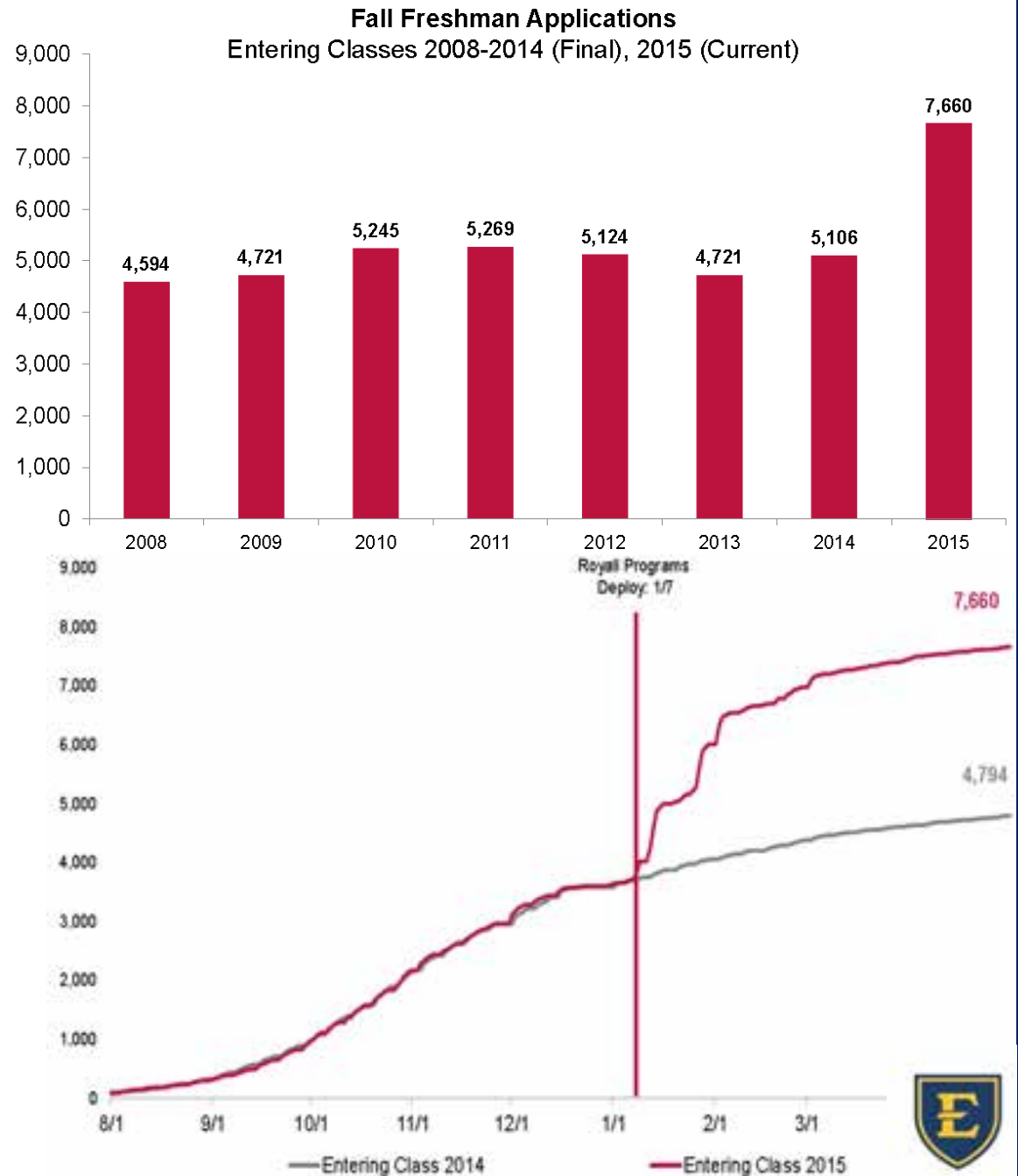


- Aggressive and strategic in enrollment management, recruiting, outreach
- BLUE Weekend, high school counselor workshops, top-scholar receptions, admissions and recruitment events, regional yield events, Royall partnership, George L. Carter Scholarship
- More than 645 high school visits by admissions 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

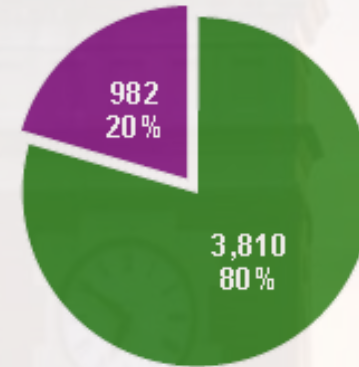
- Through our Royall partnership, we implemented targeted recruitment strategies, adjusted application protocols, and utilized mobile technology.
- Applications to ETSU increased 60% over 2014.
- More than 1,260 students applied to ETSU via mobile devices.
- The academic profile of the applicant pool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



