



EAST TENNESSEE STATE
UNIVERSITY

State of the University 2023

Dr. Brian Noland
President

A Mission-Focused University

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

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

1. Regional service
2. Scholarship
3. The study of education as a science, practice in teaching
4. A knowledge of the conditions and need of the state

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



Strategic Planning Pillars



Strategic Planning Framework



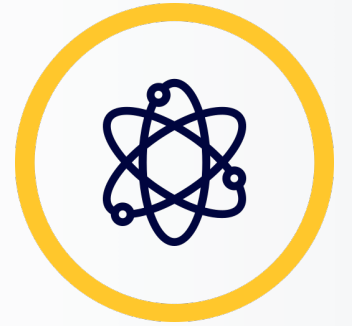
**Access &
Success**



**Equity &
Inclusion**



**Excellence
in Teaching**



**Research &
Innovation**



**Community
Stewardship**



**Employee
Empowerment**



**Operational
Sustainability**



Access & Success

Ensuring All Students Have the
Opportunity to Succeed

Dr. Brenda White Wright Emerging Leaders Academy



Fall 2023 Overall Enrollment at ETSU

Student Level	2019	2020	2021	2022	2023	Delta
Undergraduate	11,151	10,705	10,316	10,554	10,632	78
Graduate	2,438	2,435	2,434	2,422	2,478	56
Medicine	534	538	535	529	542	13
Pharmacy	312	283	261	212	170	-42
Total	14,435	13,961	13,546	13,717	13,822	105

Top Five Undergraduate Programs

- Nursing
- Psychology
- Management
- Computer Science
- Biology

Top Five Graduate Programs

- Public Health
- Educational Leadership
- Nursing
- Social Work
- Physical Therapy



ETSU Fall 2019-23 First-Time Freshmen Profile

First-Time Freshmen	2019	2020	2021	2022	2023	Delta
Headcount	1,786	1,651	1,856	2,056	2,141	85
High School GPA	3.5	3.5	3.5	3.6	3.6	-
Tennessee Resident	1,406	1,311	1,421	1,545	1,679	134
Border County	146	88	76	140	88	-52
International	22	13	30	26	24	-2
Other Out-of-State	212	239	329	345	350	5



ETSU Enrollment (Main Campus Only)

Location	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Tennessee Total	10,913	10,629	10,101	10,056	10,113
NC	347	308	277	273	262
VA	453	405	368	372	371
Border Total	800	713	645	645	633
% of Total	5.89%	5.43%	5.06%	4.97%	4.83%
International	398	263	264	369	445
% of Total	2.93%	2.00%	2.07%	2.84%	3.39%
Other Out of State	1,478	1,535	1,740	1,904	1,919
% of Total	10.88%	11.68%	13.65%	14.68%	14.64%



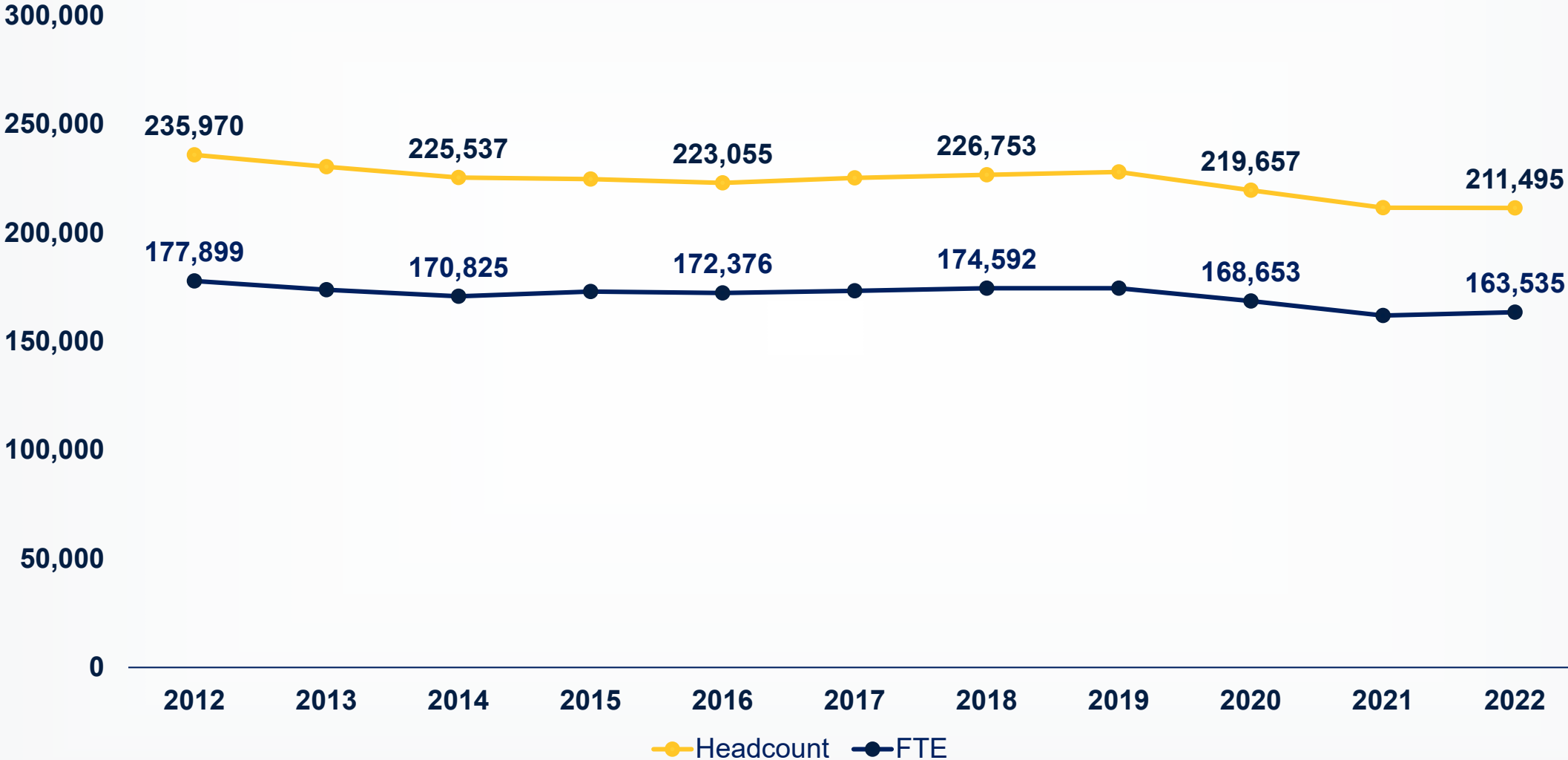
ETSU Enrollment Projections 2010-2024

* COVID-19 Impacted Enrollment

Year	Projected	Actual	Error	% Error
2010	14,860	14,952	-91	0.61%
2011	15,188	15,250	-61	0.41%
2012	15,428	15,133	295	1.95%
2013	14,967	14,691	276	1.88%
2014	14,430	14,434	-4	0.03%
2015	14,292	14,334	-42	0.29%
2016	14,349	14,024	325	2.31%
2017	14,700	14,608	92	0.6%
2018	14,769	14,574	195	1.3%
2019	14,532	14,435	97	0.7%
2020*	14,273	13,961	312	2.2%
2021*	13,897	13,546	351	2.6%
2022*	13,256	13,717	-462	3.4%
2023	13,916	13,822	94	0.7%
2024	14,021	TBD	TBD	AVG % Error 1.4%



Tennessee Public Enrollment Profile (Fall 2022)



Source: THEC Factbook 2023



Tennessee Public Headcount Enrollment 2012, 2017-2022

Institution	2012	2017	2018	2019	2020	2021	2022
TBR Community College Total	92,742	87,569	89,078	88,946	80,166	74,543	71,802
Austin Peay State University	10,616	10,556	11,058	11,126	10,477	9,683	9,489
East Tennessee State University	15,202	14,448	14,366	14,273	13,770	13,365	13,577
Middle Tennessee State University	25,578	22,024	21,743	21,826	22,175	20,963	20,198
Tennessee State University	8,881	8,470	7,790	8,123	7,645	8,106	9,263
Tennessee Technological University	11,583	10,562	10,236	10,187	10,249	9,947	10,058
University of Memphis	22,312	21,722	21,631	21,975	22,526	21,784	22,110
Locally Governed Institution Total	94,172	87,782	86,824	87,510	86,842	83,848	84,695
University of Tennessee, Chattanooga	11,614	11,590	11,569	11,576	11,694	11,447	11,264
University of Tennessee, Knoxville	26,877	28,475	28,960	29,542	30,649	31,837	33,722
University of Tennessee, Martin	7,766	6,755	7,038	7,277	7,121	6,720	6,871
University of Tennessee, Medical Health Sci Center	2,799	3,200	3,284	3,250	3,185	3,239	3,141
University of Tennessee Total	49,056	50,020	50,851	51,645	52,649	53,243	54,998
University Total	143,228	137,802	137,675	139,155	139,491	137,091	139,693
Grand Total	235,970	225,371	226,753	228,101	219,657	211,634	211,495



Tennessee Public FTE Enrollment 2012, 2017-2022

Institution	2012	2017	2018	2019	2020	2021	2022
TBR Community College Total	58,657	57,355	58,713	58,207	52,064	47,606	45,373
Austin Peay State University	8,508	8,278	8,856	8,620	8,151	7,487	7,217
East Tennessee State University	12,784	12,567	12,690	12,525	12,099	11,681	11,764
Middle Tennessee State University	20,824	17,957	17,745	17,817	17,954	16,861	16,124
Tennessee State University	6,901	7,189	6,552	6,417	6,289	6,521	8,163
Tennessee Technological University	9,636	9,043	8,918	8,841	8,832	8,523	8,736
University of Memphis	17,462	16,535	16,197	16,479	16,726	16,459	16,645
Locally Governed Institution Total	76,113	71,568	70,958	70,700	70,050	67,531	68,649
University of Tennessee, Chattanooga	9,951	10,301	10,380	10,514	10,554	10,255	10,097
University of Tennessee, Knoxville	23,610	25,212	25,676	26,256	27,181	28,145	30,075
University of Tennessee, Martin	6,770	5,719	5,582	5,647	5,620	5,209	5,201
University of Tennessee, Medical Health Sci Center	2,799	3,200	3,284	3,250	3,185	3,239	3,141
University of Tennessee Total	43,130	44,431	44,921	45,667	46,539	46,848	48,513
University Total	119,243	115,999	115,879	116,367	116,589	114,379	117,162
Grand Total	177,899	173,354	174,592	174,575	168,653	161,985	162,535

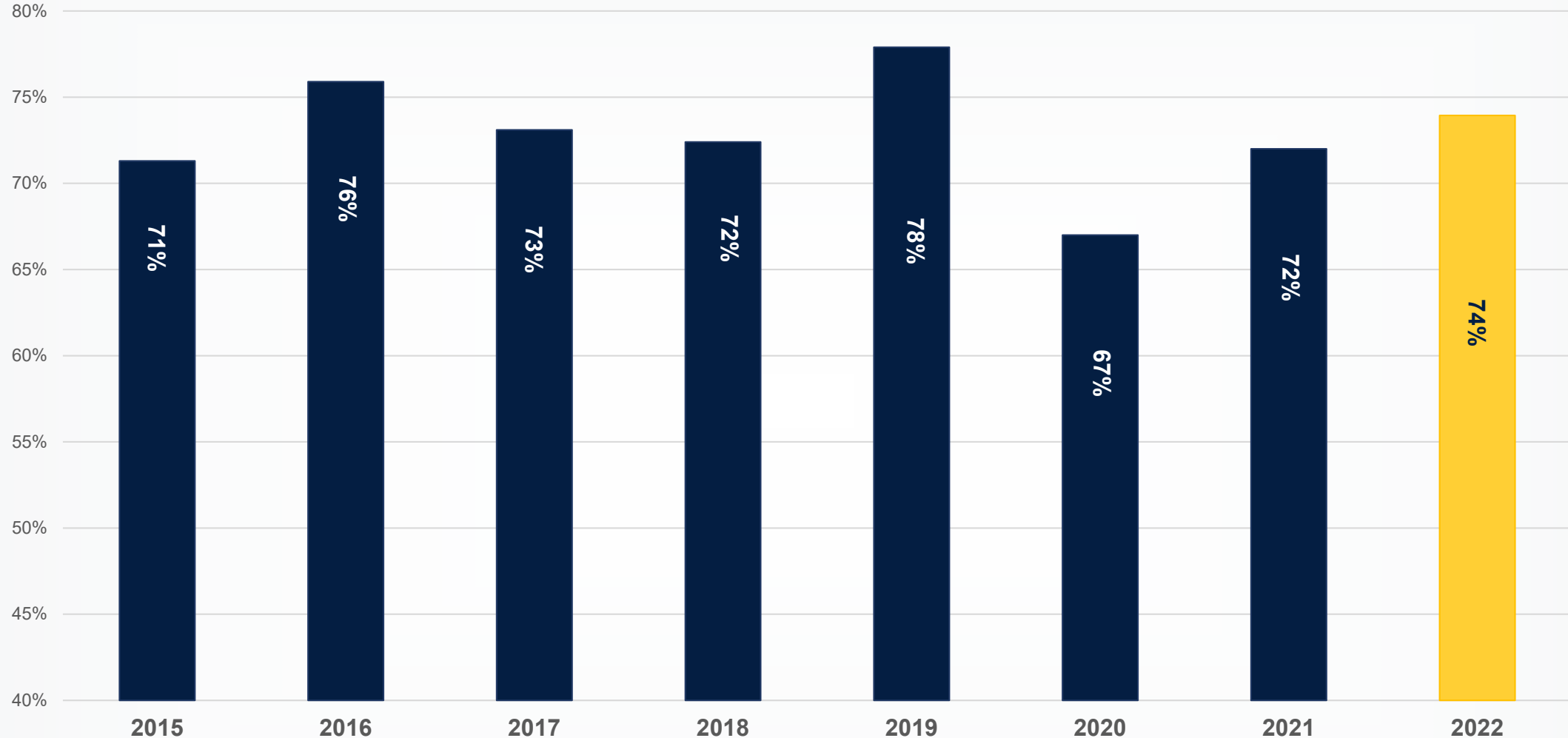


THEC Enrollment Comparison 2022-2023

Sector/Institution	First-Time Freshmen		Undergraduate		Total		% Change
	Fall 2022	Fall 2023	Fall 2022	Fall 2023	Fall 2022	Fall 2023	
Community College Total	15,853	18,911	70,313	72,289	70,313	72,289	2.8%
Austin Peay State University	1,411	1,608	7,814	8,314	9,000	9,649	7.2%
East Tennessee State University	2,056	2,141	10,554	10,632	13,717	13,822	0.8%
Middle Tennessee State University	2,779	3,088	17,438	17,668	20,086	20,183	0.5%
Tennessee State University	3,567	1,766	7,678	6,768	9,218	8,198	-11.1%
Tennessee Technological University	2,050	1,988	8,537	8,838	9,902	10,117	2.2%
University of Memphis	2,414	2,591	16,708	16,771	21,917	21,736	-0.8%
University of Tennessee, Chattanooga	2,246	2,392	9,884	9,982	11,283	11,380	0.9%
University of Tennessee, Knoxville	6,846	6,694	27,039	28,883	33,329	35,832	7.5%
University of Tennessee, Martin	1,107	1,118	6,165	6,234	6,868	6,941	1.1%
University of Tennessee, Southern	209	185	896	946	934	978	4.7%
University of Tennessee Health Science Center	-	-	296	376	3,142	3,123	-0.6%
University Total	24,685	10,389	44,280	46,421	56,032	58,726	1.8%
GRAND TOTAL	40,538	39,482	183,322	187,701	209,948	214,476	2.2%



ETSU Retention Rate (2015 – 2022)



- Retention rate measured utilizing ETSU-only data
- The 2022 cohort details information for those students who began as FTF in fall 2022 and were retained at ETSU into fall 2023



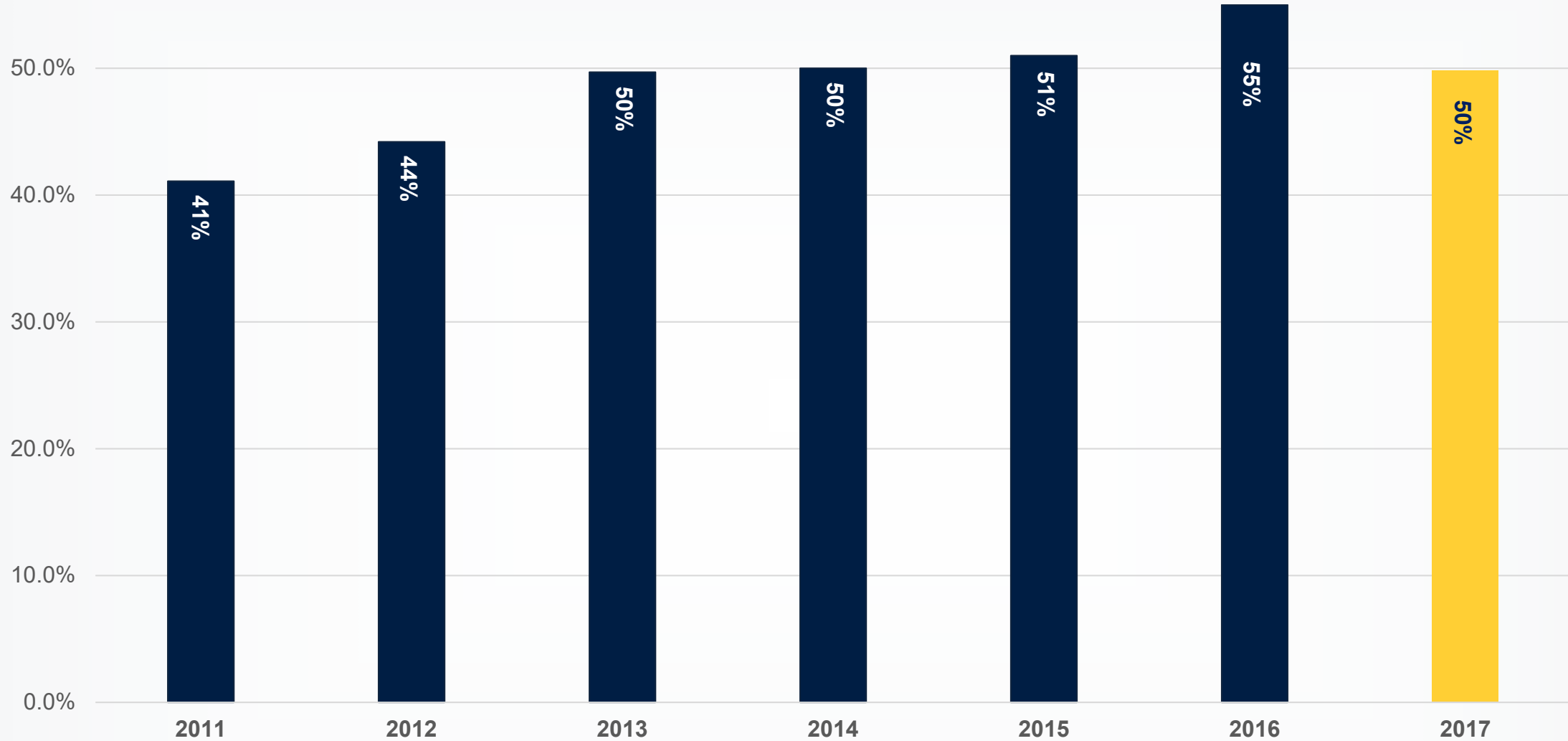
Freshmen to Sophomore Retention Rates by Institution (2011 – 2021)

