



EAST TENNESSEE STATE
UNIVERSITY



Looking at the University through the Lens of Operational Alignment

July 8, 2019

Our Strategic Journey

- January 15, 2012 *President Noland Era Begins*
- July 12, 2013 *ETSU 125 Visioning Report*
- March 27, 2017 *2016-2026 Strategic Plan*
(approved by Board of Trustees)



Operational Recommendations

- *Recognized that some of the recommendations were operational rather than strategic in nature*
- *Identified need for operational alignment to assure that the university can realize the aspirational goals of the plan within the planning horizon*



Strategic Framework

- *Support a strategic growth agenda that maximizes the student experience both inside and outside the classroom*
- *Ensure the diversity and inclusion of people and ideas*
- *Empower employees to make ETSU a great place to learn, work, and grow*



Strategic Framework (con't)

- *Support Excellence in Teaching*
- *Expand the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines*
- *Lead the region forward through community engagement and service*



Aspirational Data Points -- Students

Increase enrollment

- 18,000 students
- 3,500 out of state and international students
- 2,000 transfer students enrolled
- 12,000 freshmen applications with 24 or > ACT



Aspirational Data Points-- Students

Improve retention/graduation

- 60% 6-year graduation rate for 1st time, FT
- 85% fall to fall retention rate for 1st time, FT
- 3,500 students living on campus
- 2,500 students living within 2 miles of campus



Aspirational Data Points

External Funding

- \$60 million in research and other extramural funding
- \$25 million in Annual Giving
 - 10 % alumni giving rate



Aspirational Data Points

Culture/Quality of Life

- Achieve status as an “Insight into Diversity” institution
- Recognition as a *Chronicle* “Great College to Work For” institution
- Market-salary equity for faculty, staff, graduate student salaries/stipends
- Obtain the “Carnegie Community Engagement” classification



Operational Realignment 2018 - 2019

- With planned retirement of Dr. Bert Bach
 - Dr. Wilsie Bishop named Senior Vice President for Academics (3/15/19) and Interim Provost (5/6/19)
 - Aligns all 11 colleges under the Provost
 - ETSU Health is created and becomes the administrative structure for the Academic Health Sciences Center and clinical care delivery
 - Dr. Bishop charged with leading the review of structure to assure operational alignment with the 2016-2016 Strategic Plan, and
 - Structure and Function of Provost's Office



Actions Taken

- Division of Student Affairs, led by Dr. Joe Sherlin, becomes the ***Division of Student Life and Enrollment*** and adds the following offices:
 - Undergraduate Admissions
 - Scholarship Office
 - Veterans Affairs
 - TRIO programs



Vacancies Requiring Immediate Action

- With the untimely death of Dr. Angela Lewis
 - Dr. Keith Johnson was named *Special Assistant to the President for Equity and Inclusion*
 - Dr. Ramona Williams was named Vice Provost for Community Engagement (now vacant)



Alignment Initiatives

Goal: To clearly identify lines of responsibility and accountability for affirming the strategic initiatives identified by the Committee for 125 and achieving the strategic goals and objectives as outlined in the ETSU Strategic Plan for 2016-2026

Process: Develop Work Groups and Task Forces to review/establish organizational structures that address areas of identified need



Summer Work Groups

- Research, Innovation and Economic Development
- Integration of Finance/Budgeting/Planning
 - Decision Support
 - Continued implementation of the decentralized funding model
- Integration of Service and Outreach
 - Relationship with existing university-wide initiatives



Work Groups (con't)

- Coordination of recruitment and retention efforts
 - Advising and Advisement Structure
 - Scholarship Funding
 - Integration of other student/academic services



Long Term Goals

Reviews in process by January 2020

- Structure and Function of Provost's Office with integration of all academic colleges under the Provost
- Reconceptualization of role of Vice President for Health Affairs



Long Term Goals (con't)

- Program/college orientation and alignment to achieve the university's strategic goals, eliminate unnecessary redundancy, and improve effectiveness
- Consistency in title and structure for all major units reporting to the President
- Internal governance that is nimble, inclusive, and effective



Process Principles

- Anchored in principles of shared governance
- Structured around identified organizational design elements (goals, members, structure, resources, tasks, decision-making and communication)
- Identify critical questions about “what is and what could be”



Process Principles (con't)

- Task force groups will be broad based but “strike ready” to seek answers to the critical questions from the perspective of:
 - Assessment of ***current status*** at ETSU
 - ***Benchmarking*** with national trends, best practices, and peer institutions
 - Development of ***recommendations*** for structure and function to guide the institution through the next 10-20 years



“Bureaucracy defends the status quo long past the time the quo has lost its status.”*

*Laurence J. Peter, *The Peter Principle*, 1969.





