

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE  
NOVEMBER 2018 MEETING

9:00–10:30 am EDT  
Friday  
November 16, 2018

The Millennium Center  
2001 Millennium Pl  
Johnson City, TN

AGENDA

I. Call to Order

II. Roll Call

**Action Items**

III. [Approval of the Committee Minutes from September 21, 2018](#)

IV. [Proposal for a Revised Pricing Model for an Online MA Degree in Criminal Justice](#)

V. [University Enrollment Projections and Strategies](#)

VI. [Plan for Path Forward in Research](#)

**Information Items**

VII. [Discussion of Effective Use of Academic and Student Affairs Committee Structure and Time](#)

VIII. [Update on University Strategic Plan](#)

A. [Review ETSU Outcomes Based Funding Formula](#)

B. [ETSU Strategic Plan Key Performance Indicators](#)

IX. [Athletics Initiatives and Success Metrics](#)

X. Other Business

XI. Adjournment

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE

ACTION ITEM

DATE: November 16, 2018  
ITEM: Approval of the Minutes of September 21, 2018  
RECOMMENDED ACTION: Approve  
PRESENTED BY: Mr. Nathan Dugger, Deputy Secretary

The minutes of the September 21, 2018 meeting of the Academic and Student Affairs Committee are included in the meeting materials.

**MOTION: I move that the Academic and Student Affairs Committee adopt the resolution, approving the minutes as outlined in the meeting materials.**

**RESOLVED: The reading of the minutes of the September 21, 2018 meeting of the Academic and Student Affairs Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE

MINUTES

September 21, 2018  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee met at 10:15 a.m. on Friday, September 21, 2018, in the Reece Museum on ETSU's main campus in Johnson City, Tennessee.

I. Call to Order

Dr. Linda Latimer, chair of the Academic and Student Affairs Committee, called the meeting to order.

II. Roll Call

Deputy Secretary Mr. Nathan Dugger called the roll. Committee members in attendance were:

Dr. Linda Latimer, Chair  
Janet Ayers  
David Golden  
Dr. Fred Alsop

Guests in attendance included: Dr. Gordon Anderson, Dean, College of Arts and Sciences; Dr. Bert Bach, Provost and Vice President for Academic Affairs; Dr. Joseph Bidwell, Chair/Professor, Department of Biological Sciences; Dr. Wilsie Bishop, Vice President for Health Affairs; Dr. William R. Duncan, Vice Provost for Research; Dr. Susan Epps, Professor of Allied Health Sciences; Dr. Mike Hoff, Associate Vice President for Institutional Research and Chief Planning Officer; Dr. Jeff Howard, Associate Vice President for Student Engagement; Dr. Karen King, Chief Information Officer and Senior Vice Provost for Information Technology Services; Dr. Sam Mayhew, Assistant Vice President of Student Affairs; Mr. Scott Niswonger, Chair, Board of Trustees; Dr. Brian Noland, President; Dr. Robert Price, Chair/Professor, Department of Mathematics and Statistics; Dr. Robert Standaert, Chair/Professor, Department of Chemistry; Ms. Kristen Swing, Director, Communications; and Ms. Jennifer Hill of University Relations (taking minutes).

III. Approval of the Committee Minutes from April 27, 2018

Trustee Alsop made a motion that the minutes of the April 27, 2018, meeting of the committee be approved and submitted. Trustee Ayers seconded the motion and the minutes were unanimously approved.

IV. Tenure Appointment with the Rank of Professor in the Department of Literature and Language for Dr. Sharon McGee

Dr. Bert Bach recommended that the Committee approve President Brian Noland's recommendation of tenure upon appointment with the rank of professor in the Department of Literature and Language for Dr. Sharon McGee, Dean of the School of Graduate Studies.

Trustee Golden moved that the Academic and Student Affairs Committee approve the recommendation of tenure as presented. The motion was seconded by Trustee Alsop and approved unanimously.

V. Academic and Student Policies

Dr. Bach presented and recommended for approval as a block the following nine policies, which have been revised to reflect current operations of the university and approved internally:

- A. Academic Integrity and Misconduct
- B. Academic Retention Standards – Undergraduate
- C. Determining Grade Point Average (GPA) – Undergraduate
- D. Determining Grade Point Average (GPA) – Graduate
- E. Study Abroad Programs
- F. Transfer and Acceptance of Undergraduate Credit
- G. Transfer and Acceptance of Graduate Credit
- H. Undergraduate Reverse Transfer
- I. University Catalogs

Dr. Bach noted that these nine policies can be classified under four types of action. Three – A, B, and E – were all Tennessee Board of Regents policies that were converted to Board of Trustees policies with no substantive revisions. Two others – C and D – were created through pulling relevant information from other existing policies to better communicate with various publics; these were originally part of other policies but were separated because they were difficult for students and others to find. Policies F and G were pulled into stand-alone policies. Policy H is an existing policy but is being presented in the new format. Policy I is new and is related to recent changes in Southern Association of Colleges and Schools Committee on Colleges (SACSCOC) recommendations; it makes it clear how standards related to production and implementation in archiving of student catalogs are handled.

Trustee Alsop made the motion that the Committee recommend adoption of these policies to the Board of Trustees. The motion was seconded by Trustee Golden and approved unanimously.

## VI. Academic Programming and Program Delivery: A Report of the Advisory Work Group

Dr. Bach told the committee that this report is a major initiative that came as a result of issues and opportunities brought up during the Board of Trustees' 2018 Summer Retreat. The discussion focused on types of programs that were or were not in the pipeline, and those that should be in the pipeline. President Noland issued a charge to look at protocol and communication to the Board at this meeting about particular programs you might anticipate seeing moving forward for proposals in the next two years.

Dr. Bach said that the Advisory Work Group, which is comprised of the associate deans who work with programming in each of the colleges and has been meeting biweekly under the leadership of Dr. Susan Epps, has identified 15 types of proposed actions in academic program development and program delivery modalities to consider, including some new majors, new minors, concentrations, and more. He named some highlights from the report:

- One is new majors. The report indicates six potential new B.S. degrees – one in Facilities Management in the Department of Engineering, Engineering Technology and Surveying in the College of Business and Technology, another in Elementary and Special Education in the Clemmer College's Department of Curriculum and Instruction, and four in the College of Public Health in Human Health, Microbiology, Public Health, and Health Administration, which are conversions from undergraduate concentrations. Dr. Bach noted that the Tennessee Higher Education Commission has indicated that it will look at conversions from concentrations to major programs if those concentrations have strong enrollment.
- Four new undergraduate concentrations within the B.A. program in Theatre in the College of Arts and Sciences' Department of Theatre and Dance – Acting, Design/Production, Musical Theatre, and Physical Theatre – along with a concentration in Cybersecurity and Advanced Networking within the B.S. program in Computing in the College of Business and Technology's Department of Computing, are proposed. Two other possible concentrations include Mechatronics in the B.S. program in Engineering Technology in the Department of Engineering, Engineering Technology and Surveying and Certified Family Life Educator in the Clemmer College's Department of Counseling and Human Services. Dr. Bach noted that the concentrations in Theatre are consistent with the ongoing ETSU Arts Initiative and construction

of the new Performing Arts Center, and the Mechatronics concentration would build on the department's strengths in mechanical and electrical engineering and recognize the potential market for new students.

