Past, Present and Future of ETSU – A Review of the Committee for 125
East Tennessee State University Board of Trustees
Spring Quarterly Meeting
March 24, 2017

Historical Perspective

Since its inception, ETSU has evolved from a teaching institution to a comprehensive university

- October 2, 1911:   East Tennessee State Normal School, one of three normal schools in the state, opens as a training school for teachers

- 1924: ETSNS becomes East Tennessee State Teachers College

- January 1930: ETSTC becomes State Teachers College, Johnson City

- March 1943: Name changes to East Tennessee State College

- February 1963: Name changes to East Tennessee State University

The Evolution of a University

- March 1974: The Tennessee legislature approves the creation of a College of Medicine at ETSU; the first class of students arrives in August 1978

- July 1, 2005: ETSU Honors College is established

- July 14, 2005: The Tennessee Higher Education Commission gives the final authorization for a College of Pharmacy; the inaugural class arrives January 2007

- October 1, 2010: ETSU begins its year-long centennial celebration

- Fall 2012: ETSU launches the Committee for 125 visioning initiative

- Spring 2017: Inaugural meeting of the ETSU Board of Trustees

ETSU's Core Values, Consistency in Mission

- "While the purpose of the Normal School Law of 1909 is declared to be 'For the education and professional training of teachers for the public schools of the state,' in a broader sense it is interested in making better living conditions throughout the territory which it was established to serve."

- Four general principles were recognized in 1912 by our first president, Sidney Gilbreath: (1) to support the goal of regional service; (2) scholarship; (3) the study of education as a science, practice in teaching; and, (4) a knowledge of the conditions and needs of the State.

- The goal of regional service remains at our core in 2017. As recognized repeatedly *President's Higher Education Community Service Honor Roll*, ETSU is engaged in solving community problems and placing students on a lifelong path of civic engagement.

- ETSU is a beacon for social and cultural education, the engine of economic development across the region, the purveyor and transmitter of knowledge, and foundation of the community as a whole.

Citation – History of the East Tennessee State Teachers College. Burleson, Sinclair. 1947

Institutional Values

- ETSU pursues its mission through a student-centered community of learning reflecting high standards and promoting a balance of liberal arts and professional preparation, continuous improvement, and based on core values where:

- *PEOPLE* come first, are treated with dignity and respect, and are encouraged to achieve their full potential

- *RELATIONSHIPS* are built on honesty, integrity, and trust

- *DIVERSITY* of people and thought is respected

- *EXCELLENCE* is achieved through teamwork, leadership, creativity, and a strong work ethic

- *EFFICIENCY* is achieved through wise use of human and financial resources

- *COMMITMENT* to intellectual achievement is embraced.

The Committee for 125

- The Committee for 125 led a purposeful visioning initiative to position ETSU for the next century. In addition to the C125, six task forces were formed to provide a framework for the visioning process and a structure for input from faculty, staff, students, alumni, and the community. C125 members were as follows:

  - Dr. Frank H. Anderson - Rear Admiral, DC, USNR (Ret)

  - Dr. Ronald E. Carrier - President Emeritus, James Madison University

  - Dr. Joni E. Finney - Professor, University of Pennsylvania

  - Mr. Thomas J. Garland - Board of Trustees, Tusculum College

  - Ms. Dorothy Grisham - Owner, Dorothy Grisham Allstate Insurance Agency

  - Mr. Louis H. Gump - President, Impact Management

  - Dr. Mark D. Musick - President Emeritus, Southern Regional Education Board

  - Dr. Roy Nicks - Chancellor Emeritus, Tennessee Board of Regents

  - Mr. Scott Niswonger - CEO, Forward Air and Landair

  - Dr. Shirley Raines - President Emeritus, University of Memphis

  - Dr. Paul E. Stanton, Jr. - President Emeritus, East Tennessee State University

The Committee for 125

- Through the Committee for 125, ETSU explored issues and opportunities to meet the changing post-secondary education landscape. These include:

  - Fluid policy landscape at the state level as exemplified by Complete College Tennessee

  - Privatization of public higher education

  - Shifting demographics and the diminution of "traditional" populations

  - Athletic programming, affiliations, revenue enhancement, and recognition of the changing nature of the NCAA

  - Philanthropy, community engagement, alumni support

  - Research and development, business incubation centers, externally sponsored research, and the role of Economic and Community Development at ETSU

  - Structural issues internal and external to ETSU

  - Recognition of the need to link budget, planning, and reporting mechanisms

- The work of the Committee for 125 provided the foundation for the *2016-26 Strategic Plan* and the advent of the Board of Trustees.