Entering Class 2014 – Applications

Entering Class 2014

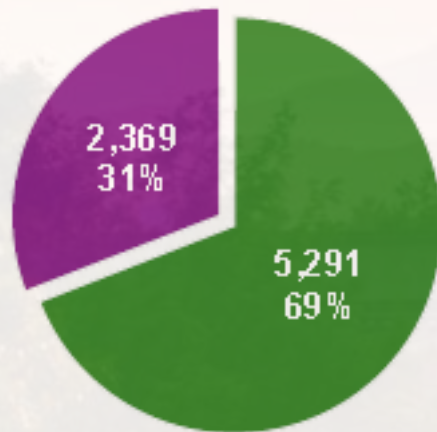
Total: 4,792



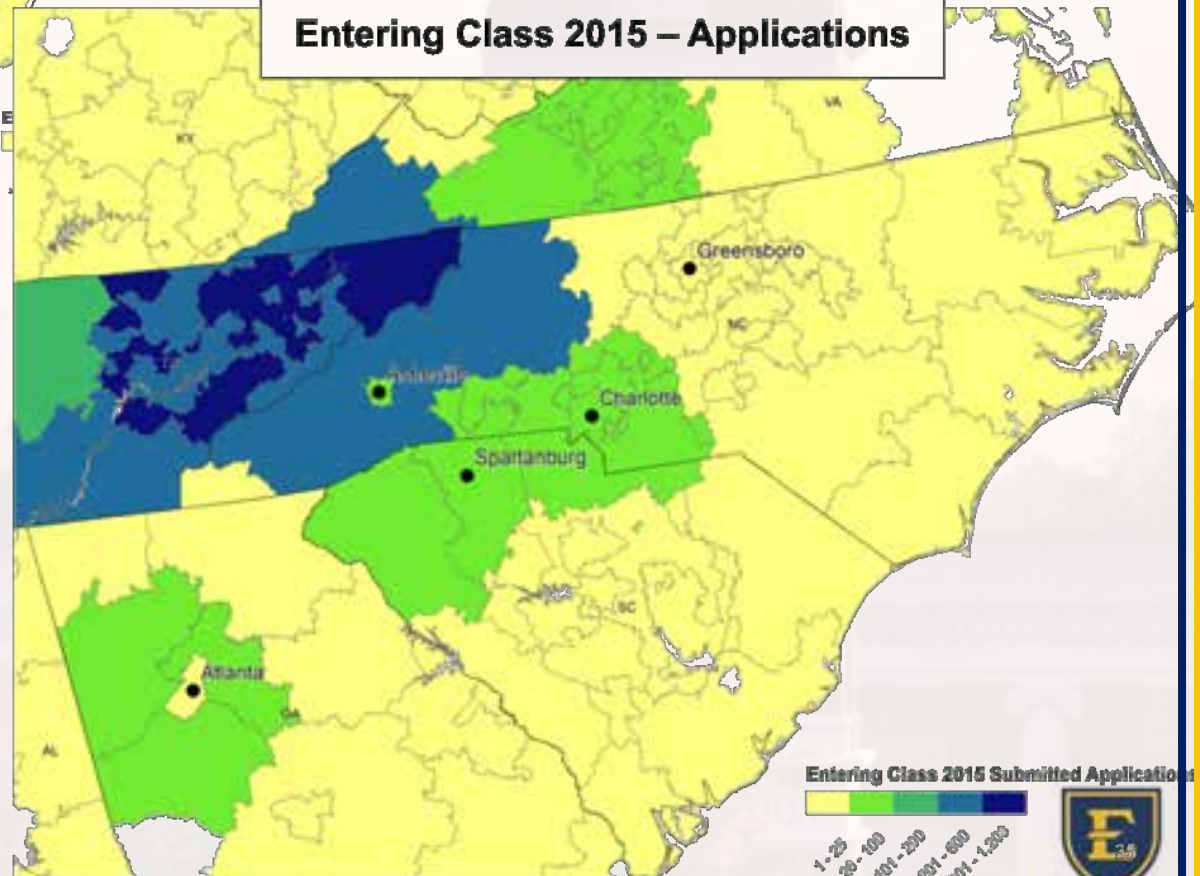
Entering Class 2015 – Applications

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% |
| Total UG | 12,539 | 12,230 | 11,802 | 11,566 | 11,392 | -1.5% | -9.1% |
| 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% |
| Total GR | 2,123 | 2,269 | 2,260 | 2,272 | 2,335 | 2.8% | 10.0% |
| Total ETSU Main | 14,662 | 14,499 | 14,062 | 13,838 | 13,727 | -0.8% | -6.4% |
| 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 |
| Total ETSU Enrollment | 15,538 | 15,406 | 14,955 | 14,685 | 14,585 | -0.68% | -6.13% |



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% |
| Total TN | 10,944 | 11,342 | 11,627 | 12,161 | 12,496 | -12.4% |
| Total ETSU | 13,727 | 13,822 | 14,080 | 14,536 | 14,662 | -6.4% |
| TN % of Total | 79.7% | 82.1% | 82.6% | 83.7% | 85.2% | -5.5% |

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% |
| Total Border Co. | 940 | 871 | 990 | 884 | 870 | 8.0% |
| % of Total | 6.8% | 6.3% | 7.0% | 6.1% | 5.9% | 0.9% |
| International | 600 | 503 | 473 | 396 | 321 | 86.9% |
| % of Total | 4.4% | 3.6% | 3.4% | 2.7% | 2.2% | 2.2% |
| Other Out-of-State | 1,243 | 1,106 | 990 | 1,095 | 975 | 27.5% |
| % of Total | 9.1% | 8.0% | 7.0% | 7.5% | 6.6% | 2.4% |
| Total Change in % of Enrollment from outside TN | | | | | | 5.5% |



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 | -6.55% |
| Average HS GPA | 3.3 | 3.3 | 3.3 | 3.4 | 3.4 | 0.1 |
| Average ACT | 21.7 | 22.1 | 22 | 22.3 | 22.9 | 1.2 |

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

| 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 |
| Total | 575 | 370 |

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 | |
| TBR Community Colleges | | | | | |
| 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% |
| TBR Community College Total | 13,555 | 7,206 | 632 | 7,838 | 57.8% |
| TBR Universities | | | | | |
| 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% |
| TBR University Total | 12,021 | 8,365 | 879 | 9,244 | 76.9% |
| UT Universities | | | | | |
| 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% |
| UT University Total | 7,552 | 5,897 | 734 | 6,631 | 87.8% |
| University Total | 19,573 | 14,262 | 1,613 | 15,875 | 81.1% |
| Grand Total | 33,128 | 21,468 | 2,245 | 23,713 | 71.6% |



