



EAST TENNESSEE STATE
UNIVERSITY

STATE OF THE UNIVERSITY

October 8, 2021



Overview

- Higher Education Today
- COVID-19 Response
- Fall 2021 Enrollment Profile
- Budget Update
- Strategic Planning Chapter 125.2/One ETSU



ETSU'S Core Values: Consistency In Mission

The Purpose of the Normal School Law of 1909: “For the education and professional training of teachers for the public schools of the state.” In a broader sense, the act focused squarely on improving the living conditions in the regions of the three normal schools.

Four general principles recognized by our first president, Sidney Gilbreath:

1. Support goal of regional service
2. Scholarship
3. The study of education as a science, practice in teaching
4. A knowledge of the conditions and needs of the State.



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 serve as the driver of the current economy and vehicle for expansion of the knowledge economy



Top 10 Challenges Facing Higher Education

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

2021

1. State Economies and COVID-19
2. Federal Support to States
3. Workforce Development
4. State Financial Aid Reform
5. Racial Justice Movement
6. COVID-19 Liability
7. Campus Sexual Assault
8. Political Partisanship and Governance
9. Consumer Protection
10. Free College



FREE
COVID
VACCINE
HERE



COVID-19 OVERVIEW AND UPDATE

ETSU



COVID-19 Response: Bucs Are Back Website



Vaccine Challenge

The best method to protect yourself and our community from COVID-19 is to get vaccinated, if you are eligible.

Join the ETSU Vaccine Challenge!

Eligible students may choose to complete an entry form to be included in raffles to win prizes such as a \$2,000 tuition scholarship, designated parking spot, ETSU swag, and more!

Eligible faculty and staff may choose to complete an entry form to be included in a drawing for six \$2,500 awards!



Face Coverings Required

ETSU requires the use of face coverings indoors for everyone. The [COVID-19 policy on face coverings](#) applies to both vaccinated and unvaccinated individuals.

More information is available [here](#).



COVID-19 Testing Available for ETSU Community

COVID-19 testing is available to any student, staff, or faculty member who wishes to be tested. Multiple options available:

- University Health Center
- ETSU Health clinics
- Local health departments



Frequently Asked Questions

Frequently Asked Questions listing is available to help our ETSU community learn more about:

- Face Coverings
- Cleaning
- Human Resources
- Student Life
- Health



Reporting Suspected or Confirmed COVID-19 cases

Report suspected or confirmed cases of COVID-19 not diagnosed/treated by University Health Center to the *ETSU Office of Environmental Health and Safety*:

☎ 423-439-7785

ETSU COVID-19 DASHBOARD

COVID-19 Dashboard

The ETSU COVID-19 Dashboard is updated regularly and provides data for active and recovered cases reported.



COVID Outreach and Initiatives

- **Gatton College of Pharmacy** faculty and student pharmacists distributed more than 29,000 doses of the vaccine on campus and throughout the region.
- **ETSU Health** opened the first drive-through COVID-19 testing site in Northeast Tennessee and Southwest Virginia and the first COVID-19 community collection site providing results within 24 hours.
- **ETSU Health** was awarded a \$1.1 million dollar contract from the CDC and Tennessee Department of Health to establish a COVID-19 vaccination clinic at ETSU.
- **ETSU Health** in March 2021 began distribution of COVID-19 vaccines on campus and at various locations throughout the community.
- To encourage members of the ETSU community to get vaccinated, in fall 2021, ETSU conducted a **Vaccine Challenge** where students, faculty, and staff voluntarily reported their vaccination status for a chance to win scholarships and other incentives resulting in thousands of participants.



COVID-19 Student Financial Support

A total of \$19,310,333 in emergency aid has been provided directly to students since the start of the pandemic.

- CARES I 2020
 - 7,616 student received a total of \$5,548,379
- CARES II 2020
 - 11,898 students received a total of \$5,548,379
- CARES III 2021-22
 - Distribution to enrolled students fall 2021: 12,970 total students receive awards for a total of \$8,213,575
 - Exceptional need UG: \$875 per student for a total of \$3,710,875
 - Exceptional need GR: \$600 per student for a total of \$829,200
 - All other students: \$500 per student for a total of \$3,673,500
- Similar distribution to students who are enrolled this spring
- 5,860 paper checks prepared for students by the Office of Financial Aid and Bursar

