East Tennessee State University

Key Performance Indicators

PRELIMINARY REPORT

April 2014
ETSU Benchmark Peer Group

- Ball State University
- Central Michigan University
- East Carolina University
- Florida Atlantic University
- Georgia Southern University
- Indiana State University
- Marshall University
- Oakland University
- Old Dominion University
- Sam Houston State University
- Southern Illinois University - Edwardsville
- Texas Woman's University
- University of Arkansas at Little Rock
- University of Missouri-Kansas City
- University of Northern Colorado
- University of North Carolina at Charlotte
- University of North Carolina at Greensboro
- University of South Alabama
- Wright State University-Main Campus
ETSU KPI Categories

• Access
• Quality
• Preparation and Completion
• State’s Return on Investment
• Fiscal Responsibility and Accountability
• Student Engagement
Access

- Enrollment
  - Headcount
  - FTE
  - Breakouts by undergraduate, graduate and professional

- SCH By Delivery Vehicle (On line, On Campus, Off Site Locations)

- Student Diversity – Gender and Race and Wealth

- Demand and Yield – Applications, Acceptance and Yield Rates – UG and Graduate

- Transfer students as a percentage of total undergraduate population and total transfers

- Financial Aid – Average net price of attendance (Total UG Cost less All Grants/Scholarships)

- Border County Students - total enrollment of students and Border County discount rates

Bold = Tie to TN Performance Based Funding
Fall headcount growth has leveled off

Fall Headcount

<table>
<thead>
<tr>
<th>Year</th>
<th>Total headcount, Fall</th>
<th>Headcount, Fall UG</th>
<th>Headcount, Fall Graduate/Professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALL 2008</td>
<td>13,646</td>
<td>11,028</td>
<td>2,618</td>
</tr>
<tr>
<td>FALL 2009</td>
<td>14,421</td>
<td>11,648</td>
<td>2,773</td>
</tr>
<tr>
<td>FALL 2010</td>
<td>14,952</td>
<td>12,175</td>
<td>2,777</td>
</tr>
<tr>
<td>FALL 2011</td>
<td>15,250</td>
<td>12,539</td>
<td>2,711</td>
</tr>
<tr>
<td>FALL 2012</td>
<td>15,133</td>
<td>12,267</td>
<td>2,866</td>
</tr>
<tr>
<td>BENCHMARK 2012</td>
<td>19,063</td>
<td>15,042</td>
<td>4,022</td>
</tr>
</tbody>
</table>
Total FTEs declining earlier and faster than headcount drop

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total, 12 mo FTE</td>
<td>12,259</td>
<td>12,924</td>
<td>13,355</td>
<td>13,604</td>
<td>13,375</td>
<td>16,544</td>
</tr>
<tr>
<td>Undergraduate 12 mo FTE</td>
<td>10,046</td>
<td>10,611</td>
<td>11,039</td>
<td>11,299</td>
<td>10,945</td>
<td>13,562</td>
</tr>
<tr>
<td>Graduate 12 mo FTE</td>
<td>1,749</td>
<td>1,762</td>
<td>1,746</td>
<td>1,717</td>
<td>1,829</td>
<td>2,662</td>
</tr>
<tr>
<td>Professional HC</td>
<td>464</td>
<td>551</td>
<td>570</td>
<td>588</td>
<td>601</td>
<td>434</td>
</tr>
</tbody>
</table>

Legend:
- Red: Total, 12 mo FTE
- Orange: Undergraduate 12 mo FTE
- Blue: Graduate 12 mo FTE
- Green: Professional HC
Online SCH showing consistent growth

Student Credit Hours

<table>
<thead>
<tr>
<th>Year</th>
<th>Off Campus or Extended Campus</th>
<th>On Campus</th>
<th>Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALL 2008</td>
<td>12,852</td>
<td>141,703</td>
<td>7,831</td>
</tr>
<tr>
<td>FALL 2009</td>
<td>15,839</td>
<td>146,546</td>
<td>8,332</td>
</tr>
<tr>
<td>FALL 2010</td>
<td>16,896</td>
<td>153,037</td>
<td>8,507</td>
</tr>
<tr>
<td>FALL 2011</td>
<td>20,588</td>
<td>153,325</td>
<td>8,022</td>
</tr>
<tr>
<td>FALL 2012</td>
<td>24,115</td>
<td>145,329</td>
<td>7,976</td>
</tr>
</tbody>
</table>