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

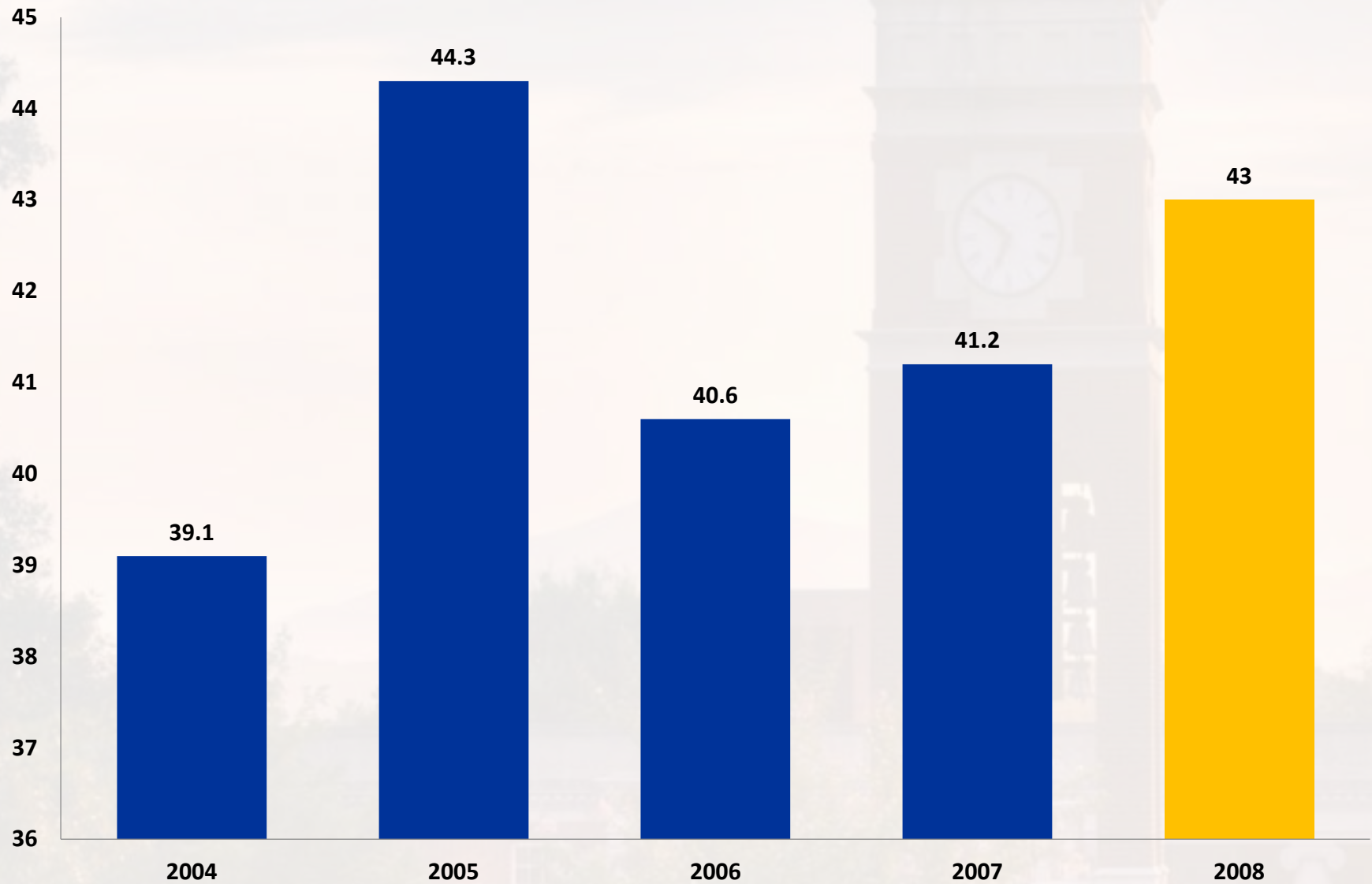


**Six Year Graduation Rates
Fall Cohorts 1998-2007**

| Institution | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
|---------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| TBR Community Colleges | | | | | | | | | | |
| 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% |
| TBR Community College Total | 25.0% | 26.2% | 26.3% | 26.6% | 26.3% | 26.7% | 25.2% | 26.0% | 26.7% | 28.8% |
| TBR Universities | | | | | | | | | | |
| 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% |
| TBR University Total | 42.8% | 42.9% | 43.5% | 42.8% | 44.9% | 46.7% | 45.6% | 46.6% | 47.7% | 51.6% |
| UT Universities | | | | | | | | | | |
| 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% |
| UT University Total | 58.4% | 58.5% | 60.2% | 57.9% | 57.9% | 60.2% | 60.1% | 62.9% | 64.2% | 67.2% |
| University Total | 49.2% | 49.2% | 50.0% | 48.7% | 49.8% | 51.7% | 51.5% | 53.1% | 54.3% | 57.8% |
| Grand Total | 40.3% | 40.7% | 41.2% | 39.8% | 40.5% | 41.3% | 40.9% | 42.3% | 43.2% | 46.6% |



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 | 4.80 | 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

| Outcome |
|----------------------------------------------------------|
| 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 |
| Total Increases | 2,782,400 | 1,301,100 | 322,600 |

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 |
|-------------------------|------------|

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**

| Institution | 2010-11 | 2011-12 | 2012-13* | 2013-14* | 2014-15* |
|------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| TBR Universities | | | | | |
| 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 |
| TBR University Total | \$298,665,100 | \$293,417,800 | \$306,949,600 | \$323,981,300 | \$324,933,800 |
| UT Universities | | | | | |
| 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 |
| UT University Total | \$201,210,200 | \$201,080,700 | \$212,554,800 | \$235,706,800 | \$242,796,000 |
| University Total | \$499,875,300 | \$494,498,500 | \$519,504,400 | \$559,688,100 | \$567,729,800 |
| TBR Community Colleges | | | | | |
| 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 |
| Community College Total | \$185,851,200 | \$185,017,000 | \$193,980,400 | \$208,574,200 | \$207,429,600 |
| TN Colleges of Applied Technology | \$46,263,500 | \$52,260,300 | \$53,848,800 | \$57,400,500 | \$55,346,600 |
| Total Academic Formula Units | \$731,990,000 | \$731,775,800 | \$767,333,600 | \$825,662,800 | \$830,506,000 |