- The B.S. Program in Sociology in the Department of Sociology and Anthropology in the College of Arts and Sciences, which already has significant online components, could go fully online.
- Among eight potential new graduate degree majors that have been identified is an M.F.A. in Digital Media in the College of Business and Technology's Department of Digital Media; Dr. Bach noted that ETSU already has an M.F.A. in Art, and the university's undergraduate program in Digital Media is strong, with approximately 400 students, and could easily build an M.F.A. These also include a possible doctorate of occupational therapy in the College of Clinical and Rehabilitative Health Sciences' planned new Department of Occupational Therapy. In that same college, the Department of Rehabilitative Sciences could implement both an M.S. in Prosthetics and Orthotics and a Ph.D. in Rehabilitative Sciences, and collaborate with the Clemmer College's Department of Sport, Exercise, Recreation, and Kinesiology on an interdisciplinary M.S. in Sports Nutrition and Sports Science.
- Some programs that could convert in modality from on-ground to online are the master's degree programs in Criminal Justice in the College of Arts and Sciences, Financial Economics and the M.B.A. in the College of Business and Technology, and the Health Data Analytics Certificate Program in the College of Public Health.

Dr. Bach said all of the programs for which the colleges have made those particular commitments are on the list presented in the Committee's materials. He emphasized that work is ongoing and proposals for these and other programs listed are in various stages of completion, and this list may be amended as time goes by.

In discussion, Trustee Alsop expressed concern that some of these potential programs may reflect the new budget model, with deans having more control over funding, which could escalate into credit-grabbing from one department to another. He asked for assurance that Dr. Epps and the Working Group are conscious of this.

Dr. Bach said yes, he understood that there was an observation that ETSU's pipeline of academic programs was not as robust as might be expected, and that there was also the observation that these were concurrent with implementation of the new budget model. He noted that Dr. Epps has convened the Working Group regularly to address questions, discuss opportunities for collaboration and cooperation, and work out any issues that might arise. He assured the Committee that the ongoing process would provide opportunities for these issues to be discussed, and that discussion would also take place at a forthcoming meeting of the Academic Council.

Dr. Epps added that the Working Group has identified exactly what Trustee Alsop has described and is meeting with Dr. Mike Hoff and speaking with Dr. Bach about the

group's process to make sure it is focused on how we can work with what we already have in a cooperative manner. The group is looking at how the different units can work together to make what ETSU has even better.

Trustee Golden said the mission of ETSU is preparing students to enter the real world, and an interdisciplinary approach to problem solving is usually what helps. He said that in the real world, there is often tension between domain expertise and the ability to work in an interdisciplinary manner. He asked how to ensure that the structure encourages and facilitates interdisciplinary courses of study so students who graduate will be prepared for the real world.

Dr. Bach said discussions have taken place regarding that concern and that ETSU has opportunities for improvement, as there is a greater awareness now than in the past, as well as room for a number of venues for interdisciplinary study.

## VII. STEM at ETSU Report

Dr. Gordon Anderson delivered a presentation on "Science, Technology, Engineering and Mathematics (STEM) at ETSU." He noted that while STEM-related programs exist throughout the university, he would focus primarily on those within the College of Arts and Sciences. He introduced Drs. Robert Price, Joseph Bidwell, and Robert Standaert, chairs of the departments of Mathematics and Statistics, Biological Sciences, and Chemistry, respectively.

Dr. Anderson showed the numbers of undergraduate and graduate student majors and graduates of various STEM-related departments. He noted that Biological Sciences is the second largest department in the College behind Psychology, while some of the smaller programs include Geosciences and Physics. He pointed to five STEM graduate programs that are modest in size, and a doctoral program shared between Biological Sciences and the Quillen College of Medicine's Department of Biomedical Sciences. He noted the fluctuations in enrollment and said that enrollment is limited by the numbers of graduate assistantships, tuition scholarships and tuition waivers available.

Dr. Anderson pointed out that several STEM departments, such as Mathematics and Statistics, Biological Sciences, and Computing, have heavy enrollment in lower level, general education courses that are required of all students. He also described the external funding obtained and the numbers of publications and presentations given by STEM faculty in recent years.

Dr. Anderson shared some highlights of the educational and outreach activities by the STEM-related departments, including:

- Hosting the annual Governor's School in Integration of Biological and Statistical Sciences.

- The Center of Excellence in Mathematics and Science Education offers Science Literacy in Education (SLICE), the Upper East Tennessee Early Mathematics Tournament for fourth through eighth graders, and Eastman MathElites and SciencElites.
- Ongoing collaborative involvement in math and science education at Johnson City’s North Side Elementary School that has continued even after the \$5 million National Science Foundation grant to establish this “Science First!” collaboration ended.
- Student research at the undergraduate and graduate levels is highlighted through the annual Southern Conference Undergraduate Research Forum, Tennessee’s Posters at the Capitol program, and ETSU’s Boland Symposium and Appalachian Research Forum. Dr. Anderson pointed out that the Department of Mathematics and Statistics is unusual in having an undergraduate research requirement for the bachelor’s degree. He also noted that each of the College’s mathematics and science departments has an Honors-in-Discipline program, and that the university has an undergraduate research office housed within the Honors College.
- The Center of Excellence in Paleontology features the Gray Fossil Site, ETSU Museum of Natural History, and Hands On! Discovery Center. Dr. Anderson noted that while fieldwork takes place on-site, visitors can view prep labs inside the building and enjoy interactive exhibits. Over 12,000 volunteer hours were spent at the site in the last year.
- The Department of Biological Sciences is constructing a new greenhouse beside University School, and its EagleCam, through which two American Bald Eagle nesting sites may be viewed, is garnering significant attention locally, nationally, and internationally.
- The Department of Geosciences is using drones for a variety of remote sensing activities.
- The Department of Physics and Astronomy hosts public events at both the Powell Observatory and the Planetarium.
- The Department of Chemistry frequently conducts demonstrations in area schools.

Dr. Anderson said that because of expressed student interest and workforce needs, the College is looking at developing interdisciplinary programs in Environmental Science, which would involve the areas of Chemistry, Geosciences, Biological Sciences, and Environmental Studies in Appalachian Studies; and Data Science, which would involve the areas of Physics and Astronomy, Biological Sciences, Mathematics and Statistics, Computing, and Biostatistics and Epidemiology.

Dr. Anderson also shared the current needs within the STEM areas, including updates in facilities and equipment in the university’s biology and chemistry labs. He said that the departments have strong faculty and programs, but the facilities sometimes do

not match those of the high schools from which visiting prospective students come. Laboratory instrumentation is aging and in poor repair, and is in need of replacement. Dr. Anderson also pointed out that one of the biggest challenges is in recruiting and retaining graduate students due to stipends that are low compared to those offered at peer institutions.

In discussion, Trustee Alsop referred to Dr. Anderson's statement that graduate students are limited by the number and size of stipends and said that does not make ETSU very competitive. He thanked Dr. Anderson for letting the Committee know the needs of the STEM departments, and asked if there was a strategic plan built around the STEM portion of the College of Arts and Sciences and other STEM areas that would help the university move toward meeting those needs.

