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10-12-2020

### 2020 October 12 - University Council Agenda and Minutes

University Council, East Tennessee State University

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**AGENDA**  
**University Council**  
Monday, October 12, 2020  
Meeting Conducted Via Zoom  
8:30 a.m. – 11:00 a.m.

1. Call to Order
2. Roll Call
3. Standing Items
  - 3.1. Approve minutes of the September 14, 2020 meeting (**attachment**)
  - 3.2. Review agenda
  - 3.3. Call for Voluntary Reports of UC-Essential Action Items from Governance Organizations
4. Action Items
  - 4.1. Old Business
  - 4.2. New Business
5. Information Items/Presentations
  - 5.1. Introduction of Two Chairs of Excellence—David Golden and Jim Harlan (**attachment**) – Dr. Depew
  - 5.2. Proposal for Committee on Committees Sub-Council – Dr. Bishop
  - 5.3. Update on ETSU Surveys of Faculty, Staff, and Students – Dr. Hoff
6. President’s Report
  - 6.1. State of the University (**attachment**)
  - 6.2. Spring 2021 Academic Calendar Options (**attachment**)
7. Announcements
8. Adjournment

**University Council**  
**October 12, 2020**  
**Meeting conducted via Zoom**

1. Call to Order

Dr. Wilsie Bishop called the meeting to order.

2. Roll Call

Ms. Amanda Mowell called the roll. Those in attendance were: Ms. Bridget Baird, Dr. Wilsie Bishop, Dr. Bill Block, Dr. Myra Carew, Mr. Scott Carter, Dr. Cheri Clavier, Dr. William Duncan, Dr. Susan Epps, Ms. Joy Fulkerson, Dr. Mark Fulks, Dr. Allen Gorman, Dr. Adam Green, Mr. Stephen Hendrix, Dr. Mike Hoff, Dr. Keith Johnson, Dr. Karin Keith, Dr. Chris Keller, Dr. B.J. King, Dr. Karen King, Ms. Candy Massey, Dr. Sam Mayhew, Dr. Wendy Nehring, Dr. Brian Noland, Mr. Shivam Patel, Ms. Pamela Ritter, Mr. Jeremy Ross, Dr. Don Samples, Dr. Janna Scarborough, Dr. Joe Sherlin, Mr. Joe Smith, Dr. Jeff Snodgrass, Ms. Alicia Williams

Those absent: Ms. Kayla Frank

Others in attendance: Ms. Mary Cradic, Dr. Dennis Depew, Dr. Bill Flora, Mr. David Golden, Mr. Jim Harlan, Dr. Nick Hagemeyer, Dr. David Linville, Ms. Amanda Mowell, Dr. Jodi Polaha, Dr. Megan Quinn

3. Standing Items

3.1 Approve minutes from September 14, 2020 meeting

A motion by Mr. Stephen Hendrix to approve the minutes was seconded by Dr. Janna Scarborough, and the minutes were unanimously approved.

3.2 Review agenda

Dr. Wilsie Bishop requested that agenda item 5.1 be addressed prior to item 3.3 Voluntary Reports.

3.3 Voluntary Reports of UC-Essential Action Items from Governance Organizations

Ms. Candy Massey reported that Staff Senate committee membership is finalized, and a new website and newsletter will launch soon.

Mr. Shivam Patel had no report from the Student Government Association.

Mr. Stephen Hendrix noted that Faculty Senate passed several resolutions in appreciation of custodial workers and ITS staff. Policy reviews and reporting continues.

Dr. Allen Gorman said the Council of Chairs continues to work on leadership development opportunities, the next of which will be facilitated by Dr. Janna Scarborough.

Ms. Alicia Williams said the Graduate and Professional Student Association continues to co-sponsor virtual events such as Library 101, Women on Wednesdays, and a leadership series with the Multicultural Center.

Dr. Karen King (Information Technology Council) said the outdoor wireless project is moving quickly and is on track to finish before Nov. 14. Esports is moving computers into the new esports arena in the D.P. Culp Student Center.

Dr. William Duncan (Research Council) reported that work continues with Ballad Health to establish the appropriate procedures for faculty and staff to conduct research utilizing the health system's data and facilities. This follows Ballad Health's decision to establish its own IRB. The process for obtaining administrative approval was shared in the President's Weekly Update newsletter. All ETSU studies will continue to be reviewed by ETSU's IRB with administrative approval needed for Ballad Health facilities.

Dr. Scott Carter noted that Athletics has engaged in competition for men's golf and men's and women's tennis this fall. The finalization of men's and women's basketball schedules is underway. The forthcoming spring schedule will be very active as fall teams are scheduled to compete. The Athletic Department recently announced a new fundraising initiative called "All Hands on Deck" to address challenges created by the pandemic.

Dr. Bishop (Academic Council) noted the approval of a new MBA program concentration in health care marketing, and the College of Clinical and Rehabilitative Health Sciences received approval for the orthotics and prosthetic master's program curriculum proposal, which moves forward to THEC for review.

#### 4. Action Items

##### 4.1 Old Business

No old business was brought before the University Council for consideration.

##### 4.2 New Business

No new business was brought before the University Council for consideration.

#### 5. Information Items/Presentations

##### 5.1 Introduction of Two Chairs of Excellence

Dr. Dennis Depew introduced Mr. Jim Harlan, Professor of Practice and AFG Chair of Excellence in Business and Technology, and Mr. David Golden, Professor of Practice and Allen and Ruth Harris Chair of Excellence in Business ([attachment](#)). Both individuals expressed excitement for the opportunity to join the ETSU faculty and build relationships across the College of Business and Technology and the region.

##### 5.2 Proposal for Committee on Committee Sub-Council

When the University Council was established a work group brought forth the

structure and infrastructure for how it would operate, including two sub councils on quality effectiveness and budget planning, Dr. Bishop said. With forthcoming changes in the Office of the President due to retirements, it is time to think about how to best handle committee governance across the university. Ms. Mary Cradic has handled this for a number of years as she has collected names from the various groups, maintained the website, and accepted reports. Following discussion with Ms. Cradic and Dr. Susan Epps, who has had a significant role on the Committee on Committees in Faculty Senate, Dr. Bishop said she sent a note to both Faculty Senate and Staff Senate about the proposal. Both bodies saw it as an opportunity to move toward a smoother selection of committee members and assure the responsibility and accountability of standing committees. In fact, there are pages of standing committees, some that have not met for a number of years, she explained.

The proposal is to create a sub-council of University Council on university governance - a committee on committees, or another suggested name. This group, Dr. Bishop noted, would coordinate with other governing bodies across campus to assist with membership appointments, collect annual reports, and provide updates to University Council. This tie to ETSU's governing body would be an opportunity to report beneficial work that otherwise might not be shared, she said.

This working committee would make sure the standing committees are current and up to date, and Office of the President would continue to make sure the information is available online. It was suggested that undergraduate and graduate students also be represented on the committee.

Dr. Noland thanked Ms. Cradic for her work in university governance for a significant number of years. He offered support for the proposal and said it brings an important part of the operations of the university into greater transparency and enhances shared governance

Dr. Bishop said she would work to develop a written proposal for the University Council to vote on at the November meeting.

### [5.3 Update on ETSU Surveys of Faculty, Staff, and Students](#)

Dr. Noland held a series of focus groups Sept. 14 through Oct. 1 as part of the Committee for 125 Part II. Four focus groups of 20 students revealed the following themes:

- Desire extended hours for services
- Review the one guest dorm policy
- Desire for more social events
- Broader variety of food options
- Some courses converted from on-ground to remote not providing expected level of instruction
- Mental health concern, specifically how cold weather will impact ability to be outdoors
- University communication is good and transparency appreciated

- Thankful for in-person engagement opportunities
- Noticed missteps experienced by friends at other schools and thankful their semester was not disrupted

Dr. Hoff made a call for questions to ask faculty and students in future surveys and focus groups. He said student focus group participants were a mix of gender, race, ethnicity, class level, and both on- and off-campus residents selected by Student Life and Enrollment.

## 6. President's Report

### 6.1 [State of the University](#)

In many respects, Dr. Noland said, this has been a unique fall, but who we are as institution has not changed at all. The major campus decisions impacted by COVID-19 – course delivery, health, and safety – were driven by faculty, staff, and the medical team. The cost of single occupancy residence halls was not passed on to the students, he added. ETSU continues to be distinctive and is one of the only institutions in the state conducting random sampling/testing.

The Great Colleges to Work For survey was distributed in the middle of the pandemic, but the results show significant growth in several areas. There are still areas to improve in, but, overall, campus averages have increased, Dr. Noland said.

He then focused on enrollment, which is down 474 this fall but within budget confidence intervals set during the summer. Unless something unexpected comes from the spring legislative session in Nashville, the budget is set for the year.

Almost every institution across the state saw decreased enrollment at the undergraduate level, but graduate enrollment helped to balance overall numbers. Enrollment at community colleges has been significantly impacted by the pandemic, which will impact transfer numbers in the future.

ETSU's enrollment is more diverse this fall with more African American and Hispanic students attending; however, fewer males are choosing to attend college, a trend extending across the state.

Dr. Noland said if international enrollment had remained constant, the university would not have seen an enrollment decline. International enrollment is not likely to rebound anytime soon; therefore, we are focusing on increasing out-of-state enrollment. As we feared, many high school graduates have decided to take a gap year; nevertheless, our freshman class is academically prepared with constant average GPA and ACT scores. This fall, ETSU had its highest retention rate (78 percent) and graduation rate (50 percent) in the history of the institution.

Next, Dr. Noland discussed the budget and stressed the importance of the work that took place over the summer to prepare for multiple budget scenarios. Administrative units took a larger percentage reduction (5.3 percent) compared to academic units (4.3 percent). He said the university is in a very different position than other schools

facing 25 percent base budget cuts and cautioned units to be judicious about filling vacancies and to hold on to positions if possible.

The ETSU Committee for 125 Chapter II is launching now in an adjusted manner, Dr. Noland said. First, we will celebrate the accomplishments of the last decade:

- New budget model
- Transforming Advancement
- Restructuring Student Affairs
- Launching a unified brand
- Performing arts center
- \$85 million raised toward the \$120 million “Campaign for ETSU”
- Top performing institution in the state last year in THEC outcomes formula

There are things we can focus on going forward, specifically ETSU’s regional mission that takes us back to our normal school roots, Dr. Noland said. In terms of the education pipeline, a quarter of high school seniors graduate with bachelor's degrees. If we are to hit the goal of 55% of Tennesseans with some sort of postsecondary credential and grow the economy, we have work to do, he stated.

The Committee for 125 Chapter II will include analyzing new initiatives and alignments, and then implementing the changes as we move forward. Some of this work is underway, Dr. Noland explained. Surveys and focus groups will continue and by next October on Founders Day a revised plan will be presented to campus.

## 6.2. Spring 2021 Academic Calendar Options

Dr. Noland shared a series of proposed adjustments to the spring 2021 academic calendar ([attachment](#)). These options have been shared with individuals across the campus community and Dr. Bishop has communicated the proposal with shared governance in academics. Feedback from University Council was requested before making an official recommendation.

The four calendar options include:

- 1 – No changes to the calendar
- 2 – No spring break and delay start of semester by a week (Jan. 25) and conclude by May 6
- 3 – Start on time (Jan. 19) but remove spring break and shorten the semester
- 4 – Start on time, no formal spring break but distribute across spring semester

Dr. Noland recommended option 4. He asked for feedback and input and Mr. Shivam Patel offered his support for option 4. Dr. Sam Mayhew said option 4 would have virtually no impact on Financial Aid. Dr. Bill Block recommended messaging about taking precautions if traveling during intermittent breaks.

Dr. Noland clarified that option 4 does not add holidays to the employee calendar, as

the university would continue to be open during intermittent breaks just as it is for spring, although administrative day(s), similar to what was provided in the fall, would be explored. A poll was conducted with 89 percent of respondents choosing option 4.

Dr. Noland assured that campus communication about the academic calendar changes would be clear, and Dr. Bishop said course categories for spring would also be communicated and it is very probable that the university will continue in an 80/20 distribution of remote and on-ground courses. Dr. Noland anticipates that ETSU will hold a virtual commencement in December similar to spring.

#### 7. Announcements

Dr. Scarborough said Access ETSU successfully launched last year with its first student Garrison Buchanan and an additional student was added this fall. Faculty in Special Education have received a \$2.5 million grant to expand the program and allow families to access financial aid to participate. Access ETSU will be able to enroll 10 students next fall.

Dr. Keith Johnson said the Equity and Inclusion Conference had close to 400 participants and diversity training is being piloted this month with the goal of offering the training campus wide in the spring semester.

#### 8. Adjournment

The meeting adjourned at 9:55 a.m.



Menu: ETSU News

# ETSU welcomes Chairs of Excellence in Business

David Golden, Jim Harlan join College of Business and Technology faculty

JOHNSON CITY (Sept. 14, 2020) – The College of Business and Technology at East Tennessee State University has filled two endowed chair positions, each charged to provide expertise to academic programs and assist in fulfilling the strategic mission of the college while building regional and international partnerships.

**David Golden** has been named professor of practice and Allen and Ruth Harris Chair of Excellence in Business, and **Jim Harlan** has been named professor of practice and AFG Chair of Excellence in Business and Technology.



For almost 25 years, Golden served as a senior manager for Eastman, most recently as senior vice president, chief legal & sustainability officer and corporate secretary. In this position he was responsible for numerous units, including Legal; Corporate Health, Safety, Environment and Security; Product Safety and Regulatory Affairs; Sustainability; Government Relations; Aviation Services; Communications; Community Affairs; Public Policy; Global Business Conduct; International Trade Compliance and others. Golden managed a multimillion-dollar budget and as a member of the executive team, he helped form and refresh company strategy.

Golden is a two-time graduate of Brigham Young University, earning both a B.S. and Juris Doctorate. In 2012, he completed the Harvard Business School Advanced Management Program. Golden serves on a number of boards, councils and commissions across the country and was among the eight individuals appointed by former Gov. Bill Haslam to serve on the ETSU Board of Trustees upon its inception in 2017 and was later

elected vice chair. He stepped down from the board earlier this year.

“We are extremely excited to have Mr. Golden join the college this fall,” said Dr. Dennis Depew, dean for the College of Business and Technology. “He brings impressive credentials and experience. His national and international relationships will help advance the reputation and mission of the College of Business and Technology.”

Harlan built a successful career at Eastman spanning over 30 years. In his most recent position as vice president of global supply chain, he led an organization of 900 employees across 18 countries responsible for demand/supply planning, inventory management, order fulfillment, logistics and customer service for 10 diverse businesses. Eastman was recognized by Supply Chain Insights as having a “Supply Chain to Admire” in both 2014 and 2015 and Harlan was named a “2015 Rainmaker” by DC Velocity for contributions and advancements to the logistics profession.

Harlan has a B.S. degree in chemical engineering from the University of Tennessee, an MBA from ETSU and he completed the Harvard Business School Advanced Management Program in 2003. Earlier this year, Harlan was



inducted into the ETSU College of Business and Technology Hall of Fame and received the Lifetime Achievement Award.

“Mr. Harlan brings an impressive academic and business background to our college and university,” Depew said. “His energy and experience will certainly help advance our college’s regional economic development vision.”

Both Golden and Harlan previously taught business courses at ETSU and will be even more engaged with teaching, research and creative activities in their new positions.

The AFG Chair of Excellence was previously held by Dr. Andy Czuchry and Dr. Allan Spritzer held the Allen and Ruth Harris Chair of Excellence. Both retired earlier this year.