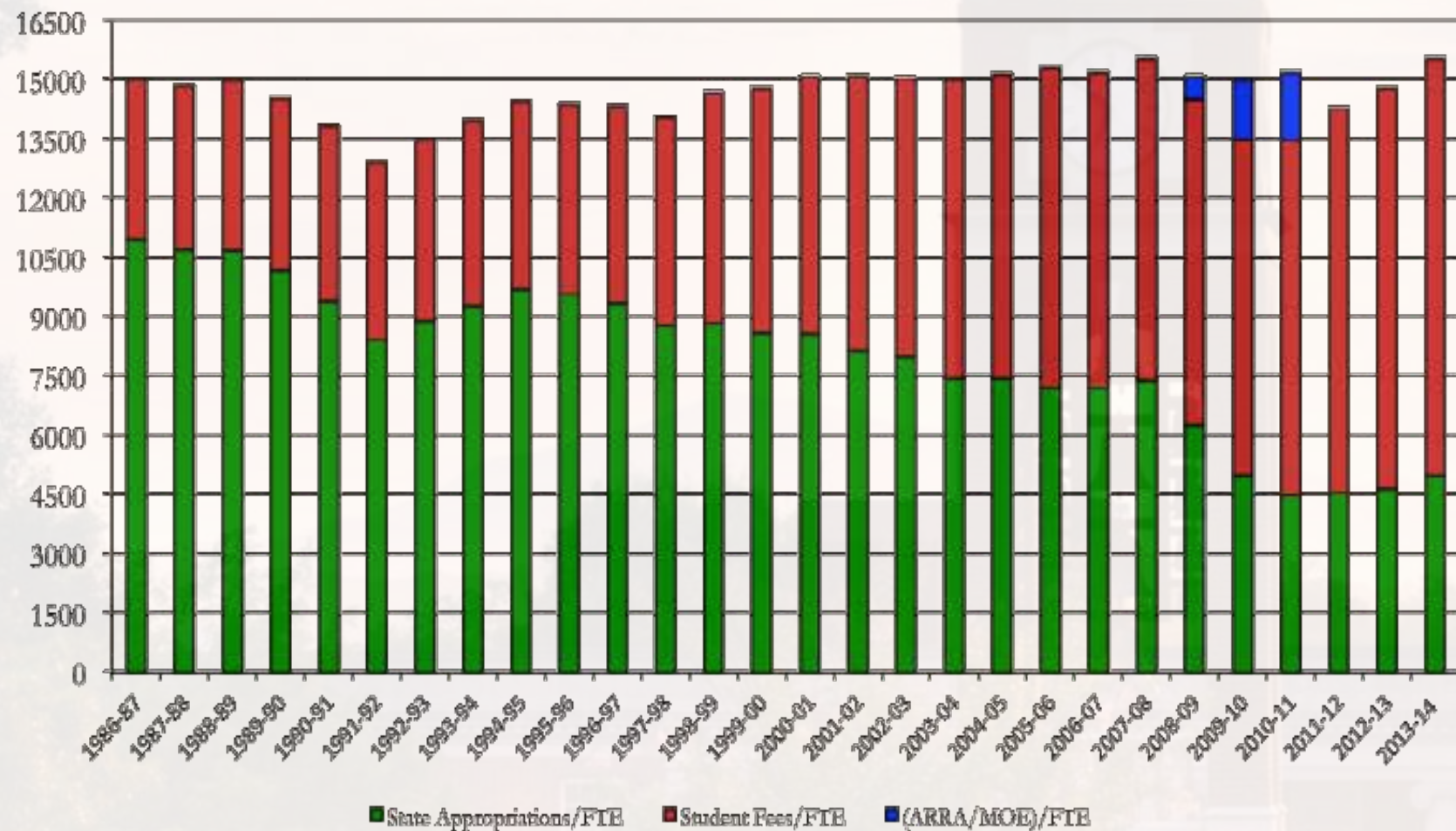


**State Appropriations for Tennessee Public Higher Education Non-Formula Units and Specialized Programs
2010-2015**

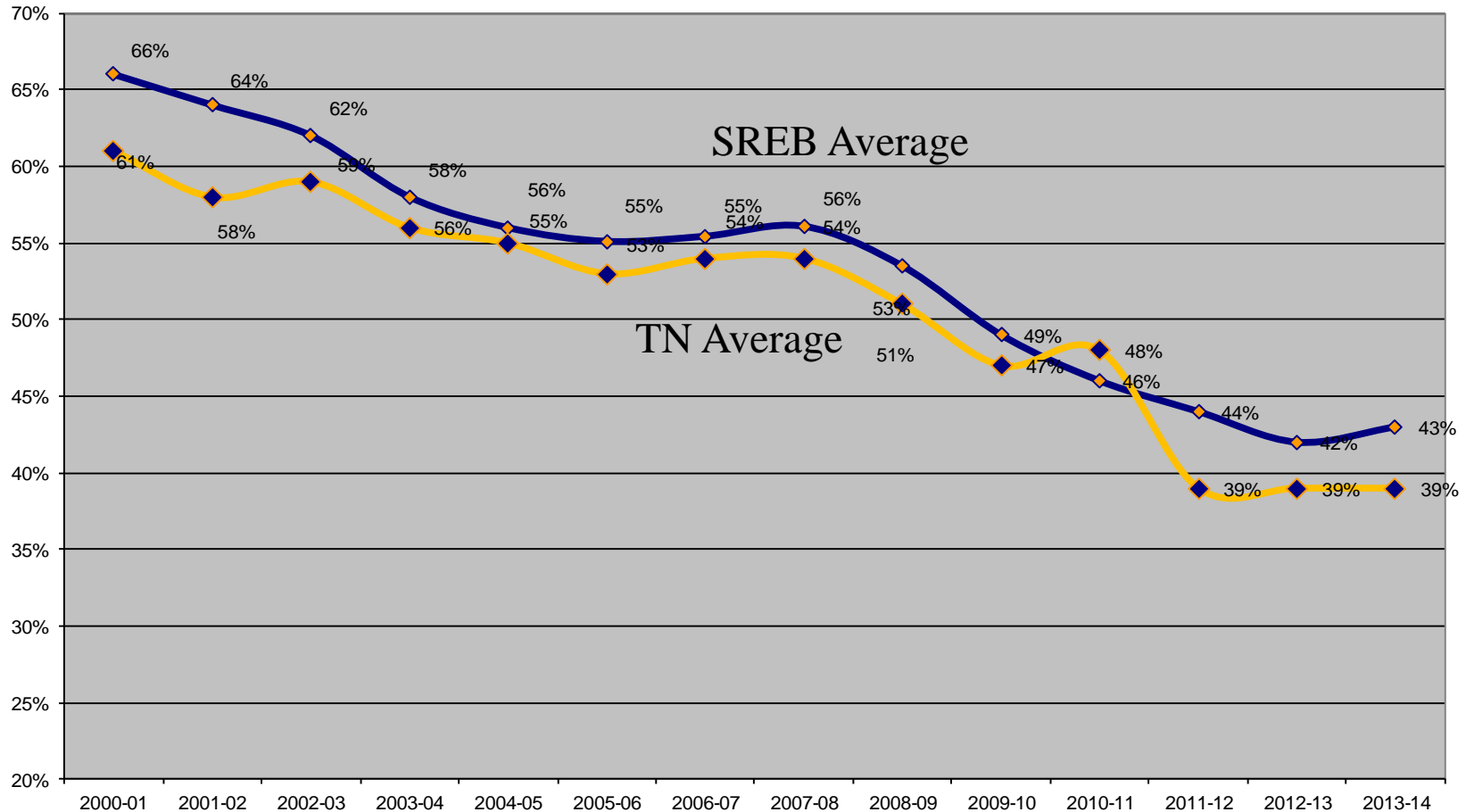
| Institution | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|----------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Medical Education | \$158,506,200 | \$160,820,800 | \$170,061,100 | \$180,352,100 | \$180,992,600 |
| 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 |
| Research and Public Service | \$71,509,700 | \$72,392,000 | \$76,234,300 | \$80,174,900 | \$80,554,300 |
| 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 |
| Other Specialized Units | \$61,833,700 | \$62,127,100 | \$69,377,200 | \$76,402,700 | \$76,395,400 |
| 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 |
| Program Initiatives | \$42,560,200 | \$42,455,300 | \$42,472,200 | \$43,794,000 | \$43,289,200 |
| 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 |
| Total Non-Formula Units | \$334,409,800 | \$337,795,200 | \$358,144,800 | \$380,723,700 | \$381,231,500 |
| Total Operating | \$1,066,399,800 | \$1,069,571,000 | \$1,125,478,400 | \$1,206,386,500 | \$1,211,737,500 |