Reflections on The Committee for 125

- As a result of the work of the Committee for 125, the following substantive changes were initiated at ETSU

  – Restructured budget and finance systems

  – Enhanced academic programming

  – Reorganized institutional advancement

  – Enhanced university relations/marketing/branding

  – Created a comprehensive first year experience

  – Expanded the institution's scholarship portfolio

  – Launched administrative and infrastructure review/redesign for greater efficiency

  – Developed an integrated student advising system

  – Restructured the institution's access-oriented enrollment management programs

  – Enhanced the commitment to diversity, inclusion, and engagement across the university

  – Developed strategic partnerships with civic and business leaders, focusing on opportunities to generate revenue, broaden our market presence and support the public service mission of the university

  – Enhanced the institution's athletic programs through changes in program offerings, conference affiliations, and facilities

- Through multiple venues, including the creation of internal governance bodies such as the Interim University Council and Budget Advisory Committee, ETSU is creating the culture of transparency envisioned by the C125.

Dynamic Public Policy Landscape - Access

- Access pressures and the mission driven need to serve diverse, low-income and rural populations

- Adult students and the non-traditional challenge

- First generation college students in Appalachia

- The millennial, on-line learners, changing expectations of the modern college student

- Identification and matriculation of "high impact" students in the funding formula presented through Complete College Tennessee

- Increased market competition from for-profit and not-for-profit sectors

- Tennessee and North Carolina Promise

- On-line program offerings, market potential, and mission congruence

Dynamic Public Policy Landscape – Academics

- Sustained pressure to increase enrollment but also enhance retention in light of budget realities and the Complete College Tennessee Act.

- Growing public concern related to student learning and job placement outcomes.

- Increased pressure from regional and program accreditation bodies to focus on assessment and documented efforts to close the feedback loop.

- Staffing and salary concerns across all facets of the institution

- Pressures to protect the state's investment in human capital and our students' investment of personal capital by increasing graduation and retention rates.

- Course redesign, MOOCs, and student centered models – what does it mean for our mission?

- Relevance of regional institutions and the need for mission distinction.

- Unique mission aspects related to the Academic Health Sciences Center and emerging pressures in the marketplace.

Dynamic Public Policy Landscape – Finance

- The traditional reliance upon student generated revenues to minimize reductions in state funding is challenged by tensions of access and affordability.

- Standard & Poor's: "*…colleges or universities that are unable to distinguish themselves in the market through their reputation or offerings will have to compete for students purely on price, which will weaken demand and possibly cut into their enrollment over time.*"

- Structural changes in the social compact resulted in the redistribution of base budgets - with institutions becoming ever reliant upon tuition revenues

- Public colleges are embracing "private" fundraising and enrollment models

- By 2017, the closure rate of small colleges may triple that of the past decade (Moody's Investors Service)

Dynamic Public Policy Landscape - Others

- Athletic programming, affiliations, revenue enhancement, and recognition of the changing nature of the NCAA

- Philanthropy, community engagement, alumni support

- Research and development, business incubation centers, externally sponsored research, and the role of ECD at ETSU

- TBR and BOT governance transition and associated FOCUS implementation issues, process review, RODP departure, etc.

- Changing public expectation regarding diversity, inclusion, and the role of higher education as a curator of democracy

- Dynamic healthcare environment at the federal, state, and local levels

Public Enrollment Trends (2005-15)