To learn more about ETSU College of Business and Technology, visit [etsu.edu/cbat](https://etsu.edu/cbat).

|                       | <b>Option 1*</b> | <b>Option 2</b>   | <b>Option 3</b> | <b>Option 4</b>    |
|-----------------------|------------------|-------------------|-----------------|--------------------|
|                       | Current Calendar |                   |                 |                    |
| <b>Classes Begin</b>  | January 19       | January 25        | January 19      | January 19         |
| <b>Spring Break</b>   | March 15 - 21    | No Spring Break   | No Spring Break | No Spring Break    |
| <b>Break Days:</b>    | N/A              | Feb. 18 - 19 (RF) | N/A             | Feb. 18 - 19 (RF)  |
|                       | N/A              | March 15 -16 (MT) | N/A             | March 15 - 16 (MT) |
|                       | N/A              | April 14 (W)      | N/A             | April 14 (W)       |
| <b>Univ. Closed</b>   | April 2          | April 2           | April 2         | April 2            |
| <b>Classes End</b>    | April 30         | April 30          | April 23        | April 30           |
| <b>Final Exams</b>    | May 1 - 6        | May 1 - 6         | April 24 - 29   | May 1 - 6          |
| <b>Commencement</b>   | May 8            | May 8             | May 1 - 9       | May 8              |
| <b>Class Periods:</b> |                  |                   |                 |                    |
| <b>MWF</b>            | 40               | 38                | 37              | 40                 |
| <b>TR</b>             | 28               | 26                | 26              | 28                 |
| <b>S</b>              | 13               | 13                | 13              | 14                 |



**East Tennessee State University**  
**State of The University**  
**October 9, 2020**



# Presentation Overview

- COVID-19 response
- Fall 2020 enrollment profile
- Budget update
- Strategic Planning C125.2/One ETSU



# COVID-19 Overview and Update



# Impact of COVID-19 on Higher Education – Budget

- Ohio University has terminated 140 union employees, 149 administrators, and 53 instructional faculty members for Fall 2020. All remaining employees will be furloughed (without pay) for up to 18 days and senior administrators will take a 10 to 15 percent salary reduction.
- Central Washington University proclaimed a state of financial exigency.
- In Maryland, nearly half of the \$413 million in the first round of state budget cuts caused by COVID-19 will affect higher education. The \$186 million in cuts to higher education approved last week by the Maryland Board of Public Works “likely will cause faculty furloughs, pay cuts and reductions in student financial aid.” (Miller and Condon, Baltimore Sun, 7-7-20).
- The NCAA will furlough 600 employees amid severe budget strains due to the pandemic's impact on college athletics. The furloughs of three to eight weeks will affect the entire staff except for senior executives.
- Facing a budget shortfall of \$250 million, the University of Delaware will make layoffs, furlough all of its 3500 staff, and use \$100 million from its endowment to close some of the gap. All university units face cuts of at least 15 percent as UD is facing a projected \$250 million budget deficit.



# Impact of COVID-19 on Higher Education - Health

- Grand Valley State University told all students living on, near, or off campus to "stay in place" through Oct. 1. Students may not return to their home address unless for an emergency, as GVSU has recently evidenced more than 600 cases of COVID-19.
- Colorado health officials urged all students at the University of Colorado at Boulder to quarantine and shelter in place for two weeks. A similar request was made by the Pima County Health Department for students at the University of Arizona as UA battles a rising number of COVID-19 cases (600 new cases in two weeks).
- More than 1,000 students tested positive for COVID-19 at Illinois State University roughly two weeks into the fall semester.
- According to the Chronicle of Higher Education, 75% of college students surveyed in a recent poll responded that the pandemic had worsened their mental health. The poll, which surveyed about 2,000 students in September, found that nearly 90% of respondents had experienced stress or anxiety as a result of Covid-19.





# Impact of COVID-19 at ETSU

- Based upon recommendations from the Medical Response Team, staff made the decision to transition all residence halls to single occupancy. Students did not experience cost increases and those already in single units received a price reduction.
- Course delivery structures and methodology were coordinated by the Office of the Provost, with decision autonomy residing at the faculty level. Eighty percent of all ETSU courses for the Fall 2020 semester were delivered via an on-line format. On-ground courses are primarily clinical, lab, or experiential in nature.
- Faculty and staff retain the ability to work from home as health and personal circumstances dictate and most offices remain in a rotational staffing format.
- The *Bucs are Back* website provides daily updates to the campus regarding safety protocols, policies, and is the home to our detailed FAQ's and the COVID-19 dashboard (<https://www.etsu.edu/coronavirus/dashboard.php>)
- Contact tracing, quarantine protocols, classroom preparation, and enhanced sanitation and sterilization efforts led by the Office of Administration have temporarily changed the “nature” of the division.



# ETSU Fall 2020 COVID-19 Surveillance Testing

- Under the guidance of the ETSU COVID-19 Health Team, the university is implementing a voluntary surveillance testing program to better understand the spread of the virus at ETSU
- On September 9, 2020, all faculty, staff, and students were invited to consent to random testing, only those who consent will be randomly selected
- As of September 16, 2020:
  - 471 students have responded and 437 have consented
  - 408 faculty and staff have responded and 394 have consented
- 75 students have been invited to test
  - 48 scheduled/1 Positive/47 Negative
- 25 faculty and staff have been invited to test (all negative)



# ETSU COVID-19 Pre-Enrollment Survey

- **Survey Period:** July 19, 2020 to July 31,2020
- **Survey Population:** All prior enrolled students who did not graduate and all prospective students
- **Responses:** 6,583 (37% Response Rate)
- **Respondent Profile:**
  - 68% female
  - 85% Undergraduate
  - Average age 21
  - 30% New students
- **Intent to Enroll:** 91% of respondents plan to enroll this fall – only 1% of those who do not plan to enroll cited the pandemic as the reason; financial challenges were the most common reason cited for non-enrollment.



# ETSU COVID-19 Pre-Enrollment Survey - RESULTS

- Of the students enrolled this past spring, 77% indicated they had a good experience
- 83% of respondents were confident/extremely confident ETSU was taking the right steps to keep them safe
- 23% of respondents plan to live on campus
- 94% of students indicated they were able to participate in online education, although 45% prefer on ground courses
- 46% had concerns regarding coming to campus, primarily their health or that of others
- 95% of respondents indicated a willingness to participate in healthy behaviors such as wearing a mask



# Institutional Climate

| GCTWF Results 2015 to 2020       |           |           |           |           |           |           |          |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|----------|
| Question Category                | 2015      | 2016      | 2017      | 2018      | 2019      | 2020      | Delta    |
| Job Satisfaction/Support         | 68        | 68        | 72        | 76        | 72        | 76        | 8        |
| Teaching Environment             | 62        | 60        | 64        | 68        | 67        | 70        | 8        |
| Professional Development         | 67        | 71        | 75        | 75        | 69        | 76        | 9        |
| Comp,Benefit & Work/Life         | 65        | 65        | 70        | 69        | 68        | 71        | 6        |
| Facilities                       | 65        | 72        | 70        | 71        | 70        | 77        | 12       |
| Policies, Resources & Efficiency | 57        | 59        | 62        | 63        | 61        | 63        | 6        |
| Shared Governance                | 56        | 54        | 61        | 63        | 60        | 62        | 6        |
| Pride                            | 68        | 68        | 75        | 76        | 73        | 72        | 4        |
| Supervisors/Department Chairs    | 73        | 73        | 73        | 74        | 76        | 70        | -3       |
| Senior Leadership                | 52        | 50        | 61        | 60        | 57        | 63        | 11       |
| Fac, Admin & Staff Relations     | 54        | 52        | 62        | 60        | 59        | 59        | 5        |
| Communication                    | 58        | 53        | 63        | 61        | 58        | 58        | 0        |
| Collaboration                    | 57        | 56        | 62        | 65        | 61        | 61        | 4        |
| Fairness                         | 57        | 60        | 63        | 64        | 58        | 59        | 2        |
| Respect and Appreciation         | 57        | 58        | 64        | 64        | 65        | 64        | 7        |
| <b>Overall Average</b>           | <b>61</b> | <b>61</b> | <b>66</b> | <b>67</b> | <b>65</b> | <b>66</b> | <b>5</b> |
| Carnegie Benchmark               | 69        | 68        | 68        | 67        | 68        | 71        | 2        |



# Fall 2020 Enrollment Update



# Impact of COVID-19 on Enrollment

- ACE projects that international enrollment could drop by 25 percent if institutions shift to remote learning in the fall.
- The bond ratings agency Fitch anticipates that annual enrollment declines for Fall 2020 could range from 5 to 20% for many colleges and universities. Private colleges could experience more meaningful financial effects than public colleges, given a higher reliance on tuition and student fee revenues.
- A recent report by Eduventures indicates that adult students may not be enrolling in higher education in the COVID-19 recession. The report cites early evidence that FASFA applications by independent students aged 24 or older, were down by 9 percent for the initial months of 2020.
- SimpsonScarborough has predicted that four-year colleges may face a loss of up to 20% in fall enrollment based on surveys of more than 2,000 college-bound high school seniors and current college students in March, just after the coronavirus began spreading in the United States, and in April, after three weeks of record unemployment claims.



# Impact of COVID-19 on Higher Education

Figure 5: Expectations for Fall 2020 Enrollment Relative to Fall 2019 Enrollment

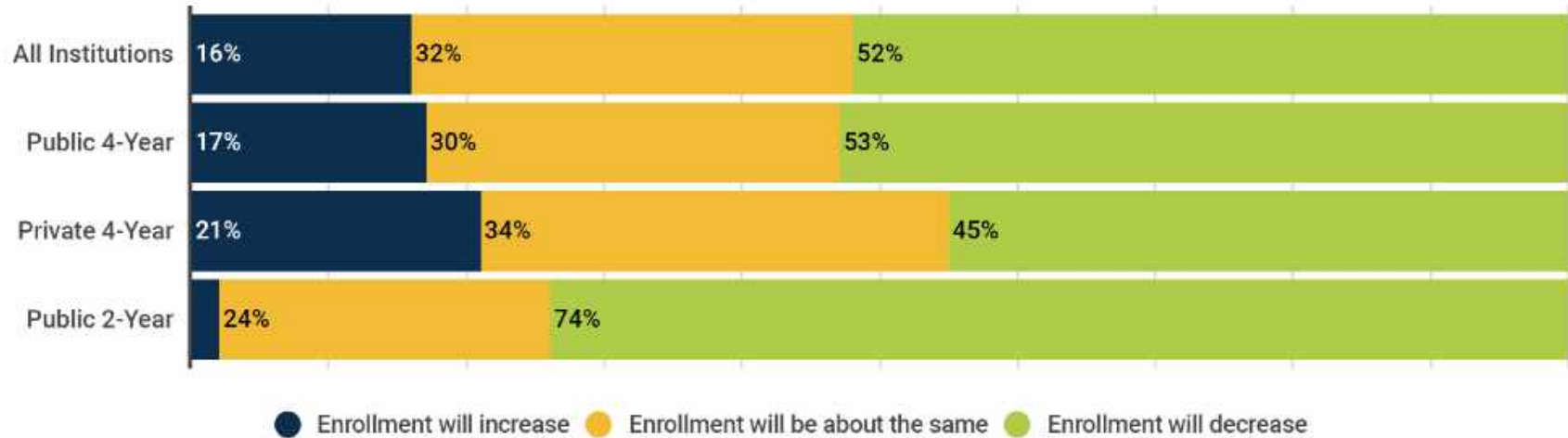
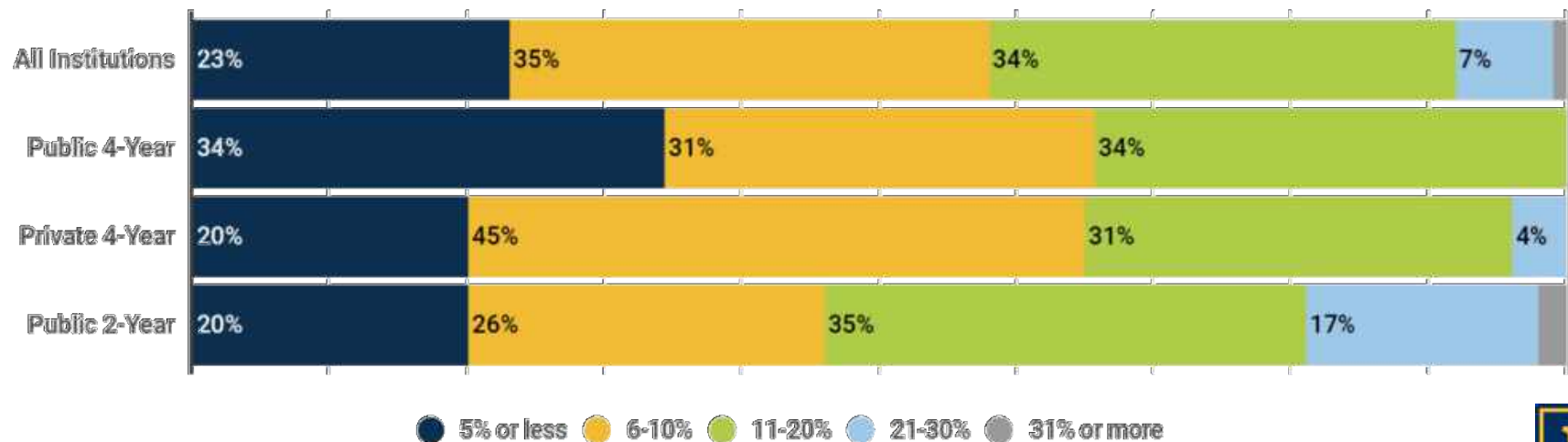


Figure 6: Anticipated Fall 2020 Enrollment Decline





# ETSU Enrollment – Fall 2020

## Fall 2020 Overall Enrollment

| Student Level | 2016          | 2017          | 2018          | 2019          | 2020          | Delta       |
|---------------|---------------|---------------|---------------|---------------|---------------|-------------|
| Undergraduate | 11,065        | 11,323        | 11,268        | 11,151        | 10,705        | -446        |
| Graduate      | 2,354         | 2,441         | 2,457         | 2,437         | 2,435         | -2          |
| Medicine      | 542           | 531           | 534           | 538           | 546           | +8          |
| Pharmacy      | 324           | 313           | 315           | 315           | 281           | -34         |
| <b>Total</b>  | <b>14,285</b> | <b>14,608</b> | <b>14,574</b> | <b>14,441</b> | <b>13,967</b> | <b>-474</b> |

### Top Five Undergraduate Programs

- **Nursing (1116)**
- **Psychology (594)**
- **Biology (505)**
- **Computer Science (430)**
- **Management (373)**



# Tennessee Higher Education Enrollment – Fall 2020

| Institution                                   | Overall        | Delta         | Undergrad      | Delta         | Graduate      | Delta        |
|---|----------------|---------------|----------------|---------------|---------------|--------------|
| <b>Locally Governed Institutions</b>          | <b>85,758</b>  | <b>-0.8%</b>  | <b>62,056</b>  | <b>-1.2%</b>  | <b>13,737</b> | <b>5.7%</b>  |
| Austin Peay State University*                 | 9,965          | -6.1%         | 8,797          | **            | 1,170         | **           |
| <b>East Tennessee State University</b>        | <b>13,967</b>  | <b>-3.3%</b>  | <b>10,705</b>  | <b>-4.0%</b>  | <b>3,262</b>  | <b>-0.9%</b> |
| Middle Tennessee State University             | 22,084         | 1.7%          | 19,192         | -1.4%         | 2,892         | 28.0%        |
| Tennessee State University                    | 7,616          | -5.7%         | 5,999          | 2.1%          | 1,617         | -26.7%       |
| Tennessee Technological University            | 10,177         | 0.4%          | 8,778          | -2.0%         | 1,399         | 18.4%        |
| University of Memphis                         | 22,203         | 2.4%          | 17,382         | 0.0%          | 4,821         | 11.8%        |
| <b>University of Tennessee System</b>         | <b>52,560</b>  | <b>2.7%</b>   | <b>41,187</b>  | <b>2.3%</b>   | <b>11,373</b> | <b>4.0%</b>  |
| University of Tennessee, Chattanooga          | 11,696         | 1.1%          | 10,312         | 0.9%          | 1,384         | 2.6%         |
| University of Tennessee, Knoxville            | 30,095         | 5.0%          | 24,254         | 5.5%          | 5,841         | 3.0%         |
| UT Space Institute                            | 83             | 5.1%          | NA             | NA            | 83            | 5.1%         |
| UT Veterinary Medical Center                  | 381            | 3.0%          | NA             | NA            | 381           | 3.0%         |
| University of Tennessee, Martin               | 7,117          | -2.0%         | 6,395          | -5.2%         | 722           | 40.5%        |
| University of Tennessee Health Science Center | 3,188          | -1.9%         | 226            | -23.6%        | 2,962         | 0.3%         |
| <b>University Total</b>                       | <b>138,318</b> | <b>0.5%</b>   | <b>103,243</b> | <b>0.2%</b>   | <b>25,110</b> | <b>4.9%</b>  |
| <b>CC TOTAL</b>                               | <b>78,772</b>  | <b>-10.3%</b> | <b>78,772</b>  | <b>-10.3%</b> | <b>NA</b>     | <b>NA</b>    |
| <b>GRAND TOTAL<sup>^</sup></b>                | <b>217,090</b> | <b>-3.7%</b>  | <b>182,015</b> | <b>-4.7%</b>  | <b>25,110</b> | <b>4.9%</b>  |



