



**East Tennessee State University
President's Report to the Board of Trustees
February 19, 2021**



Presentation Overview

- Enrollment overview and update
- Student success
- Budget overview
- Legislative update
- Select campus initiatives for Spring 2021
- Operational plans for Fall 2021
- Looking forward post-COVID



ETSU's Core Values, Consistency in Mission

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

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

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



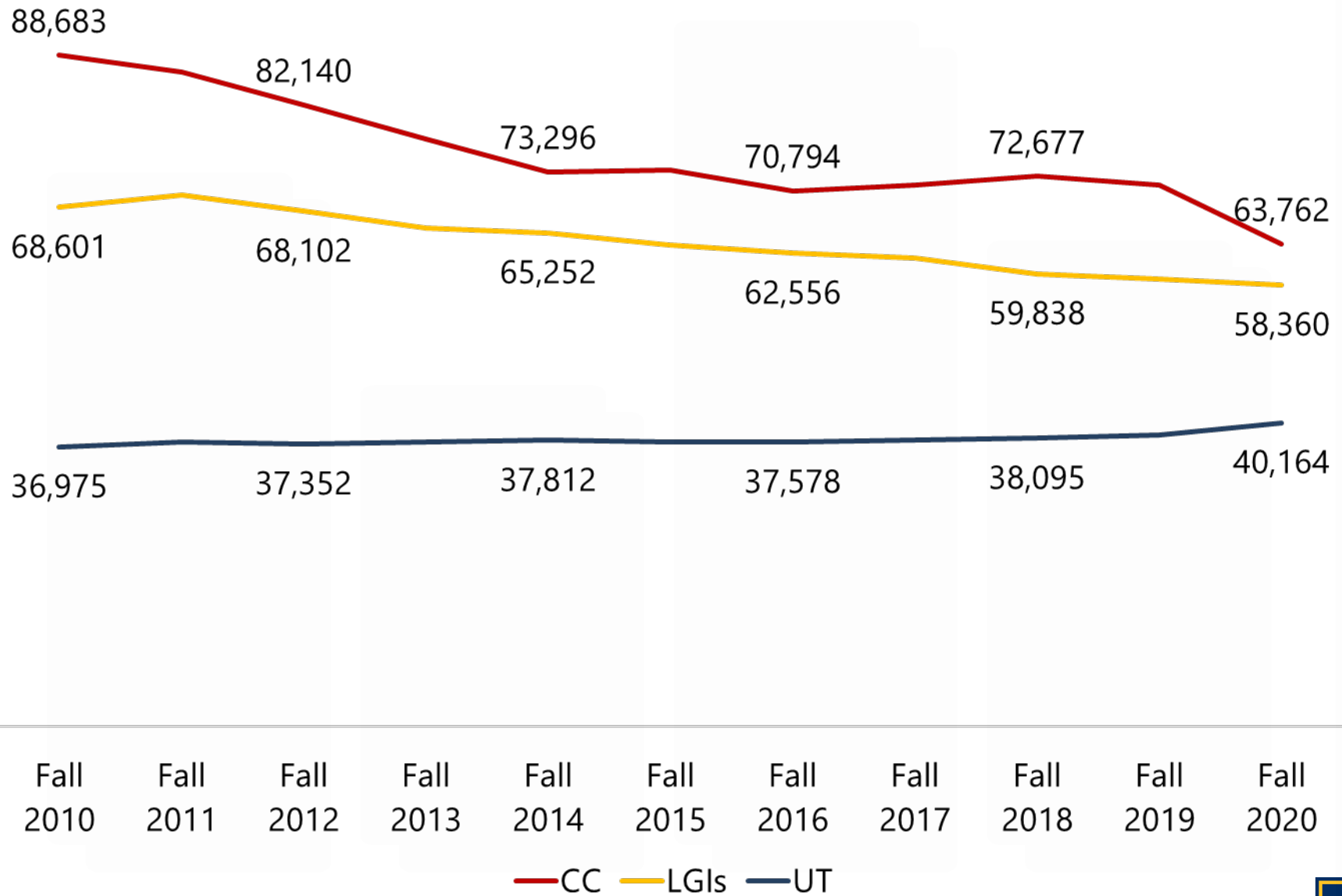
Sidney Gilbreath



Enrollment Overview and Update



Fall 2020 Undergraduate Enrollment



Tennessee Higher Education Enrollment – Fall 2020

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



Tennessee Higher Education Enrollment – Fall 2020

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



Enrollment – Fall 2020

ETSU Enrollment Head Count and Full Time Equivalent Reporting(FTE)

Fall 2020 - Post Census

Enrollment Level	Fall 2020	Fall 2019	Delta	% Change
Headcount				
Undergraduate	10,697	11,153	-456	-4.09%
Graduate	2,434	2,436	-2	-0.08%
Total	13,131	13,589	-458	-3.37%
Full-time Equivalent Enrollment				
Undergraduate	9,625.40	10,028.97	-403.57	-4.02%
Graduate	1,673.08	1,691.21	-18.13	-1.07%
Total	11,298.48	11,720.18	-421.7	-3.60%



Enrollment – Spring 2021

ETSU Enrollment Head Count and Full Time Equivalent Reporting(FTE)

Spring 2021 - Post Census

Enrollment Level	Spring 2021	Spring 2020	Delta	% Change
Headcount				
Undergraduate	9,639	10,149	-510	-5.03%
Graduate	2,311	2,316	-5	-0.22%
Total	11,950	12,465	-515	-4.13%
Full-time Equivalent Enrollment				
Undergraduate	8,478.13	8,994.60	-516.47	-5.74%
Graduate	1,586.25	1,609.50	-23.25	-1.44%
Total	10,064.38	10,604.10	-539.72	-5.09%



Applications Fall 2021

FRESHMEN APPLICATIONS

as of: 2/5/2021

Source: Office of Admissions

Application Status	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Change 20 - 21	% Change 20 - 21
Received	7278	7159	7044	7904	7642	-262	-3.31%
Accepted	5998	6036	5766	5542	6319	777	14.40%

TRANSFER APPLICATIONS

as of: 2/5/2021

Source: Office of Admissions

Application Status	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Change 20 - 21	% Change 20 - 21
Received	839	1002	809	857	902	45	5.25%
Accepted	381	438	313	425	491	66	15.53%



