



East Tennessee State University
State of The University
October 2, 2019



Presentation Overview

- National Policy Landscape
- State Policy Landscape
- Current State of ETSU
- Strategic Planning Implementation
 - ✓ Immediate Initiatives
 - ✓ Intermediate Initiatives
 - ✓ Long-term Initiatives
- Summary and Call to Action



ETSU's Core Values, Consistency in Mission

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

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

1. Support goal of regional service
2. Scholarship
3. The study of education as a science, practice in teaching
4. A knowledge of the conditions and needs of the State.



Salute to Staff

- On September 23, 2019 Faculty and Staff Senate Passed Joint Resolution 1
- Today, October 2, 2019 is National Custodial Workers Day
- In observance of this special day and in accordance with the resolution I am asking everyone to:
 - ✓ Offer our collective thanks for the essential function these members of the ETSU community provide in furtherance of the mission of the university;
 - ✓ Recognize the hard work and dedication of all custodial, grounds, and maintenance staff on October 2, 2019; and
 - ✓ Publicly express your support and appreciation for the vital work of custodians, grounds-keepers, and maintenance staff.



Challenges Facing ETSU and the Academy



Top 10 Challenges Facing Higher Education (AASCU)

2008

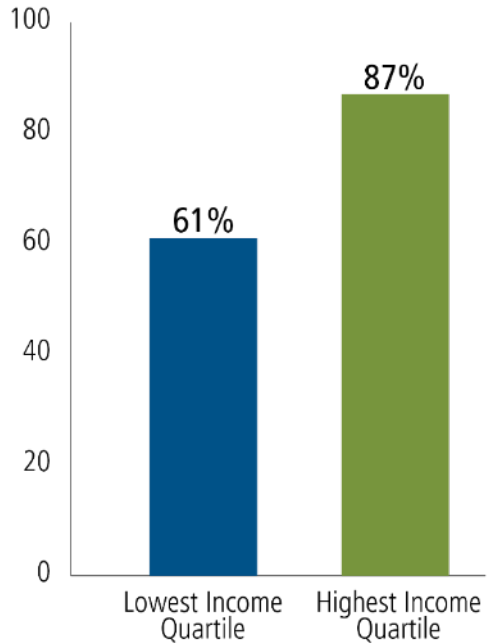
1. Affordability
2. State financial forecasts
3. College preparation
4. Accountability
5. Campus security
6. Immigration
7. 2008 election cycle
8. Affirmative action
9. Retooling state financial aid programs
10. Economic development

2019

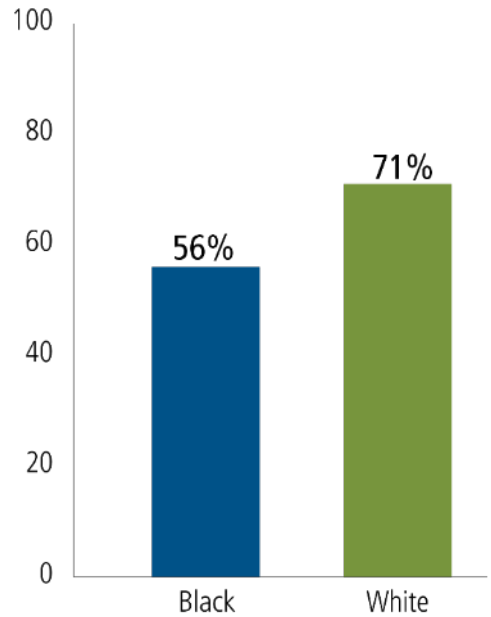
1. Federal policy
2. The economy
3. State budget and college affordability
4. Demographic shifts
5. Economic and workforce development
6. Free College
7. Implementation of the Tax Cuts and Jobs Act
8. Immigration
9. Campus sexual assault
10. Political polarization



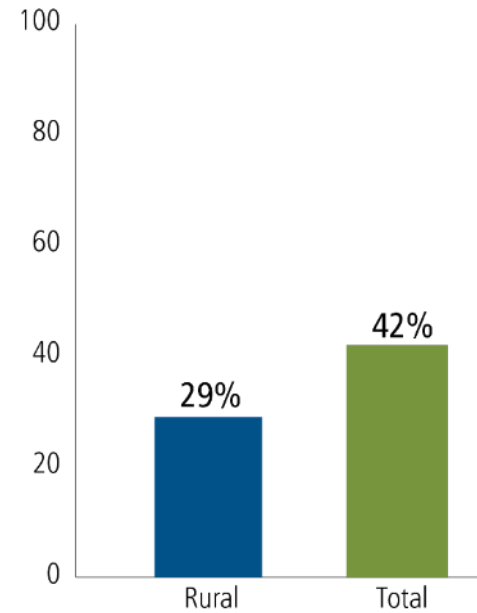
Probability of College Enrollment by Race, Income, and Geography



SOURCE: Calculated from October Current Population Survey File (Formerly Table 14 in Census Bureau's School Enrollment Report), U.S. Census Bureau; School Enrollment Data, 1970-2016, as reported by the U.S. Bureau of Labor Statistics (BLS), compiled by Tom Mortenson.

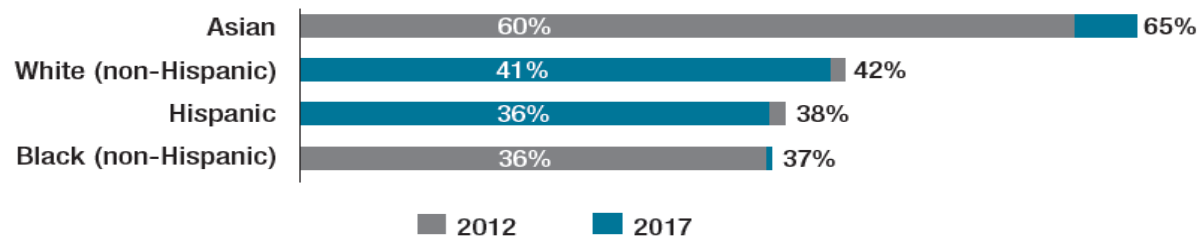


SOURCE: U.S. Department of Commerce, Census Bureau, Current Population Survey (CPS), October, 1970 through 2016. Race/Ethnicity for Recent High School Graduates 1960 to 2016.



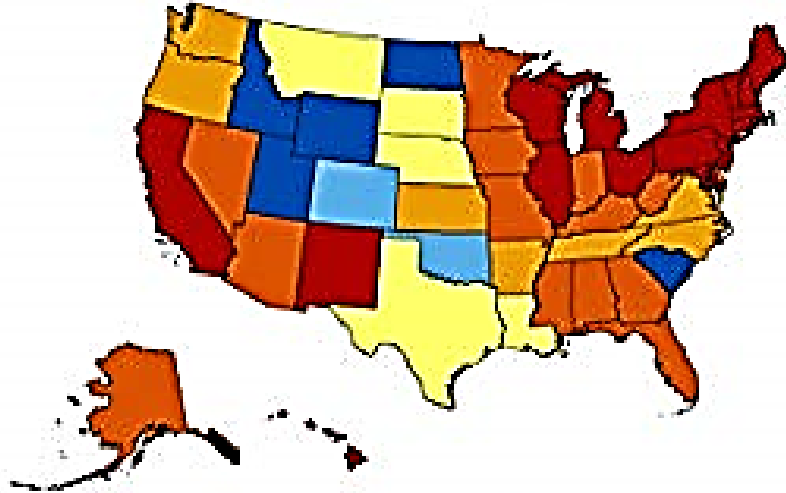
SOURCE: U.S. Department of Education, National Center for Education Statistics, Rural Education in America, Table B3.b-1, 2015

College Enrollment Rates of 18- to 24-Year-Olds by Race/Ethnicity United States, 2012 and 2017