# Tennessee Higher Education Enrollment – Fall 2020

| Institution/Sector                    | Fall 2019      | Fall 2020      | % Change      |
|---------------------------------------|----------------|----------------|---------------|
| Chattanooga State Community College   | 8,047          | 7,452          | -7.4%         |
| Cleveland State Community College     | 3,370          | 3,074          | -8.8%         |
| Columbia State Community College      | 6,312          | 5,931          | -6.0%         |
| Dyersburg State Community College     | 2,840          | 2,650          | -6.7%         |
| Jackson State Community College       | 4,888          | 4,210          | -13.9%        |
| Motlow State Community College        | 6,991          | 6,526          | -6.7%         |
| Nashville State Community College     | 7,885          | 7,064          | -10.4%        |
| Northeast State Community College     | 6,082          | 5,397          | -11.3%        |
| Pellissippi State Community College   | 10,689         | 9,334          | -12.7%        |
| Roane State Community College         | 5,858          | 5,172          | -11.7%        |
| Southwest Tennessee Community College | 9,433          | 7,371          | -21.9%        |
| Volunteer State Community College     | 9,144          | 8,830          | -3.4%         |
| Walters State Community College       | 6,279          | 5,742          | -8.6%         |
| <b>TBR TOTAL</b>                      | <b>87,818</b>  | <b>78,753</b>  | <b>-10.3%</b> |
| LGI TOTAL                             | 86,431         | 85,758         | -0.8%         |
| UT SYSTEM TOTAL                       | 51,196         | 52,560         | 2.7%          |
| University Total                      | 137,627        | 138,318        | 0.5%          |
| <b>Grand Total</b>                    | <b>225,445</b> | <b>217,071</b> | <b>-3.7%</b>  |



# ETSU Enrollment – Race & Gender

## Race/Ethnicity 2016-2020 (Main Campus Only)

| Race/Ethnicity                   | 2016          | 2017          | 2018          | 2019          | 2020          | Delta       |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|-------------|
| Alaskan Native/American Indian   | 0.2%          | 0.2%          | 0.2%          | 0.2%          | 0.1%          | -0.05%      |
| Asian                            | 1.4%          | 1.4%          | 1.5%          | 1.5%          | 1.6%          | 0.07%       |
| Black                            | 6.2%          | 6.6%          | 6.5%          | 6.3%          | 6.7%          | 0.33%       |
| Hispanic                         | 2.0%          | 2.5%          | 2.7%          | 2.8%          | 3.4%          | 0.59%       |
| Native Hawaiian/Pacific Islander | 0.1%          | 0.1%          | 0.1%          | 0.1%          | 0.1%          | -0.01%      |
| Non-Resident Alien               | 4.8%          | 4.5%          | 3.7%          | 2.9%          | 2.0%          | -0.93%      |
| Two or More Races                | 2.5%          | 2.7%          | 3.2%          | 3.8%          | 3.9%          | 0.14%       |
| Unknown                          | 1.4%          | 1.3%          | 1.4%          | 1.7%          | 3.5%          | 1.84%       |
| White                            | 81.3%         | 80.6%         | 80.9%         | 80.7%         | 78.8%         | -1.99%      |
| <b>Total</b>                     | <b>13,419</b> | <b>13,764</b> | <b>13,725</b> | <b>13,589</b> | <b>13,140</b> | <b>-449</b> |
| Female                           | 57.8%         | 58.2%         | 59.6%         | 61.0%         | 62.1%         | 1.12%       |
| Male                             | 42.2%         | 41.8%         | 40.4%         | 39.0%         | 37.9%         | -1.12%      |



# ETSU Enrollment – Residency

## Largest TN Counties 2016-2020 (Main Campus Only)

| Location               | Fall 2016     | Fall 2017     | Fall 2018     | Fall 2019     | Fall 2020     |
|------------------------|---------------|---------------|---------------|---------------|---------------|
| Washington, TN         | 2,677         | 2,700         | 2,679         | 2,651         | 2,430         |
| Sullivan, TN           | 1,771         | 1,790         | 1,767         | 1,797         | 1,815         |
| Knox, TN               | 710           | 800           | 830           | 756           | 744           |
| Carter, TN             | 697           | 711           | 704           | 678           | 663           |
| Greene, TN             | 515           | 514           | 500           | 517           | 524           |
| Hawkins, TN            | 512           | 529           | 500           | 527           | 494           |
| Hamilton, TN           | 406           | 446           | 398           | 384           | 365           |
| Sevier, TN             | 302           | 298           | 295           | 324           | 316           |
| Hamblen, TN            | 290           | 283           | 288           | 268           | 283           |
| Unicoi, TN             | 200           | 245           | 228           | 254           | 247           |
| <b>Tennessee Total</b> | <b>10,593</b> | <b>10,946</b> | <b>10,955</b> | <b>10,913</b> | <b>10,629</b> |
| Grand Total            | 13,419        | 13,765        | 13,725        | 13,589        | 13,140        |
| TN% of Total           | 78.94%        | 79.52%        | 79.82%        | 80.31%        | 80.89%        |

## Border County/International/Out-of-State (Main Campus Only)

|                           |              |              |              |              |              |
|---------------------------|--------------|--------------|--------------|--------------|--------------|
| NC                        | 436          | 410          | 390          | 347          | 308          |
| VA                        | 469          | 451          | 445          | 453          | 405          |
| <b>Border Total</b>       | <b>905</b>   | <b>861</b>   | <b>835</b>   | <b>800</b>   | <b>713</b>   |
| % of Total                | 6.74%        | 6.25%        | 6.08%        | 5.89%        | 5.43%        |
| <b>International</b>      | <b>678</b>   | <b>657</b>   | <b>544</b>   | <b>424</b>   | <b>288</b>   |
| % of Total                | 5.05%        | 4.77%        | 3.96%        | 3.12%        | 2.19%        |
| <b>Other Out of State</b> | <b>1,243</b> | <b>1,301</b> | <b>1,391</b> | <b>1,452</b> | <b>1,510</b> |
| % of Total                | 9.26%        | 9.45%        | 10.13%       | 10.69%       | 11.49%       |



# ETSU Freshmen Profile

## ETSU Fall 2016-2020 First-time Freshmen Profile

| First-time Freshmen | 2016  | 2017  | 2018  | 2019  | 2020  | Delta |
|---------------------|-------|-------|-------|-------|-------|-------|
| Headcount           | 1,886 | 2,050 | 1,976 | 1,786 | 1,651 | -135  |
| High School GPA     | 3.5   | 3.4   | 3.5   | 3.5   | 3.5   | 0     |
| ACT                 | 23.2  | 22.8  | 23.3  | 23.5  | 23.4  | -0.1  |
| Tennessee Resident  | 1,545 | 1,689 | 1,575 | 1,406 | 1,311 | -95   |
| Border County       | 155   | 126   | 147   | 146   | 88    | -58   |
| International       | 33    | 24    | 20    | 22    | 13    | -9    |
| Other Out-of-State  | 153   | 211   | 234   | 212   | 239   | 27    |

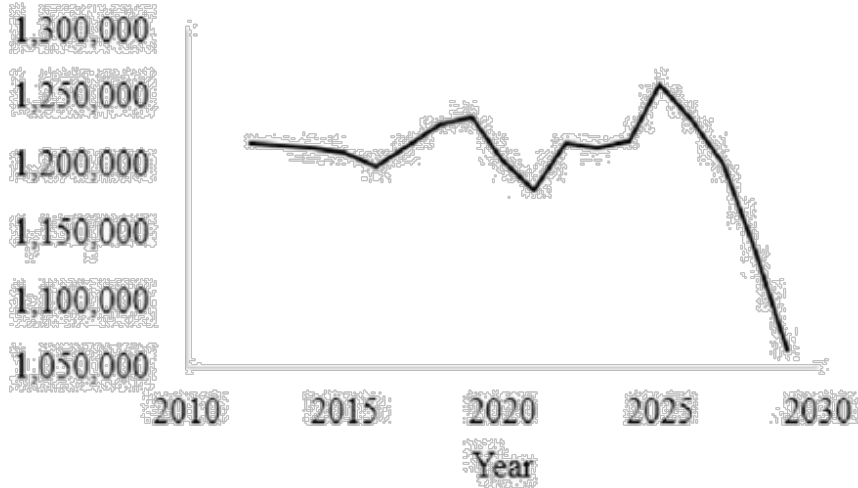
## ETSU Fall 2016-2020 Freshmen Academic Performance Scholarships

|              |     |     |     |     |     |     |
|--------------|-----|-----|-----|-----|-----|-----|
| Presidential | 80  | 77  | 88  | 95  | 87  | -8  |
| Provost      | 232 | 229 | 258 | 233 | 195 | -38 |
| Deans        | 73  | 86  | 90  | 61  | 59  | -2  |
| Faculty      | 140 | 139 | 134 | 127 | 106 | -21 |

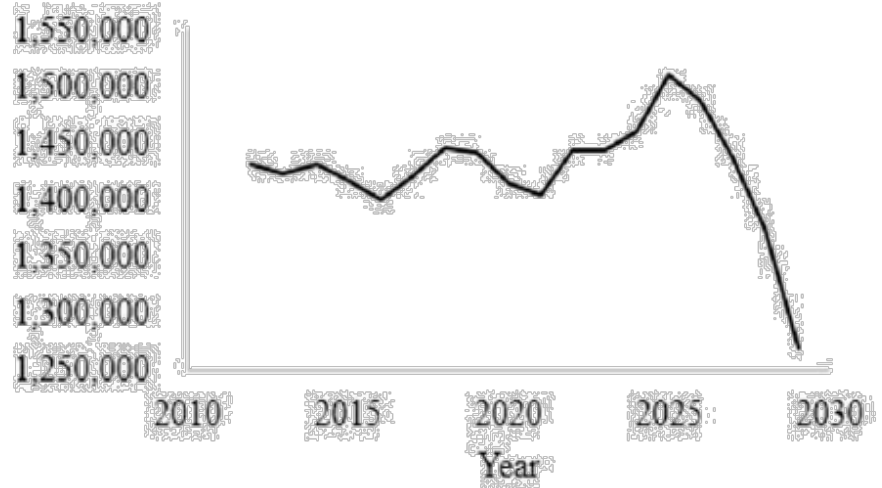


# Forecasted Number of Students Attending College

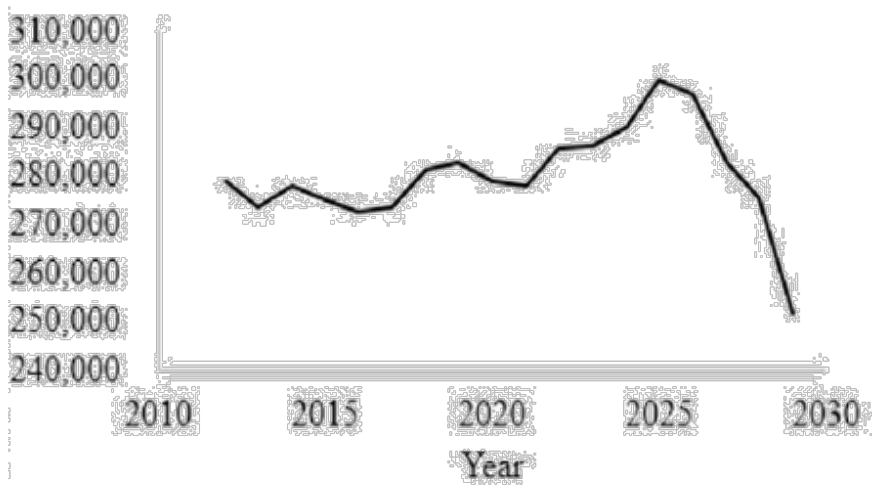
a) Two-year colleges



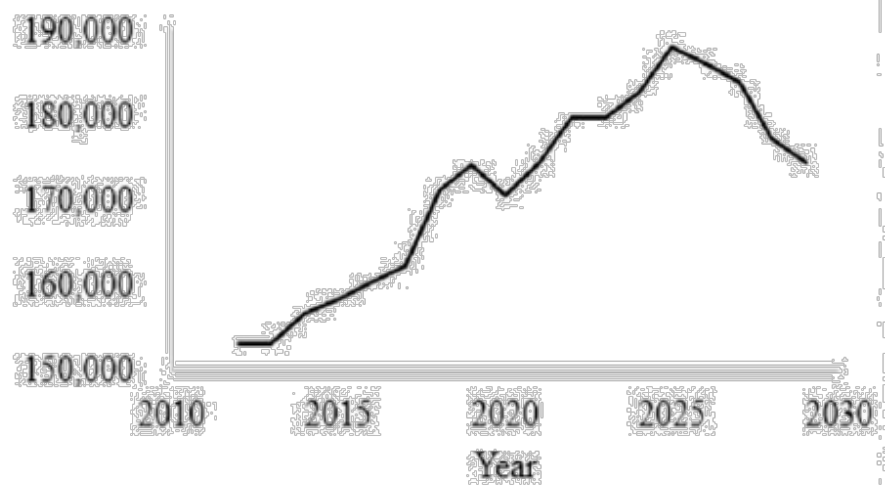
b) Regional colleges and universities



c) National colleges and universities



c) Elite colleges and universities



# Student Success

**78%** Fall 2019-Fall 2020 retention rate (first-year, full-time freshmen) – highest in ETSU’s history

**3,746** Degrees conferred during 2019-20

**3.5** Average GPA Fall 2019 entering class

**15:1** Student-to-Faculty ratio (Fall 2019)

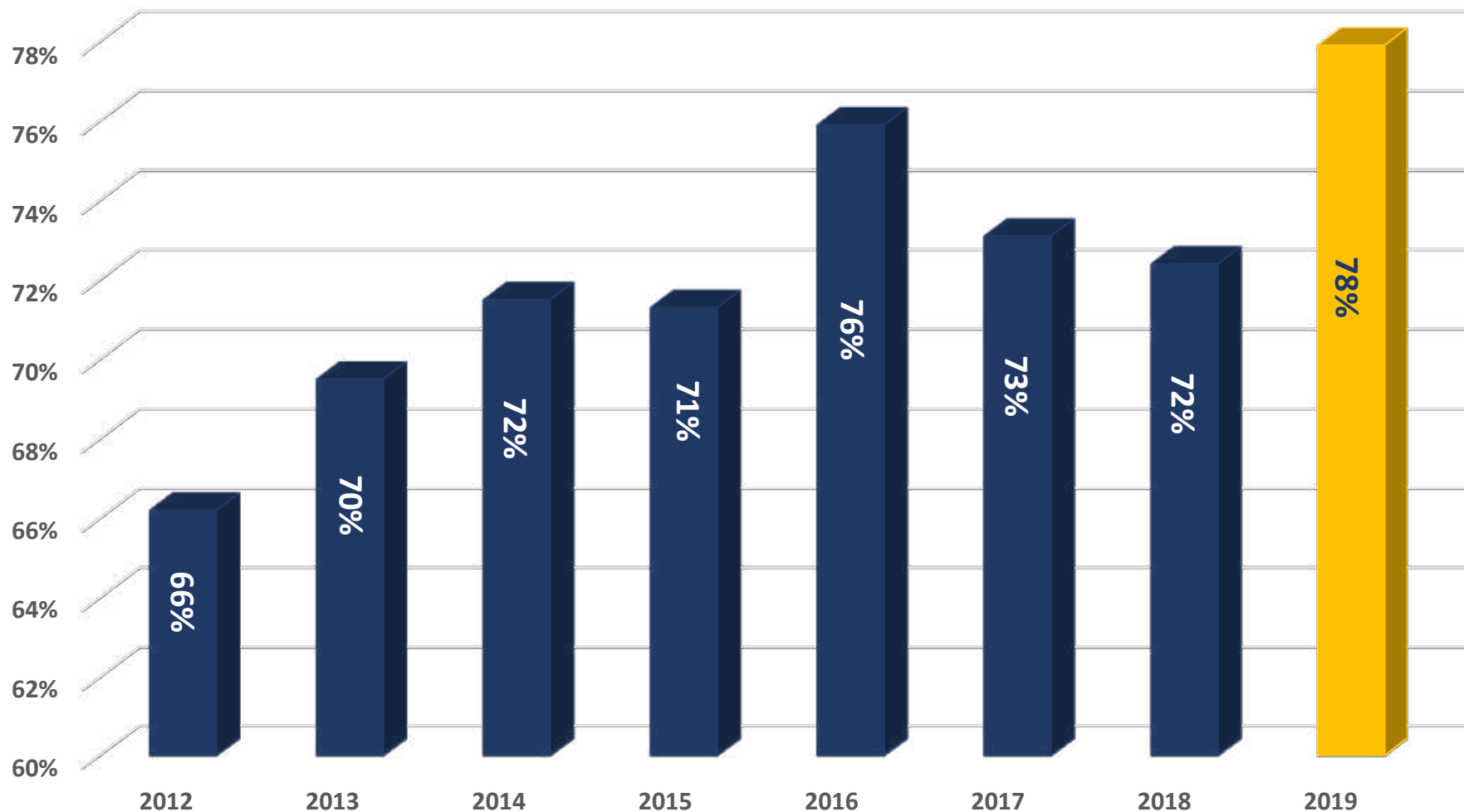
**494** High school students participated in dual-enrollment program (57.3% increase from previous year)