Start at ETSU and Return Anywhere

Institution	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
TBR Community College Total	56.1%	57.8%	58.9%	58.2%	56.0%	57.9%	55.1%	56.8%	55.8%	53.8%	54.7%
Austin Peay State University	72.6%	72.4%	77.8%	74.8%	71.6%	74.1%	71.8%	70.6%	72.5%	67.7%	69.0%
East Tennessee State University	75.3%	75.4%	76.3%	79.1%	77.9%	80.4%	77.5%	77.6%	81.2%	71.9%	75.7%
Middle Tennessee State University	78.1%	76.3%	78.1%	79.8%	80.1%	80.6%	79.4%	79.4%	80.7%	77.6%	79.0%
Tennessee State University	65.6%	67.0%	69.2%	67.5%	60.9%	64.3%	65.0%	65.9%	66.8%	56.1%	62.7%
Tennessee Technological University	81.3%	83.5%	85.2%	82.7%	84.7%	84.5%	81.8%	83.3%	81.6%	79.0%	83.3%
University of Memphis	81.1%	81.2%	83.3%	80.4%	83.2%	78.8%	79.0%	81.1%	81.4%	75.6%	76.6%
Locally Governed Institution Total	76.9%	76.9%	79.0%	78.1%	77.2%	77.8%	76.6%	77.4%	78.6%	72.5%	75.2%
University of Tennessee, Chattanooga	82.9%	86.2%	85.3%	85.9%	85.0%	83.2%	84.6%	82.4%	85.0%	80.5%	80.5%
University of Tennessee, Knoxville	92.3%	91.9%	92.9%	90.9%	91.9%	91.3%	91.9%	90.4%	91.9%	90.7%	92.0%
University of Tennessee, Martin	79.5%	78.8%	80.1%	81.2%	81.2%	81.5%	79.2%	79.8%	79.5%	74.7%	75.8%
University of Tennessee Total	87.4%	88.0%	88.5%	88.1%	88.7%	88.0%	88.3%	86.9%	88.4%	86.1%	87.5%
University Total	80.9%	81.2%	82.7%	82.0%	81.8%	81.7%	81.1%	81.3%	82.6%	78.3%	80.5%
Grand Total	70.4%	71.7%	73.1%	72.3%	68.5%	70.2%	68.6%	69.5%	69.9%	67.7%	69.7%



ETSU Six-Year Cohort Graduation Rate (2011 – 2017)



Graduation rate measured utilizing ETSU-only data and institutional completion. The 2017 cohort details information for those students who began as FTFT freshman in 2017 and graduated by 2023.

Six-Year Graduation Rates by Institution (2006 – 2016)

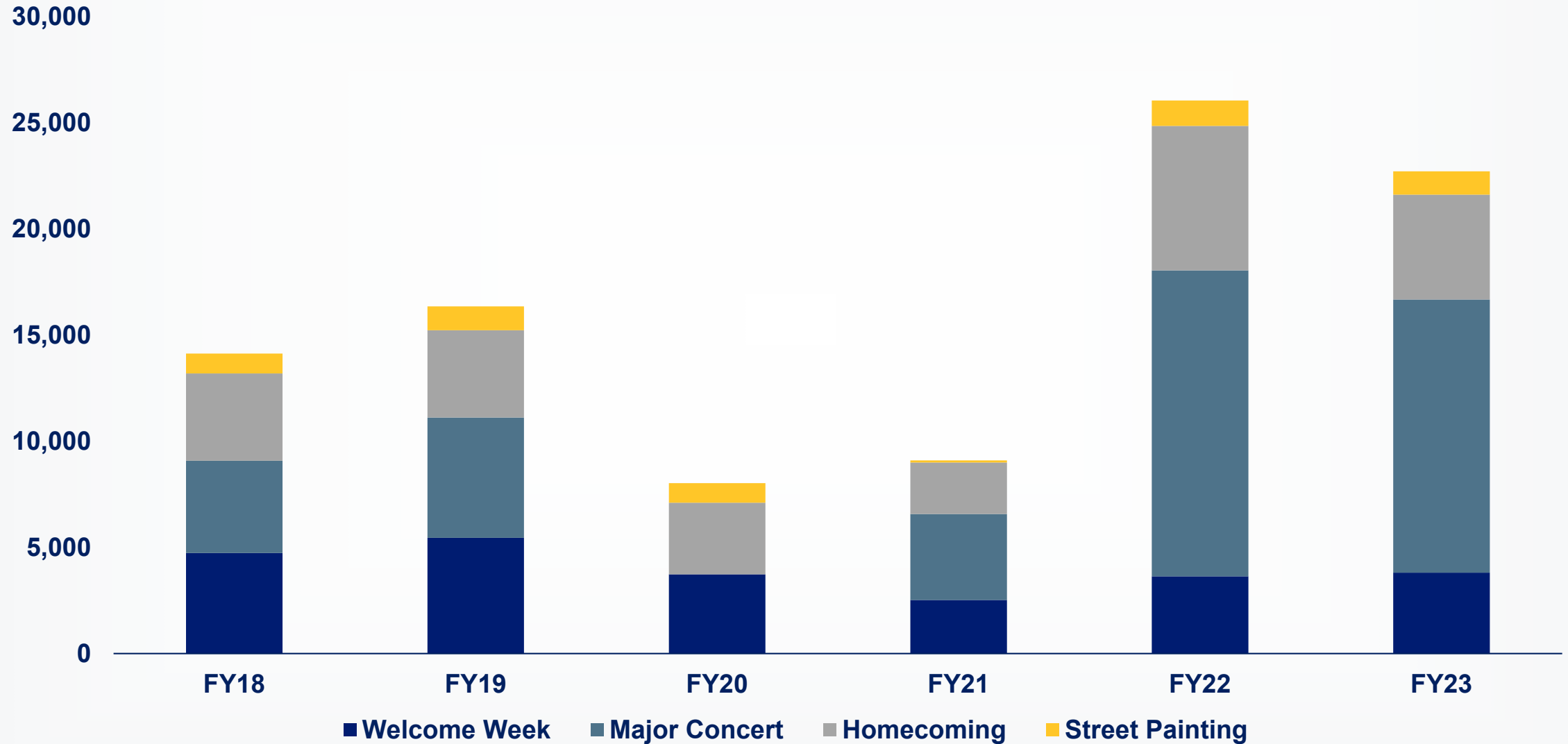
Start at ETSU and Graduate Anywhere

Institution	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
TBR Community College Total	27.6%	29.0%	28.8%	26.4%	26.4%	27.6%	30.5%	33.2%	34.9%	33.9%	34.8%
Austin Peay State University	46.6%	44.8%	47.6%	45.3%	46.2%	47.7%	48.0%	51.6%	53.5%	49.4%	50.8%
East Tennessee State University	51.7%	52.2%	54.0%	52.2%	50.1%	49.5%	54.7%	57.3%	59.6%	59.3%	62.1%
Middle Tennessee State University	54.3%	55.6%	53.1%	51.1%	50.2%	49.6%	51.5%	53.4%	57.4%	59.2%	59.9%
Tennessee State University	43.0%	39.8%	41.0%	34.1%	34.0%	32.9%	36.5%	38.9%	38.2%	39.5%	40.0%
Tennessee Technological University	57.8%	60.1%	59.8%	61.7%	60.1%	58.4%	64.0%	63.7%	65.0%	65.3%	67.5%
University of Memphis	47.1%	50.7%	49.0%	49.4%	47.4%	48.2%	53.2%	58.4%	56.6%	59.5%	53.0%
Locally Governed Institution Total	50.8%	52.0%	51.8%	50.1%	49.0%	48.9%	52.6%	54.9%	55.9%	56.2%	56.0%
University of Tennessee, Chattanooga	53.8%	53.3%	54.2%	59.8%	60.1%	62.1%	64.7%	63.9%	66.3%	67.4%	66.0%
University of Tennessee, Knoxville	75.5%	77.0%	79.1%	79.4%	79.9%	79.7%	82.3%	82.7%	80.4%	82.3%	81.4%
University of Tennessee, Martin	59.2%	56.9%	58.1%	58.2%	58.6%	56.4%	56.1%	55.3%	62.6%	59.8%	62.2%
University of Tennessee Total	67.5%	67.5%	68.6%	69.5%	71.0%	70.7%	72.6%	72.5%	74.0%	75.6%	74.9%
University Total	57.5%	58.2%	58.5%	57.2%	57.0%	57.1%	60.4%	61.8%	63.0%	63.8%	63.3%
Grand Total	45.5%	47.0%	46.8%	43.5%	43.8%	44.6%	48.2%	50.3%	51.5%	48.4%	49.5%



Participation in Key Student Activities 2018-2023

60% overall increase since 2018





Student Engagement: Marching Bucs

- The ETSU Majorettes and Color Guard have been invited to perform in the Radio City Music Hall Christmas Spectacular on Nov. 27, 2024.
- This announcement comes just months after the marching band learned that it was one of 10 bands in the country invited to perform in the 2024 Macy's Thanksgiving Day Parade.
- The Marching Bucs will be the first collegiate band from Tennessee in 50+ years to perform in the parade.
- The 2023-24 Marching Bucs are the largest marching band in the history of the university.

Surprise announcement to majorettes & color guard

Engagement: Going Beyond the Classroom

- **2023 Campus Read**

- *The War For Kindness: Building Empathy In a Fractured World* by: Jamil Zaki

- **Go Beyond The Classroom (QEP)**

- The Office of Community Engagement announced a new Community-Engaged Learning (CEL) designation for courses

- **Study Abroad**

- **414 students** participated this past year
- **30 countries** visited from Barbados to Zambia
- **14 fields of study:** Biology, Digital Media, English, Geosciences, Global Sport Leadership, Health Sciences, Interior Architecture, Media & Communications, Microbiology, Nursing, Political Science, Psychology, Public Health, Quillen College of Medicine



Strategic Enrollment Initiatives

- ✓ Housing Transformation
- ✓ Academic Program Growth
- ✓ Wraparound Advising
- ✓ Aligned Recruiting and Marketing
- ✓ Scholarship Review



Key Differentiators



Hands-On Experience



Health Sciences

Research • Interprofessional
Ballad/Community Partnerships



Signature Programs

Ranked Programs • Unique Offerings



Tennessee's Best College Town & Campus



Real-World Impact



Military Friendly



Affordability & ROI



People Come First

Relationships • Support
Diversity of Thought & Expression



ETSU



Go Beyond
the ordinary.



National Recognition for Recruitment Communications and Marketing



Recruitment

“ They were kind and actually made me feel like **they care** about my college career. ”

(Student survey response, Encoura)

- High-touch, highly personalized
- Enhancements in tours
- Specific undergraduate efforts focused on SC and VA
- Implementation of the Transfer Strategic Plan
- Restructured online MBA
- New, recruitment-focused website (named best in Tennessee by TCPRA)

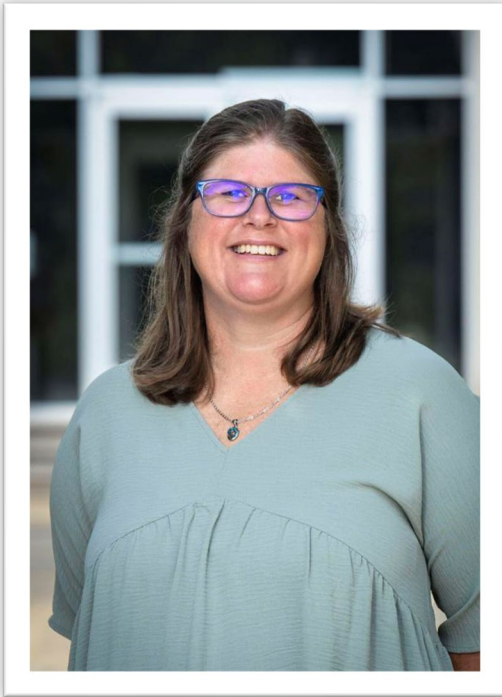


Excellence in Teaching

- ✓ Examination of Academic Structure
- ✓ General Education Redesign
- ✓ QEP – Enhance Partnerships



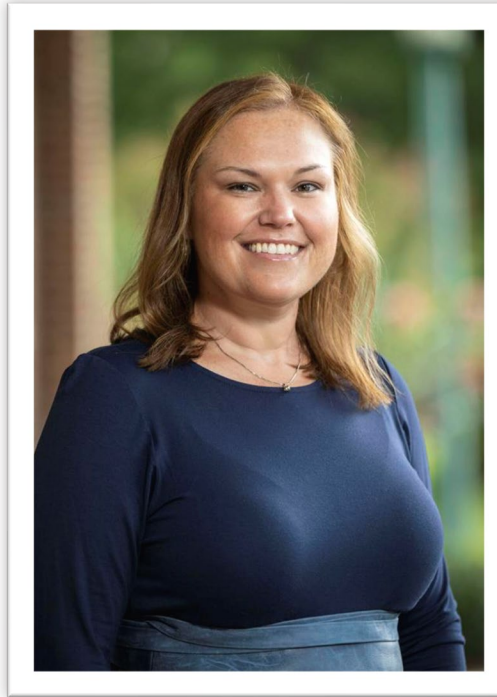
Distinguished Faculty Awards 2023



Dr. Dawn Rowe

Distinguished Research Award

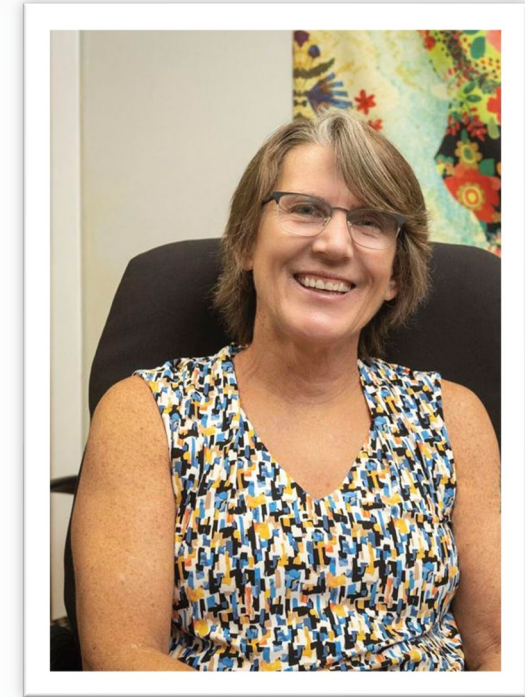
Professor, Clemmer College of
Education



Dr. Jessica Burchette

Distinguished Teaching Award

Associate Professor, Gatton College
of Pharmacy



Dr. Dorothy 'Dottie' Greene

Distinguished Service Award

Associate Professor, College of Clinical
& Rehabilitative Health Sciences

Ensuring a High-Quality Education

- **Academic Structure Task Force**

- Designing an academic structure that more efficiently serves the students, faculty, staff, community, and mission of ETSU
- Through a review of data and with input from students, staff, faculty, and leadership developed potential models that will be evaluated this semester

- **Academic Policy Review**

- This year ETSU will complete the review of Academic Policies

- **Accreditations 2023-24**

- Music: National Association of Schools of Music (NASM)
- Physical Therapy: Commission on Accreditation in Physical Therapy Education (CAPTE)
- Nursing: Commission on Collegiate Nursing Education (CCNE)



Expanding Minds and Opportunity

- **New Academic Programs**

- **Synthetic Biology:** Dr. Aruna Kilaru appointed as Faculty Fellow to lead the Interdisciplinary Innovation and Synthetic Biology Workgroup
- **Bio-Engineering:** In development
- **Mechatronics:** At the Tennessee Higher Education Commission for approval

- **New Program Pathways**

- **Academic Partnerships:** Partnership to expand access to the MBA

- **General Education Redesign Task Force**

- Six competencies and associated learning outcomes identified
- **Fall 2023:** work with faculty to design the curriculum
- **Spring 2024:** Begin implementation



Quality Assurance Funding

ETSU QAF Points Earned Per Year

Category	Points Available	2020-21	2021-22	2022-23
1. General Education Assessment (CCTST)	10	10	10	10
2. Major Field Assessment	15	14	14	15
3. Academic Programs	35	31	32	33
a. Specialty Accreditation	15	15	15	15
b. Undergraduate Program Review	10	9	9	9
c. Graduate Program Review	10	7	8	9
4. Institutional Satisfaction	10	7	10	10
5. Student Equity	10	10	4	9
a. Quantitative	6	6	2	5
b. Qualitative	4	4	2	4
6. Student Access and Success	20	20	18	20
Total	100	92	88	97



SACSCOC Reaffirmation Update

- ✓ **September 2022:** Compliance Certification Submitted
- ✓ **November 2022:** Off-site Reaffirmation Review
- ✓ **February 2023:** QEP and Focused Report Due
- ✓ **April 2023:** On-site Reaffirmation Review (No Concerns or Recommendations)
- **December 2023:** Reaffirmation anticipated





ETSU Heroes award ceremony

Empowered Employees

A Great Place to Work



Great Colleges To Work For

Question Category	ETSU 2023	Carnegie Class	Carnegie Delta
Collaboration	61%	62%	-1%
Communication	62%	62%	0%
Confidence in Senior Leadership	59%	60%	-1%
Diversity, Inclusion & Belonging	74%	73%	1%
Faculty & Staff Well-Being	80%	77%	3%
Job Satisfaction & Support	74%	70%	4%
Mission & Pride	76%	76%	0%
Performance Management	54%	55%	-1%
Professional Development	67%	65%	2%
Supervisor/Dept Chair Effectiveness	74%	75%	-1%

Overall	2015	2016	2017	2018	2019	2020	2021	2022	2023	Delta
ETSU Overall Average	61	61	66	67	65	66	70	73	69	-4
Carnegie Benchmark	69	68	68	67	68	71	70	66	68	2



Average Faculty Salary

Comparisons 2017-18 to 2021-22; all ranks, non-medical instructional staff

Institution	2017-18	2018-19	2019-20	2020-21	2021-22	Rank 2021-22	% Change
Arkansas State	\$63,867	\$62,244	\$65,152	\$65,355	\$66,895	16	4.7%
Central Michigan	\$81,505	\$84,165	\$86,322	\$89,650	\$90,760	1	11.4%
East Carolina	\$78,705	\$77,712	\$77,643	\$77,091	\$77,368	8	-1.7%
East Tennessee State	\$64,595	\$65,611	\$67,055	\$67,720	\$70,229	14	8.7%
Marshall	\$64,482	\$68,625	\$71,166	\$71,274	\$72,914	12	13.1%
Northern Illinois	\$73,802	\$74,564	\$77,288	\$82,589	\$85,852	4	16.3%
U. of Montana	\$68,450	\$70,342	\$72,040	\$74,559	\$75,479	10	10.3%
UT Chattanooga	\$73,718	\$76,813	\$77,297	\$77,948	\$80,352	6	9.0%
U. of Louisiana at Lafayette	\$77,266	\$75,215	\$74,746	\$74,110	\$75,489	9	-2.3%
U. of Memphis	\$79,678	\$81,021	\$79,106	\$79,210	\$80,811	5	1.4%
U. of Missouri – Kansas City	\$80,523	\$82,185	\$81,656	\$84,513	\$86,819	3	7.8%
UNC Greensboro	\$77,287	\$79,264	\$77,714	\$78,216	\$78,544	7	1.6%
U. of South Alabama	\$65,168	\$65,506	\$65,600	\$68,001	\$68,004	15	4.4%
Western Carolina	\$70,614	\$70,510	\$70,393	\$70,708	\$70,834	13	0.3%
Wichita State	\$69,194	\$71,259	\$73,029	\$73,824	\$74,338	11	7.4%
Wright State – Main Campus	\$82,774	\$86,056	\$84,790	\$84,873	\$87,820	2	6.1%
Peer Average	\$73,227	\$74,443	\$75,062	\$76,228	\$77,657	N/A	6.1%