Legend:
- Student Credit Hours (SCH) Fall - Off campus or extended campus
- Student Credit Hours (SCH) Fall - On campus
- Student Credit Hours (SCH) Fall - Online
Gender mix remains stable

Student Diversity - Gender

- FALL 2008: Female 59%, Male 41%
- FALL 2009: Female 58%, Male 42%
- FALL 2010: Female 58%, Male 42%
- FALL 2011: Female 58%, Male 42%
- FALL 2012: Female 58%, Male 42%
- BENCHMARK 2011: Female 59%, Male 41%

Female | Male
Minority % growing, but significantly lower than benchmark group

Student Diversity - Minority %

- FALL 2008: 13%
- FALL 2009: 13%
- FALL 2010: 14%
- FALL 2011: 15%
- FALL 2012: 15%
- BENCHMARK 2011: 34%
Household Income rebounding, but not to pre-recession levels

Wealth - Household Income per FAFSA

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALL 2008</td>
<td>$73,168</td>
</tr>
<tr>
<td>FALL 2009</td>
<td>$71,143</td>
</tr>
<tr>
<td>FALL 2010</td>
<td>$66,665</td>
</tr>
<tr>
<td>FALL 2011</td>
<td>$67,623</td>
</tr>
<tr>
<td>FALL 2012</td>
<td>$69,401</td>
</tr>
</tbody>
</table>
Applications falling and significantly less than Benchmark Group

Total Applications - UG Fall

- Fall 2008: 4,612
- Fall 2009: 4,721
- Fall 2010: 5,245
- Fall 2011: 5,269
- Fall 2012: 5,124
- Benchmark 2011: 10,553
UG acceptance rate increasing while yield rate declining

- FALL 2008: Acceptance Rate - 90%, Yield Rate - 47%
- FALL 2009: Acceptance Rate - 85%, Yield Rate - 51%
- FALL 2010: Acceptance Rate - 82%, Yield Rate - 49%
- FALL 2011: Acceptance Rate - 85%, Yield Rate - 48%
- FALL 2012: Acceptance Rate - 89%, Yield Rate - 40%
- BENCHMARK 2011: Acceptance Rate - 69%, Yield Rate - 39%
Graduate applications show strong growth over years

Total Applications- GRAD (includes professional)

FALL 2008: 2,048
FALL 2009: 2,063
FALL 2010: 2,229
FALL 2011: 2,220
FALL 2012: 2,254
Grad acceptance and yield rate increased in 2012

<table>
<thead>
<tr>
<th>Year</th>
<th>Acceptance Rate</th>
<th>Yield Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2008</td>
<td>46%</td>
<td>55%</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>43%</td>
<td>50%</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>39%</td>
<td>46%</td>
</tr>
<tr>
<td>Fall 2011</td>
<td>37%</td>
<td>43%</td>
</tr>
<tr>
<td>Fall 2012</td>
<td>44%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Acceptance Rate - GRAD (includes professional)  
Yield Rate - GRAD (includes professional)
Percentage of transfer UG students close to Benchmark Group

Percentage of Transfer UG students

- FALL 2008: 7.97%
- FALL 2009: 8.82%
- FALL 2010: 8.08%
- FALL 2011: 8.83%
- FALL 2012: 8.52%
- BENCHMARK 2011: 8.75%
Average net price of attendance increasing and above Benchmark Group

Financial Aid – Average net price of attendance

## FY 2008
- $11,426

## FY 2009
- $11,367

## FY 2010
- $13,537

## FY 2011
- $14,688

## FY 2012
- $15,736

## BENCHMARK 2011
- $12,369
Border County enrollment increasing; Average discount dropped in 2012
Quality

- Pass rates: Professional/Occupational Licensure Exams
- Percentage of students reporting employed (in field of study) or in graduate school one year after graduation
  - Data not currently being collected. Will be a future KPI.
- Grants and Contracts – Number and Dollar Amount annually
- Percentage of fulltime faculty with terminal degree
  - Data not currently being collected. Will be a future KPI.
- Pass Rates for Math and English general education courses
- California Critical Thinking Skills Test (CCTST)
- Number of undergraduate research projects

Bold = Tie to TN Performance Based Funding
Teaching consistently at 100%, but Nursing pass rates declining

Pass Rate for Licensure Exams

Professional/Occupational Licensure Exams - Teaching

<table>
<thead>
<tr>
<th>Year</th>
<th>Professional/Occupational Licensure Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2010</td>
<td>100%</td>
</tr>
<tr>
<td>FY 2011</td>
<td>100%</td>
</tr>
<tr>
<td>FY 2012</td>
<td>100%</td>
</tr>
</tbody>
</table>

