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Report to



*Brand Research  
Findings Report*

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Final

March 30, 2013

**BMW**  
Strategic Marketing & Branding

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## BACKGROUND

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In September 2012, ETSU College retained BMWW to assist the University with a comprehensive branding. The outcomes were to conduct brand perception research and to develop a new branding program and marketing recommendations to strengthen the university's brand with all of its audiences; build a brand that distinguishes ETSU; and convey a consistent message to all audiences by "speaking with one voice".

The goals of the engagement have the specific intent of increasing positive brand awareness and clarity of the University brand and to help increase ETSU's appeal among students, faculty, alumni and staff as well as to help strengthen opportunities for both public and private funding.

This Findings Report covers the on-campus in-depth qualitative research interviews among selected representatives of ETSU's principal constituencies during campus visits extending from October 16<sup>th</sup> through October 18<sup>th</sup> and again on November 14<sup>th</sup> and 15<sup>th</sup>. Additional phone surveys of students who participated in on-campus interviews occurred between October 1, 2012 and November 28, 2012. An online perception survey of 4,724 Tennessee college bound high school seniors was conducted between January 29 and February 9, 2013. A telephone survey of High School Guidance Counselors was conducted between December 11 and January 31, 2013. A telephone survey of parents of current students was conducted between January 9<sup>th</sup> and February 1, 2013. A telephone survey of community leaders was conducted between March 25 and March 29. We were also influenced by a variety of internal and external reference data provided by ETSU which are listed on page 15.

The 2011 Alumni Survey provided a relevant and current assessment of alumni attitudes and was carefully reviewed and analyzed for this project. The survey was completed in June 2011 of 19,374 ETSU alumni attracting 1,057 completed responses of which 62% were undergraduates, 18% graduates, and 20% were both undergraduate and graduate alumni.

An analysis was conducted in October 2012 of ETSU and 24 competitive institutions and plotted in on spreadsheet matrix that has been submitted separately.

The purpose of the qualitative research was not to draw specific, quantifiable, results—the sample was too small for that. It was to provide guidelines as to ETSU's strengths and challenges and to define the cultural and intangible aspects of ETSU's unique character. It provided a clear assessment of ETSU's existing marketing efforts and helped uncover new opportunities to advance understanding and awareness of ETSU to existing and new markets and audiences. The quantitative high school perception study of college bound students provides a baseline brand awareness level that ETSU can periodically use to monitor the effectiveness of its brand marketing efforts. Combined, these research initiatives are a source of information that inform the creation of a brand portfolio and suggest tactical implications to promote and launch the new brand. Together this information provides a sense of the marketplace from many perspectives, reveals commonly held perceptions, observes tensions and crosscurrents and, ultimately, plants a fertile garden of ideas from those who share in the ambitious plans for the future of ETSU.

Throughout the report a number appears after statements or observations. This indicates the number of times a particular point was repeated by different individuals. Our interpretation of the research has led to core messages which were discussed and modified with the ETSU marketing committee on March 12 in a working session. They are included on page 4.

## **ETSU – CORE MESSAGES**

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The summation of all in- depth on-campus and community leader interviews, the student, parent and guidance counselor surveys, analysis of the alumni survey, the competitive analysis we conducted and the data provided by ETSU suggests the following core branding messages that will drive the development of the brand portfolio.

### ***(Positioning/Differentiation)***

East Tennessee State University was founded in 1911 and serves 15,000 undergraduate, graduate, and professional students. Located in a secure and beautiful setting, ETSU is a distinctly unique public university offering high quality, affordable education advancing the health and well being of people throughout Tennessee, the Southern Appalachians, the nation and rural populations around the world.

### ***(Location/Campus)***

ETSU's campus is nestled in the beautiful Blue Ridge Mountains in Johnson City, Tennessee. It consists of extraordinary natural beauty and architecture in a residential campus setting that promotes a warm and friendly community atmosphere.

### ***(Management/Philosophy)***

ETSU promotes intellectual and personal growth in a nurturing campus community environment characterized by a focus on the unique needs of the individual. ETSU provides students numerous opportunities for extracurricular involvement including strong and expanding athletic programs, social and professional organizations and artistic expression.

### ***(Faculty Quality/Curriculum)***

ETSU's comprehensive academic offerings in the health sciences, liberal arts, business, education, and technology in undergraduate, graduate, and professional programs all benefit from a unique and flexible approach delivered by full-time, dedicated, highly motivated, and accomplished faculty who share a commitment to serving the individual needs of every student.

### ***(Career/Life Preparation)***

ETSU is a place for hope, opportunity, and discovery where students are empowered by instilling self-confidence and motivation for the challenges of living a fulfilling life, reaching career goals, and contributing to civic responsibility in a culturally diverse and global community.

### ***(The Education Experience)***

ETSU is committed to entrepreneurial initiatives, interdisciplinary collaboration, and community and international partnerships. ETSU advances scholarly and creative achievement and enhances the teaching and learning environment for the regional, national, and global communities it serves.

## SUMMARY INTERPRETATION OF RESULTS

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### Overall

ETSU is a place of hope and opportunity. From a marketing perspective, its location in Johnson City is both an advantage and a challenge but we learned that Johnson City is an asset that can and should be effectively promoted as a college town.

ETSU is a distinctive university that offers an affordable, personal, contemporary curriculum of distinguished academic programs not only in health sciences but across the board. Academically, ETSU is viewed very favorably by parents, students, administrators, faculty, and guidance counselors familiar with the university. It is often viewed as “a hidden gem” because of its strengths that are not yet widely known. Many believe ETSU is on a par with UTK and other well-regarded schools in Tennessee as well as other leading out-of-state colleges and universities including UNC Chapel Hill and Vanderbilt (as cited by some).

The challenge is that its name recognition is low, and for those that only know a little about it, there is confusion about its name. The inclusion of the word “state” in the name suggests its old reputation from the eighties as well as other unwanted references. The research suggests that it would be timely to drop “state” and build a new brand around East Tennessee University. This name change would help create new excitement and appeal to all audiences to reexamine its perception of ETSU for what it has become and will become in the near future. However, the political reality within the Board of Regents system suggests that a name change may not be feasible at this time. The research clearly indicates that the University needs a completely new brand to challenge audiences about what they know of ETSU. This means a new brand portfolio including new messaging, new graphic elements and a new visual identity system which includes a logo, word marks, icons, and typography which together form a comprehensive new face of the University. This new identity will provide the best solution to resolve the fragmented logo issues that have evolved within the university over the past few years.

Externally, this new brand identity will be a strong reference for existing and new audiences to rethink how they view ETSU and provide a terrific marketing platform to recruit and retain prospective students, reengage alumni, attract and retain the best qualified faculty, attract research grants and improve donor support. It will also help energize the local community about ETSU’s strengths and opportunities.

ETSU’s local reputation in the tri-city region is complicated by the large number of local ETSU students, a few of whom currently regard ETSU as the local commuter college that’s easy to get into and not challenging. We found that this perception is still shared by a few faculty and staff. Those in that small perception group seem to be influenced by ETSU’s old reputation of a commuter college with an “average” curriculum.

As we began this assignment, we learned that ETSU did not collect data on parents of prospective students or current students making it difficult to implement active marketing strategies even if they had been in place. ETSU has not conducted a strategic student recruitment effort in some years. Our findings suggests that ETSU should market to prospective students with strategies to attract the best and brightest throughout the state and the region, and establish admission standards that attract qualified and desirable students and can support a more geographically diverse student population. These recruiting strategies should include marketing of academic strengths to prospective students and parents, current parents, and guidance counselors throughout the state and the region. Internally there needs to be better understanding of these academic strengths among the faculty in all schools

as well as alumni which represent a resource that really can help support the new brand and recruitment initiatives.

Brand marketing needs to be a broad umbrella embracing all colleges and units of the university benefitting everyone. Some university units such as online curriculum, the medical and pharmacy colleges that moved ahead in the marketing void to establish momentum of their own should not be hampered by the new branding approach.

As its reputation grows, ETSU will attract more residential students, more academically talented students, and more out-of-state students which will result in successfully altering its reputation among the local residents in the community. ETSU will also need to forge stronger links with the local community to gain better understanding and appreciation of what it offers.

ETSU is a university that the more you know about it, the stronger the appeal. Students who decided to attend for economic reasons love it once they get on campus. Guidance Counselors are eager to learn more about ETSU. The faculty, for the most part, are staunch believers in the ETSU product.

The tide of awareness, support and commitment is starting to rise for ETSU. Its only real issue is lack of awareness and of course, the universal problem of funding.

### **Alumni Survey**

BMWV conducted on-campus in-depth interviews with the alumni relations staff and also with the Foundation staff in November, 2012. We also thoroughly reviewed and analyzed the 2011 study. This study covered the student experience of alumni, overall experience of the University, alumni experience, and demographics. About a third of respondents lived more than 100 miles from campus and the rest lived within 100 miles of campus and about half were older than 45 years of age. There are about 83,000 ETSU alumni but only about 20,000 are identified with valid addresses. Because many were commuter students at the time they attended, the challenge is to create a sustained level of interest for the core supporters and to find new ways to connect with and reengage with the nearly 60,000 alumni who have little or no connection with the University.

The website and the alumni magazine are the two channels most used to communicate at present. Well-connected alumni do not seem to be knowledgeable about ETSU's curriculum strengths beyond health sciences. While most alumni who participated in the study felt that they got a good education and skills for a career at ETSU, it is clear that re-engaging with alumni must be a high priority for ETSU. Alumni survey participants felt that ETSU needs to do better in identifying job opportunities for graduates and that the alumni association was not relevant to their interests. More than three fourths felt that their experience as a student was good or excellent and they felt the same in their overall opinion of ETSU.

### **Parents Survey**

BMWV completed a phone survey of 25 parents, each of who opted into the survey and provided their contact information. The survey of parents of current students was conducted between January 9<sup>th</sup> and February 1, 2013. We initially intended to conduct an online survey of randomly selected parents from the entire ETSU undergraduate population but had to modify when we learned that ETSU did not have contact information for parents of current students or for parents of prospective (applying) students. Thus we selected participants from among the 61 names supplied by ETSU making sure to select half of the parents from geographic locations outside the local Tri-city area. As

it turned out, most of the parent data that ETSU supplied was for parents of first year students although in a few cases there were other siblings enrolled at ETSU as well. We selected parents from the list provided who lived throughout the state of Tennessee and from Maryland, Virginia, North Carolina, and South Carolina. The complete Parent Survey is found as Appendix A on page 44.

The majors of the parent's students were widespread throughout the curriculum. Most parents had little initial knowledge of ETSU before their student started investigating colleges but became quickly impressed once they learned more. When they inquired among friends or relatives most could identify someone who reported very good impressions ETSU.

As these parents became more knowledgeable about ETSU throughout the evaluation process, they ranked ETSU equal to or above UTK and some compared it to UNC Chapel Hill, Wake Forest, and Vanderbilt.

Academic quality, affordability and value, location, and opportunity/access were the reasons they liked ETSU.

A universal complaint was the lack of information about on-campus activities. Almost every parent participant requested that a monthly newsletter or equivalent and a better website would be desirable. There were more than the typical complaints about student food and parking.

All parents expressed being very pleased overall with ETSU.

#### Conclusion:

Educate the parents about ETSU's curriculum strengths beyond just the health sciences and convert them into ambassadors in their communities for potential roles in student recruitment and alumni support.

#### Guidance Counselor Survey

BMWW completed a phone survey of 25 guidance counselors randomly selected from a list of 101 guidance counselors supplied by the ETSU. The survey was conducted between December 11, 2012 and January 21, 2013. The survey commenced in December rather than earlier in the fall because that is when the data was received. It was suspended during the holiday break. The questions were directed at learning how much the counselors knew about ETSU, their understanding ETSU's offerings, programs, reputation and brand. The complete Guidance Counselor Survey Summary is found as Appendix B on page 58.

Overall, every counselor had a positive impression of ETSU and none said they had any reason not to recommend ETSU to a student or parent unless the desired major was not offered or if they wanted a different location.

The counselors fell into two general categories, those who were very familiar with ETSU and were geographically close to campus sending anywhere from 20-90 students per year. They characterized their ETSU admission representative(s) as helpful and responsive but upon questioning, we learned this mainly meant addressing individual cases on paperwork, scholarships etc. They did not consider the ETSU admissions officers as "professional marketers" and not salespeople like most reps from other schools. No attempt was made by the ETSU reps to educate the guidance counselors about the current strengths of the curriculum and most counselors did not really know much about the offerings beyond medical/health sciences and even then in a vague way.

A second group are those counselors from high schools several hundreds of miles away throughout the state and region. Even though they knew less about ETSU, had not been on campus in several years or not at all, and were only vaguely familiar with special programs, this group was still positive and wanted very much to be visited by ETSU more often and invited to campus. Most did not have a software program like the Naviance College Search data base that is widely used by guidance counselors at schools with more advanced resources. Therefore, they rely on a structured education effort by the college admission reps to learn and update their description of each school's strengths.

Overall, counselors had a much higher opinion of ETSU than some of the internal audiences we interviewed (faculty, staff, administration). No one mentioned a comparison to a community college. Instead they ranked it with UT, UTC, MTSU, TT, and ASU among many other good schools.

Two conclusions:

1. ETSU needs to do more with counselors in broadening its exposure to its curriculum and campus by inviting guidance counselors to campus. They need to be courted.
2. Counselor roles have changed but they are still very influential with parents and students.



## **KEY / RECURRING FINDINGS**

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Many recurring threads were discovered during the research. Some of the more important that relate to branding are noted below.

ETSU needs a new name and entirely new brand identity implemented and launched by a comprehensive branding campaign that challenges the audiences to rethink what it knows about ETSU.

Key is the need for marketing. We are in a competitive marketplace we need to get the word out.

ETSU has dramatically strengthened its curriculum in recent years not just in health sciences but across the board in liberal arts and business programs. Yet it is hindered by vestiges of its old reputation. We is a totally different now, a place on the move and a great school.

ETSU is better perceived than it realizes by students (not local), parents, and guidance counselors. Many rank its quality and value equal with UTK and some well known private schools. ETSU is arguably the highest quality, public university in Tennessee after UTK. But few people know this now.

Community leaders acknowledge that the local community does not appreciate the remarkable high quality institution that is ETSU. Few understand its academic strengths beyond health sciences. The community needs to be a priority focus in ETSU's marketing efforts along with recruiting quality prospective students and re-engaging alumni.

Need to market the University as a whole as opposed to separate units. Project a unified and unique image. ETSU is a national leader in some important areas it does not celebrate its outstanding faculty achievements.

ETSU offers high quality academics, a very affordable and valuable educational experience in a great location that should be a featured marketing asset.

The university website needs a complete overhaul. There is no brand messaging or consistent identity, the navigation is very confusing and the search function is poor. The faculty find OIT difficult to work with.

Absence of admissions marketing strategy has resulted in little or no professional marketing to prospective students particularly the best quality students in the local region from the four counties. Need proactive aggressive recruitment strategies throughout the state and beyond.

Absence of admissions standards must be addressed. Effects of open enrollment and no standards is that ETSU has too many students in the 3<sup>rd</sup> and 4<sup>th</sup> quartile of their high school class. (You are known by the company you keep.)

Enlist help for recruitment marketing from faculty make calls to the best candidates (never been asked by admissions). Find ways to use parents and alumni also.

ETSU offers more health science and medical programs than anywhere else. Only Ohio State offers broader health sciences and medical programs.

ETSU has remained true to its mission. No engineering or agriculture. Trying to be entrepreneurial and nimble. Appreciate the past but focused on the future.

ETSU strengths include a dedicated full-time faculty, small class size, real sense of community among students and faculty, characterized by strong student/faculty relationships.

The conflict for resources and marketing between health sciences and liberal arts and business programs must be resolved.

ETSU offers private college benefits and public institution access.

ETSU is becoming an educational and regional economic powerhouse.

Underfunding is a big challenge. ETSU needs to find ways to attract and retain the best faculty with better salaries. It operates with a lean administration with everyone doing multiple jobs to keep everything going. Great work but the stress is telling.

Lack of school spirit

ETSU should no longer be the best kept secret. Get the word out. Achieve the great reputation we deserve.

The vision of many is to be recognized as the “University of choice” within the state and the region. Whatever ETSU chooses to do should be done well with interdisciplinary programs that empower students to be entrepreneurial and successful.

Have people in across Tennessee become more aware of ETSU, as one of the best schools and as better perceived in the immediate Johnson City area.

Some out-of-state students have a better perception of ETSU than in-state students.

World class education in a world class location.

ETSU provides outstanding programs with distinctive education and research opportunities for our state, our region, and our community through entrepreneurial initiatives, interdisciplinary collaboration and community and international partnerships.

Football is not widely viewed as a priority by students, community leaders. People think it will drain funds from higher priority areas. Belief is that a very small but highly focal group of local people in the community, some alumni and residents are the main proponents. Students seem to be opposed by a large margin.

A large percentage of alumni are not currently engaged and ETSU needs to find ways to instill great pride in its degree and being an ETSU graduate.

## SURVEY RESULTS

### ON-CAMPUS INTERNAL INTERVIEWS

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#### **On-Campus Interviews: Administration, Staff, Faculty**

We are grateful to all those members of the ETSU community who volunteered their time and thoughtful observations. We advised each participant that we would not attribute any specific comment to an individual—and were obviously taken at our word, as candor prevailed. While conducting these group discussions and individual interviews, our team consistently encountered commitment to ETSU. Without question, many of the people we spoke with could become indispensable cheerleaders for ETSU; a great number of them already work tirelessly in this capacity.

In a few areas, we uncovered disagreement over policy and, priorities. However, we found that the holders of differing opinions shared a strong affection for ETSU. Indeed, with only a few exceptions, nearly every person we spoke with expressed a personal commitment to ensuring ETSU's continued growth and prosperity in the years ahead.

The following individuals contributed their opinions in person:

#### **Wednesday, October 17**

Fred Sauceman, Senior Writer & Executive Assistant to the President for University Relations  
Dr. Bert Bach, Provost and Vice President for Academic Affairs  
Dr. Linda Garceau, Dean, College of Business and Technology  
President Brian Noland  
Mary Jordan, Affirmative Action Officer  
Sara Hacker, Athletics Marketing Coordinator  
Jo Anne Paty, Associate Athletics Director for Advancement  
Dr. Randy Wykoff, Dean, College of Public Health  
Dr. Gordon Anderson, Dean, Arts and Sciences  
Dr. Larry Calhoun, Dean, College of Pharmacy

#### **Marketing Leadership Team**

Susan Epps, Associate Professor, Department of Allied Health  
Angela Lewis, Associate Dean, Clemmer College of Education  
Barb Mason, Director of Special Projects, Intercollegiate Athletics  
Lee Ann Davis, Director of Alumni Programs, Alumni Office  
Randy Sanders, Marketing Coordinator, Center for Appalachian Studies and Services  
Brad Lifford, Media Relations/Special Events Coordinator, University Relations  
Joe Smith, Director of Media Relations, University Relations  
Shara Lange, Assistant Professor, Communication  
Jane Jones, Chief of Staff and Associate Vice President for Health Affairs  
Jennifer Clements, Director of Marketing for Online Programs  
Karen King, Vice Provost for eLearning  
Michele Laws, Web Manager

#### Faculty Group (5)

Dr. Thomas Schacht, Prof. of Psychiatry  
Dr. Randy Byington, Asst. Prof. Allied Health Sciences  
Dr. Al Spritzer, Harris Chair of Excellence in Business, College of Business & Technology  
Dr. Mike Ramsey, Chair, Exercise Sports Sciences  
Dr. Bruce Dalton, Asst Prof. Social Work

#### Faculty Group (7)

Dr. Cindy Chambers, Asst Prof. Teaching & Learning, Special Education  
Pat Cronin, Prof. of Theatre and Dance  
Dr. Robert Pack, Associate Dean for Academic Affairs in the College of Public Health  
Dr. Ken Ferslew, Prof. Section of Toxicology  
Dr. Bill Stone, Prof. of Pediatrics  
Scott Jeffress, Director Roan Scholars Leadership Program  
Jerry Taylor, Engineering Technology, Surveying and Digital Media

#### Student Group (4)

Thomas Klug  
Adam Jarvis  
Samatha Bailey  
Erika Wild

### **Thursday, October 18**

Dr. Cecilia McIntosh, Dean, School of Graduate Studies  
David Magee, Career Development and Internship Services  
Wayne Speer, Career Development and Internship Services  
Dr. Rebecca Pyles, Dean, Honors College  
Dr. Wilsie Bishop, Vice President for Health Affairs and Chief Operating Officer  
Dr. Wendy Nehring, Dean of Nursing  
Dr. Hal Knight, Dean of Education  
Dr. Rick Osborne, Dean of Continuing Studies and Academic Outreach  
Dr. Nancy Scherer, Dean of Clinical and Rehabilitative Health Sciences  
Dr. Ramona Williams, Vice Provost for Enrollment Services

#### Faculty Session (4)

Dr. Virginia Foley, Asst. Professor, Education Leadership and Policy Analysis  
Dr. Jim Thigpen, Asst. Professor, Pharmacy Practice.  
Dr. Cassandra Eagle, Chair Chemistry  
Dr. Bonnie Burchett, Director of Housing and Residence Life

#### Faculty Session (5)

Dr. Frank Grzych, Chair. Music  
Dr. Beverly Smith, Prof. Physics & Astronomy  
Dr. Amy Johnson, Asst. Dean, School of Continuing Studies  
Dr. Joe Sobol, Director of Storytelling, Clemmer College of Education

Student Session (10)

Jasmine Sutton  
Steven Lay  
Keeley Haggard  
Autumn Sullivan  
Tyler Carpenter  
Gabriel Hunigan  
Brad Fisher  
Zach McCamey  
Audrey Smith  
Sierra Wilson

Alumni/Advancement Team (5)

Jeff Anderson, Assoc. VP for University Advancement & Planned Giving  
Lee Ann Davis, Director of Alumni Affairs  
Carol Sloan, Assoc. VP for University Advancement for Health Affairs  
Karen Sullivan, Director, University Advancement  
Cyndi Ramsey, Coordinator of Alumni Activities

Graduate Student Session (19)

Joel Cowan  
Travis Hall  
Isaiah McBride  
Krisztina Johnson  
Beth Evelyn Barber  
Lauren Brown  
Nate Cunningham  
Sherril Miller  
Cara Wicks  
Elisa Carbayo  
Felisha Moseley  
Scott Davenport  
Michael Hinerth  
Sean Hill  
Candace Eason  
Aaxon Owens  
Idilio Campos  
Ereka Egwnonion  
Ginger Christian

University Relations Staff (7)

Joe Smith, Director of Media Relations  
Linda Malone, Executive Aide  
Jennifer Hill, Assistant Director  
Brad Lifford, Coordinator - Academic Health Sciences Center  
Larry Smith, Director of Photographic Services  
Carol Fox, Coordinator  
Don Barnett, Manager, Printing & Publications

Undergraduate Admissions Staff (5)

Dusty Duncan, Interim Assistant Director of Admissions  
NaKeisha Talley, Admission Counselor  
Doris Hayes, Admission Counselor  
Carshonda Harris, Admission Counselor  
Ben Daugherty, Admission Counselor

**Phone Interviews (7)**

Jeremy Ross, Associate Vice President  
Nancy Dishner, Task Force Chairman, former Vice Provost for Enrollment Management, founding  
Director of Roan Scholars Leadership Program  
Dr. William Flanary, Assistant Director of Schools for Washington County  
Bill Darden, Campaign Finance Director for Phil Roe for Congress  
Mitch Meredith, Washington County Commissioner, District 3  
Gary Mabrey, President Johnson City Chamber of Commerce  
Jeff Keeling, Washington County Economic Development, Dr. Marketing and Community Relations

**November 14 (4)**

Paul Hayes, Interim Director of Admissions  
Michele Williams, Assistant Director of Admissions  
Wayne Winkler, WETS General Manager  
Dr. Phil Bagnell, Dean, Quillen College of Medicine

**November 15 (5)**

Leah Adinolfi, Director Student Activities Center  
Richard Manahan, VP, University Advancement  
Bob Plummer, Associate VP-alumni  
Margaret Miller, Director, Financial aid  
Susan Epps, Assistant Professor, Allied Health Sciences

Student Groups (8)

Carter Sandlin  
Cheyna Haas  
Summer Peterson  
Ellis Parsons  
Igra Ahmad  
Ryan Berkley  
Alex Johns  
Hayley King

Student Group (9)

Mikayla Treadway  
Whitley Hensley  
Tim O'Dell  
Ryan Beaver  
Elizabeth Triplett  
William Cate

Meredith Pippin  
Chloe Hall  
Kammy Kuang

### **Other Reference Data (Provided by ETSU)**

In addition to the interviews summarized in this report, BMWW has been informed by data from the following sources which will influence recommendations that will appear in the Integrated Marketing plan for ETSU.