Fall 2021 Enrollment Context

- **Heightened Financial Concerns:** Among rural and first-generation families, affordability is more important than ever as the economic fallout from the pandemic has hit them the hardest.
- **Burn Out:** Students are struggling to adapt to online learning, and many are feeling burned out and disconnected. “Student experience” is a critical consideration point.
- **Uncertainty:** Students are delaying decision-making due to the uncertainty caused by COVID-19. Parents’ anxieties about sending their student off to college are heightened.
- **Lack of Support:** High school counselors report being almost completely out-of-touch with their students. Students are lacking sources of support they have traditionally received at school.



Strategies to Drive Applications and Yield

- **In-State Marketing Campaign: Incentives to drive urgency**
 - Limited-Time Free App Code
 - First 500 Students to Apply Get a Free T-Shirt
- **Free Application Weeks**
 - Freshman Week: February 1 – 5
 - Transfer Week: February 22 - 26
- **99% Push**
 - Targeted outreach to students who had completed everything on their application except payment
- **Intent to Enroll Campaigns**
 - Email outreach urging students to commit to ETSU
 - Orientation Gift Boxes including stickers, posters, t-shirts and a call-to-action to post decisions on social media are being shipped to any student who registers for orientation




Fall 2021 Enrollment Context


- **Coffee Visits (virtual options also available)**
 - Recruitment events throughout the region meeting with students and families.
 - Visits with faculty from students major and financial aid
- **Admitted Student Events in Multiple Regions**
- **Virtual and On-Campus Open Houses**
- **Get Connected Events**
- **Special Saturday Tours (on football game days)**
 - Connect with financial aid/admissions
 - Tour & Meet with current students
- **One-to-One Outreach**
 - Personal calls from campus leaders and admissions counselors
 - Handwritten, personalized letters to students from campus leaders, students, and admissions counselors



Promotional Materials

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Dedicated advisors and faculty will guide your student to their career goals & help them build the life of their dreams.