Source: THEC Factbook 2015-16
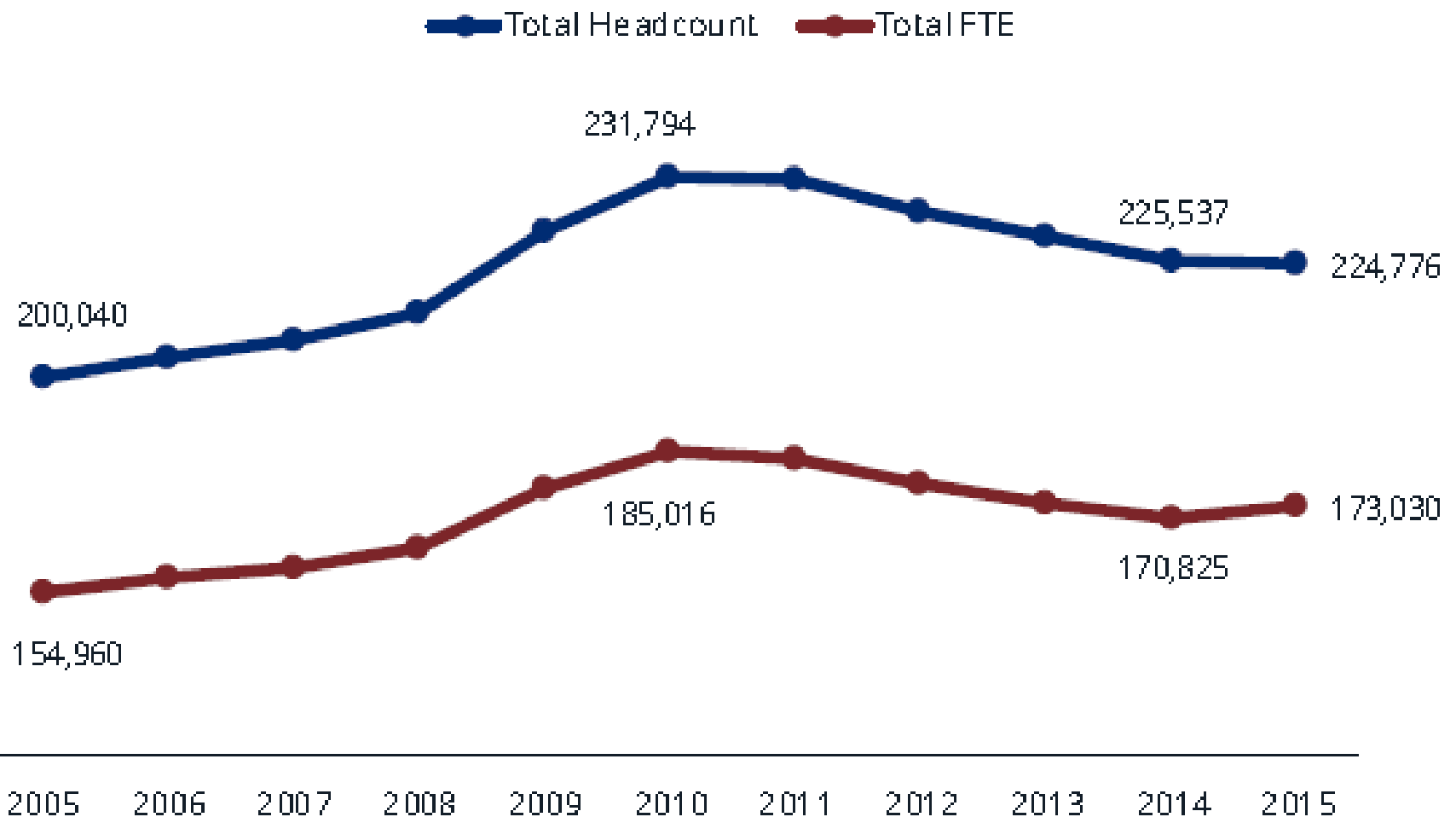
Public Headcount by Institution Fall Terms 2005 and 2010 - 2015							
Institution	2005	2010	2011	2012	2013	2014	2015
TBR Community Colleges							
Chattanooga State Community College	7,836	10,436	10,498	10,160	10,123	9,557	9,436
Cleveland State Community College	3,027	3,754	3,832	3,640	3,812	3,529	3,530
Columbia State Community College	4,747	5,648	5,514	5,379	5,287	5,231	5,415
Dyersburg State Community College	2,457	3,759	3,777	3,595	3,271	2,863	2,873
Jackson State Community College	3,859	5,375	4,935	4,497	4,593	4,928	4,837
Motlow State Community College	3,407	5,256	5,004	4,782	4,925	4,793	5,294
Nashville State Community College	7,198	9,906	9,883	9,887	10,163	10,048	10,701
Northeast State Community College	4,860	6,780	6,478	6,446	5,895	5,865	6,086
Pellissippi State Community College	7,686	11,169	11,464	10,681	10,836	10,247	10,416
Roane State Community College	5,155	6,881	6,906	6,659	6,361	5,962	6,012
Southwest Tennessee Community College	11,556	13,505	13,038	12,235	10,876	10,333	9,244
Volunteer State Community College	7,150	9,029	8,694	8,210	8,190	7,677	8,075
Walters State Community College	5,879	6,960	6,754	6,571	6,281	6,031	5,971
TBR Community College Total	**74,817**	**98,458**	**96,777**	**92,742**	**90,613**	**87,064**	**87,890**
TBR Universities							
Austin Peay State University	8,814	10,744	10,888	10,616	10,449	10,153	10,120
East Tennessee State University	11,894	14,999	15,286	15,202	14,751	14,551	14,424
Middle Tennessee State University	22,554	26,654	26,664	25,578	24,079	23,006	22,662
Tennessee State University	8,880	8,961	9,214	8,881	8,833	9,097	9,179
Tennessee Technological University	9,312	11,528	11,748	11,583	11,200	11,498	10,952
University of Memphis	20,465	22,586	22,869	22,312	21,587	21,161	20,699
TBR University Total	**81,919**	**95,472**	**96,669**	**94,172**	**90,899**	**89,466**	**88,036**
UT Universities							
University of Tennessee at Chattanooga	8,656	10,726	11,394	11,614	11,655	11,619	11,344
University of Tennessee, Knoxville	26,294	27,306	27,296	26,877	27,028	27,382	27,640
University of Tennessee at Martin	6,478	8,479	7,921	7,766	7,429	7,029	6,791
University of Tennessee Health Science Center	2,260	2,692	2,789	2,799	2,859	2,977	3,075
UT University Total	**43,688**	**49,203**	**49,400**	**49,056**	**48,971**	**49,007**	**48,850**
University Total	**125,607**	**144,675**	**146,069**	**143,228**	**139,870**	**138,473**	**136,886**
Grand Total	**200,424**	**243,133**	**242,846**	**235,970**	**230,483**	**225,537**	**224,776**

