

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 18, 2022

ITEM: ETSU Strategic Agenda, KPIs and Peer Institutions

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Michael Hoff
University Chief Planning Officer
Vice Provost of Planning and Decision Support

Following the Board’s approval of the new strategic vision derived from the ETSU Committee for 125 Chapter II, staff have revised the 2016-2026 strategic plan to incorporate new and revised action items.

This revised strategic agenda includes updated priorities, revised goals, updated key performance indicators (KPIs) and a new set of peer institutions.

There are seven key pillars of the revised strategic agenda, keeping the original six, and adding a pillar regarding fiscal sustainability. Given the fiscal climate and increasing pressure to remain affordable it was imperative the implementation of any strategic initiatives be within the context of ensuring a fiscally sustainable university.

Dr. Hoff will present the revised strategic agenda, key performance indicators, and peer institutions, as well as outline the processes for the development of each.

MOTION: I move for the adoption of the revised strategic agenda, associated key performance indicators, and list of peer institutions.

RESOLVED: The Board of Trustees approves the revised strategic agenda, associated key performance indicators, and list of peer institutions.



EAST TENNESSEE STATE
UNIVERSITY

East Tennessee State University
Strategic Agenda Update

East Tennessee State University
November, 2022



Overview

- **Purpose of higher education**
 - The purpose of any non-profit organization is to demonstrate public value
- **Summary of Process**
- **Revised Strategic Agenda**
 - Pillars
 - Initiatives
 - Key Performance Indicators
- **Implementation 2022-2023**



Public Purpose of Higher Education

- **Access:** All students should have access to public post-secondary education
- **Equity:** Barriers to participation should be removed
- **Affordability:** Federal, state, and institutional financial aid policies should promote affordable access to post-secondary education
- **Quality:** Students should have the highest quality educational system affordable to them
- **Public Service:** Institutions should provide services to local communities to support broad societal needs
- **Research and Economic Development:** Institutions should serve as the driver of the current economy and vehicle for expansion of the knowledge economy



ETSU Strategic Plan 2016-2026 Process History

- **March 24, 2017:** Board approves ETSU 2016-2026 Strategic Plan
- **November 15, 2019:** Strategic Plan Progress and KPIs
- **February 21, 2020:** Strategic Plan Progress and KPIs
- **November 13, 2020:** ETSU 125 Chapter II and Strategic Plan Update
- **February 19, 2021:** ETSU 125 Chapter II Update and KPIs
- **March 2021:** ETSU Committee for 125 Chapter II Launch
- **September 16, 2021:** ETSU Board Retreat (C125.2)
- **November 19, 2021:** Key Performance Indicators
- **February 18, 2022:** ETSU C125.2 Update and Strategic Discussion
- **April 22, 2022:** Board approves C125.2 Final Report
- **September 16, 2022:** BOT Discussion of New KPIs and Peer Institutions



ETSU Board of Trustees Areas of Focus

- **Diversify Academic Portfolio:**
 - Create innovative programs in health sciences, business & technology, arts & sciences
- **Enhance Salaries**
- **Enhance E&I Efforts**
- **Enhance Student Success**
 - With a focus on post-graduation outcomes
- **Enhance Access/Pre-college programs**
- **Enhance Research/Economic Development**
- **Integrated Academic Health Center**
- **Enhance housing options on or near campus for students and faculty. Explore public private partnerships**
- **Fiscal Sustainability/Huron**



ETSU Strategic Agenda 2016-2026

Access and Success

Supporting a strategic growth agenda that maximizes the student experience



Community Stewardship

Providing educational opportunities within the community that benefit both students and the region



Teaching Excellence

Ensuring excellence in the academic environment and celebrating great faculty



Equity and Inclusion

Creating parity across demographic groups and cultivating a sense of belonging



Empowered Employees

Empowering employees to pursue excellence and innovation and helping them build fulfilling careers at ETSU



Fiscal Sustainability and Operational Excellence

Harnessing the power of people, processes and technology to achieve operational excellence



Research and Innovation

Enhancing the research administration and supports and bridging the humanities and sciences



Pillar I: Access and Success

Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom. Given the decline in college-going rates and stagnate educational attainment rates, the university is focused on ensuring access to higher education regardless of location, resources, and/or educational background.