Dr. Anderson said the College would continue to do what it can with the resources available. He noted that the teaching lab in Physics and Astronomy has been updated. He said one of the primary ways of dealing with research instrumentation is through grants from federal agencies, which usually require matching funds from the university. He noted that ETSU has a lot of catching up to do; resources are scarce, and there is a 10-year gap between major equipment purchases. Dr. Anderson said the university needs to talk more to regional companies about obtaining equipment they may be replacing, and look at partnering with industry and other areas on campus.

Trustee Niswonger asked how often the viability of programs is evaluated. He mentioned Surveying, which runs from five to eight students per year, and Physics. He asked how ETSU can afford to teach that program in surveying.

Dr. Bach noted that Surveying is in the College of Business and Technology and is a baccalaureate program recognized through the Academic Common Market in more states than any other program. He said citizen advocates come to the Academic Affairs Office. One of the recurring issues with the Surveying Program, he said, has to do with the degree to which the credential itself is reflected in the employees they are hiring. That has been an ongoing question because of fact it is recognized through the Academic Common Market. Trustee Niswonger asked if the Surveying Program is self-sustaining, or if industries would be willing to help fund it because of the quality of ETSU's graduates. Dr. Bach noted that Trustee Niswonger was pointing to an opportunity the university would need to look into.

Trustee Niswonger asked if the programs are reviewed annually for their ability to be self-sufficient. Dr. Bach said they are reviewed every year by the university relative to its own cycle and every four to five years by the state. If programs are mature, they are looked at to make sure they have not fallen below established benchmarks.

There is a formal review and a statement of approach to addressing problems, and the same applies to master's and doctoral programs.

Trustee Niswonger asked when the last time a program was reviewed and taken out as a result. Dr. Bach said that Art History was taken to establish a Brand and Media Program.

Dr. Anderson said that Physics and Philosophy are always the last two lowest-producing departments, but it is self-evident that a university needs a Philosophy Program, and Physics is basic to all the sciences and engineering. He said that undergraduate programs in these disciplines are small across the country, but ETSU got a commendation recently from the American Physical Society for reaching 10 graduates in one year. The quality of the faculty and the education they provide is much higher because they have opportunities to work with students at a higher level.

Trustee Niswonger stated that the point he was trying to make was to not let outliers take resources away that should be invested in programs with 21<sup>st</sup> century job potential. Trustee Alsop reiterated that Physics is not just for Physics majors but is required for Biology majors.

Trustee Ayers described a “disconnect” between the presentations the Board is seeing on ETSU's research focus, its impact on the community, and the opportunities of the Ballard Health merger and the state of the university's science labs as presented during this meeting. She asked what strategic plan is in place for this area.

Chair Latimer noted that the Ballard merger has taken place and Board meetings are still being steered toward that. She indicated that several members are thinking that they see good presentations at the university but do not understand how the vision, goals, strategies, and metrics are going to get us to the area we are trying to accomplish. She said when the Board sees these facilities, they would like to hear what can be done. She suggested, as an example, that Microbiology students might be able to use labs at the Quillen College of Medicine at times when those labs are not in use by medical students. She said the Board members want the university to succeed and are there to help in any way they can.

Trustee Golden indicated he would like to see vision with strategy to take advantage of the opportunities that will be presented by the Ballard merger. He said that a synthetic biology lab is a fraction of the cost it used to be, and he suggested looking at the latest and best technology available. He suggested that what the university used to do is not what it needs to continue to do and noted that the cost of laboratories has decreased. He said the university could also use the “MacGyver Principle” and find ways to use the resources it has now in new ways.

Trustee Niswonger asked university officials to give a presentation on the laboratory needs of the university and solutions at the next meeting.

Trustee Ayers said she was not speaking of more money, but of strategy. She said she wants to see ETSU ahead of Middle Tennessee State University and other institutions instead of ETSU chasing them.

Trustee Golden said he does not believe there are any iGEM (International Genetically Engineered Machine) universities in Tennessee. He said iGEM is a synthetic biology competition at the university and advanced high school level. He described it as taking genetically engineered organisms to solve real-world problems, and said it is fairly low cost and takes faculty support. ETSU could be the only institution in Tennessee that would be doing that. There are open-source materials available related to this.

Chair Latimer told Dr. Anderson that he leads a very important college, and that she found it interesting that both the sciences and the arts are under one college. She suggested the possibility of separating the two so that each could get more attention and take advantage of the opportunities that could be presented by both the Ballard merger and the new arts facility. Trustee Alsop said that concept has been mentioned from time to time over several decades. He said the College of Arts and Sciences is critically important because of the size of the college as it exists now, and to make it two entities would take a lot of planning on the part of the university and the deans who would be involved. He said that with the new initiatives mentioned and the movement going on with the new governing board, he believes it is time to look at new concepts, including this. Trustee Niswonger voiced support for the idea of splitting the sciences and the arts, and said he was not sure the arts is a part of opportunities available in the health sciences and research.

President Noland noted that during the work of the Committee of 125, there were conversations about the creation of a College of Arts and Letters or a College of Creative Arts, and another that would focus attention on the sciences. He said this input from the Committee gives the university an opportunity to focus on developing a new program matrix of what has been talked about historically, and added that the institution would need to look at colleges across the university and not just one. He said staff will bring a report on this to the next meeting.

## VIII. Peer Evaluation

Dr. Mike Hoff referred Committee members to the meeting documents showing kinds of accreditation and peer review activities taking place at the university this year,

which provide a look at the agencies that will be visiting or communicating with campus. Several undergraduate and graduate program reviews will happen.

Dr. Hoff also informed the Committee that in March 2019, the fifth year report is due to SACSCOC, which is a process required to maintain accreditation. As part of that review, a site visit to off-campus instructional sites by reviewers from other institutions will take place. He noted that staff are working very hard to report on all the principles and standards required for this, and ETSU's success in this will impact its ability to make other changes at the institution.

Dr. Hoff also noted that there will be some specialized accreditation activities for around 80 programs that are accredited. He said the university had good responses last year and he expects this to continue, as ETSU has a lot of committed faculty who want to see their programs succeed and achieve this recognition.

Dr. Hoff told the Committee that a review of ETSU's Chairs of Excellence and Centers of Excellence will take place in 2019 and will be reported to the Board. This review will make sure the financial support and recognition the university has gotten for those meets what ETSU is trying to do in recruiting.

Trustee Niswonger asked if there is any place within the institution where accreditation is in question, and Dr. Hoff said that he did not believe so, and added that engineering is going through the process to get accreditation.

President Noland said there is not an entity in jeopardy of losing accreditation, and the bulk of reviews go extremely well and are a strong affirmation of the work the university is doing. He noted that residency programs are handled differently from academic programs and sometimes go on or off warning status.

Dr. Wilsie Bishop said that there are currently concerns about one area related to leadership, faculty and clinical placement, and these are being addressed. Sometimes questions arise about medical residents' experiences. If there are warnings, unscheduled site visits may take place. Dr. Hoff added that this is not an uncommon thing, and the university responds quickly and clearly any time this happens.

IX. Academic Action Notifications for the Period of January 1, 2018, through July 31, 2018

Dr. Bach presented a series of action notifications that are required to be reported to THEC and elsewhere. These are reported quarterly. In reference to the earlier discussion about program development over the next two years, Dr. Bach pointed committee members to an appendix to that listing that named programs that were implemented this fall for the first time.