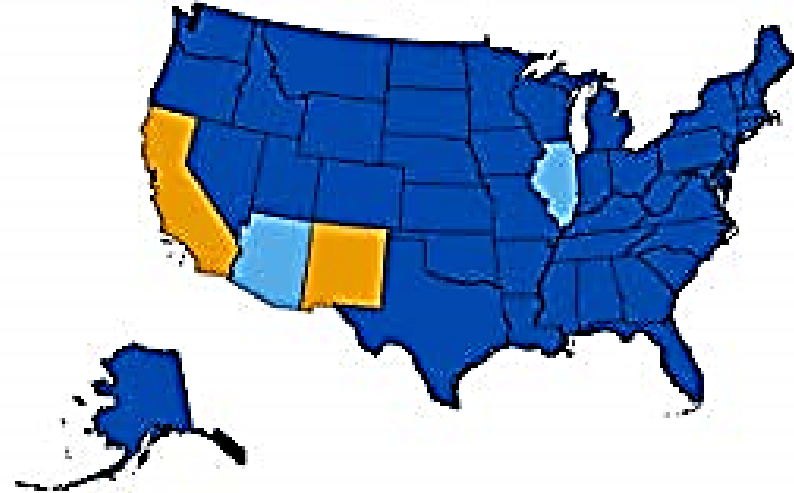


Demographics and Demand for Higher Education

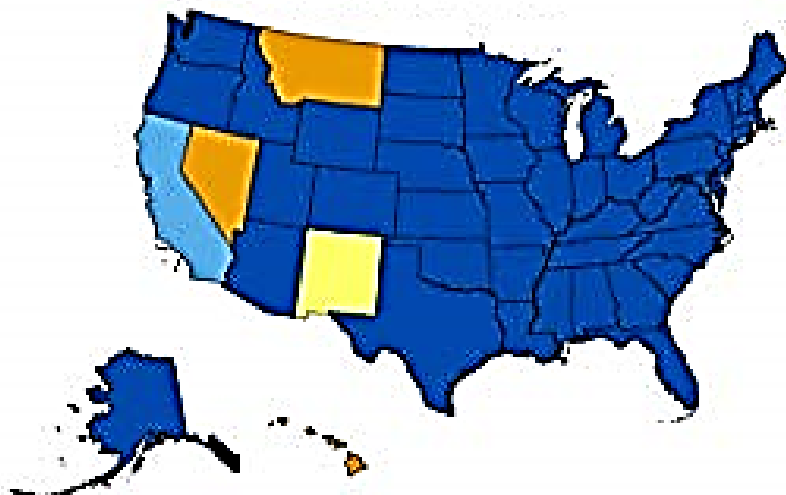
White non-Hispanic



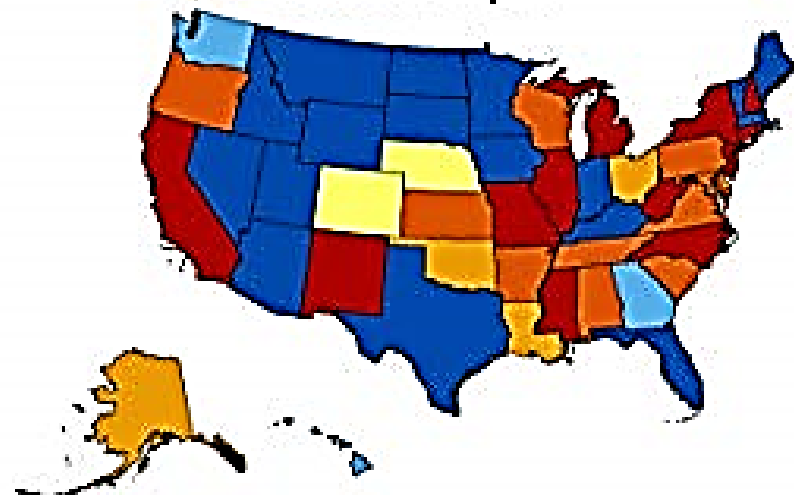
Hispanic



Asian/Pacific Islander

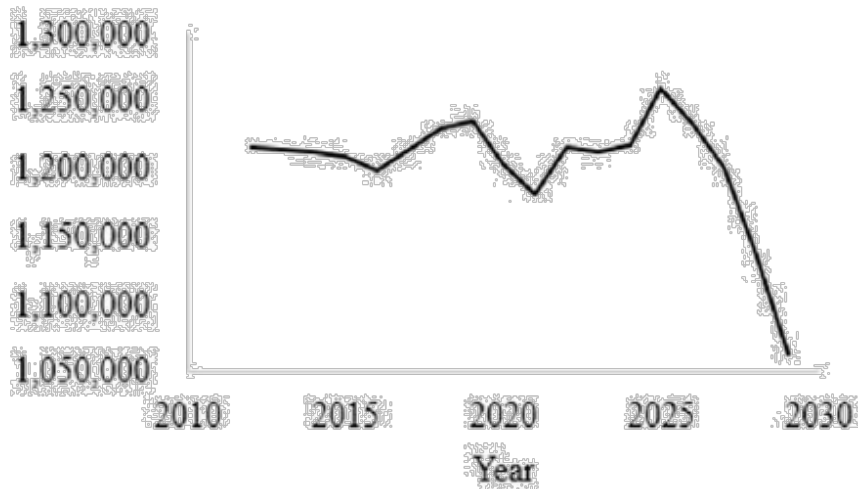


Black non-Hispanic

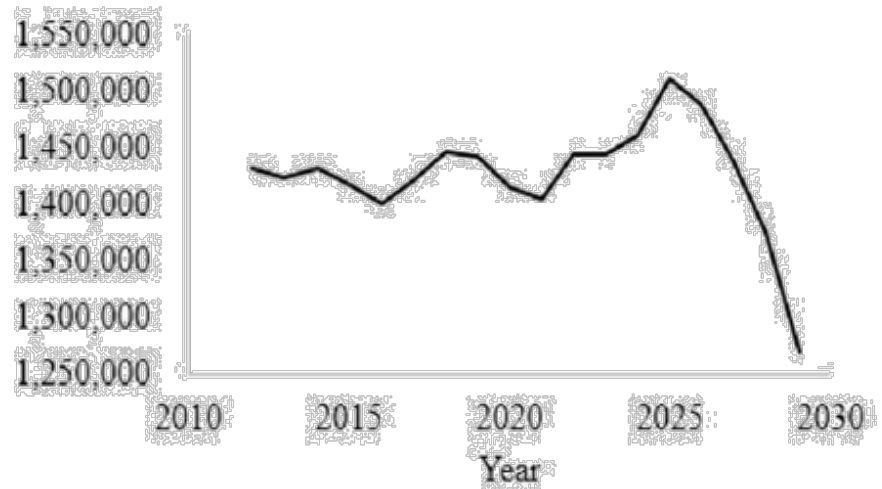


Forecasted Number of Students Attending College

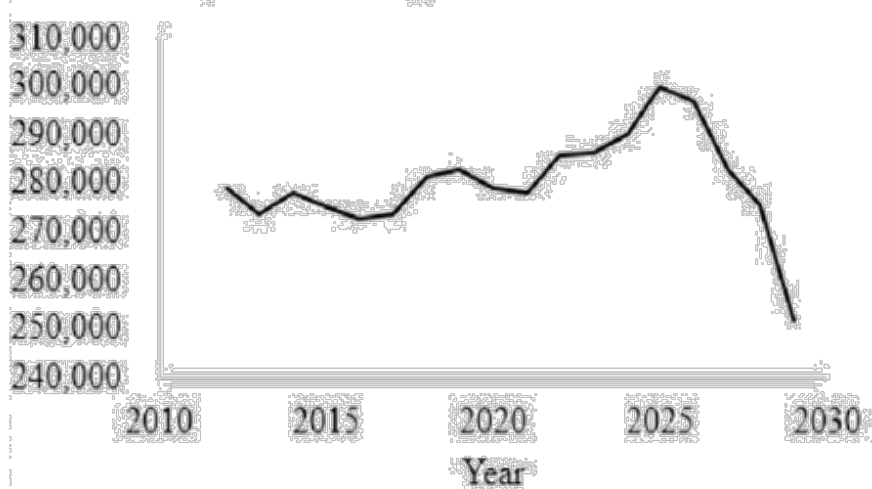
a) Two-year colleges



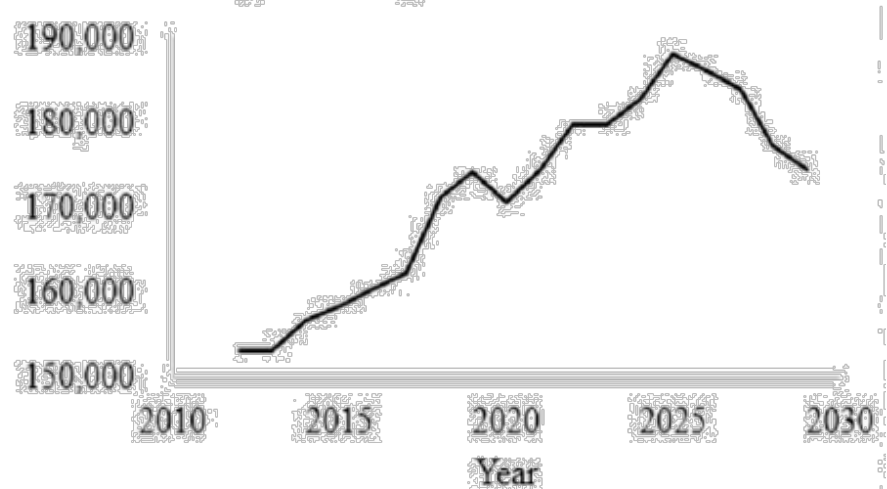
b) Regional colleges and universities



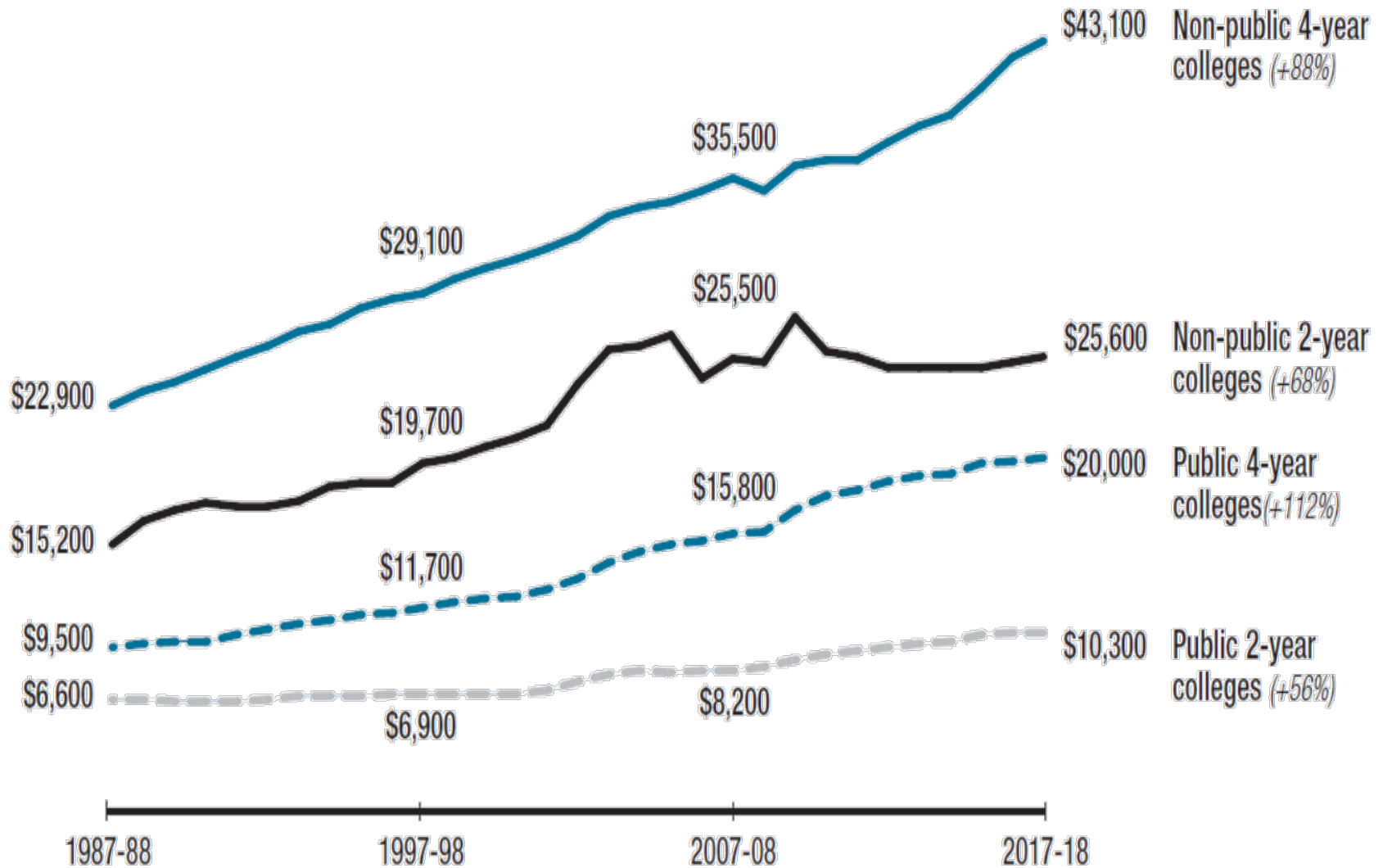
c) National colleges and universities



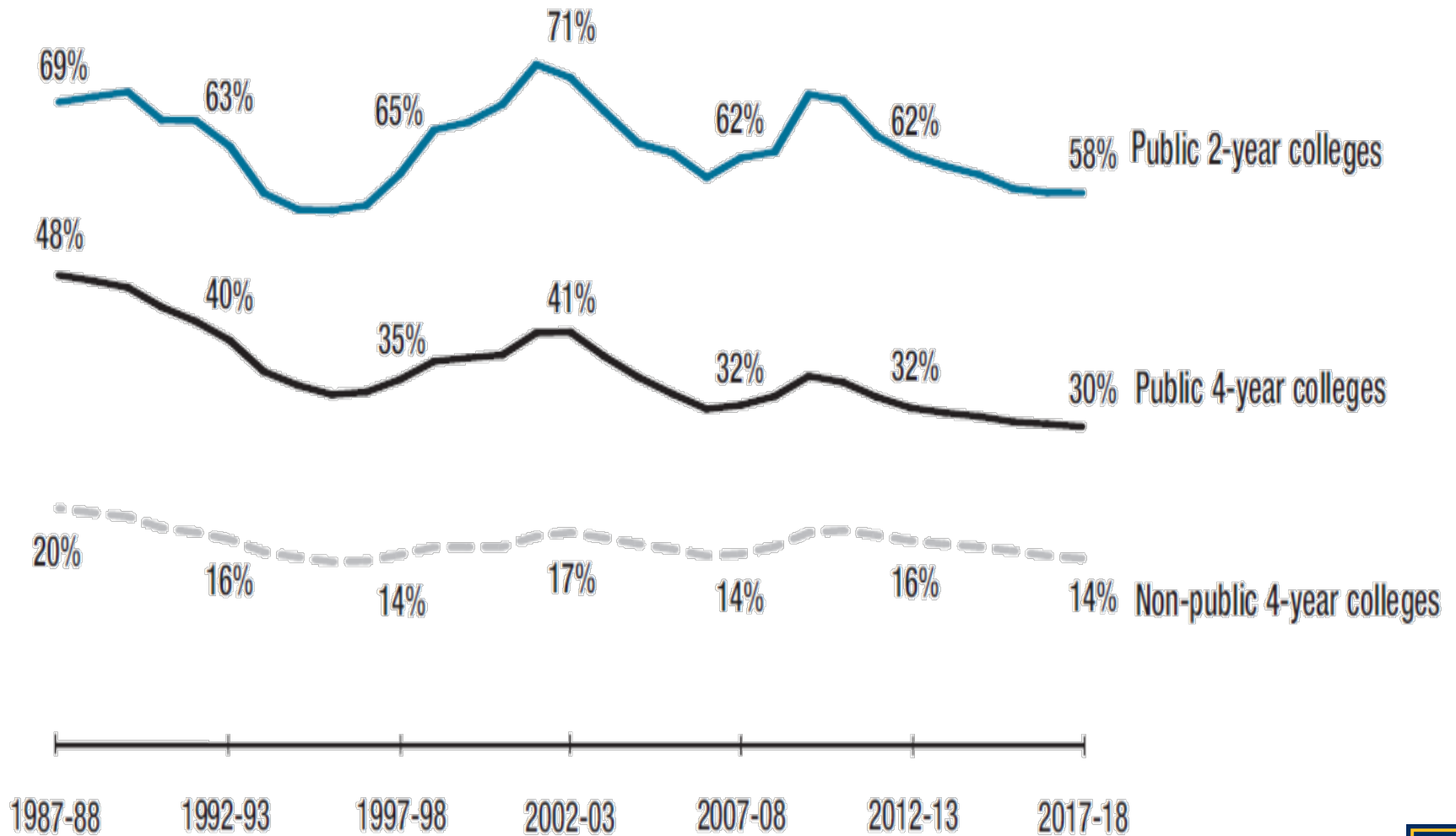
c) Elite colleges and universities



Annual Undergraduate Costs of College Attendance (in 2017-18 dollars)



Percent of Tuition, Fees, Room and Board Covered by Maximum Federal Pell Grant



Percentage of Students that Borrow to Pay for College

July 2018 ACE survey	72%
4-year, private (actual)	54%
4-year, public (actual)	42%

What is the Average Amount that Students Borrow for College

July 2018 ACE survey	\$79,905
4-year, private average	\$32,000
4-year, public average	\$27,000



Tennessee Budget Landscape

- The *Complete College Tennessee Act* and *Drive to 55* focus on increasing the educational attainment of Tennessee residents, i.e. creating a better prepared workforce.
- Tennessee has discontinued its long-standing enrollment-based model and successfully transitioned to a nationally acclaimed “outcomes based” formula entirely. Enrollment no longer factors into state funding, even though it is the driving factor for institutional budgets.
- State revenues are stable, and the budget forecast for the upcoming fiscal year is positive. However, state budget forecasts anticipate downward trends in the early 2020s.
- Shifting landscape of state support for salaries vis-a-vis the funding formula.
- Stable support for capital construction with the continued expectation for local matching funds. However, the policy framework by which projects are evaluated and funded has shifted as a result of changes in THEC policy.



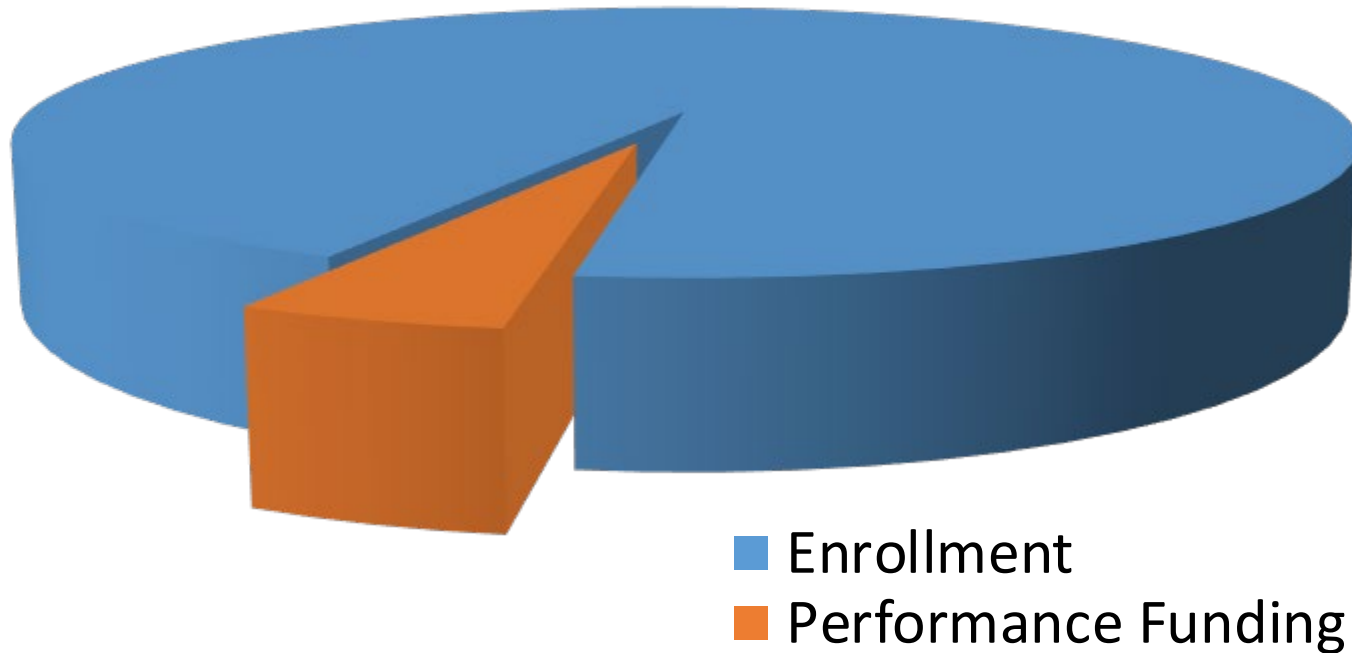
National Policy Focus – Performance Funding 2.0

- Depending on the state, university systems or state agencies have a variety of roles in developing the operating budget request. In most states, either coordinating or governing entities develop an operating request on behalf of the public institutions.
- Two primary approaches are used by states to develop their operating budget request:
 - Funding formula
 - Base plus
- The majority of states utilize funding formulas or guidelines in the budgeting or resource allocation process.
- As higher education has transitioned through the 2000's, many states such as Indiana, Tennessee, Ohio, and Kentucky have developed new funding formulas that focus state support on college completion and student success rather than enrollment.