Initiatives

- Brand Development
- Moon Shot for Equity
- Facilities Master Planning
- Strategic Enrollment Planning
- Wraparound Advising
- Updating the Academic Portfolio
- Housing Transformation



Access and Success – Key Performance Indicators

- **Undergraduate Enrollment**
 - Freshmen Applications
 - First-Year Average ACT
 - First-Time Transfers
 - First-Time Freshmen
 - Dual Enrollment
- **Graduate Enrollment**
 - Graduate
 - Professional
- **Overall Enrollment**
 - International Enrollment
 - Out-of-State Enrollment
 - Percent Female/Male
 - Percent Receiving Financial Aid
 - Veteran Students
 - Percent of Students Living on Campus



Pillar II: Teaching Excellence

In the next decade, faculty excellence will be the factor that will separate successful institutions from those that fail to meet their missions. Ensuring excellence in the academic environment will benefit every student who attends the university.

Initiatives

- QEP: Community-Engaged Learning
- Moon Shot for Equity
- Facilities Master Planning
- SACSCOC and Discipline Specific Accreditation
- Updating the Academic Portfolio



Teaching Excellence – Key Performance Indicators

- **Student Success**
 - First-Time Freshmen Retention Rate
 - Credit Progression (30/60/90)
 - First-Time Freshmen Graduation Rate
 - Licensure Pass Rates
 - Post-Graduation Outcomes (Employment and Continuing Education)
- **Campus Environment**
 - Great Colleges to Work For Survey Results
 - Student-to-Faculty Ratio
 - Percent Full-Time Faculty



Pillar III: Empowered Employees

ETSU is a complex organization that is best served when employees at all levels feel empowered and trained on how best to implement their purpose and encourage innovation. Additionally, workforce changes make clear the need to have career ladders and succession plans that ensure staff and faculty who begin at ETSU can have fulfilling lifelong careers.

Initiatives

- Moon Shot for Equity
- Organizational Structure
- Salary Enhancements
- Training and Professional Development



Empowered Employees – Key Performance Indicators

- **Campus Environment**
 - Great Colleges to Work For Survey Results
 - Voluntary Staff Turnover
 - Salary Equity



Pillar IV: Research and Innovation

Given the broad program portfolio, the university is uniquely positioned to drive both scholarly activity and funded research. Ensuring adequate support and staffing strategies will ensure the university becomes a leader in the research and development fields, particularly when we develop ways the humanities and sciences can work together.

Initiatives

- Enhanced Research Administration
- Updating the Academic Portfolio
- ETSU Research Corporation



Research and Innovation – Key Performance Indicators

- **Research & Service**
 - Externally Sponsored Awards
 - Research Awards
 - Value of Proposals Submitted
 - Value of Proposals Funded
 - Research Expenditures (HERD)



Pillar V: Equity and Inclusion

With a focus on being more inclusive and accessible, the goal is to create parity across demographic groups and provide students with the best possible learning experience.

Initiatives

- Moon Shot for Equity
- Training
- Multicultural Center
- Bridge Programs
- Employee Recruitment
- Strategic Enrollment Plan



Equity and Inclusion – Key Performance Indicators

- **Student Success**
 - First-Time Freshmen Retention Rate
 - Credit Progression (30/60/90)
 - First-Time Freshmen Graduation Rate
 - Licensure Pass Rates
- Post-Graduation Outcomes (Employment and Continuing Education)
- **Campus Environment**
 - Great Colleges to Work For Survey Results
 - Voluntary Staff Turnover



Pillar VI: Community Stewardship

Regional public institutions cannot achieve their mission without direct community involvement. The next five years at ETSU will be focused on community-engaged learning, whereby students are provided educational opportunities within the community that benefit both students and the regional areas around all ETSU educational sites.