X. Other Business

In follow up to discussion earlier in the meeting, Chair Latimer noted that the Ballard merger represents the potential for funding and opportunities that could help ETSU reach the next level across the entire institution. She said the Board would like to hear more about objective targets, including departmental rankings and data about publication rates, conference presentations, and grants. She noted that the Board will soon do a self-evaluation, and that she personally is having trouble with vision, goals, strategy and metrics. She said other institutions are changing the name of the Academic and Student Affairs Committee to Academic, Research and Student Success. She said that because research is such an important area, the Board needs to have a good understanding of what researchers are doing and how they are doing it, and to know the results. She indicated that Board members would like to find more online than the financials related to research, but more details on the research itself. Trustee Golden agreed and referred to a point made in Committee feedback earlier in the year that speed matters.

#### XI. Adjournment

There being no further business, the meeting was adjourned at 11:38 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE  
NOVEMBER 2018 MEETING

ACTION ITEM

DATE: November 16, 2018

ITEM: Proposal for a Revised Pricing Model for an Online MA Degree in Criminal Justice

RECOMMENDED ACTION: Approve

PRESENTED BY: Wilsie S. Bishop  
Vice President for Health Affairs

The College of Arts and Sciences, Department of Criminal Justice and Criminology proposes offering the complete 36-credit MA in Criminal Justice online for a total fee of \$19,800, i.e. \$550 per credit. If approved, this on-line program and pricing will prove highly attractive to prospective students, our own graduates as well as others who are familiar with the department.

**MOTION: I move that the Board of Trustees adopt the proposal, approving the revised pricing model for an online MA degree in Criminal Justice.**

**RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees approves the revised pricing model for an online MA degree in Criminal Justice effective upon action of the board.**

## Proposal for a Revised Pricing Model for An Online MA Degree in Criminal Justice

### **Proposal**

The College of Arts and Sciences, Department of Criminal Justice and Criminology proposes offering the complete 36-credit MA in Criminal Justice online for a total fee of \$19,800, i.e. \$550 per credit.

### **Introduction**

The Department of Criminal Justice and Criminology offers BA and BS degrees, as well as a MA degree and a graduate certificate in Forensic Document Examination. While the number of undergraduate majors is large and has ranged between 338 and 458 over the past seven years, and the numbers of graduates has been around 90 or more per year, the MA program is small. The headcount has declined from 27 in fall 2013 to 18 in fall 2017; of those, seven received graduate assistantships and six received tuition scholarships, each of which provides full tuition coverage. In short, we are attracting very few tuition-paying graduate students.

### **Prospective MA Students**

Graduates of our undergraduate program find employment in policing, corrections and probation/parole, in public and private security, and in agencies across the state and beyond. We believe that many of our graduates, and others, would choose to pursue a graduate degree in Criminal Justice at ETSU if it was available to them where they are, and if it was affordable. A majority of our graduates indicate they hope to secure a state or federal position in the future, positions that are very competitive and for which an advanced degree would be highly desirable. Prospective students who are employed full time, often involving shift work, would benefit from the availability of an on-line MA program, and with entry-level and median salaries for criminal justice occupations being around \$24,000 and \$34,000, respectively, affordability is also critical.

### **Availability of the MA in Criminal Justice**

To address the need for availability, we will offer the entire MA curriculum (36 credits required) in an asynchronous online format beginning in fall 2019. This will be in addition to the on-campus program and THEC will be notified of this additional delivery mode. We will offer a carousel of core courses (18 credits required) each fall and spring, with electives available in fall, spring and summer. This will allow a student to complete the degree in as little as 16 months (fall, spring, summer, fall; or spring, summer, fall, spring), or to pursue the degree at a more relaxed pace. A proposed schedule of course offerings follows this narrative. (See Appendix A, Proposed Schedule of Online Course Offerings and Appendix B, Core and Elective Courses)

### **Affordability of the MA in Criminal Justice**

To address affordability, we propose that the cost should be \$550 per credit (for both in-state and out-of-state students) and should remain fixed for a period of three (3) years starting in fall 2019.

The figure of \$550 consists of the current (2018-19) in-state graduate maintenance fee of \$470, the eRate program service fee of \$30, and the graduate on-line fee of \$50. The cost of \$550 would include all instructional materials, which would be provided by the department. With this rate in place, we could advertise that a student could “earn a MA degree in as little as 16 months for less than \$20,000!” (36 credits at \$550 per credit would total \$19,800.)

A review of other on-line MA degrees in Criminal Justice reveals costs ranging from \$249 per credit for in-state students at East Carolina University to rates in excess of \$700 per credit. Within Tennessee, Bethel University offers a 36-credit degree with an all-inclusive rate of \$495 per credit, whereas the University of Memphis Global program offers a 33-credit degree at \$603 per credit for all students. The proposed rate of \$550 per credit for 36 credits would provide a total cost almost identical to that at the University of Memphis for 33 credits. A number of states have moved to a flat rate for in-state and out-of-state students so the proposed pricing would make the program competitive with them also.

## **Implementation**

Students who are part of the 2019-20 cohort will be identified separately from those in the on-campus MA program in order to be eligible for the reduced rate and they will be guaranteed this rate for 3 years, allowing students who take only 6 credits per semester, fall and spring, to complete the program. We will continue to review the tuition rate compared with other programs but with the intent of maintaining the \$550 per credit rate for a period of three years for each incoming cohort.

## **Impact**

The faculty and programs in Criminal Justice at ETSU are highly respected and we believe that, if approved, this on-line program and pricing will prove highly attractive to prospective students, **our own graduates** as well as others who are familiar with the department. It is difficult to know how many will choose to enroll in this program in its first year, but we anticipate 10-20 students. As the on-line program becomes recognized across the state and beyond, we expect that number to grow. Faculty in the Department of Criminal Justice and Criminology have developed extensive plans for marketing the proposed program. The field of criminal justice has changed over the years, with evidence-based practices requiring advanced knowledge of research methods, computer applications, and program planning and evaluation. This region has lagged in this respect, and the proposed degree program will allow current practitioners to address that shortcoming.

## Appendix A

### Proposed Schedule of Online Course Offerings

Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
CJCR 5020 (Miller)	CJCR 5950 (Pealer)	CJCR 5010 (Edwards)	CJCR 5020 (Miller)	CJCR 5950 (Pealer)	CJCR 5010 (Edwards)
CJCR 5031 (Pealer)	CJCR 5000 (Prior)	CJCR 5850 (Osborne)	CJCR 5031 (Pealer)	CJCR 5000 (Prior)	CJCR 5850 (Osborne)
Elective 1 (Rush)	Elective 9 (Miller)	Elective 5 (Prior)	Elective 2 (Rush)	Elective 7 (Edwards)	Elective 4 (Pealer)
	Elective 2 (Rush)	Elective 10 (Miller)	Elective 11 (Osborne)	Elective 12 (Osborne)	Elective 9 (Miller)
Spring 2020	Spring 2021	Spring 2022	Spring 2023	Spring 2024	Spring 2025
CJCR 5010 (Edwards)	CJCR 5020 (Miller)	CJCR 5950 (Pealer)	CJCR 5010 (Edwards)	CJCR 5020 (Miller)	CJCR 5950 (Pealer)
CJCR 5850 (Osborne)	CJCR 5031 (Pealer)	CJCR 5000 (Prior)	CJCR 5850 (Osborne)	CJCR 5031 (Pealer)	CJCR 5000 (Prior)
Elective 5 (Prior)	Elective 8 (Edwards)	Elective 7 (Edwards)	Elective 6 (Prior)	Elective 2 (Rush)	Elective 7 (Edwards)
	Elective 11 (Osborne)	Elective 1 (Rush)	Elective 3 (Rush)	Elective 8 (Edwards)	Elective 3 (Rush)
Summer 2020	Summer 2021	Summer 2022	Summer 2023	Summer 2024	Summer 2025
Elective 4 (Pealer)	Elective 3 (Rush)	Elective 4 (Pealer)	Elective 5 (Prior)	Elective 6 (Prior)	Elective 10 (Miller)
Elective 7 (Edwards)	Elective 12 (Osborne)	Elective 10 (Miller)	Elective 8 (Edwards)	Elective 1 (Rush)	Elective 12 (Osborne)