Enrollment Characteristics First-Time Freshmen

ETSU Fall First-Time Freshmen Characteristics						
First-Time FR	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	5 Year
Headcount	2,082	1,881	2,055	1,999	1,886	**-6.55%**
Average HS GPA	3.3	3.3	3.4	3.4	3.5	**6.1%**
Average ACT	22.1	22	22.3	22.9	23.2	**5.0%**

- Using high school GPA and ACT scores as a proxy for academic achievement, the Fall 2016-17 freshman class is the best prepared class in the history of the university.

- Through our enrollment management strategies and Royall partnership, we have realized a goal to enhance the academic profile of the freshman class.

- ETSU will further these efforts for 2016-17 by targeting high achieving 10th and 11th graders.

Freshman to Sophomore Retention Rates for Public Institutions
Fall 2014 - Fall 2015

Institution	Fall 2014 First-Time, Full-Time Freshmen	Fall 2015			Retention Rate
		Enrolled at Admitting Institution	Enrolled in Other Public Institution	Total Enrolled	
TBR Community Colleges					
Chattanooga State Community College	1,156	573	34	607	52.5%
Cleveland State Community College	708	347	39	386	54.5%
Columbia State Community College	783	468	41	509	65.0%
Dyersburg State Community College	402	212	21	233	58.0%
Jackson State Community College	803	405	44	449	55.9%
Motlow State Community College	927	556	58	614	66.2%
Nashville State Community College	1,128	577	38	615	54.5%
Northeast State Community College	1,105	613	23	636	57.6%
Pellissippi State Community College	1,976	1,055	156	1,211	61.3%
Roane State Community College	1,076	622	43	665	61.8%
Southwest Tennessee Community College	1,453	707	56	763	52.5%
Volunteer State Community College	1,185	644	61	705	59.5%
Walters State Community College	1,275	688	55	743	58.3%
TBR Community College Total	**13,977**	**7,467**	**669**	**8,136**	**58.2%**
TBR Universities					
Austin Peay State University	1,401	983	65	1,048	74.8%
East Tennessee State University	2,028	1,447	157	1,604	79.1%
Middle Tennessee State University	3,047	2,248	185	2,433	79.8%
Tennessee State University	1,564	966	89	1,055	67.5%
Tennessee Technological University	1,875	1,388	162	1,550	82.7%
University of Memphis	2,317	1,790	72	1,862	80.4%
TBR University Total	**12,232**	**8,822**	**730**	**9,552**	**78.1%**
UT Universities					
University of Tennessee at Chattanooga	2,135	1,535	298	1,833	85.9%
University of Tennessee, Knoxville	4,599	3,918	260	4,178	90.8%
University of Tennessee at Martin	1,170	874	76	950	81.2%
UT University Total	**7,904**	**6,327**	**634**	**6,961**	**88.1%**
University Total	**20,136**	**15,149**	**1,364**	**16,513**	**82.0%**
Grand Total	**34,113**	**22,616**	**2,033**	**24,649**	**72.3%**

Source: THEC Factbook 2015-16

Six-Year Graduation Rates by Race (Fall 2009 Cohort)

| Institution	2009 FTF	Caucasian	African American	Hispanic	Other
APSU	1,465	48.9%	38.9%	39.1%	35.4%
ETSU	2,033	54.8%	28.8%	55.3%	31.3%
MTSU	3,613	52.7%	46.2%	41.8%	49.4%
TSU	1,305	44.3%	33.9%	31.3%	26.8%
TTU	1,877	62.9%	50.6%	54.2%	42.1%
UoM	2,200	56.7%	39.1%	50.0%	53.4%
TBR total	12,513	55.3%	38.5%	44.8%	42.3%
UTC	2,189	62.9%	43.0%	65.7%	54.4%
UTK	3,698	81.3%	67.1%	78.0%	74.6%
UTM	1,372	59.2%	53.0%	58.3%	58.3%
UT total	7,259	71.7%	54.8%	69.1%	69.1%
Overall	19,772	62.1%	42.1%	51.7%	52.0%

