



East Tennessee State University
State of The University
October 9, 2020



Presentation Overview

- COVID-19 response
- Fall 2020 enrollment profile
- Budget update
- Strategic Planning C125.2/One ETSU



COVID-19 Overview and Update



Impact of COVID-19 on Higher Education – Budget

- Ohio University has terminated 140 union employees, 149 administrators, and 53 instructional faculty members for Fall 2020. All remaining employees will be furloughed (without pay) for up to 18 days and senior administrators will take a 10 to 15 percent salary reduction.
- Central Washington University proclaimed a state of financial exigency.
- In Maryland, nearly half of the \$413 million in the first round of state budget cuts caused by COVID-19 will affect higher education. The \$186 million in cuts to higher education approved last week by the Maryland Board of Public Works “likely will cause faculty furloughs, pay cuts and reductions in student financial aid.” (Miller and Condon, Baltimore Sun, 7-7-20).
- The NCAA will furlough 600 employees amid severe budget strains due to the pandemic's impact on college athletics. The furloughs of three to eight weeks will affect the entire staff except for senior executives.
- Facing a budget shortfall of \$250 million, the University of Delaware will make layoffs, furlough all of its 3500 staff, and use \$100 million from its endowment to close some of the gap. All university units face cuts of at least 15 percent as UD is facing a projected \$250 million budget deficit.



Impact of COVID-19 on Higher Education - Health

- Grand Valley State University told all students living on, near, or off campus to "stay in place" through Oct. 1. Students may not return to their home address unless for an emergency, as GVSU has recently evidenced more than 600 cases of COVID-19.
- Colorado health officials urged all students at the University of Colorado at Boulder to quarantine and shelter in place for two weeks. A similar request was made by the Pima County Health Department for students at the University of Arizona as UA battles a rising number of COVID-19 cases (600 new cases in two weeks).
- More than 1,000 students tested positive for COVID-19 at Illinois State University roughly two weeks into the fall semester.
- According to the Chronicle of Higher Education, 75% of college students surveyed in a recent poll responded that the pandemic had worsened their mental health. The poll, which surveyed about 2,000 students in September, found that nearly 90% of respondents had experienced stress or anxiety as a result of Covid-19.



Impact of COVID-19 at ETSU

- Based upon recommendations from the Medical Response Team, staff made the decision to transition all residence halls to single occupancy. Students did not experience cost increases and those already in single units received a price reduction.
- Course delivery structures and methodology were coordinated by the Office of the Provost, with decision autonomy residing at the faculty level. Eighty percent of all ETSU courses for the Fall 2020 semester were delivered via an on-line format. On-ground courses are primarily clinical, lab, or experiential in nature.
- Faculty and staff retain the ability to work from home as health and personal circumstances dictate and most offices remain in a rotational staffing format.
- The *Bucs are Back* website provides daily updates to the campus regarding safety protocols, policies, and is the home to our detailed FAQ's and the COVID-19 dashboard (<https://www.etsu.edu/coronavirus/dashboard.php>)
- Contact tracing, quarantine protocols, classroom preparation, and enhanced sanitation and sterilization efforts led by the Office of Administration have temporarily changed the “nature” of the division.



ETSU Fall 2020 COVID-19 Surveillance Testing

- Under the guidance of the ETSU COVID-19 Health Team, the university is implementing a voluntary surveillance testing program to better understand the spread of the virus at ETSU
- On September 9, 2020, all faculty, staff, and students were invited to consent to random testing, only those who consent will be randomly selected
- As of September 16, 2020:
 - 471 students have responded and 437 have consented
 - 408 faculty and staff have responded and 394 have consented
- 75 students have been invited to test
 - 48 scheduled/1 Positive/47 Negative
- 25 faculty and staff have been invited to test (all negative)



ETSU COVID-19 Pre-Enrollment Survey

- **Survey Period:** July 19, 2020 to July 31,2020
- **Survey Population:** All prior enrolled students who did not graduate and all prospective students
- **Responses:** 6,583 (37% Response Rate)
- **Respondent Profile:**
 - 68% female
 - 85% Undergraduate
 - Average age 21
 - 30% New students
- **Intent to Enroll:** 91% of respondents plan to enroll this fall – only 1% of those who do not plan to enroll cited the pandemic as the reason; financial challenges were the most common reason cited for non-enrollment.



ETSU COVID-19 Pre-Enrollment Survey - RESULTS

- Of the students enrolled this past spring, 77% indicated they had a good experience
- 83% of respondents were confident/extremely confident ETSU was taking the right steps to keep them safe
- 23% of respondents plan to live on campus
- 94% of students indicated they were able to participate in online education, although 45% prefer on ground courses
- 46% had concerns regarding coming to campus, primarily their health or that of others
- 95% of respondents indicated a willingness to participate in healthy behaviors such as wearing a mask



Institutional Climate

GCTWF Results 2015 to 2020							
Question Category	2015	2016	2017	2018	2019	2020	Delta
Job Satisfaction/Support	68	68	72	76	72	76	8
Teaching Environment	62	60	64	68	67	70	8
Professional Development	67	71	75	75	69	76	9
Comp,Benefit & Work/Life	65	65	70	69	68	71	6
Facilities	65	72	70	71	70	77	12
Policies, Resources & Efficiency	57	59	62	63	61	63	6
Shared Governance	56	54	61	63	60	62	6
Pride	68	68	75	76	73	72	4
Supervisors/Department Chairs	73	73	73	74	76	70	-3
Senior Leadership	52	50	61	60	57	63	11
Fac, Admin & Staff Relations	54	52	62	60	59	59	5
Communication	58	53	63	61	58	58	0
Collaboration	57	56	62	65	61	61	4
Fairness	57	60	63	64	58	59	2
Respect and Appreciation	57	58	64	64	65	64	7
Overall Average	61	61	66	67	65	66	5
Carnegie Benchmark	69	68	68	67	68	71	2



Fall 2020 Enrollment Update



Impact of COVID-19 on Enrollment

- ACE projects that international enrollment could drop by 25 percent if institutions shift to remote learning in the fall.
- The bond ratings agency Fitch anticipates that annual enrollment declines for Fall 2020 could range from 5 to 20% for many colleges and universities. Private colleges could experience more meaningful financial effects than public colleges, given a higher reliance on tuition and student fee revenues.
- A recent report by Eduventures indicates that adult students may not be enrolling in higher education in the COVID-19 recession. The report cites early evidence that FASFA applications by independent students aged 24 or older, were down by 9 percent for the initial months of 2020.
- SimpsonScarborough has predicted that four-year colleges may face a loss of up to 20% in fall enrollment based on surveys of more than 2,000 college-bound high school seniors and current college students in March, just after the coronavirus began spreading in the United States, and in April, after three weeks of record unemployment claims.



Impact of COVID-19 on Higher Education

Figure 5: Expectations for Fall 2020 Enrollment Relative to Fall 2019 Enrollment

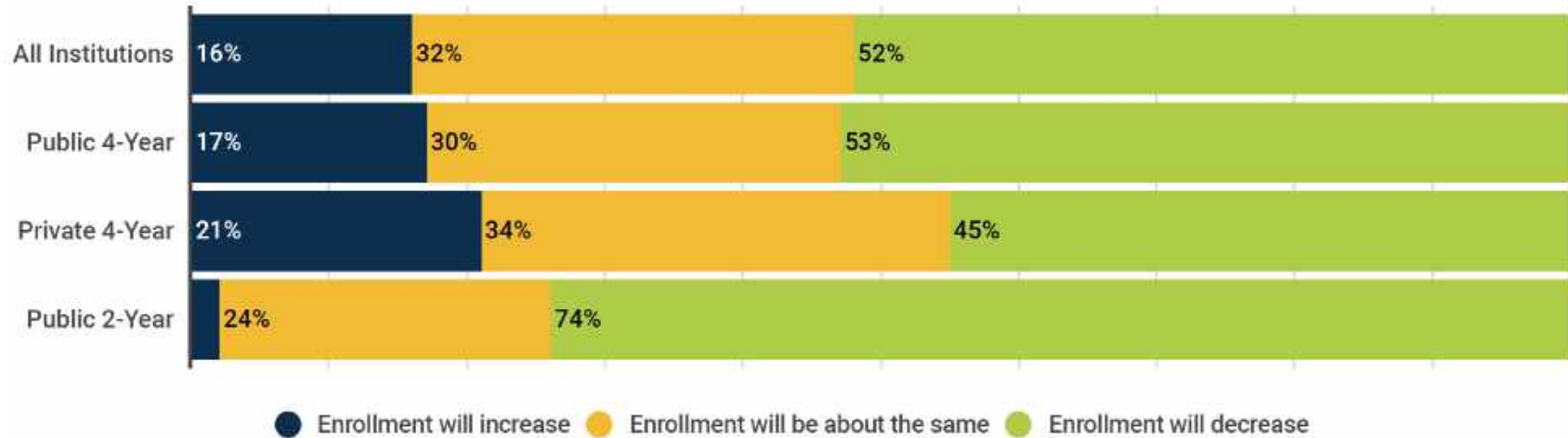
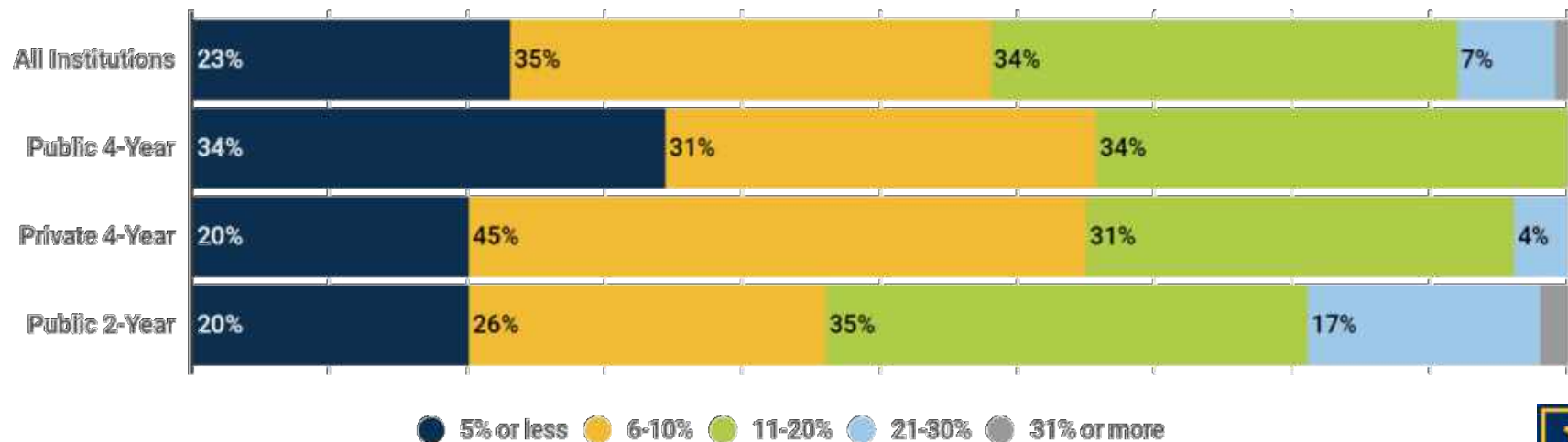