Average Staff Salary

Comparisons 2017-18 to 2021-22; non-medical, non-instructional staff

Institution	2017-18	2018-19	2019-20	2020-21	2021-22	Rank 2021-22	% Change
Arkansas State	\$40,704	\$40,816	\$42,205	\$43,042	\$44,531	16	9.4%
Central Michigan	\$55,188	\$57,027	\$56,589	\$58,270	\$59,786	7	8.3%
East Carolina	\$54,118	\$55,382	\$55,146	\$55,112	\$56,818	12	5.0%
East Tennessee State	\$44,245	\$46,622	\$47,217	\$46,373	\$49,475	15	11.8%
Marshall	\$47,117	\$49,276	\$51,162	\$51,496	\$53,275	14	13.1%
Northern Illinois	\$54,162	\$55,047	\$57,445	\$59,841	\$63,101	1	16.5%
U. of Montana	\$46,346	\$52,976	\$53,336	\$55,954	\$58,039	10	25.2%
UT Chattanooga	\$51,654	\$53,652	\$54,543	\$55,792	\$59,064	9	14.3%
U. of Louisiana at Lafayette	\$49,075	\$54,029	\$54,120	\$54,205	\$58,002	11	18.2%
U. of Memphis	\$51,624	\$53,330	\$57,455	\$58,107	\$61,794	2	19.7%
U. of Missouri – Kansas City	\$54,151	\$56,415	\$58,321	\$58,623	\$61,088	3	12.8%
UNC Greensboro	\$57,457	\$58,826	\$59,167	\$59,795	\$60,259	5	4.9%
U. of South Alabama	\$50,474	\$51,499	\$51,979	\$54,412	\$59,088	8	17.1%
Western Carolina	\$51,303	\$52,951	\$53,053	\$54,004	\$55,095	13	7.4%
Wichita State	\$53,085	\$54,462	\$56,316	\$57,456	\$59,976	6	13.0%
Wright State – Main Campus	\$59,431	\$59,205	\$58,737	\$58,929	\$60,967	4	2.6%
Peer Average	\$51,258	\$53,220	\$54,174	\$55,088	\$57,522	N/A	12.2%



Salary Enhancements

2022-23

- 4% increase across the board
- Floor of \$1,200
- Ceiling of \$7,000

2023-24

- 4.5% increase across the board
- Ceiling of \$7,500
- Increase entry pay for full-time, benefits eligible by 19.3% to \$13.65 per hour
- Adjust pay tables to reflect the 4.5% ATB enhancement and the \$13.65 minimum hourly starting pay for full-time, benefits eligible employees
- Proposal for consideration at the November Board of Trustees Meeting

Note: Floor and ceiling apply to main campus; COM and COP have flexibility



People, Processes, and Technology

- ✓ Huron Organizational Alignment
- ✓ Voyager: Transition to Oracle ERP



2016-2026 Strategic Plan

Operational Goal #2: Align the academic and organizational structure to the strategic plan

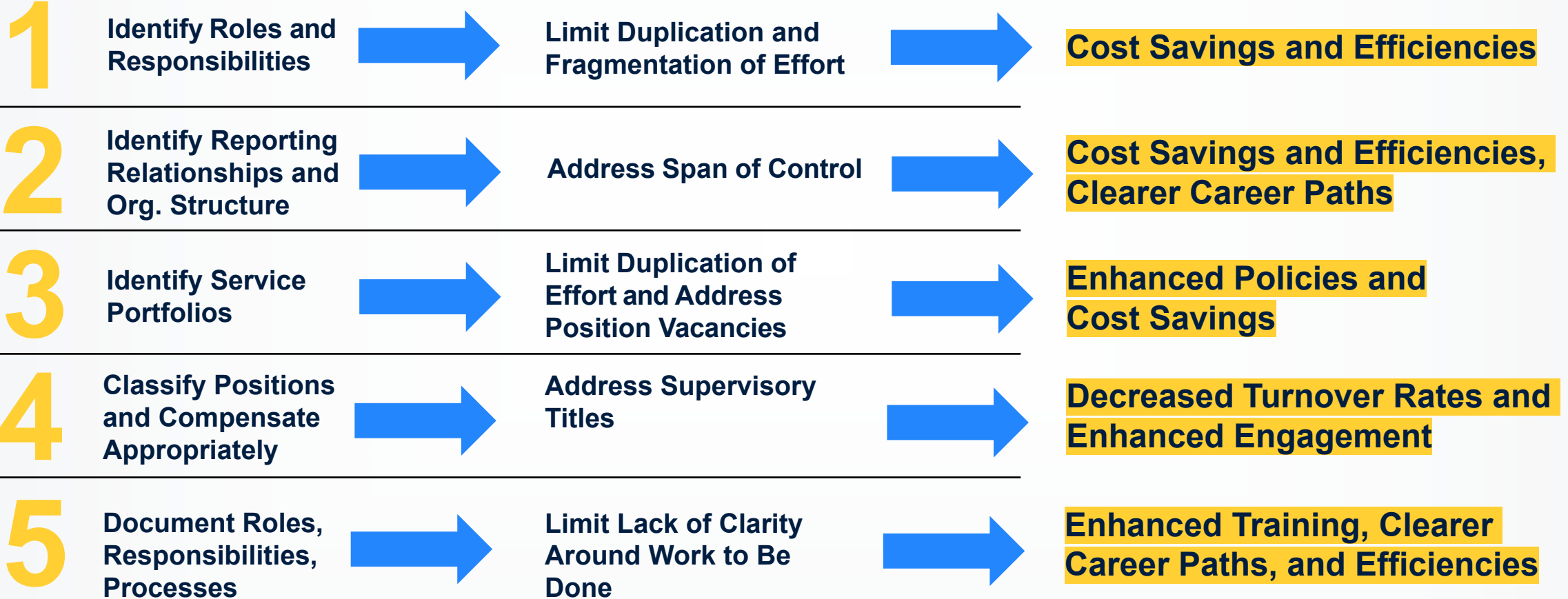
Progress:

- Unified academic structure, integrating health affairs and academic affairs
- Transition of advising and recruitment to Student Life and Enrollment to create an excellent student experience from entry to graduation
- Reorganization of the research enterprise and creation of the ETSU Research Corporation
- Separation of Administration and Finance into units with elevated leadership and more transparent responsibilities



Preparing for the Voyager Transition: Huron Revisited

Enhancing services creates efficiencies in people, processes, and technology for key functional areas



Preparing for the Voyager Transition: Class & Comp

Goal: Ensure the university is properly structured and organized before we move to a new system

Title classification and compensation will create efficiencies in management and processes.



Voyager Operational Improvements

- Operational cost reduction
- Resource management improvement
- Process efficiencies
- More seamless technology integration
- Payroll improvements
- Improved recruitment and onboarding
- Compensation and classification structure



Voyager: Compensation and the Potential Future

Current State:

- Antiquated point-factor system for classifying positions
- Pay grades that have not been reviewed since 2004
- Little to no flexibility in the Compensation Plan for in-range increases
- Reclassification process that is cumbersome and slow

Future State:

- Market ranges for positions by job family
- Market ranges can be updated easily
- Compensation policy that allows in-range increases
- Reclassifications should occur less frequently
- Yearly compensation statements that capture the total value of working at ETSU





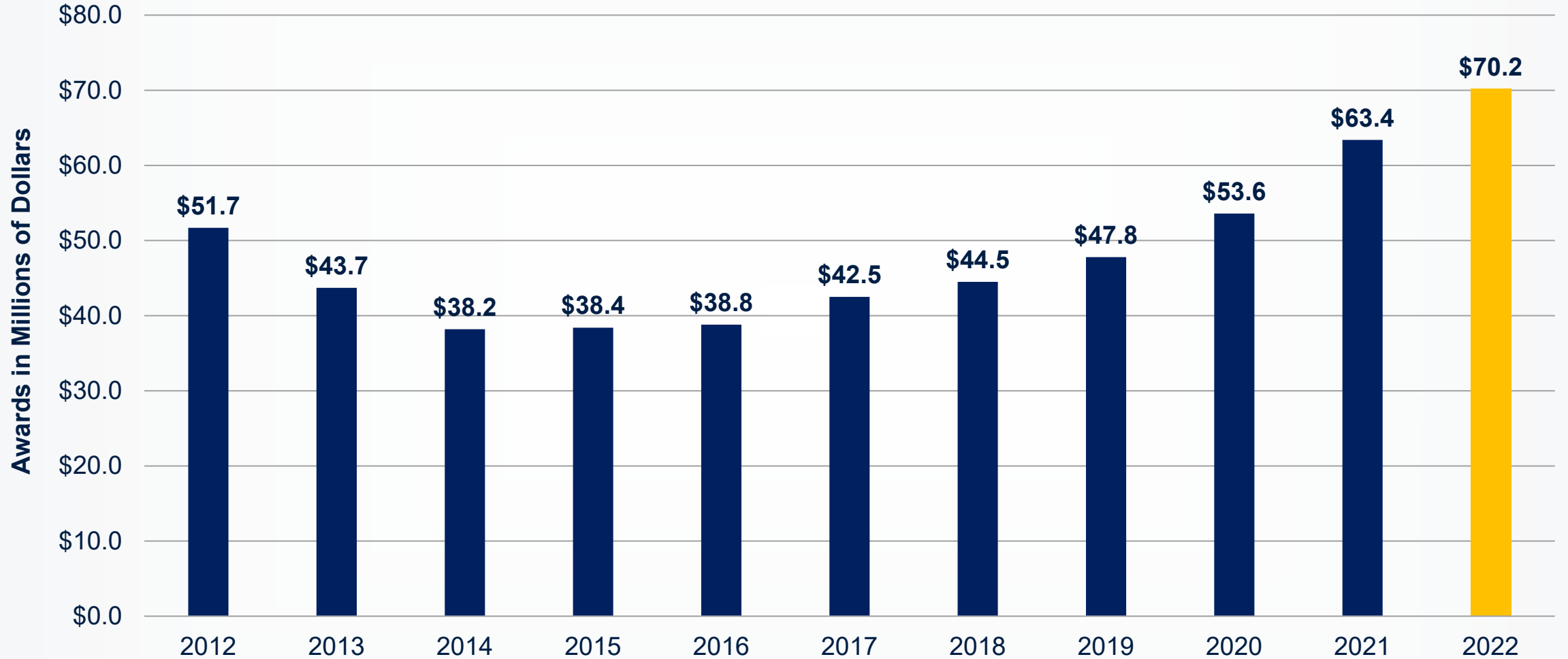
Roan Scholars Field Experience

Research and Innovation

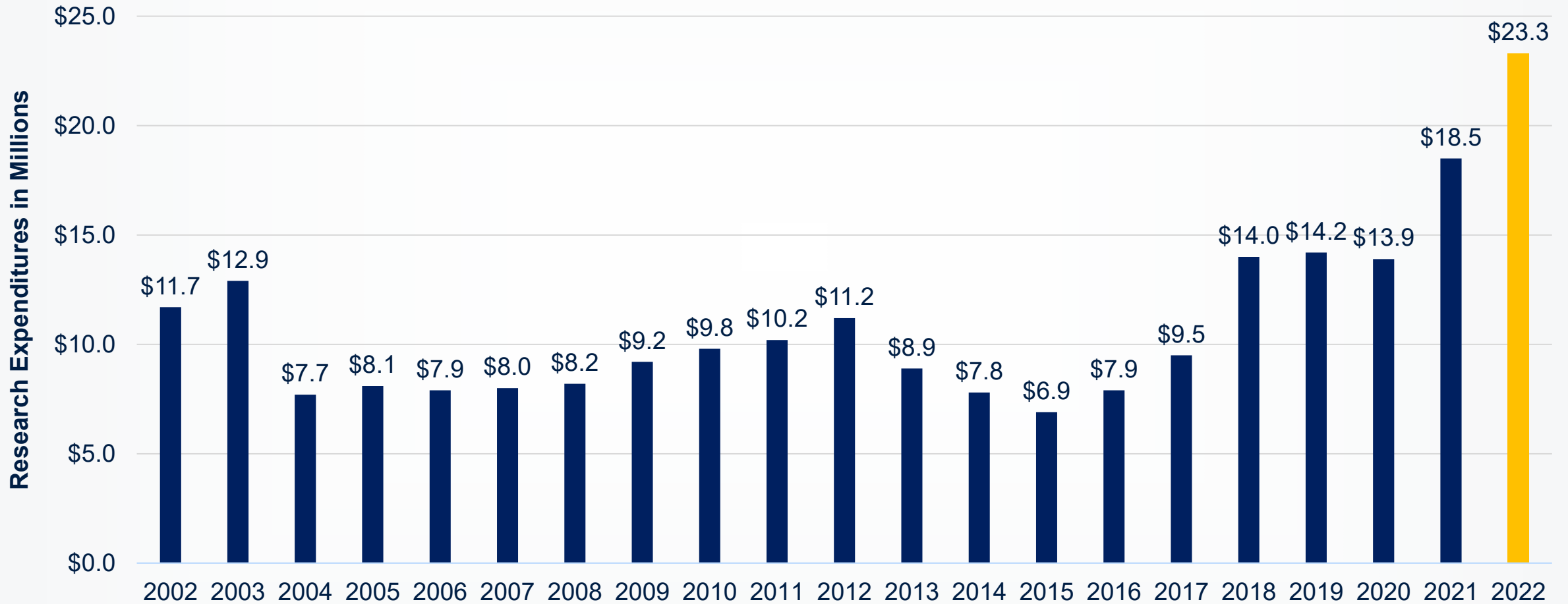
Becoming a Premier R2



Sponsored Awards



Research Expenditures



Advancing Research and Scholarship

- **Events to promote research and foster interdisciplinary collaboration**
 - ETSU Trailblazer Series
 - New Faculty 3-Minute Mixer
 - Inaugural Celebration of Research
- **Trail Guide Research Mentorship Program**
 - 22 participants from seven colleges
- **Driving Innovation**
 - ETSU Research Corporation creating opportunities at Valleybrook and the Innovation Lab for emerging technologies and research





Families First Partnership

For nearly three decades, the ETSU Center for Community Outreach has worked closely with the state to offer critical support to help struggling families become self-sufficient.

Providing services such as workforce development, childcare, and transportation, **the Center's Families First program has assisted more than 48,000 people since 2007.** Recently, the Center secured a new grant valued at nearly \$3 million annually to help remove barriers to finding employment.

"[The new \$3 million annual grant] is going to help the center become an even greater force of good."

- Dr. Robert Leger



Greater Access. Better Support.

Access ETSU, a program that provides critical support to young adults with intellectual disabilities, recently earned a \$400,000 grant aimed at guiding students into competitive employment and independent living. The program, which began in 2019, served 21 students in 2022-23.

“The funding will help Access ETSU develop a ‘stepwise support system’ for students to get needed support before and after college.”

- Dr. Melody Blevins, Project Manager



First day of classes, fall 2023

Equity and Inclusion

Creating a Sense of Belonging and
Closing Opportunity Gaps



Moon Shot: Best-Practice Areas

Leadership

- Change management support
- Equity-minded planning and accountability
- Campus climate assessments

Academic Policy and Practice

- Academic maps
- Meta majors
- Transfer pathways
- Microgrants

Access and Enrollment

- Community-based recruitment and partnerships
- Adult student re-enrollment

Student Support and Belonging

- Pre-college programs
- Proactive academic advising
- Coordinated care network



Moon Shot Initiative

Fall 2022

- ✓ Share diagnostic results with campus stakeholders and steering committee
- ✓ Moon Shot pre-conference at Connected22
- ✓ Select Tier 1 Practices
- ✓ Select Tier 1 Teams
- ✓ Moon Shot Campus Communications and Q+A Sessions (Nov/Dec)

Spring 2023

- ✓ Best practice team leadership institute
- ✓ Campus convening
- ✓ Team activation
- ✓ Teams begin discovery work, analyzing data, EAB focus groups and process mapping as needed
- ✓ USC Race and Equity Center development
- ✓ First best practice team reports

Summer/Fall 2023

- ✓ Ongoing support of best practice teams
- ✓ Regular campus updates on progress of best practice teams
- ✓ Enhancement of student support activities, micro-grants, and Navigate utilization
- ✓ Launch African American male student success initiative



ETSU Enrollment by Race/Ethnicity & Female/Male 2019-23

(Main Campus Only)

Race/Ethnicity	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
American Indian or Alaska Native	24	17	12	8	5
Asian	204	206	221	265	292
Black or African American	860	875	852	832	808
Hispanic/Latino	382	447	471	483	525
Native Hawaiian or Other Pacific Islander	9	8	3	1	1
Nonresident Alien	398	263	264	369	445
Race and ethnicity unknown	236	501	801	1,067	1,204
Two or more races	504	475	434	388	359
White	10,972	10,348	9,692	9,563	9,471
Grand Total	13,589	13,140	12,750	12,976	13,110
Gender	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Female	61.01%	62.13%	63.50%	62.70%	62.32%
Male	38.99%	37.87%	36.50%	37.30%	37.68%



ETSU Retention Rate by Race/Ethnicity

Race/Ethnicity	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Asian	92.3%	88.5%	81.0%	87.5%	91.1%
Black or African American	66.9%	69.4%	56.3%	61.2%	66.9%
Hispanic/Latino	69.9%	75.6%	59.0%	68.0%	65.6%
White	72.3%	79.2%	68.2%	73.8%	76.6%
Two or More Races	75.0%	76.9%	64.3%	69.3%	57.5%
Nonresident Alien	80.0%	40.9%	69.2%	58.6%	88.0%
Race and Ethnicity Unknown	85.7%	90.9%	68.2%	69.8%	64.6%
Total	72.4%	77.9%	66.8%	71.9%	73.9%