Declining Rate of State Support per FTE
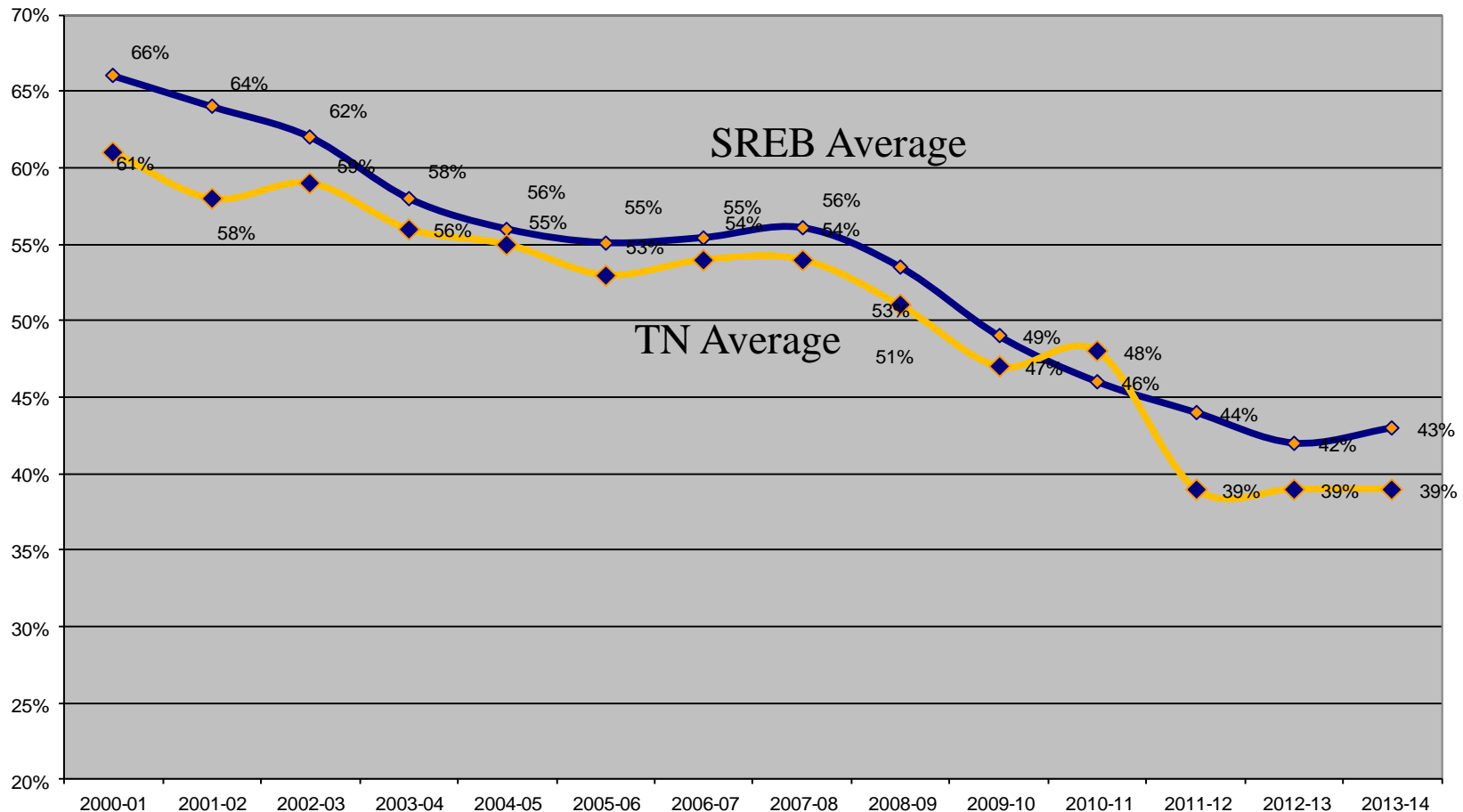
Source: SREB Data Exchange Feb 2015

Total Revenue per FTE - Universities
Inflation Adjusted (2014 Dollars)