- Alumni Attitude Study 2011, Study Findings and Survey Results by Performance Enhancement Group, LTD
- ETSU website
- Independent sources (such as the *U.S. News & World Report* college guide)
- Recruitment and Housing publications
- ETSU Today recent issues
- Graduate Bulletin
- Graduate research Magazine *Illuminated*
- ETSU Athletics Media package
- *Benchmarks*, The Academic Health Sciences 2012 Report to the Community
- Quillen College of Medicine Information package
- College of Pharmacy information package
- *Now & Then* The Appalachian Magazine, recent issues
- ETSU Online PowerPoint presentation
- ETSU's strategic plans

## **Internal Audiences**

### **We asked what people perceived to be ETSU's greatest strengths/ assets or distinguishing characteristics**

- Location (35)  
Definition: beautiful campus in a great setting near the mountains in a nice town with a great campus layout set in a friendly community atmosphere. Low cost of living.
- Affordable (31)
- Close, personal interaction between students and faculty (22)
- ETSU is an academic health sciences university that is balanced with a quality liberal arts and professional curriculum throughout the campus (22) [said similar content]
- Health sciences footprint is integrated throughout ETSU
- Quality of the faculty (16)
- Size, small classes (14) (“Perfect Size”, campus small enough that people acknowledge you and care about you)
- Accessible education for the region (12)
- Safe and secure campus (12)
- Student centered (9)
- Campus beauty with outdoor/nature nearby setting (9)
- Students have the opportunity to get involved. (9)
- Tied to the community (9)
- Distinctive, diverse and well rounded (7)
- Strong Academic Programs (6)
- Flexible (nimble) and able to seize opportunities as long as funding is not a factor.
- Administration that allows you to be creative and imaginative
- Faculty – “students say they were helped so much”
- We work with students i.e. family emergencies
- The opportunity for undergrad research
- We listen
- Family like atmosphere
- (Ram Clinics)
- Quillen College of Medicine
- Rural Family practice
- Biology
- Geo Science
- Anthropology
- Customer Service
- Sense of family in Athletics
- Undergraduate opportunities
- More comprehensive than perceived
- Quality of our programs is not known enough
- Teamwork –“Within a week of arriving it felt like family”
- Digital media
- Bluegrass
- Unique programs
- Convenience for adult students
- Diversity of programs and services
- High quality of campus life
- Committed to making the campus attractive to students



- High percentage of faculty with advanced degrees means students have a better chance of getting a highly qualified teacher than any other state college.
- Teachers teach, no Teachers Assistants, no research and small classes

### Summary of Memorable Interviews (on this topic)

We remain true to our mission. No engineering or agriculture. Heavy on basic and applied sciences. Strong undergraduate program for specific student population. Trying to be entrepreneurial and nimble. Appreciate the past but our interest is the future. We have a significant number of museums: Fossil site (ETSU got 10million grant) but we got there first; Pharmacy School, only private college within a state university; interdisciplinary community-based programs directed to rural populations.

We have access to dedicated full-time faculty, small class size, real sense of community among students and faculty, characterized by strong student/faculty relationships.

Student focused, great location, strong academics, and quality caring faculty. The campus is like a family with a caring faculty that embraces and protects students.

The location, relationship between faculty and students, quality of faculty, our visionary President, new programs and established a modern 21<sup>st</sup> century curriculum.

This is what we are: a friendly community, easy going, with diverse quality programs all offered at an affordable cost.

Oldest school of public health in the country and one of only 49 in the world.

Customized education, not just a number, a welcoming place, commuter (this commuter student) felt like part of the institution even though he didn't live there, although parking is an issue.

Provide high-value education at an affordable price, caring, safety and support not available at larger schools.

It's the location, beautiful environment, affordable high quality comprehensive education curriculum with special strengths in the health sciences and medical fields.

Personal customer service, hands-on open environment with staff input able to introduce new ideas.

### *Notable Findings*

- More health science and medical majors than any other TN state school
- ETSU is arguably the highest quality, state university in Tennessee after UTK. But few people know this now.
- There is a conflict between Health and Liberal arts in resources and marketing that must be resolved.

### *Notable Quotes*

A place of hope and opportunity

We serve Appalachia and provide real opportunities

We are a cottage industry in a crushing bureaucracy.

GPA of athletes is 20% higher than average student and retention is 20% higher than average student and athletes graduation rate is 80%.

Sell safe, semi-urban environment to international students.

We have more nurse-managed clinics than anywhere else.

Only Ohio State is more complex in its medical course offerings.

Rarely see a GA teaching. PHDs teach undergrad programs here.

Best regional university in the nation.

We haven't sold the location – Mountains, scenic beauty, biking, hiking.

We are committed to making the campus attractive to students.

If you don't succeed here, it's your fault. (comment by faculty member)

It's very personal here. The faculty are open and care about you from day one.

ETSU offers private college benefits and public institution access.

The location is good, and it is an affordable state school where you can get a great education.

We are becoming an educational and regional economic powerhouse.

Our students are a blend of first generation college students and students who are helping to pay themselves.

Faculty keeps saying we have a very liberal admissions policy.

Area is becoming a Medical Mecca. Three fourths of students come from three counties and half are first generation students.

### **We discussed ETSU's perceived challenges / weaknesses**

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- Name recognition (42)
- Not comfortable being a regional school, but that's what we presently are (19)
- Location is both a plus and a minus (18)
- Branding, marketing, and name recognition (12)
- Conflicting identity as commuter vs. residential college (8)
- Funding resources and facilities (8)
- ETSU is a "suitcase" college (6)
- Budget (funding), operational, development, facilities (6)
- Don't know who we want to be (6)
- Some problems with institutional self-image—inferiority complex (especially among some faculty who have been at ETSU a long time)
- It is largely unknown in Tennessee from about Knoxville east. But those who are familiar, have a very favorable opinion.
- There are no published admissions standards .Students think it is easy to get admitted and that the curriculum is not rigorous.

- Need to attract higher-quality students (voiced by a few; but there were many more comments which stated that people were pleased with student quality)
- “No bench” – we have a lean administration with everyone doing multiple jobs to keep everything going.
- Being in UT’s shadow
- Geographic divisions in TN “West, Middle, East and East ends at Knoxville
- Need a Performing Arts Center
- Need a championship sports team and football
- Budgeting & governance from state
- Student recruitment “Eastern who?” Lack of recognition.
- Lack of awareness and professional recruitment marketing for quite a while.
- More diversity among the student body
- Need to identify [prospective students] and communicate to them
- Better career counseling support, 70% grads employed, 20% go to grad school.
- No one wants to come here because nothing is going on
- Hiring: Not going to fit because they don’t think like us
- Some (faculty) are just collecting a check
- Lack of school spirit
- Reputation – Guidance counselors won’t send kids here
- Too many commuter students
- Johnson City is a wasteland
- Public Health not recognized/known
- Lack of consistency in publications
- Lack of fundraising for Health Sciences
- Improve graduation rates
- Lack of communication between departments
- Reluctance to change
- Bring business and accounting classes into one modern building dedicated to them.

### *Notable Findings*

A proactive recruitment strategy has not been in place for a while.

Perception of the quality of the parts is not equal to the whole.

ETSU has dramatically changed and strengthened its curriculum in recent years not just in health and life sciences but across the board but it is hindered by an old reputation.

### *Notable Quotes*

Many who say “We keep our light under a bushel” are correct. ETSU has much upside opportunity.

The Financial Aid office should be located in the same building and close to the Admissions office and the scholarship office.

We still see ourselves as we were in the 80’s but we are totally different and a great school now.

Internships: handled at the department level. Feels that if it were centralized there would be more opportunities

A friend's daughter didn't receive any literature from ETSU but did from other schools

Number one weakness is lack of awareness, image from the 80/90s, and the local perception by a few is that we're the local community college in Johnson City.

There's not a clear marketing vision and academic snapshot of what we believe we are.

Half of students are first generation so there is a conflict between top students and those who can't do the work.

Maybe we should focus on the good HS students who are going to CC.

Alumni don't send their children to ETSU.

Known by the company we keep. Effects of open enrollment and no standards is that we take HS students in the 3<sup>rd</sup> and 4<sup>th</sup> quartile.

Honors College is small. It is important but needs to grow and it sucks up resources and creates envy. It was begun from the funds saved by eliminating football.

Fix the disconnect between the politics of campus and the politics of the community. We can't afford to have local politicians saying negative stuff about ETSU.

Quillen is viewed by locals as "Johnson City's medical school."

## **Internal audiences**

### **We discussed what people perceived as their vision for ETSU.**

- A new name (14)
- Widely known reputation as a great university (6)
- More residential students (6)
- Increase retention and completion rates (4)
- Shorten time to graduation (3)
- Maintaining bricks and mortar education. Balance on-line (3)
- Focus on retention and time to graduate (3)
- Provide a strong, dynamic undergrad education
- Have graduate programs that provide leadership to the state and the region
- Strong academic health education
- Be known for quality programs across the board
- Become known nationally/worldwide for something
- Declarative statement that we are known for more things than Health
- No longer be the best kept secret. Get the word out. Achieve the great reputation we deserve.
- Match perceptions with reality
- Improve facilities
- Remain an institution that offers diverse opportunities
- Advertise things we do well off and on campus

- Talk about affordability
- If we bring back football it must be at a high level of excellence. Get the issue behind us one way or the other.
- More international students
- Joint degrees w health services, make connections, more admin degrees
- Find new ways to grow college of education (non traditional degrees)
- Change the way we do business
- More faculty engagement in decision-making
- Better OIT support
- Provide a strong, dynamic undergrad education
- Have graduate programs that provide leadership to the state and the region
- Joint degrees w health services, make connections, more admin degrees
- Increase degree completion rates
- Find new ways to grow college of education (non traditional degrees)
- Improve retention rate “not the least bit satisfied”
- Change the way we do business
- More faculty engagement in decision-making
- Embrace on-line where appropriate, must develop faculty to support
- Better general awareness
- Performing Arts Center
- Strong leadership at all levels
- Maintain and strengthen quality, rather than growing enrollment grow quality

#### Summary of Memorable Interviews (on this topic)

My vision is to be recognized as the University of choice within the state and the region. Whatever we choose to do should be done well with interdisciplinary programs that empower students to be entrepreneurial and successful. ETSU perceived as a center for Culture and the Arts.

Beef up Honors College and STEM fields, Art scholarships, International students and Study abroad.

Becoming Student Centered means doing what it takes in financial aid, fee payment, counseling, tutoring, library access, and the website.

Be a place that people want to go so that ETSU becomes a way of life not just where you went to school.

Be more selective in student recruitment. Get the best students who now go to community college.

Have people in across Tennessee become more aware of ETSU, as one of the best schools and as better perceived in the immediate Johnson City area.

Need to market the University as a whole as opposed to separate units. Project a unified and unique image, we're a national leader but we don't focus on outstanding faculty. Seems like eleven colleges operating independently, need to market as one entity and we need to position Johnson City as a college town (an asset).

Get faculty to work with admissions and make calls to the best candidates (never been asked by admissions)

Great value and quality and affordable price.

To be larger drawing more students from Tennessee and out-of-state. We need to market full curriculum.

### *Notable Quotes*

It would great to be seen as a “hot school” in the near future.

When people graduate, they need to think about ETSU more as a community, not just an educational institution.

We need to figure out what we are about academically, what type of students do we want? We're a state school. We don't hear about why we want a particular (type of) student we hear more about where they are coming from.

### **What interviewees perceive to be the prevailing outside perceptions of ETSU**

- We provide a quality education at a good price (10)
- Education is so good that administrators send their own children here
- Fall back school (8)
- Regional university (8)
- Positioning – How do we become more than we are?
- That we're regional; “that's just state. You're not going to state are you?”
- Not recognized for the quality of the education we provide (7)
- Bigger is better
- People don't know about our programs besides health/medical. They don't know us really at all. Lack of awareness. (6)
- Easy to get into and the work is not rigorous (5)
- Out-of-state students have a better perception than in-state
- Honors has a great reputation among professional peers. Need to improve rep in general public
- We are a fabulous resource for the area and its economy
- We are appreciated for our contribution to the area
- Health care put Johnson City on the map
- Tennessee State? Lack of awareness outside area. TN ends at Knoxville
- Commuter campus
- Lack of student pride (aren't invested)
- Mom and Pop
- Mickey Mouse
- Poor work flow bad administration (inside)
- People in the community are interested in what's going on here
- Direction and state in the name is a problem (5)
- Science Hill, Dobbins Bennett H.S. Lab school – We are now getting good students from those schools
- Taken for granted “Our fault for not singing our praises”
- Upper level administration doesn't care about faculty or students “they do but communication is a problem”

- High School BOE Director – “ETSU keeps us at arm’s length
- For those who know about ETSU, many call it a hidden treasure and view it favorably
- Mostly positive
- Community thinks highly of ETSU and trusts the administration
- ETSU is a party school
- Not respected academically
- Commuter college
- Few traditions
- There’s nothing to do there
- It is safe and secure.

### *Notable Quotes*

Highest quality of all Board of Regents Institutions after UT Knoxville

Graduate application takes 72 days to get to faculty chair (inside). That sends out great vibes! (sarcasm)

Went to a music festival 60 miles away with table and giveaways – No one had ever heard of ETSU (may not have been locals).

Its way better than people think it is –it is underrated.

Once they visit the campus, people are impressed and informed.

Our name hurts us. ‘State’ has old meanings that don’t help. We should drop it.

There’s a blank perception of ETSU. People don’t know the story.

For local commuter students there’s not a lifestyle change.

The locals are not focused on academic excellence.

Key is the need for marketing. We are in a competitive marketplace we need to get the word out.

People say ( locals and faculty) ETSU shouldn’t worry about its reputation. It’s just not on the radar screen for some. Local people group us with ‘just another state regional institution’ about like a community college (a homogenized type of institution with little knowledge of the needs.)

### **Important misperceptions to correct**

- That we’re not selective and have no admissions standards (19)
- Students don’t learn here (3)
- Location – Lack of entertainment and social events (3)
- Do not realize how health programs have impacted the region
- Suitcase campus
- That we aren’t a research institution
- Academics vs. Health factions. Longstanding misperceptions and gap between campuses (internal)
- Size
- Low diploma value

- Internally and externally: That we're well off and lots of money to spend
- On and off campus: people think that you were hired because you are black not because you are qualified
- People aren't treated with dignity and respect
- Community involvement: rich folks are engaged, poor folks aren't
- Need to promote the value of education
- Don't know it's a great place
- "On the South side" (hard to get to, not in the middle of things)
- Don't know about the level of competition (athletics)
- Lack of quality programs
- Because it's in my backyard it's not a good school
- Not the brightest students
- A teachers college with a medical school

### *Notable Quotes*

We have quality that exceeds our reputation and we are not stepchild to UT.

We need to stop thinking less of ourselves and celebrate our successes better.

Need more real partnerships with the community.

Were just a regional institution for students 'right around here' and bordering counties.

Party school reputation still exists. In the last 2 to 3 years reputation that it's harder to get into ETSU and they don't want transfers, and the President is elitist.

Need to change "easy state university". We are not a glorified junior college. The fact that Northeast State has a better performing arts center is a black mark.

### **Biggest priorities (noted by the internal administration audience)**

- Marketing and a consistent brand (18)
- Improved website (6)
- Center for Performing Arts (4)
- More Green Space (4)
- Capital for infrastructure (4)
- New Convocation Center (4)
- More personal contact with HS guidance counselors
- Strategic plans are too generic, need more specifics
- Own building for graduate and professional students
- Dental school
- Capture admissions data for our use
- Moving from region to the world but still keep the homey feel
- Science building (to support Health)
- Grow study abroad and improve International students (3)
- Financial direction
- How much do we want to grow beyond (outgrow) our facilities
- Leadership develop a better sense of community



- More communication from administration. “Local paper is my best source for information.”
- Provide supports to help students graduate
- Articulate what it is we do and do well
- Facilities
- Men’s soccer is taking off
- Student center
- Student Life
- Student affairs (now has a match lit under them)
- “Give us a “flying V” logo like WVU”
- Greater sense of school pride
- Helping students be successful (funding based on retention/graduation)
- Resources
- Graduation rates
- Resource allocation
- Decide whether we a teaching or a research institution
- More professional development for leadership
- Data silos - look at data trends not snap shot
- Faculty underpaid

### *Quotes*

We need to work together across all lines. People are not content with the status quo.

Was told by someone that all other schools were courting her daughter except ETSU.

Need to know more about our students – Admissions to share data with unit heads.

Funding at TBR is more on retention all across the state. Focus on student successes.

On-camps OIT is a source of confrontation for the faculty.

Getting people to know who we are...Our image.

Bring people to campus.

Facilities, more international students, greater diversity in faculty and administration.

### *Notable Quote*

ETSU is a university on the move.

## Single word descriptors

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Ability to dream	Health Sciences (10)
Affordability (21)	Helpful
Ambitious	Heritage
Applied	Hidden gem
Attentive (3)	Home
Attractive	Inclusive
Backup school	Location (6)
Beautiful (16)	Love
Beautiful campus (16)	Medical (13)
Beautiful location	Mountains
Blue and Gold	Open (welcoming) (3)
Bluegrass	Opportunity
Buccaneer	Overcrowded
Bureaucratic	Parking
Caring (5)	People (3)
Challenged	Pretty campus
Comfortable	Pride
Committed (2)	Professional schools
Community (4)	Promise (2)
Commuter	Quality (faculty & curriculum) (4)
Confused	Raw
Convenient	Realistic
Creative	Regional
Dedicated	Safe (3)
Distinctive (3)	Size (5)
Diverse programs	Stimulating
Energetic	Strong school
Enjoyable	Students (2)
Entrepreneurial	Successful students
Evolving	Supportive
Excellence	Underestimated (3)
Faculty	Underrated
Family (4)	Unique
Friendly (3)	Value (a good value) (12)
Fun	Vibrant
Gem in the Rough	What if?
Go Bucs!	Why not?
Good	
Great	

## **Strongest/ unique academic programs**

We asked all faculty, administration, community leaders, and professional staff to name a program that they believed to be one of the strongest in the state or one of the most unique. The following were named by at least one person.

Allied Health	History
Anthropology	Mathematics
Appalachian Studies	Medical School
Astronomy	Music
Biology	Nursing
Bluegrass	Pharmacy
Broadcasting/Communications	Philosophy
Business/Accounting	Physical Therapy
Chemistry	Physics
Computer Sciences	Psychology
Criminal Justice	Public Health
Dental Hygiene	Radiology
Digital Media	Science
Education	Sports management
Exercise Science	Storytelling
Geosciences	Technology

## **In terms of word or visual interpretation of ETSU—what comes to mind**

Mountains (6)	Center for Physical fitness (the CTA)
Carillon (3)	The new fountain
Amphitheater (2)	Borchuck Plaza
Beauty of the area	Fossil site
We're in the most beautiful parts of TN	Railroad
Administration building	Campus
Globes	Carter Hall
Cluster of older buildings	Farmers market
Beautiful campus	Opportunity
Feels like an intimate campus	Hope
Small classes	Open doors
Student faculty interaction	Medical Historic
Undergraduate research	

*Quote:* World class education in a world class location.

## **ETSU as an educational, research, liberal arts, health and applied sciences institution.**

### **How it should ETSU be known.**

A comprehensive university with academic health (4)  
Comprehensive university that recognizes the value of research  
Evolving from teaching to research  
Traditional public college  
Nursing and Athletics  
Regional (hurts us)  
Comprehensive university “Health gets the best and brightest students here”  
Whatever your interest, you can find it here

### *Notable Quotes*

We need to describe ourselves in more layman's terms and make it easier to understand.

ETSU provides outstanding programs with distinctive education and research opportunities for our state, our region, and our community through entrepreneurial initiatives, interdisciplinary collaboration and community and international partnerships.

Striking a balance between quality health sciences and quality and distinctive liberal arts programs is the challenge.

High quality undergraduate programs taught by faculty who set high standards and who care for their students.

We can be our own worst enemy. Promoting boutique programs like Bluegrass and Storytelling are fine but they are just a minute part of our programs.

### **Single thoughts to tell the world about ETSU**

- Better than you may think (3)
- We offer students a quality education and personal attention
- One of the best undergraduate experiences you can get in the country
- It's a good campus for students and employees
- Great place to come
- Great education
- You'll be treated with dignity and respect
- Great place to be – Students fall in love with the place
- Mountains, weather
- Students get a lot of attention, we are very student focused
- Students have a lot of opportunity to learn and be supported
- Still evolving, “Our better years are ahead of us”
- Visit us
- You can learn to learn to learn here

### *Notable Quotes*

We are not tapping our alumni to help with recruiting. Our directors or coaches are not asked to participate.

Toughest part is getting the kids here, but once they see the place, it is real good.

Suitcase school, need to market weekend activities.

ETSU is one of the most beautiful campuses in the US. Everyone should check it out. You will be surprised. There is quality throughout.

Students can acquire the equivalent of a high quality private education in a public setting that is affordable for all.

The Performing Arts Center will become the “link” with the town of Johnson City.

A university on the move, making changes with a President that is a dynamo.

### **Other comments & opinions**

- That it's a good place because people care about each other.
- Need to veer away from job training positioning [*don't think they are doing that now?*]
- We look like a predominantly white institution in all of our outreach material
- When African Americans are shown, it's often in stereotypical images i.e. gospel choir, basketball player. Also groups of A.A.'s by in groups or by themselves
- Not a culturally diverse faculty
- Are beginning to understand diversity
- ETSU has a lot to offer
- We need to change attitudes (on campus?)
- Be proud to wear blue and gold (more than one person reported kids wearing UT clothing)
- Please don't make the buccaneer part of the new logo
- Watch the convocation video “Labels”
- Culture trumps strategy every time.

## COMMUNITY LEADER INTERVIEWS

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### **ETSU most distinguishing characteristics (greatest strengths/assets)**

ETSU is the anchor for northeast Tennessee. When new business is looking it's always about employee training and education. The quality of health care here is better because of ETSU. They just have a huge impact on the region.

