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.
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

- **Equity and Inclusion**
  Creating parity across demographic groups and cultivating a sense of belonging

- **Fiscal Sustainability and Operational Excellence**
  Harnessing the power of people, processes and technology to achieve operational excellence

- **Teaching Excellence**
  Ensuring excellence in the academic environment and celebrating great faculty

- **Empowered Employees**
  Empowering employees to pursue excellence and innovation and helping the build fulfilling careers at ETSU

- **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

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

*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

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# ETSU Key Performance Indicators – Student Success

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

*Draft goals will be finalized once peers approved

Board of Trustees
November 18, 2022
ETSU Key Performance Indicators – Organizational Excellence

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Baseline 2022</th>
<th>Goal 2026*</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great Colleges to Work For Overall Satisfaction</td>
<td>73%</td>
<td>76%</td>
<td>↑</td>
</tr>
<tr>
<td>Student-to-Faculty Ratio</td>
<td>15-to-1</td>
<td>18-to-1</td>
<td>↔</td>
</tr>
<tr>
<td>Percent of Courses Taught by Full-time Faculty</td>
<td>72.80%</td>
<td>70%</td>
<td>↑</td>
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<tr>
<td>Voluntary Staff Turnover</td>
<td>10.60%</td>
<td>In Development</td>
<td>In Development</td>
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<tr>
<td>Salary Equity (All Ranks Faculty Salary - Gap to Peer)</td>
<td>-$9,376</td>
<td>0</td>
<td>↑</td>
</tr>
<tr>
<td>Research Awards</td>
<td>$12,770,290</td>
<td>$25,000,000</td>
<td>↑</td>
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<tr>
<td>Value of Proposals Submitted</td>
<td>$176,117,546</td>
<td>In Development</td>
<td>In Development</td>
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<tr>
<td>Value of Proposals Funded</td>
<td>$60,948,944</td>
<td>$75,000,000</td>
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<tr>
<td>Research Expenditures (HERD)</td>
<td>$18,449,000</td>
<td>$30,000,000</td>
<td>↑</td>
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<tr>
<td>Service Hours</td>
<td>12,981</td>
<td>In Development</td>
<td>In Development</td>
</tr>
<tr>
<td>Patient Visits</td>
<td>337,983</td>
<td>In Development</td>
<td>In Development</td>
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<tr>
<td>Martin Center Ticket Sales (baseline is only 5 mo.)</td>
<td>$497,107</td>
<td>In Development</td>
<td>In Development</td>
</tr>
<tr>
<td>Attendance at Athletic Events</td>
<td>In Development</td>
<td>In Development</td>
<td>In Development</td>
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<tr>
<td>Total Funds Raised (Giving)</td>
<td>$42,457,933</td>
<td>In Development</td>
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<td>Composite Financial Index (higher is better)</td>
<td>4.47</td>
<td>3</td>
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<tr>
<td>Net Primary Revenues (higher is better)</td>
<td>10.86</td>
<td>4</td>
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<td>Primary Reserve Ratio (higher is better)</td>
<td>0.51</td>
<td>0.4</td>
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<td>Deferred Maintenance Value</td>
<td>$9,200,000.00</td>
<td>In Development</td>
<td>In Development</td>
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<td>Discount Rate (lower is better)</td>
<td>22%</td>
<td>25%</td>
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<tr>
<td>Total Funds Raised (Research and Giving)</td>
<td>$112,406,877</td>
<td>In Development</td>
<td>In Development</td>
</tr>
</tbody>
</table>

*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
Questions
etsu.edu/strategy