Professional/Occupational Licensure Exams - Nursing

<table>
<thead>
<tr>
<th>Year</th>
<th>Professional/Occupational Licensure Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2010</td>
<td>93.3%</td>
</tr>
<tr>
<td>FY 2011</td>
<td>91.2%</td>
</tr>
<tr>
<td>FY 2012</td>
<td>90.5%</td>
</tr>
</tbody>
</table>
Number of grants and dollars decreased in FY 12

Grants and Contracts

- FY 2008: $39,691,883, 283
- FY 2009: $40,701,309, 266
- FY 2010: $48,881,998, 228
- FY 2011: $54,808,372, 267
- FY 2012: $51,760,956, 230

Grants and Contracts – Dollars annually
Grants and Contracts – Number annually
Pass rates for English declining; Math consistent

Pass Rates for General Education

- FY 2008: 81.7%
- FY 2009: 80.5%
- FY 2010: 78.7%
- FY 2011: 75.9%
- FY 2012: 75.9%

Pass rates in key general education courses- English 1010
Pass rates in math general education courses- Math 1530
CCTST results dropped below benchmark in 2012

California Critical Thinking Skills Test

![Bar chart showing CCTST results from 2008 to 2012 and benchmark level.]
Undergraduate Research Projects have steadily increased.
Preparation and Completion

- ACT incoming freshman
- HS GPA incoming freshman
- GMAT incoming graduate students
- Four year and Six year UG graduation rate
- Excess credits to degree (above 120 credits) - UG
- % of UG students at 15 credits
- Number of Full time degree seeking UG students completing: 24 hours, 48 and 72 hrs – Total Students, Adults and Low Income
- Ratio of hours attempted to hours completed – Total undergraduate average
- Average UG student credit load
- Full time first time UG retention rate, freshman to sophomore year

Bold = Tie to TN Performance Based Funding
ACT scores consistent over years and with Benchmark Group

ACT Scores

- FALL 2008: ACT incoming freshman - 25th percentile: 20.00, ACT incoming freshman - 75th percentile: 24.00
- FALL 2009: ACT incoming freshman - 25th percentile: 19.00, ACT incoming freshman - 75th percentile: 25.00
- FALL 2010: ACT incoming freshman - 25th percentile: 19.00, ACT incoming freshman - 75th percentile: 24.00
- FALL 2011: ACT incoming freshman - 25th percentile: 19.00, ACT incoming freshman - 75th percentile: 24.00
- FALL 2012: ACT incoming freshman - 25th percentile: 19.00, ACT incoming freshman - 75th percentile: 25.00
HS GPA for incoming freshman is consistent
GMAT scores stable

GMAT Incoming Graduate Students

FALL 2008: 347
FALL 2009: 410
FALL 2010: 428
FALL 2011: 460
FALL 2012: 443
Four and six year graduation rates declining and below Benchmark Group
Excess credits to degree over 120 credits stable

Excess Credits to Degree above 120 credits-UG

- FALL 2009: 17.00
- FALL 2010: 21.00
- FALL 2011: 22.00
- FALL 2012: 21.00
Percentage of UG students at 15 credits has dropped over the period:

- Fall 2008: 38.9%
- Fall 2009: 34.4%
- Fall 2010: 36.8%
- Fall 2011: 33.8%
- Fall 2012: 34.0%
Ratio of UG hours attempted to completed stable at 86%

Ratio of hours attempted to hours completed – Total undergraduate average

FY 2010: 86.4%
FY 2011: 85.7%
FY 2012: 86.3%
Average UG student credit load dropping
Retention rate dropping and below Benchmark Group

Full time first time UG retention rate, freshman to sophomore year (Fall)

FALL 2008: 67.00%
FALL 2009: 69.60%
FALL 2010: 71.70%
FALL 2011: 69.80%
FALL 2012: 65.60%
BENCHMARK 2011: 72.30%
State’s Return on Investment

- Total degrees awarded
- Total Bachelors, Masters and Doctoral/Professional Degrees Awarded (with break out of bachelors by total student, adults and low income)
- Degree production by area of workforce shortage
- Degrees awarded per FTE
- Percentage of graduates living/working in TN
  - Data not currently collected. Will be a future KPI