ETSU produces good teachers and teacher education is getting better, and it graduates more teachers for the region's education system than anybody.

The strong health sciences division and ETSU's ability to keep growing this piece has given ETSU great recognition. The whole rural health excellence story and the fact that the Pharmacy school was developed with private money is unique. Now Ohio University is the only other university with as broad spectrum of health science excellence. Another strength is that some of ETSU's programs are lifted from the cultural strengths of the area (Bluegrass, Storytelling, Museum of Natural History at Gray). Sports Science and Exercise Science have been getting national and international recognition. These and many other programs have been under marketed. I'm excited about the new president.

Billion dollar part of the economy. Has everything but law or engineering to prepare anyone for the next level.

Health sciences, affordability of undergraduate education. So ETSU goes, so goes JC. Need a concentrated effort by ETSU and JC to work together in every way it can. They need to search for a way make whatever they want to happen.

ETSU impact on employment here is huge and they help make the economy less susceptible to economic downturns. Was a suitcase college but getting better. ETSU is a good community partner

### **ETSU's leading challenges**

There is too much emphasis over athletics. The focus is wrong about football. Football will eat up too many resources. The fact that current students voted against the reinstatement of football by a 3 to 1 margin says something.

Football can only be successful if a way can be found to re-establish enthusiasm, support and commitment from the nearly 60,000 alumni who are not currently engaged /connected with ETSU.

One of the most important things ETSU needs to do is much better job of branding in order to bring back football back. Branding needs to be about generating pride in the university. There needs to be someone waving the flag for ETSU.

The return of football got more press than the Arts Center announcement. They had students speak at the announcement. It would have been great to brief video clips of these students'

successes for promotional opportunities such as at the announcement and to extend the story in the media.

ETSU needs to promote their assets better. They need off-the-shelf videos ready to go for every media opportunity. They have to stop being reactive and become proactive in telling their story. They need professional help. They can't do it themselves. Prospective students need to be able to easily find an array of modern promotional tools about why ETSU is a great place. Need faculty testimonial / success videos. They need a portfolio of great marketing materials describing the overall quality of the schools as well as the specific programs. Example: Johnson City hosted a national softball championship last summer and wanted some video about ETSU but nothing was available.

Need to be deeper in research and get greater credit for what they do. But above all they need to tell their story over and over. No one else will do it for you. And you have to get better every day.

People should have tremendous pride in ETSU in what it does. Somehow need to establish a way to make people very proud of their degree and that they have been successful because of the university. Have heard it said that Brian Noland brings a whole new energy to the university.

There is a very vocal local group that wants football but they are small. The students voted 3 to 1 against the idea. Don't think it is a good idea.

Top priority is managing their growth and the change in the delivery of learning in education (distance learning).

**The vision for ETSU in the community. (Your long-range vision for the success of the institution overall if ETSU achieved its full potential)**

Health division looks like Vanderbilt. It is the leading asset of ETSU. Do more in scientific research especially in Pharmacy area. ETSU would be a better supporter of area industry. (Northeast State has a better relationship with business than ETSU at the present time).

Economically, culturally, and socially continue to expand their role and influence in the business life in NE Tennessee region by encouraging non-traditional thinking between business and academics. Leave room for innovative ways.

Need to garner more good will from the local community- get more people excited about the many things ETSU does.

Need more diversity and more offerings that are responding to both traditional and non-traditional students and to the needs of business. Would be world renown attracting more international students. And to always be known for good stewardship of its assets and resources.

For JC to be somewhere in between a "college town" and a robust economic community. Play to our strengths with our business, technology, and medical/health sciences.

Help redevelop downtown “as a college town” continue to build on health sciences strengths. Continue to attract and retain high caliber people to ETSU.

### **The top priorities for ETSU**

Pay faculty better. Need to attract and retain the best. (3)

Effectively and with measurable ROI, partner with the region’s business community to help create a platform for smart economic growth. Continue to enhance the University’s presence in the cultural, art, athletic, and health care programs in the community and by ensuring access for all people so that for whatever program or event it is, instead of 18 people showing up, have hundreds show up. Marketing is not what it should be. This (survey) is an encouraging step.

Fine arts upgrade-- College of Fine arts. Continue to look across the board at infrastructure needs so students can do anything they need. Be sure 83,000 alumni are touched and touched often. Must improve alumni engagement. Do everything to enhance the research component.

Increasing the number of ETSU graduates that give to the university is the top priority. Establish the culture of engagement and philanthropy. Give in time, talents, service or gifts.

Infrastructure, funding, Pharmaceutical research, to some (but not him) football is important.

### **The prevailing outside perceptions of the ETSU**

People think it is a quality institution and you don’t need to go elsewhere to get a great education. ETSU is much more than you know. Health Sciences, medical school and pharmacy, and graduate school of education are all very strong.

Improved over the last 15 years... (back then it was a commuter school entirely and there was nothing much outstanding about it). Now people know are aware that there are some good programs. But ETSU has not entirely shaken the whole old image.

Most people see the value of ETSU in the community & the region. New President has created a lot of local interest. We see ETSU on billboards and the media but on the whole it can be a lot better. People just don’t understand the great asset that ETSU is. Need to change the mindset and culture.

ETSU is not on the tip of your tongue for sure. There is a malaise. Many don’t care. People don’t realize how good ETSU is. Brian Noland is the #1 cheerleader and he is absolutely terrific. He should be speaking at every civic, Rotary, Kiwanis, Lions, Elks, Eagles, Shriners and similar clubs with 60 miles of JC. He needs to be the cheerleader but he can’t do it all. They need to train others to deliver his “Did you know” speech. His wife Donna would be one good suggestion. ( The speech referenced was given at The Greenville Exchange Club at the Cumberland Presbyterian Church. This speech should be shot as a video and used in many places. “Trumpet this from the highest hill”



ETSU is a huge positive for the community but they don't know academic strengths beyond health. They really don't know how good ETSU is.

**The most common misperceptions that are most important to correct**

That it is only strong in health sciences and that it is regional..("students and faculty come from all the place".)

That it is a unremarkable institution

Not known for other strengths beside health sciences.

A lot more going on than in the health sciences.

ETSU is average. It's not excellent. ETSU is not marketed to the local community.

**What is your view of how ETSU should be known?**

That it is a truly remarkable place.

People need to understand that it is an unbelievable value and we are unbelievably fortunate to have the health care in this area and the great training for the sciences here.

**Awareness of ETSU's signature academic programs?**

Much of the leadership in the local school systems are trained at ETSU, this is an unheralded success story. Music is strong but people are not aware. All health sciences, music, chemistry, business/technology/ exercise science, account, biology, digital media etc. (this person knew everything)

Could name some of them (academic strengths) but not the all. He did acknowledge that ETSU needs to "toot its own horn" because no one else will!

[none of the interviewees really knew about all the strengths a few knew more than others]

**Single words or phrases that describe ETSU?**

They try to do things well. There are no throw always here (ETSU). Everything they do they are serious about.

Underfunded. Tennessee has not been serious about education. There is a history of unfunded mandates. Labs are in need of updates.

Picturesque

Overachieving

Academically diverse

Education

Quality  
Difference making  
Forward thinking  
Respected  
Credible  
My school  
Health Sciences  
Value  
Diamond in the rough  
4 year college  
Bluegrass

### **Tell the world about ETSU**

They know who you are at ETSU, you're not a number. I have 3 degrees from 3 different universities and the one from ETSU was hardest to get and I'm very proud of it. But I think there are too many alums who do not appreciate the value of their degree and that **MUST** change or they will never go anywhere.

I love this school and want it to be the "university of choice."

Need to create more advisory groups to help promote the university and its colleges.

It's more exciting today to be a Buccaneer than ever before. Can't be everything to everybody.  
Be open-minded to change.

Need to build ambassadors for ETSU and this includes the local community, alumni, and ETSU faculty and staff.

## **ON-CAMPUS STUDENT INTERVIEWS**

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### **How you first came to be aware of ETSU**

From a relative (6)  
Live locally (3)  
Family member attended (3)  
Sports coach (2)  
Honors College contacted me (2)  
Recommendation from friend, did not get any mailings (2)  
Google search  
Campus Tour  
Received mailing  
Sports camp

### **Your first impression of ETSU**

Campus contained, not spread out (positive) layout and size (6)  
Green, nature, Appalachian environment (4)  
Nice Architecture, beautiful campus (2)  
Great nursing  
Liked it  
Comfortable and homelike  
Slow paced, nothing happening  
Easy to get around  
Johnson City seemed like a college town  
Hopping, lots to do  
Wasn't impressed

### *Quotes*

It was different from other state schools

UT was an asphalt jungle, ETSU was a nice campus

ETSU had a walkable campus, others too large

Horrible – Saturday no one here, no food, didn't seem like a college campus

### **What your guidance counselors/other advisors and friends said about ETSU.**

Very positive about the school (8)  
Party school (3)  
Great Honors program  
Don't go  
Don't know about it

*Quotes*

At least it will be easy.

Good luck getting into law school if you go there.

**The primary factors led you to consider and choose ETSU**

Affordability and costs (4)  
Medical programs (4)  
Roan Scholars – full ride (3)  
Honors - full ride (3)  
Location  
Reputation  
Academic programs  
Public Health  
Education  
Sports ( my sport)

*Quotes*

They offered more money than anyone else did (3)

Health/Pharmacy a big draw “No one else has the programs” (4)

**The role your parents played in the decision to attend ETSU**

Parents let me decide (9)

Big part – They were the voice of reason. Selected another, more expensive school but they talked about money (happy with the decision)

**Other schools seriously considered in your college evaluation**

UT-Knoxville (8)	Georgia Tech
Vanderbilt (3)	Univ. of Ark.
Radford (2)	Tulane
MTSU (2)	Belmont
UTC (2)	TN Woodlands
Liberty University (2)	TN Tech
Stanford	Univ. of Delaware
Yale	Austin Peay
Georgia	Lipscomb
Va Tech	College of Charleston
Hampden Sidney	Clemson
UVA	North Florida
Sewanee	Old Dominion
Elon	UNC Greensboro
Rhodes	Carson Newman
Northeast State	UNC Chapel Hill

*Quotes*

I'd pay full price to come here because of Roan Scholars.

Comment: I was admitted to UT and liked the certificate they sent me.

**Your observations and dealings with the ETSU admissions office during the recruitment process**

Dr. Cody called me, (Honors) it made a difference

Super easy process

It was a joke, just gave them my ACT and GPA (of course these are exceptional students)

Helpful, above and beyond

Bad website.

*Quotes*

Didn't send as much stuff (marketing materials) as other schools.

Not much interaction. I got a letter from an admissions counselor after my tour.

Individual programs have stronger recruiting than rest of school.

Everything was online until I showed up for orientation.

**Suggestions for ETSU to recruit more students like you**

If people knew more they would come

Don't beg you to come here like other schools (not Honors)

Build a central place on campus

Get a Performing Arts Center

ETSU should give away Tee shirts!

Need better dorms and food.

*Quotes*

Clarify communications. I don't know where to look for info: the website, Goldlink, Planet ETSU, Buckhub, e-learning.

Other schools recruit across the state, I see billboards. ETSU doesn't do anything.

TN Tech gave me a free meal pass to get me to campus.

Book Store Discounts to encourage people taking tour to buy ETSU Clothing.

## **ETSU's greatest strengths. What you like the best about ETSU.**

Size "We can be heard" (4)  
Beautiful campus environment (4)  
Honors College (3)  
Housing (2)  
Dr Nolan's vision for campus  
Good academic in health and regular curriculum  
Good faculty  
Great individual programs, doesn't transfer to rest of school  
Nicest housing in the Country  
Health/medical  
Campus Rec Center (not correct name)  
President Nolan has office hours  
Bluegrass  
Public health  
Nursing  
Good internship possibilities  
Administration generates confidence  
Friendly

### *Quotes*

If you want to go into medicine, this is the place.

Honors advising is great but basically doesn't exist for the rest of the undergraduates. Graduate student advisors and professors don't really know about advising. Need professional undergraduate advisors.

## **What ETSU means to you in a few words.**

Home away from home (3)  
Professors get to know their students (3)  
Moved off campus because it's dead  
Connected to faculty "I'll come back to visit after graduation"  
Fostered my independence "I can take on the world"  
Students get connected through the First Year Program  
ETSU is missing "College Pageantry" (traditions & athletics stuff)  
We're in the wrong conference  
Always stuff going on  
Family  
Lecture professor gave us his cell phone number  
I have close connection with friends, administration and faculty  
You always see someone you know when you are walking on campus

## **The prevailing outside perceptions of ETSU. What are people saying about ETSU**

Where is ETSU? (2)  
Low goals/easy curriculum/poor quality  
College of last resort  
Commuter school  
Go to UT if you want to make something of yourself  
Hometown university  
Party school and easy to get into

### *Quote*

Students will drive 2 hours to Knoxville to go to a big time sports event rather than stay here.  
DICKS Sporting Goods store even carried a local HS stuff and not our ETSU gear.

## **The most common misperceptions that need correcting**

Programs aren't good  
Curriculum isn't rigorous (2)  
It a party school  
Not as small as some people think

## **What are ETSU's strongest or most interesting programs?**

Health sciences/ medical (4)  
Nursing (3)  
Dental Hygiene (2)  
Business (2)  
Storytelling  
Bluegrass  
Digital Media  
Psychology  
Education  
Exercise Science

**Single words that describe ETSU**

1970's	Mountains
Architecture	Nature
Blue	New Honors College
Clean	Opportunity
Community	Pretty
Creative	Quiet
Diverse	Residence halls
Easy going	Slow pace
Family/homey/comfortable (5)	Surprising
Friendly (3)	Trees
Go Bucs	Unique
Individual	We need "The Strip" (in-town hangout)
Marketing materials "classic ETSU"	Well rounded

**Word or visual interpretation references that come to mind about ETSU.**

Mountains (5)  
Pretty campus  
Courtyard  
Mini Dome  
Bell Tower  
Columns  
Amphitheater

*Quote*

ETSU letters on the bridge welcome me home.

**If you had 10 minutes to introduce me to ETSU, where would you take me?**

Library, in front of library (2)  
Across from Brown hall (2)  
Bell Tower (2)  
One of the newer residence halls  
Culp Center  
Amphitheater  
Library plaza  
Exercise center  
Governor. Centennial halls – courtyard with massive trees  
CPA



## **One thing to tell the world about ETSU**

Has potential

On the rise

“Great” The Honors College

Something for Everyone

Diversity is accepted

Clubs for everything

### *Quote*

Can always find your way- lots of choices, very diverse.

## Current Students Surveyed on campus

As part of the on-campus student group discussions, participating students completed the same questionnaire used for the online college bound survey. The results are displayed below:

### ETSU Student Perceptions Survey Results

College Search	Rank by Percentage
Location	17%
Affordability	16%
Size	15%
Campus appearance	14%
Size	13%
Academic quality	13%
Reputation	13%
Value	11%
Diverse offerings	8%
Safety	5%
Campus Life	5%
Athletics	3%

Information Received	Percentage
UT Knoxville	14%
Carson Newman College	12%
ETSU	10%
MTSU	10%
Belmont University	9%
Tennessee Tech University	8%
Vanderbilt University	7%
UT Chattanooga	6%
University Of Memphis	6%
Appalachian State University	6%
Rhodes College	6%
Milligan College	5%
Eastern Kentucky University	5%

In Order from highest to lowest by Percentage  
# of Students out of 31 Total that chose this option

Ratings	Reputation	Academic Quality	Campus Appearance	Campus Life	Location	Affordability Value
School Name						
Appalachian State University	3	3	3	3	3	3
ETSU	4	4	5	3	5	5
Belmont University	3	3	3	3	3	3
Carson Newman College	3	3	3	3	3	3
Eastern Kentucky University	2	3	3	3	3	3
Rhodes College	3	3	3	3	3	3
Milligan College	3	3	3	3	3	3
University Of Memphis	3	3	3	3	2	3
MTSU	3	3	3	3	3	3
Ut Chattanooga	3	4	3	3	3	3
Ut Knoxville	4	5	4	5	5	3
Tennessee Tech. University	3	3	3	3	3	3
Vanderbilt University	5	5	5	3	4	1

\*On a scale of 5 is "Excellent" and 1 is "Poor"  
(Average Overall Score)

## **What ETSU Graduate Students Said**

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Chose ETSU because it is close to home, was affordable, the location and for specific program offered that they wanted.

Two thirds not on scholarship and about 70% were undergrads at ETSU

Want to improve recognition of degrees. Undergraduate faculty could do more to influence and sell graduate programs.

Students learned about ETSU graduate programs by being an ETSU undergraduate student, from employer, recommendation by guidance counselor, parents, other students, and locals in the community.

### Single words descriptors they used

Excellence

Encouraging

Underfunded

Collaborative

Supportive

Grounded

Clinical oriented

Rigorous

Close & personal

Hands on

Understanding

Passionate

### *Notable quotes*

There needs to be more professional development: interview simulation, resume skills, role playing.

More exchange between other universities-seems very territorial.

No placement office or counseling to help graduate students. Need separate placement office just for graduate students.

Graduate admissions provided good response. The desire is there but the staff organization is not. Need a check list.

Financial Aid is disorganized for us.

Parking makes things very difficult.

## Appendix A – PARENTS SURVEY

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BMW completed a phone survey of 25 parents, all of whom opted into the survey and provided their contact information. We initially intended to conduct an online survey of randomly selected parents from the entire ETSU undergraduate population but had to modify when we learned that ETSU did not have contact information for parents of current students or for parents of prospective (applying) students. Thus we selected participants from among the 61 names supplied by ETSU making sure to select half of the parents from geographic locations outside the local Tri-city area. As it turned out, most of the parent data that ETSU supplied was for parents of first year students although in a few cases there were other siblings enrolled at ETSU as well. We selected parents from the list provided who lived throughout the state of Tennessee and from Maryland, Virginia, North Carolina, and South Carolina.

Because the survey was conducted after the students had completed a full semester, we think the information is valid and informed. The survey consisted of the following questions:

1. How long has your son or daughter been a student at ETSU?  
What is his or her major?
2. Have any family members ever attended ETSU?
3. What was your first impression of ETSU before your student enrolled and how has it changed?
4. From your perspective, what do you like about ETSU and is there anything you don't like?
5. What primary factors led your son or daughter to *choose* ETSU?
6. What role did you (as a parent) play in the decision to attend ETSU?
7. What colleges/universities do you consider to be equal or similar to ETSU in overall quality?
8. On a scale of 1 to 5 with 5 being the highest, how do you rank ETSU on the following:  
Reputation\_\_\_\_  
Affordability and Value\_\_\_\_  
Academic Quality\_\_\_\_  
Wide Diversity of Academic programs\_\_\_\_  
Campus Life\_\_\_\_  
Location\_\_\_\_  
Campus Appearance\_\_\_\_
9. What do *you* believe are the prevailing outside perceptions of ETSU? (What are your peers-friends/ neighbors/relatives/other parents saying about ETSU?)
10. What *do you think* are the most common misperceptions (*at ETSU*) that are most important to correct?

11. From your perspective, what are ETSU most distinguishing characteristics (greatest strengths/assets)? (The most interesting programs).
12. Can you name some of the unique or distinctive academic strengths offered by ETSU?
13. What single words come to mind that describe ETSU?
14. Describe a special communication/experience you've had with ETSU as a parent (good or bad).
15. Do you feel informed about important events and issues affecting your student's life at ETSU (work or activities)?
16. How does ETSU communicate with you?
17. Do you have any suggestions for how ETSU should improve communications with you?
18. By way of concluding, is there anything else you would like us to know or consider? Is there any opinion you would like to offer?

The parents surveyed include the following. The first name of their student is in parenthesis.

Susan Hertwig (Brooke)  
Steven Qualls (Emily)  
Vickie Webster (Aaron)  
Tammy Swicegood (Taylor)  
Natalie Sisk (Keely and Lauren)  
Tammy Gorzka (Allison)  
Kitty Schleimer (Winn)  
Linda Burrell (Aorada)  
Tammy Roberts (Kaitlyn)  
Pat Beavers (Bradley)  
Rebecca P Wheeler (Heidi)  
Nancy Maiden (Derek)  
Sandra Ahlskog (Mike)  
Joey Chandler (McKenzie)  
Regenia Ellis (Garrett)  
Debbie Devault (James)  
Helen A Cox (Krinnie)  
Robert S. Seigler (Samantha and Stephanie)  
Eddie Piper (Charles)  
Crystal Pritchard (Emma)  
Jean Payne (McKalla)  
Earnestine Andrews (Latoya)  
Crystal Davis (Britanee)  
Gina Traister (Laura)  
Shelia J. Darrow (Travis)

**How long has your son or daughter been a student at ETSU?**

First year (21)  
Senior (2)  
Sophomore  
1<sup>st</sup> year junior

**What is his or her major?**

Creative writing  
Health Sciences/ medical (4)  
Bluegrass  
Sports Management  
Nursing (4)  
K1-6 education (2)  
Business & technology (2)  
Criminal Justice (2)  
Pre-law (1)  
Radiology (2)  
Sociology  
Digital Media (3)  
Biology  
Manufacturing technology  
Undecided (5)

**Have any family members ever attended ETSU?**

Yes (7)  
No (18)

**What was your first impression of ETSU before your student enrolled / how has it changed?**

Knew about it as a good school (11)  
Did not know much about it but had favorable impression (10)  
Never heard of it at all (2)  
Took it for granted because I lived nearby but didn't really know much (2)

**Memorable Quotes**

It's a great fit for us. (4)

As an alum, I had not been on campus in 15 years. I could not have imagined the change. It is so different but still a beautiful campus. It was like, wow!

“I grew up in Bristol and ETSU did not have a good reputation then but I love what it has become today.”

I thought it was a small community college. Boy was I wrong. My son loves it. (Johnson City resident)

Saw video online about ETSU and was put off by the strong Tennessee accent of the narrator. If it weren't for the Digital media program we may not have selected ETSU.

Good school, an important part of the JC community and it is a good school.

A little county college but quickly changed after I heard more.

Band festivals held there and so I knew it was THE University in Johnson City. Knew the Mascot. Business program. Sports programs. And that it was geared toward medical.

At first did not know much, but then very pleased and surprised.

I like the quality of education and training and how buildings are clustered together.

We were looking for something better than MTSU.

We loved the area, compared better than UTK, UTC, MTSU, and Univ. of Memphis.

The Honors College is on par with the best of them.

Has much more than to offer than I imagined.

It's much bigger and more advanced than I imagined

I know MTSU, Tech. and Vanderbilt all had radiology programs. ETSU was the best in cost and quality.

All I knew was that it was strong in medical and had no engineering.

Last time I was on campus was 2008 and everything had gotten better. You get great customer service when on the telephone for inquiries.”

**From your perspective, what do you like about ETSU?**

Size (16)

Individual attention (8)

Location (8)

Great campus (6)

Campus Accessibility (6)

Orientation was well done (5)

Responsive to students (5)

Great health sciences & medical programs (5)

A great value (4)

Accessible faculty (3)

Lots of offerings (2)  
Curriculum (2)  
Safe (2)  
A place to get a great education  
Has RUF (ministry) on campus  
Horse/equestrian program  
Advisor relationships  
Always looking for opportunities

### *Quotes*

Loved the ETSU campus and when my son changed from UTK at the last minute, ETSU made it all happen quickly and easily. Since then several other student friends from high school who went to other colleges have come back to go to ETSU in Business and technology.