Figure 6: Anticipated Fall 2020 Enrollment Decline



ETSU Enrollment – Fall 2020

Fall 2020 Overall Enrollment

Student Level	2016	2017	2018	2019	2020	Delta
Undergraduate	11,065	11,323	11,268	11,151	10,705	-446
Graduate	2,354	2,441	2,457	2,437	2,435	-2
Medicine	542	531	534	538	546	+8
Pharmacy	324	313	315	315	281	-34
Total	14,285	14,608	14,574	14,441	13,967	-474

Top Five Undergraduate Programs

- **Nursing (1116)**
- **Psychology (594)**
- **Biology (505)**
- **Computer Science (430)**
- **Management (373)**



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%



ETSU Enrollment – Race & Gender

Race/Ethnicity 2016-2020 (Main Campus Only)

Race/Ethnicity	2016	2017	2018	2019	2020	Delta
Alaskan Native/American Indian	0.2%	0.2%	0.2%	0.2%	0.1%	-0.05%
Asian	1.4%	1.4%	1.5%	1.5%	1.6%	0.07%
Black	6.2%	6.6%	6.5%	6.3%	6.7%	0.33%
Hispanic	2.0%	2.5%	2.7%	2.8%	3.4%	0.59%
Native Hawaiian/Pacific Islander	0.1%	0.1%	0.1%	0.1%	0.1%	-0.01%
Non-Resident Alien	4.8%	4.5%	3.7%	2.9%	2.0%	-0.93%
Two or More Races	2.5%	2.7%	3.2%	3.8%	3.9%	0.14%
Unknown	1.4%	1.3%	1.4%	1.7%	3.5%	1.84%
White	81.3%	80.6%	80.9%	80.7%	78.8%	-1.99%
Total	13,419	13,764	13,725	13,589	13,140	-449
Female	57.8%	58.2%	59.6%	61.0%	62.1%	1.12%
Male	42.2%	41.8%	40.4%	39.0%	37.9%	-1.12%



ETSU Enrollment – Residency

Largest TN Counties 2016-2020 (Main Campus Only)

Location	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
Washington, TN	2,677	2,700	2,679	2,651	2,430
Sullivan, TN	1,771	1,790	1,767	1,797	1,815
Knox, TN	710	800	830	756	744
Carter, TN	697	711	704	678	663
Greene, TN	515	514	500	517	524
Hawkins, TN	512	529	500	527	494
Hamilton, TN	406	446	398	384	365
Sevier, TN	302	298	295	324	316
Hamblen, TN	290	283	288	268	283
Unicoi, TN	200	245	228	254	247
Tennessee Total	10,593	10,946	10,955	10,913	10,629
Grand Total	13,419	13,765	13,725	13,589	13,140
TN% of Total	78.94%	79.52%	79.82%	80.31%	80.89%

Border County/International/Out-of-State (Main Campus Only)

NC	436	410	390	347	308
VA	469	451	445	453	405
Border Total	905	861	835	800	713
% of Total	6.74%	6.25%	6.08%	5.89%	5.43%
International	678	657	544	424	288
% of Total	5.05%	4.77%	3.96%	3.12%	2.19%
Other Out of State	1,243	1,301	1,391	1,452	1,510
% of Total	9.26%	9.45%	10.13%	10.69%	11.49%



ETSU Freshmen Profile

ETSU Fall 2016-2020 First-time Freshmen Profile

First-time Freshmen	2016	2017	2018	2019	2020	Delta
Headcount	1,886	2,050	1,976	1,786	1,651	-135
High School GPA	3.5	3.4	3.5	3.5	3.5	0
ACT	23.2	22.8	23.3	23.5	23.4	-0.1
Tennessee Resident	1,545	1,689	1,575	1,406	1,311	-95
Border County	155	126	147	146	88	-58
International	33	24	20	22	13	-9
Other Out-of-State	153	211	234	212	239	27

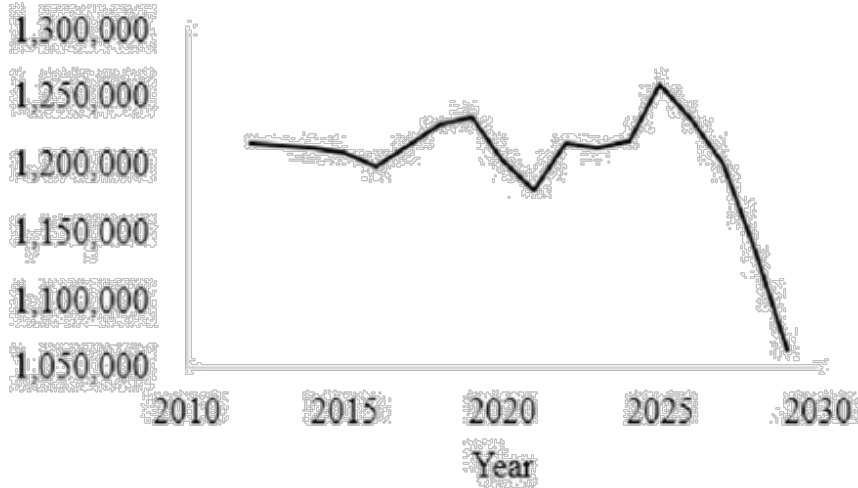
ETSU Fall 2016-2020 Freshmen Academic Performance Scholarships

Presidential	80	77	88	95	87	-8
Provost	232	229	258	233	195	-38
Deans	73	86	90	61	59	-2
Faculty	140	139	134	127	106	-21

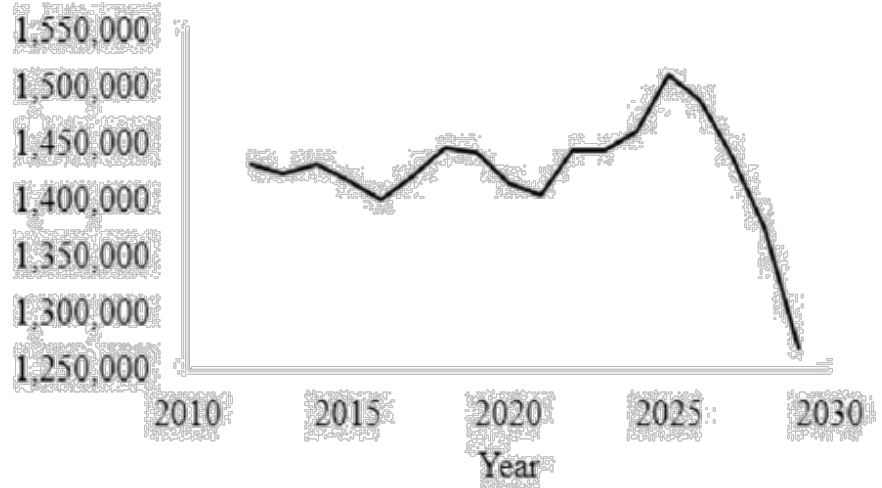


Forecasted Number of Students Attending College

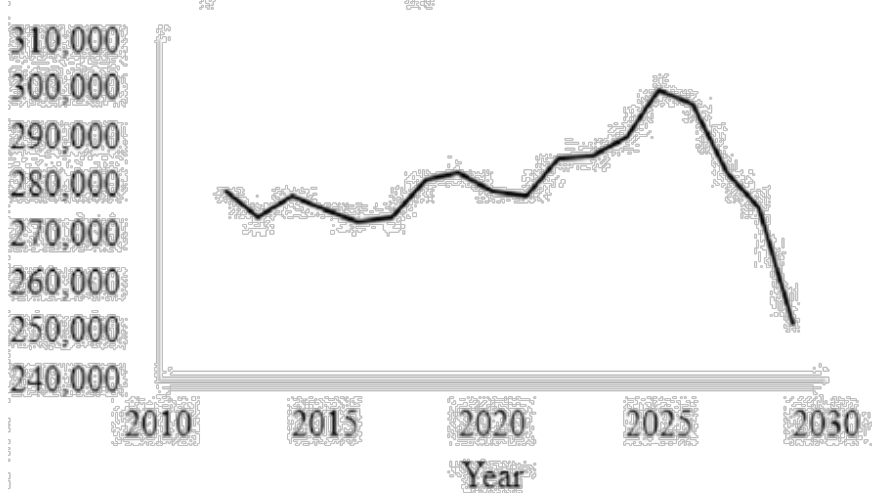
a) Two-year colleges



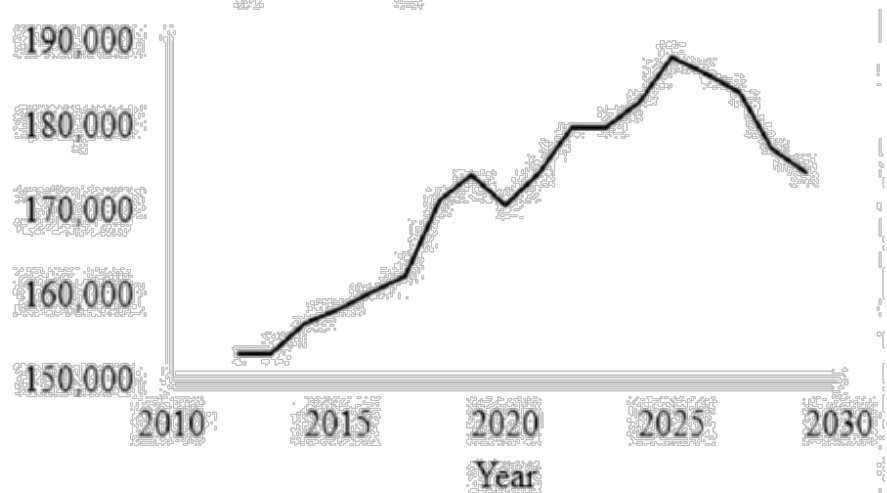
b) Regional colleges and universities



c) National colleges and universities



c) Elite colleges and universities



Student Success

78% Fall 2019-Fall 2020 retention rate (first-year, full-time freshmen) – highest in ETSU’s history