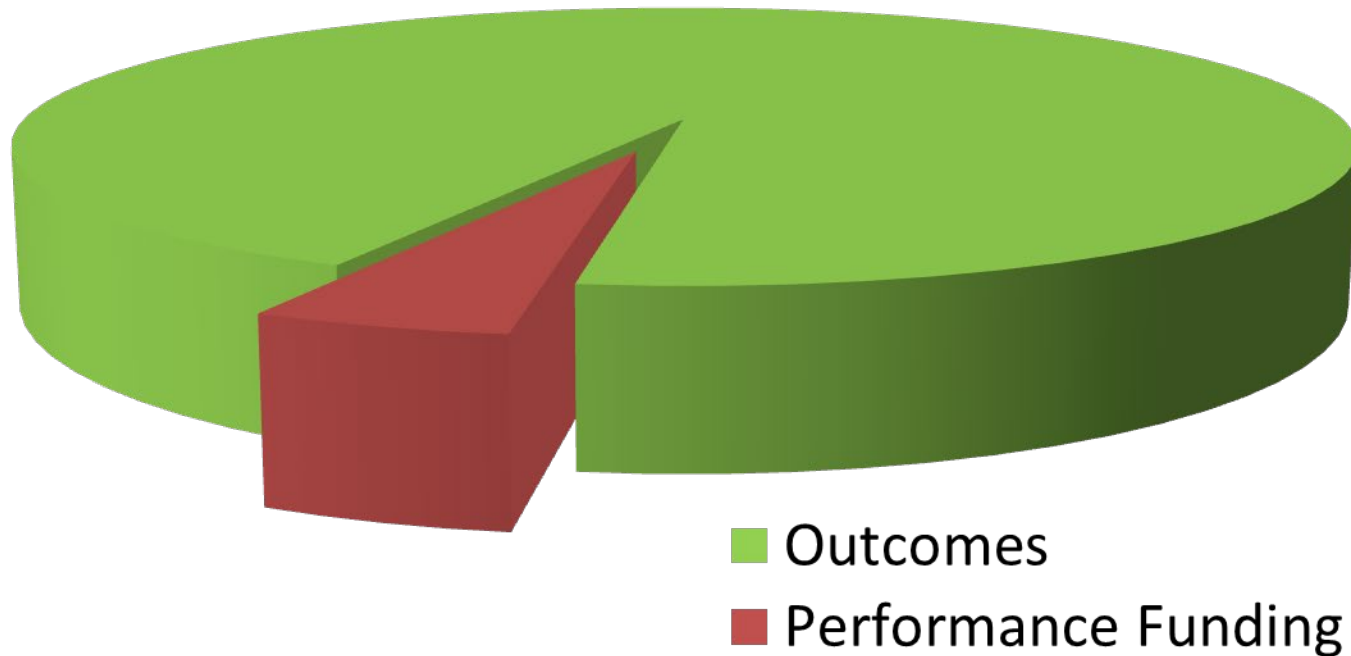
Finance Policy in Tennessee - Formula Model

TN Enrollment-Based Funding Formula, 1979-2011



Finance Policy in Tennessee: Formula Model

TN Outcomes-Based Funding Formula, 2011-Present



THEC Outcomes-Based Formula Components

Outcome

Student Progression: 30 Credit Hours

Student Progression: 60 Credit Hours

Student Progression: 90 Credit Hours

Bachelors Degrees

Masters Degrees

Doctoral/Law Degrees

Research/Grant Funding

Degrees per 100 FTE

Graduation Rate

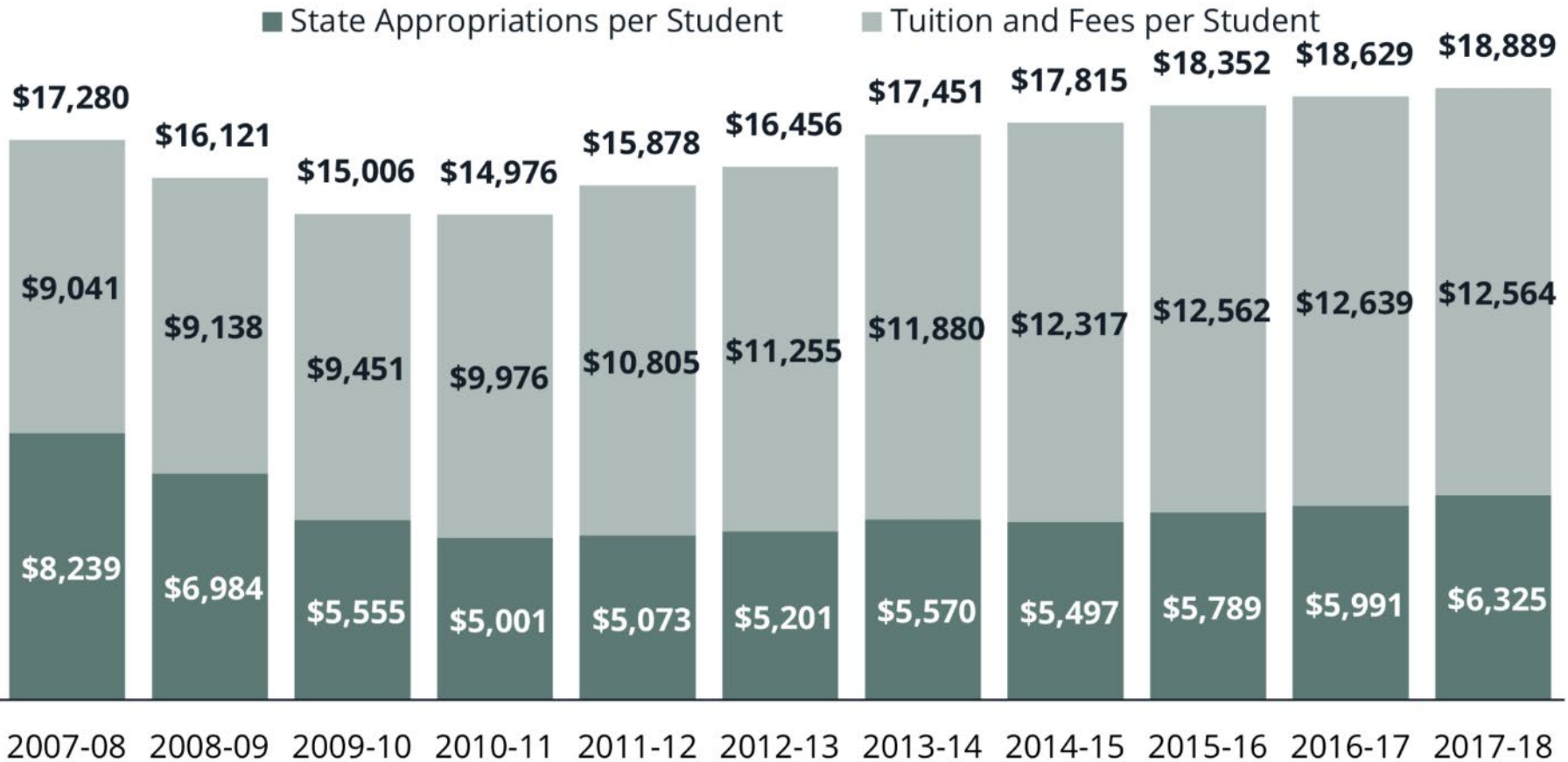


State Appropriations for Tennessee Public Higher Education Formula Units 2012-13 through 2018-19

Institution	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
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
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
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
Tennessee Technological University	37,288,600	39,559,500	38,394,000	39,386,900	42,692,700	47,731,100	55,020,600
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
Tennessee State University	30,810,900	32,610,800	32,088,900	32,954,100	34,773,400	36,757,500	39,402,300
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
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
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
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
UT University Total	212,554,800	235,706,800	242,796,000	257,960,100	276,607,400	306,770,700	325,264,800



Total Revenue per Award - Universities 2007-08 through 2017-18



Total Support Per FTE (Public 4-year)

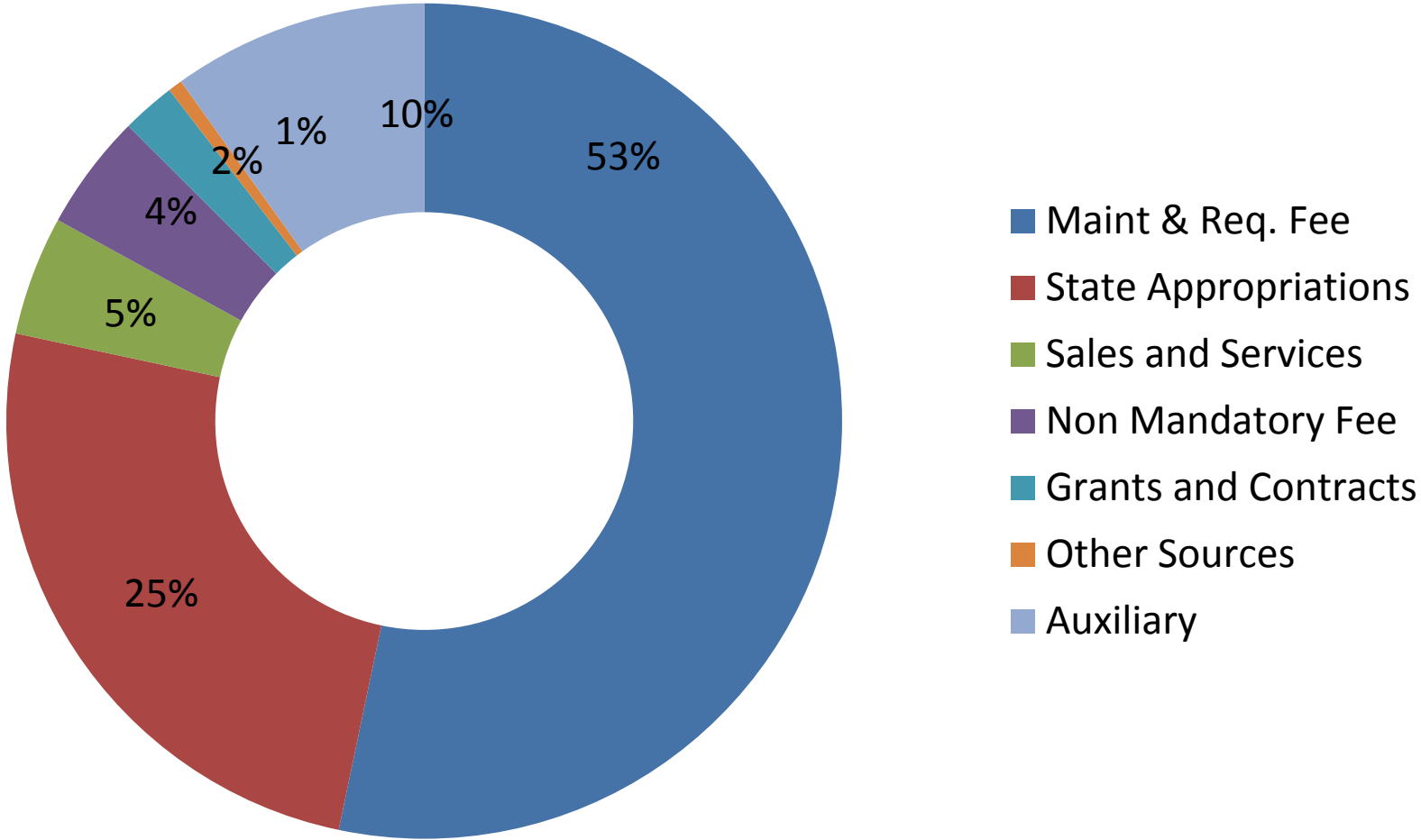
	2017-18				Change in Total 2014-15 to 2017-18 (adjusted for inflation) ³	
	State General- Purpose	State Educational Special-Purpose	Tuition and Fee Revenues	Total	Dollars	Percent
	SREB states	\$6,167	\$660	\$9,914	\$16,741	-\$21
Alabama	4,911	634	13,830	19,376	-376	-1.9
Arkansas	5,349	1,157	8,467	14,973	-1,237	-7.6
Delaware	5,817	248	24,501	30,565	-1,904	-5.9
Florida	7,726	783	5,679	14,188	45	0.3
Georgia	6,407	425	7,996	14,828	17	0.1
Kentucky	5,454	1,096	14,330	20,880	-287	-1.4
Louisiana	3,211	607	9,273	13,091	268	2.1
Maryland	11,028	624	12,458	24,111	815	3.5
Mississippi	4,906	1,212	11,021	17,138	-832	-4.6
North Carolina	10,113	482	8,179	18,774	-79	-0.4
Oklahoma	4,170	NA	11,928	16,098	-1,006	-5.9
South Carolina	1,957	1,586	16,743	20,285	370	1.9
Tennessee	6,369	735	10,251	17,355	1,187	7.3
Texas	5,883	475	7,861	14,219	-417	-2.8
Virginia	5,270	663	13,696	19,629	1,406	7.7
West Virginia	3,105	866	11,148	15,120	995	7.0