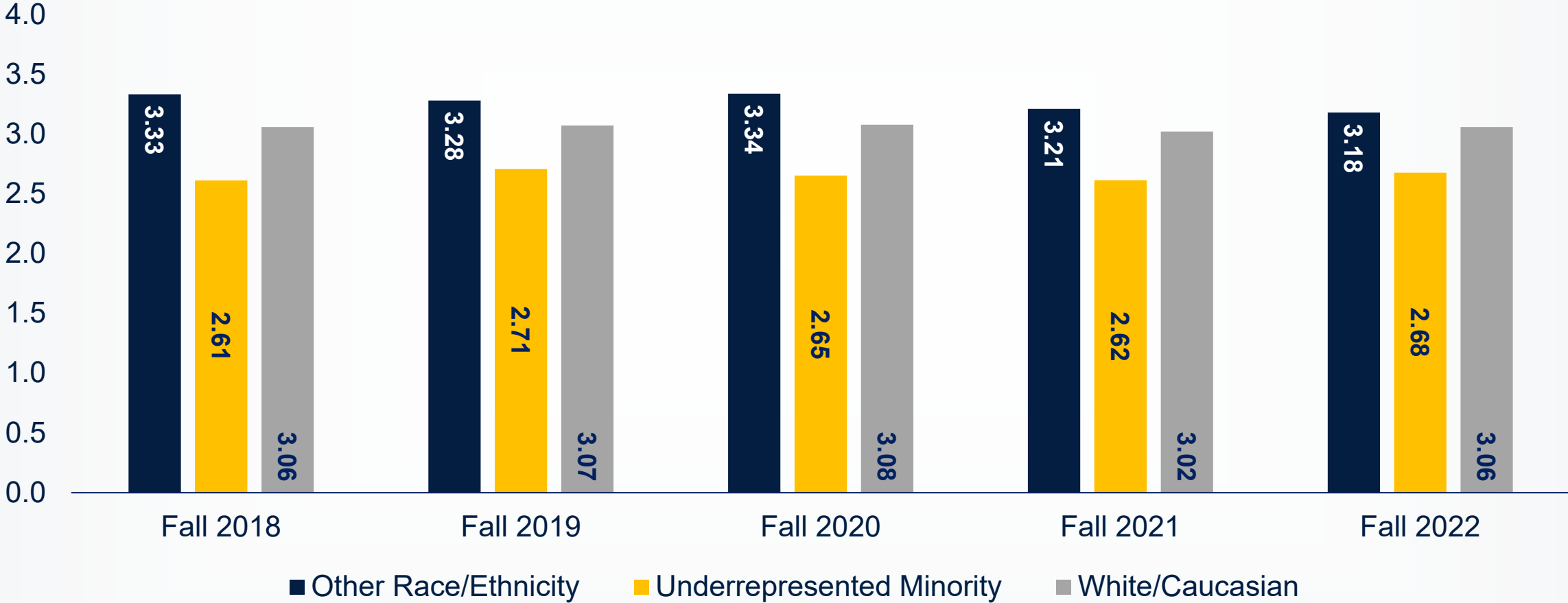
Six-Year Graduation Rates by Institution and Race and Ethnicity Fall 2016

Institution	N	White, Not Hispanic	Black, Not Hispanic	Hispanic of Any Race	Other	Unknown
TBR Community College Total	18,851	38.3%	19.3%	34.7%	32.1%	45.9%
Austin Peay State University	1,843	54.2%	45.6%	52.5%	44.2%	43.6%
East Tennessee State University	1,880	64.8%	41.3%	46.8%	63.4%	64.4%
Middle Tennessee State University	2,872	64.7%	51.0%	51.0%	58.5%	56.4%
Tennessee State University	1,441	56.5%	38.3%	37.5%	40.4%	57.1%
Tennessee Technological University	1,590	69.9%	42.0%	52.1%	59.4%	76.3%
University of Memphis	2,674	60.0%	40.7%	53.6%	59.2%	68.2%
Locally Governed Institution Total	12,300	63.1%	42.6%	50.9%	55.5%	64.8%
University of Tennessee, Chattanooga	2,067	67.1%	58.9%	62.3%	61.7%	74.3%
University of Tennessee, Knoxville	4,736	83.3%	71.0%	78.2%	74.2%	79.5%
University of Tennessee, Martin	933	63.6%	55.6%	50.0%	41.9%	82.6%
University of Tennessee Total	7,736	76.5%	64.6%	71.4%	69.4%	78.5%
University Total	18,915	69.3%	45.8%	58.0%	60.9%	71.1%
Grand Total	38,887	53.5%	34.6%	45.0%	49.3%	61.4%

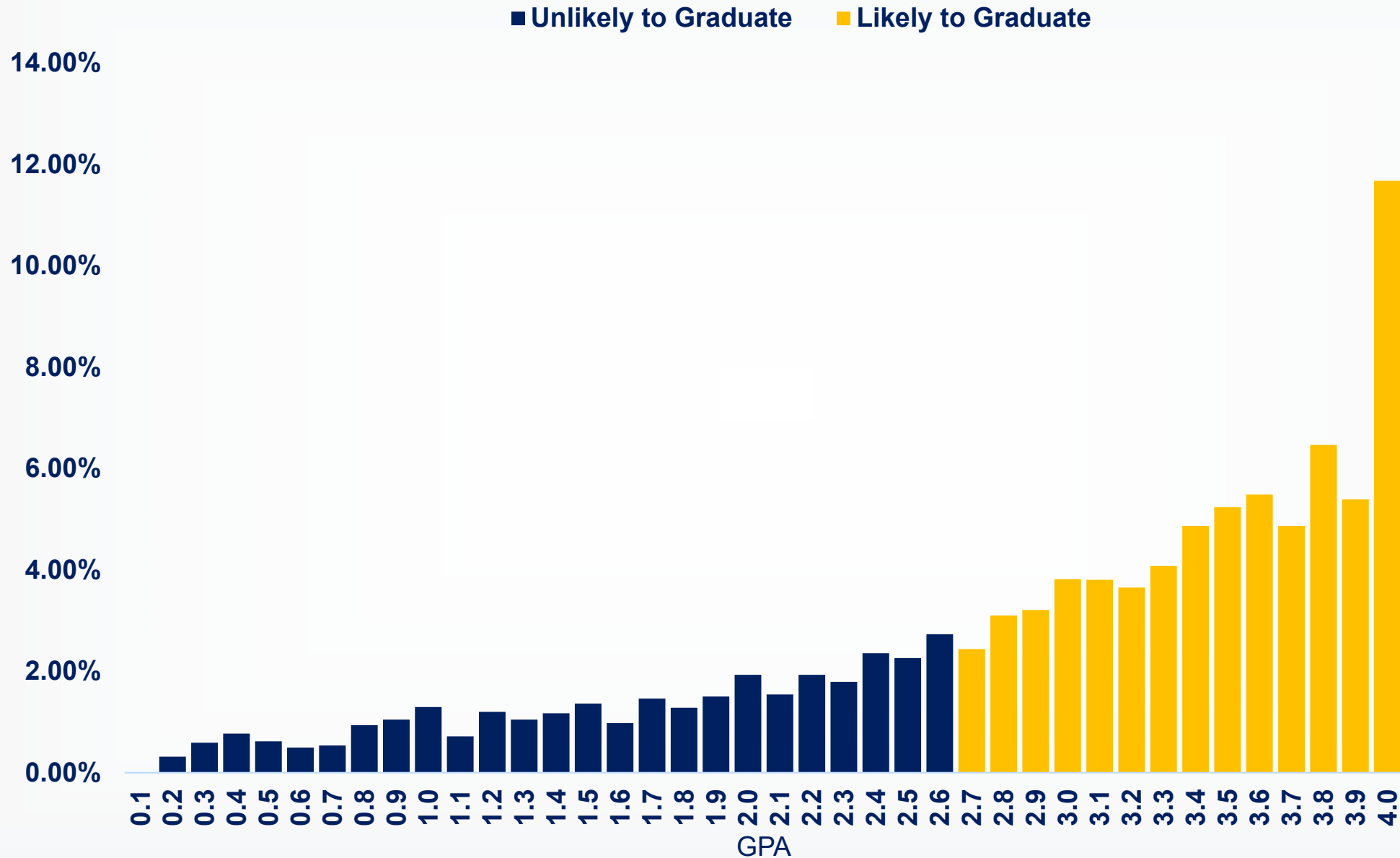


Success Starts Early

GPA Lower Division Courses

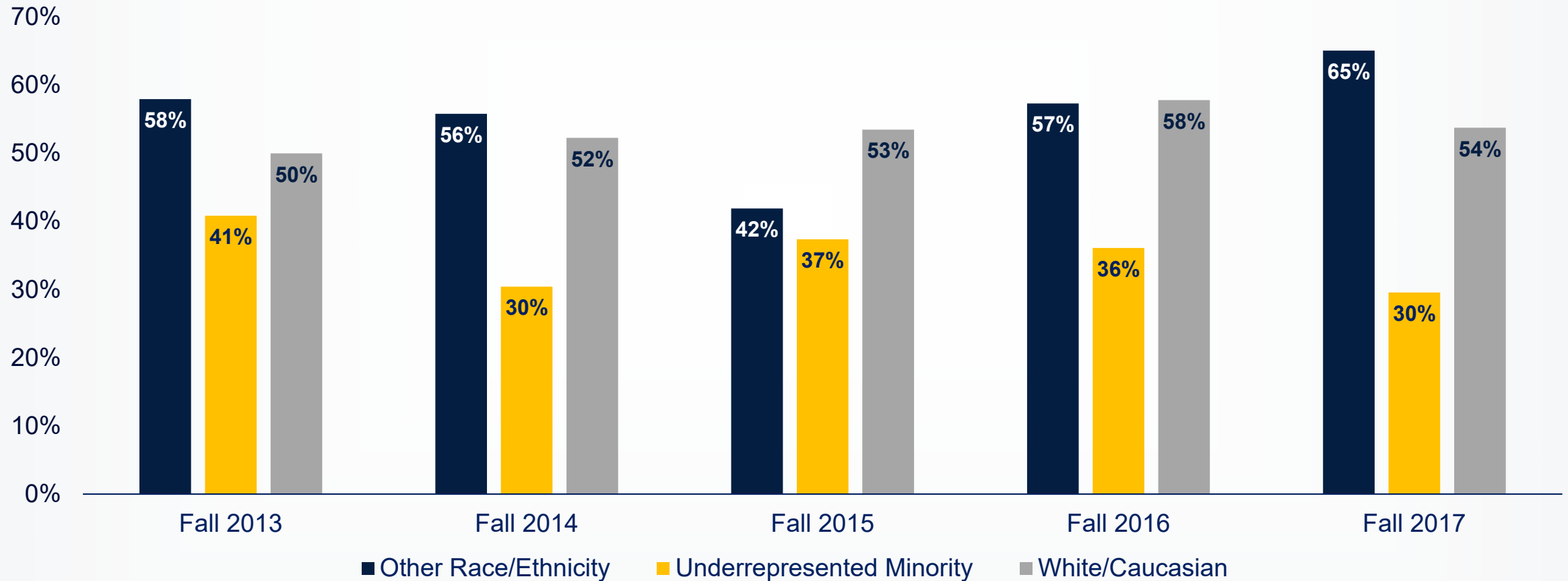


Distribution of Full-Time, First-Time Freshmen by 1st Term GPA



Early Success Leads to Completion

6-Year Graduation Rate



Advising: Early Outreach Matters

Persistence to Fall 2023

Students who:

- Met with an Academic Advisor in Fall 2022 were 40% more likely to persist to Fall 2023 than those who did not
- Did not respond to outreach efforts in Fall 2022 were 10% less likely to persist to Fall 2023 than those who did
- Scheduled an appointment with an Academic Advisor but did not attend in Fall 2022 were 16% less likely to persist to Fall 2023 than those who did attend

Cumulative GPA

Students who:

- Did not respond to outreach efforts in Fall 2022 and persisted to Fall 2023 had an average cumulative GPA 3.33% lower than students who met with an Academic Advisor
- Scheduled an appointment with an Academic Advisor but did not attend in Fall 2022 and persisted to Fall 2023 had an average cumulative GPA 6.35% lower than students who met with an Academic Advisor





Voter registration drive

Community Stewardship

Improving the Quality of Life for People in the Region and Beyond



ETSU Foundation

- Total fund balance at FY 2023 end: \$127,150,502
- \$3,589,440 awarded in scholarships in 2022-23
- Comprehensive campaign total: \$163M (\$43 Million above the goal!)





Service Plunge

- For Fall 2023, students engaged with 20 off-campus service partners.
- Service Plunge Participation
 - **Fall 2023 - 850**
 - Fall 2022 - 650
 - Fall 2021 - 272
 - Fall 2019 - 450
- ETSU student groups donated more than **\$1 million** over the past five years to local non-profit organizations.



College of Public Health Bicycle Project

Our QEP

Community-Engaged Learning

EAST TENNESSEE STATE UNIVERSITY

ADMISSIONS ▾ MAJORS ▾ COST ▾ TOOLS ▾ ADVISORIES ▾ Search

What is a QEP?

The Quality Enhancement Plan, or QEP, is an integral part of ETSU's reaffirmation and accreditation process with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The current QEP topic was approved by the ETSU University Council in December 2021 and will be implemented across a five-year period.

A successful QEP will:

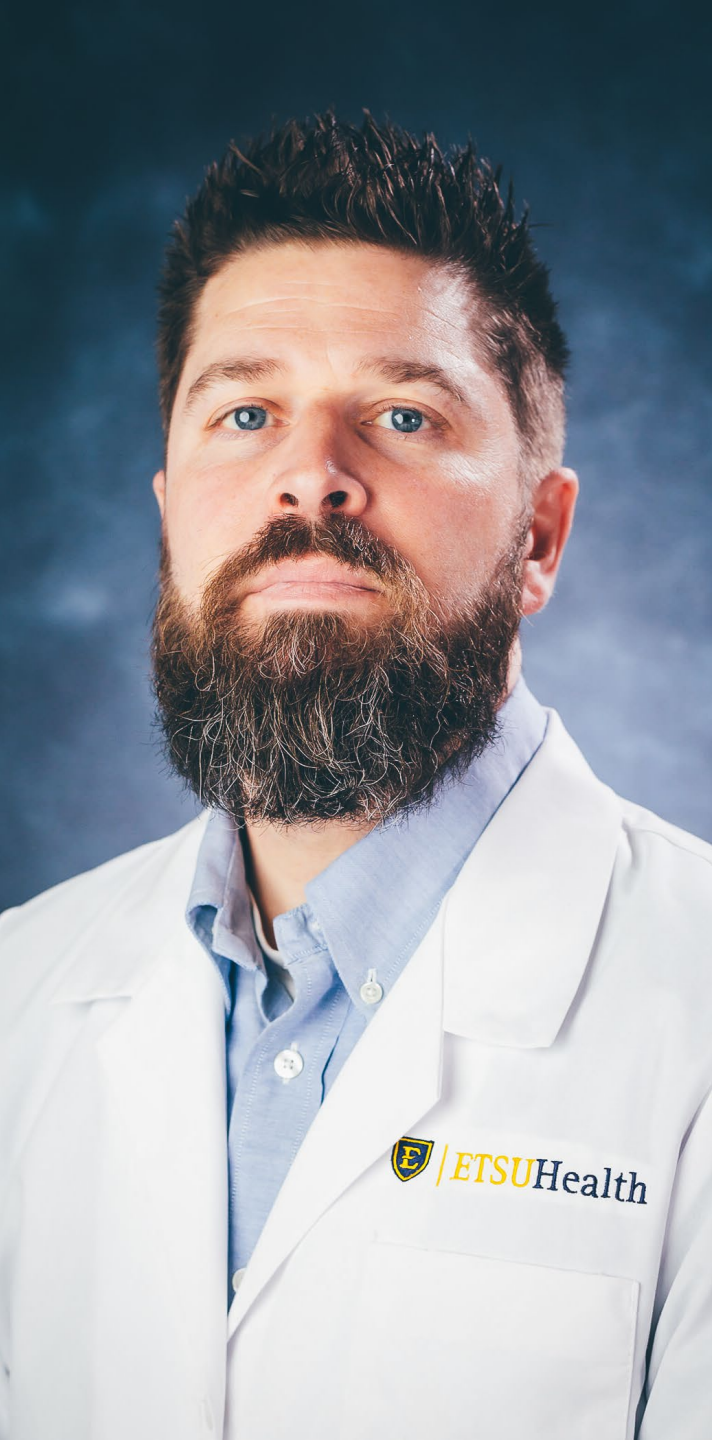
- Be a topic identified through on-going institutional assessment and planning.
- Focus on learning outcomes and/or the environment supporting student learning and accomplishing the mission of the institution.
- Demonstrate institutional capability for the initiation, implementation, and completion of the QEP.
- Include broad-based involvement of institutional constituencies in the development and proposed implementation of the QEP.
- Identify student learning outcomes to plan for achievements.

Share: f t in

New Postion Posting: Community-Engaged Learning (CEL) Faculty Fellow

In support of the Community-Engaged Learning Quality Enhancement Plan (QEP), the Office of the Provost and the Center for Teaching Excellence are accepting applications for the Community-Engaged Learning (CEL) Faculty Fellow position. The CEL Faculty Fellow will support the successful QEP by creating professional development opportunities for faculty and staff to implement CEL in both curricular and co-curricular settings. The Fellow will work in collaboration with the Vice Provost for Community Engagement/Director of the QEP and the Director of the Center for Teaching Excellence to identify the

etsu.edu/community-engagement



Expanding Trauma Care in the Region

When Dr. J. Bracken Burns joined ETSU Health, he was one of just three trauma surgeons at Johnson City Medical Center.

Now, they are welcoming their eighth trauma surgeon — all of whom are ETSU Health faculty. Burns, a trauma surgeon and professor with the Quillen College of Medicine, was brought in to revitalize the surgical trauma program at JCMC and build a robust system of trauma care for our region.

“The collaboration between Ballad Health, Quillen College of Medicine, and ETSU Health has been essential for the success we have had.”