3,746 Degrees conferred during 2019-20

3.5 Average GPA Fall 2019 entering class

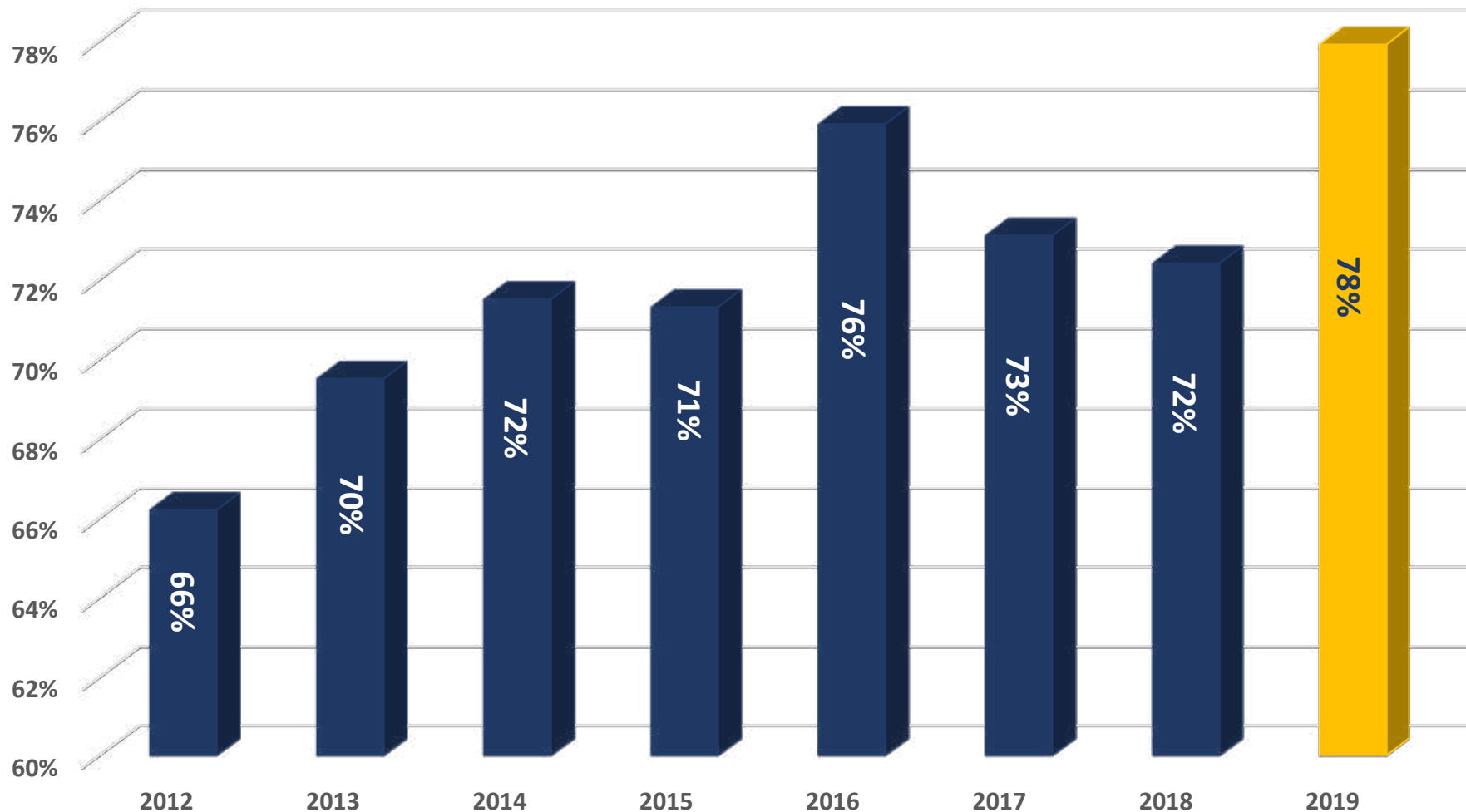
15:1 Student-to-Faculty ratio (Fall 2019)

494 High school students participated in dual-enrollment program (57.3% increase from previous year)

4,175 in Spring 2020 named to dean’s list



ETSU Retention Rate (2012 – 2019)



- Retention rate measured utilizing ETSU-only data
- The 2019 cohort details information for those students who began as FTFT freshman in fall 2019 and retained to fall 2020

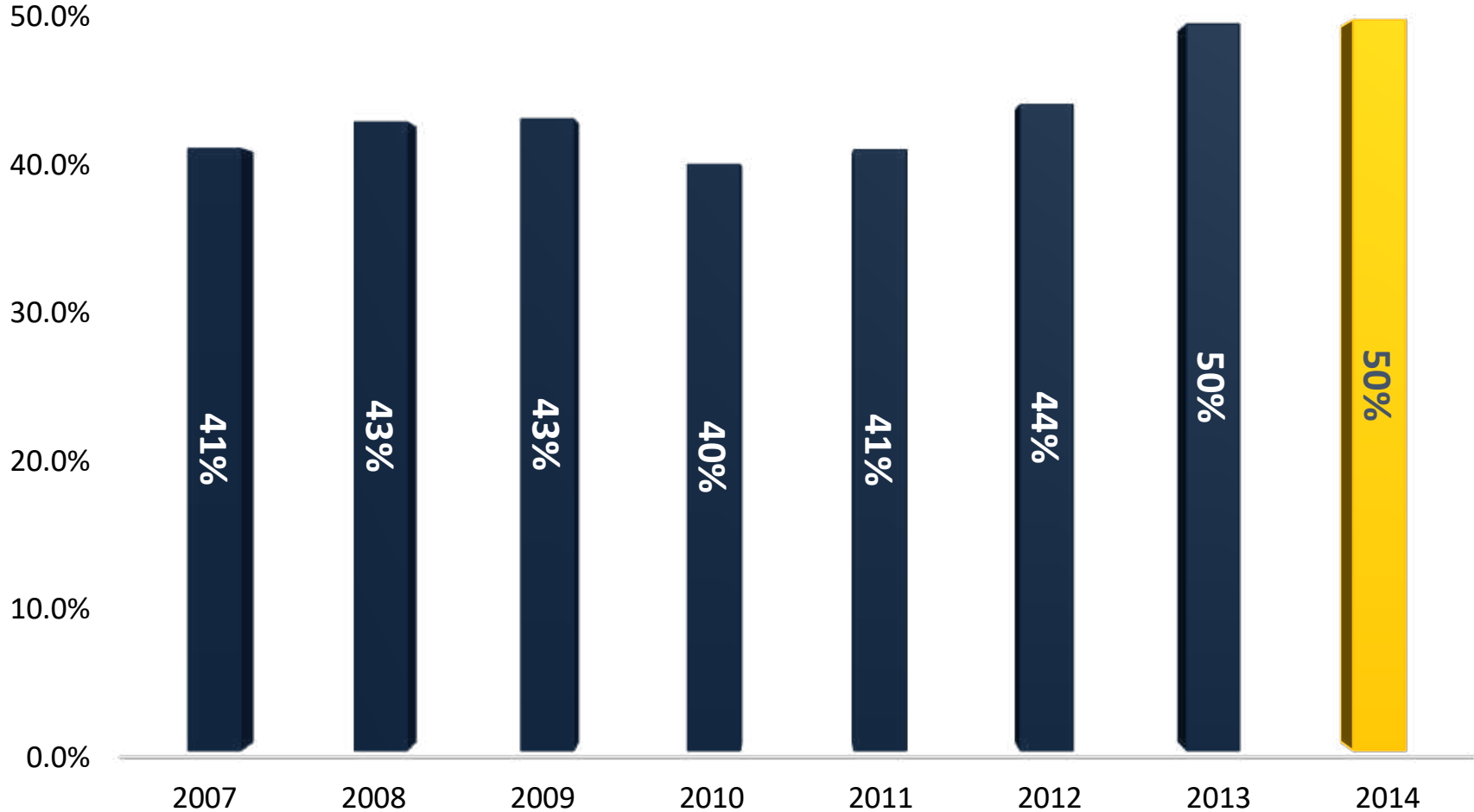


**Freshman to Sophomore Retention Rates for Public Institutions
Fall 2018 - Fall 2019**

Institution	Fall 2018 First-Time, Full-Time Freshmen	Fall 2019			Retention Rate
		Enrolled at Admitting Institution	Enrolled in Other Public Institution	Total Enrolled	
TBR Community Colleges					
Chattanooga State Community College	1,722	856	51	907	52.7%
Cleveland State Community College	705	359	34	393	55.7%
Columbia State Community College	1,649	924	70	994	60.3%
Dyersburg State Community College	554	305	21	326	58.8%
Jackson State Community College	986	492	41	533	54.1%
Motlow State Community College	1,571	900	43	943	60.0%
Nashville State Community College	1,375	666	41	707	51.4%
Northeast State Community College	1,323	742	21	763	57.7%
Pellissippi State Community College	2,376	1,243	182	1,425	60.0%
Roane State Community College	1,189	669	39	708	59.5%
Southwest Tennessee Community College	2,028	1,060	64	1,124	55.4%
Volunteer State Community College	2,146	1,055	74	1,129	52.6%
Walters State Community College	1,473	840	48	888	60.3%
TBR Community College Total	19,097	10,111	729	10,840	56.8%
Locally Governed Institutions					
Austin Peay State University	1,875	1,177	147	1,324	70.6%
East Tennessee State University	1,960	1,413	108	1,521	77.6%
Middle Tennessee State University	2,865	2,146	128	2,274	79.4%
Tennessee State University	1,219	770	33	803	65.9%
Tennessee Technological University	1,878	1,446	119	1,565	83.3%
University of Memphis	2,424	1,904	63	1,967	81.1%
LGI University Total	12,221	8,856	598	9,454	77.4%
UT Universities					
University of Tennessee, Chattanooga	2,231	1,585	253	1,838	82.4%
University of Tennessee, Knoxville	5,105	4,414	202	4,616	90.4%
University of Tennessee, Martin	1,122	838	57	895	79.8%
UT University Total	8,458	6,837	512	7,349	86.9%
University Total	20,679	15,693	1,110	16,803	81.3%
Grand Total	39,776	25,804	1,839	27,643	69.5%



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 American				
		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%