Easy to work with, very responsive to students, changed major, changed dorm. My son got good advice.

### **Is there anything you don't like about ETSU?**

No (11)

Food is terrible. (6) (Of the six who commented on the food, three said their student was losing weight. )

Parking is not adequate (5)

Financial Aid is not user friendly at all. Bad customer service. Get put on hold forever. (4)

No football (2)

I like that it is not a party school.

One parent complained how her student frequently had to park in an auxiliary lot and would get to class late and wet from rain.

Too many cancelled classes by this History teacher who has personal conflicts and kept cancelling middle of the day classes. This should not happen.

Asian Chemistry teacher had great difficulty communicating with students and students with the teacher. Hard to understand how someone who can't speak English is teaching.

During the first week my daughter did not have anything to do. There was no homework and she was bored and then on top of that, classes were getting cancelled due to faculty conflicts.

There are some professors who talk down to students and have bad classroom demeanor. My son complains about professors cancelling classes.

After changing dorm to one with a kitchen, didn't need meal plan and had trouble getting credit.



Didn't use meal plan and could not get credit. (Interviewer told them policy had changed and to try again.)

Despite a promise of work study job, my son has been unable to find a job. He may have to withdraw if he can't find one. ( This, from an out-of- state student)

**What primary factors led your son or daughter to *choose* ETSU?**

Academic programs (15) Bluegrass, Medical, Nursing, Sports Management, Criminal Justice, Radiology, Sociology, digital media, Biology, Business)

Cost (13)

Location (7)

Size (5)

Friends were going (5)

Family member nearby (3)

Study Abroad (2)

Campus layout (2)

Sense of community (2)

Felt like home (2)

Golf Club

Intramurals

Prof. Cronin taking the time to meet with my son at the tour day. That made the difference.

The tour of the Digital Media center made the difference.

I was impressed that the President showed up at the Nursing program event.

She (daughter) was involved in the mentoring program at Farragut HS so she knew ETSU well.

**What role did you (as a parent) play in the decision to attend ETSU?**

Guidance, helped weighing pros and cons (15)

Student (10)

*Quote*

“Was told by guidance counselors to always have a backup plan and ETSU was in his case when, after the first few days at UTK, it was clear it would not work out. It was too big and impersonal.”

**What colleges/universities do you consider to be equal or similar to ETSU in overall quality?**

UTK (12)  
MTSU (6)  
Tennessee Tech (5)  
Appalachian State University (4)  
UNC Chapel Hill (3)  
Western Carolina (2)  
Carson Newman (2)  
UTC (2)  
University of South Carolina (Columbia) (2)  
East Carolina University  
UVA Wise  
Wake Forest  
Roanoke College  
Milligan  
Winthrop  
UNC Greensboro  
UNC Asheville  
Furman  
University of Kentucky  
Old Miss  
James Madison  
Drexel  
UNC Wilmington  
Berea College  
University of Dayton

*Quotes*

It's much better than King or Milligan

She (my daughter) didn't think she would like ETSU as much as she did.

Parent equaled ETSU with UNC Chapel Hill even acknowledging that while some people felt ETSU was "easy to get into" it was academically rigorous once you were there.

ETSU is better than most. I know of lots of successful graduates.

Graduation rate is better than UTK and class size is smaller. ETSU was the most favorable rated of all schools we looked at –Drexel, UK, UTK, and UNCW.

**On a scale of 1 to 5 with 5 being the highest, how do you rank ETSU on the following:**

	Score	5	4	3	2	1
Reputation	5	15	7	3	0	0
Affordability and Value	5	19	5	1	0	0
Academic Quality	5	15	10	0	0	0
Wide Diversity of Academic programs	5	18	5	2	0	0
Campus Life	5	13	8	4	0	0
Location	5	17	4	4	0	0
Campus Appearance	5	18	4	1	0	0

*Quote*

In the fall, the campus looked great but when we came back in December there was lots of paper and trash around the dorms and trash bags everywhere and there were bottles everywhere in the parking lot.

**What do you believe are the prevailing outside perceptions of ETSU? (What are your friends/ neighbors/relatives/co-workers/other parents saying about ETSU?)**

No well known but overall favorable (12) of them, never heard anything negative (5)

Know about it and love it (8)

Never heard of it (5)

*Notable Quotes*

I know lots of people who went to ETSU or sent kids there and they all loved it

Don't think less of it just because it's here in JC.

Doesn't get the visibility as other schools in the area (Bluefield W. Va.) Never see a rep around here.

Some locals don't appreciate ETSU but they quickly change their tune once learn about it."  
Johnson City parent

If anything ETSU gets overlooked. Trying to improve their marketing. Students who transfer into ETSU love it. Most people think favorably but don't know about the programs. There are a lot of successful people who have come from ETSU.

MTSU is a big crime scene

ETSU is becoming better known because of the Academic Performance Scholarships and families are starting to look at it.

Proud. Impressed. Very Favorable

Many people know about the Medical programs and don't know about the other strong academic programs. (This exact sentiment was expressed by five parents.)

I have ETSU Pride sign in my yard.

Good school. Nice area. Quality programs.

**What do you think are the most common misperceptions (at ETSU) that are most important to correct?**

Not well known by name (9)

That it's easy to get into and the work is easy. (6)

That it is small (2)

Don't know about the ETSU programs outside of medical/health sciences (11)

People don't understand what you (ETSU) have there. It is way more than just a bigger version of a community college. Johnson City resident.

Don't think less of it just because it is here in Johnson City.

Website section for Medical lists more things other academic parts of the university. This should be fixed.

That it is smaller than it is (because of football).

You are too smart to go there.

It has technology as part of Business programs.

Johnson City is very much a college town and needs to be marketed.

We live far away (Maryland) and many people don't know about the school but once they hear about it we have found they have a high regard.

It's not a party school.

**From your perspective, what are some of ETSU's most distinguishing characteristics (greatest strengths/assets/ t he most interesting programs).**

No idea (18)  
Medical (10)  
Nursing (6)  
Bluegrass (6)  
Education (teaching) (5)  
Criminal Justice (3)  
Business (3)  
Has one of few construction engineering programs  
Biology  
Storytelling (2)  
Digital Media (2)  
Occupational Therapy  
Veterinary medicine  
Pharmacy  
Anthropology  
Music  
Liberal arts

*Quote*

Sometimes I look at the Calendar on Website but that tells me nothing

**What single words come to mind that describe ETSU?**

Campus beauty (10)	Quality of faculty & staff (3)
Community atmosphere (9)	Communication faculty/student Library (2)
Affordable (8)	Convenient (2)
Cleanliness (4)	Diverse (2)
Beautiful area (4)	Blue & gold
Up and Coming (4)	Architecture
Size (4)	Pride
Safe (4)	Strong
Responsive and attentive (4)	Engaged
Excellence (3)	Caring
Comfortable (3)	Southern
Accessible (3)	Modern facilities

*Memorable Quote*

It's a great place to be a poor college student

**Describe a special communication/experience you've had with ETSU as a parent**

Staff very responsive (11)

None (5)

Orientation was impressive, well run and very informative (9)  
(One parent recommends early orientation to avoid Bristol Speedway Races)

RA at orientation made my son feel so welcome.

Tried to help her son with computer virus. Called campus and got a very rude person in Computer Science. Eventually got referred to Help Desk and got some help.

Bad food - not healthy. They seem to put out decent food only when there are guests on campus.

My child got closed out of a needed Biology class because she needed an immunization shot that she was unaware about. She's a freshman and I did not like how this was handled. Customer service starts here!

Son applied at the last minute. ETSU got him in, got him a Hope Scholarship. Then had a bad roommate and quickly changed it.

My Dean's list daughter loaned her dorm key to a friend who was helping her remove trash and garbage and got into a big deal of trouble about that. It was "put on her record" possibly hurting future scholarship chances. It was way overblown for something that was a simple freshman mistake.

Out- of- state tuition went up between semesters. Never heard of that before. I thought it was year to year.

The Financial Aid office is incompetent. You get put on hold forever and then get bad information or no help at all it needs an overhaul.

I can understand the billing system as opposed to other colleges. You know what you are paying for.

Three weeks into the freshman fall semester she applied for a meal plan and was told she will be informed if accepted. She did not use the plan and had a great deal of trouble getting it refunded and mother did not like how it was handled.

**Do you feel informed about important events and issues affecting your student's life at ETSU (work or activities)?**

No. Do not feel informed. (12)

My child tells me some things from GoldLink (5)

Yes. I feel informed (10) (but all said it was because of their own initiative)

Like to read calendar on the website -music, seminars, entrepreneurs on campus.

I struggle with website navigation, too many layers. Bill- paying is not user friendly and hard to find.

Website is not enough.

Parents section of website is hard to find and even then hard to find useful and timely information.

As a Facebook friend I get good information.

### **How does ETSU communicate with you?**

Occasional email (15)

Not at all (9)

Website but it is not user friendly (4)

Financial aid has very poor communications.

Things not clear.

For our UTK student, we get way more information and updates.

I got invited to parent's weekend after it happened!

### **Do you have any suggestions for how ETSU should improve communications with you?**

More email. Like a monthly e-newsletter (20)

ASU and ECU(East Carolina University) both have e-newsletters at least monthly with activities, concerts, events, and critical dates that guide a student

Would like "list serve" for students departmental to get updates-like how, where, what is happening (Bluegrass)

Just got email notice of my son's Dean's List recognition. Would be great if ETSU could get a notice in the local paper.

I suggest departmental updates from our student's major . There is a lot of talent at ETSU and it would be great if parents could get timely information, especially about Bluegrass events so we could attend and know what they are doing in advance. ( From Bluegrass Parent)

Want more advance notification of bill payment notices.

Would like reminders about scholarship dates, milestones and upcoming events  
Simplify or create a parent website. Maybe a login to get topics of interest.  
You can't find ETSU branded merchandise around town. They have other schools stuff. A great idea would be to give away T-shirts, car stickers and etc to build awareness.

**Is there anything else you would like us to know or consider? Is there any opinion you would like to offer?**

We are very pleased (8)

Thanks for being included in this survey (5)

As an alum, I'm glad to see ETSU finally doing something to get the quality students to attend.

Get student ambassadors to visit their home areas to sell ETSU.

Parking is bad causing hardship to students.

Like to see career outreach established. Need contacts to get that first job (particularly in Bluegrass).

Need to build a bond between academics and the first job.

One parent volunteered to help teachers/students in the Bluegrass program ( name upon request pat Beavers)

Concerned about poor quality of academic guidance. As undeclared and with name starting with "W" she could register and was unable to get the classes she needed and wanted despite her attempt to see her advisor 2 weeks earlier.

More communication about what is going on in the future.

GoldLink is good if your student gives you her login but otherwise we need better communication.



Don't like on-line classes. Students don't meet the teachers. There needs to be some physical meeting. They need better ways of improving the process. There should be an evaluation process in place to make it better.

Need to get the Chamber of Commerce involved.

I feel like I really get my money's worth there.

They keep talking about the football program. Either do it or stop talking about it.

Move-in day was very impressive. Doing the early "preview" was very worthwhile and avoids the Bristol Races. ETSU should not be scheduling move in on the same weekend. There are no hotel rooms.

My biggest concern is job placement from the Digital Media program. Want to know about what jobs are coming, internships—what they are doing to help get digital media graduates employed.

Improve the website so you can find what you need to know.

## APPENDIX B - GUIDANCE COUNSELOR SURVEY

---

BMWW completed a phone survey of 25 guidance counselors randomly selected from a list of 101 guidance counselors supplied by the ETSU. The survey was conducted between December 11, 2012 and January 21, 2013. The survey commenced in December rather than earlier in the fall because that is when the data was received. It was suspended during the holiday break because counselors were not available. The questions were directed at the counselors perceptions and knowledge of ETSU, their understanding ETSU's offerings, programs and reputation.

The survey consisted of the following questions.

1. Do you regularly send students to ETSU? Approximately how many?
2. What means of communication works best for you to be kept informed about the colleges you follow?
3. What are the most important factors that influence you in discussing a college to prospective students?
4. From your perspective, what do you like about ETSU? What are the most important factors that influence you in suggesting ETSU to prospective students?
5. Is there anything you don't like about ETSU?
6. Are there any reasons you would not suggest ETSU?
7. What colleges do you consider to be equal or similar to ETSU?
8. On a scale of 1 to 5 with 5 being the highest, how do you rank ETSU on the following:
  - Reputation
  - Affordability
  - Academic Quality
  - Environmental Stewardship
  - Campus Life
  - Location
  - Campus Appearance
9. What do you believe are the prevailing perceptions of ETSU (What are students/parents saying about ETSU?)
10. Can you name some of the unique or distinctive academic programs offered by ETSU?
11. What do you hear about ETSU from students who attend ETSU from your school?
12. What single words come to mind that describe ETSU?

13. Describe any special communications/ experience that you have had with ETSU.
14. Is there anything ETSU should do to improve communications with you?
15. Is there any opinion you would like to offer?

The Guidance Counselors who participated in the study and name of the high school include:

Lorie McCorkle, David Crockett High School  
Julie Birchfield, Daniel Boone High School  
Melanie Hartley, Elizabethton High School  
Joanna Orr, Hampton High School  
Priscilla Davis, Johnson County High School  
Linda Quisenberry, Tri-Cities Christian School  
Amanda Livesay, Greeneville High School  
Crystal McGaha, Cocke County High School  
Larry Nidifer, Campbell County High School  
Sherry Lasley, Jellico High School  
Jamie Johnson, Avery County High School  
Matt Hollifield, Mitchell High School  
Jane Rogers, Watauga High School  
Lisa Dean, Virginia High School  
Kristi Lakey, Sevier County High School  
Nuzhat Nadri, J Frank White Academy  
Amy Tipton, Washburn School  
Beverly Anderson, Bearden High School  
Susan Bolinger, Farragut High School  
Tracy Downs, Fulton High School  
Stracee Robinson, East Hamilton High School  
Noel Reagan, Red Bank High School  
Cindy Adamz, Soddy-Daisy High School  
Sarah Broadnax, Tyner Academy  
Lori Eggleston, Brentwood High School

### **Do you regularly send kids to ETSU? How many?**

The answers ranged from two to four from schools most distant from campus to as many as 40 or 50 students per year on average. One school reported that it sent 80-90 last year. Some schools had more than 20 students apply each year. Every counselor stated that they send at least one or two students a year.

**What means of communication works best for you to be kept informed about the colleges you follow?**

The major preference is personal visits and emails.

Repeatedly heard that ETSU reps are very enthusiastic and do a good job of building relationship with the counselors

*Quotes*

Please send your counselors to Counselor conferences.

Would like some sort of notebook to give to students

They come to the rural health fair. That's where I see the ETSU rep.

ETSU should host a counselor day. If they had a counselor day, we would go.

Does not know too much about ETSU because no admissions reps have been in contact with me. I still feel positive about ETSU though.

I really know ETSU and to me it is a hidden gem. But I think they should do more to get counselors on campus and brief us about the academic strengths and make us into better ambassadors.

All I can do is go by our software on the colleges (I use Naviance) to keep up to date about the academic strengths at all the colleges.

**What are the most important factors that influence you in recommending a college to prospective students?**

Most counselors stated the fit to the student in terms of where they can be successful with their academic major, size, affordability, reputation of programs and location.

Academic program (11)

Cost/affordability (10)

Location (close enough to home) (7)

Financial aid/scholarships (6)

Personal interests/individual needs (4)

*Quotes*

I look at the academic standards when suggesting a college. (from a counselor in eastern Tennessee)

How successful our students who attended the college have been, the academic programs offered, the cost, scholarships, and their academic performance in high school.

How much attention the college pays to the student when they are having trouble (North Carolina counselor).

**From your perspective, what do you like about ETSU? What are the most important factors that influence you in recommending ETSU to prospective students?**

Many (those within 2 hrs of campus) voiced that's it is quality college, good reputation, that's affordable, gives generous scholarships, is easy to get into, and it is big enough for a great experience but small enough to offer personal attention.

Diverse programs offered (4)

Medical programs

Location (close enough to home)

Border county tuition deal

Pharmacy

Physical Therapy

*Quotes*

Its great medium sized campus with an excellent community atmosphere.

It's affordable, close by, and they offer a lot of good scholarships.

I like ETSU's Honors and media programs, our students who go to ETSU have been successful and stay in school/have a high graduation rate, and it's a nice campus.

For the most part I can always find what the student needs at ETSU whether its academics or personal interests. The most important factors is whether ETSU fits the student's career choice/major.

Sometimes students have a hard time adjusting to college life. It would be nice for students to get a list from ETSU that says" Once accepted, you need to do xx"

I have never visited ETSU . I don't know where it is, what its strengths are or how the campus is laid out. But I hear it is a good college. I would like to get an invitation. (Nuzhat Nadvi, J. Frank White Academy)

They are exceptionally nice and responsive in finding funding to make ETSU happen for the student. No other school does this better. On par with NC State in doing this.

The fact that the admissions office is so receptive to counselors inquires about any given student.

The look and feel of the campus. Faculty on par with the best. ETSU is the big “up and coming school”.

Johnson City is a great town, and ETSU has good programs.

### **Is there anything you don't like about ETSU?**

---

Most were very positive overall but in a sense take it for granted because of no stated admissions standards. A few were well versed on academic strengths but most could only name medical or none at all.

#### *Quotes*

No football

Location ( too far away or meaning nothing to do in Johnson City)

Transferring credits is a difficult process ( voiced several times)

Too difficult to find forms on the website. And it's too difficult to for students to make the transition from a community college to ETSU.

Doesn't take on-line transcripts .

No engineering program.

Criteria for scholarships is unclear sometimes. Had eligible students not get their scholarships.

There's a lack of diversity of academic programs (this from a local school that send 50 students per year)

ETSU could be promoting itself more aggressively to Guidance Counselors. Students wonder how rigorous it is.

### **Are there any reasons you would not recommend ETSU?**

Most common response was only if they don't offer the academic program desired; if they wanted to go to a bigger school; or if they are not prepared for college.

The distance is too far some

If they want football & big athletic program.

*Quotes*

Commuters love the college feel.

Anyone who has been to an open house at ETSU will tell how nice it is there.

**What colleges do you consider to be equal or similar to ETSU?**

UTK (11)  
MTSU (10)  
UTC (6)  
ASU (3)  
Milligan (3)  
Tennessee Tech (3)  
UNC Asheville (2)  
Western Carolina  
Eastern Kentucky  
UNC Greensboro  
Carson Newman  
Tusculum  
Radford  
King

*Quotes*

ETSU is much better than MTSU.

I don't suggest ETSU if students are looking for a higher level of education / more prestigious education like Tenn. Tech, Vanderbilt, UTK, and UTC. (from a counselor who sends 30 students /yr)

**On a scale of 1 to 5 with 5 being the highest, how do you rank ETSU on the following:**

	Score	5	4	3	2	1
Reputation	5	12	11	2	0	0
Affordability and Value	5	18	6	1	0	0
Academic Quality	4	10	13	2	0	0
Wide Diversity of Academic programs	5	14	10	1	0	0
Campus Life	4	7	4	8	0	0
Location	5	14	4	6	1	0
Campus Appearance	5	10	8	2	0	0

*Quotes*

Never been on campus.

Some of the counselors who send 30 or more students a year on average graded everything a 3 – reflecting poor assessment of the reputation.

**What do you believe are the prevailing outside perceptions of ETSU by students/teachers/and parents.**

Those that know it are impressed and positive. But many really don't know much about the programs offered other than the medical expertise.

*Quotes*

Some local students feel like it's a school where anybody can get in and that it's just a commuter school.

It's the #1 school parents and students talk about. ( a local counselor)

Parents say “ Its affordable; some students sometimes say that the school isn't prestigious. Students and parents both like the medical school and pharmacy programs.

The perception is that your getting a quality education. Since the school is smaller (than UTK and MTSU) you get more personal attention while getting as good an education as at a big university.

Too far away and probably costs too much. (From a counselor in eastern Tennessee)

Close to home. Easy to get into. Affordable and nice campus.

Very positive overall. Quality of instruction & faculty. Challenging curriculum. Approachable faculty.

Most students and parents don't know about it because it is far away. The students or parents that do know about it associate its outdoor activities and mountains, and they mention the Hope Scholarship.

It's a solid choice. However, the very best students usually are looking for a more selective school like UTK.

The perception is that you're getting a quality education. Since the school is smaller, you get more personal attention while getting an education as good as a big university.

I think that ETSU is attractive to students that are average, but for the high achievers, ETSU doesn't offer high enough academic rigors like the more selective schools.

Students say ETSU is difficult to deal with Financial Aid, it has a poor website, it's too far away, it's too “country” there/there's nothing to do there, there's no engineering program.



Great location, bad parking, good faculty, don't like graduate assistants teaching.

It's a hidden gem. People don't seem to realize how they have improved. Reputation now should be much better than it is.

**Can you name any unique or distinctive academic programs offered by ETSU?**

Some counselors could not name any (8)

Those that did noted:

Pre-med and medical mentioned by (16) of respondents

Pharmacy (6)

Nursing (5)

Nursing (4)

Honors (3)

Music (3)

Bluegrass (2)

Education (3)

Dental hygiene

Psychology

Kinesiology

Anthropology

Digital Media

History

Culture

Business

Counseling

Broadcasting

Science & math

*Quote*

I am aware of most of them but could be reminded so I can get them in my software program we use.

**What do you hear about ETSU from former students who have or are attending ETSU from your school?**

Students overall report a very positive experience and have stayed in school to graduate.

Students love ETSU. (8)

*Quotes*

Transferring to ETSU is too difficult (3) (the reference is more about transferring credits)

Good value (2)

Liked the soccer program

Science courses are difficult. You really have to buckle down.

Love size, location, and cost.

Off campus housing is much less expensive than on-campus housing

Great health professional careers

Bad website and” behind the times” tech wise.

Staff is always willing to help if you ask for it.

Very successful graduates

Some students say the campus is lacking and that they didn’t feel “connected”. Said the population was too regional.

Yes. They love the size of the school and say the school is beautiful.

There was a student who was involved in a car crash. All of his teachers worked with him while he was out and kept him up to date with his work. His teachers went above and beyond.

Not as much to do in Johnson City as she thought.

**What single words come to mind that describe ETSU?**

---

Affordable/value (9)

Quality school (5)

Accessible (4)

Convenient (3)

Diverse offerings (3)

Good size (3)

Friendly (2)

Comfortable

Not intimidating

Outdoors

Nature

Caring

Helpful faculty

Student centered

Competitive

Safe

No. 1 choice

Beautiful

Quality staff

Local

Small school feel with big offerings

*Quotes*

A great fit for the middle student.

A great fit for the medical and health sciences student.

## **Describe any special communications/ experience that you have had with ETSU**

Overall the counselors expressed that the ETSU admissions counselors go out of their way to meet their needs and that they are approachable, responsive, enthusiastic and helpful with special situations.

Several noted that they had to send multiple transcripts because ETSU can't "find them".

One noted a financial aid that the Dean of Students sorted out.

### *Quotes*

There are lots of colleges where I don't know the rep—but I always know who my rep is at ETSU. They pay attention to our students.

Some kids qualified for scholarships but for some reason did not receive them. On the other hand, the admissions rep is great and always eager to communicate and help.

One time the financial aid faculty came down from ETSU to personally help students help students with financial aid.