**4,175** in Spring 2020 named to dean’s list





# ETSU Retention Rate (2012 – 2019)



- Retention rate measured utilizing ETSU-only data
- The 2019 cohort details information for those students who began as FTFT freshman in fall 2019 and retained to fall 2020

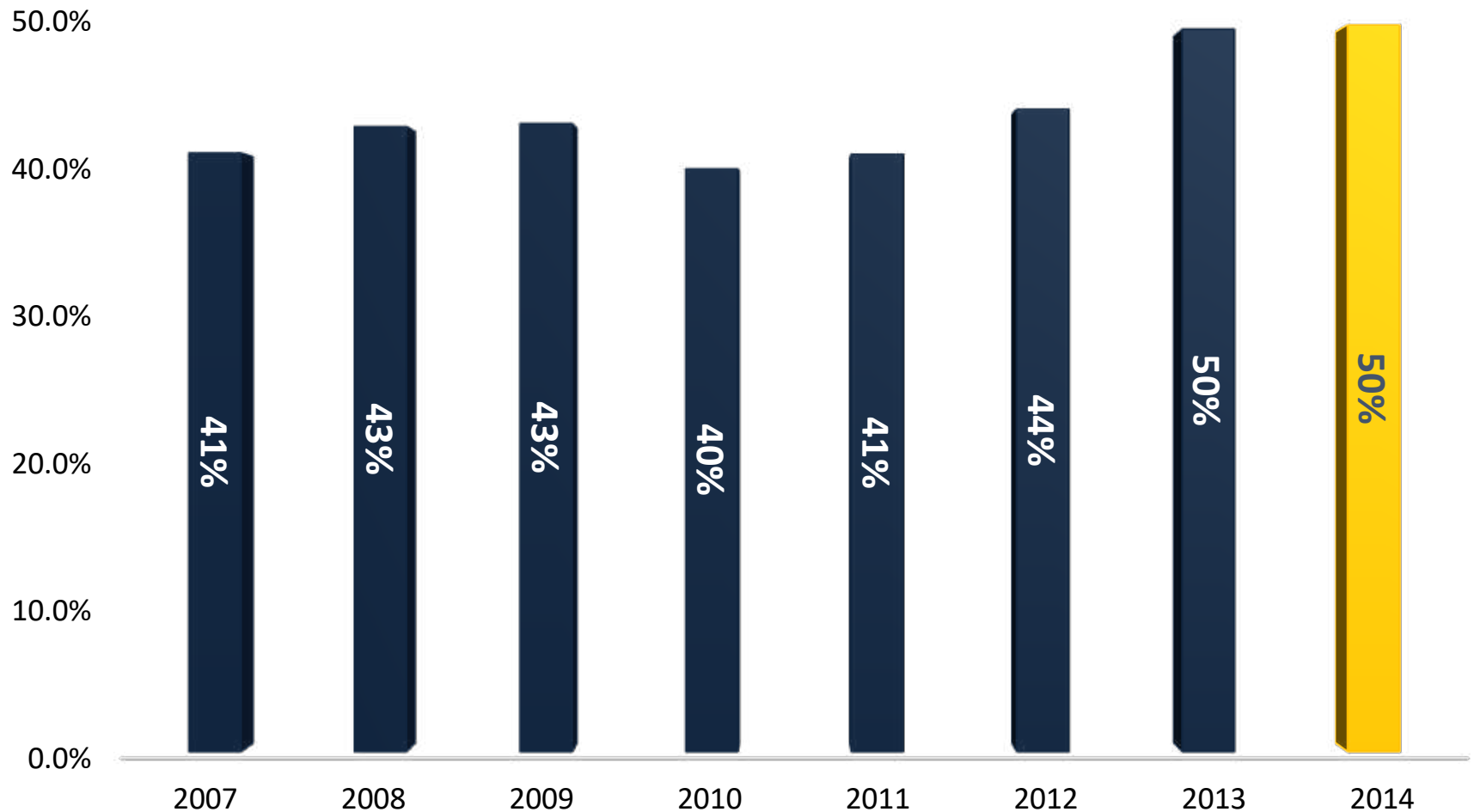


**Freshman to Sophomore Retention Rates for Public Institutions  
Fall 2018 - Fall 2019**

| Institution                           | Fall 2018<br>First-Time,<br>Full-Time<br>Freshmen | Fall 2019                               |  |                   | Retention<br>Rate |
|---------------------------------------|---|---|--|-------------------|-------------------|
|                                       |   | Enrolled at<br>Admitting<br>Institution | Enrolled in<br>Other Public<br>Institution | Total<br>Enrolled |                   |
| <b>TBR Community Colleges</b>         |   |   |  |                   |                   |
| Chattanooga State Community College   | 1,722   | 856                                     | 51   | 907               | 52.7%             |
| Cleveland State Community College     | 705   | 359                                     | 34   | 393               | 55.7%             |
| Columbia State Community College      | 1,649   | 924                                     | 70   | 994               | 60.3%             |
| Dyersburg State Community College     | 554   | 305                                     | 21   | 326               | 58.8%             |
| Jackson State Community College       | 986   | 492                                     | 41   | 533               | 54.1%             |
| Motlow State Community College        | 1,571   | 900                                     | 43   | 943               | 60.0%             |
| Nashville State Community College     | 1,375   | 666                                     | 41   | 707               | 51.4%             |
| Northeast State Community College     | 1,323   | 742                                     | 21   | 763               | 57.7%             |
| Pellissippi State Community College   | 2,376   | 1,243                                   | 182  | 1,425             | 60.0%             |
| Roane State Community College         | 1,189   | 669                                     | 39   | 708               | 59.5%             |
| Southwest Tennessee Community College | 2,028   | 1,060                                   | 64   | 1,124             | 55.4%             |
| Volunteer State Community College     | 2,146   | 1,055                                   | 74   | 1,129             | 52.6%             |
| Walters State Community College       | 1,473   | 840                                     | 48   | 888               | 60.3%             |
| <b>TBR Community College Total</b>    | <b>19,097</b>                                     | <b>10,111</b>                           | <b>729</b>                                 | <b>10,840</b>     | <b>56.8%</b>      |
| <b>Locally Governed Institutions</b>  |   |   |  |                   |                   |
| Austin Peay State University          | 1,875   | 1,177                                   | 147  | 1,324             | 70.6%             |
| East Tennessee State University       | 1,960   | 1,413                                   | 108  | 1,521             | 77.6%             |
| Middle Tennessee State University     | 2,865   | 2,146                                   | 128  | 2,274             | 79.4%             |
| Tennessee State University            | 1,219   | 770                                     | 33   | 803               | 65.9%             |
| Tennessee Technological University    | 1,878   | 1,446                                   | 119  | 1,565             | 83.3%             |
| University of Memphis                 | 2,424   | 1,904                                   | 63   | 1,967             | 81.1%             |
| <b>LGI University Total</b>           | <b>12,221</b>                                     | <b>8,856</b>                            | <b>598</b>                                 | <b>9,454</b>      | <b>77.4%</b>      |
| <b>UT Universities</b>                |   |   |  |                   |                   |
| University of Tennessee, Chattanooga  | 2,231   | 1,585                                   | 253  | 1,838             | 82.4%             |
| University of Tennessee, Knoxville    | 5,105   | 4,414                                   | 202  | 4,616             | 90.4%             |
| University of Tennessee, Martin       | 1,122   | 838                                     | 57   | 895               | 79.8%             |
| <b>UT University Total</b>            | <b>8,458</b>                                      | <b>6,837</b>                            | <b>512</b>                                 | <b>7,349</b>      | <b>86.9%</b>      |
| <b>University Total</b>               | <b>20,679</b>                                     | <b>15,693</b>                           | <b>1,110</b>                               | <b>16,803</b>     | <b>81.3%</b>      |
| <b>Grand Total</b>                    | <b>39,776</b>                                     | <b>25,804</b>                           | <b>1,839</b>                               | <b>27,643</b>     | <b>69.5%</b>      |



# ETSU Six-Year Cohort Graduation Rate (2007 – 2014)



- Graduation rate measured utilizing ETSU-only data and institutional completion
- The 2014 cohort details information for those students who began as FTFT freshman in 2014 and graduated by 2020



# Graduation Rates – Universities

| Six-year Graduation Rates              |              |              |              |              |              |              |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Fall Cohorts 2003 - 2013               |              |              |              |              |              |              |              |              |              |              |              |
| Institution                            | 2003         | 2004         | 2005         | 2006         | 2007         | 2008         | 2009         | 2010         | 2011         | 2012         | 2013         |
| Locally Governed Institutions          |              |              |              |              |              |              |              |              |              |              |              |
| Austin Peay State University           | 37.0%        | 38.1%        | 43.6%        | 46.6%        | 44.8%        | 47.6%        | 45.3%        | 46.2%        | 47.7%        | 48.0%        | 51.6%        |
| <b>East Tennessee State University</b> | <b>48.0%</b> | <b>45.1%</b> | <b>52.2%</b> | <b>51.7%</b> | <b>52.2%</b> | <b>54.0%</b> | <b>52.2%</b> | <b>50.1%</b> | <b>49.5%</b> | <b>54.7%</b> | <b>57.4%</b> |
| Middle Tennessee State University      | 52.9%        | 52.8%        | 54.5%        | 54.3%        | 55.6%        | 53.1%        | 51.1%        | 50.2%        | 49.6%        | 51.5%        | 53.4%        |
| Tennessee State University             | 42.7%        | 38.0%        | 42.9%        | 43.0%        | 39.8%        | 41.0%        | 34.1%        | 34.0%        | 32.9%        | 36.5%        | 38.9%        |
| Tennessee Technological University     | 57.2%        | 54.5%        | 56.6%        | 57.8%        | 60.1%        | 59.8%        | 61.7%        | 60.1%        | 58.4%        | 64.0%        | 63.6%        |
| University of Memphis                  | 41.5%        | 40.8%        | 46.7%        | 47.1%        | 50.7%        | 49.0%        | 49.4%        | 47.4%        | 48.2%        | 53.2%        | 58.4%        |
| <b>LGI - University Total</b>          | <b>47.6%</b> | <b>46.1%</b> | <b>50.3%</b> | <b>50.8%</b> | <b>52.0%</b> | <b>51.8%</b> | <b>50.1%</b> | <b>49.0%</b> | <b>48.9%</b> | <b>52.6%</b> | <b>54.9%</b> |
| UT Universities                        |              |              |              |              |              |              |              |              |              |              |              |
| University of Tennessee, Chattanooga   | 52.9%        | 49.6%        | 54.3%        | 53.8%        | 53.3%        | 54.2%        | 59.8%        | 60.1%        | 62.1%        | 64.7%        | 63.9%        |
| University of Tennessee, Knoxville     | 66.1%        | 66.5%        | 73.7%        | 75.5%        | 77.0%        | 79.1%        | 79.4%        | 79.9%        | 79.7%        | 82.2%        | 82.7%        |
| University of Tennessee, Martin        | 54.3%        | 53.1%        | 59.4%        | 59.2%        | 56.9%        | 58.1%        | 58.2%        | 58.6%        | 56.4%        | 56.1%        | 55.3%        |
| <b>UT University Total</b>             | <b>61.1%</b> | <b>60.7%</b> | <b>67.1%</b> | <b>67.5%</b> | <b>67.5%</b> | <b>68.6%</b> | <b>69.5%</b> | <b>71.0%</b> | <b>70.7%</b> | <b>72.6%</b> | <b>72.5%</b> |
| <b>University Total</b>                | <b>52.6%</b> | <b>52.1%</b> | <b>57.0%</b> | <b>57.5%</b> | <b>58.2%</b> | <b>58.5%</b> | <b>57.2%</b> | <b>57.0%</b> | <b>57.1%</b> | <b>60.4%</b> | <b>61.8%</b> |

- Graduation rates measured utilizing THEC data system and reflect system-wide completion
- The 2013 cohort details information for those students who began as FTFT freshman in 2013 and graduated by 2019



## Six-Year Graduation Rates (Fall 2013 Cohort)

| Institution | 2013 FTF      | African      |              |              |              |              |
|-------------|---------------|--------------|--------------|--------------|--------------|--------------|
|             |               | Caucasian    | American     | Hispanic     | Female       | Pell         |
| APSU        | 1,465         | 51.4%        | 50.2%        | 45.3%        | 57.6%        | 46.4%        |
| ETSU        | 1,849         | 59.1%        | 44.3%        | 48.8%        | 63.6%        | 46.4%        |
| MTSU        | 3,231         | 56.8%        | 46.7%        | 47.7%        | 59.6%        | 47.0%        |
| TSU         | 1,328         | 54.1%        | 36.7%        | 54.5%        | 45.2%        | 31.1%        |
| TTU         | 2,166         | 64.8%        | 48.2%        | 54.5%        | 71.4%        | 55.2%        |
| UoM         | 2,087         | 63.5%        | 48.2%        | 59.8%        | 61.2%        | 49.2%        |
| LGI Total   | <b>12,126</b> | <b>59.5%</b> | <b>43.8%</b> | <b>51.8%</b> | <b>60.2%</b> | <b>46.6%</b> |
| UTC         | 2,335         | 65.6%        | 52.4%        | 52.2%        | 70.6%        | 53.9%        |
| UTK         | 4,204         | 83.8%        | 74.5%        | 74.4%        | 87.3%        | 73.0%        |
| UTM         | 1,304         | 58.7%        | 41.7%        | 50.0%        | 60.0%        | 46.7%        |
| UT total    | <b>7,843</b>  | <b>74.4%</b> | <b>58.1%</b> | <b>63.8%</b> | <b>67.0%</b> | <b>60.8%</b> |
| Overall     | <b>19,969</b> | <b>65.1%</b> | <b>46.7%</b> | <b>55.9%</b> | <b>53.8%</b> | <b>51.3%</b> |