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Promotional Materials


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Student Engagement and Outreach

WELCOME HOME



EAST TENNESSEE
UNIVERSITY

Office of Undergraduate
PO Box 70731
Johnson City, TN 37671

Hello! Welcome to the Buccaneer family!
One of the best things about ETSU is that
it feels like a big family! I hope that you
feel like this is a second home for you. Best
of luck, & GO BUCS!

- Carter Wline

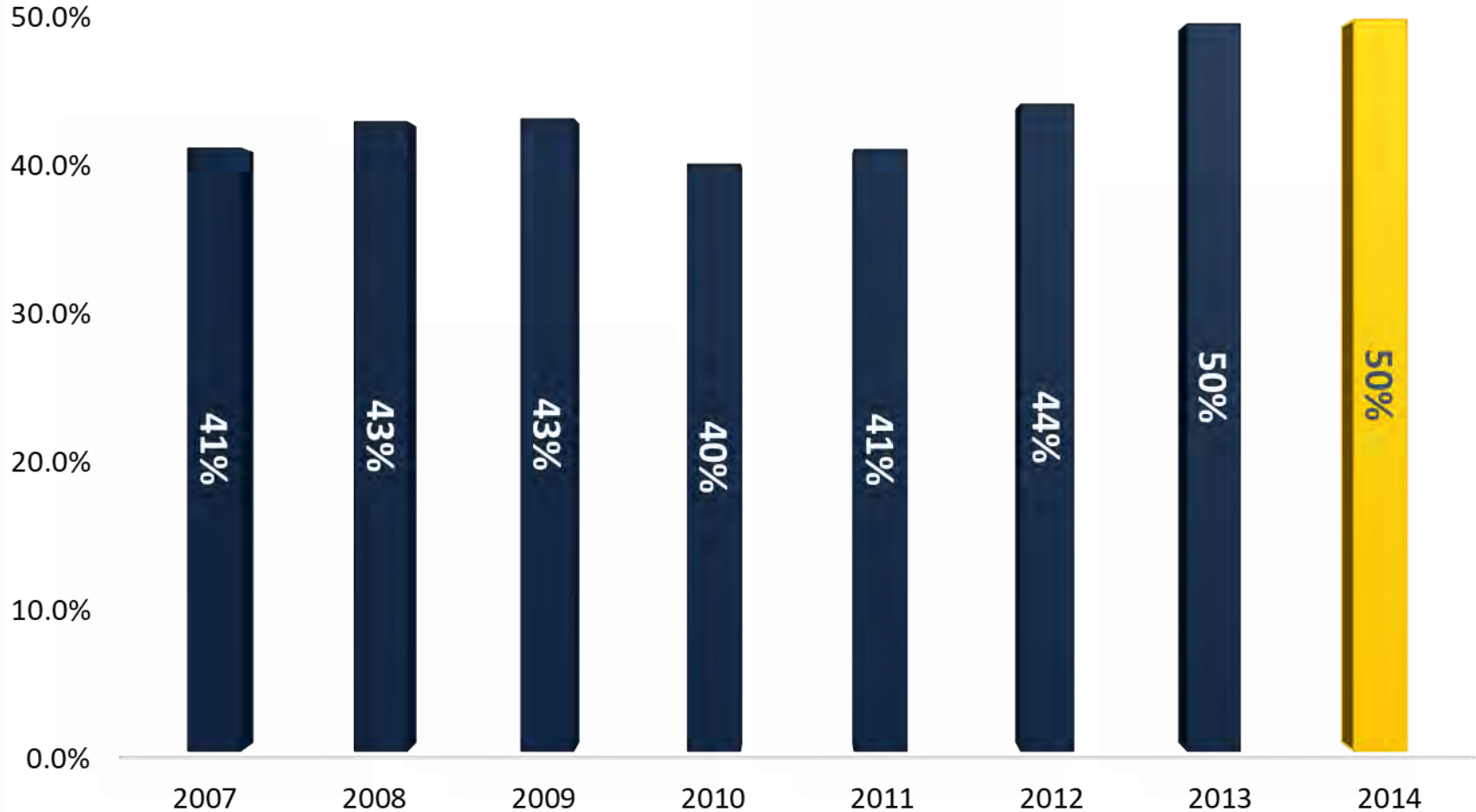
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Student Success