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



Declining Role of State Support per FTE



Source: SREB Data Exchange Feb 2015

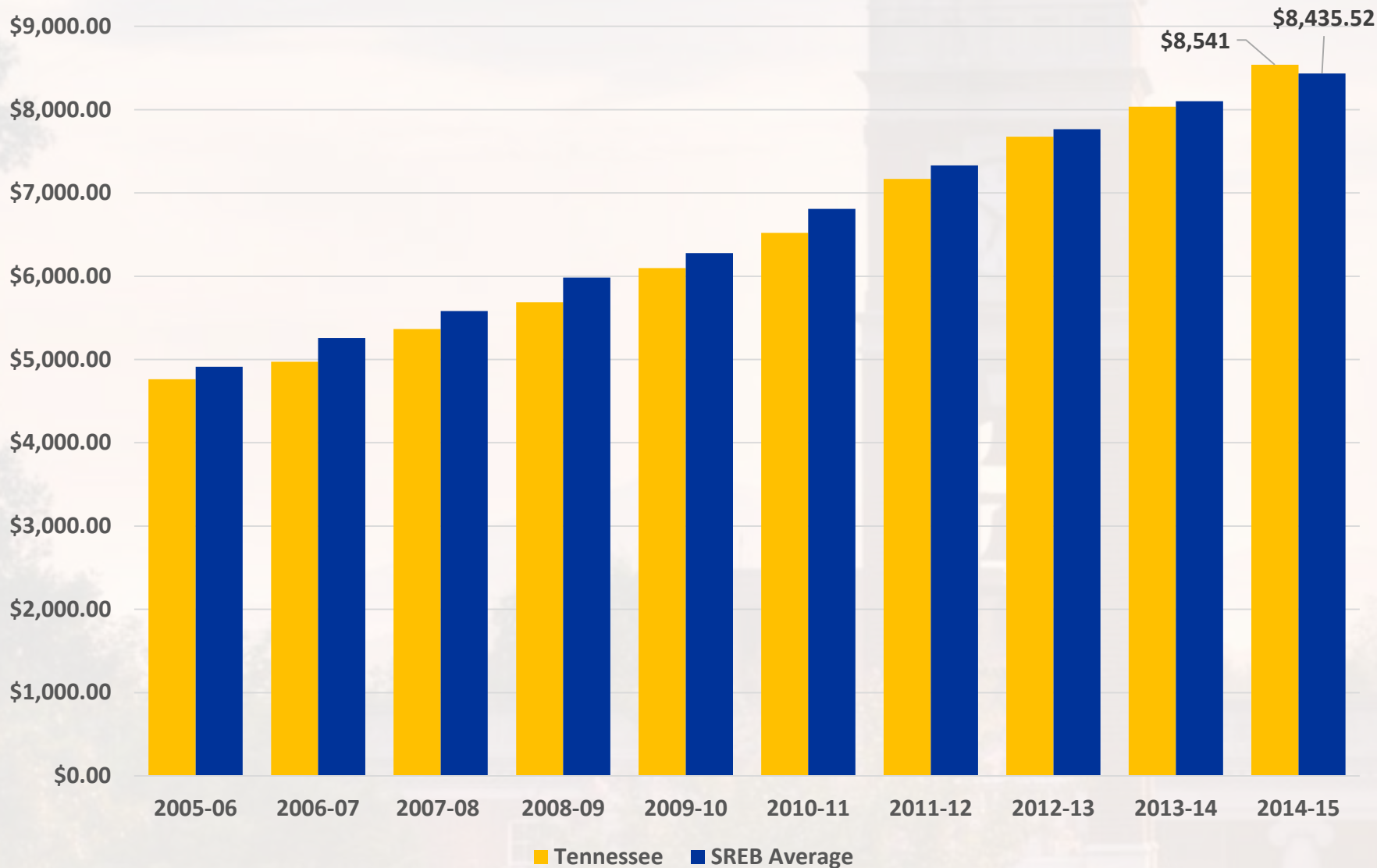


Total Support Per FTE (Public 4-year)

| | 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 |
| Tennessee | 5,011 | 609 | 8,694 | 14,314 | 10 |
| 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 |



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) ¹ | \$1,510 | \$10,074 | \$11,584 |
| UT Knoxville (admitted 2014-15) ¹ | \$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 |