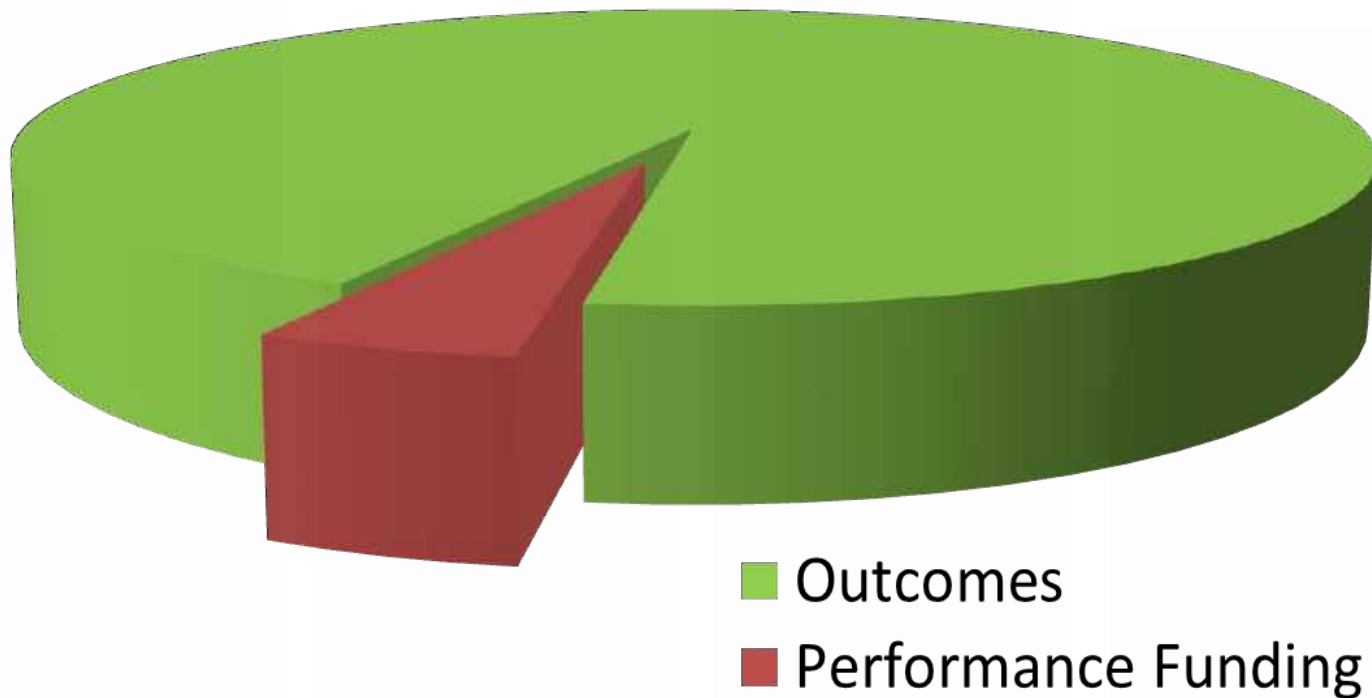


# Campus Budget Overview



# Finance Policy in Tennessee: Formula Model

## TN Outcomes-Based Funding Formula, 2011-Present



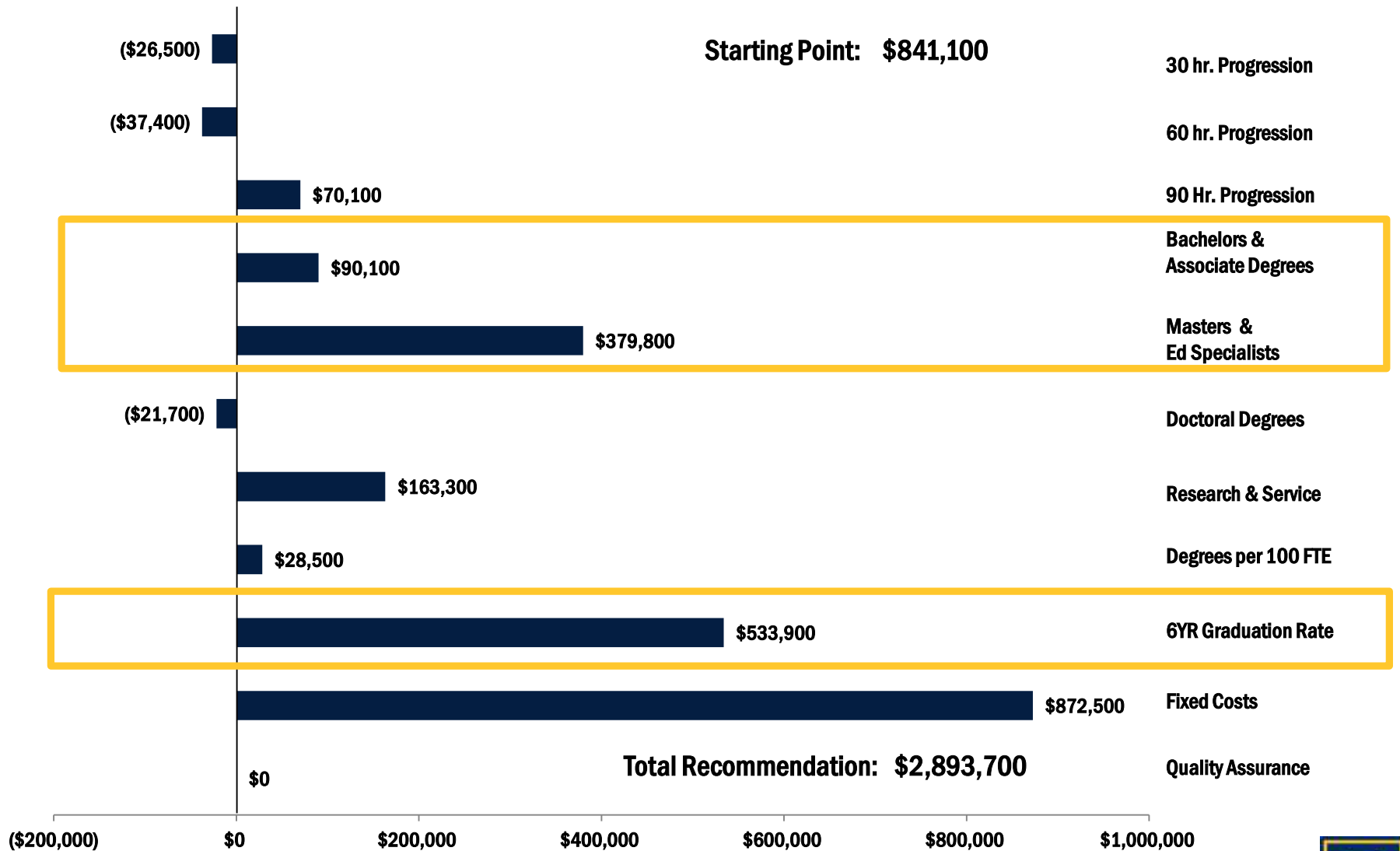
# THEC Outcomes-Based Formula Components

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





# Breakdown of Funding Formula Component Parts: ETSU



# THEC Outcomes-Based Funding - Original

| Academic Formula Units                 | 2019-20<br>Appropriation | 2020-21 Formula<br>Calculation | Breakdown of 2020-21<br>Changes    |                         | 2020-21<br>Changes  | 2020-21<br>Recommendation | Percent<br>Change | Percent<br>Funded |
|--|--------------------------|--------------------------------|------------------------------------|-------------------------|---------------------|---------------------------|-------------------|-------------------|
|  |                          |                                | Outcomes<br>Formula<br>Adjustments | Share of New<br>Funding |                     |                           |                   |                   |
| <b>LGI Universities</b>                |                          |                                |                                    |                         |                     |                           |                   |                   |
| Austin Peay                            | \$50,503,100             | \$76,111,000                   | \$263,700                          | \$1,671,500             | \$1,935,200         | \$52,438,300              | 3.8%              | 68.9%             |
| <b>East Tennessee State Univ.</b>      | <b>\$69,479,000</b>      | <b>\$105,044,500</b>           | <b>\$586,800</b>                   | <b>\$2,306,900</b>      | <b>\$2,893,700</b>  | <b>\$72,372,700</b>       | <b>4.2%</b>       | <b>68.9%</b>      |
| Middle Tennessee                       | \$107,399,400            | \$158,590,000                  | -\$1,618,200                       | \$3,482,900             | \$1,864,700         | \$109,264,100             | 1.7%              | 68.9%             |
| Tennessee State                        | \$41,795,200             | \$61,600,800                   | -\$706,800                         | \$1,352,800             | \$646,000           | \$42,441,200              | 1.5%              | 68.9%             |
| Tennessee Tech                         | \$56,597,500             | \$85,458,500                   | \$404,200                          | \$1,876,800             | \$2,281,000         | \$58,878,500              | 4.0%              | 68.9%             |
| University of Memphis                  | \$123,370,700            | \$184,595,400                  | -\$243,600                         | \$4,054,000             | \$3,810,400         | \$127,181,100             | 3.1%              | 68.9%             |
| <b>Subtotal</b>                        | <b>\$449,144,900</b>     | <b>\$671,400,200</b>           | <b>-\$1,313,900</b>                | <b>\$14,744,900</b>     | <b>\$13,431,000</b> | <b>\$462,575,900</b>      | <b>3.0%</b>       | <b>68.9%</b>      |
| <b>Community Colleges</b>              | <b>\$291,614,000</b>     | <b>\$441,592,400</b>           | <b>\$2,932,700</b>                 | <b>\$9,698,000</b>      | <b>\$12,630,700</b> | <b>\$304,244,700</b>      | <b>4.3%</b>       | <b>68.9%</b>      |
| <b>UT Universities</b>                 |                          |                                |                                    |                         |                     |                           |                   |                   |
| UT Chattanooga                         | \$58,905,900             | \$88,588,800                   | \$183,800                          | \$1,945,500             | \$2,129,300         | \$61,035,200              | 3.6%              | 68.9%             |
| UT Knoxville                           | \$244,059,300            | \$365,012,200                  | -\$592,400                         | \$8,016,200             | \$7,423,800         | \$251,483,100             | 3.0%              | 68.9%             |
| UT Martin                              | \$35,108,200             | \$50,848,900                   | -\$1,191,500                       | \$1,116,700             | -\$74,800           | \$35,033,400              | -0.2%             | 68.9%             |
| <b>Subtotal</b>                        | <b>\$338,073,400</b>     | <b>\$504,449,900</b>           | <b>-\$1,600,100</b>                | <b>\$11,078,400</b>     | <b>\$9,478,300</b>  | <b>\$347,551,700</b>      | <b>2.8%</b>       | <b>68.9%</b>      |
| <b>Total Colleges and Universities</b> | <b>\$1,078,832,300</b>   | <b>\$1,617,442,500</b>         | <b>\$18,700</b>                    | <b>\$35,521,300</b>     | <b>\$35,540,000</b> | <b>\$1,114,372,300</b>    | <b>3.3%</b>       | <b>68.9%</b>      |
| TN Colleges of Applied Technology      | \$75,301,400             | \$112,865,900                  | -\$18,700                          | \$2,478,700             | \$2,460,000         | \$77,761,400              | 3.3%              | 68.9%             |
| <b>Total Academic Formula Units</b>    | <b>\$1,154,133,700</b>   | <b>\$1,730,308,400</b>         | <b>\$0</b>                         | <b>\$38,000,000</b>     | <b>\$38,000,000</b> | <b>\$1,192,133,700</b>    | <b>3.3%</b>       | <b>68.9%</b>      |



# Shifting State Budget Landscape Post-COVID 19

MIKE KRAUSE  
Executive Director



STATE OF TENNESSEE  
HIGHER EDUCATION COMMISSION  
STUDENT ASSISTANCE CORPORATION  
312 ROSA PARKS BLVD, 9<sup>TH</sup> FLOOR  
NASHVILLE, TENNESSEE 37243-0830  
(615) 741-3605

BILL LEE  
Governor

## MEMORANDUM

**To:** Locally Governed Institutions Presidents  
University of Tennessee System President  
Tennessee Board of Regents Chancellor

**From:** Mike Krause

**Subject:** 2020-21 Budget Reduction Preparation Update

**Date:** May 28, 2020

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As discussed in the State Funding Board meeting, Tennessee's GDP is expected to contract sharply in the second quarter of 2020. As such, yesterday, I was notified by Finance and Administration Commissioner Butch Eley that higher education needs to prepare a plan to meet a target reduction of 12 percent.

THEC will, of course, be modeling this plan utilizing the reduction methodology previously briefed in the Fall 2019 Commission Meeting materials. I encourage you to start convening your campus leaders to strategize how your institution(s) will respond to such a reduction.

As you are aware, the Commission delayed a vote on tuition and fee binding ranges earlier this month. It is our intent to convene a special called meeting to approve revised ranges as soon as the General Assembly adjourns *sine die*. THEC will initiate discussions around tuition needs with you and your fiscal officers as soon as we are able to model reduction scenarios for each institution.

- ETSU received a directive from Gov. Lee to reduce our state funded portion of the budget by 12% on 5/28/2020.
- The campus worked the entire month of June to develop strategies to meet this directive.
- On 6/26/2020 we were informed by THEC that our budgets were held harmless by Gov. Lee.
- Overall budget was still reduced slightly due to state mandates and technical formula adjustments by THEC.



# THEC Outcomes-Based Funding - Revised

| Academic Formula Units                         | 2019-20<br>Appropriation <sup>1</sup> | Breakdown of 2020-21<br>Changes |                         |                      | 2020-21<br>Changes     | 2020-21<br>Recommendation | Percent<br>Change |
|--|---------------------------------------|---------------------------------|-------------------------|----------------------|------------------------|---------------------------|-------------------|
|  |                                       | Outcomes Formula<br>Adjustments | Share of New<br>Funding |                      |                        |                           |                   |
| <b>LGI Universities</b>                        |                                       |                                 |                         |                      |                        |                           |                   |
| Austin Peay                                    | \$50,503,100                          | \$263,700                       | \$0                     | \$263,700            | \$50,766,800           | 0.5%                      |                   |
| <b>East Tennessee<sup>2</sup></b>              | <b>69,479,000</b>                     | <b>586,800</b>                  | <b>-</b>                | <b>586,800</b>       | <b>70,065,800</b>      | <b>0.8%</b>               |                   |
| Middle Tennessee                               | 107,399,400                           | (1,618,200)                     | -                       | (1,618,200)          | 105,781,200            | -1.5%                     |                   |
| Tennessee State                                | 41,795,200                            | (706,800)                       | -                       | (706,800)            | 41,088,400             | -1.7%                     |                   |
| Tennessee Tech <sup>2</sup>                    | 56,597,500                            | 404,200                         | -                       | 404,200              | 57,001,700             | 0.7%                      |                   |
| University of Memphis                          | 123,370,700                           | (243,700)                       | -                       | (243,700)            | 123,127,000            | -0.2%                     |                   |
| <b>Subtotal</b>                                | <b>\$449,144,900</b>                  | <b>(\$1,314,000)</b>            | <b>\$0</b>              | <b>(\$1,314,000)</b> | <b>\$447,830,900</b>   | <b>-0.3%</b>              |                   |
| <b>Community College Subtotal</b>              | <b>\$291,613,800</b>                  | <b>\$2,932,900</b>              | <b>\$0</b>              | <b>\$2,932,900</b>   | <b>\$294,546,700</b>   | <b>1.0%</b>               |                   |
| <b>UT Universities</b>                         |                                       |                                 |                         |                      |                        |                           |                   |
| UT Chattanooga                                 | \$58,905,900                          | \$183,700                       | \$0                     | \$183,700            | \$59,089,600           | 0.3%                      |                   |
| UT Knoxville <sup>2</sup>                      | 244,059,300                           | (592,400)                       | -                       | (592,400)            | 243,466,900            | -0.2%                     |                   |
| UT Martin <sup>2</sup>                         | 35,108,200                            | (1,191,500)                     | -                       | (1,191,500)          | 33,916,700             | -3.4%                     |                   |
| <b>Subtotal</b>                                | <b>\$338,073,400</b>                  | <b>(\$1,600,200)</b>            | <b>\$0</b>              | <b>(\$1,600,200)</b> | <b>\$336,473,200</b>   | <b>-0.5%</b>              |                   |
| <b>Total Colleges and Universities</b>         | <b>\$1,078,832,100</b>                | <b>\$18,700</b>                 | <b>\$0</b>              | <b>\$18,700</b>      | <b>\$1,078,850,800</b> | <b>0.0%</b>               |                   |
| TN Colleges of Applied Technology <sup>2</sup> | \$75,301,400                          | (\$18,700)                      | \$0                     | (\$18,700)           | \$75,282,700           | 0.0%                      |                   |
| <b>Total Academic Formula Units</b>            | <b>\$1,154,133,500</b>                | <b>\$0</b>                      | <b>\$0</b>              | <b>\$0</b>           | <b>\$1,154,133,500</b> | <b>0.0%</b>               |                   |



# Factors Impacting the 2020-21 Budget

The university is expected to have a revenue shortfall from enrollment and has fixed costs that must be addressed immediately. The total impact of the following items is **\$8,294,676**:

- Enrollment is projected to be down 500 FTE for Fall 2020 and the annualized financial impact will be **\$4,229,000**.
- ETSU is responsible for Other Post-Employment Benefits (OPEB) contributions in the amount of **\$512,000**.
- The centralized cost of Tenure and Promotion adjustments for the 2020-21 year is **\$325,380**.
- College of Arts and Sciences base budget has an estimated **\$1,525,356** structural budget deficit that must be addressed to prevent harmful impacts to the general education core and overall college instruction for the upcoming academic year.
- The removal of the salary enhancement pool approved by the Board of Trustees for 2020-21 results in a **\$1,202,940** reduction to the base budget.
- Implementation of the phased reopening plans outlined by the Future Operations Workgroup is currently underfunded. The workgroup feels strongly there should be a fund of **\$500,000** established to support those plans.