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



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



Graduation Rates – Universities

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

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



Six-Year Graduation Rates (Fall 2013 Cohort)

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



Budget Overview and Update



Factors Impacting the 2020-21 Budget

The university experienced revenue shortfall from enrollment declines and increased fixed costs due to COVID-19. The total impact was approximately **\$8,294,676**.

- Enrollment was projected to be down 500 FTE for Fall 2020 - **\$4,229,000**
- OPEB liability - **\$512,000**
- Tenure and Promotion adjustments for the 2020-21 - **\$325,380**
- College of Arts and Sciences budget realignment - **\$1,525,356**
- The removal of the salary enhancement pool approved by the Board of Trustees for 2020-21 - **\$1,202,940**
- COVID-19 health and safety protocols - **\$500,000**



Budget Implementation

- Implemented budget adjustments of 5.3% for administrative units and 4.3% for academic units and established a central COVID-19 contingency fund.
 - New revenues were not distributed through the budget model. We will re-examine this moving forward.
 - FY 2020 fallout was distributed according to the budget model.

Sustained the following central cost containment measures:

- Delayed new locally funded capital and deferred maintenance projects
- Reduced heating, cooling, and airflow in unoccupied buildings
- Turned off non-emergency lights, equipment, and appliances and close lab hoods in unoccupied buildings
- Eliminated/minimized the purchase of discretionary goods and services



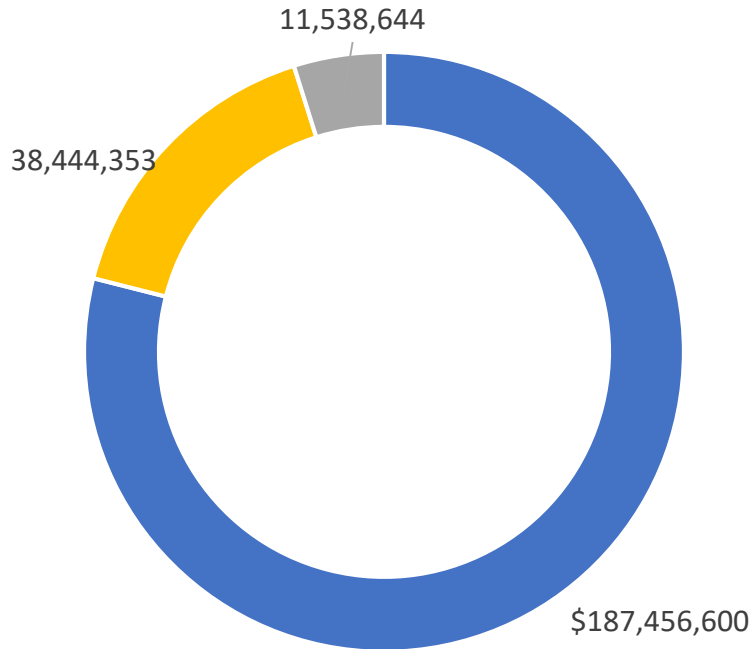
Budget Implementation

- Vacant positions and associated salaries have been highly restricted for the 2020-21 fiscal year.
 - This action was initiated in response to the proposed/original budget charge from Governor Lee.
- Purchasing restrictions, travel limitations, operating and utilities maximization, restrictions on new locally funded renovation and maintenance projects, limitations on central temporary and contract hires, etc.
- Voluntary Retirement Incentive Program presented to both faculty and staff (N=109 with potential savings of \$3.9 m).