- Dr. Bracken Burns





FOUNDERS WEEK

EAST TENNESSEE STATE UNIVERSITY

Monday, October 9

**ETSU Elevates Pitch
Competition**

Tuesday, October 10

ETSU Remembers

Wednesday, October 11

ETSU Heroes Awards

Thursday, October 12

**Gilbreath Hall
Re-Opening**

Friday, October 13

State of The University





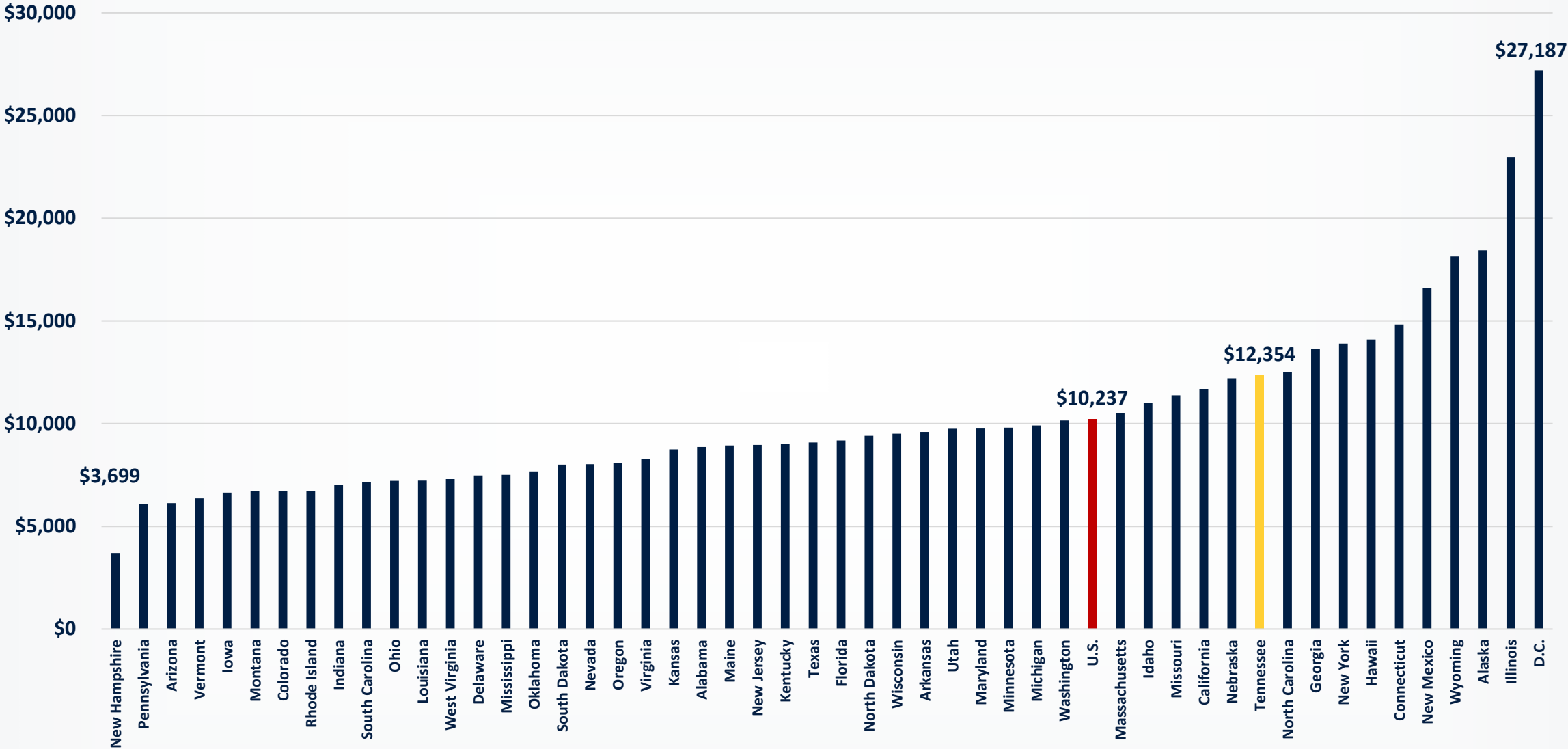
Operational Excellence

and Financial Sustainability

Lamb Hall renovation



Public Higher Education Appropriations per FTE by State 2022



Source: State Higher Education Finance Report FY 2022

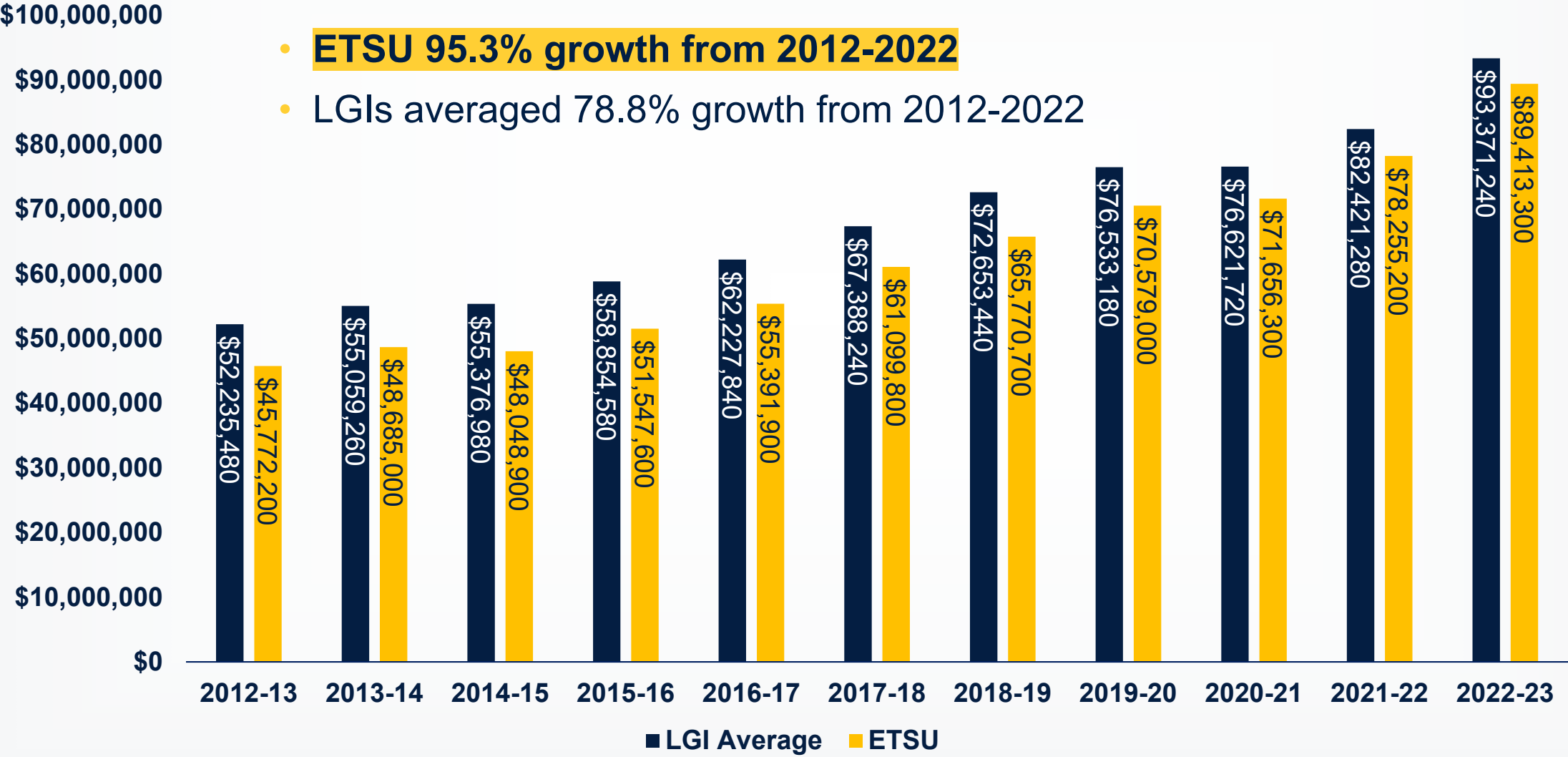


State Appropriations 2012-2022

Institution	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Former TBR Universities											
University of Memphis	87,346,700	89,106,400	89,331,900	98,871,200	102,487,500	110,827,200	117,771,000	123,370,700	123,734,100	133,589,000	151,179,000
Middle Tennessee State University	77,193,600	81,024,600	82,830,300	86,020,200	90,791,800	97,003,700	103,216,200	107,399,400	106,483,000	112,926,200	126,537,400
East Tennessee State University	45,772,200	48,685,000	48,048,900	51,547,600	55,391,900	61,099,800	65,770,700	70,579,000	71,656,300	78,255,200	89,413,300
Tennessee Technological University	37,288,600	39,559,500	38,394,000	39,386,900	42,692,700	47,731,100	55,020,600	59,597,500	60,428,600	64,329,000	74,695,300
Austin Peay State University	28,537,600	32,995,000	34,239,800	37,040,500	40,393,800	44,621,700	47,857,100	50,503,100	51,097,700	58,069,700	66,773,300
Tennessee State University	30,810,900	32,610,800	32,088,900	32,954,100	34,773,400	36,757,500	39,402,300	41,795,200	41,365,200	43,192,500	47,671,200
Former TBR University Total	306,949,600	323,981,300	324,933,800	345,820,500	366,531,100	398,041,000	429,037,900	453,244,900	454,764,900	490,361,600	556,269,500
UT Universities											
University of Tennessee-Knoxville	153,343,900	174,335,300	179,044,900	188,226,200	199,956,000	223,270,000	234,382,200	247,059,300	247,566,300	265,574,900	303,375,800
University of Tennessee-Chattanooga	34,601,800	36,128,500	37,501,400	41,771,200	45,847,400	51,005,300	56,184,500	58,905,900	59,510,200	63,908,400	71,977,100
University of Tennessee-Martin	24,609,100	25,243,000	26,249,700	27,962,700	30,804,000	32,495,400	34,689,100	35,748,200	34,665,400	36,668,900	41,369,400
UT University Total	212,554,800	235,706,800	242,796,000	257,960,100	276,607,400	306,770,700	325,264,800	341,713,400	341,741,900	366,152,200	416,722,300



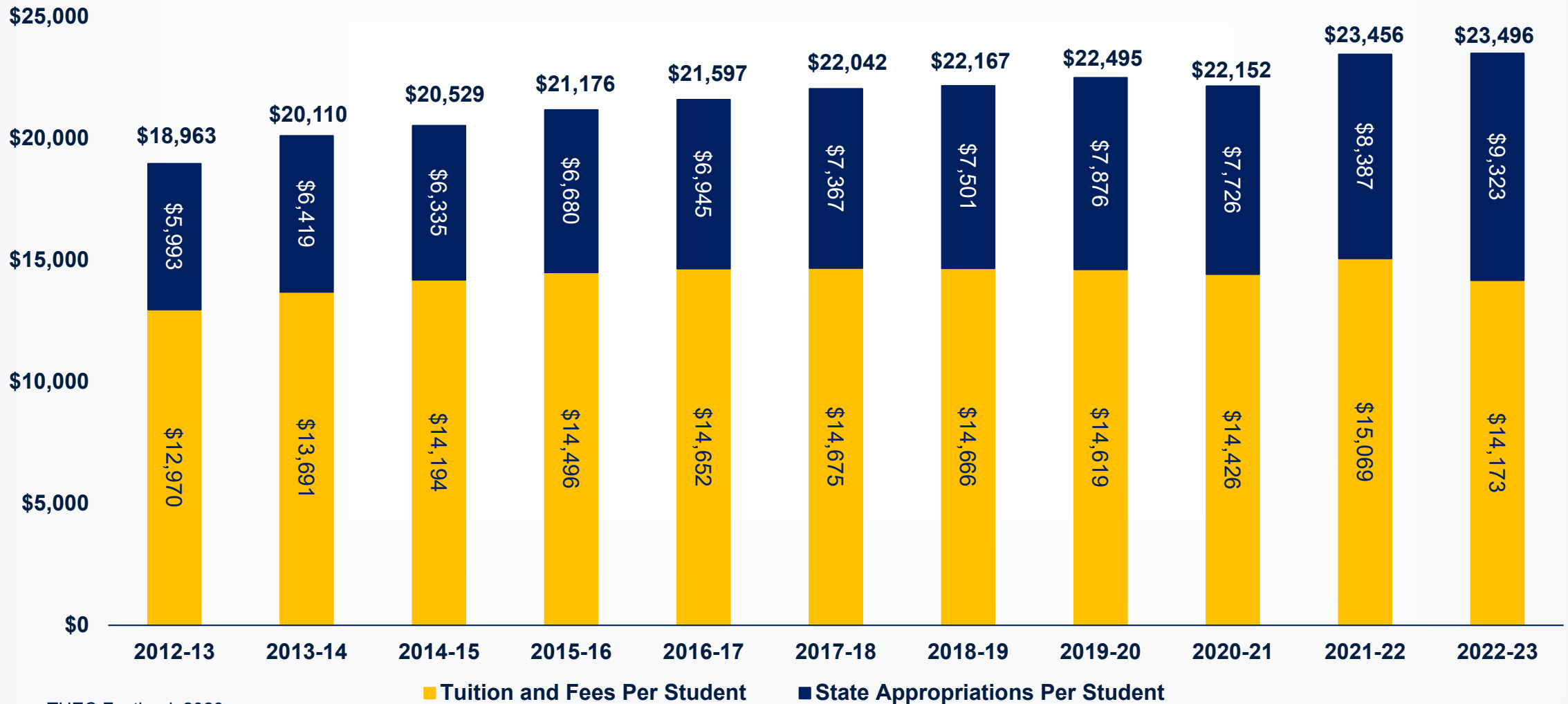
State Appropriations 2012-2022, ETSU compared to average for LGIs