It would be good if ETSU could make digital forms of their look books and brochures. If they are already available, make them easier for students/ counselors to find, or send them directly to counselors to email to students.

Been improving since they started the College Fair. ETSU is sponsoring this and 70 or 80 schools come including the local ones.

Cashandra Harris is wonderful. She stays in control and has made a huge difference in students choosing ETSU.

## **Is there anything ETSU should do to improve communications with you?**

Send out monthly newsletters highlighting different programs to give to students.

Would like a schedule of deadlines to give to kids.

Application process should be online.

Have a counselor conference. We don't really know the academic strengths at ETSU.

Keep us posted with a list of our students that have applied and what their status is so that we can let the students know what they need to do in real time.

ETSU is counselor friendly providing clear and accurate info to counselors.

The admissions office is doing a great job. But ETSU needs to work on making the students feel more connected to campus life.

Is there any way to have a digital webinar between interested students and faculty? Like a digital meeting where students can ask ETSU faculty questions?

**Is there any opinion you would like to offer?**

It would be great to get a list of “next step” for students who get accepted. (4)

This survey is really good idea. ( 3)

Accept College Board application fee waivers without needing a letter.

ETSU offers a lot, especially for those who are not at the top of their class.

Get e-docs and get online transcripts.

**East Tennessee State University  
College Bound High School Student Perception Study**

Submitted by:



Gerry Willse, Managing Principal

February 2013  
© 2013 BMW

## **I. Methodology and Sample Characteristics**

As part of the brand identity assessment for ETSU, BMWW conducted an online survey of college bound high school seniors using the NRCCUA (National Research Center for College & University Admissions) names purchased by ETSU for this survey and for recruitment marketing uses. The list consisted of 4,734 names of high school seniors throughout the state of Tennessee and the border counties of eastern Tennessee in Virginia and North Carolina. Because these students had “opted in” when they completed their NRCCUA forms, the list participants are considered to have allowed their names to be used for this survey.

The survey was “blind” in that despite a “leading” question (#19) near the end of the survey, ETSU was never identified as the sponsor. Email invitations were sent to participants inviting them to offer their opinions about college choices for Tennessee students.

The survey was live and the email broadcast on January 29, 2013 and remained open until February 11, 2013. There are 149 completed responses for a 3% response rate.

The survey provides baseline perception rating for ETSU as compared to its peer competitive schools.

There are 43 survey participants who indicated that they were not familiar with ETSU and were terminated from the survey. Based on their zip codes, most are located in central or eastern Tennessee and a few are in North Carolina.

## **II. Executive Summary**

Overall, ETSU is favorably regarded by those college bound students familiar with ETSU and compare it competitively with most of the Tennessee public and private colleges and universities on many individual attributes.

The overwhelming intent of the students surveyed is to attend college after high school and nearly all have an idea of the schools they will consider.

Students cite that the leading areas of academic interest are health sciences/medical, the arts, business/accounting and science/chemistry, followed by education and technology. For the general population of college bound students, the attributes that count the most among students are costs, location, academic quality and campus life.

Students who do not consider ETSU cite the reasons as: geographic location and reputation but those who do consider ETSU, do so because of the academic quality, cost, and geographic location. So location is a one important factor in this study. It is both a reason they don't and a reason they do consider ETSU.

Students prefer to get college information from college websites and from family and friends.

ETSU compares well in name recognition with its competitive schools: UTK, UTC, MTSU, Tenn. Tech. Carson Newman and Belmont.

Based on the survey, UT Knoxville and Carson Newman are the most aggressive in marketing to college bound students.

### III. Narrative Analysis

#### 1. *What is your current grade level?*

Nearly all (99.9%) respondents are high school seniors

#### 2. *What is your gender?*

70% are women and 30% are men

#### 3. *What ZIP code do you live in?*

Responses are spread out throughout the state. Not recorded by region.

#### 4. *Do you plan to attend college after graduation?*

All but one respondent plan to attend college.

#### 5. *Have you decided which colleges you will consider?*

88% have decided which colleges to consider and 12% have not.

#### 6. *Which of the following best describes your general academic interests at this time? {Choose All Correct Answers}*

The leading interests are:

Health Sciences/ medical 36%

Arts 27%

Science/Chemistry 20%

Business/Accounting 19%

Technology 15%

Education 15%

#### 7. *In your college search, what factors or attributes do you take into consideration? {Choose All Correct Answers}*

Location 83%

Affordability 82%

Academic quality 71%

Campus life 63%

Size 57%

Reputation 51%

Safety 45%

#### 8. *Where do you get information about colleges you interested in? {Choose All Correct Answers}*

On an adjusted basis, the two leading choices are:

College websites 77%

Family & Friends 67%

9. Who makes the final decision about what college you will attend? {Choose One Answer}

Students state they make the final decision about college.

Students 89%

Parents 11%

10. Which of the following colleges and universities have you ever heard of? {Choose All Correct Answers}

Respondents who could not confirm that they had heard of ETSU ended the survey here. There were 42 respondents who stopped here. Of those that were aware of ETSU and could compare it to the other schools ETSU ranked sixth in general name recognition. The top six are:

Vanderbilt 89%

UTK 85%

MTSU 77%

UTC 77%

Carson Newman 75%

ETSU 74%

11. Which of the following colleges and universities have you received information from? {Choose All Correct Answers}

This question reflects which college is the most aggressive in communicating with students.

The leaders are:

UTK 71%

Carson Newman 69%

12. Please rate the following schools in terms of overall reputation, where 1 means that the school is "Poor" and 5 means the school is "Excellent."

The top 4 highest rating in order are:

Vanderbilt 72%

UTK 45%

Belmont 29%

UTC 24%

13. Please rate the following schools in terms of financial aid/affordability, where 1 means that the school is "Not Affordable" and 5 means the school is "Very Affordable." {Choose One Answer For Each College/University Below}

The top rated schools are:

ETSU 23%

MTSU 20%

UTC 12%



*14. Please rate the following schools in terms of academic quality, where 1 means that the school is “Poor” and 5 means the school is “Excellent.”*

The top schools are:

Vanderbilt 67%

UTK 45%

*15. Please rate the following schools in terms of campus appearance, where 1 means that the school is “Poor” and 5 means the school is “Excellent.”*

Vanderbilt 49%

UTK 41%

*16. Please rate the following schools in terms of: campus life, where 1 means that the school is “Poor” and 5 means the school is “Excellent.”*

Vanderbilt 45%

UTK 43%

*17. Please rate the following schools in terms of: location, where 1 means that the school is “Poor” and 5 means the school is “Excellent.”*

UTK 38%

Vanderbilt 28%

UTC 21%

*18. Please rate the following schools in terms of environmental stewardship, where 1 means that the school is “Poor” and 5 means the school is “Excellent.”*

ETSU may rank higher if football is reinstated.

UTK 48%

Vanderbilt 38%

Appalachian State 18%

*19. Are you considering ETSU? {Choose One Answer}*

This question appeared in the survey as a random question: “The survey is almost done. We have selected one of the colleges from those you said you are familiar with, and would like to ask you a few more questions.”

On an adjusted basis, 23% said yes and 77% answered no.

*20. What factors are appealing to you in your consideration of enrolling at ETSU? {Choose All Correct Answers}*

The leading reasons are by relative frequency:

Academic quality 88%

Affordability/Value 81%

Reputation 75%

Location 75%

Size 69%

Campus Appearance 63%

*21. What factors are influencing you to not consider ETSU? {Choose All Correct Answers}*

Location	69%
Academic Quality	36%
Reputation	34%

*22. What is your overall opinion of ETSU? Please rate where 1 means unfavorable and 5 means most favorable.*

Overall opinion was favorable with 33% (3) Favorable, 16% (4) more favorable, and 14% most favorable for a total of 63.73% rating ETSU favorable or higher.

# Summary report

*Lists all the questions in the survey and displays a summary with chart for each question. Text input is not included.*

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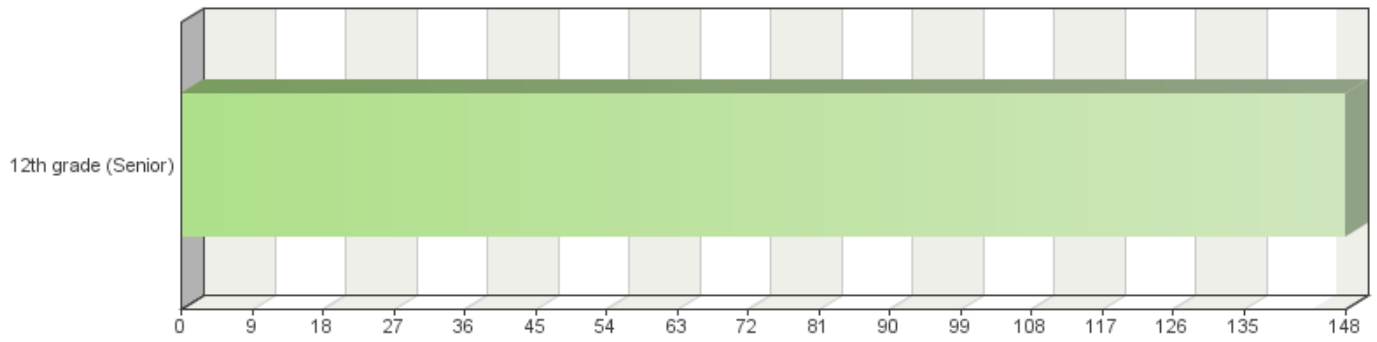
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## Report info

<b>Report date:</b>	Tuesday, January 29 2013 7:58:59 AM EST
<b>Start date:</b>	Monday, February 11, 2013 10:13:00 PM EST
<b>Stop date:</b>	
<b>Stored responses:</b>	149
<b>Number of completed responses:</b>	106
<b>Number of invitees:</b>	4734
<b>Invitees that responded:</b>	149
<b>Invitee response rate:</b>	3%

### Question 1

What is your current grade level? {Choose One Answer}



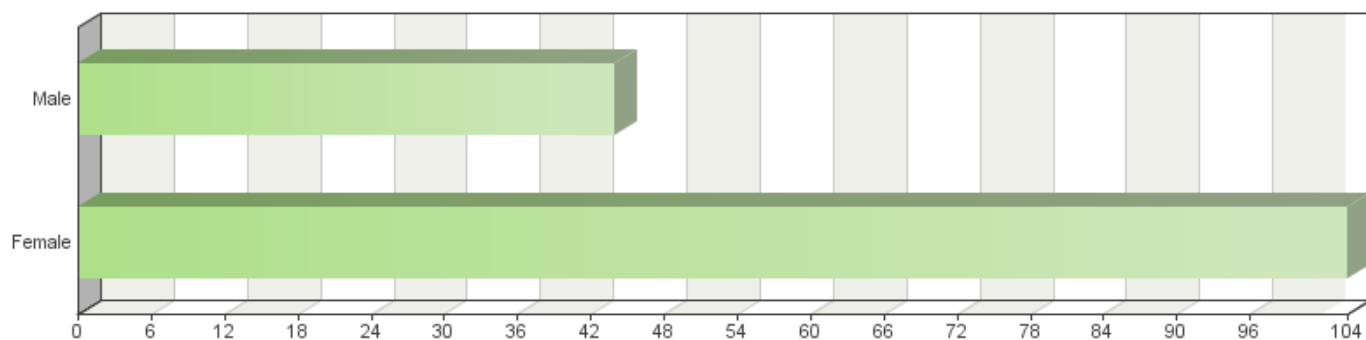
Frequency table

Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
12th grade (Senior)	148	99.33%	100%
Not answered:	1	0%	-
<b>Sum:</b>	<b>149</b>	<b>100%</b>	<b>100%</b>

**Total answered: 148**

## Question 2

What is your gender? (Choose One Answer)



Frequency table

Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
Male	44	29.53%	29.73%
Female	104	69.8%	70.27%
Not answered:	1	0%	-
<b>Sum:</b>	<b>149</b>	<b>100%</b>	<b>100%</b>

Total answered: 148

### Question 3

What ZIP code do you live in?

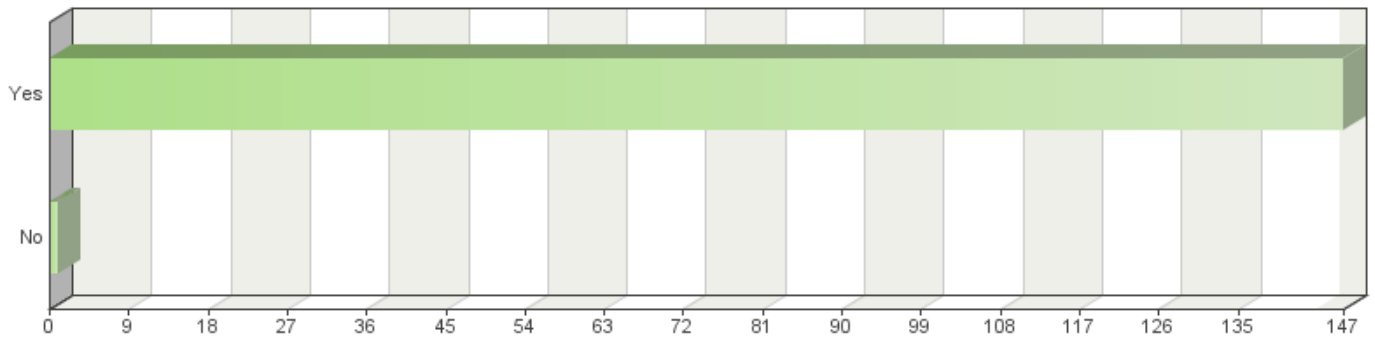
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<b>Average:</b>	35,662.82	<b>Minimum:</b>	21,244
<b>Maximum:</b>	37,934	<b>Total answered:</b>	147

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### Question 4

Do you plan to attend college after graduation? (Choose One Answer)



**Frequency table**

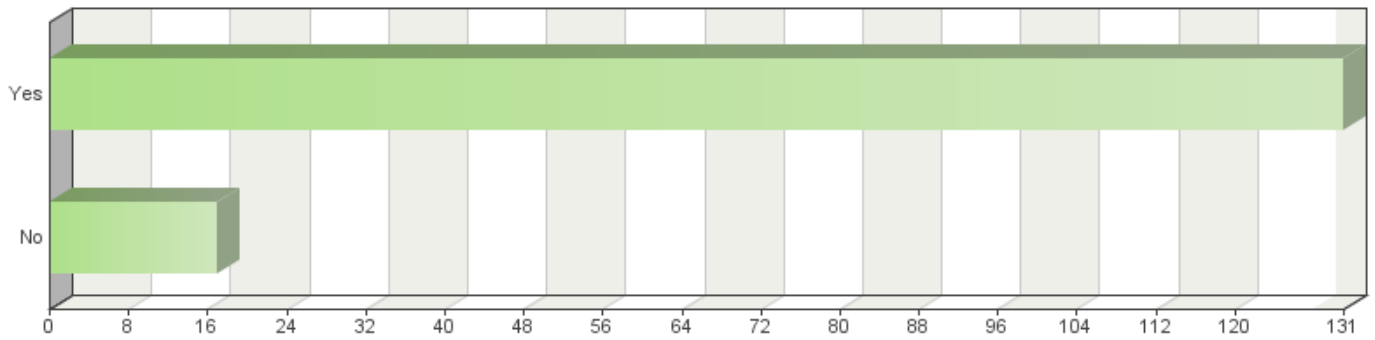
Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
Yes	147	98.66%	99.32%
No	1	0.67%	0.68%
Not answered:	1	0%	-
<b>Sum:</b>	<b>149</b>	<b>100%</b>	<b>100%</b>

**Total answered: 148**



### Question 5

Have you decided which colleges you will consider or will attend? (Choose One Answer)



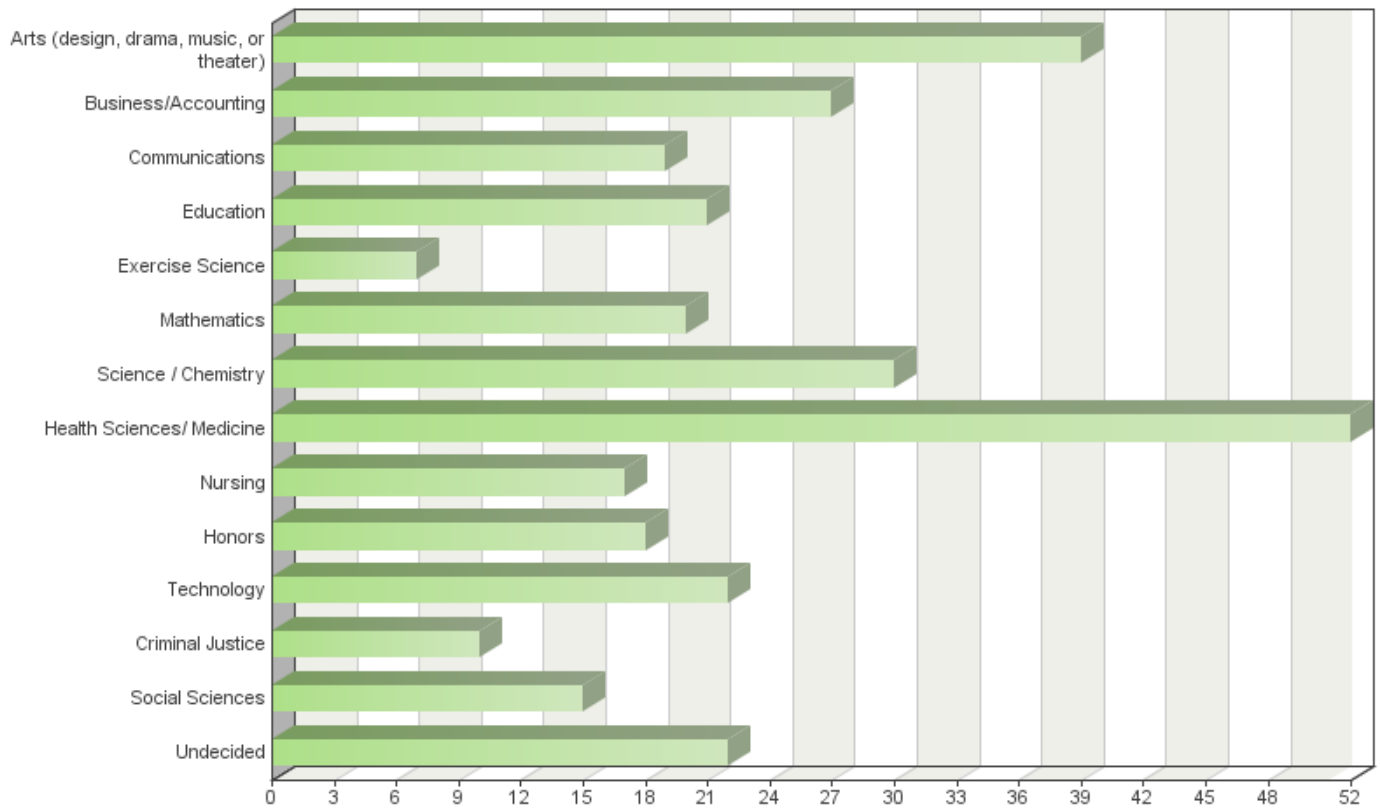
Frequency table

Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
Yes	131	87.92%	88.51%
No	17	11.41%	11.49%
Not answered:	1	0%	-
<b>Sum:</b>	<b>149</b>	<b>100%</b>	<b>100%</b>

Total answered: 148

## Question 6

Which of the following best describes your general academic interests at this time? (Choose All Correct Answers)



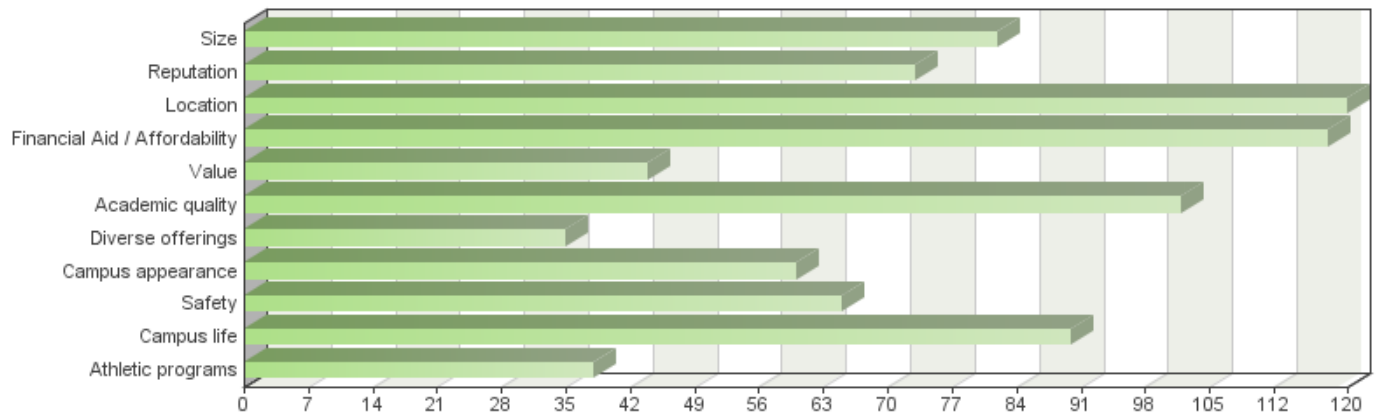
Frequency table

Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
Arts (design, drama, music, or theater)	39	12.23%	27.08%
Business/Accounting	27	8.46%	18.75%
Communications	19	5.96%	13.19%
Education	21	6.58%	14.58%
Exercise Science	7	2.19%	4.86%
Mathematics	20	6.27%	13.89%
Science / Chemistry	30	9.4%	20.83%
Health Sciences/ Medicine	52	16.3%	36.11%
Nursing	17	5.33%	11.81%
Honors	18	5.64%	12.5%
Technology	22	6.9%	15.28%
Criminal Justice	10	3.13%	6.94%
Social Sciences	15	4.7%	10.42%
Undecided	22	6.9%	15.28%
<b>Sum:</b>	<b>319</b>	<b>100%</b>	<b>100%</b>

Total answered: 144

## Question 7

In your college search, what factors or attributes do (did) you take into consideration? (Choose All Correct Answers)