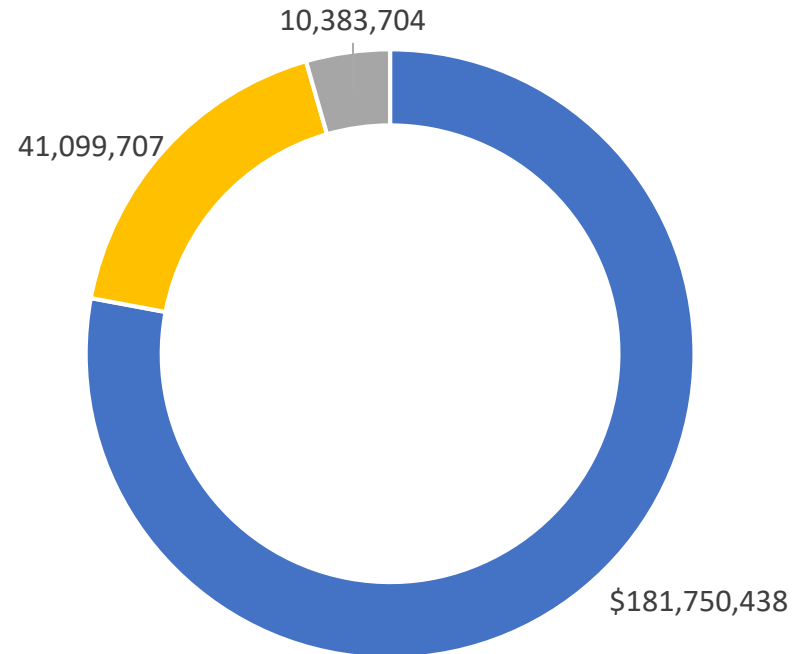


Revenue Changes by Appropriation Unit

FY 2020 Revenues by Appropriation Unit



FY 2021 Revenues by Appropriation Unit



■ Main Campus ■ Medicine/Family Med ■ Pharmacy

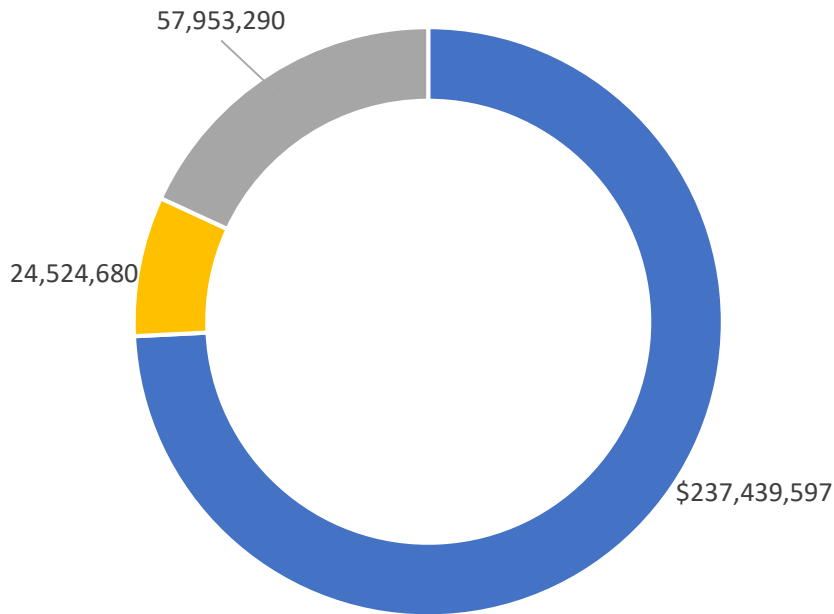
■ Main Campus ■ Medicine/Family Med ■ Pharmacy