Source: THEC Factbook 2023



Revenue Per FTE, Universities 2012-23

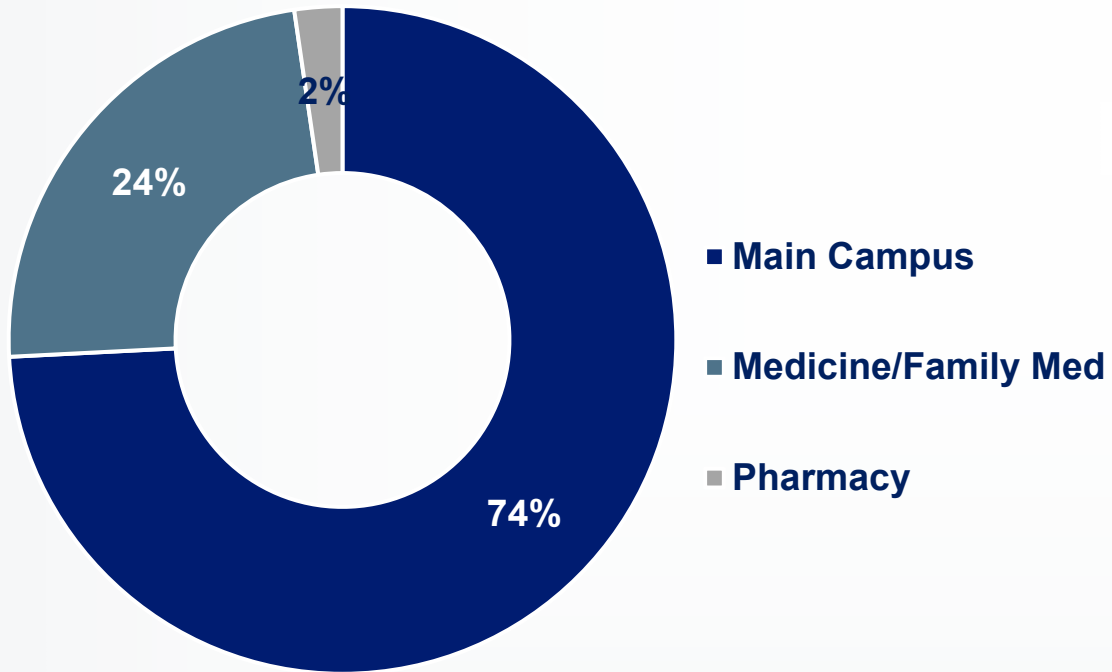


Source: THEC Factbook 2023

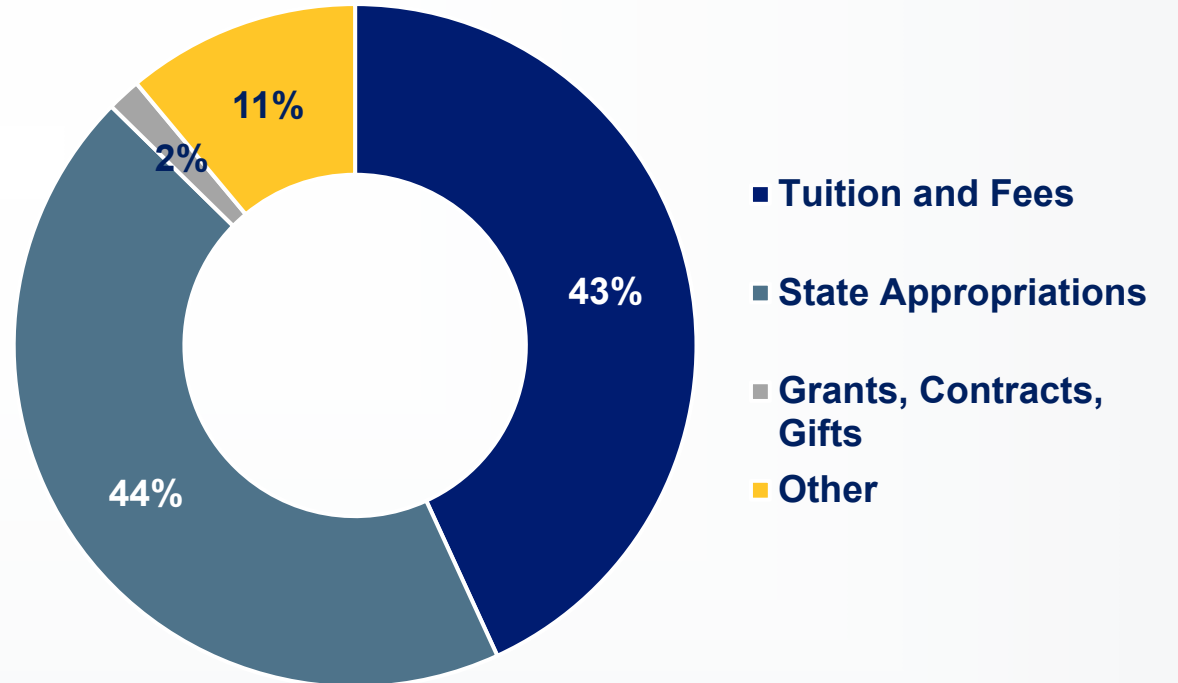


Revenue by Unit and Source

Revenue by Unit

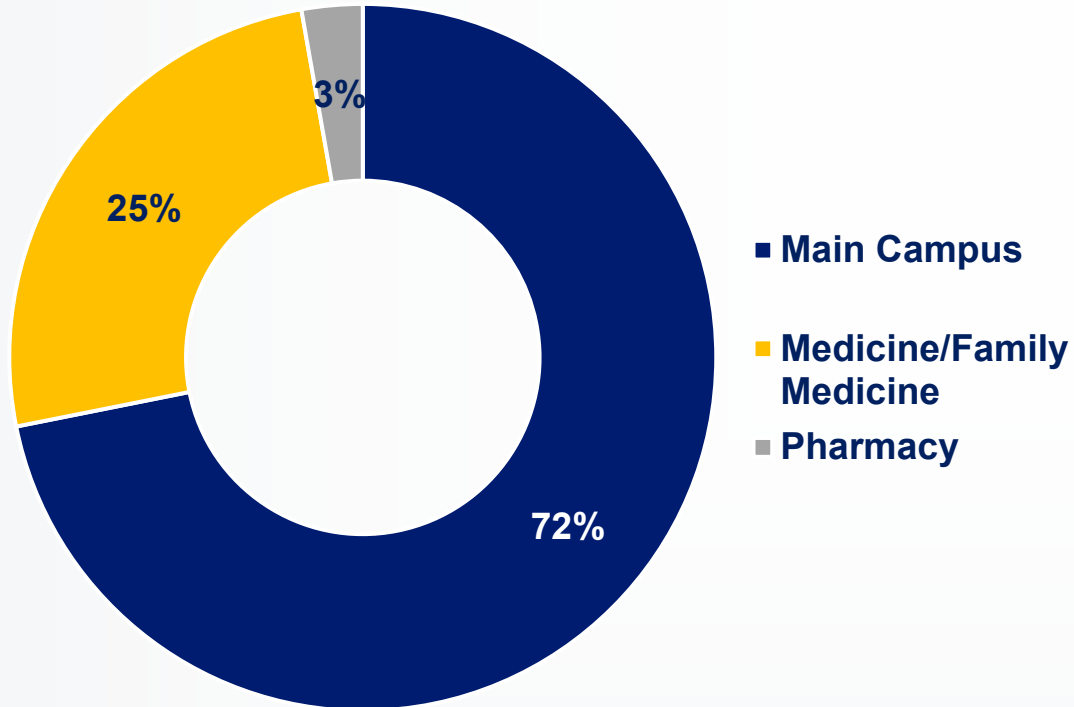


Revenue by Source

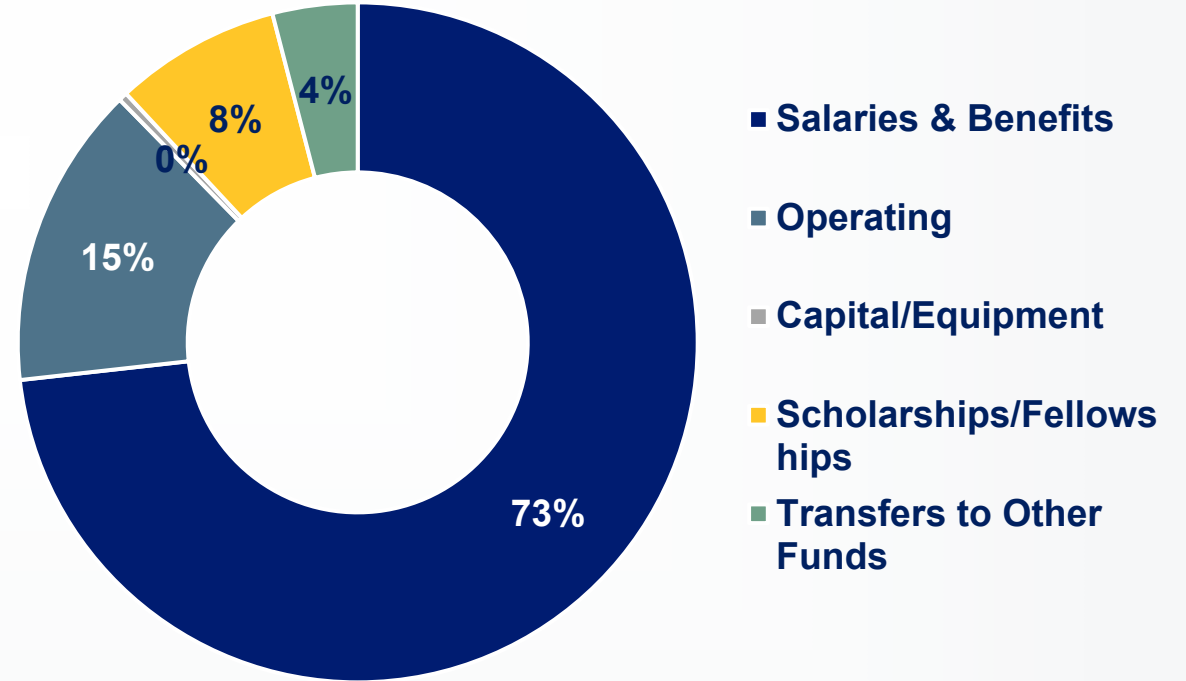


Expenditures by Unit and Natural Classification

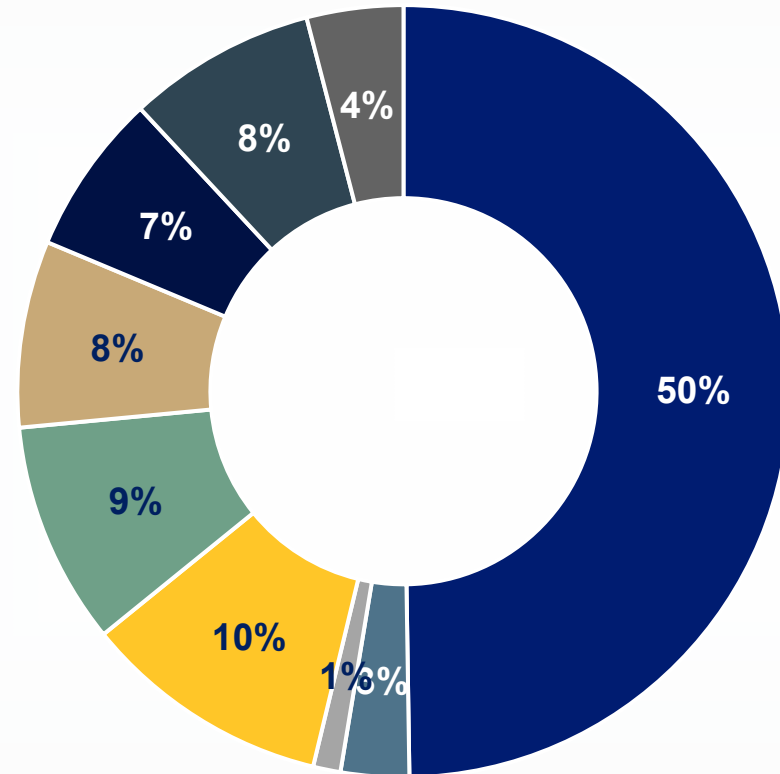
Expenditures by Unit



Expenditures by Natural Classification



Expenditures by Functional Classification



- Instruction
- Academic Support
- Physical Plant

- Research
- Student Services
- Scholarships/Fellowships

- Public Service
- Institutional Support
- Transfers to Other Funds



ETSU Carry-Forward Funds Distribution (2023-24)

- The balance of fallout funds in “C indexes” across all campus units is more than \$9.5m for 2023-24.
- The budget model will distribute \$5,171,300 in fallout funds per operational policy (50-50 distribution between the college/unit and the university)
 - \$2,394,000 will be distributed directly to the colleges/units
 - The remainder will go to reserves per budget guidance
- \$5,919,910 in funds provided through the request to retain carry-forward approval process. This investment is above and beyond the 50/50 distribution.
- The budget model has provided the opportunity for deans and division leaders to manage funds in a decentralized manner, exercising discretion over resource allocations and unit reserves.



Budget Process: Current State

- Since 2018-19, ETSU has engaged in the implementation of a decentralized “base-plus” revenue share, coupled with a carry-forward process known as “The Budget Model.”
- ETSU has not fully implemented the budget model’s recommendations in several years due to factors ranging from the COVID-19 pandemic to the disproportionate impact of college-specific enrollment fluctuations.
- All colleges have evidenced base budget increases, growth in carryforward accounts, and investments in salary and benefits, and the university has invested in reserves.
- Decentralized budget authority has not been commonly applied across colleges, the number of structurally vacant positions has increased, and inflationary pressures have stressed maintenance and operations.
- The colleges and administration remain unsatisfied with the budget process just as they were prior to 2018-19.



Budget Model Redesign

Current State Challenges

- The Budget Model created incentives for new programs and courses as overall student enrollment decreased, reducing ETSU's ability to allocate resources to other strategic areas.
- Stakeholders conceptually understand the model's intent and desired outcomes and want greater knowledge of model mechanics and year-to-year impacts.
- An all-funds financial view suggests the need to enhance ETSU's ability to predict outcomes of programmatic changes by aligning the cost of programs with revenue generated.
- Stakeholders desire improved access to reliable data and enhanced communication between central administration and the colleges.
- ETSU's misaligned budget processes creates redundant work and duplication of effort.
- Under the current model, it is difficult to adopt a multi-year budget focus.

Future State Benefits

- Current model strengths are maintained, including rewarding growth through performance-based allocation increases.
- Enhancements to the current model include:
 - Updating the current performance allocation method to be predictable, with consistently applied rules utilizing an annual allocation adjustment,
 - Considering expenditures necessary to drive revenue growth, and
 - Prioritizing funding to support fiscal performance across all strategic areas.
- Budget model enhancements will include an all-funds view to enhance understanding of ETSU's full financial picture.
- Additional modifications will build capacity to conduct forward- looking, multi-year budgeting and forecasting to support strategic planning.



Strategic Resource Alignment Advisory Committee

Voting Members

- Christy Graham (Chair)
- Jim Harlan (Vice-Chair)
- Joe Bidwell
- Jeffrey Blanton
- David Finney
- Stephen Hendrix
- Candy Massey
- Pam Mims
- Margaret Pate
- Mark Profitt
- Deborah Slawson
- Randy Wykoff

Non-Voting Members

- Joe Chappell
- Lori Erickson
- Nicholas Hagemeyer
- Karen King
- Beth Wiley



Strategic Resource Alignment Advisory Committee Charge

- Review and provide feedback on resource allocation (budget model) modifications and related analyses.
- Receive reports from other committees and working groups supporting related institutional initiatives that are not the specific scope of this Committee. Such topics include but will not be limited to academic structure, strategic enrollment planning, research administration, and housing transformation.
- When necessary, establish working groups to address specific topical areas that require deeper study or input from members of the ETSU community not serving on the Committee, and share the results of the working groups back with the Committee on a timely basis.
- Communicate, at the direction of the President, with respective constituencies throughout the project.



Fiscal Sustainability

Budget Deficits Across Higher Education

- University of Miami (OH) - \$36 Million
- Penn State University - \$140 Million
- Rutgers University - \$125 Million
- University of Minnesota - \$17.3 Million
- University of Nebraska - \$13 Million
- West Virginia University - \$45 Million





May 2023 Commencement

The State of Higher Education

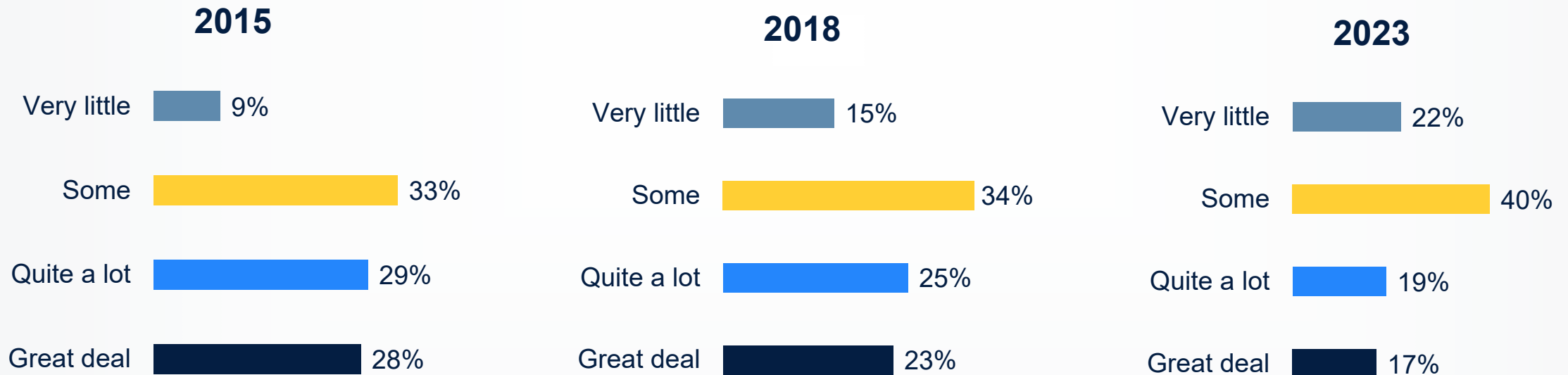
State and Federal Policy Landscape



Public Perception of Higher Education

Americans' Confidence in Higher Education Continues to Fall

Question: Now I am going to read you a list of institutions in American society. Please tell me how much confidence you, yourself, have in each one — a great deal, quite a lot, some, or very little. **Higher Education**

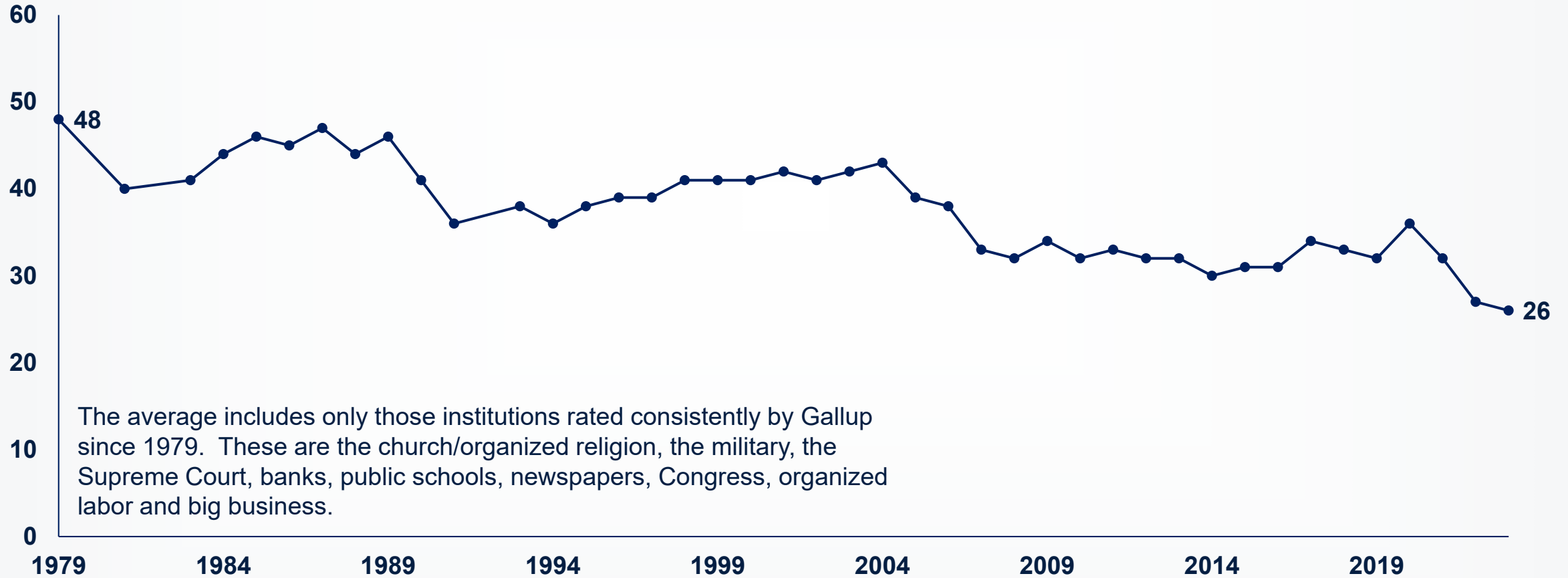


Source: Gallup | Those with no response are not shown



Public Perception: All Sectors

Average Confidence in Major US Institutions 1979-2023



Source: GALLUP

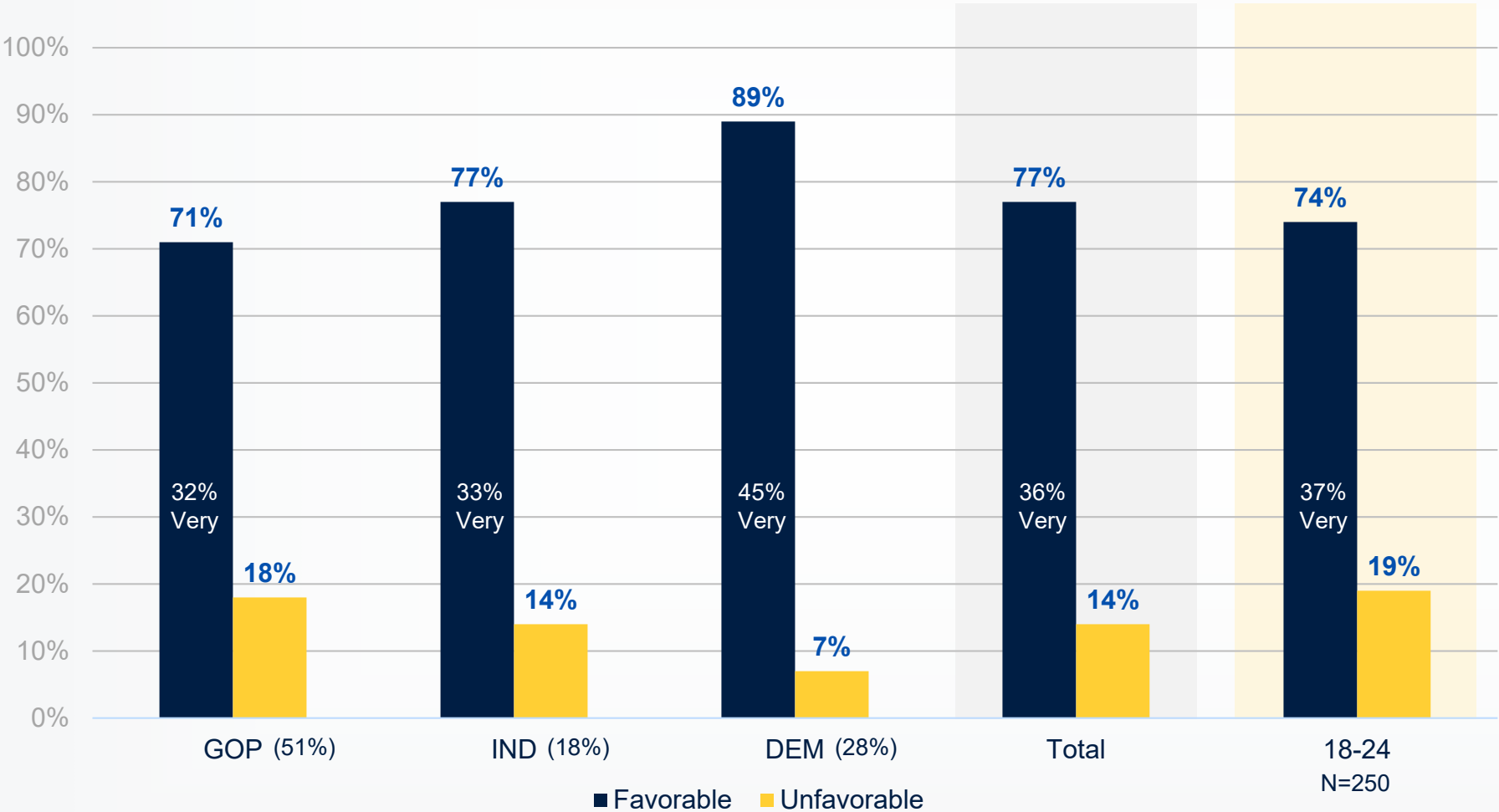


National Policy Landscape: Public Perceptions

Level of Confidence	A Great Deal	Quite a Lot	Some	Very Little	None	No Opinion	Great Deal/ Quite a Lot
Small Business	29	36	28	7	*	*	65
The Military	32	28	30	10	*	*	60
The Police	19	24	38	17	1	*	43
Higher Ed	17	19	40	22	1	*	36
The Medical System	13	21	39	25	1	*	34
The Church or Organized Religion	16	16	36	30	3	*	32
The U.S. Supreme Court	11	16	37	34	1	*	27
Public Schools	11	15	36	36	2	*	26
Large Tech Companies	11	15	44	29	1	*	26
The Presidency	10	16	31	39	4	1	26
Banks	9	17	48	25	1	*	26
Organized Labor	12	13	50	23	1	1	25
Newspapers	6	12	35	42	3	2	18
Criminal Justice System	6	11	37	43	2	*	17
Big Business	5	9	42	42	1	1	14
Television News	5	9	35	46	4	1	14
Congress	4	4	42	48	3	*	8



Tennessee voters view “higher education” in a positive way



Question: Now, for each one of the following, please tell me whether you have a favorable or unfavorable impression of it. If I mention something you don't know too much about, just tell me and we'll go on to the next one.