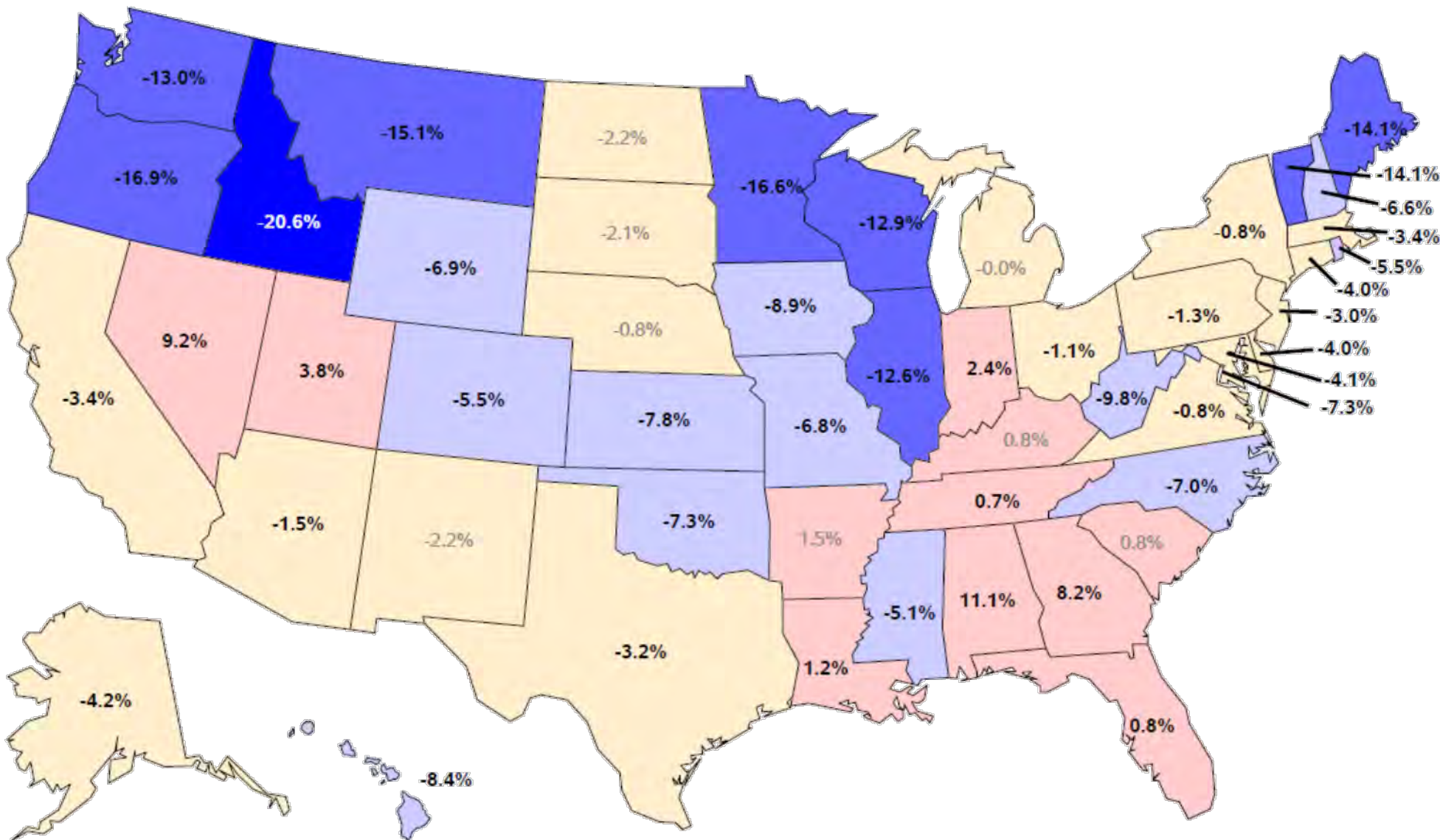




FALL 2021 ENROLLMENT UPDATE



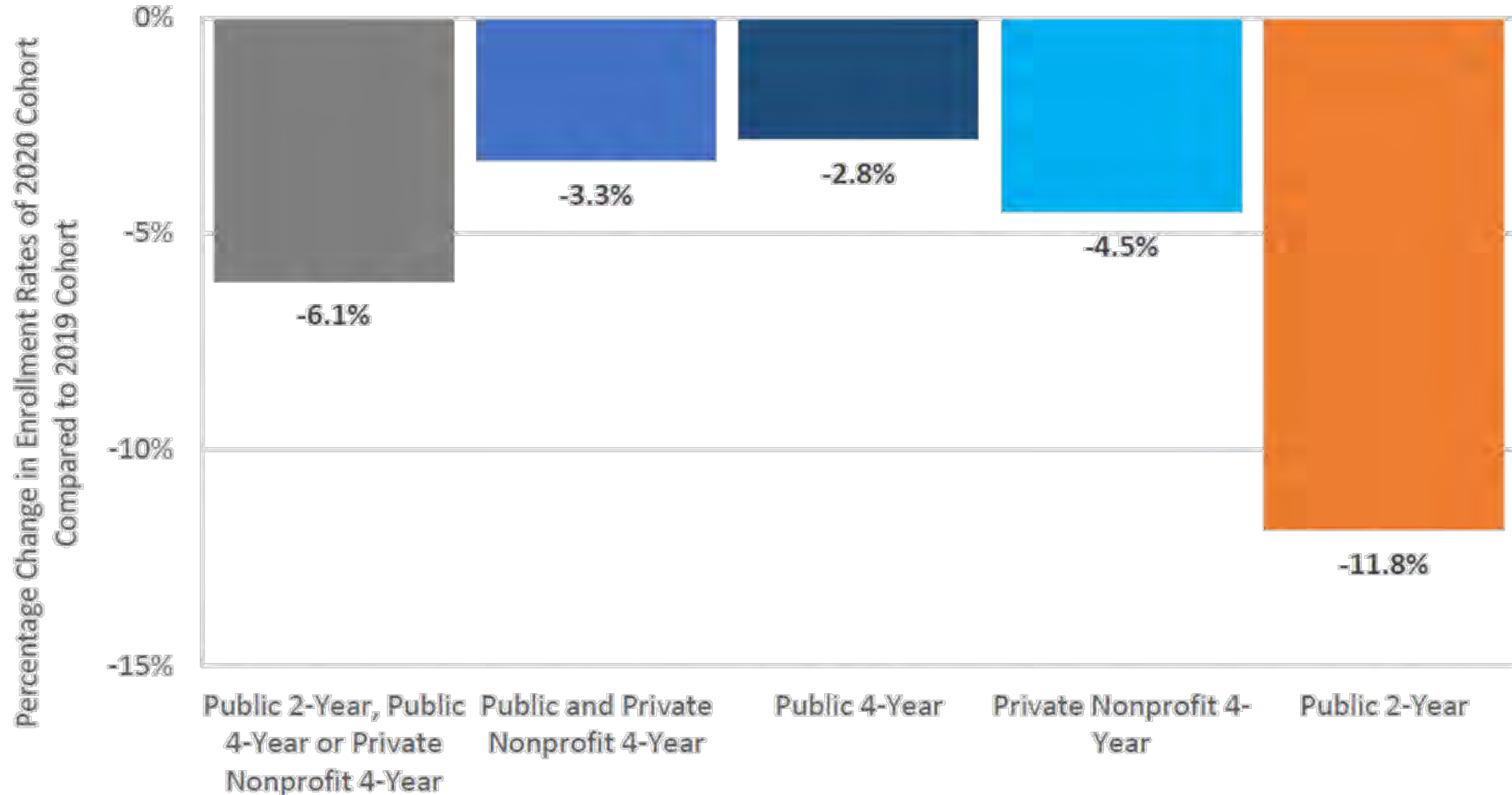
The Pandemic Aftershock: University Enrollment



Source: College Board, Enrollment and Retention in the Age of COVID (2021)



College-Going Rates By Sector (2018-20)



Source: College Board, Enrollment and Retention in the Age of COVID (2021)



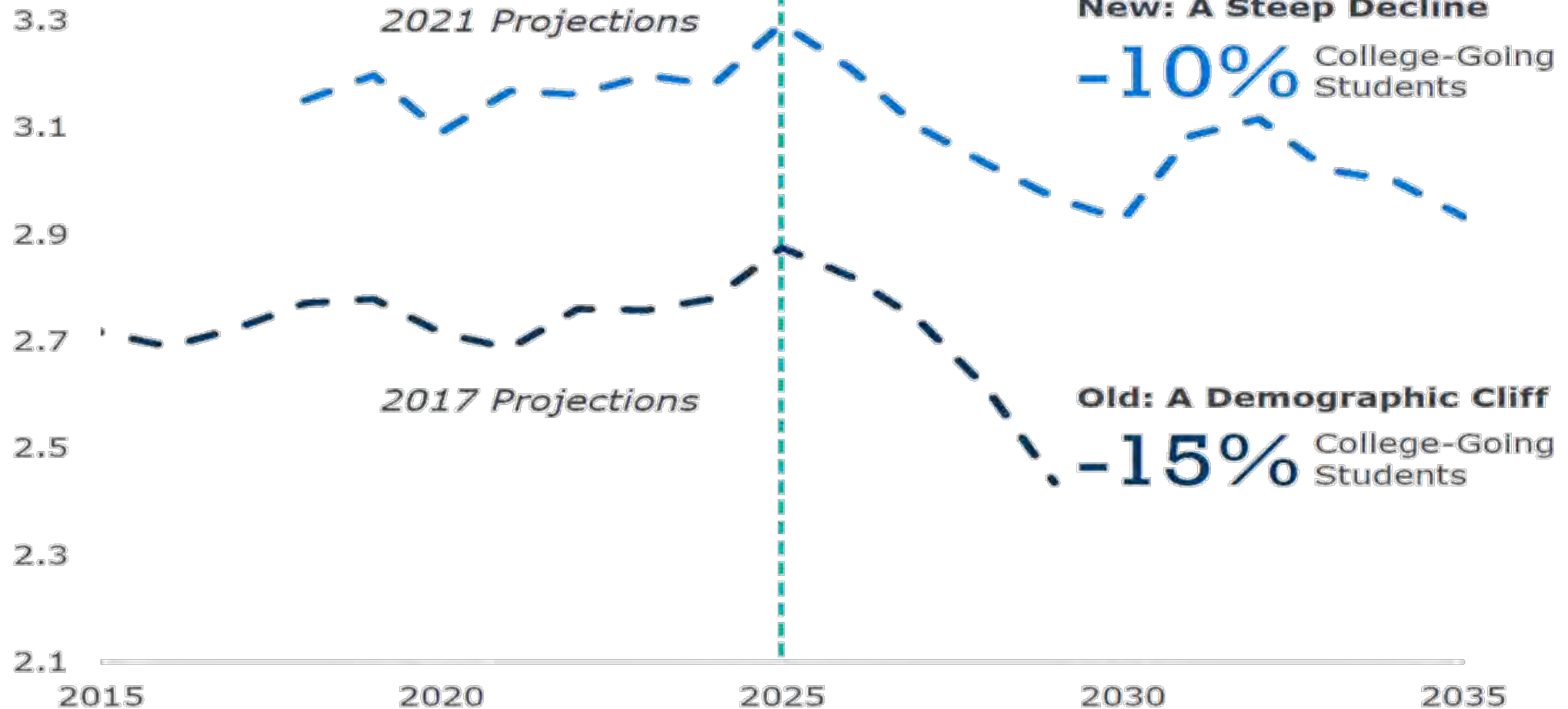
The Enrollment Cliff: Enrollment Implications