- Main campus revenues down 3.04%
- Medicine/Family medicine revenues up 6.91%
- Pharmacy revenues declined by 10.01%

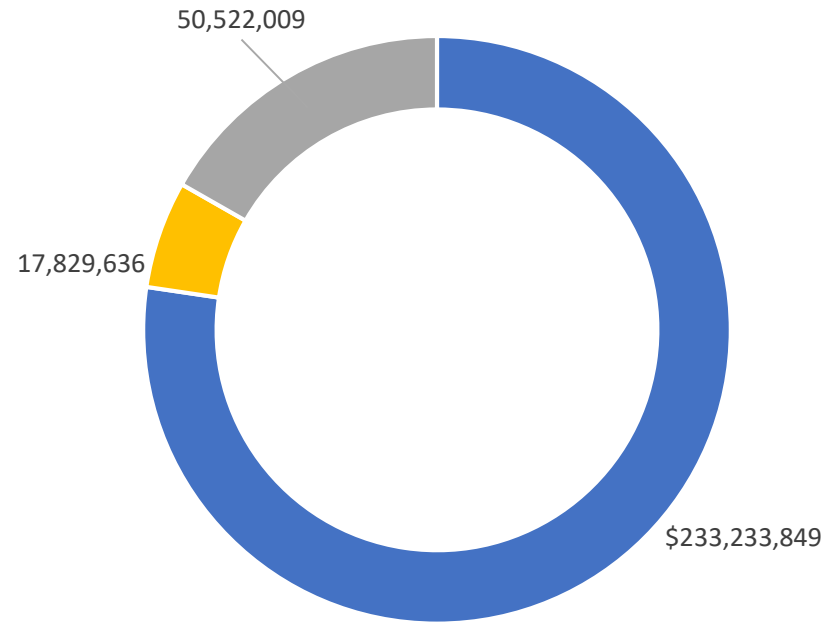


Revenue Changes by Fund Unit

FY20 Revenue by Fund Type



FY21 Revenues by Fund Type



■ Unrestricted E&G ■ Auxiliaries ■ Restricted Funds

■ Unrestricted E&G ■ Auxiliaries ■ Restricted Funds

- Unrestricted E&G revenues declined by 1.77%
- Auxiliaries revenue is down by 27.30%
- Overall revenues declined by 5.73%



Comparative Composite Financial Index

	FY17	FY18	FY19	FY20*
Expected	3.00	3.00	3.00	3.00
Watch	1.00	1.00	1.00	1.00
APSU	2.03	1.72	1.89	
ETSU	2.57	3.05	3.29	2.72
MTSU	1.30	1.50	1.57	
TSU	2.63	2.23	1.68	
TTU	3.96	3.05	5.12	
UOM	2.59	1.90	3.81	
UTK	3.48	3.07	2.83	
UTC	2.38	1.62	1.82	
UTM	0.77	0.44	1.42	

*Not all schools have delivered FY20 reports to Boards.



Legislative and Campus Initiatives



Legislative Agenda for the 2021 Session

- Overview of Governor Lee's budget
 - ✓ Support for the THEC outcomes formula
 - ✓ Enhanced operational support for the Quillen College of Medicine
 - ✓ Support for deferred maintenance projects
- Predictability for capital projects and funding for the ETSU Academic/Humanities Building
- Gatton College of Pharmacy
- Operational flexibility in light of COVID-19



Proposed Outcomes-Based Funding (2021-22)