University Budget



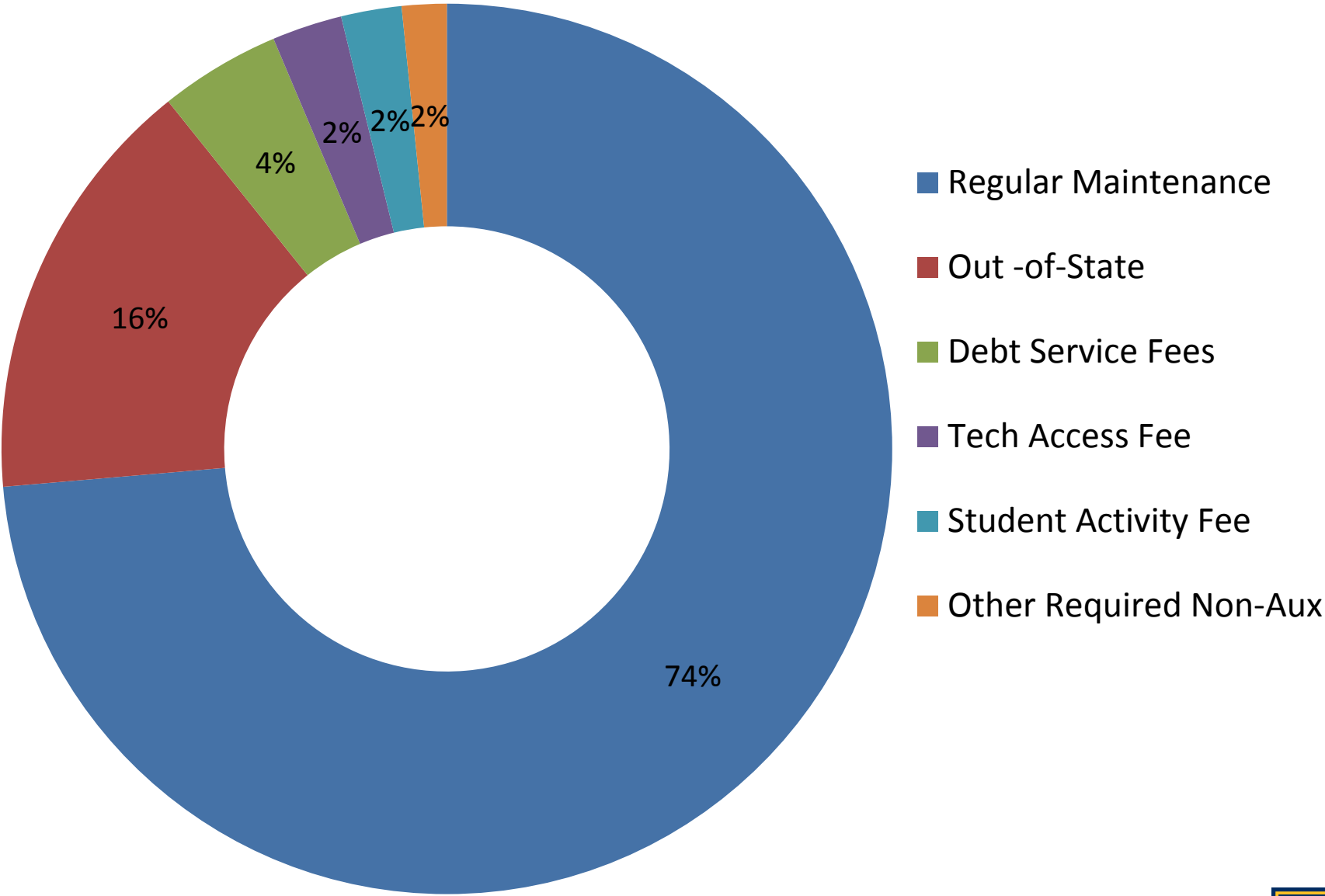
FY 2018-19 Revenue Budget – Revenue by Source



Total Revenue - \$259,316,800



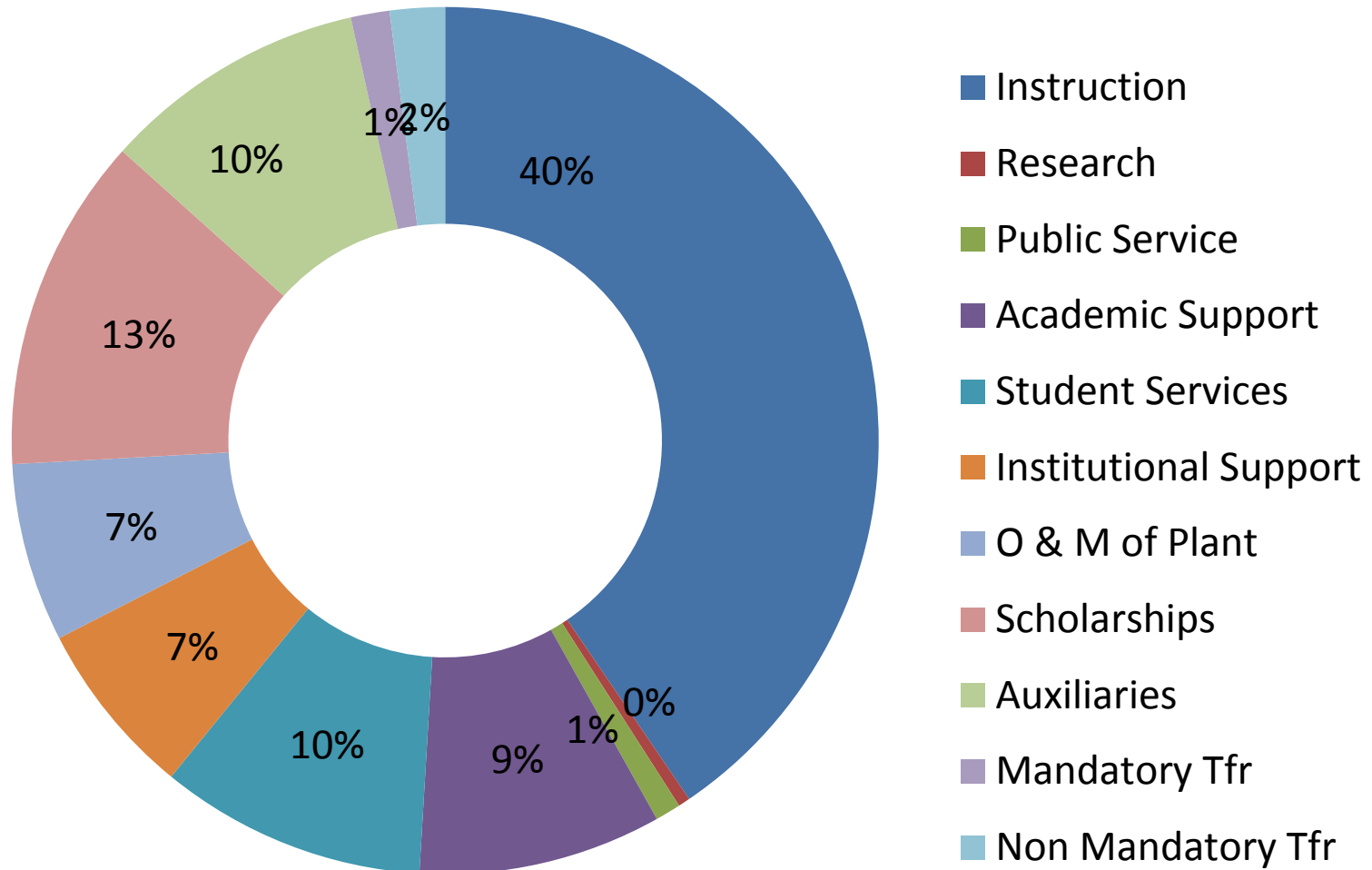
FY 2018-19 Revenue Budget: Maintenance & Required Fees



Total M & RF - \$138,194,890



FY 18-19 Expenditure Budget By Function



Total Expenditures & Transfers by Function - \$259,133,730



University Budget

- Fall-out revenues will be invested to increase the reserve balance for the 2019-20 academic year.
 - \$1m in fall-out to reserves
 - 50/50 distribution will yield 1.8m for college and unit priorities
 - Significant fee and special use funds carried forward at the unit level to assist with college and unit priorities
- Provided campus wide salary enhancements (seven of past eight academic years)
- Increased the starting (hourly) pay at ETSU
- Decentralized Budget Model is working and has resulted in concurrent college level decision-making
 - Adjunct salary enhancements
 - Performance bonuses
 - Facilities enhancements



Peer Faculty Salary Comps

Institution	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	% Change
University of North Carolina at Charlotte	77,058	75,033	76,410	78,939	82,641	86,998	12.9%
Oakland University	75,384	76,338	79,281	80,667	81,309	82,981	10.1%
Wright State University-Main Campus	94,932	75,492	76,932	79,074	80,620	82,774	-12.8%
Florida Atlantic University	70,425	71,658	76,005	76,014	82,710	81,628	15.9%
Central Michigan University	73,728	77,427	75,951	76,158	78,943	81,505	10.5%
University of Missouri-Kansas City	73,476	74,745	76,329	77,409	80,268	80,523	9.6%
East Carolina University	70,308	71,775	71,685	72,072	77,246	78,705	11.9%
University of North Carolina at Greensboro	71,649	71,334	72,522	73,350	76,029	77,287	7.9%
Old Dominion University	70,677	78,561	77,004	80,667	80,137	75,201	6.4%
Texas Woman's University	66,348	67,599	72,765	73,872	73,826	74,987	13.0%
University of Northern Colorado	64,890	67,383	68,310	68,616	70,555	69,993	7.9%
Southern Illinois University-Edwardsville	69,174	70,731	70,794	70,236	68,941	69,671	0.7%
University of Arkansas at Little Rock	65,565	67,320	70,929	67,599	69,714	68,211	4.0%
Sam Houston State University	62,163	65,844	66,042	66,690	68,646	68,197	9.7%
Ball State University	64,350	65,745	67,086	67,770	65,991	67,652	5.1%
Indiana State University	62,334	63,639	63,513	63,774	64,907	67,426	8.2%
University of South Alabama	63,189	64,908	64,755	64,611	65,565	65,168	3.1%
East Tennessee State University	58,977	60,399	60,084	61,515	62,288	64,595	9.5%
Marshall University	61,146	61,803	64,053	63,108	64,314	64,482	5.5%
Georgia Southern University	55,566	55,953	57,618	58,941	60,505	61,948	11.5%
Peer Average	69,072	69,647	70,947	71,556	73,309	73,965	7.4%
Peer Median	69,174	70,731	71,685	72,072	73,826	74,987	8.2%



Regional Faculty Salary Comps

Institution	2011-12	2013-14	2014-15	2015-16	2016-17	2017-18	% Change Overall
Virginia Commonwealth University	\$67,527	\$74,178	\$74,592	\$79,092	\$78,542	\$81,794	21.1%
Ohio University-Main Campus	\$73,809	\$74,646	\$77,121	\$79,110	\$81,801	\$81,130	9.9%
University of Memphis	\$74,097	\$74,736	\$75,366	\$76,545	\$77,407	\$79,678	7.5%
James Madison University	\$62,775	\$72,144	\$71,937	\$74,835	\$75,618	\$78,785	25.5%
East Carolina University	\$70,308	\$71,775	\$71,685	\$72,072	\$77,246	\$78,705	11.9%
Appalachian State University	\$68,832	\$68,913	\$69,030	\$70,173	\$74,487	\$75,308	9.4%
Radford University	\$67,995	\$69,345	\$70,380	\$72,423	\$72,060	\$74,580	9.7%
The University of Tennessee-Chattanooga	\$67,158	\$67,293	\$67,356	\$69,255	\$72,163	\$73,718	9.8%
Tennessee Technological University	\$66,051	\$67,959	\$67,707	\$69,534	\$70,491	\$72,080	9.1%
Western Carolina University	\$66,888	\$67,437	\$67,005	\$68,112	\$70,044	\$70,614	5.6%
Austin Peay State University	\$59,877	\$61,911	\$61,524	\$62,208	\$66,054	\$69,002	15.2%
Middle Tennessee State University	\$61,353	\$63,261	\$63,846	\$64,395	\$63,529	\$66,138	7.8%
Western Kentucky University	\$61,623	\$62,847	\$63,738	\$64,161	\$64,439	\$65,533	6.3%
East Tennessee State University	\$58,977	\$60,399	\$60,084	\$61,515	\$62,288	\$64,595	9.5%
Marshall University	\$61,146	\$61,803	\$64,053	\$63,108	\$64,314	\$64,482	5.5%
Eastern Kentucky University	\$61,758	\$62,190	\$62,586	\$64,098	\$63,270	\$64,047	3.7%
Georgia Southern University	\$55,566	\$55,953	\$57,618	\$58,941	\$60,505	\$61,948	11.5%
Morehead State University	\$56,430	\$58,743	\$59,742	\$61,290	\$59,225	\$59,450	5.4%



Peer Staff Salary Comps

Institution	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	% Change
Oakland University	54,560	55,483	56,750	58,327	62,326	63,312	13.8%
Florida Atlantic University	54,910	57,502	57,974	59,565	61,674	62,459	12.1%
Wright State University-Main Campus	51,313	56,378	58,803	60,125	61,080	59,431	13.7%
University of North Carolina at Charlotte	51,756	51,882	53,229	55,027	58,160	59,367	12.8%
University of North Carolina at Greensboro	52,054	52,461	53,197	53,516	55,605	57,457	9.4%
Old Dominion University	50,995	53,400	53,177	54,584	55,591	57,164	10.8%
Central Michigan University	49,258	52,655	50,242	51,182	55,317	55,188	10.7%
University of Missouri-Kansas City	49,051	51,201	51,357	52,604	53,760	54,151	9.4%
East Carolina University	48,102	48,718	49,889	50,812	52,909	54,118	11.1%
Sam Houston State University	48,217	49,327	50,427	51,880	53,520	53,877	10.5%
University of Northern Colorado	45,718	47,994	49,499	51,161	52,193	53,629	14.8%
Ball State University	49,596	49,967	50,834	51,034	51,367	52,629	5.8%
Texas Woman's University	43,324	43,909	46,821	48,266	49,112	50,949	15.0%
University of South Alabama	43,699	45,270	45,436	46,781	49,088	50,474	13.4%
Southern Illinois University-Edwardsville	46,232	47,308	47,484	48,440	48,272	49,154	5.9%
Indiana State University	43,800	44,897	46,205	47,458	48,411	48,884	10.4%
Marshall University	44,341	44,267	46,172	45,909	46,170	47,117	5.9%
University of Arkansas at Little Rock	44,106	45,823	46,352	45,921	45,085	46,366	4.9%
Georgia Southern University	40,919	42,169	43,027	44,279	45,444	45,702	10.5%
East Tennessee State University	38,647	39,947	39,947	41,121	42,833	44,245	12.7%
Peer Average	47,997	49,506	50,362	51,414	52,899	53,759	10.7%
Peer Median	48,217	49,327	50,242	51,161	52,909	53,877	10.5%



Enrollment and Student Success



ETSU Enrollment – Fall 2019

Fall 2019 Overall ETSU University Enrollment						
Student Level	2015	2016	2017	2018	2019	Delta
Undergraduate	11,392	11,065	11,323	11,268	11,151	-117
Graduate	2,335	2,354	2,441	2,457	2,437	-20
Medicine	535	542	531	534	538	4
Pharmacy	325	324	313	315	315	0
Total	14,587	14,285	14,608	14,574	14,441	-133

- 57% increase in Dual-Enrollment attendance this fall
- College increases:
 - Clemmer College is up 2%
 - College of Nursing is up 5%
 - College of Public Health is up 7%



ETSU Freshmen Focus – Fall 2019

ETSU Fall First-Time Freshmen Characteristics						
	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Delta 1-YR
Headcount	1,999	1,886	2,050	1,976	1,786	-190
Average HS	3.4	3.5	3.4	3.5	3.5	-
Average ACT	23	23	23	23	24	1
Scholarships						
Faculty	166	167	145	140	129	-11
Deans	92	76	88	92	62	-30
Provost	237	245	234	263	237	-26
Presidential	80	82	78	89	95	6
Total	575	570	545	584	523	-61