Years of Enrollment Stagnation...

Millions of College-Going Students

Followed by Dramatic Decline

2025 Onwards



The Pandemic Aftershock: Enrollment Implications



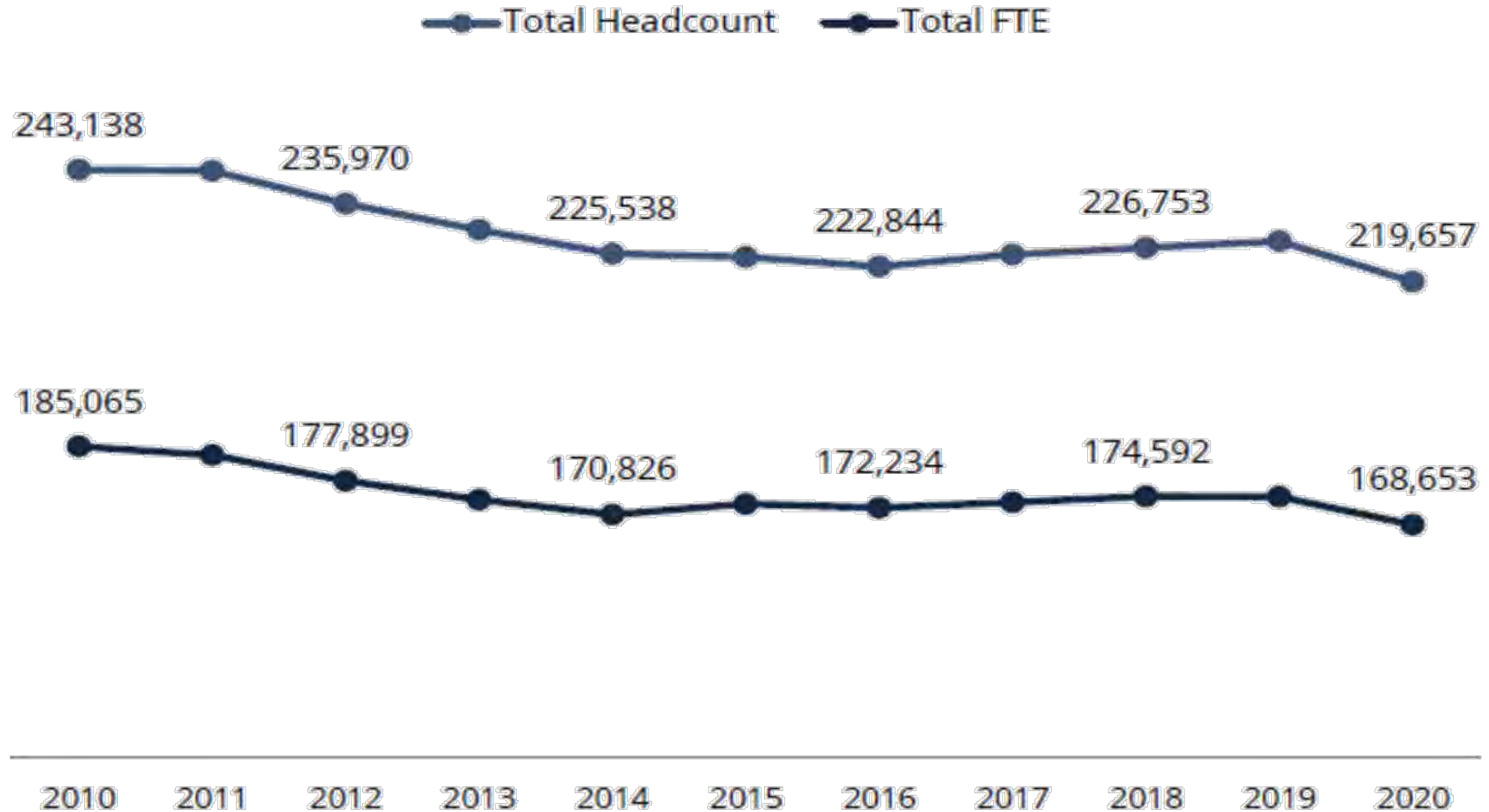
Changes In College-Going Rates

College Going Rates TN Counties ETSU Service Area 2016-2020

County	2016	2017	2018	2019	2020	5-Year Delta
Anderson	69.2%	67.9%	68.2%	66.2%	62.6%	-6.60%
Blount	62.3%	60.5%	64.0%	61.7%	58.9%	-3.40%
Carter	58.8%	62.4%	57.8%	61.2%	57.3%	-1.50%
Claiborne	63.3%	59.7%	56.8%	61.2%	45.8%	-17.50%
Cocke	50.3%	49.1%	49.6%	49.1%	40.2%	-10.10%
Grainger	52.4%	62.2%	52.4%	56.5%	51.9%	-0.50%
Greene	60.5%	59.9%	57.5%	62.3%	58.1%	-2.40%
Hamblen	67.8%	66.6%	61.3%	64.3%	51.7%	-16.10%
Hancock	55.0%	57.4%	50.0%	47.3%	53.6%	-1.40%
Hawkins	63.5%	58.4%	58.2%	60.2%	51.5%	-12.00%
Jefferson	56.5%	59.9%	60.9%	52.6%	44.8%	-11.70%
Johnson	52.5%	46.3%	64.5%	48.4%	57.8%	5.30%
Knox	64.9%	64.2%	64.6%	61.6%	63.7%	-1.20%
Sevier	58.8%	61.2%	56.6%	58.6%	50.4%	-8.40%
Sullivan	68.6%	69.1%	68.1%	71.8%	62.5%	-6.10%
Unicoi	54.5%	55.0%	43.6%	43.9%	44.9%	-9.60%
Washington	71.3%	68.1%	64.6%	66.2%	61.9%	-9.40%
Tennessee	63.3%	63.8%	62.5%	61.8%	56.9%	-6.40%