Academic Formula Units	2020-21 Appropriation ¹	2021-22 Formula Calculation	Breakdown of 2021-22 Changes		2021-22 Changes	2021-22 Recommendation	Percent Change	Percent Funded
			Outcomes Formula Adjustments	Share of New Funding				
LGI Universities								
Austin Peay	\$51,097,700	\$83,521,800	\$2,967,400	\$1,677,800	\$4,645,200	\$55,742,900	9.1%	66.7%
East Tennessee ²	70,556,300	109,774,200	502,500	2,205,200	2,707,700	73,264,000	3.8%	66.7%
Middle Tennessee	106,483,000	161,044,200	(2,236,300)	3,235,100	998,800	107,481,800	0.9%	66.7%
Tennessee State	41,365,200	61,057,400	(1,841,700)	1,226,500	(615,200)	40,750,000	-1.5%	66.7%
Tennessee Tech ²	57,428,600	88,052,200	(430,900)	1,768,800	1,337,900	58,766,500	2.3%	66.7%
University of Memphis	123,734,100	190,519,200	(407,700)	3,827,200	3,419,500	127,153,600	2.8%	66.7%
Subtotal	\$450,664,900	\$693,969,000	(\$1,446,700)	\$13,940,600	\$12,493,900	\$463,158,800	2.8%	66.7%
Community Colleges³								
Chattanooga	\$33,084,400	\$50,969,200	(\$91,100)	\$1,023,900	\$932,800	\$34,017,200	2.8%	66.7%
Cleveland	11,937,900	18,747,000	197,400	376,600	574,000	12,511,900	4.8%	66.7%
Columbia	17,615,800	28,293,400	699,000	568,400	1,267,400	18,883,200	7.2%	66.7%
Dyersburg	10,717,100	16,729,900	112,500	336,100	448,600	11,165,700	4.2%	66.7%
Jackson	14,879,600	23,477,000	317,500	471,600	789,100	15,668,700	5.3%	66.7%
Motlow	19,334,000	32,847,700	1,928,800	659,700	2,588,500	21,922,500	13.4%	66.7%
Nashville	22,732,000	34,225,000	(577,600)	687,500	109,900	22,841,900	0.5%	66.7%
Northeast	23,013,900	35,954,300	259,900	722,300	982,200	23,996,100	4.3%	66.7%
Pellissippi	35,442,700	55,201,900	290,500	1,108,900	1,399,400	36,842,100	3.9%	66.7%
Roane	24,116,500	37,779,600	338,900	758,900	1,097,800	25,214,300	4.6%	66.7%
Southwest	29,938,100	45,287,900	(622,400)	909,800	287,400	30,225,500	1.0%	66.7%
Volunteer	27,806,100	44,524,400	1,015,300	894,400	1,909,700	29,715,800	6.9%	66.7%
Walters	25,474,600	39,145,300	(135,200)	786,400	651,200	26,125,800	2.6%	66.7%
Community College Subtotal	\$296,092,700	\$463,182,600	\$3,733,500	\$9,304,500	\$13,038,000	\$309,130,700	4.4%	66.7%
UT Universities								
UT Chattanooga	\$59,510,200	\$91,369,200	(\$365,300)	\$1,835,400	\$1,470,100	\$60,980,300	2.5%	66.7%
UT Knoxville ²	244,566,300	377,009,200	(521,600)	7,573,400	7,051,800	251,618,100	2.9%	66.7%
UT Martin ²	34,025,400	51,570,500	(642,900)	1,036,000	393,100	34,418,500	1.2%	66.7%
Subtotal	\$338,101,900	\$519,948,900	(\$1,529,800)	\$10,444,800	\$8,915,000	\$347,016,900	2.6%	66.7%
Total Colleges and Universities	\$1,084,859,500	\$1,677,100,500	\$757,000	\$33,689,900	\$34,446,900	\$1,119,306,400	3.2%	66.7%
TN Colleges of Applied Technology ²	\$75,196,700	\$114,997,200	(\$757,000)	\$2,310,100	\$1,553,100	\$76,749,800	2.1%	66.7%
Total Academic Formula Units	\$1,160,056,200	\$1,792,097,700	\$0	\$36,000,000	\$36,000,000	\$1,196,056,200	3.1%	66.7%