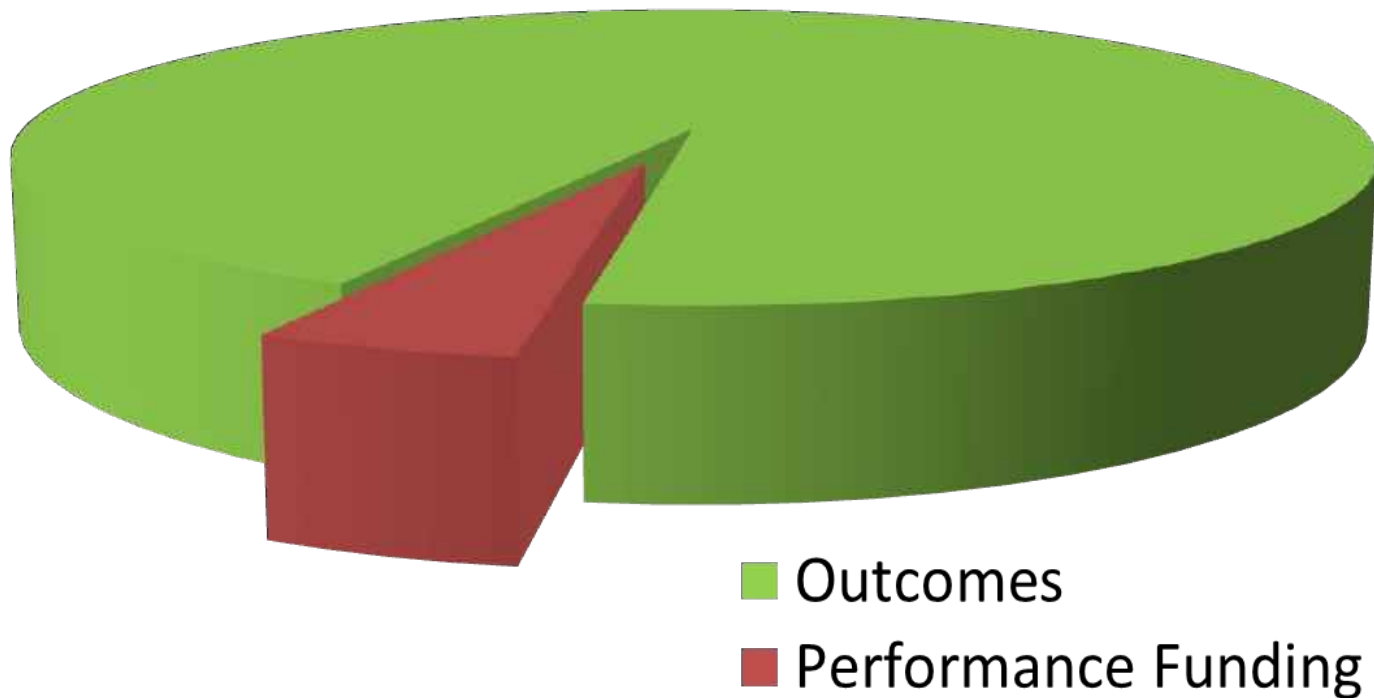


Campus Budget Overview



Finance Policy in Tennessee: Formula Model

TN Outcomes-Based Funding Formula, 2011-Present

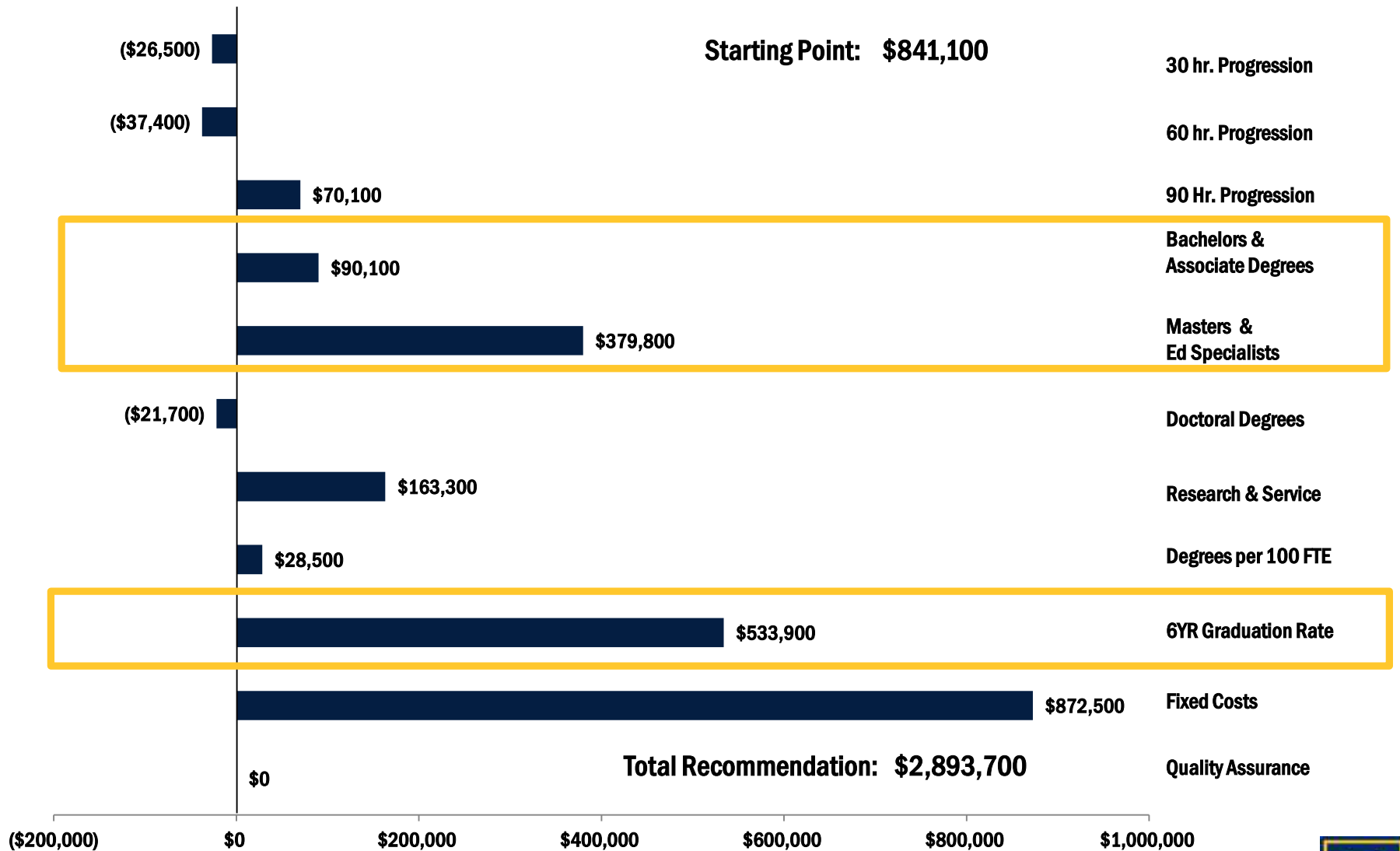


THEC Outcomes-Based Formula Components

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



Breakdown of Funding Formula Component Parts: ETSU



THEC Outcomes-Based Funding - Original

Academic Formula Units	2019-20 Appropriation	2020-21 Formula Calculation	Breakdown of 2020-21 Changes		2020-21 Changes	2020-21 Recommendation	Percent Change	Percent Funded
			Outcomes Formula Adjustments	Share of New Funding				
LGI Universities								
Austin Peay	\$50,503,100	\$76,111,000	\$263,700	\$1,671,500	\$1,935,200	\$52,438,300	3.8%	68.9%
East Tennessee State Univ.	\$69,479,000	\$105,044,500	\$586,800	\$2,306,900	\$2,893,700	\$72,372,700	4.2%	68.9%
Middle Tennessee	\$107,399,400	\$158,590,000	-\$1,618,200	\$3,482,900	\$1,864,700	\$109,264,100	1.7%	68.9%
Tennessee State	\$41,795,200	\$61,600,800	-\$706,800	\$1,352,800	\$646,000	\$42,441,200	1.5%	68.9%
Tennessee Tech	\$56,597,500	\$85,458,500	\$404,200	\$1,876,800	\$2,281,000	\$58,878,500	4.0%	68.9%
University of Memphis	\$123,370,700	\$184,595,400	-\$243,600	\$4,054,000	\$3,810,400	\$127,181,100	3.1%	68.9%
Subtotal	\$449,144,900	\$671,400,200	-\$1,313,900	\$14,744,900	\$13,431,000	\$462,575,900	3.0%	68.9%
Community Colleges	\$291,614,000	\$441,592,400	\$2,932,700	\$9,698,000	\$12,630,700	\$304,244,700	4.3%	68.9%
UT Universities								
UT Chattanooga	\$58,905,900	\$88,588,800	\$183,800	\$1,945,500	\$2,129,300	\$61,035,200	3.6%	68.9%
UT Knoxville	\$244,059,300	\$365,012,200	-\$592,400	\$8,016,200	\$7,423,800	\$251,483,100	3.0%	68.9%
UT Martin	\$35,108,200	\$50,848,900	-\$1,191,500	\$1,116,700	-\$74,800	\$35,033,400	-0.2%	68.9%
Subtotal	\$338,073,400	\$504,449,900	-\$1,600,100	\$11,078,400	\$9,478,300	\$347,551,700	2.8%	68.9%
Total Colleges and Universities	\$1,078,832,300	\$1,617,442,500	\$18,700	\$35,521,300	\$35,540,000	\$1,114,372,300	3.3%	68.9%
TN Colleges of Applied Technology	\$75,301,400	\$112,865,900	-\$18,700	\$2,478,700	\$2,460,000	\$77,761,400	3.3%	68.9%
Total Academic Formula Units	\$1,154,133,700	\$1,730,308,400	\$0	\$38,000,000	\$38,000,000	\$1,192,133,700	3.3%	68.9%



Shifting State Budget Landscape Post-COVID 19

MIKE KRAUSE
Executive Director



STATE OF TENNESSEE
HIGHER EDUCATION COMMISSION
STUDENT ASSISTANCE CORPORATION
312 ROSA PARKS BLVD, 9TH FLOOR
NASHVILLE, TENNESSEE 37243-0830
(615) 741-3605

BILL LEE
Governor

MEMORANDUM

To: Locally Governed Institutions Presidents
University of Tennessee System President
Tennessee Board of Regents Chancellor

From: Mike Krause

Subject: 2020-21 Budget Reduction Preparation Update

Date: May 28, 2020

As discussed in the State Funding Board meeting, Tennessee's GDP is expected to contract sharply in the second quarter of 2020. As such, yesterday, I was notified by Finance and Administration Commissioner Butch Eley that higher education needs to prepare a plan to meet a target reduction of 12 percent.