Tennessee Higher Education Enrollment



Tennessee University Enrollment Comparison

Fall 2021 Tennessee System 14th Day Preliminary Comparison

Institution/Sector	Undergraduate		% Change	Graduate		% Change	Total		% Change
	Fall 2020	Fall 2021		Fall 2020	Fall 2021		Fall 2020	Fall 2021	
Austin Peay State University	8,797	8,185	-7.0%	1,170	1,177	0.6%	9,967	9,362	-6.1%
East Tennessee State University	10,705	10,312	-3.7%	3,262	3,235	-0.8%	13,967	13,547	-3.0%
Middle Tennessee State University	19,192	17,892	-6.8%	2,892	2,965	2.5%	22,084	20,857	-5.6%
Tennessee State University	5,998	6,375	6.3%	1,615	1,702	5.4%	7,613	8,077	6.1%
Tennessee Technological University	8,786	8,394	-4.5%	1,399	1,446	3.4%	10,185	9,840	-3.4%
University of Memphis	17,383	16,702	-3.9%	4,822	4,920	2.0%	22,205	21,622	-2.6%
LGI Total	70,861	67,860	-4.2%	14,906	15,191	1.9%	85,767	83,051	-3.2%
University of Tennessee, Chattanooga	10,311	10,016	-2.9%	1,384	1,441	4.1%	11,695	11,457	-2.0%
University of Tennessee, Knoxville	24,254	25,067	3.4%	6,305	6,634	5.2%	30,559	31,701	3.7%
University of Tennessee, Martin	6,387	6,007	-5.9%	720	705	-2.1%	7,107	6,712	-5.6%
University of Tennessee, Southern	791	852	7.7%	21	24	14.3%	812	876	7.9%
University of Tennessee Health Science Center	217	265	22.1%	2,956	2,974	0.6%	3,173	3,239	2.1%
UT System Total	41,960	42,207	0.6%	11,386	11,778	3.4%	53,346	53,985	1.2%
University Total	112,821	110,067	-2.4%	26,292	26,969	2.6%	139,113	137,036	-1.5%
Community College Total	71,296	66,710	-6.4%	0	0	0.0%	71,296	66,710	-6.4%
Overall Total	184,117	176,777	-4.0%	26,292	26,969	2.6%	210,409	203,746	-3.2%



Tennessee Community College Enrollment

Fall 2021 14th Day Headcount Enrollment Comparison

Institution/Sector	Fall 2020	Fall 2021	% Change
Chattanooga State Community College	7,451	6,575	-11.8%
Cleveland State Community College	3,074	3,161	2.8%
Columbia State Community College	5,931	5,509	-7.1%
Dyersburg State Community College	2,650	2,780	4.9%
Jackson State Community College	4,209	3,940	-6.4%
Motlow State Community College	6,526	5,848	-10.4%
Nashville State Community College	7,064	6,647	-5.9%
Northeast State Community College	5,396	5,210	-3.4%
Pellissippi State Community College	9,333	8,835	-5.3%
Roane State Community College	5,170	4,804	-7.1%
Southwest Tennessee Community College	7,371	7,174	-2.7%
Volunteer State Community College	8,830	7,419	-16.0%
Walters State Community College	5,742	5,383	-6.3%
TBR TOTAL	71,296	66,710	-6.4%
LGI TOTAL	85,767	83,051	-3.2%
UT SYSTEM TOTAL	53,346	53,985	1.2%
University Total	139,113	137,036	-1.5%
Grand Total	210,409	203,746	-3.2%



ETSU Enrollment – Fall 2021

Fall 2021 Overall ETSU University Enrollment - Preliminary							
Student Level	2016	2017	2018	2019	2020	2021	Delta
Undergraduate	11,065	11,323	11,268	11,151	10,704	10,309	-395
Graduate	2,354	2,441	2,457	2,437	2,435	2,425	-10
Medicine	542	531	534	538	546	550	+4
Pharmacy	324	313	315	315	281	259	-22
Total	14,285	14,608	14,574	14,441	13,966	13,543	-423



Enrollment Highlights (2021)

First-time Freshmen Students

- 1,856
- 12.4% Increase

New First-time Transfer Students

- 1,137
- 6% Increase

New International Students

- 42
- 82.6% Increase

New Dual-Enrollment Students

- 432
- 2.4% Increase



ETSU Freshmen Profile

ETSU Fall 2017-2021 First-time Freshmen Profile						
First-time Freshmen	2017	2018	2019	2020	2021	Delta
Headcount	2,050	1,976	1,786	1,651	1,856	205
High School GPA	3.4	3.5	3.5	3.5	3.5	-
ACT	22.8	23.3	23.5	23.4	22.6	-0.8
Tennessee Resident	1,689	1,575	1,406	1,311	1,428	117
Border County	126	147	146	88	81	-7
International	24	20	22	13	24	11
Other Out-of-State	211	234	212	239	323	84
ETSU Fall 2016-2020 Freshmen Academic Performance Scholarships						
Presidential	77	88	95	87	139	52
Provost	229	258	233	195	187	-8
Deans	86	90	61	59	63	4
Faculty	139	134	127	106	134	28
Total	531	570	516	447	523	76



Student Demographics

Race/Ethnicity 2016-2021 (Main Campus Only)

Race/Ethnicity	2017	2018	2019	2020	2021	Delta
Alaskan Native/American Indian	0.2%	0.2%	0.2%	0.1%	0.1%	-
Asian	1.4%	1.5%	1.5%	1.6%	1.7%	0.1%
Black	6.6%	6.5%	6.3%	6.7%	6.7%	-
Hispanic	2.5%	2.7%	2.8%	3.4%	3.7%	0.3%
Native Hawaiian/Pacific Islander	0.1%	0.1%	0.1%	0.1%	0.1%	-
Non-Resident Alien	4.5%	3.7%	2.9%	2.0%	2.1%	0.1%
Two or More Races	2.7%	3.2%	3.8%	3.9%	4.1%	0.2%
Unknown	1.3%	1.4%	1.7%	3.5%	5.4%	1.9%
White	80.6%	80.9%	80.7%	78.8%	76.1%	-2.7%
Total	13,764	13,725	13,589	13,140	12,646	-494
Female	58.2%	59.6%	61.0%	62.1%	63.5%	1.4%
Male	41.8%	40.4%	39.0%	37.9%	36.5%	-1.4%