Initiatives

- QEP: Community Engaged Learning
- Integrated Academic Health Science Center
- ETSU Research Corporation
- Moon Shot for Equity
- Brand Development
- Higher Education Research Center
- Continue to develop regional partnerships



Community Stewardship – Key Performance Indicators

- **Research & Service**
 - Externally Sponsored Awards
 - Research Awards
 - Value of Proposals Submitted
 - Value of Proposals Funded
 - Research Expenditures (HERD)
- **Stewardship of Place**
 - Service Hours
 - Patient Visits
 - Martin Center Ticket Sales and Events
 - Attendance at Athletic Events
 - Total Funds Raised (Giving)
 - Post-Graduation Outcomes (Employment and Continuing Education)



Pillar VII: Fiscal Responsibility and Operational Excellence

The economic drivers that impact higher education and our students are changing rapidly. To ensure ETSU can respond to the volatility, the university will make considerable changes to financial mechanisms and operational environments to ensure ETSU continues to be synonymous with a high-quality, affordable education.

Initiatives

- Budget Model Update and Resource Alignment
- Salary Enhancements
- Facilities Master Planning
- SACSCOC Accreditation
- Strategic Enrollment Plan
- Oracle ERP Transition



Fiscal Responsibility and Operational Excellence – Key Performance Indicators

- **Fiscal Sustainability**
 - Composite Financial Index
 - Net Revenue
 - Reserves As A Percent of E&G
 - Discount Rate
 - Deferred Maintenance Value
 - Total Funds Raised – Research and Giving



ETSU Peer Group 2022

Institution	Average Rank
University of South Alabama*	4.38
University of North Carolina at Greensboro*	4.33
Marshall University*	4.19
Northern Illinois University	4.13
Western Carolina University	4.12
University of Memphis	4.00
Wright State University - Main Campus*	4.00
University of Louisiana at Lafayette	4.00
University of Tennessee - Chattanooga	3.96
East Carolina University*	3.93
Central Michigan University*	3.88
The University of Montana	3.85
Wichita State University	3.85
University of Missouri - Kansas City*	3.85
Arkansas State University	3.78

*Indicates previous peer

Peer Selection Process

- Quantitative analysis using peer data set from IPEDS data submissions – produced 18 potential peers
- Formal presentation of potential peers and methodology, to various stakeholders with discussion and feedback
- Revised peer group of 23 institutions circulated among university leaders, faculty, and staff for ranking
- Combined analysis produced 15 peers for consideration



ETSU Key Performance Indicators – Student Success

East Tennessee State University Key Performance Indicators - Fall 2022 Update - Draft			
Key Performance Indicator	Baseline 2022	Goal 2026*	Trend
Undergraduate enrollment	10,553	11,846	↑
freshmen applications	9,614	12,000	↑
First-year average ACT	22.6	24	↔
First-time Transfers	1,079	1,100	↓
First-time Freshmen	2,056	2,100	↑
Dual Enrollment	651	800	↑
Graduate Enrollment	2,421	2,854	↔
Professional Enrollment	762	800	↑
Overall Enrollment	13,763	15,500	↑
International Enrollment	369	600	↑
Percent Non-White	26.31	33	↑
Out-of-state Enrollment	2,552	3,000	↑
Percent female	62.7	60	↔
Percent Male	37.3	40	↔
Percent receiving Financial Aid	87%	In Development	In Development
Veteran Students (includes dependents using benefit)	889	1,000	↑
Percent of students living on campus	21.40%	22%	↑
First-time Freshmen Retention Rate	72%	85%	↑
First-time Freshmen Graduation Rate	55%	60%	↑
First-time Freshmen Graduation Rate (non-white)	41%	60%	↑
Licensure Pass Rates	In Development	In Development	In Development
Percent of Graduates Employed/Continuing Education	90%	95%	↑