# Budget Adjustment Scenarios

Date: 7.12.2020

Estimates Only

|   | Scenario 1 Base            | Scenario 2 (500) Student |                        | Scenario 3 (750) Students |                      | Scenario 4 (1000) Students |                      |
|---|----------------------------|--------------------------|------------------------|---------------------------|----------------------|----------------------------|----------------------|
|   |                            | Admin Reduction          | Academic Reduction     | Admin Reduction           | Academic Reduction   | Admin Reduction            | Academic Reduction   |
|   | Approved July 20-21 Budget | -5.3%                    | -4.3%                  | -7.3%                     | -6.3%                | -9.3%                      | -8.3%                |
|   | Enrollment down 100        | Reduction                | Budget                 | Reduction                 | Budget               | Reduction                  | Budget               |
| Administrative Unit Reduction   |                            |                          |                        |                           |                      |                            |                      |
| <b>Administration</b>   | 13,469,230.00              | (713,869.19)             | 12,755,360.81          | (983,253.79)              | 12,485,976.21        | (1,252,638.39)             | 12,216,591.61        |
| <b>Advancement</b>  | 2,092,350.00               | (110,894.55)             | 1,981,455.45           | (152,741.55)              | 1,939,608.45         | (194,588.55)               | 1,897,761.45         |
| <b>Business &amp; Finance</b>   | 3,196,270.00               | (169,402.31)             | 3,026,867.69           | (233,327.71)              | 2,962,942.29         | (297,253.11)               | 2,899,016.89         |
| <b>IT</b>   | 8,376,090.00               | (443,932.77)             | 7,932,157.23           | (611,454.57)              | 7,764,635.43         | (778,976.37)               | 7,597,113.63         |
| <b>TAF</b>  | 3,798,680.00               | 0.00                     | 3,798,680.00           | 0.00                      | 3,798,680.00         | 0.00                       | 3,798,680.00         |
| <b>President</b>  | 3,963,850.00               | (210,084.05)             | 3,753,765.95           | (289,361.05)              | 3,674,488.95         | (368,638.05)               | 3,595,211.95         |
| <b>Athletics</b>  | 16,025,460.00              | (849,349.38)             | 15,176,110.62          | (1,169,858.58)            | 14,855,601.42        | (1,490,367.78)             | 14,535,092.22        |
| <b>Student Life and Enrollment</b>                                      | 7,987,060.00               | (423,314.18)             | 7,563,745.82           | (583,055.38)              | 7,404,004.62         | (742,796.58)               | 7,244,263.42         |
| <b>Student Activities</b>   | 3,082,400.00               | (163,367.20)             | 2,919,032.80           | (225,015.20)              | 2,857,384.80         | (286,663.20)               | 2,795,736.80         |
| <b>Subtotal Administrative Units</b>                                    | <b>61,991,390.00</b>       | <b>(3,084,213.63)</b>    | 58,907,176.37          | <b>(4,248,067.83)</b>     | 57,743,322.17        | <b>(5,411,922.03)</b>      | 56,579,467.97        |
| Academic Unit Reduction   |                            |                          |                        |                           |                      |                            |                      |
| <b>Provost &amp; Health Affairs</b>                                     | 94,334,810.00              | (4,056,396.83)           | (98,391,206.83)        | (5,943,093.03)            | 88,391,716.97        | (7,829,789.23)             | 86,505,020.77        |
| <b>Subtotal Academic Unit</b>   | <b>94,334,810.00</b>       | <b>(4,056,396.83)</b>    | <b>(98,391,206.83)</b> | <b>(5,943,093.03)</b>     | <b>88,391,716.97</b> | <b>(7,829,789.23)</b>      | <b>86,505,020.77</b> |
| Expense and Revenue Offset Due to Salary Freeze for 2020/21 Fiscal Year |                            |                          |                        |                           |                      |                            |                      |
| <b>Salary Enhancement Pool*</b>   | 1,202,940.00               | (1,202,940.00)           | 0.00                   | (1,202,940.00)            | 0.00                 | (1,202,940.00)             | 0.00                 |
| <b>Total Reduction</b>  | <b>157,529,140.00</b>      | <b>(8,343,550.46)</b>    |                        | <b>(11,394,100.86)</b>    |                      | <b>(14,444,651.26)</b>     |                      |

\*The salary enhancement pool was originally approved by the ETSU Board of Trustees on April 1, 2020. The workgroup is recommending no salary enhancements for fiscal year 2020/21 so it is included as a reduction in scenario 2-4.



# Budget Implementation

- Implement budget adjustments of 5.3% for administrative units and 4.3% for academic units for the 2020-21 academic year and establish a central COVID-19 contingency fund.
  - New revenues will not be distributed through the budget model unless Fall 2020 enrollment surpasses Fall 2019. Any revenue generated from enrollment above the -500 figure will be placed into a central COVID-19 contingency fund.
  - FY 2020 fallout will be distributed according to the budget model.
    - Earlier this month \$1.8 million dollars in fallout resources were distributed across the academic and administrative units.
- Continue the following central cost containment measures:
  - Delay new locally funded capital and deferred maintenance projects
  - Reduce heating, cooling, and airflow in unoccupied buildings
  - Turn off non-emergency lights, equipment, and appliances and close lab hoods in unoccupied buildings
  - Eliminate/minimize the purchase of discretionary goods and services



# Budget Implementation

- Vacant positions and associated salaries have been highly restricted for the 2020-21 fiscal year.
  - This action was initiated in response to the proposed/original budget charge from Governor Lee and continues into the Fall semester.
- Purchasing restrictions, travel limitations, operating and utilities maximization, limitations on central temporary and contract hires, etc.
- Voluntary Retirement Incentive Program presented to both faculty and staff.
  - Staff application period expired on August 14, 2020
    - **77 Staff participated**
  - Faculty application period began on August 15, 2020
    - **25 Faculty participated**





# Coronavirus Aid, Relief and Economic Security Act (CARES Act)

- The CARES Act was signed into law on March 27, 2020. The Act authorized three tranches of funds for which ETSU was eligible. The first two funds are tied together by legislation and are allocated in equal amounts of \$5,548,379. The third tranche has an award value of \$542,969. Total awards available to ETSU are \$11,639,727, of which \$5,548,379 is required to be paid directly to students.
- The first award was intended for student emergency grants where the university acts as a pass-through entity to provide funding to students impacted by COVID-19 for expenses related to the disruption of campus services.
  - To date, ETSU has distributed \$5,092,960 in funds to 8,332 students based on a formula developed by our Office of Financial Aid constructed on guidance from the U.S. Department of Education.
  - The remaining funds are available as emergency grants to students and the division of Student Life and Enrollment has established an application process for those funds.



# Coronavirus Aid, Relief and Economic Security Act (CARES Act)

- The second award reimbursed ETSU for refunds to students for cancelled services or instruction, or for significant changes in the delivery of instruction due to COVID-19.
  - ETSU has reconciliations of housing refunds totaling \$2,123,460.86 and dining refunds of \$1,254,255.31.
  - ETSU is also able to use these funds as reimbursement for student employee wages paid in March through May when the majority of student employees were not working. Staff estimates that approximate \$1 million in wages were paid to tuition scholars, graduate assistants, and regular work study students when hours were not worked. The university continues to identify possible expenses related to COVID-19 which are reimbursable with the award.
- The third tranche was awarded to institutions with low-income students. The award for ETSU is \$542,969 and can be used to reimburse lost revenue due to waived/refunded fees and cancelled programming due to COVID-19.



# Peer Faculty Salary Comps

| Institution                                | 2013-14       | 2014-15       | 2015-16       | 2016-17       | 2017-18       | 2018-19       | % Change     |
|--|---------------|---------------|---------------|---------------|---------------|---------------|--------------|
| University of North Carolina at Charlotte  | 75,033        | 76,410        | 78,939        | 82,641        | 86,998        | 87,001        | 15.95%       |
| Wright State University-Main Campus        | 75,492        | 76,932        | 79,074        | 80,620        | 82,774        | 86,056        | 13.99%       |
| Oakland University                         | 76,338        | 79,281        | 80,667        | 81,309        | 82,981        | 85,067        | 11.43%       |
| Central Michigan University                | 77,427        | 75,951        | 76,158        | 78,943        | 81,505        | 84,165        | 8.70%        |
| Florida Atlantic University                | 71,658        | 76,005        | 76,014        | 82,710        | 81,628        | 82,636        | 15.32%       |
| University of Missouri-Kansas City         | 74,745        | 76,329        | 77,409        | 80,268        | 80,523        | 82,185        | 9.95%        |
| University of North Carolina at Greensboro | 71,334        | 72,522        | 73,350        | 76,029        | 77,287        | 79,264        | 11.12%       |
| East Carolina University                   | 71,775        | 71,685        | 72,072        | 77,246        | 78,705        | 77,712        | 8.27%        |
| Texas Woman's University                   | 67,599        | 72,765        | 73,872        | 73,826        | 74,987        | 76,636        | 13.37%       |
| Old Dominion University                    | 78,561        | 77,004        | 80,667        | 80,137        | 75,201        | 75,417        | -4.00%       |
| Southern Illinois University-Edwardsville  | 70,731        | 70,794        | 70,236        | 68,941        | 69,671        | 71,192        | 0.65%        |
| University of Northern Colorado            | 67,383        | 68,310        | 68,616        | 70,555        | 69,993        | 70,299        | 4.33%        |
| Sam Houston State University               | 65,844        | 66,042        | 66,690        | 68,646        | 68,197        | 69,650        | 5.78%        |
| University of Arkansas at Little Rock      | 67,320        | 70,929        | 67,599        | 69,714        | 68,211        | 69,091        | 2.63%        |
| Marshall University                        | 61,803        | 64,053        | 63,108        | 64,314        | 64,482        | 68,625        | 11.04%       |
| Ball State University                      | 65,745        | 67,086        | 67,770        | 65,991        | 67,652        | 67,207        | 2.22%        |
| Indiana State University                   | 63,639        | 63,513        | 63,774        | 64,907        | 67,426        | 66,989        | 5.26%        |
| <b>East Tennessee State University</b>     | <b>60,399</b> | <b>60,084</b> | <b>61,515</b> | <b>62,288</b> | <b>64,595</b> | <b>65,611</b> | <b>8.63%</b> |
| University of South Alabama                | 64,908        | 64,755        | 64,611        | 65,565        | 65,168        | 65,506        | 0.92%        |
| Georgia Southern University                | 55,953        | 57,618        | 58,941        | 60,505        | 61,948        | 60,201        | 7.59%        |
| <b>Peer Average</b>                        | <b>69,647</b> | <b>70,947</b> | <b>71,556</b> | <b>73,309</b> | <b>73,965</b> | <b>74,995</b> | <b>7.68%</b> |
| <b>Peer Median</b>                         | <b>70,731</b> | <b>71,685</b> | <b>72,072</b> | <b>73,826</b> | <b>74,987</b> | <b>75,417</b> | <b>6.63%</b> |



# Peer Staff Salary Comps

| Institution                                | 2013-14       | 2014-15       | 2015-16       | 2016-17       | 2017-18       | 2018-19       | % Change      |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Florida Atlantic University                | 57,502        | 57,974        | 59,565        | 61,674        | 62,459        | 63,217        | 9.86%         |
| Oakland University                         | 55,483        | 56,750        | 58,327        | 62,326        | 63,312        | 62,947        | 13.15%        |
| University of North Carolina at Charlotte  | 51,882        | 53,229        | 55,027        | 58,160        | 59,367        | 60,582        | 16.34%        |
| Wright State University-Main Campus        | 56,378        | 58,803        | 60,125        | 61,080        | 59,431        | 59,205        | 4.81%         |
| University of North Carolina at Greensboro | 52,461        | 53,197        | 53,516        | 55,605        | 57,457        | 58,826        | 11.96%        |
| Old Dominion University                    | 53,400        | 53,177        | 54,584        | 55,591        | 57,164        | 58,233        | 9.09%         |
| Central Michigan University                | 52,655        | 50,242        | 51,182        | 55,317        | 55,188        | 57,027        | 8.70%         |
| University of Missouri-Kansas City         | 51,201        | 51,357        | 52,604        | 53,760        | 54,151        | 56,415        | 10.15%        |
| East Carolina University                   | 48,718        | 49,889        | 50,812        | 52,909        | 54,118        | 55,382        | 13.36%        |
| Sam Houston State University               | 49,327        | 50,427        | 51,880        | 53,520        | 53,877        | 55,366        | 11.97%        |
| University of Northern Colorado            | 47,994        | 49,499        | 51,161        | 52,193        | 53,629        | 54,090        | 12.32%        |
| Ball State University                      | 49,967        | 50,834        | 51,034        | 51,367        | 52,629        | 53,682        | 7.31%         |
| Texas Woman's University                   | 43,909        | 46,821        | 48,266        | 49,112        | 50,949        | 52,338        | 18.00%        |
| University of South Alabama                | 45,270        | 45,436        | 46,781        | 49,088        | 50,474        | 51,499        | 13.71%        |
| Southern Illinois University-Edwardsville  | 47,308        | 47,484        | 48,440        | 48,272        | 49,154        | 50,337        | 6.38%         |
| Indiana State University                   | 44,897        | 46,205        | 47,458        | 48,411        | 48,884        | 49,379        | 9.70%         |
| Marshall University                        | 44,267        | 46,172        | 45,909        | 46,170        | 47,117        | 49,276        | 10.85%        |
| University of Arkansas at Little Rock      | 45,823        | 46,352        | 45,921        | 45,085        | 46,366        | 48,506        | 5.79%         |
| <b>East Tennessee State University</b>     | <b>39,947</b> | <b>39,947</b> | <b>41,121</b> | <b>42,833</b> | <b>44,245</b> | <b>46,622</b> | <b>16.71%</b> |
| Georgia Southern University                | 42,169        | 43,027        | 44,279        | 45,444        | 45,702        | 46,411        | 9.86%         |
| <b>Peer Average</b>                        | <b>49,506</b> | <b>50,362</b> | <b>51,414</b> | <b>52,899</b> | <b>53,759</b> | <b>54,880</b> | <b>10.67%</b> |
| <b>Peer Median</b>                         | <b>49,327</b> | <b>50,242</b> | <b>51,161</b> | <b>52,909</b> | <b>53,877</b> | <b>55,366</b> | <b>12.02%</b> |



# Teaching, Research, and Service





The Patricia Robertson Pride Center in the D.P. Culp Student Center was named in honor of retired faculty member Dr. Patricia Robertson, who was a champion for inclusion on the ETSU campus, particularly for the LGBTQ+ community.



Iris Kamgue, a student pharmacist at Bill Gatton College of Pharmacy, was chosen from nearly 400 applicants as a recipient of the CVS Health Minority Scholarship for Pharmacy Students. From Douala, a coastal city in Southwest Cameroon, Africa, Kamgue hopes to take the health care skills she learns at ETSU back to her home.



ETSU alumnus Greyson Jennings is serving a three-year term on the Tennessee State Rehabilitation Council upon the appointment of Gov. Bill Lee. Jennings assists in the review, analysis and advisement to the state on vocational rehabilitation and shares his perspectives on state vocational rehabilitation services as a former client.

The Mary V. Jordan Multicultural Center was dedicated in honor of retired staff member Mary Jordan in recognition of her ongoing and tireless efforts to foster and build an environment of equity, inclusion and diversity on the ETSU campus and, in particular, for her visionary leadership to establish the Multicultural Center.



Students from three disciplines – business, mathematics and computer science – earned 2nd place in the first-ever National Analytics Case Competition held at Elon University. Jessica Owens, Dawson Maddox and Aaron Barlow also won the Team Spirit Award for their hype video created before the competition.



Clara Reynolds (health sciences) was recognized as volunteer of the year by the Branch House – The Family Justice Center of Sullivan County. She received the Daryl Marino Award for work completed during Summer of Service with Roan Scholars Leadership Program.