THEC Facilities Recommendations (2021-22)

THEC Priority	Capital Outlay		Total Project Cost	Previous Years Funding	2021-22 Project Cost	Match Percentage	Total Match Funds ¹	State Appropriation Request ²	
1	TTU	TTU	Engineering Building	\$ 56,980,000	\$ 3,250,000	\$ 53,730,000	8%	\$ 4,558,400	\$ 49,171,600
2	APSU	APSU	Health Professions Building	70,175,000	-	70,175,000	6%	4,107,500	66,067,500
3	MTSU	MTSU	Applied Engineering Building	54,900,000	-	54,900,000	8%	4,392,000	50,508,000
4	TBR	Columbia State	Williamson County Arts and Technology Building	28,630,000	700,000	27,930,000	3%	950,000	26,980,000
5	ETSU	ETSU	Academic Building	51,794,000	-	51,794,000	6%	3,303,273	48,490,727
6	TBR	Nashville State	Clarksville Lab and Classroom Building	19,000,000	-	19,000,000	4%	760,000	18,240,000
7	UT	UTK	Nursing Bldg Renovation & Addition	65,000,000	-	65,000,000	13%	8,190,000	56,810,000
8	UT	UTM	Innovation and Product Realization Facility	18,600,000	-	18,600,000	6%	1,156,000	17,444,000
9	UT	UTHSC	Nash Buildout 2 Floors	11,500,000	-	11,500,000	2%	230,000	11,270,000
10	TSU	TSU	New Engineering Classroom Building	50,000,000	-	50,000,000	6%	3,000,000	47,000,000
11	UoM	UoM	Academic Classroom Replacement	51,000,000	-	51,000,000	10%	5,100,000	45,900,000
12	TBR	TCAT Shelbyville	Bedford County Higher Education Center	42,400,000	-	42,400,000	0%	0	42,400,000
TBR Total				\$ 700,000	\$ 89,330,000	2%	\$ 1,710,000	\$ 87,620,000	
LGI Total				\$ 3,250,000	\$ 331,599,000	7%	\$ 24,461,173	\$ 307,137,827	
UT Total				\$ -	\$ 95,100,000	10%	\$ 9,576,000	\$ 85,524,000	



Selected Initiatives for the 2021 Spring Semester

- Complete search for Chief Academic Officer/Provost and college deans.
- Review of internal and external marketing efforts, focusing on nature, function, structure, and purpose.
- Implement recommendations from multiple external reviews to support our student success objectives (Advising, scholarship and financial aid, etc.).
- Implement revisions to the nature, purpose, and structure of ETSU Research Foundation
- Expansion of ETSU Health and move to deepen our partnership with Ballad Health
- Continuation of our capital campaign that supports scholarships, endowed faculty chairs, research, capital infrastructure, and other targeted areas that align with the Master Plan.



COVID-19 Moving Forward

- Given the promise of multiple vaccines and the opportunity to realize widespread vaccinations across our region this summer, ETSU has begun planning for an increased on-ground campus presence for Fall 2021 with the majority of academic instruction occurring in-person.
- Preparing for increased occupancy in our residence halls
- Restoring in-person activities and events that will allow students to enjoy experiential learning, campus life, and community engagement opportunities
- All these efforts will be done keeping safety at the forefront



Moving Forward

- Celebrate our success at the individual and institutional level
- Launch C125.2 and engage internal and external constituencies in the process of dreaming bigger dreams for our region and beyond.
- Widespread planning and due diligence in anticipation of the return of our faculty, staff, and students for Fall 2021.
- Recognize that ETSU has the opportunity to unify the region in pursuit of common goals and objectives.
- This is not the dark ages ... it is a new age of enlightenment. ETSU must reflect, learn, and empower.



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