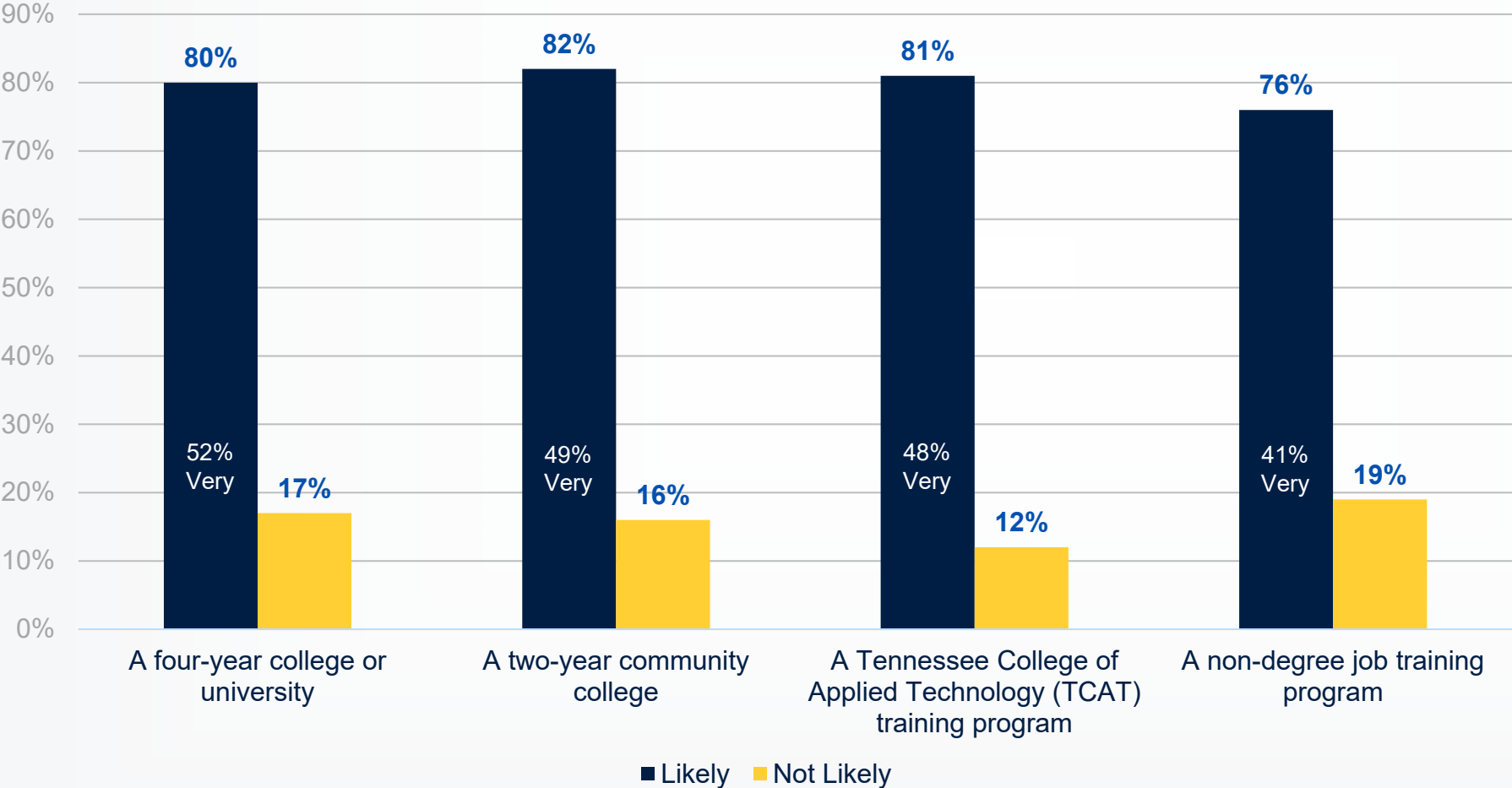
IMPACT
RESEARCH



Source: SCORE Public Opinion Survey 2023



Most Voters Would Be Likely to Recommend that a Son or Daughter Apply to College



Question: And, if you had a son or daughter who was graduating from high school, how likely would you be to recommend that they consider applying to...

IMPACT
RESEARCH



Source: SCORE Public Opinion Survey 2023

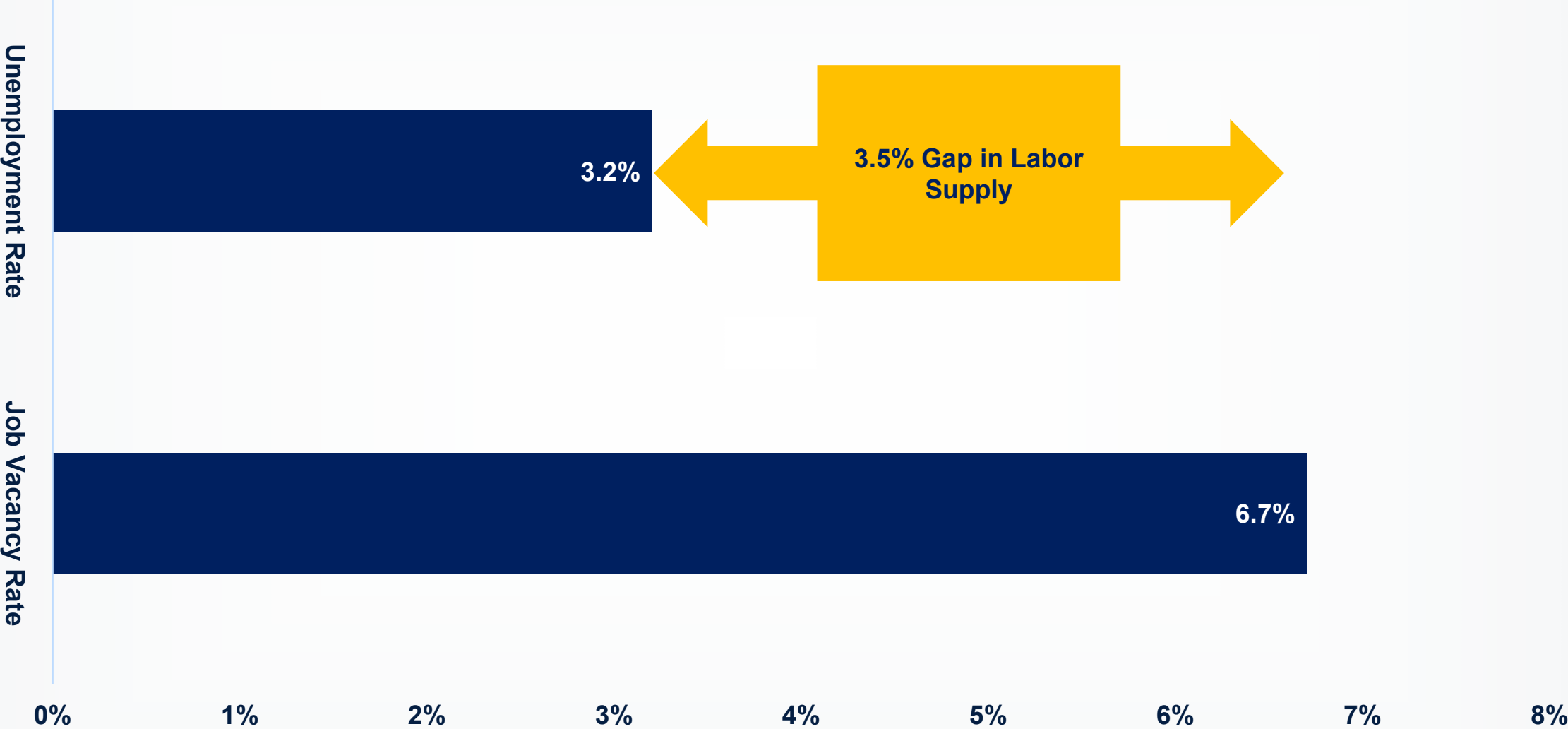


National Demand for Higher Education

- Between 2020 and 2023, distinct first-year college applications increased 21%
- Total application volume increased 30%
- Underrepresented minority applicants increased by 31%
- The number of applicants residing outside of the United States increased 55% compared to 18% for domestic applicants



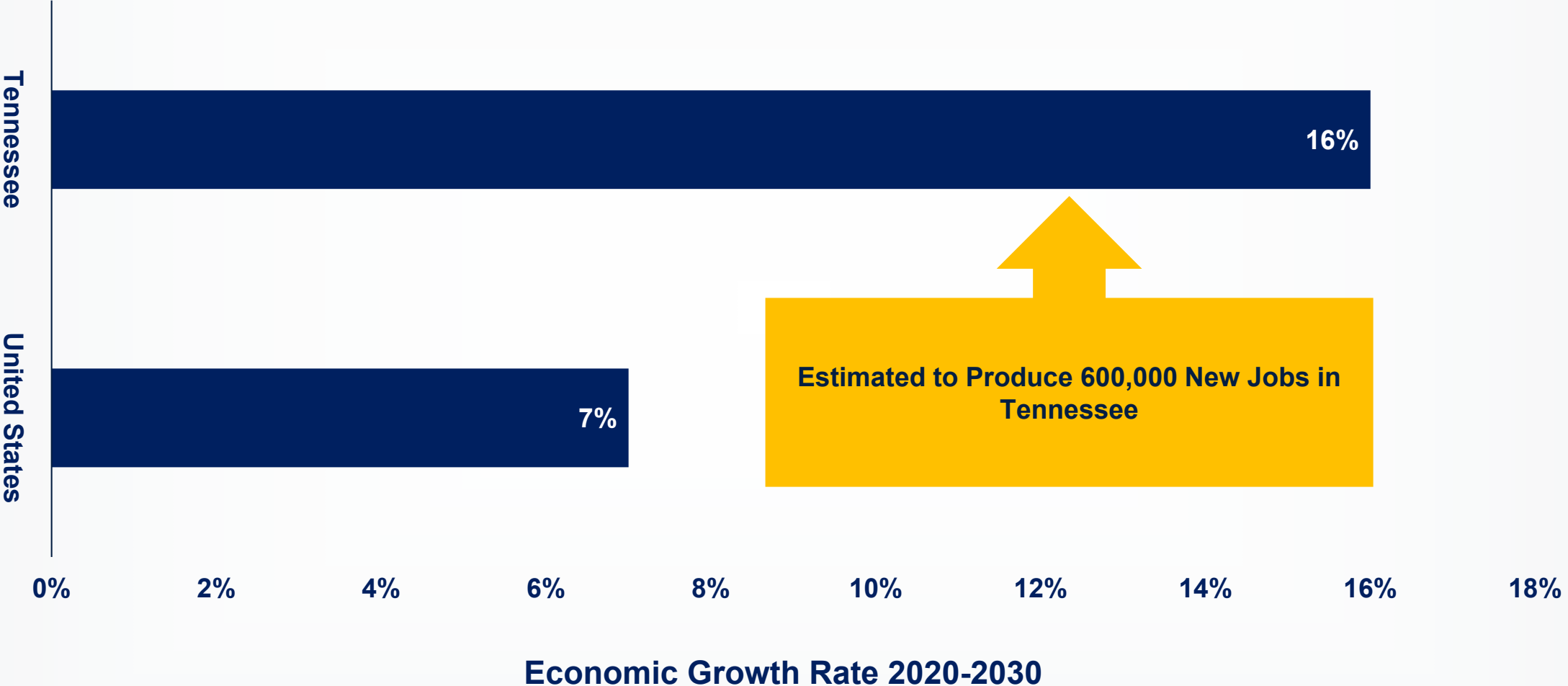
Tennessee Employers Need More Skilled Workers



Source: SCORE



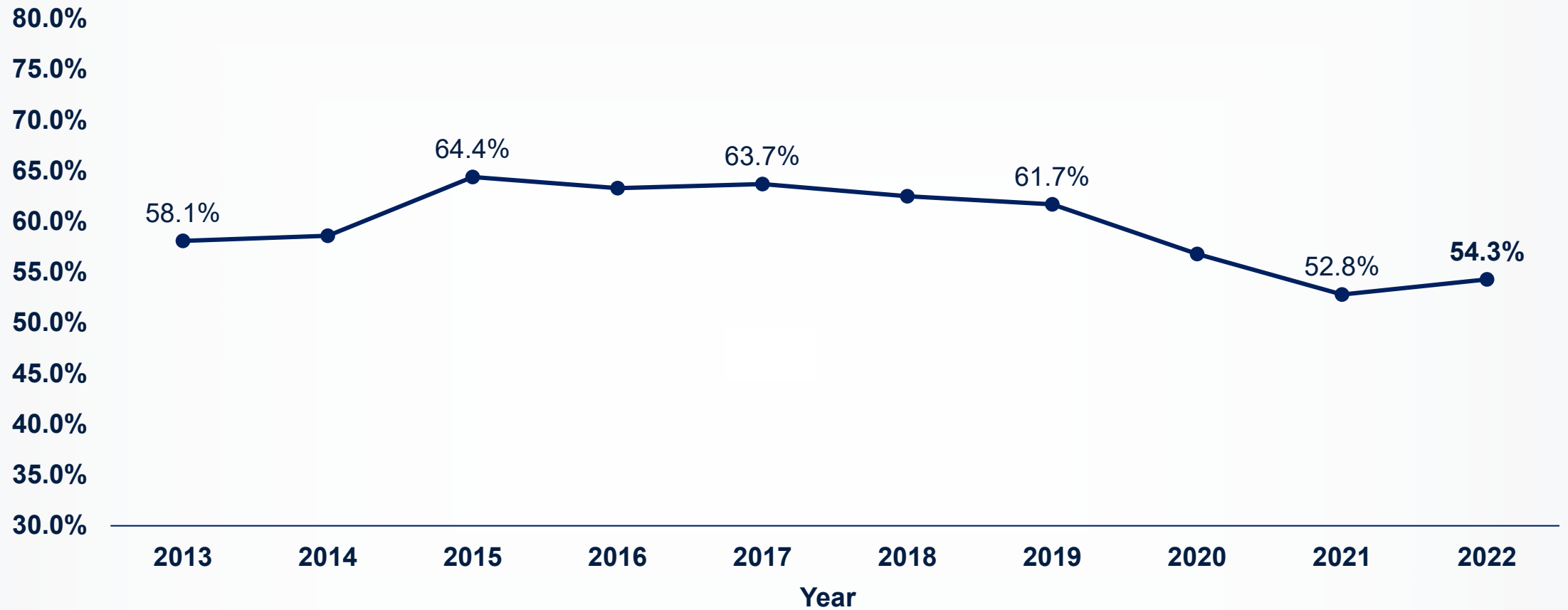
Tennessee's Growth Outpaces the Nation



Source: SCORE



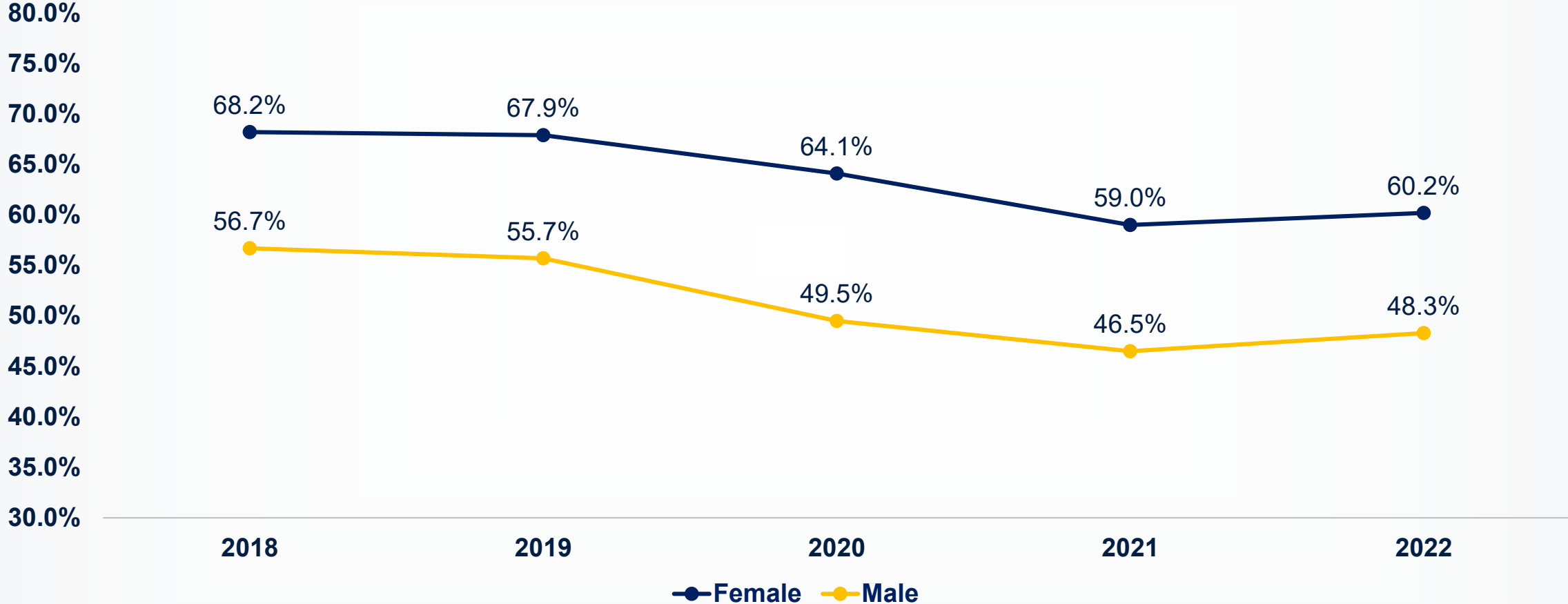
College-Going Rates in Tennessee (2013-22)



- College-going rates have declined 14% over the past decade.
- Tennessee PROMISE enacted for the 2015-16 academic year.
- Significant variance by region and demographic groups.