ETSU Enrollment – Residency

Largest TN Counties 2015-2019 (Main Campus Only)

County	2015	2016	2017	2018	2019	Delta
Washington	2,775	2,677	2,672	2,649	2,745	96
Sullivan	1,799	1,771	1,788	1,763	1,809	46
Knox	753	710	798	829	755	-74
Carter	735	697	706	701	688	-13
Hawkins	538	512	512	499	527	28
Greene	555	515	512	500	518	18
Hamilton	431	406	446	398	383	-15
Sevier	205	302	297	295	323	28
Hamblen	269	290	283	288	268	-20
Total TN	10,944	10,593	10,926	10,921	11,025	104
Total ETSU	13,727	13,419	13,764	13,725	13,589	-136
TN % of Total	79.70%	78.90%	79.38%	79.57%	81.13%	1.56%

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

Location	2015	2016	2017	2018	2019	Delta
NC	496	436	410	390	347	-43
VA	444	469	451	445	451	6
Total Border Co.	940	905	861	835	798	-37
% of Total	6.80%	6.74%	6.25%	6.10%	5.87%	-0.23%
International	600	646	626	505	398	-107
% of Total	4.40%	4.81%	4.55%	3.68%	2.93%	-0.75%
Other Out-of-State	1,243	1,275	1,351	1,464	1,494	30
% of Total	9.10%	9.50%	9.82%	10.67%	10.99%	0.32%



ETSU Enrollment – Race & Gender

Race/Ethnicity 2015-2019 (Main Campus Only)

Race/Ethnicity	2015		2016		2017		2018		2019		Delta 1-YR
	N	%	N	%	N	%	N	%	N	%	%
Alaskan Native/American Indian	30	0.22%	27	0.20%	31	0.23%	23	0.17%	24	0.18%	0.01%
Asian	204	1.49%	189	1.41%	195	1.42%	207	1.51%	204	1.50%	-0.01%
African American	892	6.50%	833	6.21%	911	6.62%	887	6.46%	860	6.33%	-0.13%
Hispanic/Latino	281	2.05%	273	2.03%	343	2.49%	367	2.67%	382	2.81%	0.14%
Native Hawaiian/Pacific Islander	10	0.07%	12	0.09%	13	0.09%	13	0.09%	9	0.07%	-0.03%
White	11,186	81.49%	10,913	81.32%	11,095	80.61%	11,098	80.86%	10,972	80.74%	-0.12%
Nonresident Aliens	600	4.37%	646	4.81%	626	4.55%	505	3.68%	398	2.93%	-0.75%
Two or More Races	345	2.51%	337	2.51%	366	2.66%	438	3.19%	512	3.77%	0.58%
Ethnicity/Race Unknown	179	1.30%	189	1.41%	184	1.34%	187	1.36%	228	1.68%	0.32%
Total	13,727	100%	13,419	100%	13,764	100%	13,725	100%	13,589	100%	-136
Male	5,787	42%	5,659	42%	5,756	42%	5,548	40%	5,298	39%	-1%
Female	7,940	58%	7,760	58%	8,008	58%	8,177	60%	8,291	61%	1%



Student Success

- 72.4% Fall-to-Fall First-time Freshmen Retention
 - *Approximately 128 more students persisting, per year at ETSU since 2011*
- 50% Graduation Rate (start at ETSU and graduate from ETSU within six years)
 - *Approximately 280 more degrees awarded per cohort since 2017*

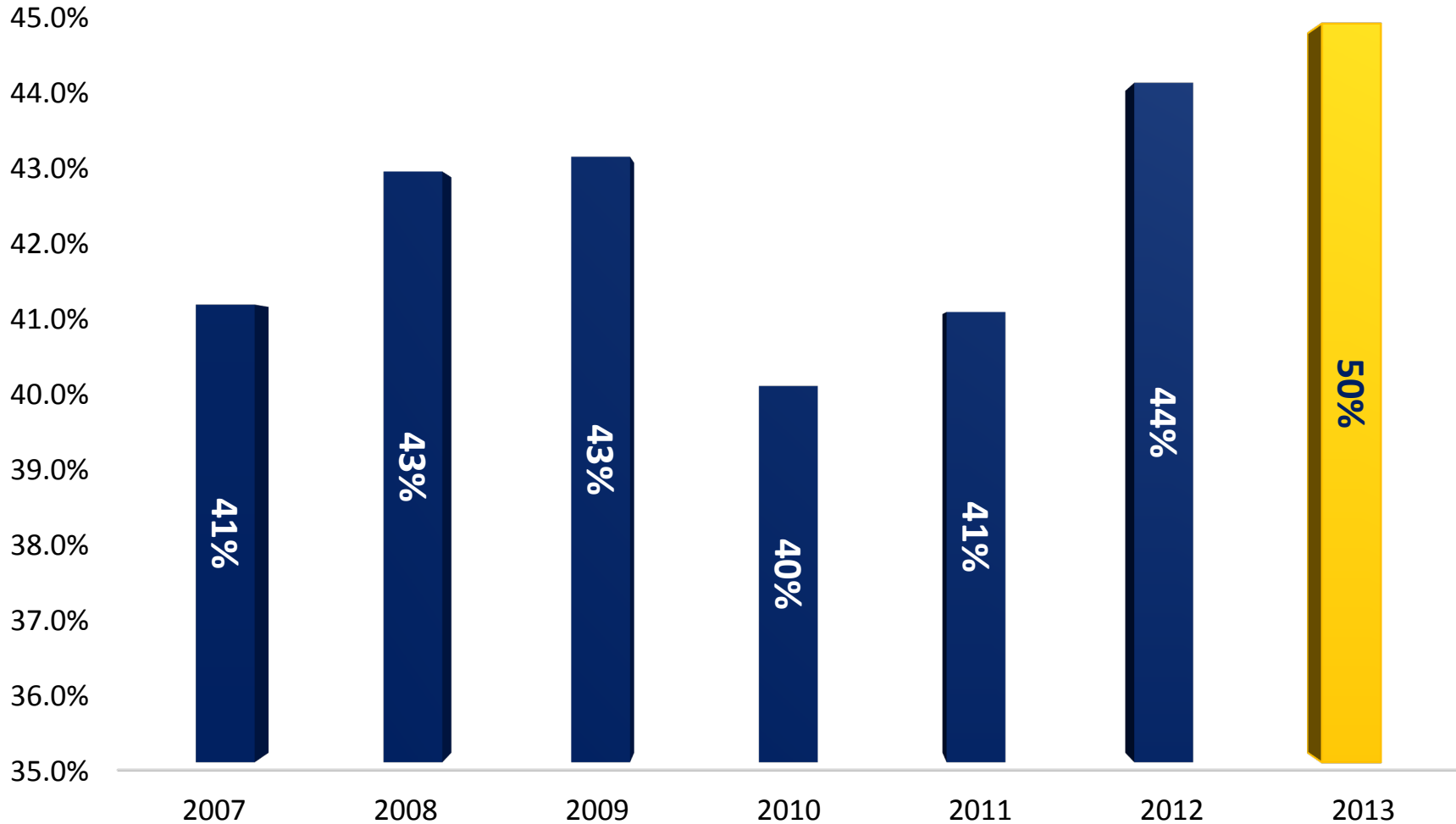


**Freshman to Sophomore Retention Rates for Public Institutions
Fall 2017 - Fall 2018**

Institution	Fall 2017 First-Time, Full-Time Freshmen	Fall 2018			Retention Rate
		Enrolled at Admitting Institution	Enrolled in Other Public Institution	Total Enrolled	
TBR Community Colleges					
Chattanooga State Community College	1,567	769	48	817	52.1%
Cleveland State Community College	685	339	30	369	53.9%
Columbia State Community College	1,409	748	66	814	57.8%
Dyersburg State Community College	531	259	19	278	52.4%
Jackson State Community College	958	493	38	531	55.4%
Motlow State Community College	1,729	912	65	977	56.5%
Nashville State Community College	1,312	596	49	645	49.2%
Northeast State Community College	1,381	755	30	785	56.8%
Pellissippi State Community College	2,342	1,180	209	1,389	59.3%
Roane State Community College	1,168	628	39	667	57.1%
Southwest Tennessee Community College	2,159	1,079	54	1,133	52.5%
Volunteer State Community College	2,175	1,094	89	1,183	54.4%
Walters State Community College	1,626	852	44	896	55.1%
TBR Community College Total	19,042	9,704	780	10,484	55.1%
Locally Governed Institutions					
Austin Peay State University	1,760	1,159	105	1,264	71.8%
East Tennessee State University	2,035	1,481	97	1,578	77.5%
Middle Tennessee State University	2,977	2,235	129	2,364	79.4%
Tennessee State University	1,542	943	59	1,002	65.0%
Tennessee Technological University	1,751	1,305	127	1,432	81.8%
University of Memphis	2,614	1,984	82	2,066	79.0%
LGI University Total	12,679	9,107	599	9,706	76.6%
UT Universities					
University of Tennessee, Chattanooga	2,133	1,549	256	1,805	84.6%
University of Tennessee, Knoxville	4,781	4,170	225	4,395	91.9%
University of Tennessee, Martin	1,046	770	58	828	79.2%
UT University Total	7,960	6,489	539	7,028	88.3%
University Total	20,639	15,596	1,138	16,734	81.1%
Grand Total	39,681	25,300	1,918	27,218	68.6%



ETSU Six-Year Cohort Graduation Rate (2007 – 2013)



- Graduation rate measured utilizing ETSU-only data and institutional completion
- The 2013 cohort details information for those students who began as FTFT freshman in 2013 and graduated by 2019



Graduation Rates – Universities

Six-year Graduation Rates Fall Cohorts (2004-2012)									
Institution	2004	2005	2006	2007	2008	2009	2010	2011	2012
APSU	37.60%	41.10%	47.00%	44.90%	47.60%	45.30%	46.10%	47.60%	48.00%
ETSU	45.10%	49.20%	51.90%	52.60%	54.30%	52.20%	50.00%	49.50%	54.70%
MTSU	52.10%	50.60%	54.60%	55.80%	53.20%	51.10%	50.20%	49.70%	51.50%
TSU	36.80%	36.60%	43.10%	40.20%	41.00%	34.20%	33.80%	33.00%	36.50%
TTU	54.20%	54.50%	57.90%	60.20%	59.90%	61.90%	60.00%	58.40%	64.00%
U of M	40.30%	43.00%	47.50%	51.10%	49.20%	49.40%	47.20%	48.30%	53.20%
TBR University Total	45.60%	46.60%	51.10%	52.30%	51.90%	50.10%	48.90%	49.00%	52.60%
UTC	48.60%	50.50%	54.20%	53.40%	54.20%	59.80%	59.90%	62.20%	64.70%
UTK	65.80%	68.80%	75.70%	77.20%	79.30%	79.50%	79.70%	79.70%	82.20%
UTM	53.20%	57.30%	59.60%	57.10%	58.40%	58.10%	58.40%	56.40%	56.10%
UT University Total	60.10%	62.90%	67.70%	67.70%	68.80%	69.50%	70.80%	70.70%	72.60%
University Total	51.50%	53.10%	57.70%	58.40%	58.70%	57.30%	56.80%	57.10%	60.40%

- Graduation rates measured utilizing THEC data system and reflect system-wide completion
- The 2012 cohort details information for those students who began as FTFT freshman in 2012 and graduated by 2018

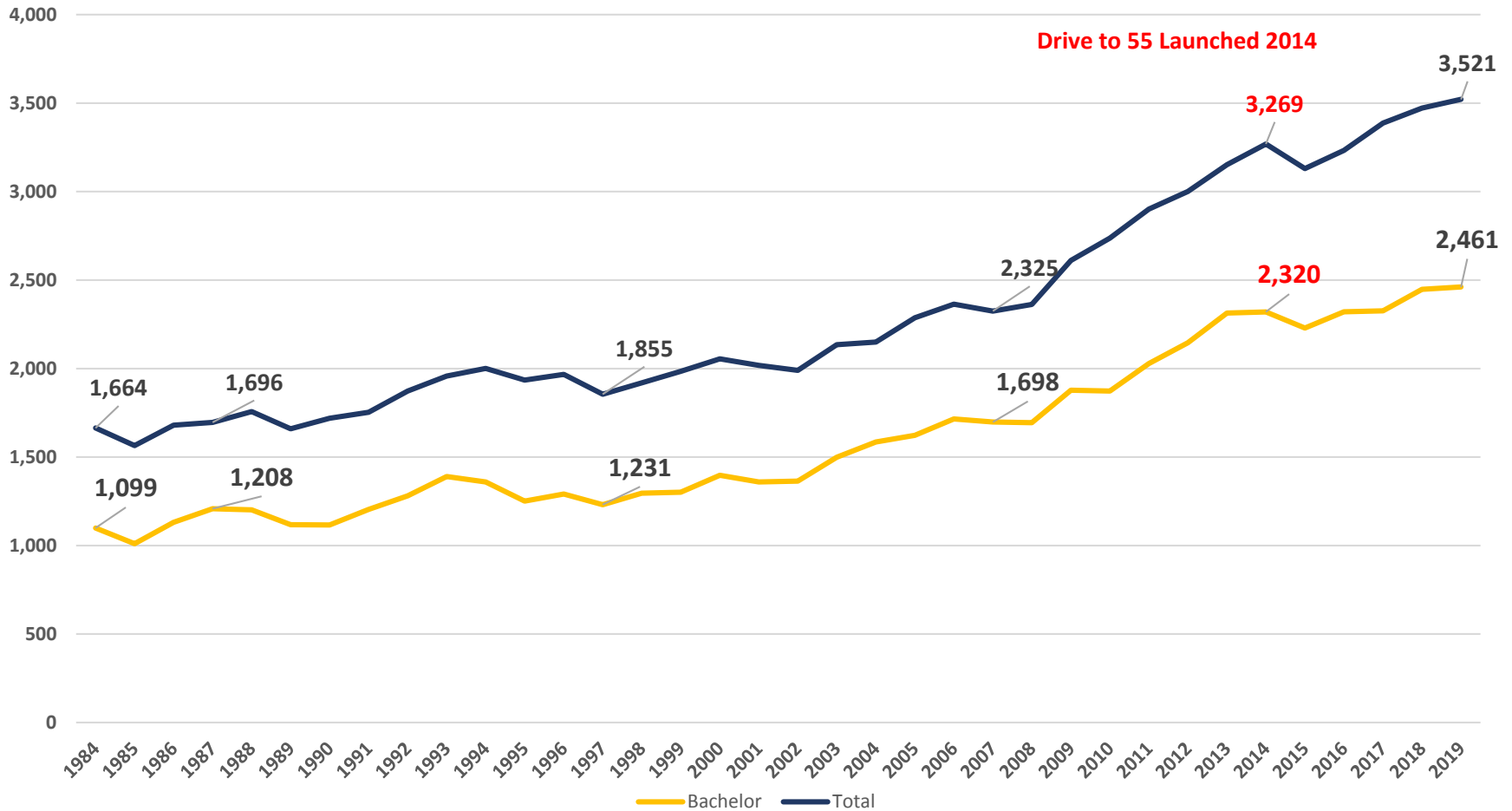


Six-Year Graduation Rates (Fall 2012 Cohort)