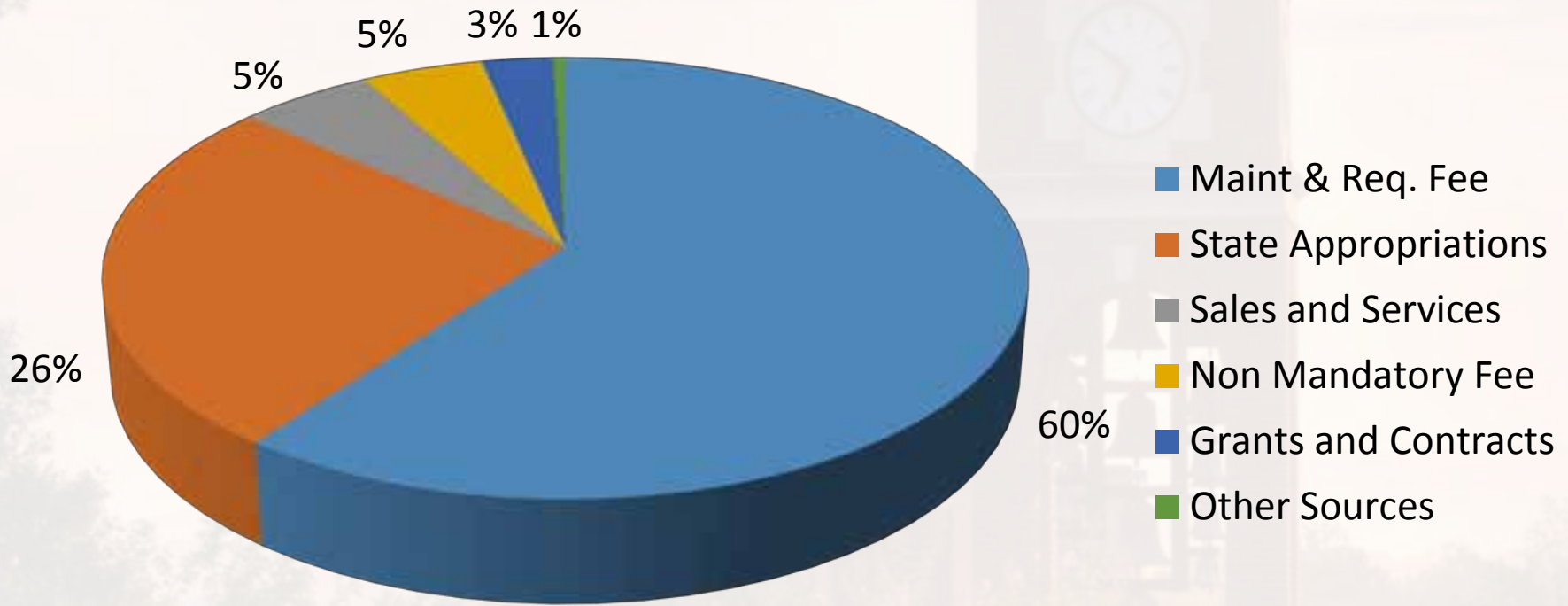


Average Debt - 2013 Graduates

| 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% |



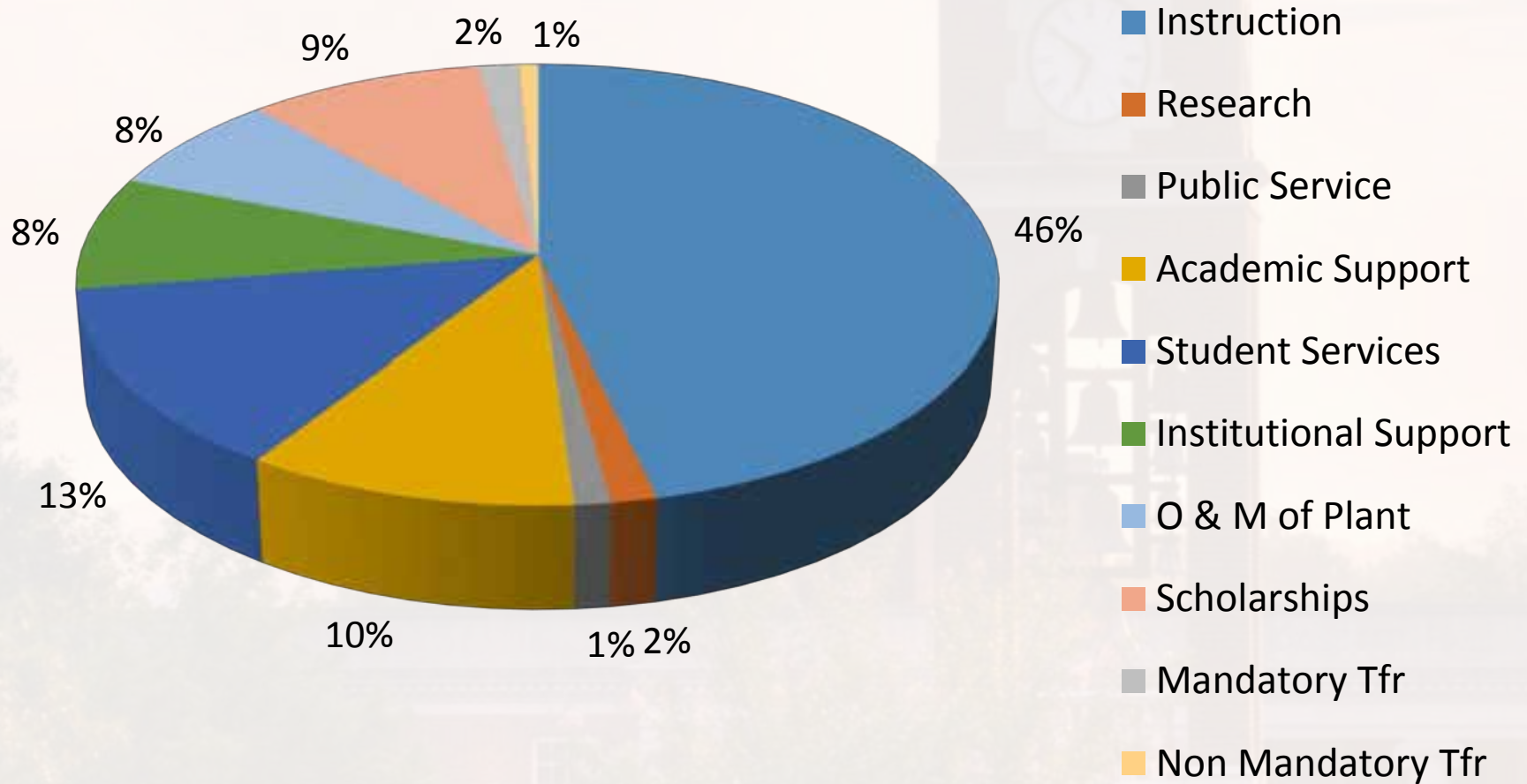
ETSU Revenue Budget (2015-16 fiscal year)



Total Revenue Budget - \$195,181,400



ETSU Expenditure Budget (2015-16 fiscal year)