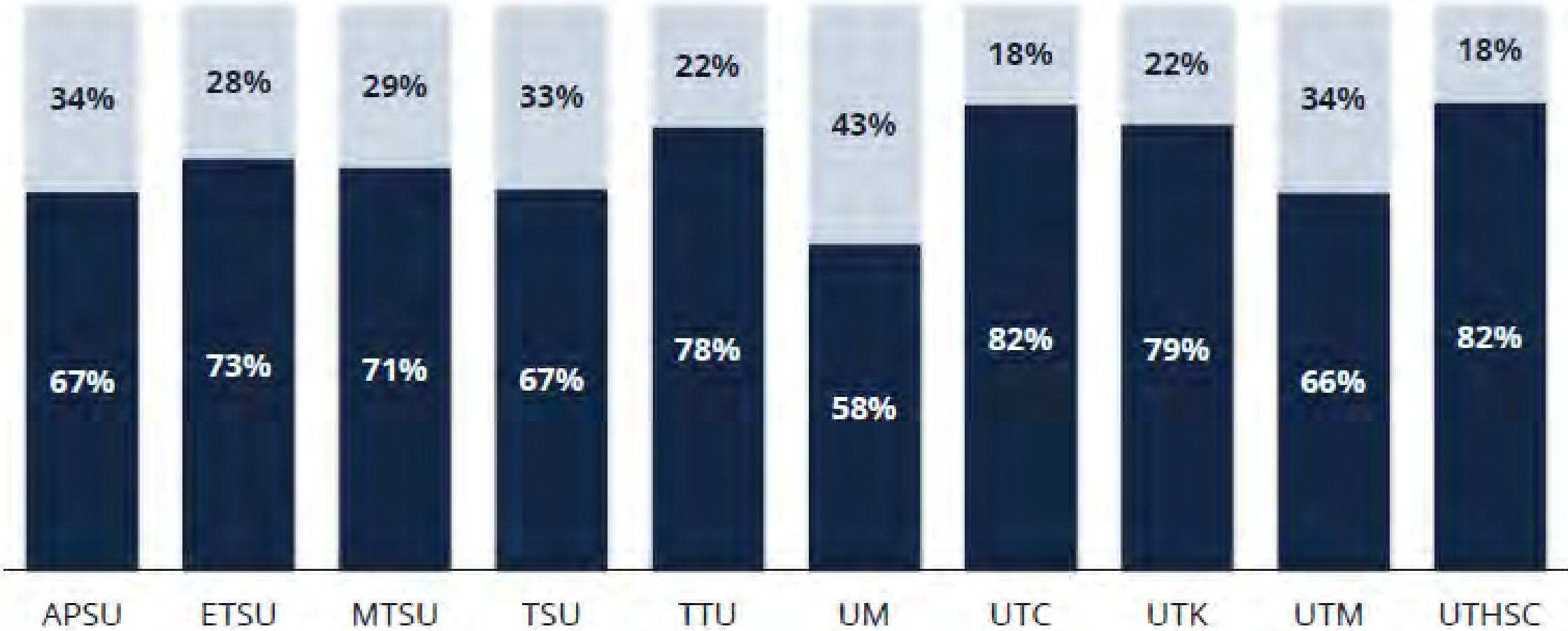
ETSU Enrollment: Residency

Largest TN Counties 2016-2020 (Main Campus Only)					
Location	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Washington, TN	2,700	2,679	2,651	2,430	2,258
Sullivan, TN	1,790	1,767	1,797	1,815	1,723
Knox, TN	800	830	756	744	694
Carter, TN	711	704	678	663	622
Greene, TN	514	500	517	524	522
Hawkins, TN	529	500	527	494	446
Hamilton, TN	446	398	384	365	337
Sevier, TN	298	295	324	316	300
Hamblen, TN	283	288	268	283	256
Unicoi, TN	245	228	254	247	215
Tennessee Total	10,946	10,955	10,913	10,629	10,093
Grand Total	13,765	13,725	13,589	13,140	12,743
TN% of Total	79.52%	79.82%	80.31%	80.89%	79.20%
Border County/International/Out-of-State (Main Campus Only)					
NC	436	410	390	347	277
VA	469	451	445	453	368
Border Total	905	861	835	800	645
% of Total	6.74%	6.25%	6.08%	5.89%	5.06%
International	678	657	544	424	265
% of Total	5.05%	4.77%	3.96%	3.12%	2.08%
Other Out of State	1,243	1,301	1,391	1,452	1,740
% of Total	9.26%	9.45%	10.13%	10.69%	13.65%



Tennessee Higher Education Enrollment by Time Status

■ Full-Time ■ Part-Time



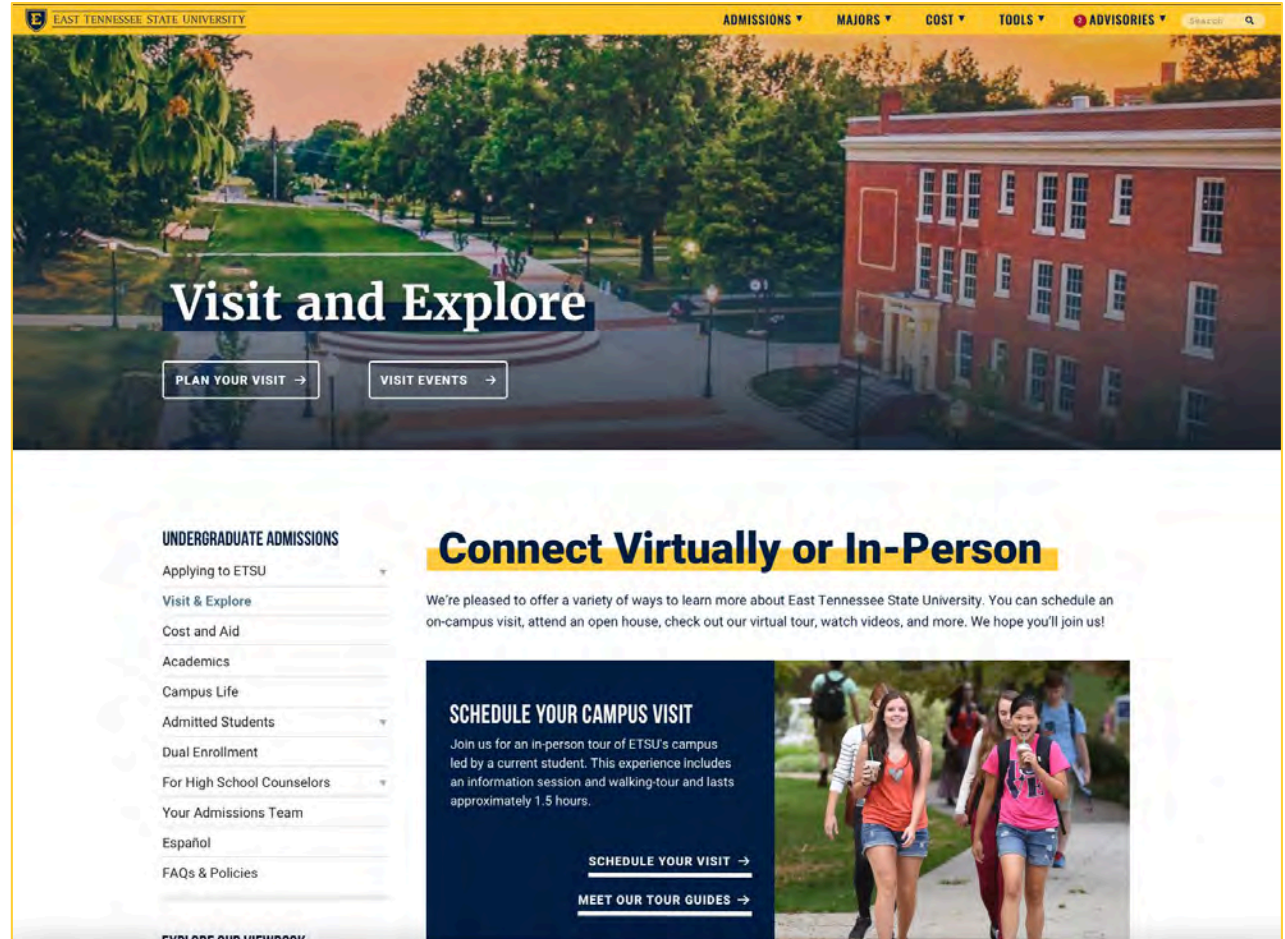
Student Expected Family Contribution (EFC)