Legend: ■ (ARRA/MOE)/FTE   □ Student Fees/FTE   ■ State Appropriations/FTE
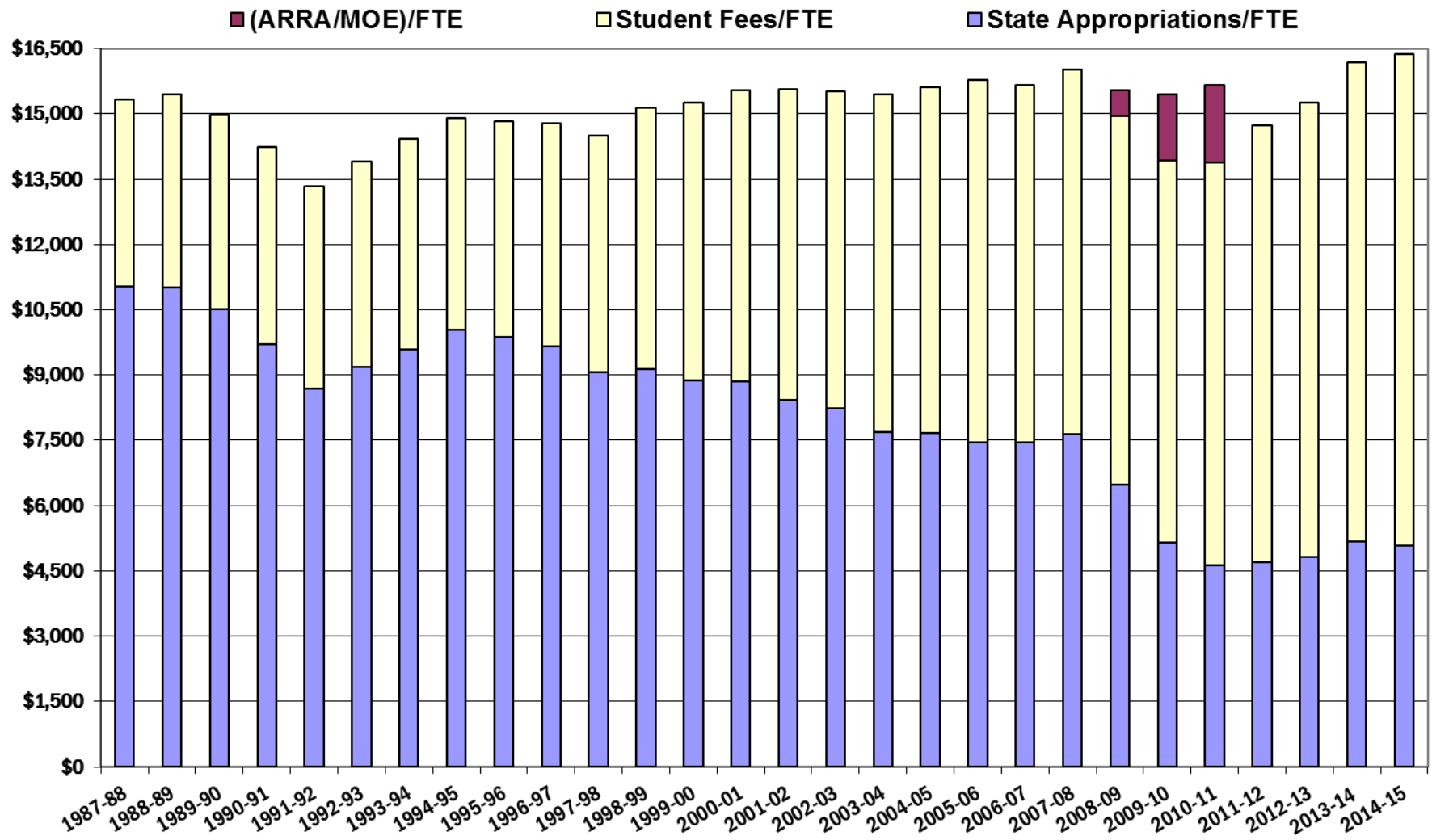
Source: THEC Factbook 2015-16

Peer Annual Undergraduate Tuition and Mandatory Fees (In-State)
Based on 15 Hour Enrollment for Fall and Spring Semesters