**Appendix B**  
**Core Course Information**

Course	Topic	Instructor	Semesters Offered
<b>CJCR 5000</b>	Criminological Theory	Prior	Fall 2020 Spring 2022 Fall 2023 Spring 2025
<b>CJCR 5010</b>	Seminar in Courts	Edwards	Spring 2020 Fall 2021 Spring 2023 Fall 2024
<b>CJCR 5020</b>	American Policing	Miller	Fall 2019 Spring 2021 Fall 2022 Spring 2024
<b>CJCR 5031</b>	American Corrections	Pealer	Fall 2019 Spring 2021 Fall 2022 Spring 2024
<b>CJCR 5850</b>	Research Design in Criminology	Osborne	Spring 2020 Fall 2021 Spring 2023 Fall 2024
<b>CJCR 5950</b>	Quantitative Methods in Criminology	Pealer	Fall 2020 Spring 2022 Fall 2023 Spring 2025

## Elective Course Information

Course	Topic	Instructor	Semesters Offered
<b>Elective #1</b>	Sex Offenders	Rush	Fall 2019 Spring 2022 Summer 2024
<b>Elective #2</b>	Crime Prevention and Environmental Design	Rush	Fall 2020 Fall 2022 Spring 2024
<b>Elective #3</b>	Victimology	Rush	Summer 2021 Spring 2023 Spring 2025
<b>Elective #4</b>	Community Corrections	Pealer	Summer 2020 Summer 2022 Fall 2024
<b>Elective #5</b>	Correctional Counseling	Prior	Spring 2020 Fall 2021 Summer 2023
<b>Elective #6</b>	Juvenile Justice	Prior	Spring 2023 Summer 2024
<b>Elective #7</b>	Crime and Public Policy	Edwards	Summer 2020 Spring 2022 Fall 2023 Spring 2025
<b>Elective #8</b>	Organizational Theory and Leadership	Edwards	Spring 2021 Summer 2023 Spring 2024
<b>Elective #9</b>	Criminal Justice Administration	Miller	Fall 2020 Summer 2022 Fall 2024
<b>Elective #10</b>	Forensic Applications in Criminal Justice	Miller	Fall 2021 Summer 2025
<b>Elective #11</b>	Crime Analysis	Osborne	Spring 2021 Fall 2022
<b>Elective #12</b>	Program Planning and Evaluation	Osborne	Summer 2021 Fall 2023 Summer 2025

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE  
NOVEMBER 2018 MEETING

ACTION ITEM

DATE: November 16, 2018

ITEM: University Enrollment Projections and Strategies

RECOMMENDED ACTION: Approve

PRESENTED BY: Mike Hoff  
Chief Planning Officer

After the current fall enrollment census has been finalized ETSU uses a Markov Chain enrollment model to project enrollment for the following fall. This presentation will update the committee on current enrollment for Fall 2018 and projected enrollment for Fall 2019. Information will also include an assessment of the performance of the projection model and how this information is used to guide planning and budgeting at the university. The presentation will also show key areas of strategic focus for the university as well as international recruitment tactics.

**MOTION: I move that the Academic and Student Affairs Committee endorse the plans related to enrollment as presented to the committee.**



EAST TENNESSEE STATE  
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## Fall 2019 Enrollment Project & International Student Goal

# Enrollment Projections



EAST TENNESSEE STATE  
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## Projection Model

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- Markov Chain
  - University had utilized this method for the past four years
- Current year projection
  - Fall 2017 and Fall 2018 used as inputs
  - Models created separately for main campus and each College
  - College of Medicine and College of Pharmacy enrollment added to main campus total projection
    - College of Medicine = 280 Fall 2018
    - College of Pharmacy = 312 Fall 2018



## Assumptions

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- Consistent external environment
- No changes to recruitment and retention strategies
- College of Medicine and College of Pharmacy enrollment is stable



## Main Campus Projection

Student Type	Projected Enrollment									
	University	Undeclared	AS	BT	CR	CS	ED	NU	PU	Total
First-time Freshmen	1,976	344	636	373	168	1	134	237	85	1,978
Freshmen	577	84	167	157	49	8	51	56	11	583
Sophomore	1,894	105	645	492	121	24	231	235	68	1,921
Junior	2,464	12	786	635	188	82	344	308	114	2,469
Senior	3,771	2	984	968	414	178	413	643	184	3,786
Undergraduate Special	523	521	0	0	0	0	0	0	2	523
Graduate Special	134	34	16	1	1	1	37	11	39	140
Masters	1,791	0	307	197	330	28	408	369	164	1,803
Education Specialist	7	0	0	0	0	0	7	0	0	7
Doctoral Early	511	1	37	0	139	0	228	89	18	512
Doctoral Late	38	0	5	0	10	0	18	1	1	35
<b>Total</b>	<b>13,686</b>	<b>1,103</b>	<b>3,583</b>	<b>2,823</b>	<b>1,420</b>	<b>321</b>	<b>1,841</b>	<b>1,943</b>	<b>655</b>	<b>13,689</b>

Main Campus Only

College of Medicine = 280 (+254 Residents)

College of Pharmacy = 312 (+2 Fellows)



## Headcount Projection

- Projected Range
  - 14,532 +/- 2.4% (329 Students)
    - 14,861 High End
    - 14,203 Low End
- Budget Estimate
  - 14,473 (Decrease of 100 Students)



## Strategy

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- International
- Dual enrollment
- CRM
- Scholarships
- Recruitment area
- Marketing