Institution	2012 FTF	African				
		Caucasian	American	Hispanic	Female	Pell
APSU	1,418	48.8%	45.9%	56.5%	53.1%	43.5%
ETSU	2,038	57.4%	32.5%	59.6%	60.8%	44.1%
MTSU	3,158	54.0%	47.2%	49.3%	56.1%	46.0%
TSU	1,160	44.0%	35.9%	46.7%	41.7%	29.2%
TTU	2,053	65.2%	54.9%	46.3%	69.9%	55.2%
UoM	2,194	59.4%	41.7%	60.0%	56.8%	44.4%
LGI Total	12,021	57.5%	41.6%	53.3%	56.9%	44.7%
UTC	2,282	66.9%	57.6%	50.0%	69.1%	56.8%
UTK	4,101	83.6%	72.5%	78.3%	86.7%	75.1%
UTM	1,321	59.0%	44.7%	40.5%	60.3%	47.9%
UT total	7,704	73.0%	60.5%	67.9%	76.2%	62.9%
Overall	19,725	65.1%	45.5%	57.5%	64.6%	50.7%



ETSU Degree Production 1984 to 2019



- 2018-19 marked the largest graduating class in the history of ETSU at the baccalaureate, masters, and professional levels.
- ETSU is making significant contributions to the *Drive to 55* Goals. We are graduating more students and they are graduating faster due to institutional efforts such as “15 to Finish”



MAJOR RANKINGS

9 UNIVERSITY SCHOOL RANKED **NINTH BEST HIGH SCHOOL** IN TENNESSEE



NAMED AMONG **2019 BEST SOUTHEASTERN COLLEGES** BY PRINCETON REVIEW

20 ETSU'S DOCTORAL PROGRAM IN EDUCATIONAL ADMINISTRATION IS RANKED AMONG THE **TOP 20 ONLINE DOCTORATE PROGRAMS IN EDUCATIONAL LEADERSHIP** IN THE NATION BY THE WEBSITE THEBESTSCHOOLS.ORG.



U.S. NEWS RANKS THE COLLEGE OF PUBLIC HEALTH AMONG THE **TOP THIRD OF SCHOOLS AND PROGRAMS OF PUBLIC HEALTH** ACCREDITED BY THE COUNCIL ON EDUCATION FOR PUBLIC HEALTH (CEPH).

7 THE ONLINE B.S. DEGREE PROGRAM IN HUMAN SERVICES AT ETSU HAS BEEN RANKED SEVENTH AMONG THE **TOP 25 BEST ONLINE HUMAN SERVICES PROGRAMS** BY THE WEBSITE THEBESTSCHOOLS.ORG.

18 ONLINE COURSE OFFERINGS IN ENGLISH HAVE BEEN RANKED **18TH IN THE NATION** BY THEBESTSCHOOLS.ORG.



DESIGNATED A **VOTER FRIENDLY CAMPUS**



MILITARY FRIENDLY DESIGNATION BY VICTORY MEDIA



Scott Niswonger, ETSU Board of Trustees Chairman, and Jonathan Addleton, former U.S. Ambassador to Mongolia.

The College of Public Health celebrated an expansion of its innovative, award-winning Project EARTH curriculum at Niswonger VILLAGE, located at ETSU Eastman Valleybrook campus. The college unveiled a Mongolian ger, a traditional round-shaped dwelling that is part of the nomadic lifestyle of Mongolians. The Niswonger VILLAGE (Virtual International Living and Learning Across Global Environments) is a public health “simulation lab” that allows students to work and learn in a variety of low-resource environments.

Rankings Update

- ETSU's College of Nursing has earned two top rankings by RegisteredNursing.org:
 - #1 in the “2019 Best Online RN to BSN Programs in Tennessee”
 - #1 in the “2019 Best Doctor of Nursing Practice (DNP) Programs”
- The Department of Psychology has been ranked number 4 by BestColleges.com among the Best Online Bachelor's in Child and Adolescent Psychology Programs for 2019.



Institutional Climate

GCTWF Results 2014 to 2019							
Question Category	2014	2015	2016	2017	2018	2019	Delta
Job Satisfaction/Support	62	68	68	72	76	72	10
Teaching Environment	59	62	60	64	68	67	8
Professional Development	64	67	71	75	75	69	5
Comp, Benefit & Work/Life	59	65	65	70	69	68	9
Facilities	74	65	72	70	71	70	-4
Policies, Resources & Efficiency	51	57	59	62	63	61	10
Shared Governance	47	56	54	61	63	60	13
Pride	63	68	68	75	76	73	10
Supervisors/Department Chairs	64	73	73	73	74	76	12
Senior Leadership	48	52	50	61	60	57	9
Fac, Admin & Staff Relations	50	54	52	62	60	59	9
Communication	47	58	53	63	61	58	11
Collaboration	49	57	56	62	65	61	12
Fairness	51	57	60	63	64	65	14
Respect and Appreciation	58	57	58	64	64	65	7
Overall Average	56	61	61	66	67	65	9
Carnegie Benchmark	68	69	68	68	67	68	0

Overall positive ratings as a percent of total



Teaching and Research



ETSU PROVIDED INSTRUCTION FOR

332,299 CREDIT HOURS WITH
A STUDENT-TO-FACULTY RATIO OF **16:1**

40 FACULTY AWARDED TENURE AND
19 RECEIVED PROMOTION BY THE
ETSU BOARD OF TRUSTEES

3 RECIPIENTS OF 2018 ETSU
DISTINGUISHED FACULTY AWARD:
FROM THE CLEMMER COLLEGE -
DR. KATHRYN SHARP (TEACHING) AND
DR. CYNTHIA CHAMBERS (SERVICE) AND
FROM THE COLLEGE OF CLINICAL AND
REHABILITATIVE HEALTH SCIENCES -
DR. COURTNEY HALL (RESEARCH)

7 RECIPIENTS OF THE 2019 ETSU
DISTINGUISHED STAFF AWARD:
TIM ALTONEN, TONY BANCHS,
SHERYL BURNETTE, TERESA
CARVER, SHERRIE HARDIN, RICKY
HOLMES, AND DR. CARLA WARNER



ETSU's new Employee Benefits Center opened October 2, with over 400 people attending its ribbon-cutting ceremony.

Dr. Jerry Leger
(Arts and Sciences)
celebrated 45 years of
service to ETSU during
2018-19.

An annual financial and compliance
audit of ETSU (fiscal year 2017-18)
by the Tennessee Comptroller of the
Treasury resulted in no findings.



Dr. Robert Pack, executive director
of ETSU's Center for Prescription
Drug Abuse and Treatment, is one of
24 individuals who will serve on the
Appalachian Regional Commission's
(ARC) newly formed Substance Abuse
Advisory Council. Pack also was
instrumental in ETSU's partnership
with Virginia Tech to establish the
Opioids Research Consortium of
Central Appalachia (ORCA), which
will facilitate planning for a research
blueprint on opioids in the central
Appalachian region.

OVER
\$47.5 MILLION
IN EXTRAMURAL FUNDING
DURING 2018-19

293 STUDIES
RECEIVED INITIAL
APPROVAL AND 337 WERE
REAPPROVED BY THE
INSTITUTIONAL REVIEW
BOARD IN 2018-19

198
**UNDERGRADUATE
RESEARCH PROJECTS**
IN THE HONORS
COLLEGE

97 PARTICIPANTS
IN BOLAND
UNDERGRADUATE
RESEARCH SYMPOSIUM

**162 THESES
AND DISSERTATIONS**
COMPLETED IN
2018-19



Noah Lyons, Ahmed Elgazzar and Caroline Drury were the top presenters in the university's first 180 Undergraduate Research Competition open to student presenters at the 2019 Boland Undergraduate Research Symposium. Participants were challenged to condense their research to 180-second video presentations.



In his latest book, *The First Soldier: Hitler as Military Leader*, ETSU History Professor Dr. Stephen G. Fritz (Arts and Sciences) sheds new light on Adolf Hitler's abilities as a military commander and strategist.

ETSU teamed up with GiveCampus, a digital fundraising platform, to connect the community with active projects seeking financial support by faculty, staff or students.

Dr. Marc Fagelson (Clinical and Rehabilitative Health Sciences) provided the lead article and edited an issue of the American Tinnitus Association's journal, *Tinnitus Today*. His clinical and research interests focus on the relation between tinnitus and psychological injury, specifically post-traumatic stress disorder.

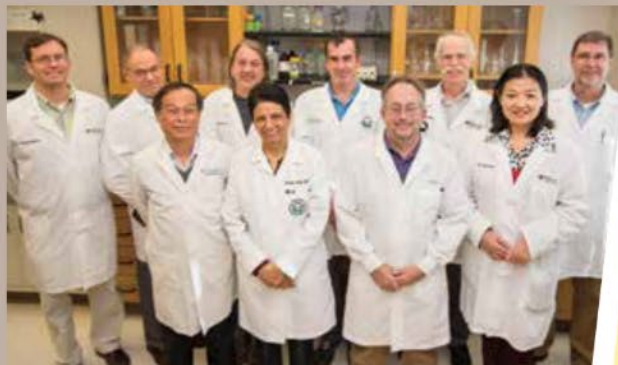
Researchers at Quillen College of Medicine are exploring ways to improve vaccine effectiveness in immunocompromised individuals, such as HIV-infected patients. Drs. Jonathan Moorman and Zhi Qiang (John) Yao, professors of Internal Medicine, lead the research on an R15-awarded project from the National Institute of Allergy and Infectious Diseases.

Joseph Kusi, a doctoral student in the College of Public Health, was selected as a winner of the 2018 Association of Environmental Health Academic Programs (AEHAP) Student Research Competition for his research titled "Silver nanoparticles: Emerging environmental contaminants in the aquatic environment."





Dr. Cerrone Foster (Arts and Sciences) received a two-year grant from the American Heart Association totaling nearly \$154,000 to study the mechanisms of estrogen loss and its effects on the heart after menopause.



Faculty members in the Department of Biomedical Sciences (Quillen College of Medicine) were awarded \$6.7 million in new extramural funding. Agencies including the National Institutes of Health, American Heart Association, American Foundation for Suicide Prevention and the Swiss National Science Foundation are funding research in the areas of heart disease, neurological and psychiatric diseases, infectious diseases and cancer.

OVER
2.7 MILLION
DATABASE SEARCHES
AT SHERROD LIBRARY

243 PARTICIPANTS
IN THE 2019
APPALACHIAN
STUDENT RESEARCH
FORUM

The published research and recommendations of Dr. Timir Paul (Quillen College of Medicine) have resulted in changes to specific cardiology procedure guidelines. Paul's investigative results published in *Circulation: Intervention* helped in creating guidelines on myocardial revascularization – a procedure to open blocked heart arteries for patients with ischemic heart disease.



49 PARTICIPANTS
IN THE THESIS/
DISSERTATION
BOOTCAMP

Dr. Chih-Che Tai (Clemmer College) is leading a project funded by the U.S. Department of Education that focuses on incorporating computation and digital learning with STEM and language arts in elementary school classrooms.

Dr. Russell Brown (Quillen College of Medicine) received a \$435,000 grant from the National Institutes of Health (NIH) that will help develop possible new treatments targeting smoking and the symptoms of schizophrenia. Brown hopes that the study will lead to clinical trials for better drug treatments.



\$277,430
AWARDED BY RESEARCH
DEVELOPMENT
COMMITTEE TO FUND
RESEARCH ACTIVITY IN
2018-19

ETSU Regional Impact



Selected Data – TN Regional Profile

County	Adult Smoking	Adult Obesity	% Uninsured	% Children in Poverty	Median Household Income	Adults with HS +	Adults w/ BA +	Population Projections (2012-26)
State Avg - Tennessee	22	33	11	21	\$51,319	88.7	27.6	8.2
Carter	24	36	11	29	\$39,725	86.1	16.5	-3.3
Greene	22	36	11	25	\$40,145	86.6	15.7	2.8
Hancock	26	31	12	45	\$29,689	80.6	8.7	-4.9
Hawkins	21	33	11	26	\$41,397	86	12.9	-0.7
Johnson	24	31	12	33	\$36,331	80.6	11.7	-0.5
Sullivan	22	33	10	24	\$54,224	88.7	23.4	-0.7
Unicoi	22	34	13	25	\$41,188	87.8	14.5	0.4
Washington	21	30	10	19	\$43,194	91.8	34.3	8

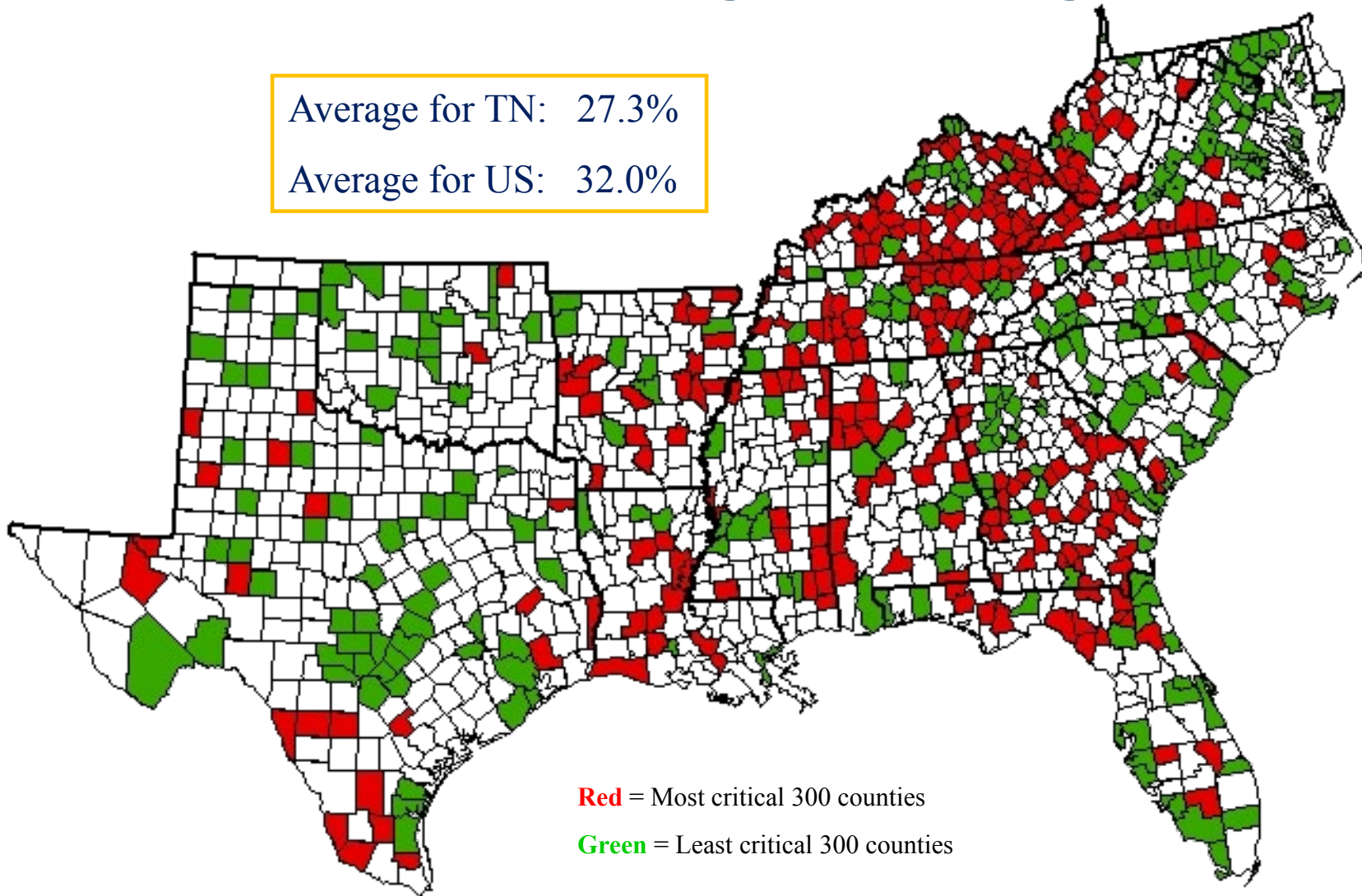
For almost every county across the region, performance across key indicators yields outcomes below state and national averages.