Marah Mullins (elementary education) and Shivam Patel (health sciences) were recipients of 2020 Appalachian Highlands Twenty Under 20 honors for serving as ambassadors and role models in their communities. Lily Edwards (media and communication) received an honorable mention.



The Office of Veterans Affairs received the Minuteman Award from the Tennessee Army National Guard for participation in the Tennessee STRONG Act, a last-dollar tuition reimbursement program for first-time degree seeking Tennessee National Guard members. Thirty-two students took advantage of the program this year, resulting in more than \$160,000 in tuition reimbursements.



Participating as part of the ACT (Academia-CPESN Transformation) Pharmacy Collaborative National Day of Service, 15 student pharmacists from Bill Gatton College of Pharmacy served at four different independent community pharmacies across the region conducting blood pressure readings, immunizations and patient education.



ETSU a cappella ensembles nearly swept the 2020 South Region quarterfinals of the International Championship of Collegiate A Cappella (ICCA). With its overall first-place finish, Greyscale moved on to the ICCA South Semifinals, and student-led ensembles Ascension and Harmonium placed third and fourth, respectively. Rebekah Cormack was named Outstanding Soloist, Thomas Richardson earning Outstanding Arrangement, and Kaitlyn Hopkins received Outstanding Vocal Percussion honors.

Dr. Alyson Chroust, Department of Psychology, is leading a study looking at ways visual processing and motor development in newborns might be affected by prenatal opioid exposure. If differences between exposed and non-exposed newborns are found, the team hopes to use the results of this and subsequent research to design intervention methods to help affective infants with low cognitive and motor skills to improve.



Dr. Chaya Nanjundeswaran Guntupalli (College of Clinical and Rehabilitative Health Sciences) received a three-year grant from the National Institute on Deafness and other Communication Disorders, National Institutes of Health to study a novel approach to treating vocal fatigue.



Dr. Benjamin D. Caton III, who retired in the spring of 2020 after 46 years on the faculty of ETSU's Department of Music, was named the Tennessee Music Teachers Association 2020 Teacher of the Year. Caton has a long and distinguished record of service at the state and local levels of the TMTA, including terms as president, recording secretary and collegiate auditions chair.

Dr. Alok Agrawal (Quillen College of Medicine) received a \$1.85 million award for an R01 grant proposal from the National Institute of Allergy and Infectious Diseases, National Institutes of Health to further develop his research on a protein that could be used to develop a treatment for pneumococcal infection.







Dr. Christine Mullins, assistant professor in the College of Nursing, is the 2019-2020 recipient of the American Association of Colleges of Nursing's (AACN) Novice Faculty Excellence Clinical Teaching Award. The purpose of the AACN Novice Faculty Teaching Awards is to recognize excellence and innovation in the teaching of nursing by novice faculty at AACN member schools.

In February 2020, Dr. Bill Block assumed additional responsibilities as the university's Vice President for Clinical Affairs in addition to his ongoing role as Dean of Quillen College of Medicine. As Vice President for Clinical Affairs, Block is ETSU's lead liaison to Ballad Health, handles all contracts between ETSU and its health care partners, and holds clinical oversight of ETSU Health in association with the ETSU Health Advisory Board, which consists of all five deans of the colleges within the academic health sciences center at ETSU.



*Hagemeyer*



*Polaha*



*Quinn*

Dr. Nicholas Hagemeyer (Bill Gatton College of Pharmacy), Dr. Jodi Polaha (Quillen College of Medicine) and Dr. Megan Quinn (College of Public Health) were named ETSU Presidential Fellows for the fall 2020 semester.



Dr. Cerrone Foster, Department of Biological Sciences, was listed among "100 more inspiring Black scientists in America" by CrossTalk, the official blog of Cell Press, which publishes biomedical and physical science research and reviews. Foster's research focuses on the mechanisms of estrogen loss and its effects on the heart after menopause.



The Under Secretary of Defense for Personnel and Readiness appointed Dr. Wilsie Bishop, senior vice president for academics and interim provost, to the Defense Health Board Public Health Subcommittee that provides independent advice and recommendations to maximize the health, safety and effectiveness of all Department of Defense (DoD) health care beneficiaries.

# ETSU Advancement and Engagement

## ETSU FOUNDATION

**\$102,859,222.18**

Total fund balance

**\$2,811,753**

in scholarships awarded from the Foundation in 2019-20

**\$84.6 million**

secured toward the \$120 million goal for the Campaign for ETSU

**796**

gifts totaling \$130K for Bucs Helps Bucs initiative [as of July 31, 2020]

### Whitney Goetz

Executive Director,  
ETSU National Alumni Association



Goetz returned to Johnson City after working in human resources for the state treasury. Her career has included serving as a staff member in

constituency relations and policy for U.S. Senator Bob Corker both in Washington D.C. and Nashville.





RESILIENCE. PURPOSE. HOPE.

# Research

## First-of-its-Kind Research Center Established

A partnership between ETSU and Ballad Health has resulted in the establishment of a first-of-its-kind institute to promote the awareness and empirical study of adverse childhood experiences, or ACEs.

The Strong BRAIN (Building Resilience through ACEs-Informed Networking) Institute will facilitate the development and dissemination of evidence-based practices that prevent, reduce or mitigate the negative effects of ACEs on health and health disparities. The institute will also work to inform the citizenry and workforce in the Appalachian Highlands on the importance of being trauma informed.

ACEs are considered traumatic experiences, such as abuse, neglect and family dysfunction that can disrupt the safe, stable and nurturing environments that children need to succeed and thrive. ACEs can have lasting effects on children as they mature into adults, leading to adulthood disease, disability and social impediments. Studies have found the more adverse events a person experiences as a child, the higher the risk



of that person having health, social and economic problems.

Established through a five-year gift from Ballad Health to ETSU, the Strong BRAIN Institute will be guided by an advisory board comprised of ETSU experts, Ballad Health experts and community members.

“We cannot thank Ballad Health enough for once again stepping up to offer this gift that will not only bring additional national recognition to ETSU, but this institute will truly benefit the people of this region, both directly and indirectly,”

President Noland said. “When Ballad Health and ETSU came together to form the Strong BRAIN Institute, one of our main strategic objectives was to ensure this research center serves as a resource regionally, nationally and even internationally on the study of adverse childhood experiences and the social determinants it can have on health.”

Dr. Wally Dixon, chair of the ETSU Department of Psychology, will serve as the founding director of the Strong BRAIN Institute, which is located on the ETSU campus.



## Center for Rural Health Research Moves Forward

In its first year, the Center for Rural Health Research at ETSU has made significant strides in its mission to improve health and enhance the quality of life of people living in rural and economically depressed communities across Tennessee, Central Appalachia and around the country.

The Center for Rural Health Research was created in July 2019 by Tennessee Governor Bill Lee, who announced that ETSU would receive a \$1.5 million first-year grant for the implementation of the center, and then a recurring \$750,000 annual investment to support the ongoing operations. These appropriations were recommended by Gov. Lee and approved by the Tennessee General Assembly during the 111th legislative session.

announced the system would contribute more than \$15 million, the largest gift in ETSU history, to the center over the course of the next 10 years.

Dr. Randy Wykoff, dean of the ETSU College of Public Health, was named founding director of the center. In July 2020, Michael Meit, a nationally respected leader in rural health, was named director of research and programs.

Over the past year, the center has grown in reputation, funding, and staff. It has added four full-time research staff and four graduate assistants. To create and advance the work of the center, Wykoff has spoken to more than 100 national, state and local rural experts. The center is working closely with Ballad Health and other regional partners.

In August 2020, the Center for Rural Health

Walsh Center for Rural Health Analysis, received one of seven federally-funded rural health research centers, a \$2.8 million grant award over four years. This award will provide the opportunity to conduct nationally focused research designed to improve rural health and well-being.

Most recently, a special issue of the American Journal of Public Health (AJPH) featured the work of the Center for Rural Health Research at ETSU, with center staff contributing two lead editorials and two research articles. Meit also was featured in an AJPH podcast to support the rural health issue.

"The work of ETSU and the Center for Rural Health Research that is featured prominently in the premier public health journal in the United States reflects the growing national reputation of the univers



# RANKINGS:



**3**

"Best Online Radiology Tech Programs for 2020" (four-year schools category) released by EduMed.org.



**1**

Gatton College of Pharmacy ranked first in the state for its Postgraduate Year 1 (PGY1) residency match rate, as well as 12th in the nation.



**4**

ETSU's Child Psychological Science Program was ranked fourth Best Online Bachelor's in Child and Adolescent Psychology program by BestColleges.com



**8**

University School on the ETSU campus was ranked the eighth best high school in Tennessee by *U.S. News & World Report*.



**Top 10**

Military Friendly® School top 10 designation



ETSU received a silver seal from the ALL In Campus Democracy Challenge in the 2019 ALL IN Challenge Awards for achieving a student voting rate between 30 and 39%.



**1**

Animation Career Review ranked ETSU's Digital Media Program the top school in Tennessee for animation and game design and the eighth best school in the South.



Named a 2020 Best Southeastern College by Princeton Review



*U.S. News & World Report* recognizes ETSU among its Top Performers on Social Mobility for successfully graduating students who receive federal Pell Grants.



Designated a Voter Friendly Campus



**10**

Online graduate program in Sport Science and Coach Education ranked 10th in the nation by Sports Management Degree Guide (SMDG).



**24**

Named among the 30 Best Colleges for Students with Learning Disabilities (tied at 24).



# ETSU College of Nursing

**#1** “2019 best online RN to BSN programs in Tennessee” (Registerednursing.org)

**#1** “2019 best DNP programs” (RegisteredNursing.org)

**#10** “Most affordable online Doctor of Nursing Practice (DNP) programs” (BestHealthDegrees.com)

**#10** “2020’s Best Psychiatric Mental Health Nurse Practitioner programs” (EduMed.org)

**#11** “Top accredited online nursing programs and schools in the country” (Learn.org)

**#13** “2020’s best online nurse practitioner programs” (EduMed.org)

**#20** Top 25 online PhDs in Nursing Education (Online College Plan)

**#43** “Top 50 best Bachelor of Science in Nursing (BSN) programs” (Study.com)



# The Importance of Strategic Vision





# 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 the 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.



*Citation: History of the East Tennessee State Teachers College, Burlison, Sinclair, 1947*



# The Committee for 125

- In 1986, ETSU concluded our 75th anniversary celebration with the release of “Turning Toward 2011.”
- Through the Committee for 125 (C125), we explored issues and opportunities to expand the realm of possibilities for ETSU.
- The C125 defined ETSU as an institution that is a beacon for social and cultural education, the engine of economic development across the region, the purveyor and transmitter of knowledge, and a foundation of the community as a whole.
- The C125 identified challenges that confront public higher education, unique opportunities for ETSU in an increasingly competitive marketplace, and explored structural issues impacting our ability to realize a bold vision for ETSU in 2036.



# ETSU 125 Vision

“In 2036, when a visitor approaches Johnson City, the presence of East Tennessee State University looms large. It is seen in the far outskirts of the city on “Welcome to ETSU” signs; in the high-tech, manufacturing and health care corridor that embraces the region; and in the vibrant college town of Johnson City, where campus and community are synonymous. The message is clear – ETSU is the preeminent player in the region, contributing to the overall high quality of life, innovation, industry and business, health, well-being, vitality and diversity through education, arts and culture and athletics. These themes define its overall ‘Culture of Excellence,’ whose attributes guided visioning and planning for ETSU’s 125th anniversary.”

*ETSU 125 Visioning Report “Advancing the University’s Culture and Practice of Excellence and the Quality of Life in the Region” (July 2013)*



# The Committee for 125 – Strategic Themes

- A dedicated commitment to implementing the policy priorities outlined by the Committee for 125, coupled with the development of strategic partnerships with civic and business leaders and a focus on new revenue generation to support the objectives of this vision to further advance the university.
- Across the institutional policy spectrum, decisions that advance ETSU's goals for student access and success, faculty development, facilities utilization, K-20 partnerships, economic development and health care.
- Administrative and infrastructure review and redesign for greater efficiency, and growth and innovation in key areas, including budget and finance systems, institutional advancement, university marketing, operations and planning, student affairs, and outreach to state and local constituencies.
- Dedicated investments to support faculty and staff in areas such as professional development, training, research, and faculty recruitment/retention.
- Demonstrated and visible responsibility for a “stewardship of place” in our region.



# Five Year Horizon – Action Agenda (C125)

- Evaluate and reposition critical elements of ETSU's infrastructure based on the opportunities created by this vision including:
  - budget and finance systems
  - institutional advancement (the Foundation and alumni relations)
  - university branding (messaging and visual identity)
  - university administration, operations, and planning
  - student affairs
  - outreach to state and local communities
- Review and revise facilities and campus master plans in consideration of aspirational priorities and emerging needs.
- Expand outreach and partnerships with businesses and community organizations.



# Ten Year Horizon – Action Agenda (C125)

- Target new investments in signature programs identified in the strategic plan and visioning plan.
- Fully develop the performing arts complex and achieve a premier position in the performing arts.
- Launch a comprehensive fundraising campaign on the firm foundation of a highly engaged alumni program, which is built on lifelong involvement with ETSU.
- Continue to meet, if not exceed, the mandates of the Complete College Tennessee Act and other state measures for student success and college completion.
- Continue efforts to enhance the physical infrastructure of the institution through the construction of new facilities on the main and health science campuses.



# Landscape Changes

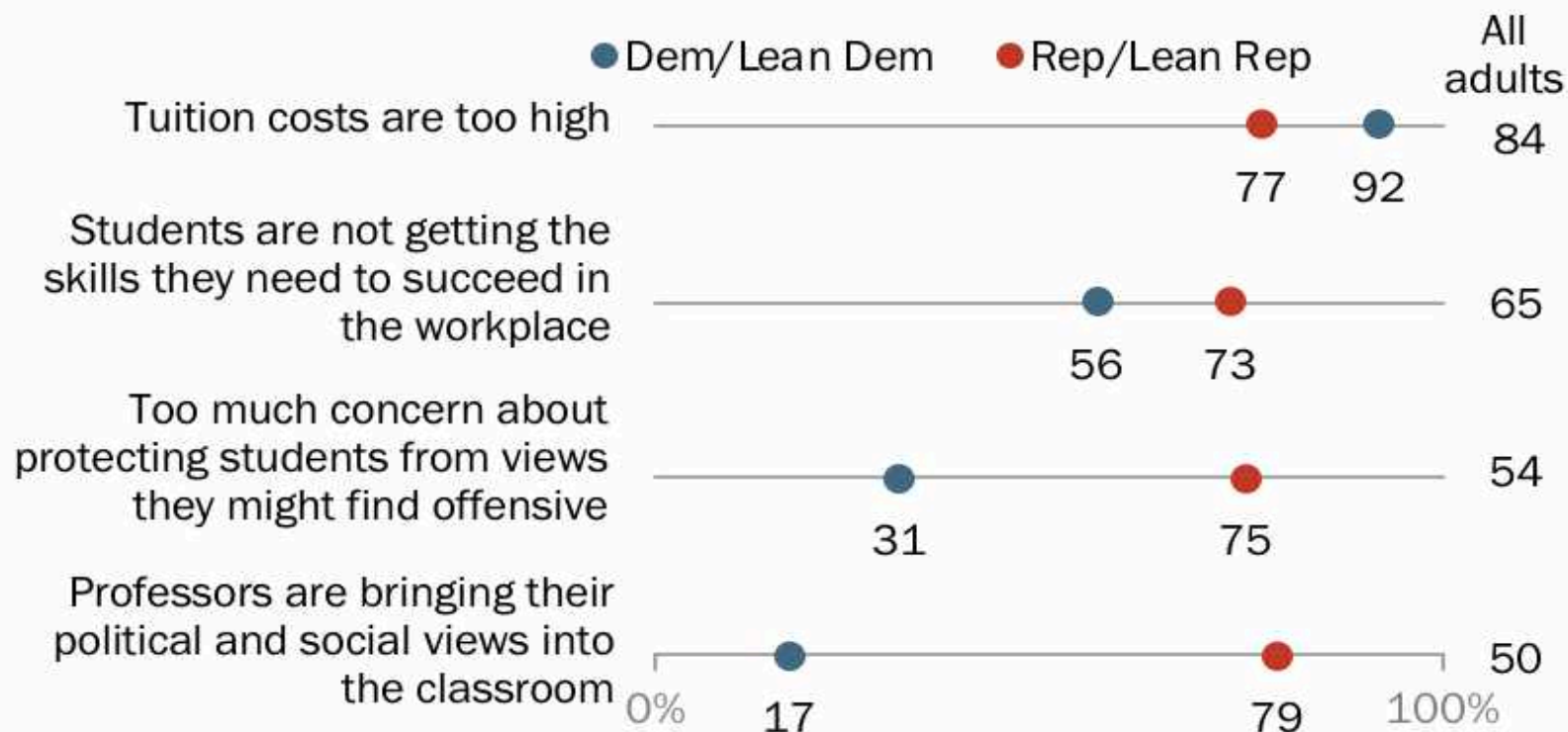
- FOCUS Act and the advent of the Board of Trustees
- Tennessee Promise, UT Promise, North Carolina Promise
- National on-line universities, technological advances, and pronounced shifts in distance education
- Looming demographic shifts
- Affordability and student debt
- Public perceptions and lack of trust
- Immigration policy
- COVID-19 impacts and recovery

*These issues and others evidence the need to reassess C125 goals and strategies for the 10-20 year planning horizon*



## Large partisan gaps in reasons why higher education is headed in the wrong direction

*Among those who say higher education is going in the wrong direction, % saying each is a major reason for this*



Source: Pew Research Center survey of U.S. adults conducted online June 19-July 2, 2018.