Bold = Tie to TN Performance Based Funding
All degree categories growing, with professional degrees above Benchmark Group

Total Degrees Awarded

- Total Bachelors Degrees Awarded
- Total Masters Degrees Awarded
- Total Doctoral/Professional Degrees Awarded

FY 2008: 1,878
FY 2009: 1,873
FY 2010: 2,028
FY 2011: 2,146
FY 2012: 2,314
BENCHMARK 2011: 1,059

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Bachelor’s Degrees increased across performance funding categories

Bachelor's Degrees

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Bachelors Degrees Awarded</th>
<th>Total Bachelors Degrees Awarded - Adults</th>
<th>Total Bachelors Degrees Awarded - Low Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2009</td>
<td>1,873</td>
<td>767</td>
<td>804</td>
</tr>
<tr>
<td>FY 2010</td>
<td>2,028</td>
<td>762</td>
<td>950</td>
</tr>
<tr>
<td>FY 2011</td>
<td>2,146</td>
<td>860</td>
<td>1,045</td>
</tr>
<tr>
<td>FY 2012</td>
<td>2,314</td>
<td>886</td>
<td>1,188</td>
</tr>
</tbody>
</table>
Workforce shortage degrees increased in FY 12

Degree production by area of workforce shortage

Workforce shortage areas defined by THEC
Degrees awarded growing but below Benchmark Group

Degrees awarded per FTE

FY 2008: 0.2214
FY 2009: 0.2023
FY 2010: 0.2076
FY 2011: 0.2206
FY 2012: 0.2357
Benchmark 2011: 0.3097
Fiscal Responsibility and Accountability

- Total Revenue per FTE
- Revenue by Source
- Total Annual Giving
- Percentage of living undergraduate Alumni participating in annual fund
- Cost per FTE
- Cost per Degree
- Instruction and Academic Support as % of total E and G expense
- **Research and Service Expenditures**
- Age of Facilities (Accumulated Depreciation divided by Total Depreciation Expense)

Bold = Tie to TN Performance Based Funding
Fiscal Responsibility and Accountability

- Student/Faculty and Student/Staff Ratio - Total
- Percentage of Student Credit Hours taught by Full Time faculty – UG
  - Data not currently collected. Will be a future KPI
- Faculty Salaries
- Average undergraduate class size
Total Revenue per FTE stable and exceeds Benchmark Group

<table>
<thead>
<tr>
<th>Date</th>
<th>Total Revenue Per FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2008</td>
<td>$22,276</td>
</tr>
<tr>
<td>FY 2009</td>
<td>$21,388</td>
</tr>
<tr>
<td>FY 2010</td>
<td>$22,039</td>
</tr>
<tr>
<td>FY 2011</td>
<td>$22,009</td>
</tr>
<tr>
<td>FY 2012</td>
<td>$23,754</td>
</tr>
<tr>
<td>Benchmark 2010</td>
<td>$19,347</td>
</tr>
</tbody>
</table>
Shifts in tuition and fees and state appropriations match national trends, but percentages below Benchmark Group.

Revenue by Source

- % Revenues from tuition and fees
- % Revenues from State Appropriations
- % Revenues from Government Grants & Contracts
- % Other Core Revenues
Annual giving has declined over the period

Total Annual Giving

- FY 2008: $11,282,624
- FY 2009: $12,312,465
- FY 2010: $17,107,489
- FY 2011: $8,823,555
- FY 2012: $8,802,680
Alumni participation in annual fund declining

Percentage of living undergraduate Alumni participating in annual fund

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY</td>
<td>5.1%</td>
<td>4.2%</td>
<td>4.1%</td>
<td>3.4%</td>
<td>2.7%</td>
</tr>
</tbody>
</table>
Instruction and Academic Support as % of total E & G expense increasing

- FY 2009: 56%
- FY 2010: 58%
- FY 2011: 62%
- FY 2012: 63%
- Benchmark 2010: 61%
Research and Service Expenditures per FTE stable and above Benchmark Group

Research and service expenditures per FTE

- FY 2008: $2,589
- FY 2009: $2,698
- FY 2010: $2,711
- FY 2011: $2,675
- FY 2012: $2,801
- BENCHMARK 2010: $1,931
Age of Facilities below Benchmark Group