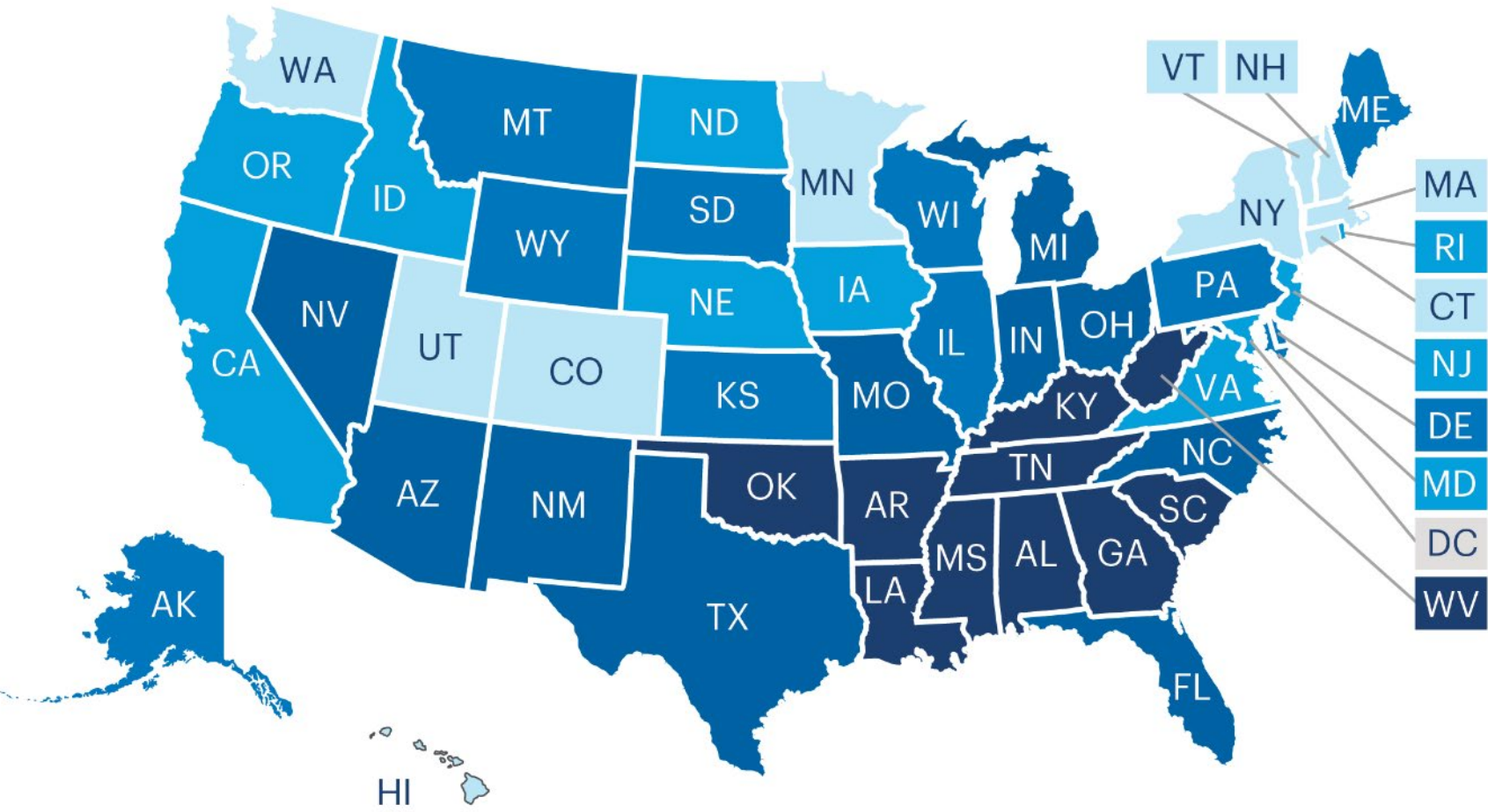
Percent of Adult Population with a Bachelor's Degree or Higher

Average for TN: 27.3%

Average for US: 32.0%



State Public Health Rankings

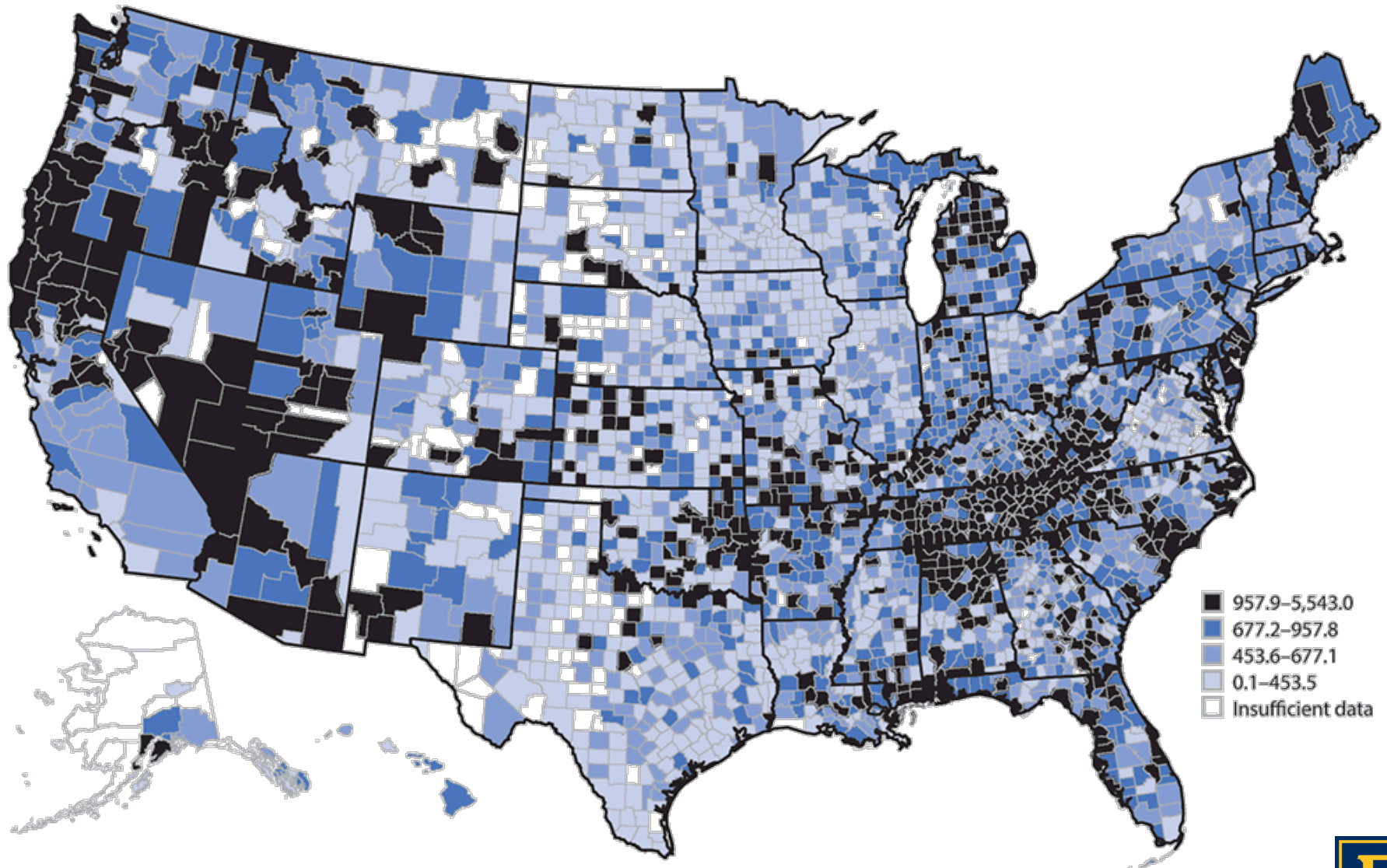


RANK: 1 to 10 11 to 20 21 to 30 31 to 40 41 to 50 Not Ranked

Source: United Health Foundation.



Opioids Prescribed Per Capita (2015)

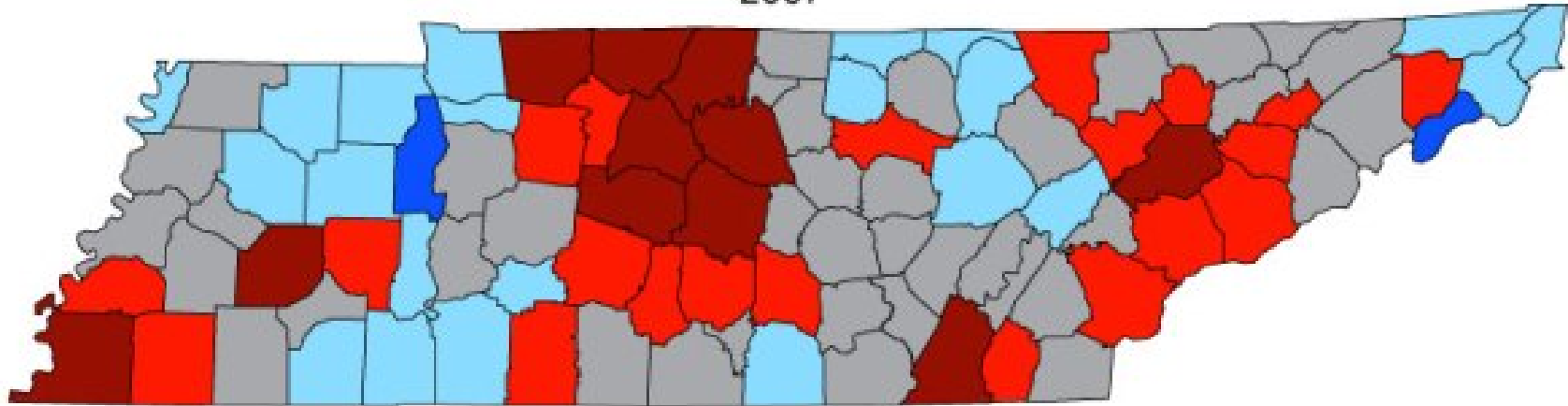


Source: Tennessee Department of Mental Health & Substance Abuse Services

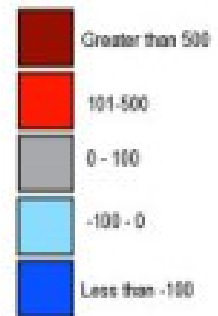
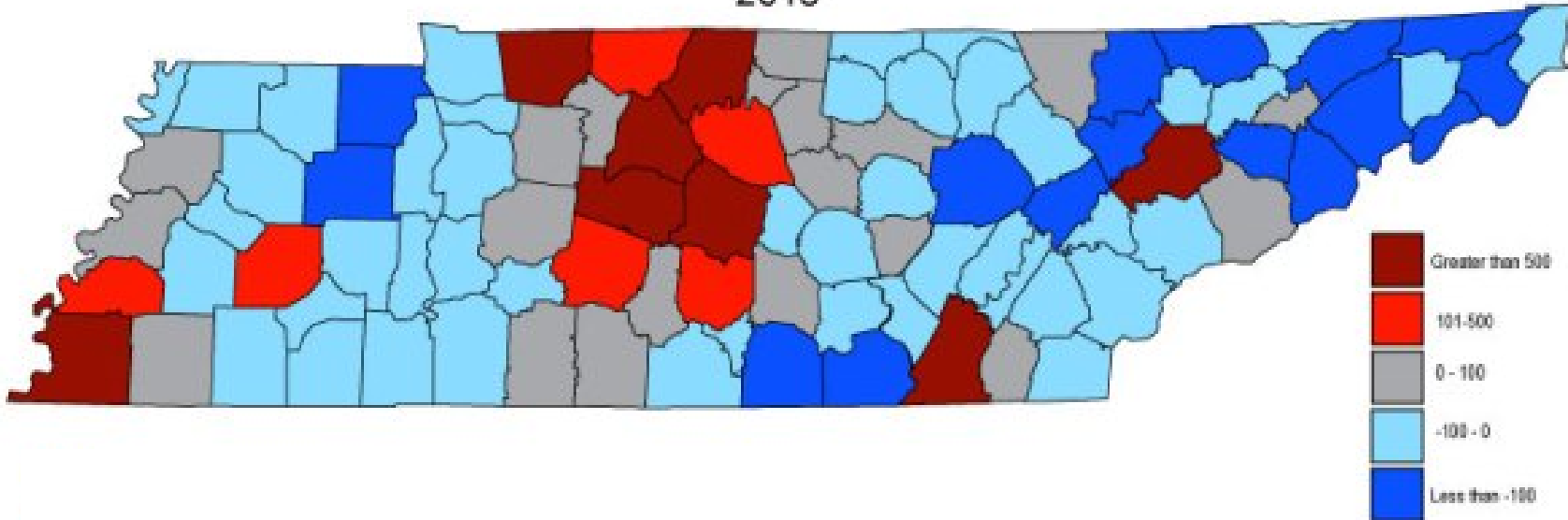