Percent of ETSU Students by Expected Family Contribution					
Family EFC \$	2017-18	2018-19	2019-20	2020-21	2021-22
\$0	28.89%	27.49%	26.59%	26.97%	26.50%
\$1-1,000	7.54%	7.49%	7.16%	5.96%	5.85%
\$1,001-2,000	4.83%	5.03%	4.68%	4.74%	4.47%
\$2,001-3,000	4.50%	4.27%	4.44%	4.61%	4.17%
\$3,001-4,000	3.97%	3.82%	3.79%	3.68%	3.77%
\$4,001-5,000	3.06%	2.91%	3.15%	3.23%	3.13%
\$5,001-6,000	3.14%	3.49%	3.24%	2.98%	2.78%
\$6,001-7,000	3.28%	3.29%	3.03%	2.92%	2.67%
\$7,001-8,000	2.48%	2.53%	2.55%	2.43%	2.31%
\$8,001-9,000	2.09%	1.99%	2.50%	2.18%	1.88%
\$9,001-10,000	1.95%	2.05%	1.82%	1.97%	2.00%
\$10,001+	34.26%	35.64%	37.06%	38.34%	40.48%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%



Enrollment Marketing Strategy

- Application Months
- Enhanced Branding
- Website Redesign
- Dual Enrollment
- Transfer Recruitment
- International Recruitment
- Highly Personalized Recruitment
- Telecounseling with current students
- New print pieces
- Integrated marketing plan
 - Consistent messaging
 - Strategic timing
 - Strategic market coverage



The screenshot displays the East Tennessee State University website. The top navigation bar includes links for ADMISSIONS, MAJORS, COST, TOOLS, ADVISORIES, and a SEARCH icon. The main header features a large image of a campus scene with the text 'Visit and Explore' and two buttons: 'PLAN YOUR VISIT' and 'VISIT EVENTS'. Below this, there is a section for 'UNDERGRADUATE ADMISSIONS' with a list of links: Applying to ETSU, Visit & Explore, Cost and Aid, Academics, Campus Life, Admitted Students, Dual Enrollment, For High School Counselors, Your Admissions Team, Español, and FAQs & Policies. To the right, a section titled 'Connect Virtually or In-Person' includes a paragraph about virtual and in-person visit options. Below this, there is a 'SCHEDULE YOUR CAMPUS VISIT' section with a paragraph about in-person tours and two buttons: 'SCHEDULE YOUR VISIT' and 'MEET OUR TOUR GUIDES'. A photograph of students walking on campus is also visible.



Market Strategy

Primary

Yield

1. Asheville
2. Chattanooga*
3. Eastern TN (rural)
4. Knoxville
5. Morristown
6. Southwest VA*
7. Tri-Cities
8. Upstate SC*
9. Western NC*

Secondary

Consideration

1. Nashville*
2. Southwest VA*
3. Upstate SC*
4. Western NC*
5. Chattanooga DMA*

Tertiary

Awareness

1. Atlanta
2. Nashville DMA*
3. Southeast KY*



Enhanced Branding



A Community of Inspiring **STUDENTS**

ONE ETSU



77.9% Fall 2019-Fall
2020 retention rate (first-
year, full-time freshmen)



3,672 Degrees
conferred during 2020-21



16:1 Student-to-Faculty
ratio (Fall 2020)



3.542 Average GPA,
Fall 2020 entering class



418 High school
students participated in
ETSU's dual-enrollment
program (Fall 2020)



3,954 Students
named to Dean's list
in Fall 2020

Students Go Prime



KeiAndra
Harper



Sarah
Hamilton

Eight ETSU students and two alumni were featured in *The College Tour*, a nationally broadcast TV series streamed on Amazon Prime Video and Roku, created by Emmy-nominated and multi-award-winning producers. In a segment highlighting ETSU and Johnson City, the students and graduates share their unique experiences and offer an inside look at life on campus and within the local community.

Morristown native **KeiAndra Harper** tells viewers how she faced paying for college on her own and discovered scholarship opportunities that will allow her to graduate from ETSU debt-free. **Sarah Hamilton** explains how she is reaching her dreams of becoming a physician and Spanish interpreter right in her hometown of Johnson City.

ETSU appeals to many students living outside the Appalachian Highlands, as shown in stories featuring **Jaquae 'Quay' Holmes** of Marietta, Georgia, and **Carly Brewington** of Coral Springs, Florida. Holmes found his ETSU family not only on the football field, but also through shared connections with other student athletes, such as Brewington, a member of the ETSU Women's Triathlon team. Brewington has received support from mentors and students as she completes her teaching residency program at ETSU's University School.