THEC will, of course, be modeling this plan utilizing the reduction methodology previously briefed in the Fall 2019 Commission Meeting materials. I encourage you to start convening your campus leaders to strategize how your institution(s) will respond to such a reduction.

As you are aware, the Commission delayed a vote on tuition and fee binding ranges earlier this month. It is our intent to convene a special called meeting to approve revised ranges as soon as the General Assembly adjourns *sine die*. THEC will initiate discussions around tuition needs with you and your fiscal officers as soon as we are able to model reduction scenarios for each institution.

- ETSU received a directive from Gov. Lee to reduce our state funded portion of the budget by 12% on 5/28/2020.
- The campus worked the entire month of June to develop strategies to meet this directive.
- On 6/26/2020 we were informed by THEC that our budgets were held harmless by Gov. Lee.
- Overall budget was still reduced slightly due to state mandates and technical formula adjustments by THEC.



THEC Outcomes-Based Funding - Revised

Academic Formula Units	2019-20 Appropriation ¹	Breakdown of 2020-21 Changes		2020-21 Changes	2020-21 Recommendation	Percent Change
		Outcomes Formula Adjustments	Share of New Funding			
LGI Universities						
Austin Peay	\$50,503,100	\$263,700	\$0	\$263,700	\$50,766,800	0.5%
East Tennessee²	69,479,000	586,800	-	586,800	70,065,800	0.8%
Middle Tennessee	107,399,400	(1,618,200)	-	(1,618,200)	105,781,200	-1.5%
Tennessee State	41,795,200	(706,800)	-	(706,800)	41,088,400	-1.7%
Tennessee Tech ²	56,597,500	404,200	-	404,200	57,001,700	0.7%
University of Memphis	123,370,700	(243,700)	-	(243,700)	123,127,000	-0.2%
Subtotal	\$449,144,900	(\$1,314,000)	\$0	(\$1,314,000)	\$447,830,900	-0.3%
Community College Subtotal	\$291,613,800	\$2,932,900	\$0	\$2,932,900	\$294,546,700	1.0%
UT Universities						
UT Chattanooga	\$58,905,900	\$183,700	\$0	\$183,700	\$59,089,600	0.3%
UT Knoxville ²	244,059,300	(592,400)	-	(592,400)	243,466,900	-0.2%
UT Martin ²	35,108,200	(1,191,500)	-	(1,191,500)	33,916,700	-3.4%
Subtotal	\$338,073,400	(\$1,600,200)	\$0	(\$1,600,200)	\$336,473,200	-0.5%
Total Colleges and Universities	\$1,078,832,100	\$18,700	\$0	\$18,700	\$1,078,850,800	0.0%
TN Colleges of Applied Technology ²	\$75,301,400	(\$18,700)	\$0	(\$18,700)	\$75,282,700	0.0%
Total Academic Formula Units	\$1,154,133,500	\$0	\$0	\$0	\$1,154,133,500	0.0%



Factors Impacting the 2020-21 Budget

The university is expected to have a revenue shortfall from enrollment and has fixed costs that must be addressed immediately. The total impact of the following items is **\$8,294,676**:

- Enrollment is projected to be down 500 FTE for Fall 2020 and the annualized financial impact will be **\$4,229,000**.
- ETSU is responsible for Other Post-Employment Benefits (OPEB) contributions in the amount of **\$512,000**.
- The centralized cost of Tenure and Promotion adjustments for the 2020-21 year is **\$325,380**.
- College of Arts and Sciences base budget has an estimated **\$1,525,356** structural budget deficit that must be addressed to prevent harmful impacts to the general education core and overall college instruction for the upcoming academic year.
- The removal of the salary enhancement pool approved by the Board of Trustees for 2020-21 results in a **\$1,202,940** reduction to the base budget.
- Implementation of the phased reopening plans outlined by the Future Operations Workgroup is currently underfunded. The workgroup feels strongly there should be a fund of **\$500,000** established to support those plans.



Budget Adjustment Scenarios

Date: 7.12.2020

Estimates Only

	Scenario 1 Base	Scenario 2 (500) Student		Scenario 3 (750) Students		Scenario 4 (1000) Students	
		Admin Reduction	Academic Reduction	Admin Reduction	Academic Reduction	Admin Reduction	Academic Reduction
	Approved July 20-21 Budget	-5.3%	-4.3%	-7.3%	-6.3%	-9.3%	-8.3%
	Enrollment down 100	Reduction	Budget	Reduction	Budget	Reduction	Budget
Administrative Unit Reduction							
Administration	13,469,230.00	(713,869.19)	12,755,360.81	(983,253.79)	12,485,976.21	(1,252,638.39)	12,216,591.61
Advancement	2,092,350.00	(110,894.55)	1,981,455.45	(152,741.55)	1,939,608.45	(194,588.55)	1,897,761.45
Business & Finance	3,196,270.00	(169,402.31)	3,026,867.69	(233,327.71)	2,962,942.29	(297,253.11)	2,899,016.89
IT	8,376,090.00	(443,932.77)	7,932,157.23	(611,454.57)	7,764,635.43	(778,976.37)	7,597,113.63
TAF	3,798,680.00	0.00	3,798,680.00	0.00	3,798,680.00	0.00	3,798,680.00
President	3,963,850.00	(210,084.05)	3,753,765.95	(289,361.05)	3,674,488.95	(368,638.05)	3,595,211.95
Athletics	16,025,460.00	(849,349.38)	15,176,110.62	(1,169,858.58)	14,855,601.42	(1,490,367.78)	14,535,092.22
Student Life and Enrollment	7,987,060.00	(423,314.18)	7,563,745.82	(583,055.38)	7,404,004.62	(742,796.58)	7,244,263.42
Student Activities	3,082,400.00	(163,367.20)	2,919,032.80	(225,015.20)	2,857,384.80	(286,663.20)	2,795,736.80
Subtotal Administrative Units	61,991,390.00	(3,084,213.63)	58,907,176.37	(4,248,067.83)	57,743,322.17	(5,411,922.03)	56,579,467.97
Academic Unit Reduction							
Provost & Health Affairs	94,334,810.00	(4,056,396.83)	(98,391,206.83)	(5,943,093.03)	88,391,716.97	(7,829,789.23)	86,505,020.77
Subtotal Academic Unit	94,334,810.00	(4,056,396.83)	(98,391,206.83)	(5,943,093.03)	88,391,716.97	(7,829,789.23)	86,505,020.77
Expense and Revenue Offset Due to Salary Freeze for 2020/21 Fiscal Year							
Salary Enhancement Pool*	1,202,940.00	(1,202,940.00)	0.00	(1,202,940.00)	0.00	(1,202,940.00)	0.00
Total Reduction	157,529,140.00	(8,343,550.46)		(11,394,100.86)		(14,444,651.26)	

*The salary enhancement pool was originally approved by the ETSU Board of Trustees on April 1, 2020. The workgroup is recommending no salary enhancements for fiscal year 2020/21 so it is included as a reduction in scenario 2-4.



Budget Implementation

- Implement budget adjustments of 5.3% for administrative units and 4.3% for academic units for the 2020-21 academic year and establish a central COVID-19 contingency fund.
 - New revenues will not be distributed through the budget model unless Fall 2020 enrollment surpasses Fall 2019. Any revenue generated from enrollment above the -500 figure will be placed into a central COVID-19 contingency fund.
 - FY 2020 fallout will be distributed according to the budget model.
 - Earlier this month \$1.8 million dollars in fallout resources were distributed across the academic and administrative units.
- Continue the following central cost containment measures:
 - Delay new locally funded capital and deferred maintenance projects
 - Reduce heating, cooling, and airflow in unoccupied buildings
 - Turn off non-emergency lights, equipment, and appliances and close lab hoods in unoccupied buildings
 - Eliminate/minimize 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 and continues into the Fall semester.
- Purchasing restrictions, travel limitations, operating and utilities maximization, limitations on central temporary and contract hires, etc.
- Voluntary Retirement Incentive Program presented to both faculty and staff.
 - Staff application period expired on August 14, 2020
 - **77 Staff participated**
 - Faculty application period began on August 15, 2020
 - **25 Faculty participated**



Coronavirus Aid, Relief and Economic Security Act (CARES Act)

- The CARES Act was signed into law on March 27, 2020. The Act authorized three tranches of funds for which ETSU was eligible. The first two funds are tied together by legislation and are allocated in equal amounts of \$5,548,379. The third tranche has an award value of \$542,969. Total awards available to ETSU are \$11,639,727, of which \$5,548,379 is required to be paid directly to students.
- The first award was intended for student emergency grants where the university acts as a pass-through entity to provide funding to students impacted by COVID-19 for expenses related to the disruption of campus services.
 - To date, ETSU has distributed \$5,092,960 in funds to 8,332 students based on a formula developed by our Office of Financial Aid constructed on guidance from the U.S. Department of Education.
 - The remaining funds are available as emergency grants to students and the division of Student Life and Enrollment has established an application process for those funds.



Coronavirus Aid, Relief and Economic Security Act (CARES Act)

- The second award reimbursed ETSU for refunds to students for cancelled services or instruction, or for significant changes in the delivery of instruction due to COVID-19.
 - ETSU has reconciliations of housing refunds totaling \$2,123,460.86 and dining refunds of \$1,254,255.31.
 - ETSU is also able to use these funds as reimbursement for student employee wages paid in March through May when the majority of student employees were not working. Staff estimates that approximate \$1 million in wages were paid to tuition scholars, graduate assistants, and regular work study students when hours were not worked. The university continues to identify possible expenses related to COVID-19 which are reimbursable with the award.
- The third tranche was awarded to institutions with low-income students. The award for ETSU is \$542,969 and can be used to reimburse lost revenue due to waived/refunded fees and cancelled programming due to COVID-19.