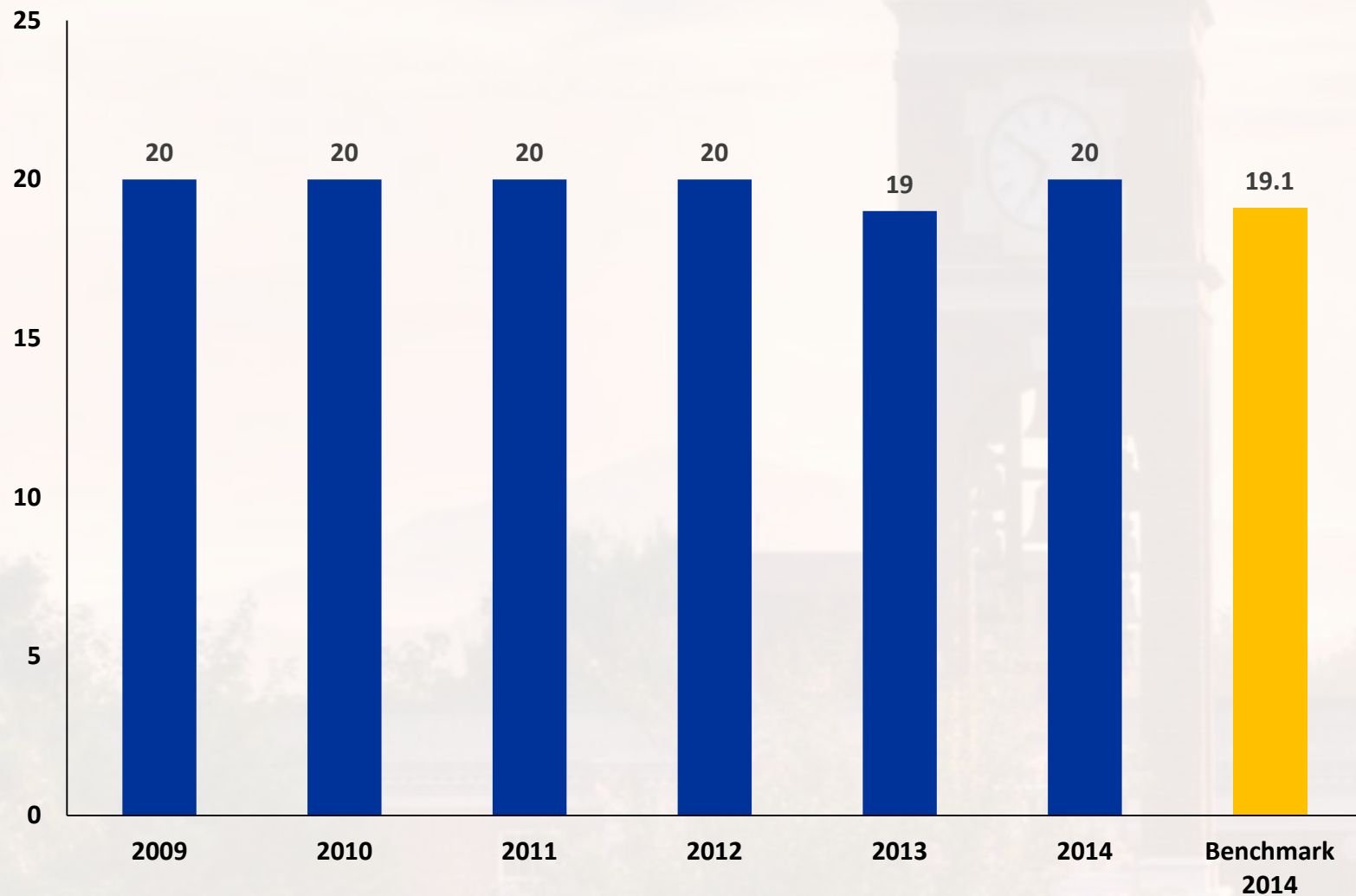


Peer Salary Comparisons (2013-14)

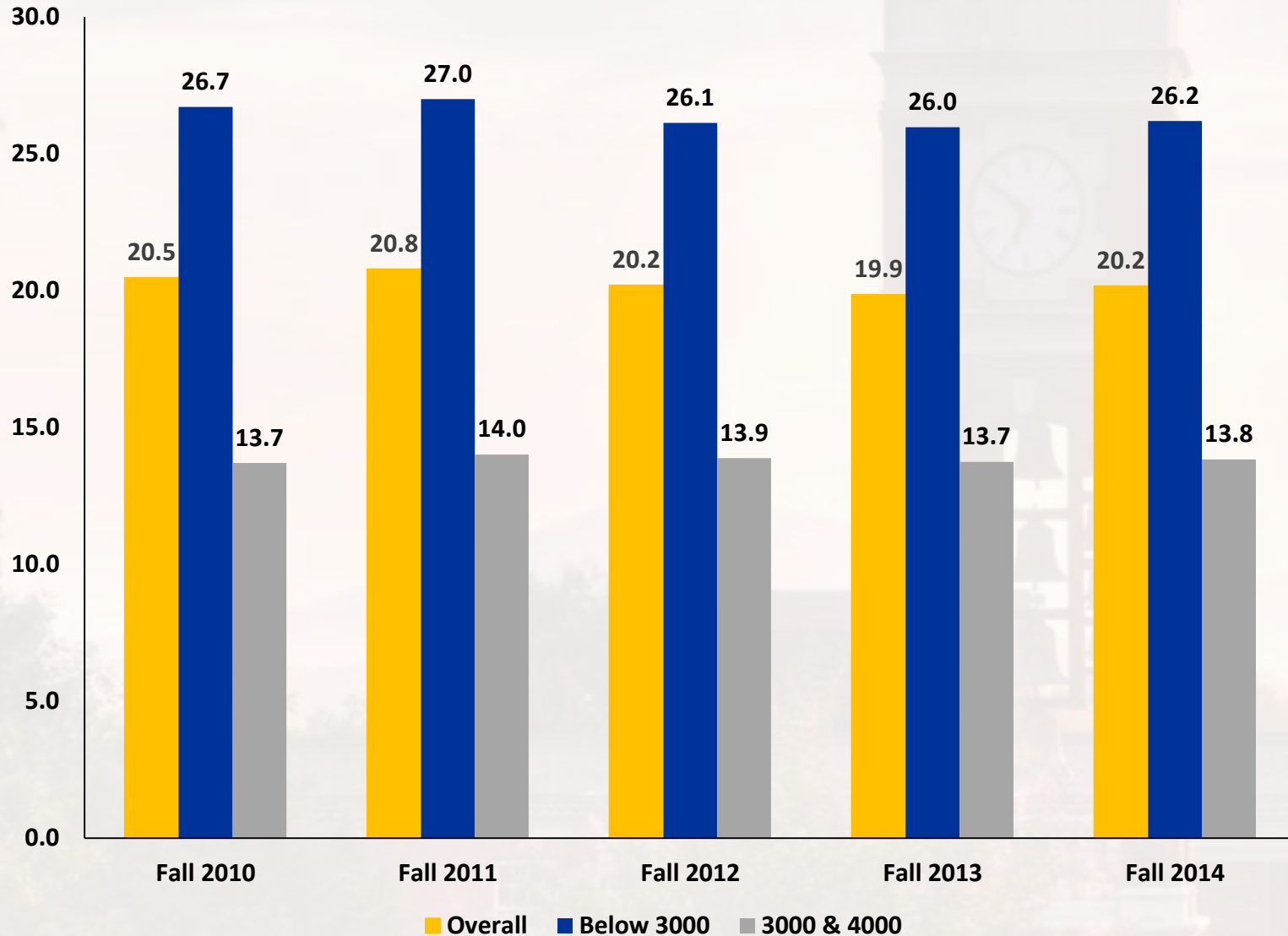
| AAUP Faculty Salaries 2013-2014 | | | | |
|---------------------------------------------------|----------------|---------------------|---------------------|-------------|
| | Full Professor | Associate Professor | Assistant Professor | Instructors |
| Ball State University | \$90,000 | \$69,700 | \$58,700 | \$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