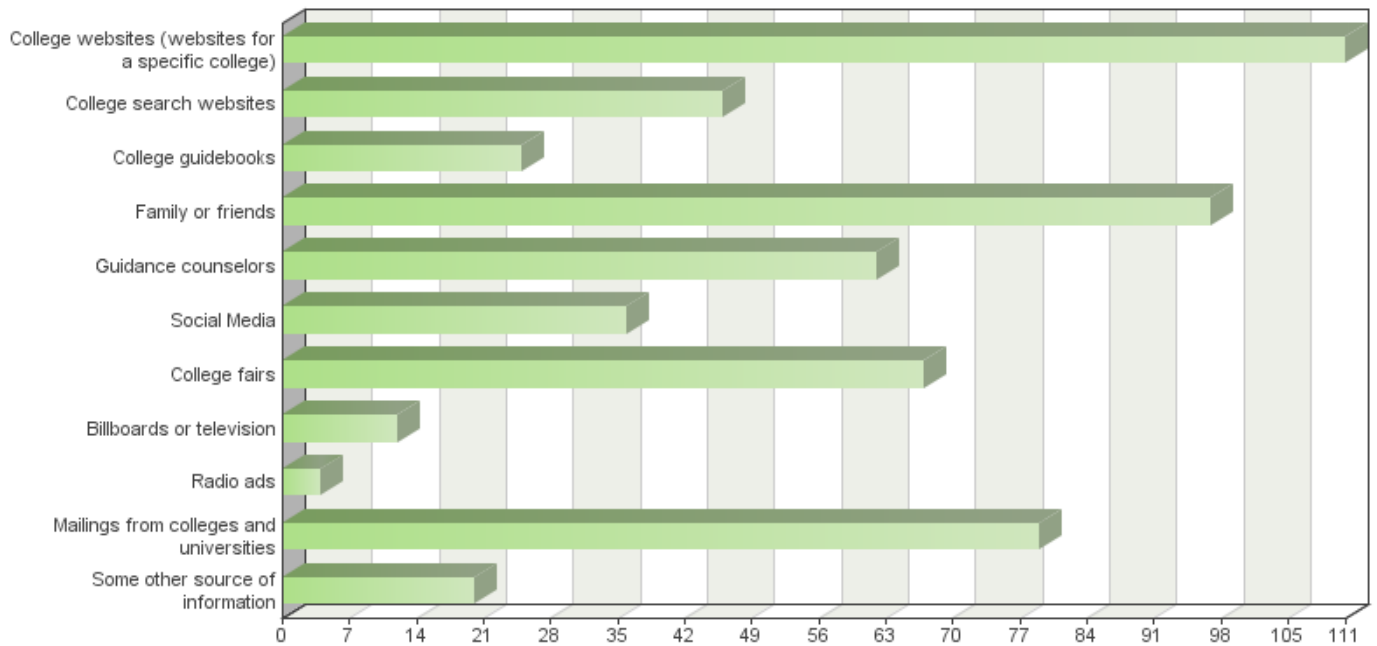
Frequency table

Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
Size	82	9.92%	56.94%
Reputation	73	8.83%	50.69%
Location	120	14.51%	83.33%
Financial Aid / Affordability	118	14.27%	81.94%
Value	44	5.32%	30.56%
Academic quality	102	12.33%	70.83%
Diverse offerings	35	4.23%	24.31%
Campus appearance	60	7.26%	41.67%
Safety	65	7.86%	45.14%
Campus life	90	10.88%	62.5%
Athletic programs	38	4.59%	26.39%
<b>Sum:</b>	<b>827</b>	<b>100%</b>	<b>100%</b>

Total answered: 144

### Question 8

Where do you get information about colleges you are/were interested in? (Choose All Correct Answers)



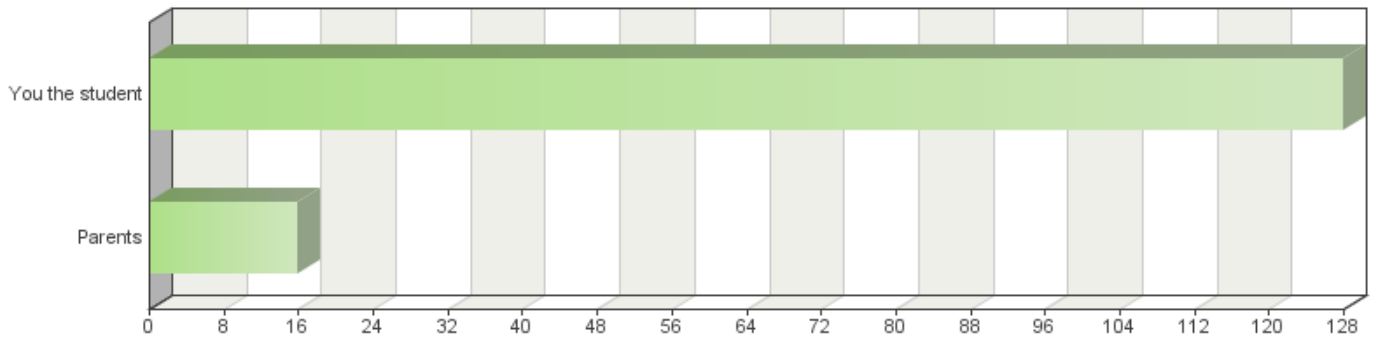
Frequency table

Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
College websites (websites for a specific college)	111	19.86%	77.08%
College search websites	46	8.23%	31.94%
College guidebooks	25	4.47%	17.36%
Family or friends	97	17.35%	67.36%
Guidance counselors	62	11.09%	43.06%
Social Media	36	6.44%	25%
College fairs	67	11.99%	46.53%
Billboards or television	12	2.15%	8.33%
Radio ads	4	0.72%	2.78%
Mailings from colleges and universities	79	14.13%	54.86%
Some other source of information	20	3.58%	13.89%
<b>Sum:</b>	<b>559</b>	<b>100%</b>	<b>100%</b>

Total answered: 144

### Question 9

Who makes the final decision about what college you will attend? (Choose One Answer)



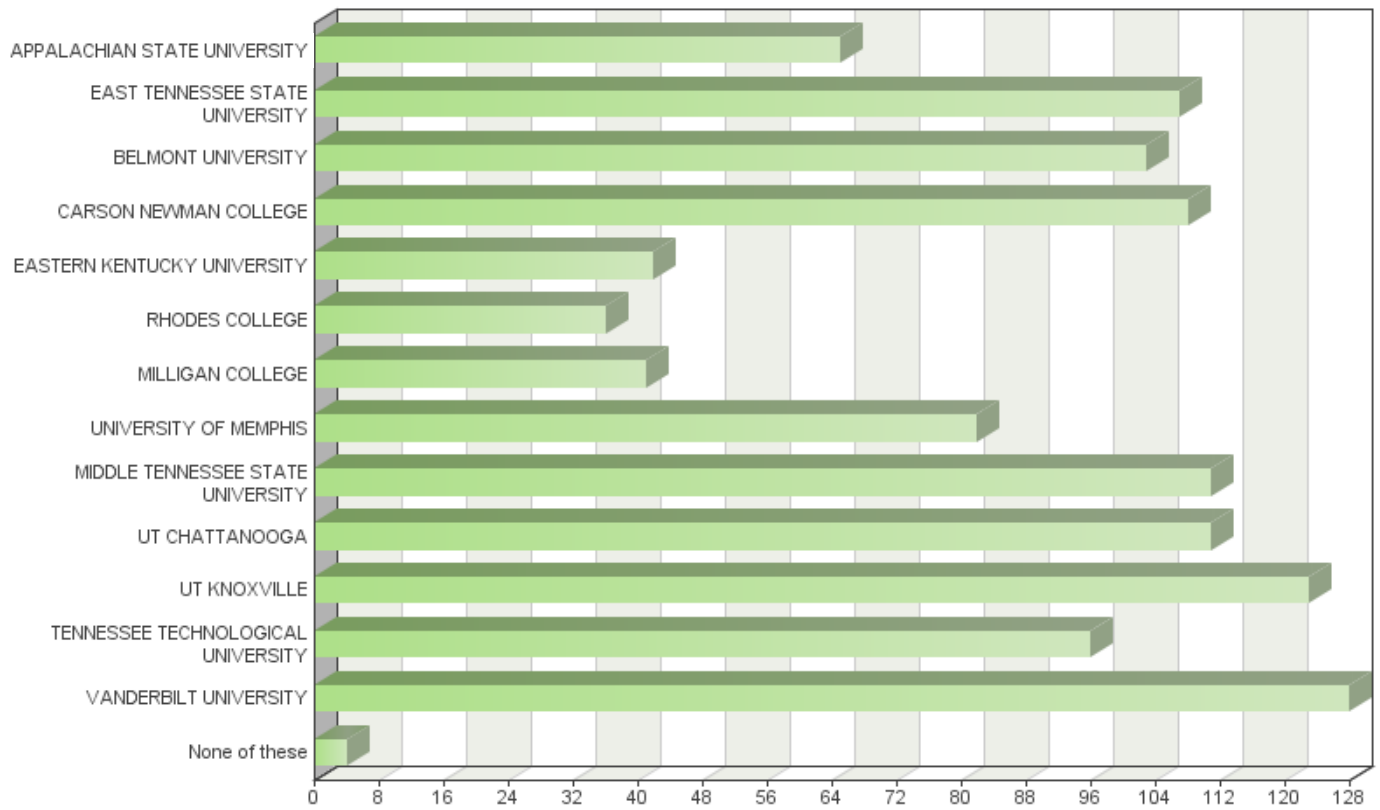
Frequency table

Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
You the student	128	85.91%	88.89%
Parents	16	10.74%	11.11%
Not answered:	5	0%	-
<b>Sum:</b>	<b>149</b>	<b>100%</b>	<b>100%</b>

Total answered: 144

## Question 10

Which of the following Tennessee area colleges and universities have you ever heard of?  
(Choose All Correct Answers)



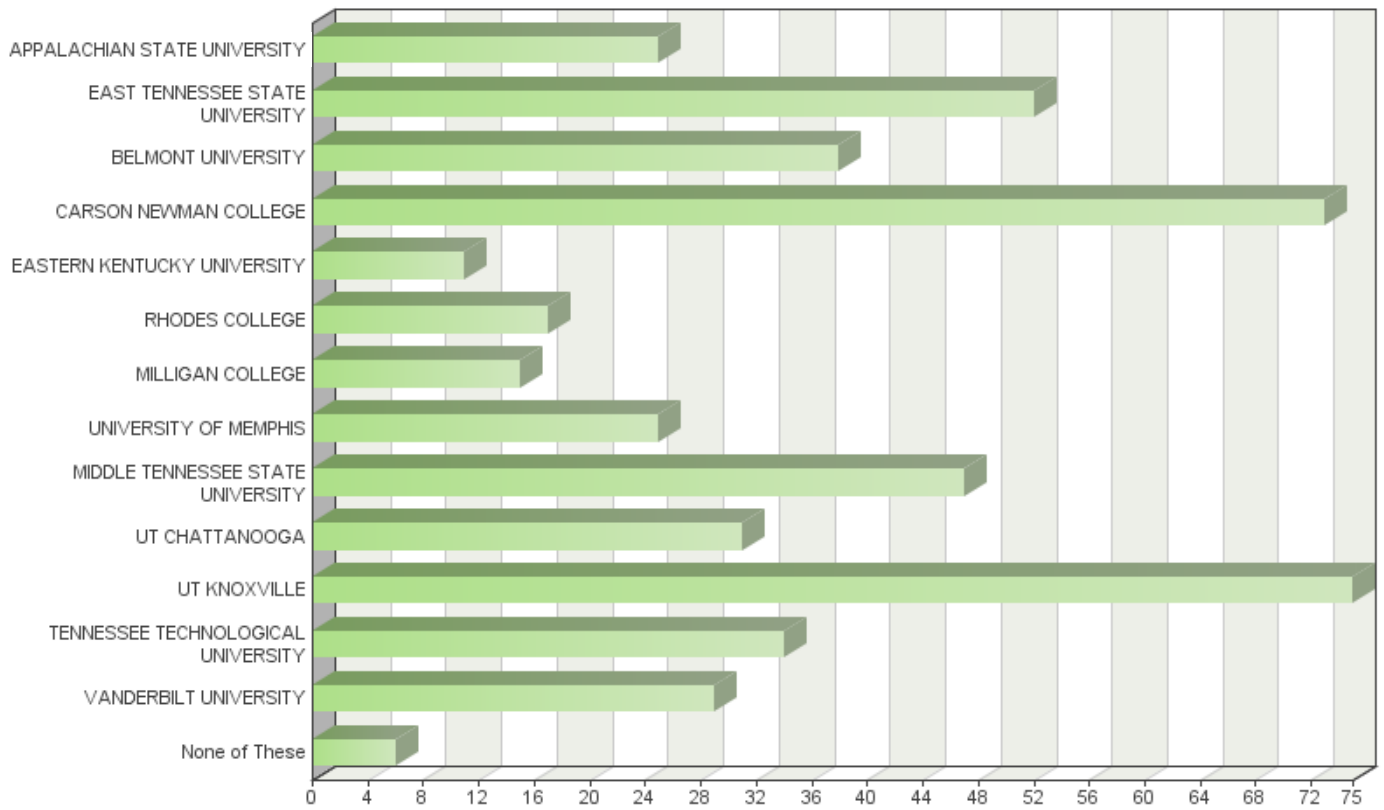
Frequency table

Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
APPALACHIAN STATE UNIVERSITY	65	5.62%	45.14%
EAST TENNESSEE STATE UNIVERSITY	107	9.25%	74.31%
BELMONT UNIVERSITY	103	8.9%	71.53%
CARSON NEWMAN COLLEGE	108	9.33%	75%
EASTERN KENTUCKY UNIVERSITY	42	3.63%	29.17%
RHODES COLLEGE	36	3.11%	25%
MILLIGAN COLLEGE	41	3.54%	28.47%
UNIVERSITY OF MEMPHIS	82	7.09%	56.94%
MIDDLE TENNESSEE STATE UNIVERSITY	111	9.59%	77.08%
UT CHATTANOOGA	111	9.59%	77.08%
UT KNOXVILLE	123	10.63%	85.42%
TENNESSEE TECHNOLOGICAL UNIVERSITY	96	8.3%	66.67%
VANDERBILT UNIVERSITY	128	11.06%	88.89%
None of these	4	0.35%	2.78%
<b>Sum:</b>	<b>1157</b>	<b>100%</b>	<b>100%</b>

Total answered: 144

### Question 11

Which of the following colleges and universities have you ever received information from?  
(Choose All Correct Answers)



Frequency table

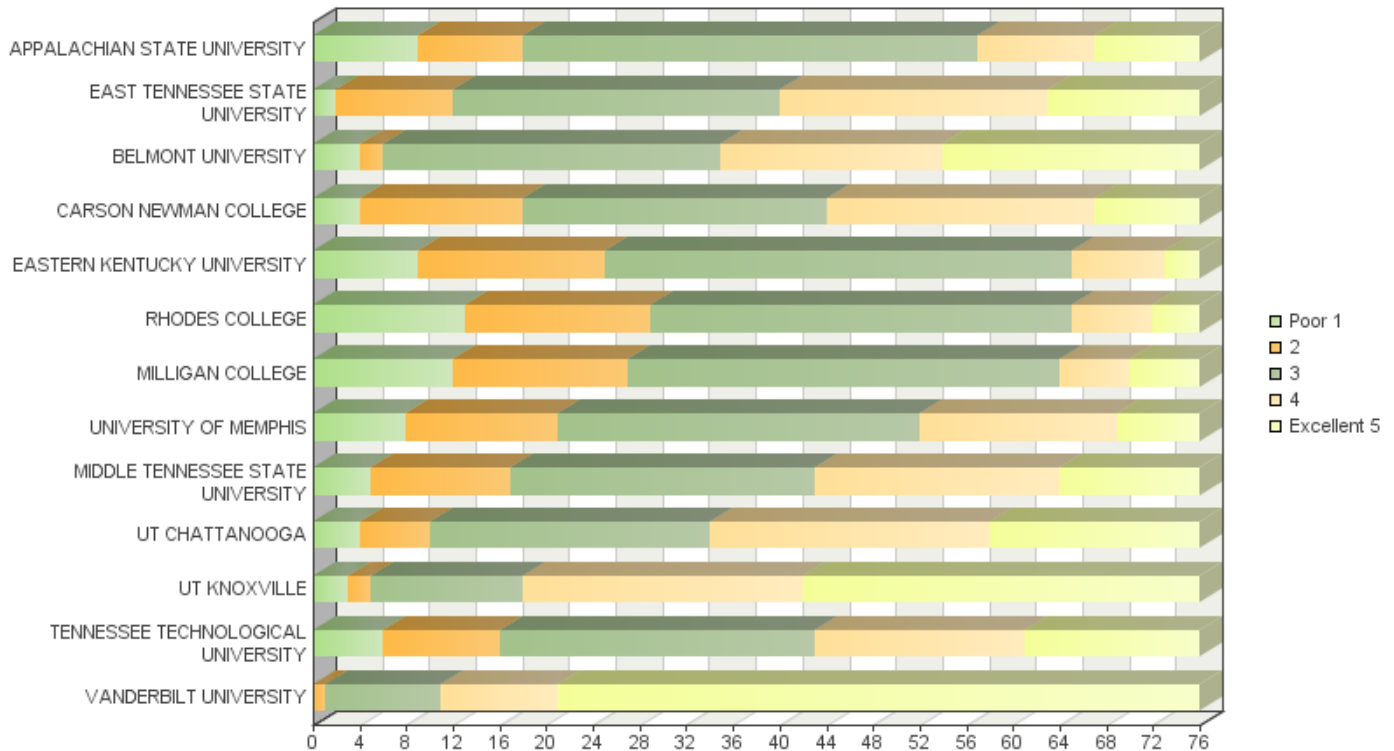
Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
APPALACHIAN STATE UNIVERSITY	25	5.23%	23.58%
EAST TENNESSEE STATE UNIVERSITY	52	10.88%	49.06%
BELMONT UNIVERSITY	38	7.95%	35.85%
CARSON NEWMAN COLLEGE	73	15.27%	68.87%
EASTERN KENTUCKY UNIVERSITY	11	2.3%	10.38%
RHODES COLLEGE	17	3.56%	16.04%
MILLIGAN COLLEGE	15	3.14%	14.15%
UNIVERSITY OF MEMPHIS	25	5.23%	23.58%
MIDDLE TENNESSEE STATE UNIVERSITY	47	9.83%	44.34%
UT CHATTANOOGA	31	6.49%	29.25%
UT KNOXVILLE	75	15.69%	70.75%
TENNESSEE TECHNOLOGICAL UNIVERSITY	34	7.11%	32.08%
VANDERBILT UNIVERSITY	29	6.07%	27.36%
None of These	6	1.26%	5.66%
<b>Sum:</b>	<b>478</b>	<b>100%</b>	<b>100%</b>

Total answered: 106

## Question 12

Please rate the following schools in terms of overall reputation, where 1 means that the school is Poor and 5 means the school is Excellent.

### Levels



	Poor 1	2	3	4	Excellent 5	Sum
<b>APPALACHIAN STATE UNIVERSITY</b>	9 11.84% 0.91%	9 11.84% 0.91%	39 51.32% 3.95%	10 13.16% 1.01%	9 11.84% 0.91%	76 100% 7.69%
<b>EAST TENNESSEE STATE UNIVERSITY</b>	2 2.63% 0.2%	10 13.16% 1.01%	28 36.84% 2.83%	23 30.26% 2.33%	13 17.11% 1.32%	76 100% 7.69%
<b>BELMONT UNIVERSITY</b>	4 5.26% 0.4%	2 2.63% 0.2%	29 38.16% 2.94%	19 25% 1.92%	22 28.95% 2.23%	76 100% 7.69%
<b>CARSON NEWMAN COLLEGE</b>	4 5.26% 0.4%	14 18.42% 1.42%	26 34.21% 2.63%	23 30.26% 2.33%	9 11.84% 0.91%	76 100% 7.69%
<b>EASTERN KENTUCKY UNIVERSITY</b>	9 11.84% 0.91%	16 21.05% 1.62%	40 52.63% 4.05%	8 10.53% 0.81%	3 3.95% 0.3%	76 100% 7.69%
<b>RHODES COLLEGE</b>	13 17.11% 1.32%	16 21.05% 1.62%	36 47.37% 3.64%	7 9.21% 0.71%	4 5.26% 0.4%	76 100% 7.69%
<b>MILLIGAN COLLEGE</b>	12 15.79% 1.21%	15 19.74% 1.52%	37 48.68% 3.74%	6 7.89% 0.61%	6 7.89% 0.61%	76 100% 7.69%
<b>UNIVERSITY OF MEMPHIS</b>	8 10.53% 0.81%	13 17.11% 1.32%	31 40.79% 3.14%	17 22.37% 1.72%	7 9.21% 0.71%	76 100% 7.69%
<b>MIDDLE TENNESSEE STATE UNIVERSITY</b>	5 6.58% 0.51%	12 15.79% 1.21%	26 34.21% 2.63%	21 27.63% 2.13%	12 15.79% 1.21%	76 100% 7.69%



<b>UT CHATTANO OGA</b>	4 5.26% 0.4%	6 7.89% 0.61%	24 31.58% 2.43%	24 31.58% 2.43%	18 23.68% 1.82%	76 100% 7.69%
<b>UT KNOXVILLE</b>	3 3.95% 0.3%	2 2.63% 0.2%	13 17.11% 1.32%	24 31.58% 2.43%	34 44.74% 3.44%	76 100% 7.69%
<b>TENNESSE E TECHNOLO GICAL UNIVERSITY</b>	6 7.89% 0.61%	10 13.16% 1.01%	27 35.53% 2.73%	18 23.68% 1.82%	15 19.74% 1.52%	76 100% 7.69%
<b>VANDERBIL T UNIVERSITY</b>	0 0% 0%	1 1.32% 0.1%	10 13.16% 1.01%	10 13.16% 1.01%	55 72.37% 5.57%	76 100% 7.69%
<b>Sum</b>	79 - 8%	126 - 12.75%	366 - 37.04%	210 - 21.26%	207 - 20.95%	988 - 100%

**\*Relative frequency column**

Absolute frequency

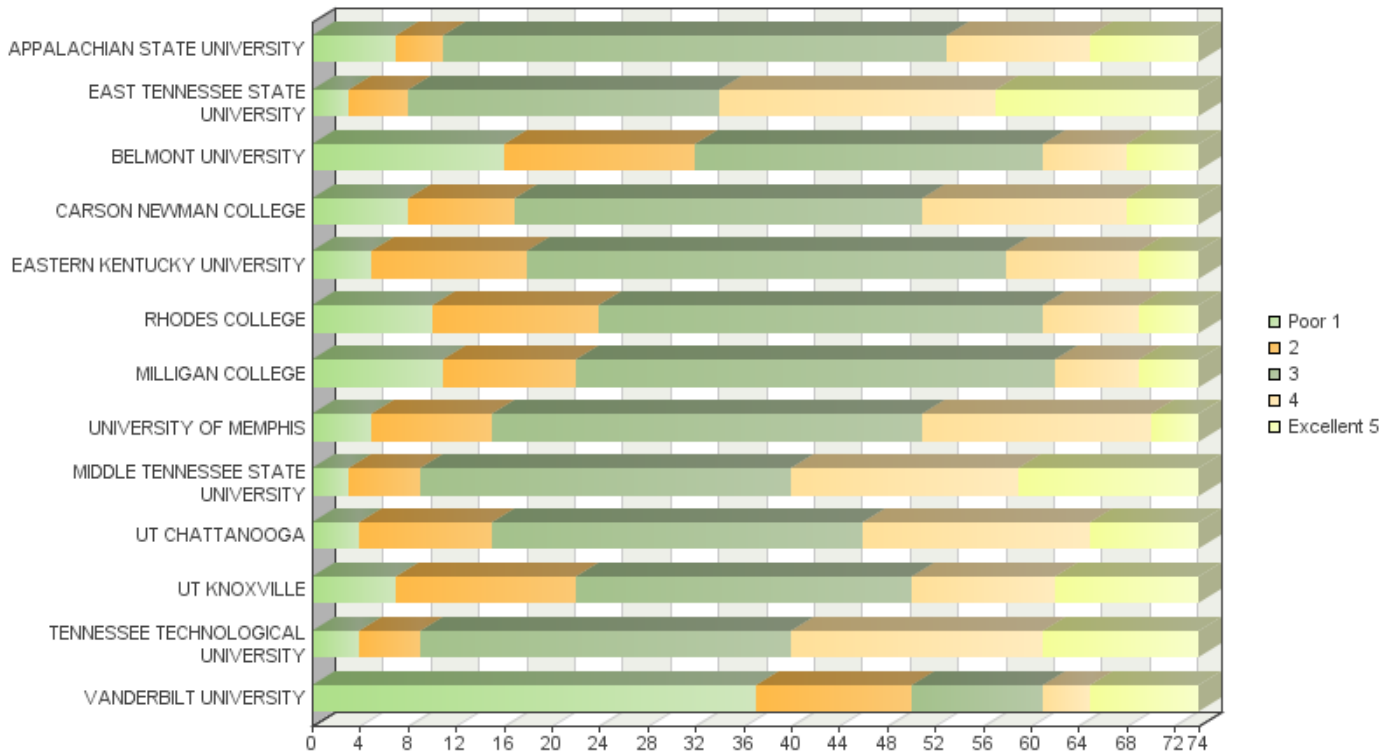
Relative frequency row

Relative frequency

### Question 13

13. Please rate the following schools in terms of financial aid/affordability, where 1 means that the school is "Not Affordable" and 5 means the school is "Very Affordable." (Choose One Answer For Each College/University Below)