Peer Faculty Salary Comps

Institution	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	% Change
University of North Carolina at Charlotte	75,033	76,410	78,939	82,641	86,998	87,001	15.95%
Wright State University-Main Campus	75,492	76,932	79,074	80,620	82,774	86,056	13.99%
Oakland University	76,338	79,281	80,667	81,309	82,981	85,067	11.43%
Central Michigan University	77,427	75,951	76,158	78,943	81,505	84,165	8.70%
Florida Atlantic University	71,658	76,005	76,014	82,710	81,628	82,636	15.32%
University of Missouri-Kansas City	74,745	76,329	77,409	80,268	80,523	82,185	9.95%
University of North Carolina at Greensboro	71,334	72,522	73,350	76,029	77,287	79,264	11.12%
East Carolina University	71,775	71,685	72,072	77,246	78,705	77,712	8.27%
Texas Woman's University	67,599	72,765	73,872	73,826	74,987	76,636	13.37%
Old Dominion University	78,561	77,004	80,667	80,137	75,201	75,417	-4.00%
Southern Illinois University-Edwardsville	70,731	70,794	70,236	68,941	69,671	71,192	0.65%
University of Northern Colorado	67,383	68,310	68,616	70,555	69,993	70,299	4.33%
Sam Houston State University	65,844	66,042	66,690	68,646	68,197	69,650	5.78%
University of Arkansas at Little Rock	67,320	70,929	67,599	69,714	68,211	69,091	2.63%
Marshall University	61,803	64,053	63,108	64,314	64,482	68,625	11.04%
Ball State University	65,745	67,086	67,770	65,991	67,652	67,207	2.22%
Indiana State University	63,639	63,513	63,774	64,907	67,426	66,989	5.26%
East Tennessee State University	60,399	60,084	61,515	62,288	64,595	65,611	8.63%
University of South Alabama	64,908	64,755	64,611	65,565	65,168	65,506	0.92%
Georgia Southern University	55,953	57,618	58,941	60,505	61,948	60,201	7.59%
Peer Average	69,647	70,947	71,556	73,309	73,965	74,995	7.68%
Peer Median	70,731	71,685	72,072	73,826	74,987	75,417	6.63%



Peer Staff Salary Comps

Institution	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	% Change
Florida Atlantic University	57,502	57,974	59,565	61,674	62,459	63,217	9.86%
Oakland University	55,483	56,750	58,327	62,326	63,312	62,947	13.15%
University of North Carolina at Charlotte	51,882	53,229	55,027	58,160	59,367	60,582	16.34%
Wright State University-Main Campus	56,378	58,803	60,125	61,080	59,431	59,205	4.81%
University of North Carolina at Greensboro	52,461	53,197	53,516	55,605	57,457	58,826	11.96%
Old Dominion University	53,400	53,177	54,584	55,591	57,164	58,233	9.09%
Central Michigan University	52,655	50,242	51,182	55,317	55,188	57,027	8.70%
University of Missouri-Kansas City	51,201	51,357	52,604	53,760	54,151	56,415	10.15%
East Carolina University	48,718	49,889	50,812	52,909	54,118	55,382	13.36%
Sam Houston State University	49,327	50,427	51,880	53,520	53,877	55,366	11.97%
University of Northern Colorado	47,994	49,499	51,161	52,193	53,629	54,090	12.32%
Ball State University	49,967	50,834	51,034	51,367	52,629	53,682	7.31%
Texas Woman's University	43,909	46,821	48,266	49,112	50,949	52,338	18.00%
University of South Alabama	45,270	45,436	46,781	49,088	50,474	51,499	13.71%
Southern Illinois University-Edwardsville	47,308	47,484	48,440	48,272	49,154	50,337	6.38%
Indiana State University	44,897	46,205	47,458	48,411	48,884	49,379	9.70%
Marshall University	44,267	46,172	45,909	46,170	47,117	49,276	10.85%
University of Arkansas at Little Rock	45,823	46,352	45,921	45,085	46,366	48,506	5.79%
East Tennessee State University	39,947	39,947	41,121	42,833	44,245	46,622	16.71%
Georgia Southern University	42,169	43,027	44,279	45,444	45,702	46,411	9.86%
Peer Average	49,506	50,362	51,414	52,899	53,759	54,880	10.67%
Peer Median	49,327	50,242	51,161	52,909	53,877	55,366	12.02%



Teaching, Research, and Service





The Patricia Robertson Pride Center in the D.P. Culp Student Center was named in honor of retired faculty member Dr. Patricia Robertson, who was a champion for inclusion on the ETSU campus, particularly for the LGBTQ+ community.



Iris Kamgue, a student pharmacist at Bill Gatton College of Pharmacy, was chosen from nearly 400 applicants

as a recipient of the CVS Health Minority Scholarship for Pharmacy Students. From Douala, a coastal city in Southwest Cameroon, Africa, Kamgue hopes to take the health care skills she learns at ETSU back to her home.



ETSU alumnus Greyson Jennings is serving a three-year term on the Tennessee State

Rehabilitation Council upon the appointment of Gov. Bill Lee. Jennings assists in the review, analysis and advisement to the state on vocational rehabilitation and shares his perspectives on state vocational rehabilitation services as a former client.

The Mary V. Jordan Multicultural Center was dedicated in honor of retired staff member Mary Jordan in recognition of her ongoing and tireless efforts to foster and build an environment of equity, inclusion and diversity on the ETSU campus and, in particular, for her visionary leadership to establish the Multicultural Center.



Students from three disciplines – business, mathematics and computer science – earned 2nd place in the first-ever National Analytics Case Competition held at Elon University. Jessica Owens, Dawson Maddox and Aaron Barlow also won the Team Spirit Award for their hype video created before the competition.



Clara Reynolds (health sciences) was recognized as volunteer of the year by the Branch House – The Family Justice Center of Sullivan County. She received the Daryl Marino Award for work completed during Summer of Service with Roan Scholars Leadership Program.



Marah Mullins (elementary education) and Shivam Patel (health sciences) were recipients of 2020 Appalachian Highlands Twenty Under 20 honors for serving as ambassadors and role models in their communities. Lily Edwards (media and communication) received an honorable mention.



The Office of Veterans Affairs received the Minuteman Award from the Tennessee Army National Guard for participation in the Tennessee STRONG Act, a last-dollar tuition reimbursement program for first-time degree seeking Tennessee National Guard members. Thirty-two students took advantage of the program this year, resulting in more than \$160,000 in tuition reimbursements.



Participating as part of the ACT (Academia-CPESN Transformation) Pharmacy Collaborative National Day of Service, 15 student pharmacists from Bill Gatton College of Pharmacy served at four different independent community pharmacies across the region conducting blood pressure readings, immunizations and patient education.



ETSU a cappella ensembles nearly swept the 2020 South Region quarterfinals of the International Championship of Collegiate A Cappella (ICCA). With its overall first-place finish, Greyscale moved on to the ICCA South Semifinals, and student-led ensembles Ascension and Harmonium placed third and fourth, respectively. Rebekah Cormack was named Outstanding Soloist, Thomas Richardson earning Outstanding Arrangement, and Kaitlyn Hopkins received Outstanding Vocal Percussion honors.

Dr. Alyson Chroust, Department of Psychology, is leading a study looking at ways visual processing and motor development in newborns might be affected by prenatal opioid exposure. If differences between exposed and non-exposed newborns are found, the team hopes to use the results of this and subsequent research to design intervention methods to help affective infants with low cognitive and motor skills to improve.



Dr. Chaya Nanjundeswaran Guntupalli (College of Clinical and Rehabilitative Health Sciences) received a three-year grant from the National Institute on Deafness and other Communication Disorders, National Institutes of Health to study a novel approach to treating vocal fatigue.



Dr. Benjamin D. Caton III, who retired in the spring of 2020 after 46 years on the faculty of ETSU's Department of Music, was named the Tennessee Music Teachers Association 2020 Teacher of the Year. Caton has a long and distinguished record of service at the state and local levels of the TMTA, including terms as president, recording secretary and collegiate auditions chair.

Dr. Alok Agrawal (Quillen College of Medicine) received a \$1.85 million award for an R01 grant proposal from the National Institute of Allergy and Infectious Diseases, National Institutes of Health to further develop his research on a protein that could be used to develop a treatment for pneumococcal infection.





Dr. Christine Mullins, assistant professor in the College of Nursing, is the 2019-2020 recipient of the American Association of Colleges of Nursing's (AACN) Novice Faculty Excellence Clinical Teaching Award. The purpose of the AACN Novice Faculty Teaching Awards is to recognize excellence and innovation in the teaching of nursing by novice faculty at AACN member schools.

In February 2020, Dr. Bill Block assumed additional responsibilities as the university's Vice President for Clinical Affairs in addition to his ongoing role as Dean of Quillen College of Medicine. As Vice President for Clinical Affairs, Block is ETSU's lead liaison to Ballad Health, handles all contracts between ETSU and its health care partners, and holds clinical oversight of ETSU Health in association with the ETSU Health Advisory Board, which consists of all five deans of the colleges within the academic health sciences center at ETSU.



Hagemeyer



Polaha



Quinn

Dr. Nicholas Hagemeyer (Bill Gatton College of Pharmacy), Dr. Jodi Polaha (Quillen College of Medicine) and Dr. Megan Quinn (College of Public Health) were named ETSU Presidential Fellows for the fall 2020 semester.



Dr. Cerrone Foster, Department of Biological Sciences, was listed among "100 more inspiring Black scientists in America" by CrossTalk, the official blog of Cell Press, which publishes biomedical and physical science research and reviews. Foster's research focuses on the mechanisms of estrogen loss and its effects on the heart after menopause.



The Under Secretary of Defense for Personnel and Readiness appointed Dr. Wilsie Bishop, senior vice president for academics and interim provost, to the Defense Health Board Public Health Subcommittee that provides independent advice and recommendations to maximize the health, safety and effectiveness of all Department of Defense (DoD) health care beneficiaries.

ETSU Advancement and Engagement

ETSU FOUNDATION

\$102,859,222.18

Total fund balance

\$2,811,753

in scholarships awarded from the Foundation in 2019-20

\$84.6 million

secured toward the \$120 million goal for the Campaign for ETSU

796

gifts totaling \$130K for Bucs Helps Bucs initiative (as of July 31, 2020)

Whitney Goetz

Executive Director,
ETSU National Alumni Association



Goetz returned to Johnson City after working in human resources for the state treasury. Her career has included serving as a staff member in

constituency relations and policy for U.S. Senator Bob Corker both in Washington D.C. and Nashville.





RESILIENCE. PURPOSE. HOPE.

Research

First-of-its-Kind Research Center Established

A partnership between ETSU and Ballad Health has resulted in the establishment of a first-of-its-kind institute to promote the awareness and empirical study of adverse childhood experiences, or ACEs.

The Strong BRAIN (Building Resilience through ACEs-Informed Networking) Institute will facilitate the development and dissemination of evidence-based practices that prevent, reduce or mitigate the negative effects of ACEs on health and health disparities. The institute will also work to inform the citizenry and workforce in the Appalachian Highlands on the importance of being trauma informed.

ACEs are considered traumatic experiences, such as abuse, neglect and family dysfunction that can disrupt the safe, stable and nurturing environments that children need to succeed and thrive. ACEs can have lasting effects on children as they mature into adults, leading to adulthood disease, disability and social impediments. Studies have found the more adverse events a person experiences as a child, the higher the risk



of that person having health, social and economic problems.