*Draft goals will be finalized once peers approved



ETSU Key Performance Indicators – Organizational Excellence

East Tennessee State University Key Performance Indicators - Fall 2022 Update - Draft			
Key Performance Indicator	Baseline 2022	Goal 2026*	Trend
Great Colleges to Work For Overall Satisfaction	73%	76%	↑
Student-to-Faculty Ratio	15-to-1	18-to-1	↔
Percent of Courses Taught by Full-time Faculty	72.80%	70%	↑
Voluntary Staff Turnover	10.60%	In Development	In Development
Salary Equity (All Ranks Faculty Salary - Gap to Peer)	-\$9,376	\$0	↑
Research Awards	\$12,770,290	\$25,000,000	↑
Value of Proposals Submitted	\$176,117,546	In Development	In Development
Value of Proposals Funded	\$69,948,944	\$75,000,000	↑
Research Expenditures (HERD)	\$18,449,000	\$30,000,000	↑
Service Hours	12,981	In Development	In Development
Patient Visits	337,983	In Development	In Development
Martin Center Ticket Sales (baseline is only 5 mo.)	\$497,107	In Development	In Development
Attendance at Athletic Events	In Development	In Development	In Development
Total Funds Raised (Giving)	\$42,457,933	In Development	↑
Composite Financial Index (higher is better)	4.47	3	↑
Net Operating Revenues (higher is better)	10.86	4	↑
Primary Reserve Ratio (higher is better)	0.51	0.4	↑
Deferred Maintenance Value	\$9,200,000.00	In Development	In Development
Discount Rate (lower is better)	22%	25%	↑
Total Funds Raised (Research and Giving)	\$112,406,877	In Development	In Development

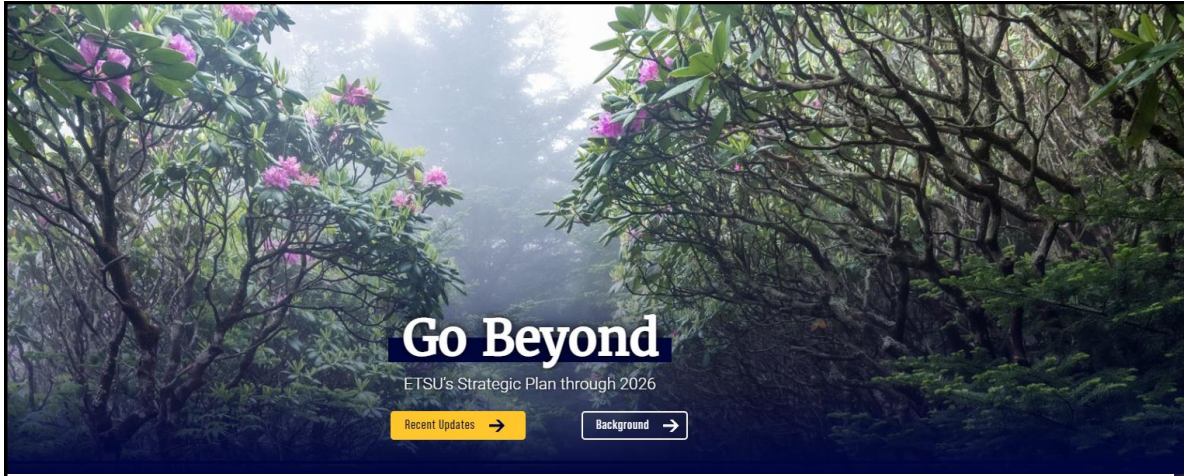
*Draft goals will be finalized once peers approved



Implementation 2022-2023

- Continue implementation and ensure alignment of unit level strategic plans
- Develop and implement recommendations regarding budget model redesign and operational efficiency – with a focus on student service and development
- Complete Campus Master Plan
- Finalize and submit ETSU Quality Enhancement Plan: Community Engaged Learning
- Develop and implement web-based display of key performance indicators





Go Beyond

ETSU's Strategic Plan through 2026

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Questions
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