Jaquae
'Quay'
Holmes



Carly
Brewington

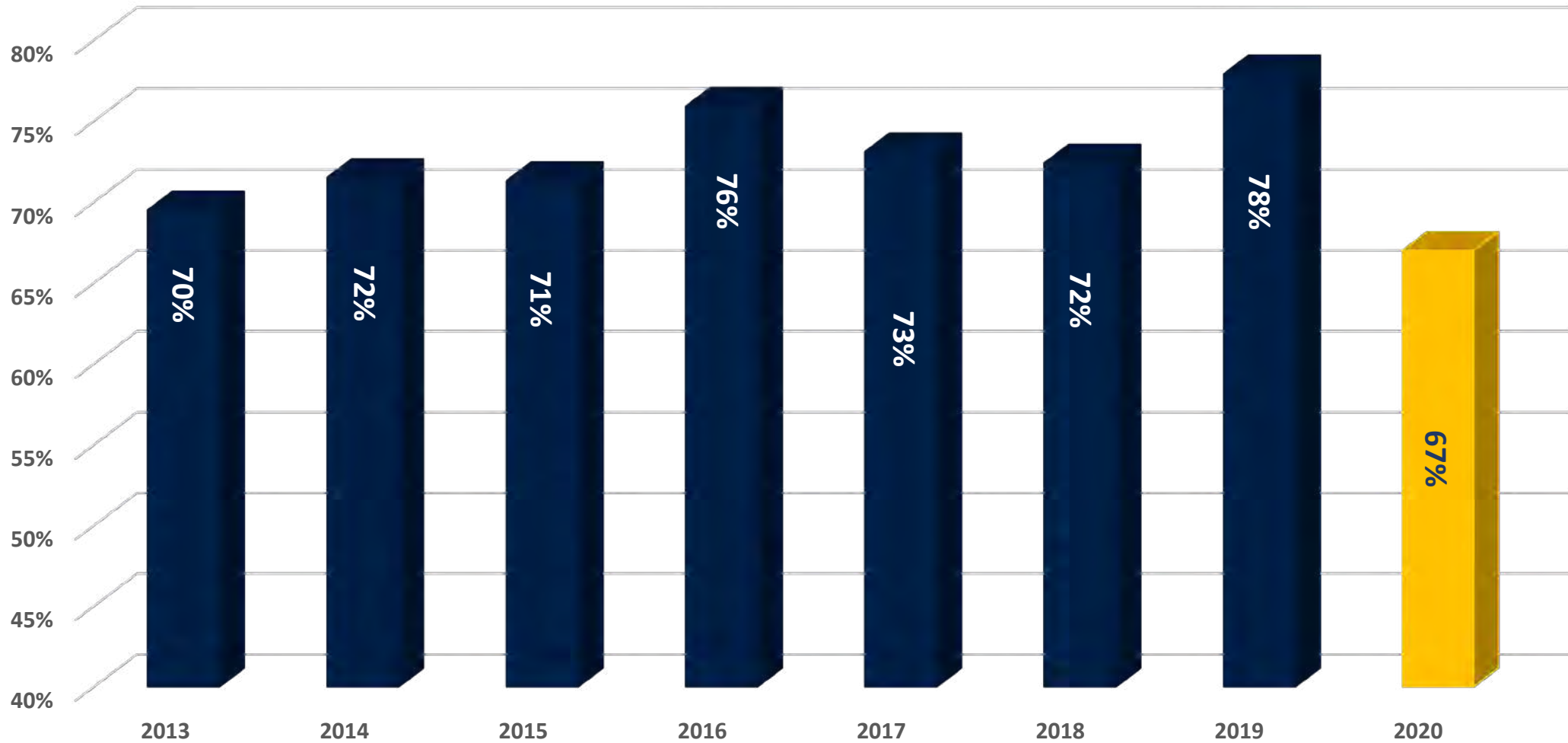


THEC Retention Rate by Institution

Freshman to Sophomore Retention Rates for Public Institutions Fall 2019 - Fall 2020					
Institution	Fall 2019 Cohort	Enrolled at Admitting Institution	Enrolled in Other Public Institution	Total Enrolled	Fall-to-Fall Retention
TBR Community Colleges					
Northeast State Community College	1,273	702	22	724	56.9%
TBR Community College Total	18,673	9,803	609	10,412	55.8%
Locally Governed Institutions					
Austin Peay State University	1,561	1,066	65	1,131	72.5%
East Tennessee State University	1,794	1,395	62	1,457	81.2%
Middle Tennessee State University	3,285	2,569	82	2,651	80.7%
Tennessee State University	1,270	811	37	848	66.8%
Tennessee Technological University	1,687	1,300	76	1,376	81.6%
University of Memphis	2,625	2,087	51	2,138	81.4%
LGI University Total	12,222	9,228	373	9,601	78.6%
UT Universities					
University of Tennessee, Chattanooga	2,301	1,764	193	1,957	85.0%
University of Tennessee, Knoxville	5,124	4,558	152	4,710	91.9%
University of Tennessee, Martin	1,151	851	64	915	79.5%
UT University Total	8,576	7,173	409	7,582	88.4%
University Total	20,798	16,401	782	17,183	82.6%
Grand Total	39,471	26,204	1,391	27,595	69.9%



ETSU Retention Rate (2013-20)



- Retention rate measured utilizing ETSU-only data
- The 2020 cohort details information for those students who began as FTFT freshman in fall 2020 and retained to fall 2021



Reasons For Stopping Out of College

Reasons for Dropping Out of Postsecondary Program	Percent
Cost of attendance	25
Emotional stress	18
Childcare responsibilities	13
You got a new job	11
Health-related reasons	10
You did not believe the degree/credential would help you achieve your personal goals	10
COVID-19/Coronavirus	9
You did not believe the degree/credential would help you achieve your career goals	8
The courses you took were not relevant to your future career	7
Care for a family member or friend	7
Completing the degree/credential was taking longer than you expected	6
You lost your job	5
The coursework was too difficult	5
The education you were receiving was low quality	3

Source: Lumina-Gallup Student Study, September 22– October 5, 2020



THEC Graduation Data

Six-year Graduation Rates Fall Cohorts 2004 - 2014

Institution	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
TBR Community Colleges											
Chattanooga State Community College	20.3%	22.6%	21.6%	25.2%	21.8%	20.6%	20.5%	22.0%	26.8%	27.6%	28.5%
Cleveland State Community College	28.3%	30.3%	33.1%	33.5%	28.1%	30.4%	26.3%	27.0%	26.0%	32.9%	34.2%
Columbia State Community College	32.1%	35.6%	37.0%	35.4%	36.8%	32.2%	36.3%	33.0%	40.3%	40.1%	41.4%
Dyersburg State Community College	20.0%	25.7%	22.9%	23.1%	26.7%	20.5%	19.4%	25.0%	22.8%	29.9%	32.8%
Jackson State Community College	24.7%	25.6%	24.5%	26.9%	30.1%	22.7%	23.2%	19.4%	26.4%	26.2%	32.0%
Motlow State Community College	29.6%	31.2%	33.4%	32.7%	34.7%	32.6%	31.7%	35.9%	36.4%	40.8%	48.5%
Nashville State Community College	22.2%	22.1%	22.2%	24.5%	16.9%	22.5%	23.3%	22.0%	22.1%	22.6%	25.6%
Northeast State Community College	27.4%	31.1%	32.2%	32.2%	32.2%	29.0%	26.6%	28.5%	30.4%	34.8%	35.4%
Pellissippi State Community College	27.2%	33.3%	35.7%	34.5%	36.6%	31.2%	31.0%	33.7%	36.5%	36.6%	38.7%
Roane State Community College	30.9%	32.1%	31.9%	35.8%	37.0%	34.2%	32.1%	34.6%	35.9%	39.4%	42.3%
Southwest Tennessee Community College	11.1%	15.4%	13.5%	15.8%	14.7%	12.8%	15.5%	15.5%	19.3%	22.1%	21.8%
Volunteer State Community College	25.1%	25.7%	27.0%	26.6%	26.2%	26.0%	27.2%	29.7%	31.9%	35.3%	37.1%
Walters State Community College	29.2%	31.7%	32.6%	35.4%	37.8%	34.3%	33.0%	35.6%	36.2%	41.1%	37.9%
TBR Community College Total	24.4%	27.2%	27.6%	29.1%	28.8%	26.4%	26.4%	27.6%	30.5%	33.2%	34.9%
Locally Governed Institutions											
Austin Peay State University	38.1%	43.6%	46.6%	44.8%	47.6%	45.3%	46.3%	47.7%	48.0%	51.6%	53.5%
East Tennessee State University	45.1%	52.2%	51.7%	52.2%	54.0%	52.2%	50.2%	49.5%	54.7%	57.3%	59.6%
Middle Tennessee State University	52.8%	54.5%	54.3%	55.7%	53.1%	51.1%	50.2%	49.6%	51.5%	53.4%	57.4%
Tennessee State University	38.0%	42.9%	43.0%	39.8%	41.0%	34.1%	34.0%	32.9%	36.5%	38.9%	38.2%
Tennessee Technological University	54.5%	56.6%	57.8%	60.1%	59.8%	61.7%	60.1%	58.4%	64.0%	63.7%	65.0%
University of Memphis	40.8%	46.7%	47.1%	50.7%	49.0%	49.4%	47.4%	48.2%	53.2%	58.4%	56.6%
LGI - University Total	46.1%	50.3%	50.8%	52.1%	51.8%	50.1%	49.0%	48.9%	52.6%	54.9%	55.9%
UT Universities											
University of Tennessee, Chattanooga	49.6%	54.3%	53.8%	53.3%	54.2%	59.8%	60.1%	62.1%	64.7%	63.9%	66.3%
University of Tennessee, Knoxville	66.5%	73.7%	75.5%	77.1%	79.1%	79.4%	79.9%	79.7%	82.3%	82.7%	80.4%
University of Tennessee, Martin	53.1%	59.4%	59.2%	56.9%	58.1%	58.2%	58.6%	56.4%	56.1%	55.3%	62.6%
UT University Total	60.7%	67.1%	67.5%	67.6%	68.6%	69.5%	71.0%	70.7%	72.6%	72.5%	74.0%
University Total	52.1%	57.0%	57.5%	58.2%	58.5%	57.2%	57.0%	57.1%	60.4%	61.8%	63.0%
Grand Total	41.0%	45.1%	45.5%	47.0%	46.8%	43.5%	43.8%	44.6%	48.2%	50.3%	51.5%