Established through a five-year gift from Ballad Health to ETSU, the Strong BRAIN Institute will be guided by an advisory board comprised of ETSU experts, Ballad Health experts and community members.

“We cannot thank Ballad Health enough for once again stepping up to offer this gift that will not only bring additional national recognition to ETSU, but this institute will truly benefit the people of this region, both directly and indirectly,”

President Noland said. “When Ballad Health and ETSU came together to form the Strong BRAIN Institute, one of our main strategic objectives was to ensure this research center serves as a resource regionally, nationally and even internationally on the study of adverse childhood experiences and the social determinants it can have on health.”

Dr. Wally Dixon, chair of the ETSU Department of Psychology, will serve as the founding director of the Strong BRAIN Institute, which is located on the ETSU campus.



Center for Rural Health Research Moves Forward

In its first year, the Center for Rural Health Research at ETSU has made significant strides in its mission to improve health and enhance the quality of life of people living in rural and economically depressed communities across Tennessee, Central Appalachia and around the country.

The Center for Rural Health Research was created in July 2019 by Tennessee Governor Bill Lee, who announced that ETSU would receive a \$1.5 million first-year grant for the implementation of the center, and then a recurring \$750,000 annual investment to support the ongoing operations. These appropriations were recommended by Gov. Lee and approved by the Tennessee General Assembly during the 111th legislative session.

announced the system would contribute more than \$15 million, the largest gift in ETSU history, to the center over the course of the next 10 years.

Dr. Randy Wykoff, dean of the ETSU College of Public Health, was named founding director of the center. In July 2020, Michael Meit, a nationally respected leader in rural health, was named director of research and programs.

Over the past year, the center has grown in reputation, funding, and staff. It has added four full-time research staff and four graduate assistants. To create and advance the work of the center, Wykoff has spoken to more than 100 national, state and local rural experts. The center is working closely with Ballad Health and other regional partners.

In August 2020, the Center for Rural Health

Walsh Center for Rural Health Analysis, received one of seven federally-funded rural health research centers, a \$2.8 million grant award over four years. This award will provide the opportunity to conduct nationally focused research designed to improve rural health and well-being.

Most recently, a special issue of the American Journal of Public Health (AJPH) featured the work of the Center for Rural Health Research at ETSU, with center staff contributing two lead editorials and two research articles. Meit also was featured in an AJPH podcast to support the rural health issue.

"The work of ETSU and the Center for Rural Health Research that is featured prominently in the premier public health journal in the United States reflects the growing national reputation of the univers



RANKINGS:



3

"Best Online Radiology Tech Programs for 2020" (four-year schools category) released by EduMed.org.



1

Gatton College of Pharmacy ranked first in the state for its Postgraduate Year 1 (PGY1) residency match rate, as well as 12th in the nation.



4

ETSU's Child Psychological Science Program was ranked fourth Best Online Bachelor's in Child and Adolescent Psychology program by BestColleges.com



8

University School on the ETSU campus was ranked the eighth best high school in Tennessee by *U.S. News & World Report*.



Top 10

Military Friendly® School top 10 designation



ETSU received a silver seal from the ALL In Campus Democracy Challenge in the 2019 ALL IN Challenge Awards for achieving a student voting rate between 30 and 39%.



1

Animation Career Review ranked ETSU's Digital Media Program the top school in Tennessee for animation and game design and the eighth best school in the South.



Named a 2020 Best Southeastern College by Princeton Review



U.S. News & World Report recognizes ETSU among its Top Performers on Social Mobility for successfully graduating students who receive federal Pell Grants.



Designated a Voter Friendly Campus



10

Online graduate program in Sport Science and Coach Education ranked 10th in the nation by Sports Management Degree Guide (SMDG).



24

Named among the 30 Best Colleges for Students with Learning Disabilities (tied at 24).



ETSU College of Nursing

#1 “2019 best online RN to BSN programs in Tennessee” (Registerednursing.org)

#1 “2019 best DNP programs” (RegisteredNursing.org)

#10 “Most affordable online Doctor of Nursing Practice (DNP) programs” (BestHealthDegrees.com)

#10 “2020’s Best Psychiatric Mental Health Nurse Practitioner programs” (EduMed.org)

#11 “Top accredited online nursing programs and schools in the country” (Learn.org)

#13 “2020’s best online nurse practitioner programs” (EduMed.org)

#20 Top 25 online PhDs in Nursing Education (Online College Plan)

#43 “Top 50 best Bachelor of Science in Nursing (BSN) programs” (Study.com)



The Importance of Strategic Vision



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, Burleson, Sinclair, 1947



The Committee for 125

- 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.



ETSU 125 Vision

“In 2036, when a visitor approaches Johnson City, the presence of East Tennessee State University looms large. It is seen in the far outskirts of the city on “Welcome to ETSU” signs; in the high-tech, manufacturing and health care corridor that embraces the region; and in the vibrant college town of Johnson City, where campus and community are synonymous. The message is clear – ETSU is the preeminent player in the region, contributing to the overall high quality of life, innovation, industry and business, health, well-being, vitality and diversity through education, arts and culture and athletics. These themes define its overall ‘Culture of Excellence,’ whose attributes guided visioning and planning for ETSU’s 125th anniversary.”

ETSU 125 Visioning Report “Advancing the University’s Culture and Practice of Excellence and the Quality of Life in the Region” (July 2013)



The Committee for 125 – 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)

- 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
 - 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 businesses and community organizations.



Ten Year Horizon – Action Agenda (C125)

- Target new investments in signature programs identified in the strategic plan and visioning plan.
- Fully develop the performing arts complex and achieve a premier position in the performing arts.
- Launch a comprehensive fundraising campaign on the firm foundation of a highly engaged alumni program, 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

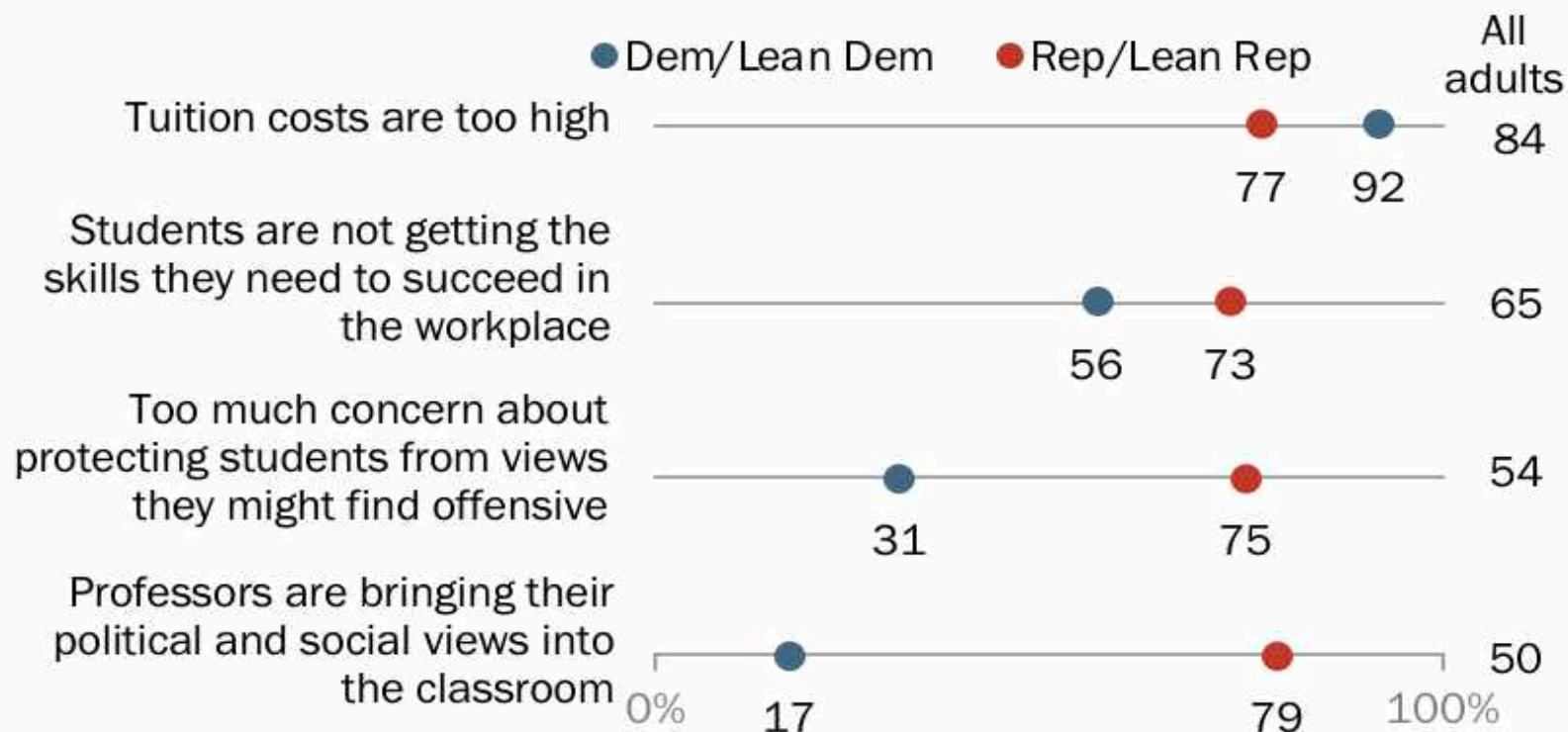
- FOCUS Act and the advent of the Board of Trustees
- Tennessee Promise, UT Promise, North Carolina Promise
- National on-line universities, technological advances, and pronounced shifts in distance education
- Looming demographic shifts
- Affordability and student debt
- Public perceptions and lack of trust
- Immigration policy
- COVID-19 impacts and recovery

These issues and others evidence the need to reassess C125 goals and strategies for the 10-20 year planning horizon



Large partisan gaps in reasons why higher education is headed in the wrong direction

Among those who say higher education is going in the wrong direction, % saying each is a major reason for this