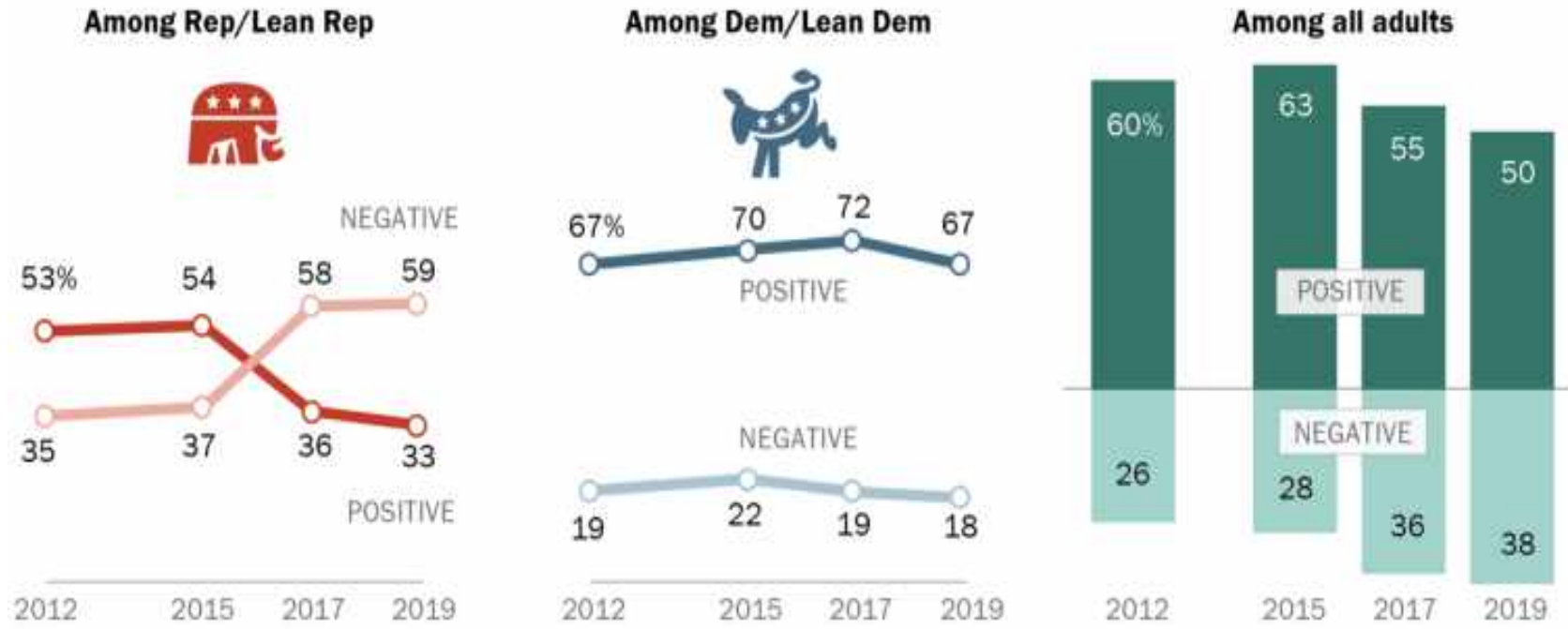
**PEW RESEARCH CENTER**





# Increase in the share of Americans saying colleges have a negative effect on the U.S. is driven by Republicans' changing views

*% saying colleges and universities have a positive/negative effect on the way things are going in the country*



Note: Share of respondents who didn't offer an answer not shown.

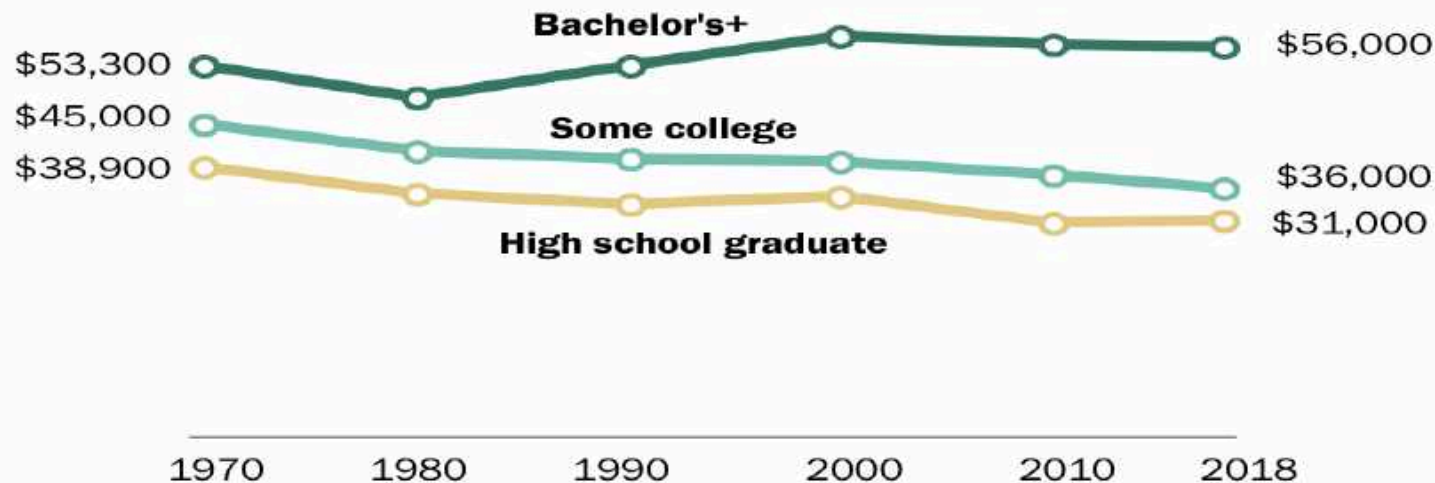
Source: Pew Research Center surveys of U.S. adults conducted by telephone July 10-15, 2019, June 8-18, 2017, Sept. 16-Oct. 4, 2015, and Feb. 8-12, 2012.

**PEW RESEARCH CENTER**



## Income gap between four-year college graduates and other workers has grown in recent decades

*Median annual earnings among full-time workers ages 25 to 37, in 2017 dollars*



Note: Median annual earnings include only wage and salary income (self-employment income is not included). Earnings are based on 25- to 37-year-olds who worked full time during the previous calendar year and reported positive income. "Full time" refers to those who usually worked at least 35 hours per week last year. "High school graduate" includes those who have a high school diploma or equivalent, such as a GED certificate. "Some college" includes those with an associate degree and those who attended college but did not obtain a degree. In 1970, 1980 and 1990, "high school graduate" includes those who completed 12th grade (regardless of diploma status) and "Bachelor's+" includes those who completed at least four years of college (regardless of degree status).

Source: Pew Research Center analysis of 1970, 1980, 1990, 2000, 2010 and 2018 Current Population Survey Annual Social and Economic Supplement (IPUMS).

PEW RESEARCH CENTER



# Educational Attainment - SREB States

Percentage of Population 25 or Older with a Bachelor's Degree (Full Census and American Community Survey)

|                      | 1990         | 1995         | 2000         | 2005         | 2017         | % Change     |
|----------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>United States</b> | <b>20.3%</b> | <b>23.0%</b> | <b>24.4%</b> | <b>27.2%</b> | <b>32.0%</b> | <b>11.7%</b> |
| <b>SREB States</b>   | <b>18.6%</b> | <b>19.9%</b> | <b>22.4%</b> | <b>23.8%</b> | <b>29.6%</b> | <b>11.0%</b> |
| Alabama              | 15.7%        | 17.3%        | 19.0%        | 21.4%        | 25.5%        | 9.8%         |
| Arkansas             | 13.3%        | 14.2%        | 16.7%        | 18.9%        | 23.4%        | 10.1%        |
| Delaware             | 21.4%        | 22.9%        | 25.0%        | 27.6%        | 31.5%        | 10.1%        |
| Florida              | 18.3%        | 22.1%        | 22.3%        | 25.8%        | 29.7%        | 11.4%        |
| Georgia              | 19.6%        | 22.7%        | 24.3%        | 27.1%        | 30.9%        | 11.3%        |
| Kentucky             | 13.6%        | 19.3%        | 17.1%        | 19.3%        | 24.0%        | 10.4%        |
| Louisiana            | 16.1%        | 20.1%        | 18.7%        | 20.6%        | 23.8%        | 7.7%         |
| Maryland             | 26.5%        | 26.4%        | 31.4%        | 34.5%        | 39.7%        | 13.2%        |
| Mississippi          | 14.7%        | 17.6%        | 16.9%        | 18.7%        | 21.9%        | 7.2%         |
| North Carolina       | 17.4%        | 20.6%        | 22.5%        | 25.1%        | 31.3%        | 13.9%        |
| Oklahoma             | 17.8%        | 19.1%        | 20.3%        | 22.4%        | 25.5%        | 7.7%         |
| South Carolina       | 16.6%        | 18.2%        | 20.4%        | 23.0%        | 28.0%        | 11.4%        |
| Tennessee            | 16.0%        | 17.8%        | 19.6%        | 21.8%        | 27.3%        | 11.3%        |
| Texas                | 20.3%        | 22.0%        | 23.2%        | 25.1%        | 29.6%        | 9.3%         |
| Virginia             | 24.5%        | 26.0%        | 29.5%        | 33.2%        | 38.7%        | 14.2%        |
| West Virginia        | 12.3%        | 12.7%        | 14.8%        | 16.9%        | 20.2%        | 7.9%         |



# Human Capital Challenge - Cracks in the Pipeline

| State            | For Every<br>100 9th<br>Graders... | ___ Graduate<br>from High<br>School | ___ Enter<br>College | ___ Are Still<br>Enrolled<br>Sophomore<br>Year | ___ Graduate<br>within 150%<br>Time | Age 25-44<br>with at Least a<br>Bachelor's<br>Degree |
|------------------|------------------------------------|-------------------------------------|----------------------|--|-------------------------------------|--|
| Alabama          | 100                                | 89                                  | 59                   | 40   | 24                                  | 28   |
| Arkansas         | 100                                | 88                                  | 56                   | 38   | 23                                  | 26   |
| Florida          | 100                                | 82                                  | 53                   | 41   | 28                                  | 32   |
| Georgia          | 100                                | 81                                  | 53                   | 38   | 22                                  | 34   |
| Kentucky         | 100                                | 90                                  | 57                   | 39   | 26                                  | 29   |
| Louisiana        | 100                                | 78                                  | 54                   | 37   | 24                                  | 27   |
| Maryland         | 100                                | 88                                  | 57                   | 40   | 27                                  | 44   |
| Mississippi      | 100                                | 83                                  | 67                   | 43   | 28                                  | 25   |
| North Carolina   | 100                                | 87                                  | 55                   | 39   | 27                                  | 36   |
| Oklahoma         | 100                                | 83                                  | 47                   | 30   | 20                                  | 27   |
| South Carolina   | 100                                | 84                                  | 58                   | 37   | 25                                  | 31   |
| <b>Tennessee</b> | <b>100</b>                         | <b>90</b>                           | <b>62</b>            | <b>40</b>                                      | <b>27</b>                           | <b>31</b>  |
| Virginia         | 100                                | 87                                  | 60                   | 44   | 32                                  | 43   |
| West Virginia    | 100                                | 89                                  | 49                   | 32   | 21                                  | 25   |
| United States    | 100                                | 85                                  | 54                   | 38   | 27                                  | 36   |



# ETSU Planning Process

## Environmental Scan (Com. 125 and Our Group)

Identify Strategic Issues

Review Industry and Market Data

Seek Stakeholder Input

SWOT

## Priority and Strategy Development (IUC and Our Group)

Determine Mission Vision and Values

Define the Competitive Advantage

Long-Term Objectives

Organization-Wide Strategies

## Build the Plan

Process SWOT to set priorities

Short-term goals

KPIs

Department Goals (SACSCOC/IE)

Individual Goals

Budget

## Track and Manage Performance

Rollout Communicate Strategy

Set Calendar

Semester Updates

## Closing the Loop

Review what worked & what didn't

Celebrate what worked

Provide changes for what didn't work

Consider new initiative & alignment with budget

Implement changes and continue what works



# Becoming ONE ETSU (Early 2020)

- Senior leadership retreat at EAB (March 2020)
- Strategic marketing review (Completed 2020)
- Community Engagement Task Force (Recommendations 2020)
- Equity and Inclusion Strategic Plan (Approved 2020)
- Advising Task Force (Recommendations 2020)
- Admission and enrollment review (Implemented 2020)
- Scholarship review (Phase One Implemented 2020)
- Program development and revitalization (2020)
- Combined Graduated Studies and Continuing Studies to form one college (2020)



# Becoming ONE ETSU (Late 2020)

- Surveys
  - Comprehensive satisfaction study report from the 2015-2020 Quality Assurance Funding Process
  - COVID-19 touchpoints
    - Spring, Summer, Fall
- Focus Groups
  - President and other staff meeting with students, faculty, and staff to start a conversation about wants and needs
    - Student focus groups conducted the past three weeks with changes already being implemented (Library and Starbucks)
- Committee for 125 and ETSU Strategic Plan inquiry and discovery October-November 2020
- Celebrate the accomplishments from the past decade Fall 2020
  - COVID-19 friendly events both virtual and in-person



# Becoming ONE ETSU (2021 and Beyond)

- Higher Education Landscape Review and Analysis January-February 2021
  - What do the national, state, regional, and local trends in education say about the future of higher education and what role will ETSU serve
  - Scanning the environment and understanding the landscape
  - New peer identification and selection
- SWOT Report and Strategic Vision Guide March 2021
- Committee for ONE ETSU Announced March 2021
- Strategy Development March-September 2021
- Revised Vision and Plan to University October 2021





“ETSU being a great university is not just important for the university and the students and the faculty. It’s important for this whole region in a way that few other institutions are. When you look at this part of the state, ETSU is **the** dominant institution – I’m not talking about just education. The health and welfare of this region, I think, depend more on ETSU than anything else.”

Tennessee Gov. Bill Haslam  
March 24, 2017



**Fall 2020 ETSU Student Focus Groups – Preliminary Themes**  
**September 14, 2020 – October 1, 2020**

*Four Focus Groups – 20 students*

- A. Student expressed a desire to have extended hours for some services (library/Starbucks)
- B. Students would like for us to review the “one guest” dorm policy
- C. Student expressed a desire for more social events - Concerts/Movie/Online Game Night (Among US)
- D. Some asked for a broader variety of food options (e.g. food trucks – healthy foods)
- E. Some of the remote courses are not providing the expected level of instruction
- F. All groups mentioned mental health as an issue and are concerned when weather will impact the ability to be out-of-doors
- G. Student think the university communication has been good and they appreciate the transparency
- H. All groups are thankful for the campus opportunities they do have
- I. Some students mentioned they see other institutions having issues and are glad our semester is consistent and not disruptive