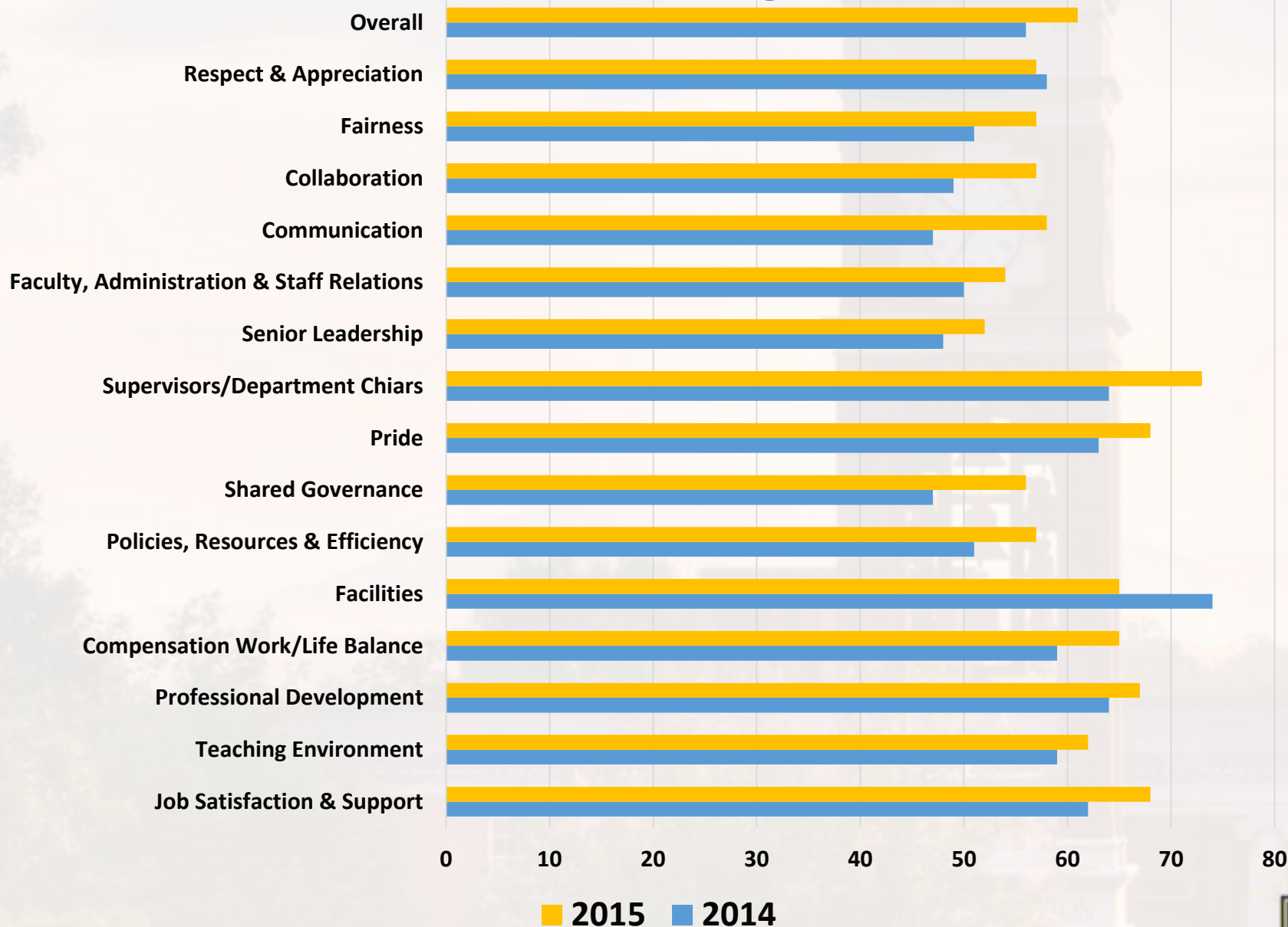
Chronicle's Great Colleges to Work For



- 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 8th 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 21st in the nation by *Graduateprograms.com*
- *U.S. News & World Report* ranked our programs in Public Health and Audiology at 31st and 37th, respectively.
- ETSU is among the top 20 pre-medicine schools in the nation as ranked by *America.edu*.
- The University School is the 6th 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.

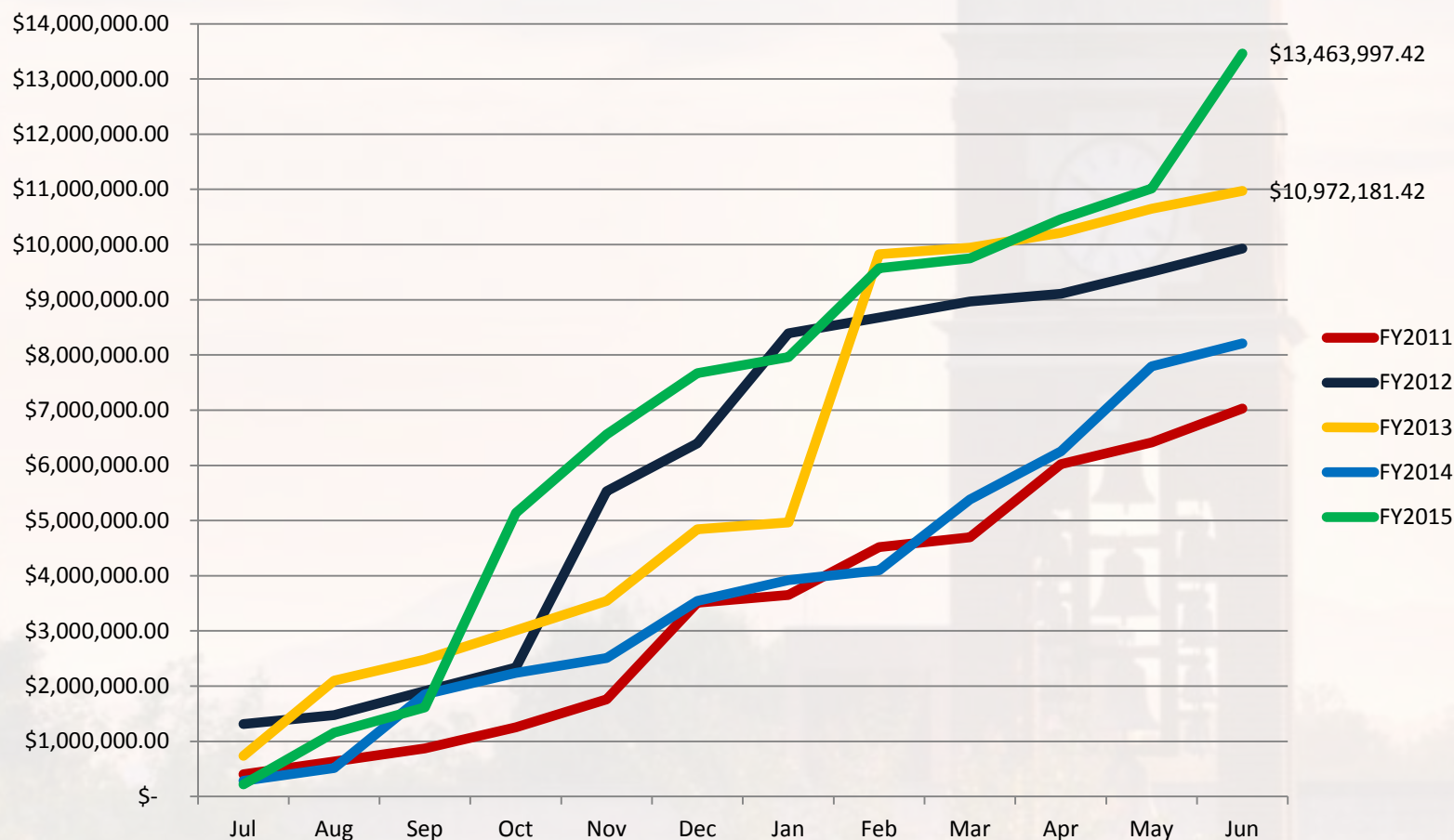


Stewardship of Place

- 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