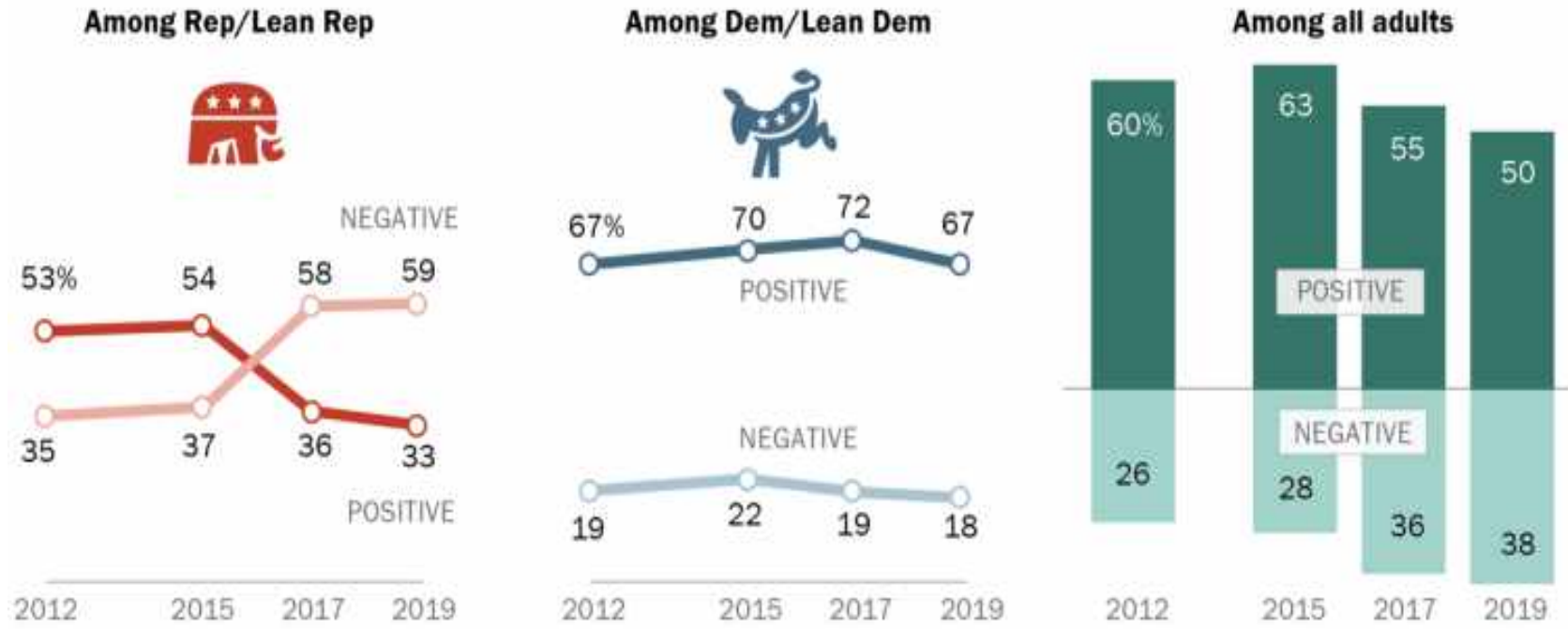
Source: Pew Research Center survey of U.S. adults conducted online June 19-July 2, 2018.

PEW RESEARCH CENTER



Increase in the share of Americans saying colleges have a negative effect on the U.S. is driven by Republicans' changing views

% saying colleges and universities have a positive/negative effect on the way things are going in the country



Note: Share of respondents who didn't offer an answer not shown.

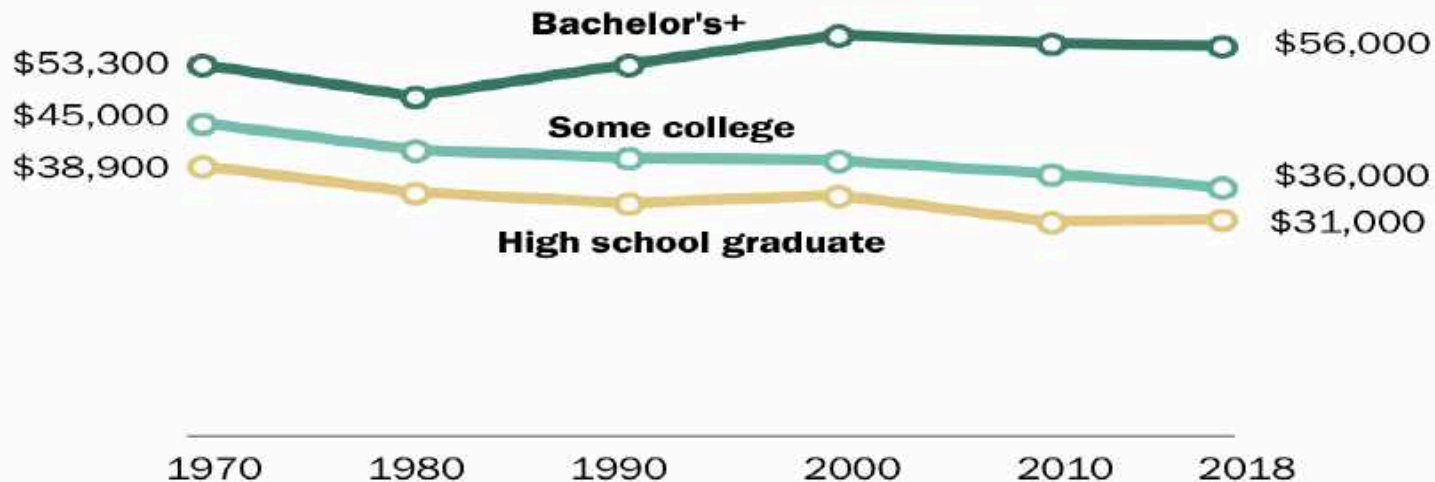
Source: Pew Research Center surveys of U.S. adults conducted by telephone July 10-15, 2019, June 8-18, 2017, Sept. 16-Oct. 4, 2015, and Feb. 8-12, 2012.

PEW RESEARCH CENTER



Income gap between four-year college graduates and other workers has grown in recent decades

Median annual earnings among full-time workers ages 25 to 37, in 2017 dollars



Note: Median annual earnings include only wage and salary income (self-employment income is not included). Earnings are based on 25- to 37-year-olds who worked full time during the previous calendar year and reported positive income. "Full time" refers to those who usually worked at least 35 hours per week last year. "High school graduate" includes those who have a high school diploma or equivalent, such as a GED certificate. "Some college" includes those with an associate degree and those who attended college but did not obtain a degree. In 1970, 1980 and 1990, "high school graduate" includes those who completed 12th grade (regardless of diploma status) and "Bachelor's+" includes those who completed at least four years of college (regardless of degree status).

Source: Pew Research Center analysis of 1970, 1980, 1990, 2000, 2010 and 2018 Current Population Survey Annual Social and Economic Supplement (IPUMS).

PEW RESEARCH CENTER



Educational Attainment - SREB States

Percentage of Population 25 or Older with a Bachelor's Degree (Full Census and American Community Survey)

	1990	1995	2000	2005	2017	% Change
United States	20.3%	23.0%	24.4%	27.2%	32.0%	11.7%
SREB States	18.6%	19.9%	22.4%	23.8%	29.6%	11.0%
Alabama	15.7%	17.3%	19.0%	21.4%	25.5%	9.8%
Arkansas	13.3%	14.2%	16.7%	18.9%	23.4%	10.1%
Delaware	21.4%	22.9%	25.0%	27.6%	31.5%	10.1%
Florida	18.3%	22.1%	22.3%	25.8%	29.7%	11.4%
Georgia	19.6%	22.7%	24.3%	27.1%	30.9%	11.3%
Kentucky	13.6%	19.3%	17.1%	19.3%	24.0%	10.4%
Louisiana	16.1%	20.1%	18.7%	20.6%	23.8%	7.7%
Maryland	26.5%	26.4%	31.4%	34.5%	39.7%	13.2%
Mississippi	14.7%	17.6%	16.9%	18.7%	21.9%	7.2%
North Carolina	17.4%	20.6%	22.5%	25.1%	31.3%	13.9%
Oklahoma	17.8%	19.1%	20.3%	22.4%	25.5%	7.7%
South Carolina	16.6%	18.2%	20.4%	23.0%	28.0%	11.4%
Tennessee	16.0%	17.8%	19.6%	21.8%	27.3%	11.3%
Texas	20.3%	22.0%	23.2%	25.1%	29.6%	9.3%
Virginia	24.5%	26.0%	29.5%	33.2%	38.7%	14.2%
West Virginia	12.3%	12.7%	14.8%	16.9%	20.2%	7.9%



Human Capital Challenge - Cracks in the Pipeline

State	For Every 100 9th Graders...	___ Graduate from High School	___ Enter College	___ Are Still Enrolled Sophomore Year	___ Graduate within 150% Time	Age 25-44 with at Least a Bachelor's Degree
Alabama	100	89	59	40	24	28
Arkansas	100	88	56	38	23	26
Florida	100	82	53	41	28	32
Georgia	100	81	53	38	22	34
Kentucky	100	90	57	39	26	29
Louisiana	100	78	54	37	24	27
Maryland	100	88	57	40	27	44
Mississippi	100	83	67	43	28	25
North Carolina	100	87	55	39	27	36
Oklahoma	100	83	47	30	20	27
South Carolina	100	84	58	37	25	31
Tennessee	100	90	62	40	27	31
Virginia	100	87	60	44	32	43
West Virginia	100	89	49	32	21	25
United States	100	85	54	38	27	36



ETSU 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



Becoming ONE ETSU (Early 2020)

- Senior leadership retreat at EAB (March 2020)
- Strategic marketing review (Completed 2020)
- Community Engagement Task Force (Recommendations 2020)
- Equity and Inclusion Strategic Plan (Approved 2020)
- Advising Task Force (Recommendations 2020)
- Admission and enrollment review (Implemented 2020)
- Scholarship review (Phase One Implemented 2020)
- Program development and revitalization (2020)
- Combined Graduated Studies and Continuing Studies to form one college (2020)



Becoming ONE ETSU (Late 2020)

- Surveys
 - Comprehensive satisfaction study report 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
 - Student focus groups conducted the past three weeks with changes already being implemented (Library and Starbucks)
- Committee for 125 and ETSU Strategic Plan inquiry and discovery October-November 2020
- Celebrate the accomplishments from the past decade Fall 2020
 - COVID-19 friendly events both virtual and in-person



Becoming ONE ETSU (2021 and Beyond)

- Higher Education Landscape Review and Analysis January-February 2021
 - What do the national, state, regional, and local trends in education say about the future of higher education and what role will ETSU serve
 - Scanning the environment and understanding the landscape
 - New peer identification and selection
- SWOT Report and Strategic Vision Guide March 2021
- Committee for ONE ETSU Announced March 2021
- Strategy Development March-September 2021
- Revised Vision and Plan to University October 2021



“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