Tennessee's Natural Change in Population

2007



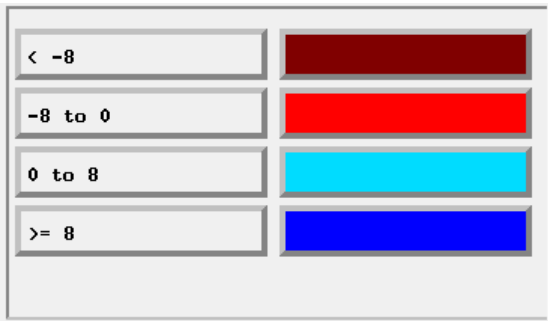
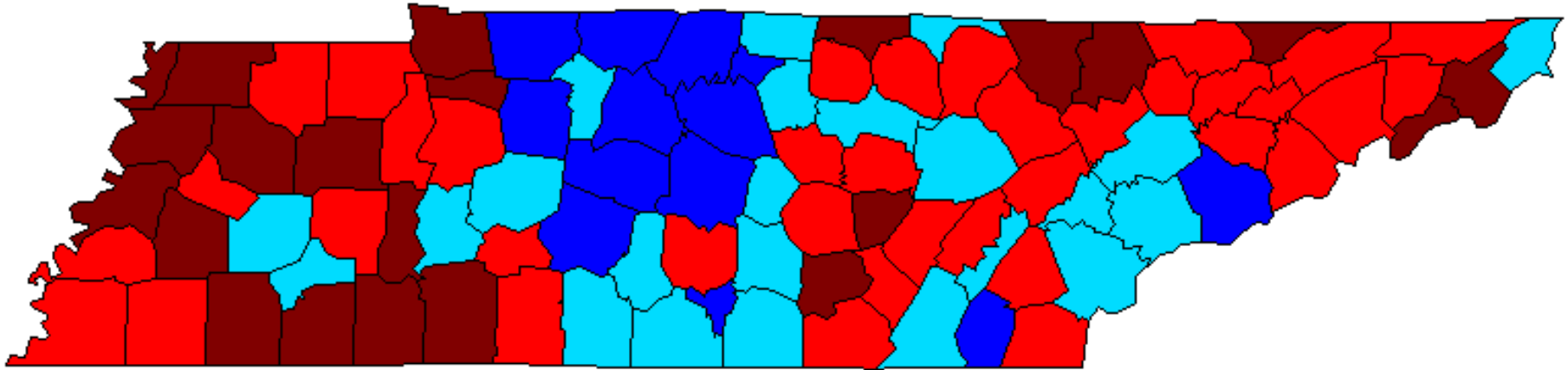
2015



Source: Tennessee Department of Health Statistics



Percent Change in County Labor Force 2010 to 2018



Almost every county within the region experienced flat to declining labor force participation rates throughout this decade.



273,860 PATIENT ENCOUNTERS AT ETSU HEALTH FACILITIES, INCLUDING QUILLEN ETSU PHYSICIANS, COLLEGE OF NURSING FACULTY PRACTICE NETWORK, FAMILY MEDICINE, DENTAL HYGIENE, SPEECH AND HEARING AND AT OTHER AFFILIATED SITES.

133,064 COMMUNITY SERVICE HOURS BY STUDENT ORGANIZATIONS WHICH ALSO RAISED \$296,730 FOR CHARITIES

MORE THAN **18,800** VISITORS TO THE REECE MUSEUM AND CARTER RAILROAD MUSEUM IN 2018-19

158 TEACHER CANDIDATES PARTICIPATED IN A YEAR-LONG RESIDENCY EXPERIENCE WORKING WITH TEACHERS IN 17 LOCAL SCHOOL DISTRICTS

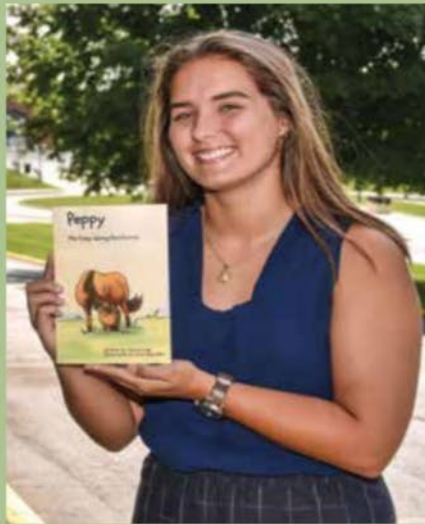
12 NATIONAL TEAM ATHLETES TRAINED AT THE OLYMPIC TRAINING SITE IN 2018-19



OVER **25,900** ATTENDEES AT ETSU ARTS EVENTS, INCLUDING:

- ◆ **2,346 GUESTS AT 17** MARY B. MARTIN SCHOOL OF THE ARTS EVENTS
 - ◆ **1,520+ ATTENDEES** AT ETSU-HOSTED STORYTELLING EVENTS
 - ◆ **OVER 9,500 GUESTS** AT DEPARTMENT OF MUSIC CONCERTS AND RECITALS
 - ◆ **400+ AUDIENCE MEMBERS** AT FILM SCREENINGS OF WORKS CREATED BY RADIO, TELEVISION, VIDEO AND FILM STUDENTS
 - ◆ **3,000+ PATRONS** AT DEPARTMENT OF THEATRE AND DANCE PERFORMANCES
 - ◆ **1,207+ ATTENDEES** AT PUBLIC EVENTS HOSTED BY LITERATURE AND LANGUAGE
 - ◆ **8,000+ VISITS** AT SLOCUMB AND TIPTON GALLERIES (DEPARTMENT OF ART & DESIGN)
- PLUS **OVER 80 PERFORMANCES** BY THE ETSU BLUEGRASS, OLD-TIME AND COUNTRY MUSIC STUDIES BANDS IN 2018-2019

The Department of Intercollegiate Athletics strives for 100% participation in community service activities from its student athletes, coaches and administrators. In 2018-19, student athletes and staff volunteered over 1,600 hours at 39 organizations and events.



Roan Scholar Cierra Linka wrote a children's book inspired by her Roan Summer of Service internship with United Holston Home for Children's equine therapy program. *Peppy: The Easy-Going Racehorse* was brought to life through the illustrations of fellow Roan Scholar, Clara Reynolds.

The Office of Professional Development (Continuing Studies and Academic Outreach) created a new Hospitality and Tourism Management professional (non-credit) certificate in partnership with the Northeast Tennessee Tourism Association.

The Center of Excellence for Appalachian Studies and Services celebrated the 40th anniversary of its Archives of Appalachia in 2018-19.

The College of Nursing will use a \$1.4 million federal grant from the Health Resources and Services Association to train more sexual assault nurse examiners (SANE nurses) and expand patient access to sexual assault evidentiary exams. Dr. Judy McCook (Nursing) received her SANE-A (adult/adolescent) certification, becoming the only SANE-certified nurse in an eight-county region surrounding ETSU.



ETSU installed a 62.6 kilowatt solar array consisting of 187 335-watt photovoltaic panels on the roof of the Sherrod Library. Funded by student Campus Sustainability Fees, the array is anticipated to produce annually the equivalent energy consumption of more than six homes.

MORE THAN
\$2.3M PROVIDED
IN UNCOMPENSATED CARE BY
THE ETSU COLLEGE OF NURSING
FACULTY PRACTICE NETWORK

**89 ESTABLISHED PATIENTS AT
THE BEHAVIORAL HEALTH AND
WELLNESS CLINIC**
OPERATED BY THE
DEPARTMENT OF PSYCHOLOGY
(ARTS AND SCIENCES)

**1,245 VISITORS TO THE
ETSU PLANETARIUM AND THE
POWELL OBSERVATORY**

**924 SESSIONS PROVIDED
BY THE COMMUNITY COUNSELING
CLINIC OPERATED BY THE
DEPARTMENT OF COUNSELING AND
HUMAN SERVICES
(CLEMMER COLLEGE)**

\$390,164 RAISED
IN LISTENER SUPPORT FOR
WETS-FM (89.5)

150 STUDENTS

PARTICIPATED IN THE JCPENNEY SUIT UP EVENT OFFERING DISCOUNT CAREER CLOTHING IN PARTNERSHIP WITH UNIVERSITY CAREER SERVICES

NEARLY 100 TAX RETURNS

COMPLETED FOR FREE BY ACCOUNTING STUDENTS PARTICIPATING IN THE VOLUNTEER INCOME TAX ASSISTANCE (VITA) PROGRAM

5,911 – HIGHEST ATTENDANCE DURING 2018-19 SEASON

ETSU BASKETBALL GAME ON FEB. 7, 2019 (ETSU VS. WOFFORD)

APPROXIMATELY

2,500 PEOPLE

RECEIVED NALOXONE TRAINING FROM GATTON RX IN 2018-19

ETSU officials signed an agreement guaranteeing admission for Bartleby college prep program participants at Elizabethton High School. Beginning fall 2019, Bartleby students can participate in dual enrollment and leadership development opportunities.



ETSU President Brian Noland and Ballad Health Chairman and Chief Executive Officer Alan Levine announced a partnership through which ETSU will seek to create a new fellowship program in addiction medicine. As part of its commitment to expand education and training in the region, Ballad Health will fund any un-reimbursed costs of the fellowship program, which, over a 10-year period, could cost more than \$2.5 million. The new fellowship program will provide more avenues of treatment for people in this region who suffer from the disease of addiction.

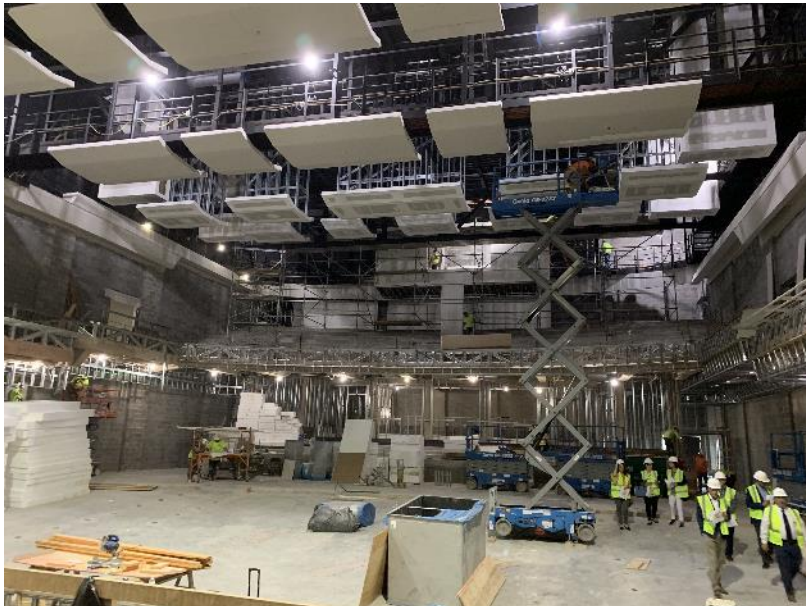


University Woods, a 30-acre tract on the campus of ETSU, is now protected under an agreement with the Old-Growth Forest Network.

ETSU 2026 The Path to 2036



Reaffirming A Commitment To The Arts



Telling Our Story

- ASRL survey in 2019 of 600 individuals across thirteen local counties
- Sample pool drawn from 250 mile radius
- Respondents were asked to identify their (or children's) interest in college
- Survey gauged general perceptions related ETSU, academic programs, and institutional quality
- ETSU polled significantly higher with respect to institutional quality than the majority of the institutions in the regional/competitive peer group



Structural Alignment with the 2016-26 Strategic Plan

- Develop broad-based committee to examine immediate, near, and long-term opportunities to align institutional structure with strategic planning objectives
- Immediate opportunities
 - Community service and Service learning
 - Equity and inclusion
 - Student success and recruitment
- Near term opportunities
 - Research and innovation
 - Space utilization and management
 - Compliance, Enterprise risk, and Human Resources
- Long term opportunities
 - College mergers, creations, and realignment
 - Clarify and formalize the role of the Provost and other senior administrative functions



Working Group on Research and Innovation

- The work of the Research and Innovation Working Group (RIWG) seeks to position ETSU to meet the institution's regional stewardship mission as well as the C125 vision of becoming “a nationally preeminent center of research and scholarship that contributes to the intellectual, social, cultural, and economic benefit of our region.”
- To do so will require significant investment in research and innovation infrastructure and a cultural shift among ETSU administrators, staff, faculty, departments and colleges.
- The creation of Vice President for Research and Innovation (VP) position would foster warranted attention to and change in the research and innovation cultures at ETSU. The RIWG recognizes, however, that hiring of a VP alone is not sufficient to elicit large scale change. Additional infrastructure, including personnel resources, will be needed to position the university for research and innovation growth.



Strategic Framework

- Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom
 - The student experience is primary to access and student success
- Ensuring the diversity and inclusion of people and ideas
 - A robust academic environment is achieved through diversity of people and ideas
- Empowering employees to make ETSU a great place to learn, work, and grow
 - If we develop our staff they will develop our students
- Supporting Excellence in Teaching
 - Teaching goes beyond the classroom and it is our core business, anything less than excellence is unacceptable
- Expanding the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines
 - Research improves teaching, reputation, and lives
- Leading the region forward through community engagement and service
 - A commitment to service is in our DNA and provides an opportunity for ETSU to separate ourselves from the competition



Strategic Goals by 2026

- Have 18,000 students enrolled on campus, online, or at a remote location.
- Have 3,500 out-of-state and international students enrolled.
- Have 2,000 transfer students enrolled.
- Graduate 60 percent of first-time, full-time, degree-seeking students within six years.
- Retain 85 percent of first-time, full-time, degree-seeking students from fall to fall.
- Receive 12,000 freshman applications with an average ACT of 24.
- Be an Insight into Diversity: Higher Education Excellence in Diversity institution.
- Receive \$60 million for research and other extramurally sponsored activities.
- Receive \$25 million in annual giving to ETSU.
- Have a 10 percent alumni giving rate.
- House 3,500 students on campus, with another 2,500 living within two miles of campus.
- Have market-salary equity for faculty, staff, and graduate student salaries/stipends.
- Be recognized as a Chronicle Great College to Work For.
- Be a recipient of the Carnegie Community Engagement Classification from the Carnegie Foundation.



Questions and Discussion

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

Tennessee Gov. Bill Haslam
March 24, 2017

