



**East Tennessee State University
Overview of the Committee 125.2
February 19, 2021**



ETSU's Core Values, Consistency in Mission

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

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

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



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



The Committee for 125.1

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



The Committee for 125.1 – Strategic Themes

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



Five Year Horizon – Action Agenda (C125.1)

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



Ten Year Horizon – Action Agenda (C125.1)

- Target new investments in signature programs identified in the through the C125 strategic planning process.
- Fully develop the arts initiative and complete construction of the Martin Center.
- Launch a comprehensive fundraising campaign on the firm foundation of a highly engaged development effort, which is built on lifelong involvement with ETSU.
- Continue to meet, if not exceed, the mandates of the Complete College Tennessee Act and other state measures for student success and college completion.
- Continue efforts to enhance the physical infrastructure of the institution through the construction of new facilities on the main and health science campuses.



Landscape Changes

- FOCUS Act and the advent of the Board of Trustees
- Intense market pressure for freshman students, ranging from tuition discounts to flagship aspirations
- COVID-19 fueled technological advances in on-line education
- Looming demographic cliff
- Concerns surrounding affordability and student debt
- Public perceptions and lack of trust
- Staffing changes, retirements, and structural review
- COVID-19 impact on revenues, auxiliaries, and athletics

These issues and others create the need to reassess the goals and objectives from the original C125 process and develop new strategies post-COVID



ETSU Strategic Planning Process

Environmental Scan (Com. 125 and Our Group)

Identify Strategic
Issues

Review Industry
and Market Data

Seek Stakeholder
Input

SWOT

Priority and Strategy Development (IUC and Our Group)

Determine
Mission Vision
and Values

Define the
Competitive
Advantage

Long-Term Objectives

Organization-Wide
Strategies

Build the Plan

Process SWOT to
set priorities

Short-term goals

KPIs

Department Goals
(SACSCOC/IE)

Individual Goals

Budget

Track and Manage Performance

Rollout
Communicate
Strategy

Set Calendar

Semester
Updates

Closing the Loop

Review what worked
& what didn't

Celebrate what
worked

Provide changes for
what didn't work

Consider new initiative
& alignment with
budget

Implement changes
and continue what
works



Key Performance Indicators

East Tennessee State University Strategic Plan Tracking Dashboard Update February 2021				
Category/Metric	Value 2016	Value 2020	Goal 2026	Status
University Enrollment				
Freshmen Applications	6,672	8,690	12,000	↓
First-year Average ACT Score	23.2	23.4	24	↑
First-time Freshmen	1,886	1,651	3,000	↓
First-time Transfers	1,027	1,231	2,000	↑
Undergraduate Enrollment	11,065	10,705	15,800	↓
Graduate Enrollment	2,354	2,435	2,854	↑
Out-of-State Enrollment	2,180	2,223	2,500	↑
International Enrollment	646	288	1,000	↓
Overall University Enrollment	14,285	13,967	18,000	↓
Research and Service				
Research Expenditures	\$11,395,380	\$11,546,959	TBD	↑
Externally Sponsored Research	\$7,653,066	\$11,257,593	TBD	↑
Extramural Funding Proposals - Submitted	\$94,438,572	\$164,174,991	TBD	↑
Extramural Funding Proposals - Funded	\$38,811,378	\$53,626,268	\$60,000,000	↑
Stewardship of Place				
Number of Service Hours	48,707	-	TBD	-
Patient Encounters	414,493	386,013	TBD	↔
Total Funds Raised - Giving	\$7,400,000	\$26,782,004	\$25,000,000	↑
Percent Alumni Giving	3.5%	3.0%	10%	↓



Key Performance Indicators

East Tennessee State University Strategic Plan Tracking Dashboard Update February 2021

Category/Metric	Value 2016	Value 2020	Goal 2026	Status
Student Success				
Retention Rate	71.3%	78.0%	85%	↑
Graduation Rate	40.1%	50.0%	60%	↑
Graduation Rate - Male	37.2%	44.7%	60%	↑
Graduation Rate - Female	42.3%	53.5%	60%	↑
Equity and Inclusion				
Student Race/Ethnicity % Non-White	18.7%	21.2%	33.0%	↑
Graduation Rate Non-White	31.4%	36.1%	60.0%	↑
Students - Percent Female	58.2%	62.0%	TBD	↔
Students - Percent Male	41.8%	38.0%	TBD	↔
Full-time Staff - Percent Female	57.4%	56.8%	TBD	↔
Full-time Staff - Percent Non-White	15.3%	15.3%	TBD	↔
Teaching Environment				
Total Instructional Faculty - Main Campus	942	988	TBD	↑
Percent Full-time Faculty - Main Campus	62.0%	69.6%	TBD	↑
Student-to-Faculty Ratio - Main Campus	15.9	15	18	↔
Empowering Employees				
Great Colleges to Work For Rating	61.0%	66.0%	77% Favorability	↑
Voluntary Staff Turnover	9.2%	7.9%	TBD	↑