#### Levels



	Poor 1	2	3	4	Excellent 5	Sum
<b>APPALACHIAN STATE UNIVERSITY</b>	7 9.46% 0.73%	4 5.41% 0.42%	42 56.76% 4.37%	12 16.22% 1.25%	9 12.16% 0.94%	74 100% 7.69%
<b>EAST TENNESSEE STATE UNIVERSITY</b>	3 4.05% 0.31%	5 6.76% 0.52%	26 35.14% 2.7%	23 31.08% 2.39%	17 22.97% 1.77%	74 100% 7.69%
<b>BELMONT UNIVERSITY</b>	16 21.62% 1.66%	16 21.62% 1.66%	29 39.19% 3.01%	7 9.46% 0.73%	6 8.11% 0.62%	74 100% 7.69%
<b>CARSON NEWMAN COLLEGE</b>	8 10.81% 0.83%	9 12.16% 0.94%	34 45.95% 3.53%	17 22.97% 1.77%	6 8.11% 0.62%	74 100% 7.69%
<b>EASTERN KENTUCKY UNIVERSITY</b>	5 6.76% 0.52%	13 17.57% 1.35%	40 54.05% 4.16%	11 14.86% 1.14%	5 6.76% 0.52%	74 100% 7.69%
<b>RHODES COLLEGE</b>	10 13.51% 1.04%	14 18.92% 1.46%	37 50% 3.85%	8 10.81% 0.83%	5 6.76% 0.52%	74 100% 7.69%
<b>MILLIGAN COLLEGE</b>	11 14.86% 1.14%	11 14.86% 1.14%	40 54.05% 4.16%	7 9.46% 0.73%	5 6.76% 0.52%	74 100% 7.69%
<b>UNIVERSITY OF MEMPHIS</b>	5 6.76% 0.52%	10 13.51% 1.04%	36 48.65% 3.74%	19 25.68% 1.98%	4 5.41% 0.42%	74 100% 7.69%

<b>MIDDLE TENNESSEE STATE UNIVERSITY</b>	3 4.05% 0.31%	6 8.11% 0.62%	31 41.89% 3.22%	19 25.68% 1.98%	15 20.27% 1.56%	74 100% 7.69%
<b>UT CHATTANO OGA</b>	4 5.41% 0.42%	11 14.86% 1.14%	31 41.89% 3.22%	19 25.68% 1.98%	9 12.16% 0.94%	74 100% 7.69%
<b>UT KNOXVILLE</b>	7 9.46% 0.73%	15 20.27% 1.56%	28 37.84% 2.91%	12 16.22% 1.25%	12 16.22% 1.25%	74 100% 7.69%
<b>TENNESSE TECHNOLO GICAL UNIVERSITY</b>	4 5.41% 0.42%	5 6.76% 0.52%	31 41.89% 3.22%	21 28.38% 2.18%	13 17.57% 1.35%	74 100% 7.69%
<b>VANDERBIL T UNIVERSITY</b>	37 50% 3.85%	13 17.57% 1.35%	11 14.86% 1.14%	4 5.41% 0.42%	9 12.16% 0.94%	74 100% 7.69%
<b>Sum</b>	120 - 12.47%	132 - 13.72%	416 - 43.24%	179 - 18.61%	115 - 11.95%	962 - 100%

**\*Relative frequency column**

Absolute frequency

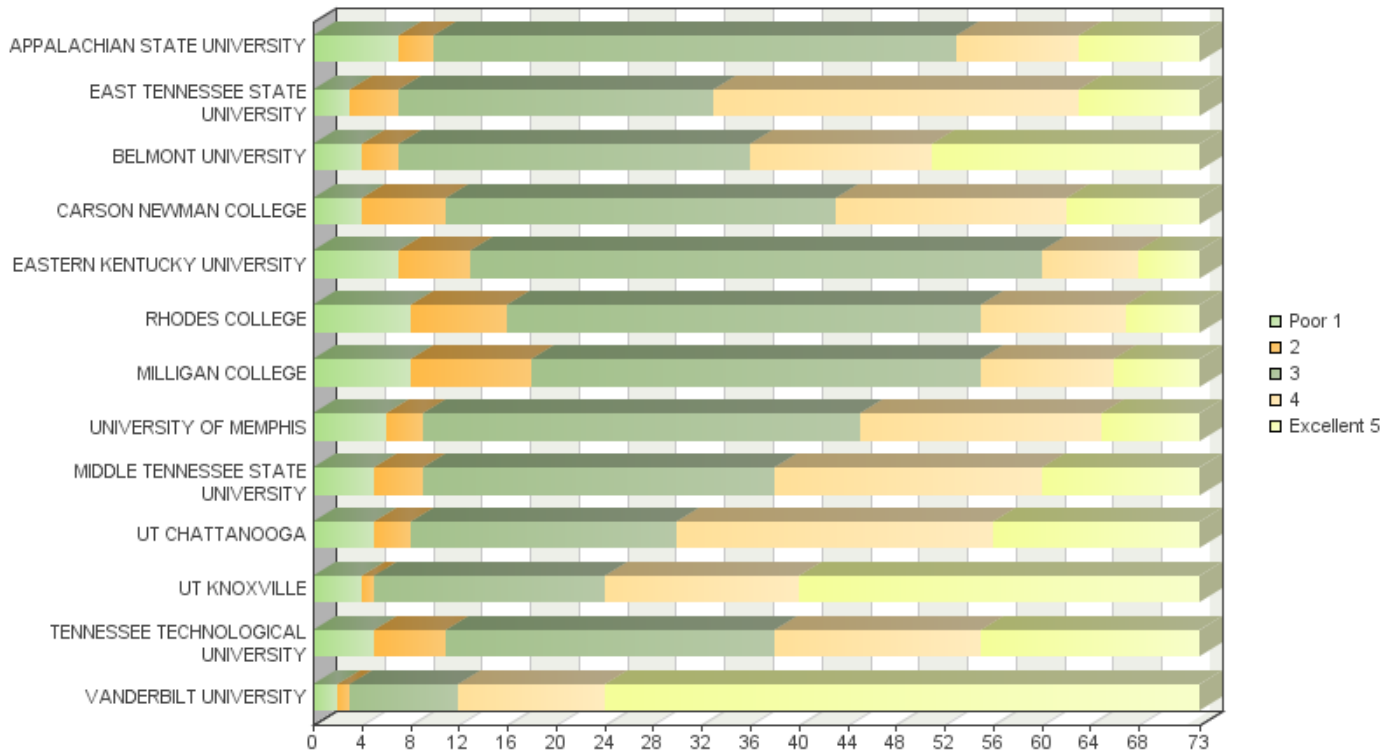
Relative frequency row

Relative frequency

## Question 14

Please rate the following schools in terms of academic quality, where 1 means that the school is Poor and 5 means the school is Excellent.

### Levels



	Poor 1	2	3	4	Excellent 5	Sum
<b>APPALACHIAN STATE UNIVERSITY</b>	7 9.59% 0.74%	3 4.11% 0.32%	43 58.9% 4.53%	10 13.7% 1.05%	10 13.7% 1.05%	73 100% 7.69%
<b>EAST TENNESSEE STATE UNIVERSITY</b>	3 4.11% 0.32%	4 5.48% 0.42%	26 35.62% 2.74%	30 41.1% 3.16%	10 13.7% 1.05%	73 100% 7.69%
<b>BELMONT UNIVERSITY</b>	4 5.48% 0.42%	3 4.11% 0.32%	29 39.73% 3.06%	15 20.55% 1.58%	22 30.14% 2.32%	73 100% 7.69%
<b>CARSON NEWMAN COLLEGE</b>	4 5.48% 0.42%	7 9.59% 0.74%	32 43.84% 3.37%	19 26.03% 2%	11 15.07% 1.16%	73 100% 7.69%
<b>EASTERN KENTUCKY UNIVERSITY</b>	7 9.59% 0.74%	6 8.22% 0.63%	47 64.38% 4.95%	8 10.96% 0.84%	5 6.85% 0.53%	73 100% 7.69%
<b>RHODES COLLEGE</b>	8 10.96% 0.84%	8 10.96% 0.84%	39 53.42% 4.11%	12 16.44% 1.26%	6 8.22% 0.63%	73 100% 7.69%
<b>MILLIGAN COLLEGE</b>	8 10.96% 0.84%	10 13.7% 1.05%	37 50.68% 3.9%	11 15.07% 1.16%	7 9.59% 0.74%	73 100% 7.69%
<b>UNIVERSITY OF MEMPHIS</b>	6 8.22% 0.63%	3 4.11% 0.32%	36 49.32% 3.79%	20 27.4% 2.11%	8 10.96% 0.84%	73 100% 7.69%
<b>MIDDLE TENNESSEE STATE UNIVERSITY</b>	5 6.85% 0.53%	4 5.48% 0.42%	29 39.73% 3.06%	22 30.14% 2.32%	13 17.81% 1.37%	73 100% 7.69%

<b>UT CHATTANO OGA</b>	5 6.85% 0.53%	3 4.11% 0.32%	22 30.14% 2.32%	26 35.62% 2.74%	17 23.29% 1.79%	73 100% 7.69%
<b>UT KNOXVILLE</b>	4 5.48% 0.42%	1 1.37% 0.11%	19 26.03% 2%	16 21.92% 1.69%	33 45.21% 3.48%	73 100% 7.69%
<b>TENNESSE E TECHNOLO GICAL UNIVERSITY</b>	5 6.85% 0.53%	6 8.22% 0.63%	27 36.99% 2.85%	17 23.29% 1.79%	18 24.66% 1.9%	73 100% 7.69%
<b>VANDERBIL T UNIVERSITY</b>	2 2.74% 0.21%	1 1.37% 0.11%	9 12.33% 0.95%	12 16.44% 1.26%	49 67.12% 5.16%	73 100% 7.69%
<b>Sum</b>	68 - 7.17%	59 - 6.22%	395 - 41.62%	218 - 22.97%	209 - 22.02%	949 - 100%

**\*Relative frequency column**

Absolute frequency

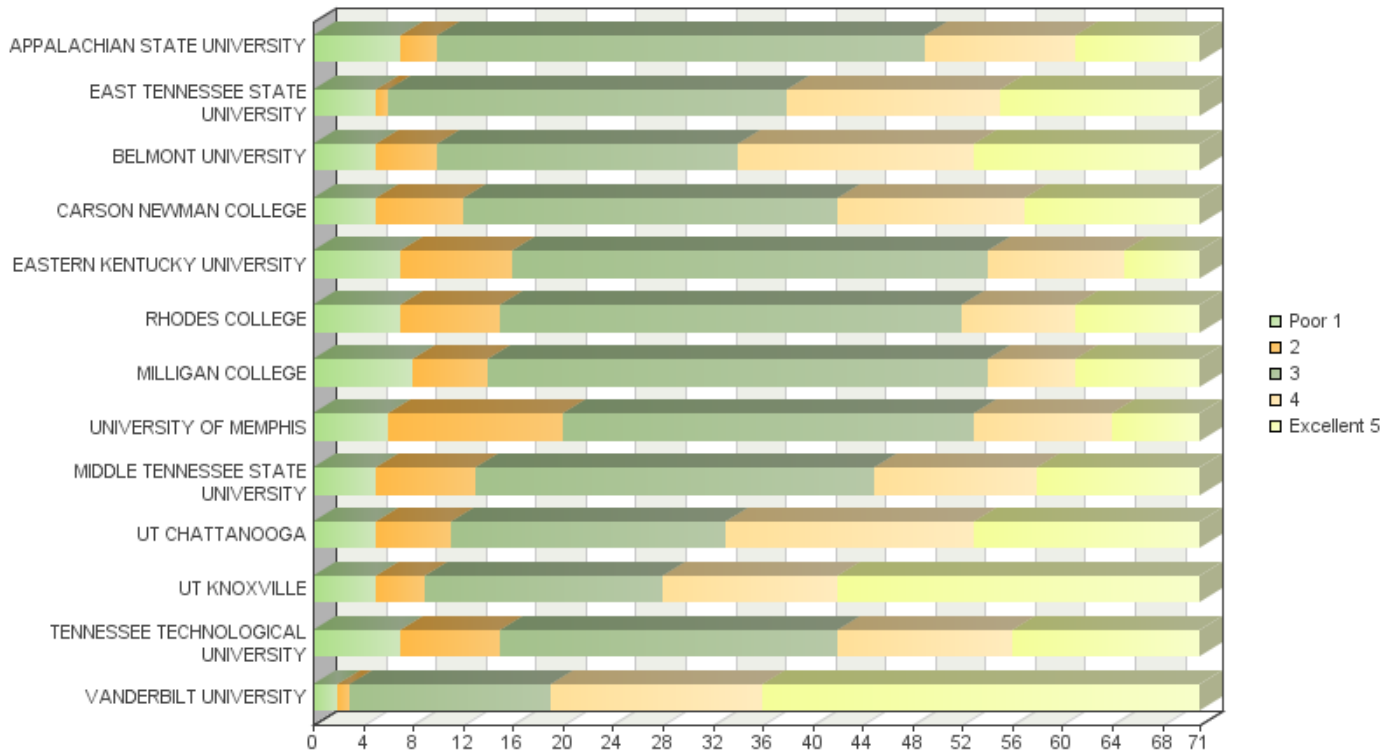
Relative frequency row

Relative frequency

## Question 15

Please rate the following schools in terms of campus appearance, where 1 means that the school is Poor and 5 means the school is Excellent.

### Levels



	Poor 1	2	3	4	Excellent 5	Sum
<b>APPALACHIAN STATE UNIVERSITY</b>	7 9.86% 0.76%	3 4.23% 0.33%	39 54.93% 4.23%	12 16.9% 1.3%	10 14.08% 1.08%	71 100% 7.69%
<b>EAST TENNESSEE STATE UNIVERSITY</b>	5 7.04% 0.54%	1 1.41% 0.11%	32 45.07% 3.47%	17 23.94% 1.84%	16 22.54% 1.73%	71 100% 7.69%
<b>BELMONT UNIVERSITY</b>	5 7.04% 0.54%	5 7.04% 0.54%	24 33.8% 2.6%	19 26.76% 2.06%	18 25.35% 1.95%	71 100% 7.69%
<b>CARSON NEWMAN COLLEGE</b>	5 7.04% 0.54%	7 9.86% 0.76%	30 42.25% 3.25%	15 21.13% 1.63%	14 19.72% 1.52%	71 100% 7.69%
<b>EASTERN KENTUCKY UNIVERSITY</b>	7 9.86% 0.76%	9 12.68% 0.98%	38 53.52% 4.12%	11 15.49% 1.19%	6 8.45% 0.65%	71 100% 7.69%
<b>RHODES COLLEGE</b>	7 9.86% 0.76%	8 11.27% 0.87%	37 52.11% 4.01%	9 12.68% 0.98%	10 14.08% 1.08%	71 100% 7.69%
<b>MILLIGAN COLLEGE</b>	8 11.27% 0.87%	6 8.45% 0.65%	40 56.34% 4.33%	7 9.86% 0.76%	10 14.08% 1.08%	71 100% 7.69%
<b>UNIVERSITY OF MEMPHIS</b>	6 8.45% 0.65%	14 19.72% 1.52%	33 46.48% 3.58%	11 15.49% 1.19%	7 9.86% 0.76%	71 100% 7.69%
<b>MIDDLE TENNESSEE STATE UNIVERSITY</b>	5 7.04% 0.54%	8 11.27% 0.87%	32 45.07% 3.47%	13 18.31% 1.41%	13 18.31% 1.41%	71 100% 7.69%

<b>UT CHATTANO OGA</b>	5 7.04% 0.54%	6 8.45% 0.65%	22 30.99% 2.38%	20 28.17% 2.17%	18 25.35% 1.95%	71 100% 7.69%
<b>UT KNOXVILLE</b>	5 7.04% 0.54%	4 5.63% 0.43%	19 26.76% 2.06%	14 19.72% 1.52%	29 40.85% 3.14%	71 100% 7.69%
<b>TENNESSE E TECHNOLO GICAL UNIVERSITY</b>	7 9.86% 0.76%	8 11.27% 0.87%	27 38.03% 2.93%	14 19.72% 1.52%	15 21.13% 1.63%	71 100% 7.69%
<b>VANDERBIL T UNIVERSITY</b>	2 2.82% 0.22%	1 1.41% 0.11%	16 22.54% 1.73%	17 23.94% 1.84%	35 49.3% 3.79%	71 100% 7.69%
<b>Sum</b>	74 - 8.02%	80 - 8.67%	389 - 42.15%	179 - 19.39%	201 - 21.78%	923 - 100%

**\*Relative frequency column**

Absolute frequency

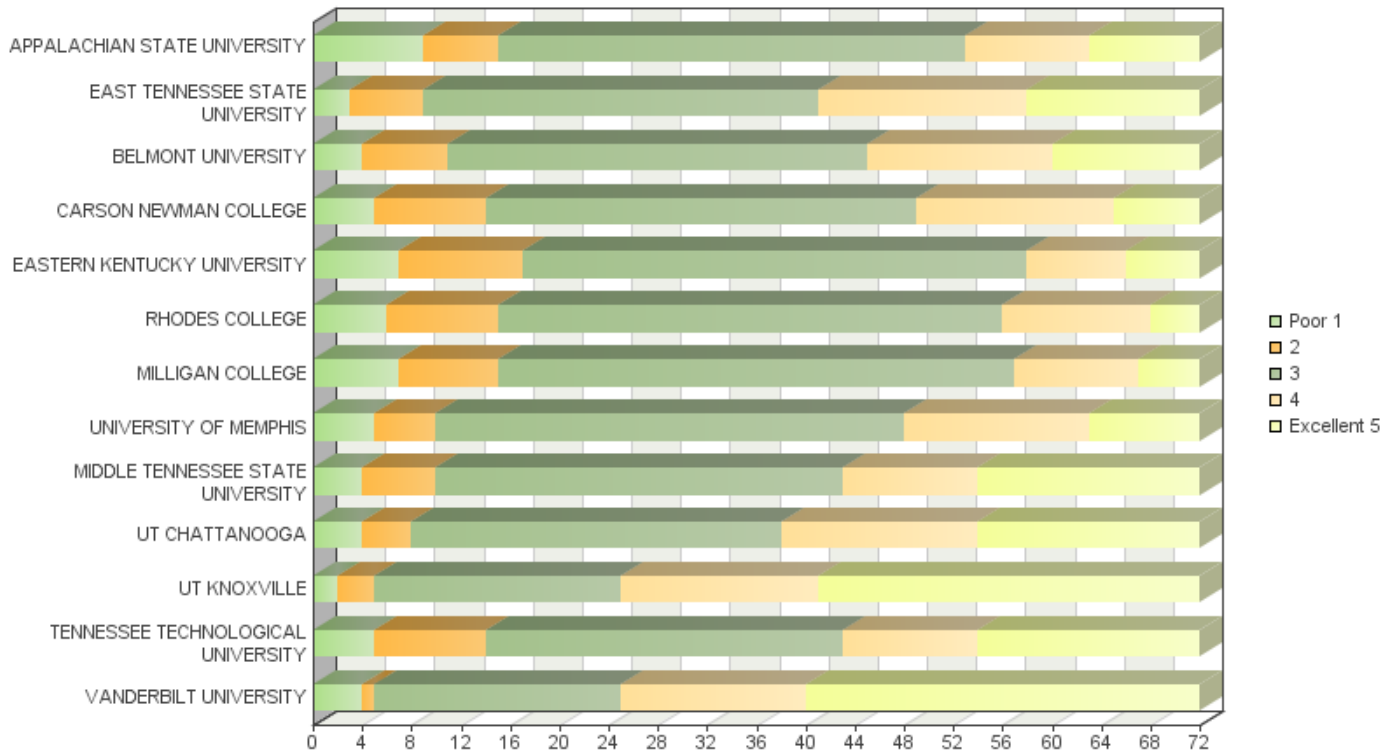
Relative frequency row

Relative frequency

## Question 16

Please rate the following schools in terms of: campus life, where 1 means that the school is Poor and 5 means the school is Excellent.