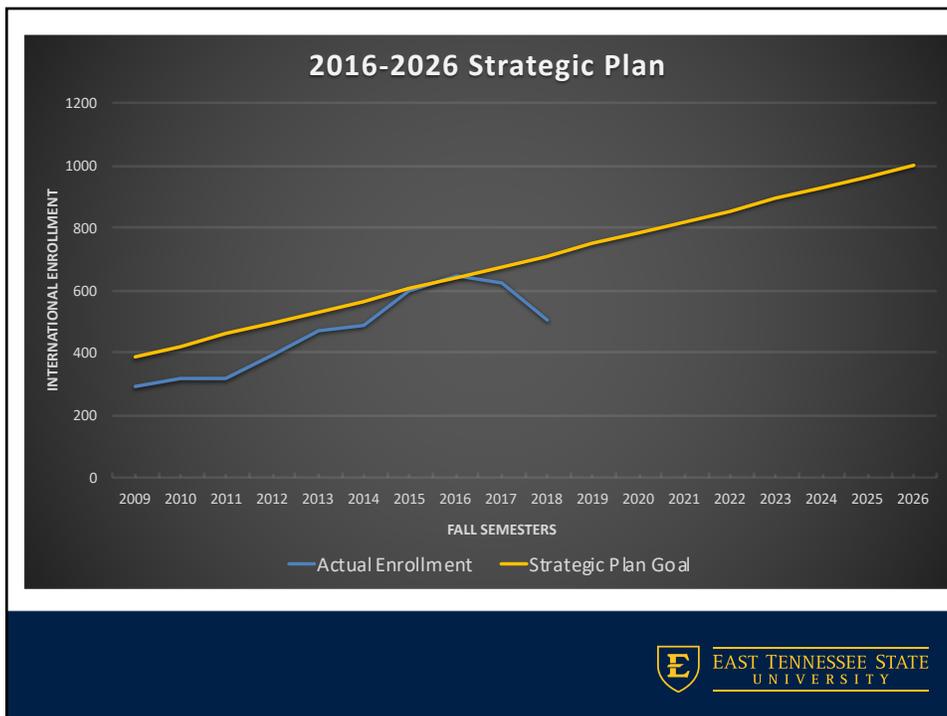
## International Recruitment



# Consultant Visit – June 27, 2018

Mr. Jim Crawley  
Director of University  
Recruitment and Outreach  
ELS Education Services, Inc.

- Admissions Processes
- Scholarships
- Website Clarity & Organization
- Recruitment Plans



## International Merit Scholarship

Proposed Changes - Academic Year 2019-2020

### International Merit Scholarship - Current

#### Undergraduate

**Current Policy:** International Merit Scholarship covers 50% of tuition and maintenance fees when enrolled in 12+ undergraduate hours.

#### Academic Year 2018-2019

Credit Hours per Semester	Tuition & Fees*	Int Merit Value	ETSU Revenue	Recruitment \$\$
12	\$25,344.00	\$12,672.00	\$12,672.00	N/A
15	\$26,604.00	\$13,302.00	\$13,302.00	N/A
18	\$27,864.00	\$13,932.00	\$13,932.00	N/A

\*Does not include program fees, service fees, or class fees



### International Merit Scholarship - Proposed

#### Undergraduate

**Proposed Policy:** International Merit Scholarship covers \$12,500 toward tuition and maintenance fees when enrolled in 12+ undergraduate credit hours. 50% of tuition and fees is directed to ETSU revenue and remaining dollars would be utilized to create an international recruitment budget. Scholarship values evaluated every two years.

#### Academic Year 2018-2019

Credit Hours per Semester	Tuition & Fees*	Int Merit Value	ETSU Revenue**	Recruitment \$\$
12	\$25,344.00	\$12,500.00	\$12,672.00	\$172.00
15	\$26,604.00	\$12,500.00	\$13,302.00	\$802.00
18	\$27,864.00	\$12,500.00	\$13,932.00	\$1,432.00

\*Does not include program fees, service fees, or class fees

\*\*ETSU Revenue remains the same and is equivalent to 50% of Tuition & Fees.

Fall 2018: 37 new incoming students enrolled and received the International Merit Scholarship.

Assuming all 37 students enrolled in 15 credit hours each semester, an additional **\$29,674** in revenue per academic year would be generated to establish an international recruitment budget.

Using the above assumption, year 4 would have 148 students enrolled at 15 hours with **\$118,696** in additional revenue to be directed to international recruitment.



## International Merit Scholarship - Current

### Graduate

**Current Policy:** International Merit Scholarship covers 50% of tuition and maintenance fees when enrolled in 9+ graduate hours.

### Academic Year 2018-2019

Credit Hours per Semester	Tuition & Fees*	Int Merit Value	ETSU Revenue	Recruitment \$\$
9	\$23,598.00	\$11,799.00	\$11,799.00	N/A
10	\$26,220.00	\$13,110.00	\$13,110.00	N/A
12	\$27,272.00	\$13,636.00	\$13,636.00	N/A

\*Does not include program fees, service fees, or class fees



## International Merit Scholarship - Proposed

### Graduate

**Proposed Policy:** International Merit Scholarship covers \$11,500 toward tuition and maintenance fees when enrolled in 9+ credit hours. 50% of tuition and fees is directed to ETSU revenue and remaining dollars would be utilized to create an international recruitment budget. Scholarship values evaluated every two years.

### Academic Year 2018-2019

Credit Hours per Semester	Tuition & Fees*	Int Merit Value	ETSU Revenue**	Recruitment \$\$
9	\$23,598.00	\$11,500.00	\$11,799.00	\$299.00
10	\$26,220.00	\$11,500.00	\$13,110.00	\$1,610.00
12	\$27,272.00	\$11,500.00	\$13,636.00	\$2,136.00

\*Does not include program fees, service fees, or class fees

\*\*ETSU Revenue remains the same and is equivalent to 50% of Tuition & Fees.

Fall 2018: 7 new incoming graduate students enrolled and received the International Merit Scholarship.

Assuming all 7 students enrolled in 10 credit hours each semester, an additional **\$11,270** in revenue per academic year would be generated to establish an international recruitment budget.

Using the above assumption, year 2 would have 14 students enrolled at 10 hours with **\$22,540** in additional revenue to be directed to international recruitment.



### Potential Benefits

- 1.) For international students, specific dollar amounts are more attractive than percentages (per Mr. Crawley's report).
- 2.) With this change, the international recruitment budget will grow as international enrollment (assuming students are receiving the International Merit Scholarship) increases.
- 3.) There is **no** change to the amount of revenue received by ETSU with this proposal.
- 4.) The monetary difference for a student taking 15 undergraduate credit hours is only \$802. This amount is unlikely to sway an international student away from ETSU.



## International Endorsement

- International students help with:
  - Diversity
  - Market expansion (domestic college population stale or decreasing)
  - Success outcomes – international students retain and graduate
- Asking today for the board to endorse the specific goal of enrolling 1,000 international students by 2026
  - And to support initiatives like the example provided today



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE  
NOVEMBER 2018 MEETING

ACTION ITEM

DATE: November 16, 2018

ITEM: Plan for Path Forward in Research

RECOMMENDED ACTION: Approve

PRESENTED BY: Brian Noland  
President

During the inaugural meeting of the ETSU Board of Trustees, the Board adopted the institution's new strategic plan for the 2016-26 planning cycle. The 2016-26 plan outlines a strategic vision for ETSU whereby it would provide a "world-class environment" that collectively requires the campus to define an overarching vision of research and economic development. Specifically, the plan details the following pertaining to *Expanding the Foundation for Scholarly (Research and Creative Activity) Excellence and Innovation in all Disciplines*:

- a. Provide support and resources to colleges for stimulating and facilitating collaborative and interdisciplinary research among the colleges and encourage hiring college level research officers who will act as a college level resource for sponsored programs administration.
- b. Target deficiencies in baseline space needs identified in the ETSU Facilities Master Plan (2014) to ensure the strength, quality, and growth of scholarly activities.
- c. Review the availability of research instrumentation and determine whether new core facilities should be established to reduce ongoing expenditures and ensure availability to all faculty.
- d. Increase the number of tenured/tenure-track faculty with terminal degrees and active research programs.
- e. Expand research support (start-up funds) for incoming faculty and "bridge support" for faculty who lose funding but have high probability for new funding.
- f. Develop interdisciplinary centers of research to promote sharing resources and increase the depth of funding proposals.