<table>
<thead>
<tr>
<th>Year</th>
<th>Age of Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2008</td>
<td>12.36</td>
</tr>
<tr>
<td>FY 2009</td>
<td>11.48</td>
</tr>
<tr>
<td>FY 2010</td>
<td>12.18</td>
</tr>
<tr>
<td>FY 2011</td>
<td>10.57</td>
</tr>
<tr>
<td>FY 2012</td>
<td>12.05</td>
</tr>
<tr>
<td>Benchmark 2010</td>
<td>12.80</td>
</tr>
</tbody>
</table>
Student/Faculty and Student/Staff ratios consistent over years

**Student/Faculty and Student/Staff Ratios**

<table>
<thead>
<tr>
<th>FY</th>
<th>Student/Faculty Ratio - UG</th>
<th>Student/Staff Ratio - UG</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2008</td>
<td>19.00</td>
<td>8.46</td>
</tr>
<tr>
<td>FY 2009</td>
<td>20.00</td>
<td>9.54</td>
</tr>
<tr>
<td>FY 2010</td>
<td>20.00</td>
<td>9.66</td>
</tr>
<tr>
<td>FY 2011</td>
<td>20.00</td>
<td>9.47</td>
</tr>
<tr>
<td>FY 2012</td>
<td>20.00</td>
<td>9.78</td>
</tr>
<tr>
<td>BENCHMARK 2010</td>
<td>19.40</td>
<td>11.70</td>
</tr>
</tbody>
</table>
Faculty salaries consistently below peer groups

Average Full-Time Instructional Staff Salary by Academic Rank, 2011-12

- All Ranks
- Professors
- Associate Professors
- Assistant Professors
- Instructors
- Lecturers
- No Academic Rank

ETSU Total vs. Peer Group Avg
Total Average UG class size is 20
Student Engagement

- **NSSE data (Five categories) – UG - Freshman and Seniors**
  - Academic Challenge, Active and Collaborative Learning, Student/Faculty Interaction, Enriching Educational Experience, Supportive Campus Environment - 3 year cycle

  Bold = Tie to TN Performance Based Funding
Freshman scores consistent between years

Student Engagement - Freshman

- FY 2009: Academic Challenge = 49, Active and Collaborative Learning = 40, Student/Faculty Interaction = 32, Enriching Educational Experience = 25, Supportive Campus Environment = 25
- FY 2011: Academic Challenge = 51, Active and Collaborative Learning = 42, Student/Faculty Interaction = 35, Enriching Educational Experience = 25, Supportive Campus Environment = 61
Scores are largely consistent with Benchmark Group

Student Engagement - Freshman

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2011</th>
<th>BENCHMARK 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Challenge - Freshman</td>
<td>51</td>
<td>52</td>
</tr>
<tr>
<td>Active and Collaborative Learning - Freshman</td>
<td>42</td>
<td>46</td>
</tr>
<tr>
<td>Student/Faculty Interaction - Freshman</td>
<td>35</td>
<td>37</td>
</tr>
<tr>
<td>Enriching Educational Experience - Freshman</td>
<td>25</td>
<td>27</td>
</tr>
<tr>
<td>Supportive Campus Environment - Freshman</td>
<td>61</td>
<td>58</td>
</tr>
</tbody>
</table>

FY 2011 vs. BENCHMARK 2011
Seniors scores consistent between years

Student Engagement - Seniors

<table>
<thead>
<tr>
<th>FY 2009</th>
<th>FY 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Challenge - Seniors</td>
<td>56</td>
</tr>
<tr>
<td>Active and Collaborative Learning - Seniors</td>
<td>52</td>
</tr>
<tr>
<td>Student/FacultyInteraction - Seniors</td>
<td>42</td>
</tr>
<tr>
<td>Enriching Educational Experience - Seniors</td>
<td>37</td>
</tr>
<tr>
<td>Supportive Campus Environment - Seniors</td>
<td>57</td>
</tr>
</tbody>
</table>
Scores consistent with Benchmark Group

Student Engagement - Seniors

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2011</th>
<th>Benchmark 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Challenge - Seniors</td>
<td>56</td>
<td>57</td>
</tr>
<tr>
<td>Active and Collaborative Learning - Seniors</td>
<td>53</td>
<td>56</td>
</tr>
<tr>
<td>Student/Faculty Interaction - Seniors</td>
<td>43</td>
<td>43</td>
</tr>
<tr>
<td>Enriching Educational Experience - Seniors</td>
<td>37</td>
<td>39</td>
</tr>
<tr>
<td>Supportive Campus Environment - Seniors</td>
<td>57</td>
<td>59</td>
</tr>
</tbody>
</table>