Institution Name	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Overall Change
Central Michigan University	10,380	10,740	10,950	11,220	11,550	11,850	14%
Oakland University	9,285	9,938	10,230	10,613	10,613	11,513	24%
Southern Illinois University-Edwardsville	8,401	8,865	9,251	9,666	9,738	10,247	22%
Old Dominion University	7,708	8,144	8,450	8,820	9,250	9,768	27%
University of Missouri-Kansas City	8,602	9,029	9,299	9,456	9,476	9,559	11%
Ball State University	8,214	8,558	8,980	9,610	9,344	9,498	16%
Sam Houston State University	7,000	7,328	8,120	8,594	8,932	9,337	33%
University of South Alabama	6,810	7,380	7,950	8,310	8,610	8,790	29%
Wright State University-Main Campus	7,797	8,070	8,354	8,542	8,730	8,730	12%
Indiana State University	7,714	7,982	8,098	8,256	8,416	8,580	11%
Texas Woman's University	6,960	6,587	6,703	7,290	7,560	8,522	22%
East Tennessee State University	**6,003**	**6,529**	**6,997**	**7,543**	**7,985**	**8,477**	**41%**
University of Northern Colorado	5,655	6,623	6,836	7,168	7,573	8,166	44%
University of Arkansas at Little Rock	6,643	7,041	7,344	7,601	7,934	8,108	22%
Georgia Southern University	6,240	6,606	6,724	7,066	7,190	7,318	17%
Marshall University	5,285	5,648	5,930	6,216	6,526	6,814	29%
University of North Carolina at Greensboro	4,520	5,493	6,086	6,322	6,385	6,733	49%
East Carolina University	5,076	5,317	5,869	6,143	6,143	6,550	29%
University of North Carolina at Charlotte	5,138	5,440	5,873	6,009	6,277	6,531	27%
Florida Atlantic University	4,794	5,330	5,986	6,193	6,039	6,039	26%
Peer Institutions	**6,959**	**7,375**	**7,739**	**8,058**	**8,226**	**8,561**	**23%**

Data Source: IPEDS 2016

Top 10 Challenges Facing Higher Education (AASCU)

2008

1. Affordability
2. State financial forecasts
3. College preparation
4. Accountability
5. Campus security
6. Immigration
7. 2008 election cycle
8. Affirmative action
9. Retooling state financial aid programs
10. Economic development

2016

1. College affordability
2. Degree production
3. Sexual assault
4. State economic needs
5. Standards alignment
6. Undocumented students/DACA
7. Guns on campus
8. Veterans
9. Free community college
10. Debt assistance

Moving Toward 2026 - Process

- In October of 2015 the president asked IUC to create a planning committee and charge that committee to prepare a ten-year strategic plan for ETSU from 2016-2026, that committee began meeting in January 2016

- The committee was charged to include wide-university input and build upon the foundation established by the Committee for 125

- The planning committee was also asked to give due consideration to several committee reports that had been produced as a result of the Committee for 125, such as…

  - Budget Process/Model

  - Academic Portfolio Review

  - Administrative Services Review

  - Research and Scholarly Activity Strategic Plan

  - Community and Public Services

  - And all current college and unit strategic plans

Moving Toward 2026 - Process

Environmental Scan (Com. 125)	Priority and Strategy Development (IUC and UPC)	Build the Plan	Track and Manage Performance	Closing the Loop
Identify Strategic Issues	Determine Mission, Vision, and Values	Process SWOT to set priorities	Rollout Communicate Strategy	Review what worked and what didn't
Review Industry and Market Data	Define the Competitive Advantage	Short-term goals		Celebrate what worked
Seek Stakeholder Input	Long-Term Objectives	KPIs	Set Calendar	Provide changes for what didn't work
SWOT	Organization Wide Strategies	Department Goals (SACSCOC/IE)		Consider new initiatives and alignment with budget
		Individual Goals	Semester Updates	Implement changes and continue what works
		Budget		

Planning Context 2016-2016

SWOT/C Results ETSU

Strengths	Weaknesses
• Academic Health Sciences • Affordability/Scholarships • Faculty • Academic Programs • Students (*Campus Beauty/Location*)	• Low Faculty and Staff Salaries • Limited University Budget • Lack of Communication • Lack of Transparency in Decision-Making • Too Few Tenured/Tenure-Track Faculty
Opportunities	**Threats/Challenges**
• Increase faculty staff salaries • Increase academic reputation • Grow graduate programs • Improve the student experience • Grow honors program (*Health Systems Merger*)	• Limited University Budget • Low morale • Competition from two-year schools • Maintain appropriate number of full-time faculty • Competition from four-year schools (Inadequate Campus Safety)

Moving Toward 2026 – Key Points

- Vision, Mission, and Values

- Six Strategic Areas

- Data measures are focused on students, employees, and fiscal sustainability

- Designed to encourage decentralized decision making by creating the strategic framework, but the plan allows for innovation and creativity

- Plan call for focused execution of planning objectives at the departmental/unit level

Vision and Mission

- Developing a world-class environment to enhance student success and improve the quality of life in our region and beyond.

- ETSU provides a student-centered community of learning, reflecting high standards and promoting a balance of liberal arts and professional preparation, and continuous improvement. The university conducts a wide array of educational and research programs and clinical services including a comprehensive Academic Health Sciences Center. Education is the university's highest priority, and the institution is committed to increasing the level of educational attainment in the state and region based on core values where:

- PEOPLE come first, are treated with dignity and respect, and are encouraged to achieve their full potential; RELATIONSHIPS are built on honesty, integrity, and trust; DIVERSITY of people and thought is respected; EXCELLENCE is achieved through teamwork, leadership, creativity, and a strong work ethic; EFFICIENCY is achieved through wise use of human and financial resources; and COMMITMENT to intellectual achievement is embraced.