Setting the Stage for C125.2

- Senior leadership retreat at EAB March 2020
- Strategic marketing review (Completed 2020)
- Community engagement Taskforce (Recommendations 2020)
- Equity and Inclusion Strategic Plan (Presented and approved 2020)
- Advising Taskforce (Recommendations 2020)
- Admission and enrollment review (Implemented 2020)
- Scholarship review (Phase One Implemented 2020)
- Program development and revitalization (2020)
- Combined College of Graduate Studies and Continuing Studies to form one academic unit (Implemented 2020)
- More to changes on the horizon and thank interim-leaders for helping guide these efforts



Setting the Stage C125.2

- Surveys
 - Comprehensive satisfaction study from the 2015-2020 Quality Assurance Funding Process
 - COVID-19 touchpoints
 - Spring, Summer, Fall
- Focus Groups
 - President and other staff meeting with students, faculty, and staff to start a conversation about wants and needs
 - Multiple students focus groups conducted over the Fall 2020 semester. Feedback informed adjustments to campus operations for Fall and Spring 2020-21. implemented (Library and Starbucks)
- ETSU Strategic Plan Inquiry and Discovery Report to be completed Spring 2021
- Celebrate the accomplishments from the past decade Fall 2020
 - COVID-19 friendly events both virtual and in-person



Committee for 125.2

- The C125.2 will be named later this month and will be comprised of national, state, regional, and ETSU leaders
- Initial Meeting (March 2021)
 - Discuss and approve task force areas of emphasis and leadership
 - Discuss and approve timeline for their work
 - Review data metrics that will inform the environmental scan
- Responsible for reviewing and advising the president on a new strategic vision for ETSU to be shared with the campus this fall
- The results of this strategic visioning effort will be presented to the Board of Trustees for your review and approval in November 2021.



Committee for 125.2 - Taskforces

- Taskforces:
 - Academics
 - ETSU Health
 - Student Success/Experience
 - Research and Scholarship
 - Sustainability
- Senior academic leaders will provide leadership for each focus area
- 12-15 members, representing both internal and external constituencies
- Responsible for a strategic vision in each area of focus



Committee for 125.2 Timeline - Draft

- February/March 2021
 - Set calendar of work
 - Website for C125 to be revised to reflect new chapter
 - C125.2 membership announced
 - Identify faculty, staff, and students to serve on each taskforce
 - Finalize C125.1 retrospective



Committee for 125.2 Timeline

- February/March 2021
 - Presidential forum to present Committee for 125.1 retrospective and outline process for Committee for 125.2.
 - Committee for 125.2 will meet to approve taskforce charges, review membership, set agendas for their work, and review relevant higher education data that demonstrates the current and future outlook for the academy.



Committee for 125.2 Timeline

- April 2021
 - Task forces meet to structure and develop the draft visions for their respective areas of focus
 - Office of Planning and Decision Support, with support from Presidential Fellows, will hold forums to ask Faculty/Staff/Students/Alumni ... “What if ?”
 - The Office of Career Services and the ETSU Research Corporation will organize employer roundtables to ask regional employers what they need and expect in the coming years from higher education.
 - The ETSU Alumni Association will organize forums with community leaders to ask them what they need and expect from higher education in the coming years.



Committee for 125.2 Timeline

- May/June 2021
 - Provide update to the Board of Trustees
 - Taskforces receive forum reports and finalize their respective visioning reports and deliver to the Committee for 125.2
 - Committee for 125.2 will meet to review taskforce reports, develop SWOT/C Matrix based on taskforce reports and environmental scan.
 - Staff will support the C125.2 as the begin to develop a unified vision for ETSU with a draft to be submitted to Dr. Noland mid-summer.



Committee for 125.2 Timeline

- July/August 2021
 - New Provost installed at ETSU.
 - Second half of July, BOT retreat to review draft vision statement, taskforce reports, meet with national policy experts, and provide feedback.
 - Committee for 125.2 will meet to finalize draft vision statement.
 - Utilize presidential and other communications to update campus of the work that has been completed and expectations for next steps.



Committee for 125.2 Timeline

- September 2021
 - Townhalls to discuss draft vision statement and provide an opportunity for campus community to have input on the unified vision.
- October 2021
 - President's draft vision presented at the State of the University presentation.
- November 2021
 - Final draft vision and strategy development plan presented to the BOT during quarterly meeting for review and endorsement.



Summary

- Through the Committee for 125.1 and intentional work since, the university community has elevated the position of the institution.
- Significant progress has been made to align structure and processes across the campus.
- It is time for ETSU to raise our sights through the Committee for 125.2 strategic visioning process.
- As we prepare to look forward post-COVID, we will pause to reflect upon the accomplishments of the past decade and effectively “tell our story” to the region and beyond.