### Levels



	Poor 1	2	3	4	Excellent 5	Sum
<b>APPALACHIAN STATE UNIVERSITY</b>	9 12.5% 0.96%	6 8.33% 0.64%	38 52.78% 4.06%	10 13.89% 1.07%	9 12.5% 0.96%	72 100% 7.69%
<b>EAST TENNESSEE STATE UNIVERSITY</b>	3 4.17% 0.32%	6 8.33% 0.64%	32 44.44% 3.42%	17 23.61% 1.82%	14 19.44% 1.5%	72 100% 7.69%
<b>BELMONT UNIVERSITY</b>	4 5.56% 0.43%	7 9.72% 0.75%	34 47.22% 3.63%	15 20.83% 1.6%	12 16.67% 1.28%	72 100% 7.69%
<b>CARSON NEWMAN COLLEGE</b>	5 6.94% 0.53%	9 12.5% 0.96%	35 48.61% 3.74%	16 22.22% 1.71%	7 9.72% 0.75%	72 100% 7.69%
<b>EASTERN KENTUCKY UNIVERSITY</b>	7 9.72% 0.75%	10 13.89% 1.07%	41 56.94% 4.38%	8 11.11% 0.85%	6 8.33% 0.64%	72 100% 7.69%
<b>RHODES COLLEGE</b>	6 8.33% 0.64%	9 12.5% 0.96%	41 56.94% 4.38%	12 16.67% 1.28%	4 5.56% 0.43%	72 100% 7.69%
<b>MILLIGAN COLLEGE</b>	7 9.72% 0.75%	8 11.11% 0.85%	42 58.33% 4.49%	10 13.89% 1.07%	5 6.94% 0.53%	72 100% 7.69%
<b>UNIVERSITY OF MEMPHIS</b>	5 6.94% 0.53%	5 6.94% 0.53%	38 52.78% 4.06%	15 20.83% 1.6%	9 12.5% 0.96%	72 100% 7.69%
<b>MIDDLE TENNESSEE STATE UNIVERSITY</b>	4 5.56% 0.43%	6 8.33% 0.64%	33 45.83% 3.53%	11 15.28% 1.18%	18 25% 1.92%	72 100% 7.69%



<b>UT CHATTANOOGA</b>	4 5.56% 0.43%	4 5.56% 0.43%	30 41.67% 3.21%	16 22.22% 1.71%	18 25% 1.92%	72 100% 7.69%
<b>UT KNOXVILLE</b>	2 2.78% 0.21%	3 4.17% 0.32%	20 27.78% 2.14%	16 22.22% 1.71%	31 43.06% 3.31%	72 100% 7.69%
<b>TENNESSEE TECHNOLOGICAL UNIVERSITY</b>	5 6.94% 0.53%	9 12.5% 0.96%	29 40.28% 3.1%	11 15.28% 1.18%	18 25% 1.92%	72 100% 7.69%
<b>VANDERBILT UNIVERSITY</b>	4 5.56% 0.43%	1 1.39% 0.11%	20 27.78% 2.14%	15 20.83% 1.6%	32 44.44% 3.42%	72 100% 7.69%
<b>Sum</b>	65 - 6.94%	83 - 8.87%	433 - 46.26%	172 - 18.38%	183 - 19.55%	936 - 100%

**\*Relative frequency column**

Absolute frequency

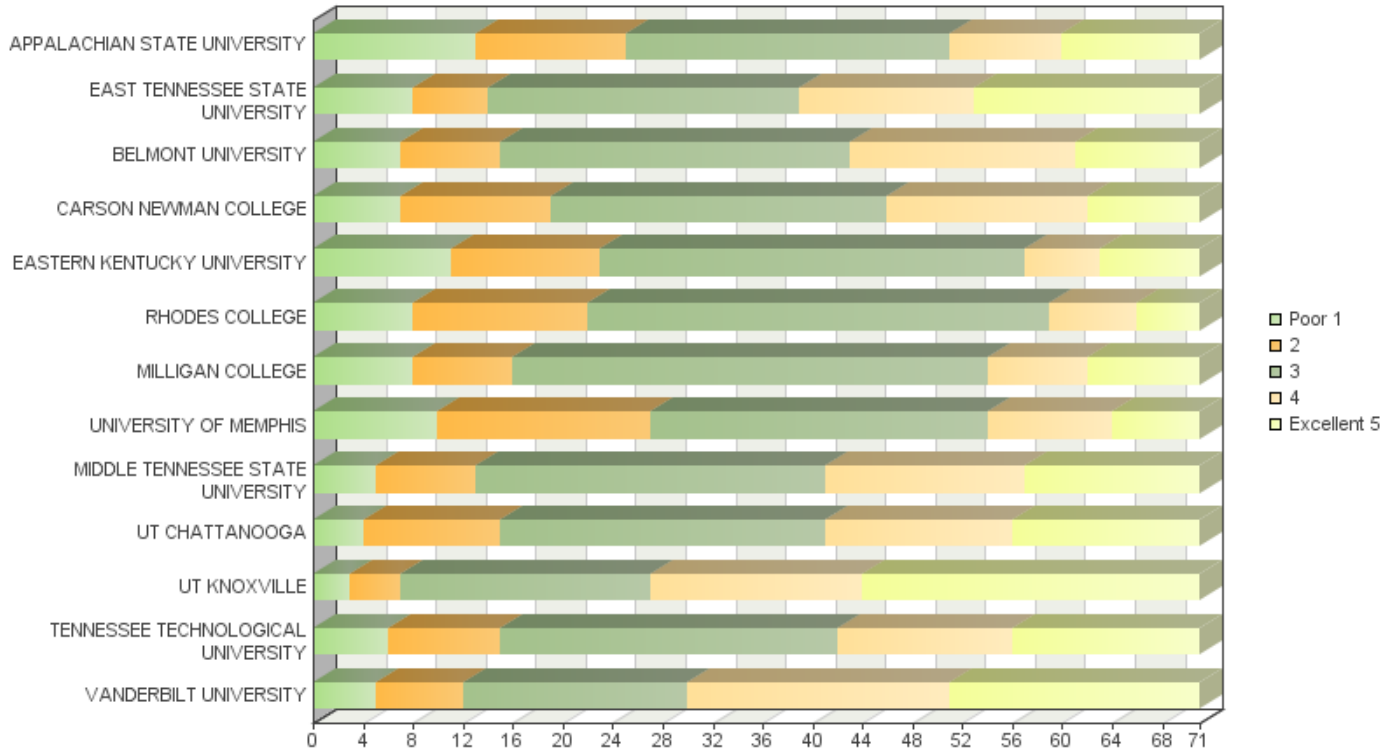
Relative frequency row

Relative frequency

## Question 17

Please rate the following schools in terms of: location, where 1 means that the school is Poor and 5 means the school is Excellent.

### Levels



	Poor 1	2	3	4	Excellent 5	Sum
<b>APPALACHIAN STATE UNIVERSITY</b>	13 18.31% 1.41%	12 16.9% 1.3%	26 36.62% 2.82%	9 12.68% 0.98%	11 15.49% 1.19%	71 100% 7.69%
<b>EAST TENNESSEE STATE UNIVERSITY</b>	8 11.27% 0.87%	6 8.45% 0.65%	25 35.21% 2.71%	14 19.72% 1.52%	18 25.35% 1.95%	71 100% 7.69%
<b>BELMONT UNIVERSITY</b>	7 9.86% 0.76%	8 11.27% 0.87%	28 39.44% 3.03%	18 25.35% 1.95%	10 14.08% 1.08%	71 100% 7.69%
<b>CARSON NEWMAN COLLEGE</b>	7 9.86% 0.76%	12 16.9% 1.3%	27 38.03% 2.93%	16 22.54% 1.73%	9 12.68% 0.98%	71 100% 7.69%
<b>EASTERN KENTUCKY UNIVERSITY</b>	11 15.49% 1.19%	12 16.9% 1.3%	34 47.89% 3.68%	6 8.45% 0.65%	8 11.27% 0.87%	71 100% 7.69%
<b>RHODES COLLEGE</b>	8 11.27% 0.87%	14 19.72% 1.52%	37 52.11% 4.01%	7 9.86% 0.76%	5 7.04% 0.54%	71 100% 7.69%
<b>MILLIGAN COLLEGE</b>	8 11.27% 0.87%	8 11.27% 0.87%	38 53.52% 4.12%	8 11.27% 0.87%	9 12.68% 0.98%	71 100% 7.69%
<b>UNIVERSITY OF MEMPHIS</b>	10 14.08% 1.08%	17 23.94% 1.84%	27 38.03% 2.93%	10 14.08% 1.08%	7 9.86% 0.76%	71 100% 7.69%
<b>MIDDLE TENNESSEE STATE UNIVERSITY</b>	5 7.04% 0.54%	8 11.27% 0.87%	28 39.44% 3.03%	16 22.54% 1.73%	14 19.72% 1.52%	71 100% 7.69%

<b>UT CHATTANO OGA</b>	4 5.63% 0.43%	11 15.49% 1.19%	26 36.62% 2.82%	15 21.13% 1.63%	15 21.13% 1.63%	71 100% 7.69%
<b>UT KNOXVILLE</b>	3 4.23% 0.33%	4 5.63% 0.43%	20 28.17% 2.17%	17 23.94% 1.84%	27 38.03% 2.93%	71 100% 7.69%
<b>TENNESSE E TECHNOLO GICAL UNIVERSITY</b>	6 8.45% 0.65%	9 12.68% 0.98%	27 38.03% 2.93%	14 19.72% 1.52%	15 21.13% 1.63%	71 100% 7.69%
<b>VANDERBIL T UNIVERSITY</b>	5 7.04% 0.54%	7 9.86% 0.76%	18 25.35% 1.95%	21 29.58% 2.28%	20 28.17% 2.17%	71 100% 7.69%
<b>Sum</b>	95 - 10.29%	128 - 13.87%	361 - 39.11%	171 - 18.53%	168 - 18.2%	923 - 100%

**\*Relative frequency column**

Absolute frequency

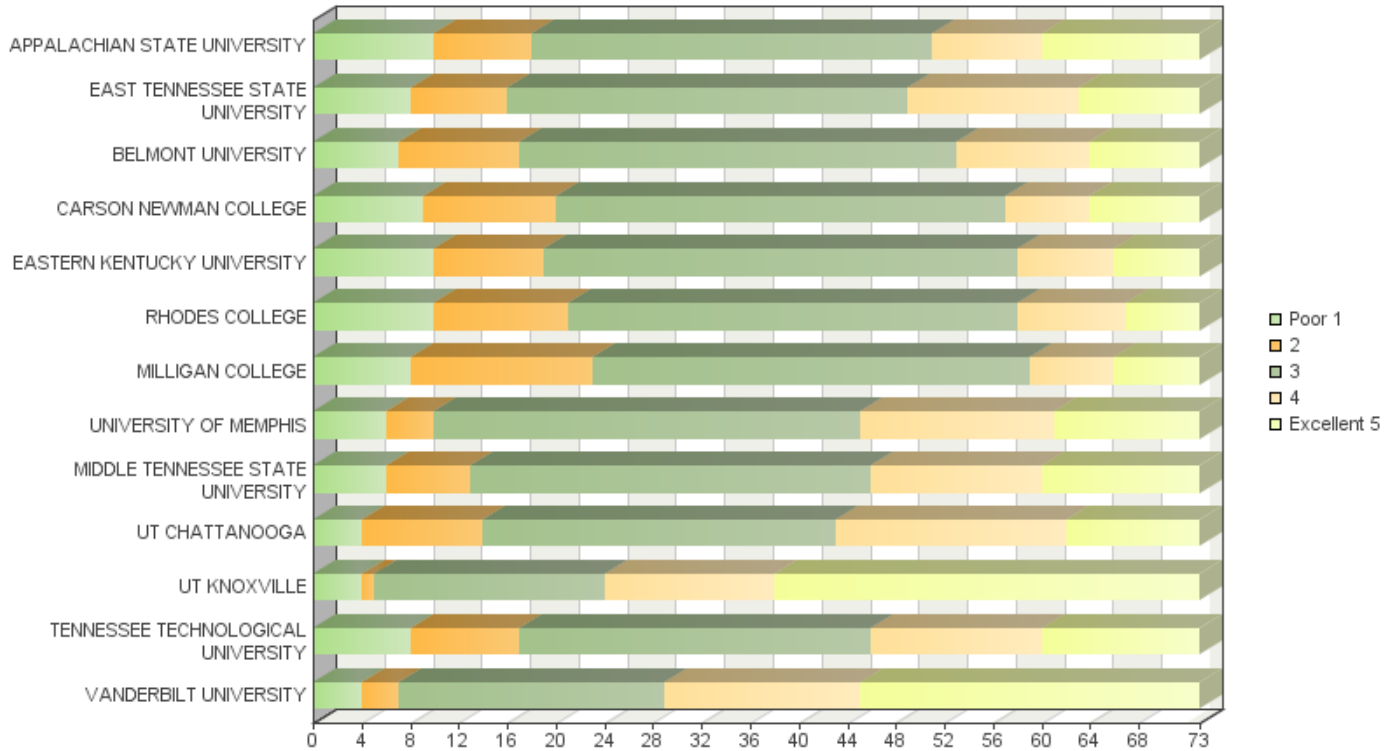
Relative frequency row

Relative frequency

## Question 18

Please rate the following schools in terms of athletic programs, where 1 means that the school is Poor and 5 means the school is Excellent.

### Levels



	Poor 1	2	3	4	Excellent 5	Sum
<b>APPALACHIAN STATE UNIVERSITY</b>	10 13.7% 1.05%	8 10.96% 0.84%	33 45.21% 3.48%	9 12.33% 0.95%	13 17.81% 1.37%	73 100% 7.69%
<b>EAST TENNESSEE STATE UNIVERSITY</b>	8 10.96% 0.84%	8 10.96% 0.84%	33 45.21% 3.48%	14 19.18% 1.48%	10 13.7% 1.05%	73 100% 7.69%
<b>BELMONT UNIVERSITY</b>	7 9.59% 0.74%	10 13.7% 1.05%	36 49.32% 3.79%	11 15.07% 1.16%	9 12.33% 0.95%	73 100% 7.69%
<b>CARSON NEWMAN COLLEGE</b>	9 12.33% 0.95%	11 15.07% 1.16%	37 50.68% 3.9%	7 9.59% 0.74%	9 12.33% 0.95%	73 100% 7.69%
<b>EASTERN KENTUCKY UNIVERSITY</b>	10 13.7% 1.05%	9 12.33% 0.95%	39 53.42% 4.11%	8 10.96% 0.84%	7 9.59% 0.74%	73 100% 7.69%
<b>RHODES COLLEGE</b>	10 13.7% 1.05%	11 15.07% 1.16%	37 50.68% 3.9%	12 16.44% 1.26%	6 8.22% 0.63%	73 100% 7.69%
<b>MILLIGAN COLLEGE</b>	8 10.96% 0.84%	15 20.55% 1.58%	36 49.32% 3.79%	7 9.59% 0.74%	7 9.59% 0.74%	73 100% 7.69%
<b>UNIVERSITY OF MEMPHIS</b>	6 8.22% 0.63%	4 5.48% 0.42%	35 47.95% 3.69%	16 21.92% 1.69%	12 16.44% 1.26%	73 100% 7.69%
<b>MIDDLE TENNESSEE STATE UNIVERSITY</b>	6 8.22% 0.63%	7 9.59% 0.74%	33 45.21% 3.48%	14 19.18% 1.48%	13 17.81% 1.37%	73 100% 7.69%

<b>UT CHATTANO OGA</b>	4 5.48% 0.42%	10 13.7% 1.05%	29 39.73% 3.06%	19 26.03% 2%	11 15.07% 1.16%	73 100% 7.69%
<b>UT KNOXVILLE</b>	4 5.48% 0.42%	1 1.37% 0.11%	19 26.03% 2%	14 19.18% 1.48%	35 47.95% 3.69%	73 100% 7.69%
<b>TENNESSE E TECHNOLO GICAL UNIVERSITY</b>	8 10.96% 0.84%	9 12.33% 0.95%	29 39.73% 3.06%	14 19.18% 1.48%	13 17.81% 1.37%	73 100% 7.69%
<b>VANDERBIL T UNIVERSITY</b>	4 5.48% 0.42%	3 4.11% 0.32%	22 30.14% 2.32%	16 21.92% 1.69%	28 38.36% 2.95%	73 100% 7.69%
<b>Sum</b>	94 -	106 -	418 -	158 -	173 -	949 -
	9.91%	11.17%	44.05%	16.65%	18.23%	100%

**\*Relative frequency column**

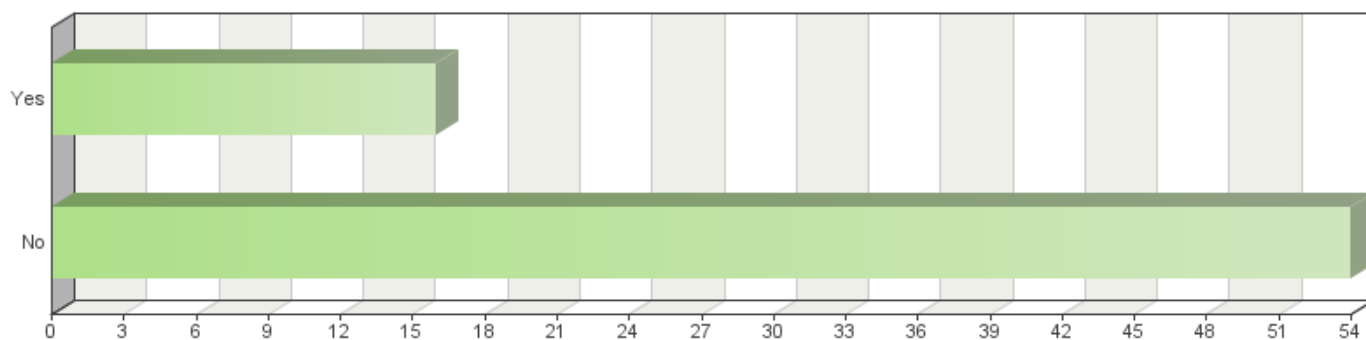
Absolute frequency

Relative frequency row

Relative frequency

### Question 19

Are you considering East Tennessee State University? {Choose One Answer}



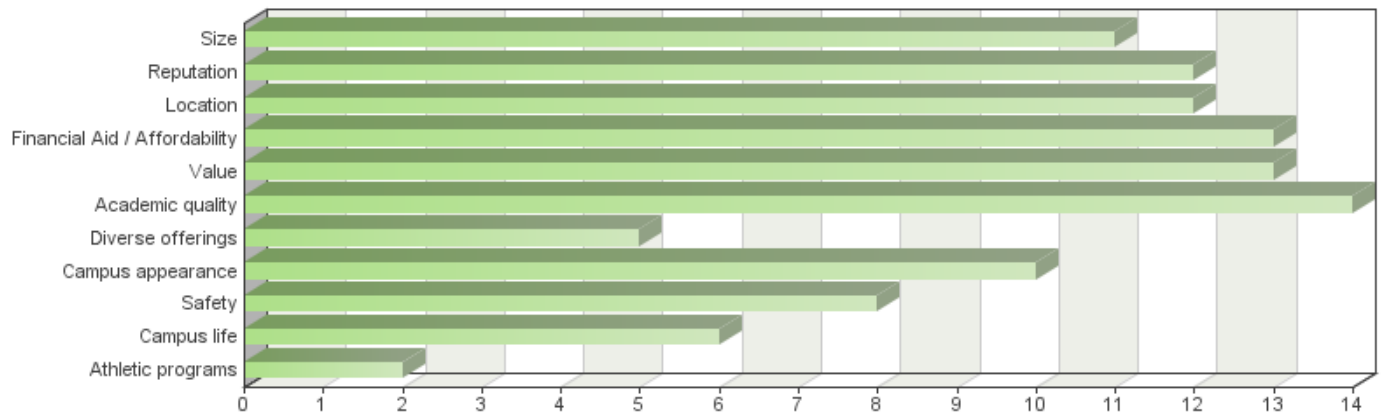
Frequency table

Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
Yes	16	10.74%	22.86%
No	54	36.24%	77.14%
Not answered:	79	0%	-
<b>Sum:</b>	<b>149</b>	<b>100%</b>	<b>100%</b>

**Total answered: 70**

## Question 20

What factors are appealing to you in your consideration of enrolling at East Tennessee State University? {Choose All Correct Answers



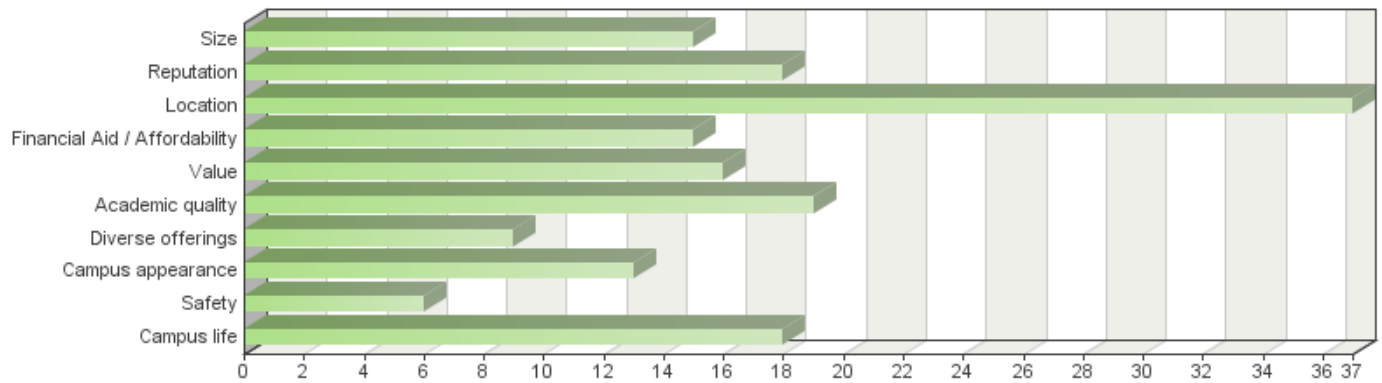
Frequency table

Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
Size	11	10.38%	68.75%
Reputation	12	11.32%	75%
Location	12	11.32%	75%
Financial Aid / Affordability	13	12.26%	81.25%
Value	13	12.26%	81.25%
Academic quality	14	13.21%	87.5%
Diverse offerings	5	4.72%	31.25%
Campus appearance	10	9.43%	62.5%
Safety	8	7.55%	50%
Campus life	6	5.66%	37.5%
Athletic programs	2	1.89%	12.5%
<b>Sum:</b>	<b>106</b>	<b>100%</b>	<b>100%</b>

Total answered: 16

## Question 21

What factors are influencing you to not consider East Tennessee State University? (Choose All Correct Answers)



Frequency table

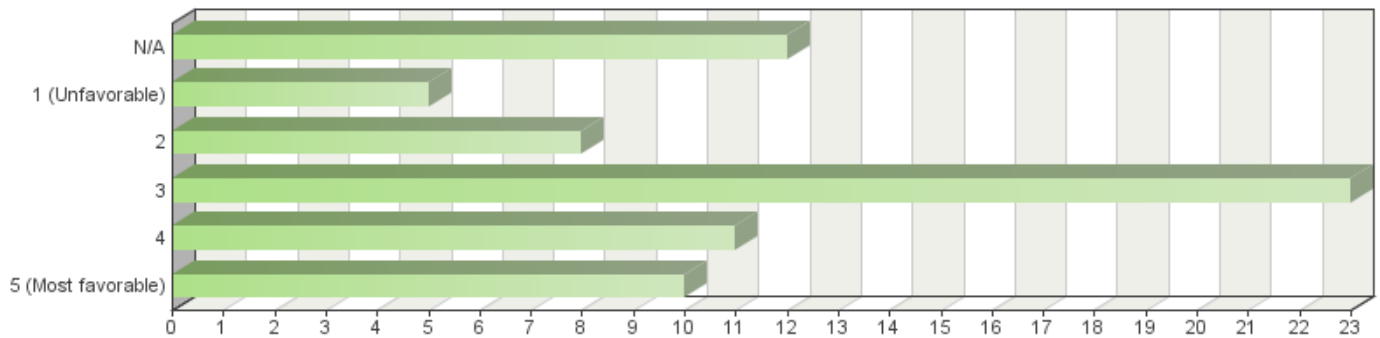
Choices	Absolute frequency	Relative frequency	Adjusted relative frequency
Size	15	9.04%	28.3%
Reputation	18	10.84%	33.96%
Location	37	22.29%	69.81%
Financial Aid / Affordability	15	9.04%	28.3%
Value	16	9.64%	30.19%
Academic quality	19	11.45%	35.85%
Diverse offerings	9	5.42%	16.98%
Campus appearance	13	7.83%	24.53%
Safety	6	3.61%	11.32%
Campus life	18	10.84%	33.96%
<b>Sum:</b>	<b>166</b>	<b>100%</b>	<b>100%</b>

**Total answered: 53**



## Question 22

What is your overall opinion of East Tennessee State University? Please rate where 1 means unfavorable and 5 means most favorable.



Frequency table

Levels	Absolute frequency	Relative frequency	Adjusted relative frequency
N/A	12	8.05%	17.39%
1 (Unfavorable)	5	3.36%	7.25%
2	8	5.37%	11.59%
3	23	15.44%	33.33%
4	11	7.38%	15.94%
5 (Most favorable)	10	6.71%	14.49%
Not answered:	80	0%	-
<b>Sum:</b>	<b>149</b>	<b>100%</b>	<b>100%</b>

**Total answered: 69**