Vision and Mission

- ETSU endorses the value of liberal education and provides enriching experiences in honors education, student research and creative activity, study abroad, service learning, and community-based education.

- ETSU honors and preserves the rich heritage of Southern Appalachia through distinctive education, research, and service programs and is actively engaged in regional stewardship.

- ETSU affirms the contributions of diverse people, cultures, and thought to intellectual, social, and economic development.

- ETSU offers students a total university experience that includes cultural and artistic programs, diverse student activities, a variety of residential opportunities, and outstanding recreational and intercollegiate athletic programs.

- ETSU awards degrees in over one hundred baccalaureate, master, and doctoral programs, including distinctive interdisciplinary programs and distance education offerings that serve students from the region and beyond.

Strategic Framework

- Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom

  – The student experience is primary to access and student success

- Ensuring the diversity and inclusion of people and ideas

  – A robust academic environment is achieved through diversity of people and ideas

- Empowering employees to make ETSU a great place to learn, work, and grow

  – If we develop our staff they will develop our students

- Supporting Excellence in Teaching

  – Teaching goes beyond the classroom and it is our core business, anything less than excellence is unacceptable

- Expanding the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines

  – Research improves teaching, reputation, and lives

- Leading the region forward through community engagement and service

  – A commitment to service is in our DNA and provides an opportunity for ETSU to separate ourselves from the competition

Strategic Goals for 2016 - 2026

With a renewed focus on the six core areas by 2026 ETSU will have…

- Have 18,000 students enrolled on-campus, on-line, or at a remote location.

- Have 3,500 out-of-state and international students enrolled.

- Have 2,000 transfer students enrolled.

- Graduate 60% of first-time, full-time, degree-seeking students within six years.

- Retain 85% of first-time, full-time, degree-seeking students from fall to fall.

- Receive 12,000 freshman applications with an average ACT of 24.

- Receive $60 million for research and other extramurally-sponsored activities.

- Receive $25 million in annual giving to ETSU.

- Have a 10% alumni giving rate.

- House 3,500 students on campus, with another 2,500 living within two miles of campus.

- Have market-salary equity for faculty, staff, and graduate student salaries/stipends.

- Be an Insight into Diversity: Higher Education Excellence in Diversity institution.

- Be recognized as a Chronicle Great College to Work For.

- Be a recipient of the Carnegie Community Engagement Classification from the Carnegie Foundation.

Goals 2016 – 2026 Tracking our Progress

Goal	Baseline	Annual Increase Needed
Have 18,000 students enrolled on-campus, on-line, or at a remote location.	14,285	327
Have 3,500 out-of-state and international students enrolled.	2,826	68
Have 2,000 Transfer students enrolled.	1,027	98
Graduate 60% of first-time, full-time, degree seeking students within 6 Years.	40.1%	2%
Retain 85 % of first-time, full-time, degree seeking students from fall-to-fall.	71.3%	1.37%
Receive $60 Million for research and other extramurally-sponsored activities.	$38 Million	$2.2 Million
Receive $25 Million in annual giving to ETSU.	$12 Million	$1.3 Million
Have a 10% Alumni giving rate.	4%	0.60%
House 3,500 students on campus, with another 2,500 living within two miles of campus.	2,771	73
Have market-salary equity for faculty, staff and graduate student salaries/stipends.	35% Below Target	3.5% Increase
Receive 12,000 freshman applications with an average ACT of 24.	7,400	460
Be recognized as a Chronicle Great College to Work For.	TBD	TBD
Be a recipient of the Carnegie Community Engagement Classification from the Carnegie Foundation.	TBD	TBD
Be an Insight into Diversity: Higher Education Excellence in Diversity institution	TBD	TBD

Questions for Consideration and Discussion

- How do we increase enrollment in an environment challenged by the tensions of access and affordability?

- How do we diversify tuition revenues across regional, national, and international markets?

- How do we compete with Tennessee and North Carolina Promise, which are changing the dinner table conversations about higher education?

- How do we maximize the opportunities for student engagement?

- How do we enhance graduate education at ETSU?

- How do we navigate the emergence of new health science schools across the region?

- How do we enhance the culture of research across campus?

- How do we develop a culture of faculty engagement and promote the role of faculty at ETSU?

- How do we improve communications across campus regarding who we are and where we need to go in an uncertain environment?

Questions and Discussion