College-Going Rates by Gender (2013-22)



College-Going Rates in Tennessee (2013-2022)

HS Class	Public HS Grads	Postsecondary Enrollees	College-Going Rate
2013	59,573	34,608	58.1%
2014	59,860	35,050	58.6%
2015	60,599	39,013	64.4%
2016	62,339	39,456	63.3%
2017	63,486	40,463	63.7%
2018	63,912	39,942	62.5%
2019	64,061	39,553	61.7%
2020	63,519	36,061	56.8%
2021	62,238	32,856	52.8%
2022	63,113	34,264	54.3%

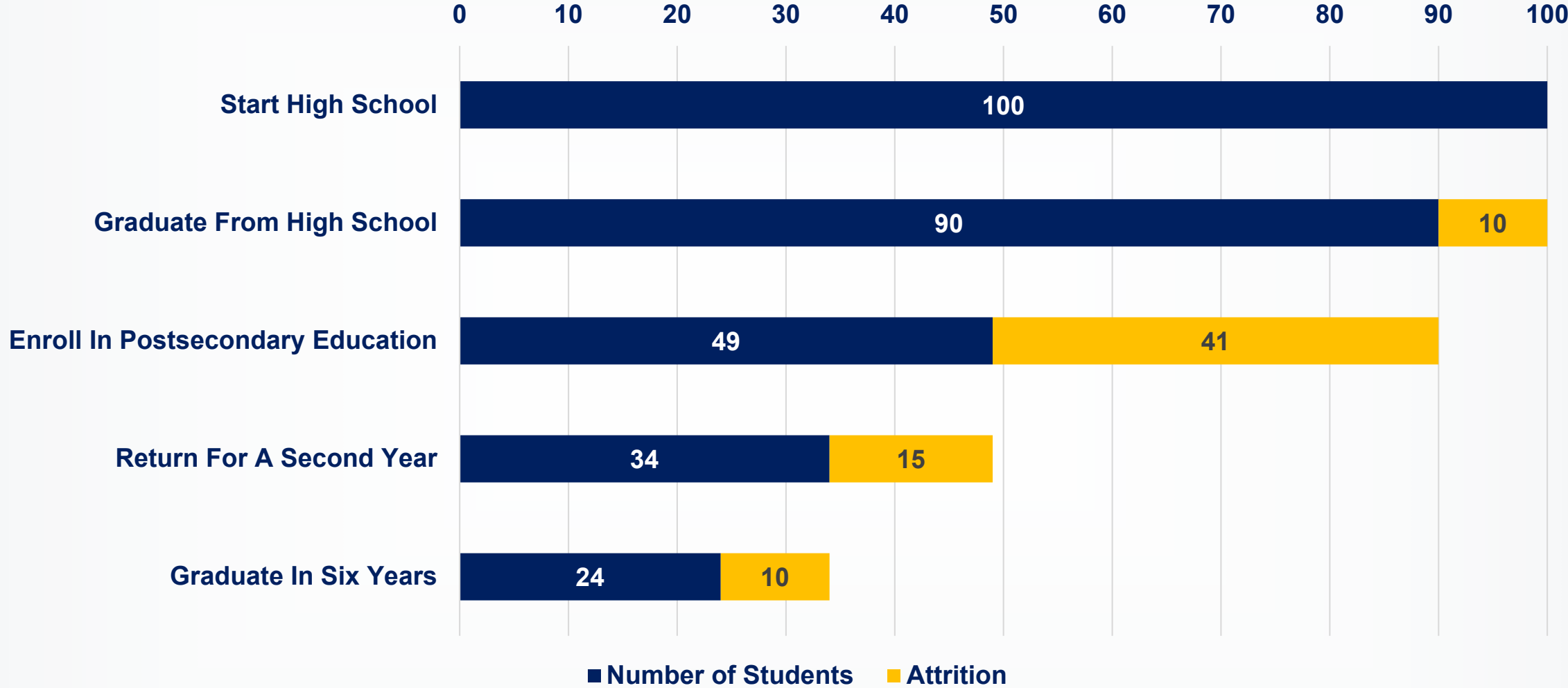


College-Going Rates by High School (2017-22)

High School	Class of 2017 CGR	Class of 2018 CGR	Class of 2019 CGR	Class of 2020 CGR	Class of 2021 CGR	Class of 2022 CGR
Cloudland	69.1%	51.2%	65.9%	48.3%	59.3%	34.0%
Hampton	53.4%	56.3%	53.1%	51.7%	47.0%	45.9%
Happy Valley	55.5%	42.3%	61.4%	43.6%	53.5%	43.2%
Unaka High	56.2%	54.7%	42.2%	44.3%	37.5%	47.1%
Elizabethton	72.4%	73.4%	73.9%	77.5%	59.9%	62.6%
Cocke County	48.0%	51.5%	47.8%	40.5%	37.1%	37.9%
Chuckey Doak	54.2%	50.0%	60.7%	52.6%	42.8%	50.8%
North Greene	62.0%	54.6%	63.6%	49.5%	43.2%	51.6%
South Greene	56.3%	55.2%	57.8%	55.2%	48.6%	45.5%
West Greene	40.9%	44.5%	45.2%	42.1%	45.5%	38.3%
Greeneville	76.1%	74.0%	75.4%	74.9%	61.3%	67.4%
Morristown East	58.1%	59.3%	62.8%	48.6%	51.7%	45.2%
Morristown West	74.1%	63.5%	65.6%	55.0%	50.6%	53.3%
Johnson County	46.3%	64.5%	48.4%	58.5%	53.4%	43.7%
Bristol Tennessee	71.7%	73.0%	70.3%	65.2%	70.7%	60.4%
Dobyns-Bennett	71.3%	69.5%	72.3%	63.7%	62.7%	64.8%
Sullivan East	66.2%	69.9%	73.7%	59.7%	50.0%	51.5%
West Ridge	-	-	-	-	-	54.4%
Unicoi County	77.5%	64.9%	62.7%	57.7%	62.5%	56.6%
Science Hill	73.6%	74.7%	75.9%	70.6%	64.7%	67.3%
Daniel Boone	68.4%	61.3%	65.3%	53.4%	44.4%	53.6%
David Crockett	56.1%	45.7%	49.8%	46.9%	43.2%	40.3%
University School	86.2%	84.5%	87.1%	91.7%	76.8%	88.7%



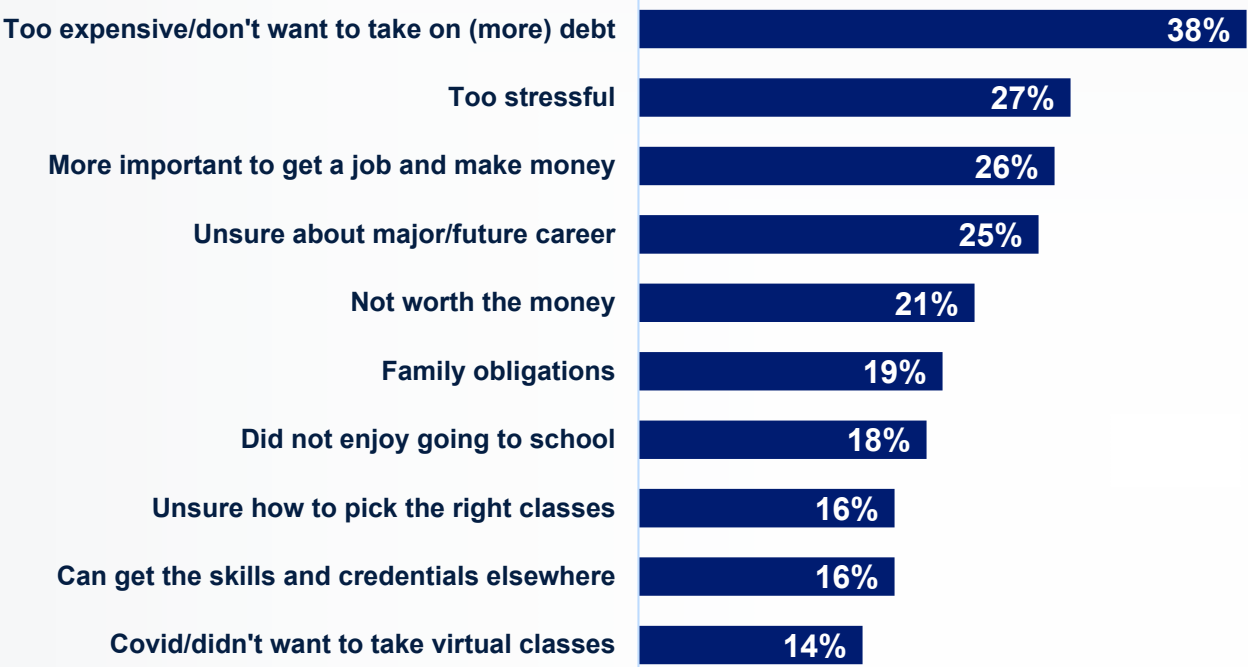
Human Capital Challenge – Cracks in the Pipeline



Source: SCORE

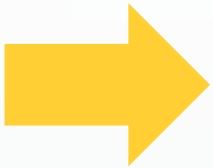
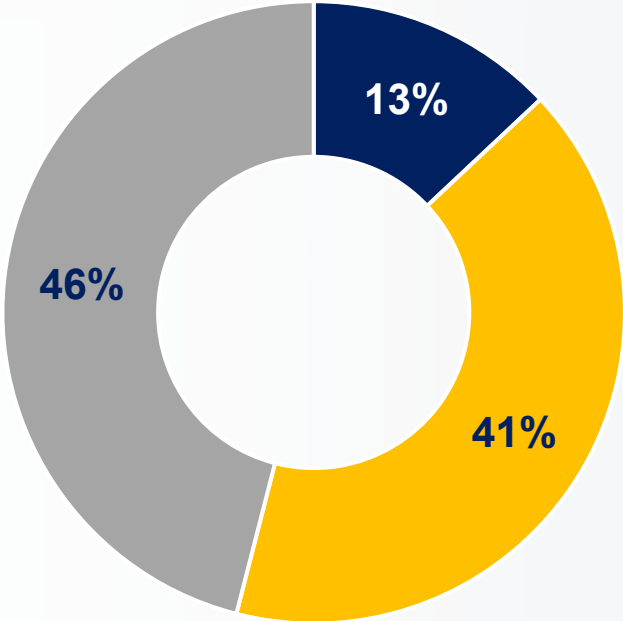


Barriers to College Enrollment – Decision Factors



Future Plans Regarding College

- Don't plan on going/returning to college
- Unsure
- Definitely plan on going/returning to college



- The college price tag remains a primary obstacle for these young adults to obtain a degree.
- Students are increasingly ROI focused and uncertain of the value of a college degree.



Median Debt of Graduates

Public Four-Year Institutions

Sector/Institution	2016-17	2017-18	2018-19	2019-20	2020-21	% Change
National	\$19,599	\$19,736	\$19,507	\$19,038	\$18,777	-4.20%
SREB	\$19,045	\$19,634	\$19,561	\$19,289	\$18,993	-0.30%
TN	\$21,858	\$22,124	\$21,609	\$20,985	\$20,612	-5.70%
Austin Peay State University	\$22,500	\$22,355	\$21,500	\$21,250	\$20,547	-8.70%
East Tennessee State University	\$20,000	\$20,785	\$20,500	\$19,500	\$19,442	-2.80%
Middle Tennessee State University	\$21,500	\$22,500	\$21,500	\$20,500	\$20,000	-7.00%
Tennessee State University	\$27,750	\$28,017	\$27,000	\$27,000	\$27,000	-2.70%
Tennessee Technological University	\$16,532	\$17,566	\$17,000	\$16,144	\$15,650	-5.30%
University of Memphis	\$25,675	\$25,000	\$25,000	\$24,250	\$23,300	-9.30%
University of Tennessee, Chattanooga	\$20,619	\$21,184	\$20,635	\$19,682	\$19,500	-5.40%
University of Tennessee, Knoxville	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500	0.00%
University of Tennessee, Martin	\$23,760	\$23,750	\$22,500	\$21,500	\$21,024	-11.50%

Source: THEC Factbook 2023



Strategic Planning Pillars Revisited



Public and Private Benefits of Higher Education

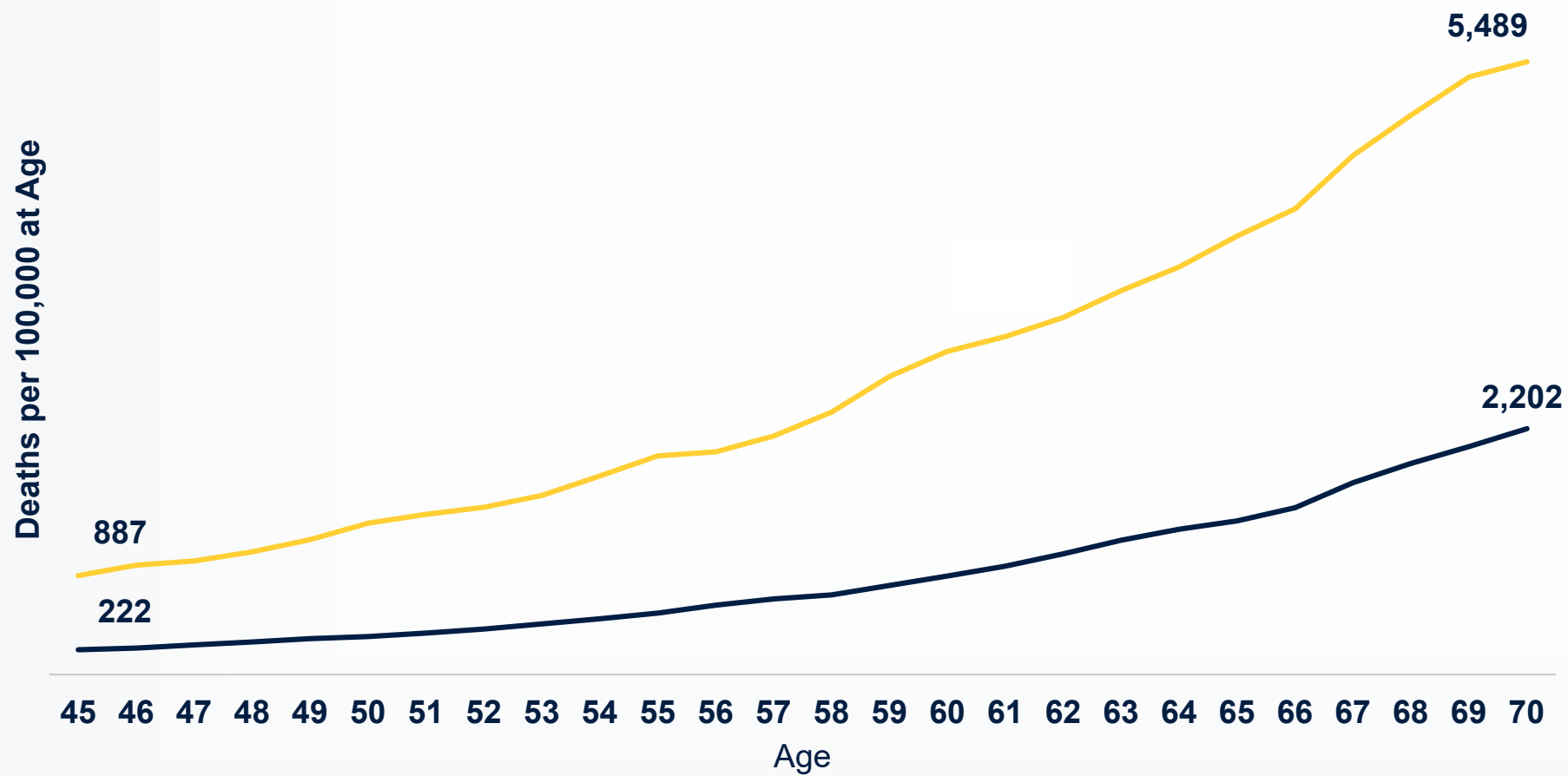
1	2	3	4
<p>Out of 52 economic and noneconomic outcomes tested in the study – such as higher income, greater job satisfaction, higher voting rates and greater volunteerism – educational attainment has a meaningful statistical relationship with 50 of them.</p>	<p>Education is positively related to higher income, better health status, better wellbeing, increased likelihood to do work that fits with their natural talents and interests, voting participation, volunteerism and charitable giving.</p>	<p>The relationships between education and positive life outcomes are generally similar for people from different racial and ethnic backgrounds, but the link between education and labor force participation is slightly higher for Black adults.</p>	<p>Most adults agree that higher education boosts innovation, incomes and entrepreneurship. However, the public is more skeptical that higher education improves physical health, mental health, cooperation or democratic representation.</p>

Source: Lumina Foundation, *Education for What*, 2023



Education Improves Public Health

Mortality at Age by Educational Attainment
— Bachelor's & Higher — High School Completers



Life expectancy for the college-educated in 2021 was eight-and-a-half years longer than for the two-thirds of American adults without a bachelor's degree.

Case, Anne and Angus Deaton. 2023. "Accounting for the widening mortality gap between American adults with and without a BA." BPEA Conference Draft, Fall.



Value of Higher Education

County	High School Degree	Some College No Degree	Assoc Degree	Bach + Degree	% Poverty	Unemploy. Rate	Median Family Income	FAFSA Comp.	Promise	Lottery Recipient Rate	ACT Score
Carter	88.0%	22.9%	27.0%	20.3%	19.1%	5.9%	\$40,820	88.0%	25.8%	68.7%	17.0
Cocke	84.9%	16.7%	17.8%	11.4%	20.7%	8.6%	\$38,530	82.6%	25.2%	68.0%	17.2
Coffee	88.2%	19.0%	29.3%	21.0%	14.4%	4.4%	\$51,030	80.2%	31.0%	67.3%	19.0
Grainger	84.6%	20.3%	22.4%	14.0%	16.8%	5.2%	\$44,703	82.4%	25.4%	71.1%	16.3
Greene	88.3%	19.0%	26.2%	18.4%	16.9%	5.0%	\$43,150	84.9%	24.0%	65.9%	18.8
Hamblen	85.6%	18.8%	28.2%	19.6%	17.0%	7.7%	\$43,151	83.0%	34.6%	66.1%	18.6
Hancock	87.1%	26.3%	14.7%	9.3%	31.1%	12.0%	\$28,234	80.3%	36.8%	76.9%	16.9
Hawkins	90.4%	21.8%	25.3%	17.3%	17.7%	7.6%	\$45,318	82.3%	28.3%	67.7%	18.0
Jefferson	88.9%	23.2%	26.7%	17.9%	13.1%	6.2%	\$51,899	90.8%	26.7%	63.8%	18.7
Sullivan	89.5%	20.9%	35.5%	25.5%	15.5%	6.5%	\$47,438	78.5%	29.2%	65.9%	20.0
Unicoi	89.5%	25.8%	24.7%	15.6%	17.5%	6.1%	\$44,526	96.9%	30.9%	70.5%	18.7
Washington	91.7%	20.8%	42.6%	35.2%	15.2%	4.8%	\$48,923	75.6%	26.7%	68.7%	20.8
TN	89.9%	21.0%	38.0%	29.8%	14.6%	5.3%	\$54,833	77.9%	28.0%	66.3%	19.2



Who We Are

East Tennessee State University is a place where anyone, regardless of where they came from, can grow, succeed, and compete with the best.

Some of our students come from challenging backgrounds. All of us believe in working hard for what we get.

Our students, faculty, and staff are invigorated by new ideas, but we're not content to rest on theory. We roll up our sleeves, get out into our communities, and put those ideas to work. We earn prestigious awards and play at an elite level — but elitism doesn't enter our vocabulary.

We work hard.

We put people first.

We go beyond.





The common schools must be improved. The times demand it. The educational process is not static; schools are not fixed institutions and curricula must change if there is to be proper response to changing conditions.

There are new conceptions of education, new notions as to the province of school. We are thinking today as never before of the social aspects of the schools. We are dreaming of it as the center of rural community life. We are laying stress on the idea of efficiency in education.

J.W. Brister, Tennessee State Superintendent of Schools





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ETSU Normal School Dedication Address: Our Normal Schools: Their Aims and Purpose

October 10, 1911