Subsequent to this action by the Board of Trustees, staff developed a white paper entitled *Research and Economic Development at East Tennessee State University: Infrastructure and Organization* that outlined a new organizational structure to support the vision contained within

the 2016-26 plan. The white paper was presented to the Board of Trustees during the February 23, 2018 meeting, detailing proposed changes to the university's organizational structure, communication strategies, modes of coordination with internal and external stakeholders, and infrastructure. At the request of the Board of Trustees, modifications were made to the document, and these updates were presented to the Trustees during the April 27, 2018 meeting. In summary, the revised white paper called for the creation of an infrastructure that was appropriate for the university's vision, mission, and expanded role in research and economic development. The discrete components were as follows:

1. An expanded role for the Vice Provost for Research that encompasses the current roles and services provided along with additional responsibilities associated with the Research Subcommittee and the proposed Ballard Collaborative Research Institute.
2. An expanded and strategic role for the ETSU Research Foundation that supports sponsored research and economic development.
3. The establishment under the auspices of the Research Foundation of two focused subcommittees—the Research Sub-Committee and the Economic Development Council.
4. The establishment of the ETSU-Ballard Health Venture Capital Initiative and the continuation of current and support of future economic development activities that will reside under the purview of the proposed Economic Development Council.
5. The organizational coordination under the proposed Economic Development Council of the portfolio of currently disparate but, ideally, related ETSU organizations and facilities that include the Innovation Laboratory (I-Lab), the Tennessee Small Business Development Center (TSBDC), the Institute of Computation and Research and Data Science (CaRDS), Valleybrook, and Intellectual Property and Technology Transfer.

In an attempt to clarify opportunities available to ETSU in anticipation of major investments by Ballard Health, staff engaged the services of multiple consultants who examined the institution's existing research infrastructure as well as the changes to that infrastructure proposed within the white paper. These consultants identified opportunities for enhancement as well as existing areas of strength and weakness within the university. The consultants noted that a generational opportunity exists to align the scale of Ballard Health with ETSU's role as a Doctoral Research University with a mission emphasis in the health sciences.

Over the course of the Fall 2018 semester, Dr. Brian Noland has worked in conjunction with the leadership of Ballard Health to create a path forward. This path traces its roots to the work of the *Committee for 125*, who outlined a prescient vision for the institution and the Academic Health Sciences Center:

“The Health Sciences Center will be the premier national model for community-based health care, one that improves the health and well-being of the region and those who benefit from its far-reaching innovations. This model will be distinguished as a fully integrated system of inter-professional teams and as a visible leader in rapidly translating discoveries to change lives at the bedside and in daily living.”

Dr. Noland will provide an overview of this joint proposal that allows the university to move with alacrity toward the realization of this vision. This proposal will outline staffing, resource, structural, and procedural issues that have been identified with the leadership team of Ballad Health.

**MOTION: I move that the Academic and Student Affairs Committee endorse the plans related to research as presented to the committee by Dr. Noland.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 16, 2018

ITEM: Discussion of Effective Use of Academic and Student  
Affairs Committee Structure and Time

COMMITTEE: Academic and Student Affairs Committee

PRESENTED BY: Dr. Linda Latimer, Chair of the Academic and Student  
Affairs Committee

Dr. Linda Latimer will lead a discussion on the effective use of structure and time of the committee as informed by the Association of Governing Board article, published 2015, titled *Restructuring Board Committees: How to Effectively Create Change*, provided with the meeting materials.

<https://www.agb.org/reports/2015/restructuring-board-committees-how-to-effectively-create-change>

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE

INFORMATION ITEM

DATE: November 16, 2018

ITEM: Update on University Strategic Plan  
A. Review ETSU Outcomes Based Funding Formula  
B. ETSU Strategic Plan Key Performance Indicators

COMMITTEE: Academic and Student Affairs

PRESENTED BY: Mike Hoff  
Associate Vice President/Chief Planning Officer

**Review ETSU Outcomes Based Funding Formula**

Each year the Tennessee Higher Education Commission analyzes data related to nine outcomes measures (30/60/90 credit accumulation thresholds, Bachelor and Associate Degree production, Masters/Ed Specialist Degree production, Doctoral/Law Degree production, Research and Service programs, Degrees per 100 FTE, and the Six-Year Graduation Rate) and two focus populations (adults and low income). This presentation will discuss how ETSU has performed on those outcomes measures and how the university is attempting to ensure continued improvement within the formula.

**ETSU Strategic Plan Key Performance Indicators**

During the 2018 BOT retreat the board requested a presentation on ETSU's performance related to the university strategic plan. This presentation will: 1) explain how the Key Performance Indicators were developed, 2) identify the peer groups we use to use in comparing/contrasting our performance, 3) demonstrate how we use Key Performance Indicators to drive priorities and focus action on the strategic agenda, and 4) provide a dashboard of those metrics to the board.

# ETSU Outcomes Based Funding Model Performance

Michael Hoff  
Planning and Decision Support



## Overview

- Component Review
- THEC Funding Recommendation
- ETSU Performance



## Model Components

- Student Progression (30/60/90 hrs) (22.5%)
- Bachelors Degrees (20%)
- Masters/Ed Specialist Degrees (15%)
- Doctoral Degrees (15%)
- Research/Grant Activity (10%)
- Degrees per 100 FTE (7.5%)
- Six-Year Graduation Rate (10%)



## THEC Funding Recommendation



Academic Formula Units	2018-19 Appropriation	2019-20 Formula Calculation	Outcomes Formula Adjustments	Share of New Funding	2019-20 Changes	2019-20 Recommendation	% Change	% Funded
Austin Peay	\$47,857,100	\$73,145,700	(\$11,900)	\$2,810,300	\$2,798,400	\$50,655,500	5.8%	69.3%
<b>East Tennessee</b>	<b>\$65,420,700</b>	<b>\$100,654,100</b>	<b>\$417,900</b>	<b>\$3,867,200</b>	<b>\$4,285,100</b>	<b>\$69,705,800</b>	<b>6.6%</b>	<b>69.3%</b>
Middle Tennessee	\$103,216,200	\$155,578,100	(\$1,451,400)	\$5,977,400	\$4,526,000	\$107,742,200	4.4%	69.3%
Tennessee State	\$39,402,300	\$60,449,500	\$138,200	\$2,322,500	\$2,460,700	\$41,863,000	6.2%	69.3%
Tennessee Tech	\$50,820,600	\$78,939,500	\$814,300	\$3,032,900	\$3,847,200	\$54,667,800	7.6%	69.3%
University of Memphis	\$117,771,000	\$178,978,400	(\$699,900)	\$6,876,500	\$6,176,600	\$123,947,600	5.2%	69.3%
<b>Total LGIs</b>	<b>\$424,487,900</b>	<b>\$647,745,300</b>	<b>(\$792,800)</b>	<b>\$24,886,800</b>	<b>\$24,094,000</b>	<b>\$448,581,900</b>	<b>5.7%</b>	<b>69.3%</b>
UT Chattanooga	\$56,184,500	\$85,281,000	(\$401,500)	\$3,276,600	\$2,875,100	\$59,059,600	5.1%	69.3%
UT Knoxville	\$231,382,200	\$353,584,900	(\$99,600)	\$13,585,000	\$13,485,400	\$244,867,600	5.8%	69.3%
UT Martin	\$34,248,100	\$50,842,300	(\$991,600)	\$1,953,600	\$962,000	\$35,210,100	2.8%	69.3%
<b>Total UT Universities</b>	<b>\$321,814,800</b>	<b>\$489,708,200</b>	<b>(\$1,492,700)</b>	<b>\$18,815,200</b>	<b>\$17,322,500</b>	<b>\$339,137,300</b>	<b>5.4%</b>	<b>69.3%</b>
<b>Total Community Colleges</b>	<b>\$271,704,600</b>	<b>\$419,725,200</b>	<b>\$2,840,700</b>	<b>\$16,126,100</b>	<b>\$18,966,800</b>	<b>\$290,671,400</b>	<b>7.0%</b>	<b>69.3%</b>
<b>Total Colleges and Universities</b>	<b>\$1,018,007,300</b>	<b>\$1,557,178,700</b>	<b>\$555,200</b>	<b>\$59,828,100</b>	<b>\$60,383,300</b>	<b>\$1,078,390,600</b>	<b>5.9%</b>	<b>69.3%</b>
TN Colleges of Applied Technology	\$71,579,600	\$108,582,200	(\$555,200)	\$4,171,900	\$3,616,700	\$75,196,300	5.1%	69.3%
<b>Total Academic Formula Units</b>	<b>\$1,089,586,900</b>	<b>\$1,665,760,900</b>	<b>\$0</b>	<b>\$64,000,000</b>	<b>\$64,000,000</b>	<b>\$1,153,586,900</b>	<b>5.9%</b>	<b>69.3%</b>

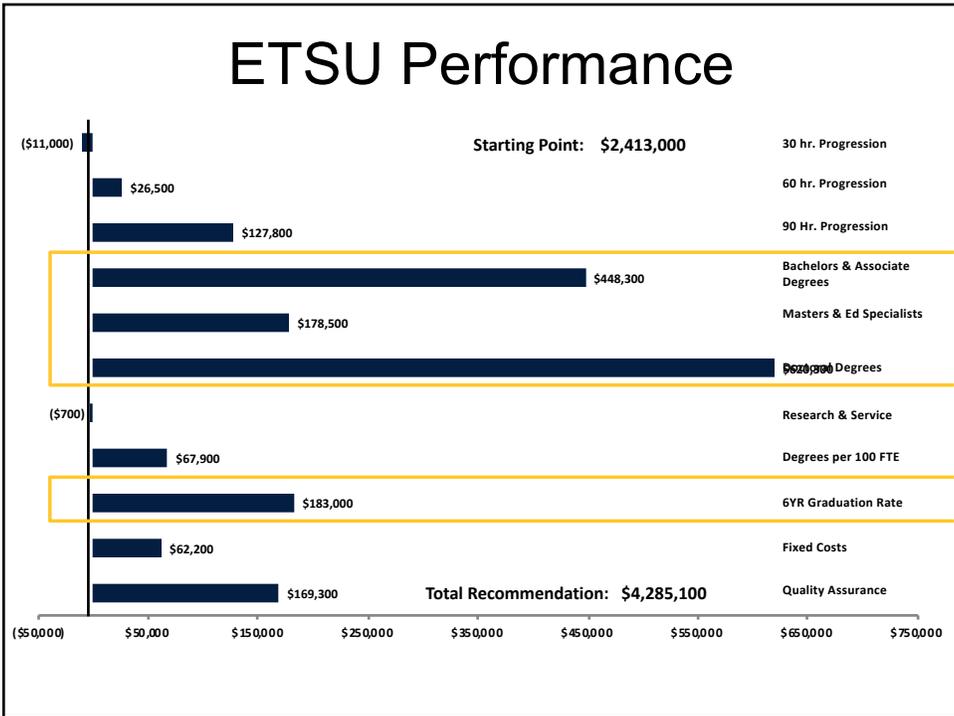


## Medicine and Family Medicine

- ETSU College of Medicine (Pediatric Surgery) – \$495,500
- ETSU College of Medicine (Pediatric & Children Services) – \$600,000
- ETSU Family Medicine Operations – \$35,332,500 (2.5% Increase)
- ETSU Family Medicine Operations – \$7,784,600 (3.4% Increase)



# Components Impacting Outcome



## Summary

- Recruitment of new Undergraduate students is essential to continued model performance
- Plans being developed and implemented to increase performance on Research/Grant Funding
- Student success initiatives are having a positive impact



## Questions



# Key Performance Indicators for ETSU

Michael Hoff  
Planning and Decision Support



## KPI Overview

- The following presentation outlines the board level KPIs for each pillar of the strategic plan
- Selected strategic initiatives to improve performance



## KPI Overview

- In 2014 RPK Group conducted an analysis of ETSU and provided:
  - List of target peers
  - Exhaustive list of Key Performance Indicators
- Since that time ETSU has worked to:
  - Set strategies in place to improve outcomes
  - Develop internal KPIs that drive action



## Student Experience

- Applications
  - Undergraduate (UG) and Graduate (GR)
- Enrollment
  - Dual Enrollment, First-time Freshmen, First-time Transfers, Retention, UG total, GR total, Professional total, Annual FTE, and Residency



## Diversity and Inclusion

- Enrollment by:
  - Gender
  - Race and Ethnicity
- Graduation rates by:
  - Gender
  - Race and Ethnicity
- Staff/faculty by:
  - Gender
  - Race and Ethnicity



## Empowering Employees

- Employee Satisfaction
  - Favorability scores from Great Colleges To Work For
  - Voluntary Turnover Rate



## Excellence in Teaching

- Graduation Rate
- Faculty Size by Type
- Student-to-Faculty Ratio



## Research and Grant Activity

- Value of Proposals Submitted
- Awards Received
- Value of Research Expenditures
- Total value of Research and Sponsored Programs Activity



## Regional Stewardship

- Total Service Hours
- Patient Encounters
- Total Funds Raised
- Percent Alumni Giving



## Internal Dashboards

- Purchased Academic Performance Solutions
  - provides data to colleges and departments to better understand student and academic program performance
- Implementing a CRM
  - Provides real-time communication with potential students and data to assess what strategies are working and where improvements need to be made



## How we use KPIs

- Identify major gaps
- Devise strategies
- Implement strategies and track progress to identify any further improvement needs
- Align data and assessments with the 2016-26 Strategic Plan
- Inform performance assessments, budgeting, etc.



## Questions



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE  
NOVEMBER 2018 MEETING

INFORMATION ITEM

DATE: November 16, 2018

ITEM: Intercollegiate Athletics Report

COMMITTEE: Academic and Student Affairs Committee

PRESENTED BY: Scott Carter  
Director of Intercollegiate Athletics

Mr. Scott Carter will provide information on Intercollegiate Athletics and a recap of the 2017-18 season. Along with a printed report, Carter's presentation will touch on the department's academic achievements, community service efforts, athletic successes, facility improvements, record-setting financials, and future initiatives.