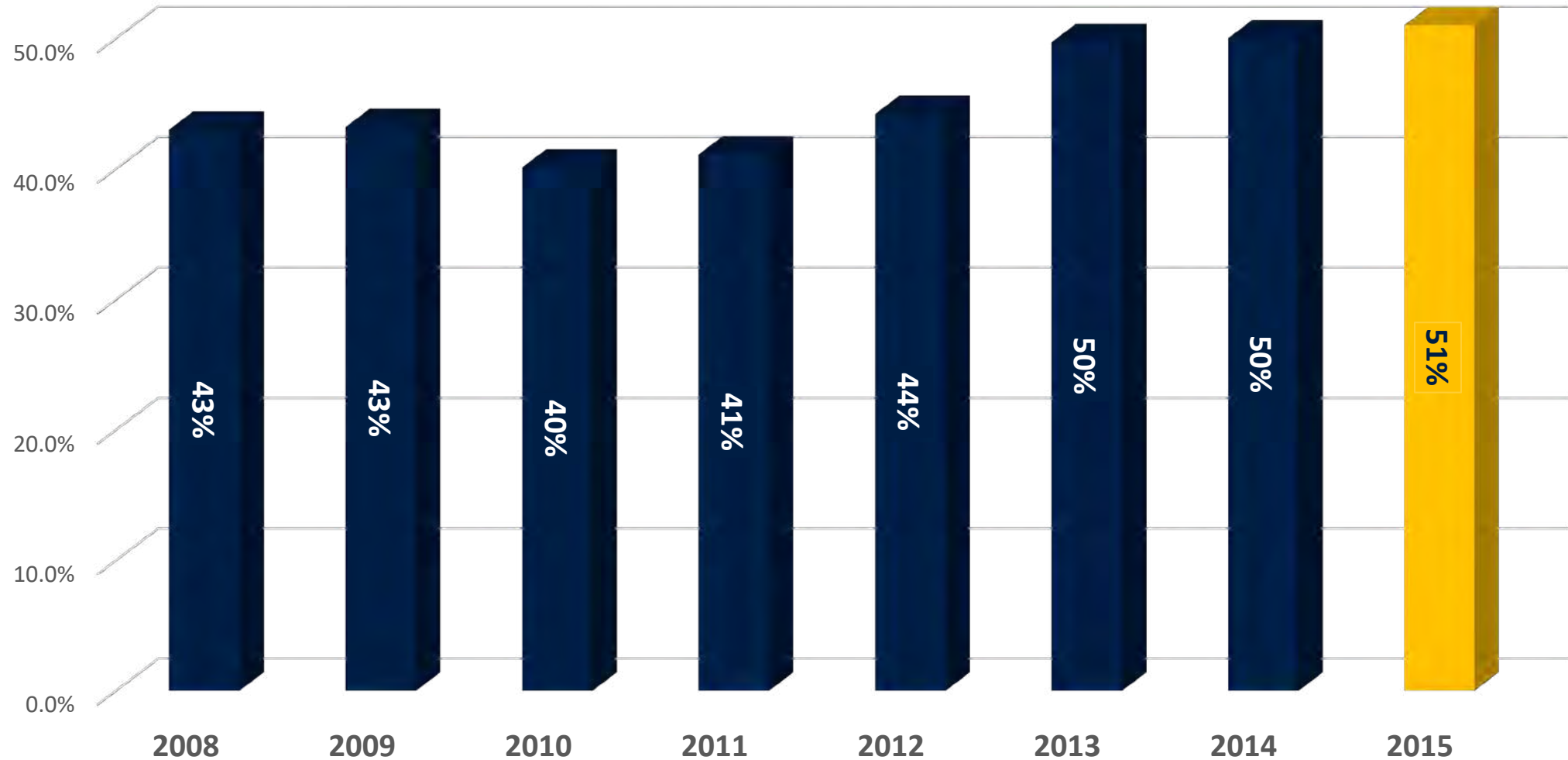
THEC Graduation Data – Special Populations

Six-year Graduation Rates by Institution and Race and Ethnicity Fall 2014 Cohort

Institution	2014 FTF	White, Not Hispanic	Black, Not Hispanic	Hispanic of Any Race	Other	Unknown
Locally Governed Institutions						
Austin Peay State University	1,401	54.1%	49.8%	53.3%	54.2%	64.7%
East Tennessee State University	2,028	63.1%	35.1%	52.5%	53.2%	56.8%
Middle Tenn. State University	3,047	61.0%	49.1%	54.8%	54.0%	74.0%
Tennessee State University	1,564	39.7%	38.3%	50.0%	29.7%	37.5%
Tennessee Tech. University	1,875	66.9%	56.6%	60.0%	43.3%	59.0%
University of Memphis	2,317	62.3%	46.4%	57.3%	57.5%	54.3%
LGI - University Total	12,232	61.6%	43.9%	55.3%	50.6%	61.6%
UT Universities						
UT, Chattanooga	2,135	67.4%	60.7%	53.8%	68.2%	70.2%
UT, Knoxville	4,599	82.0%	72.6%	71.4%	71.8%	88.2%
UT, Martin	1,170	63.7%	57.3%	50.0%	52.9%	81.8%
UT University Total	7,904	75.3%	65.8%	64.8%	69.0%	83.8%
University Total	20,136	67.8%	47.9%	58.6%	57.8%	73.2%
Grand Total	34,113	55.2%	37.4%	48.7%	48.4%	63.2%



ETSU Six-Year Graduation Rate



- Graduation rate measured utilizing ETSU-only data and institutional completion
- The 2015 cohort details information for those students who began as FTFT freshman in 2015 and graduated before fall 2021



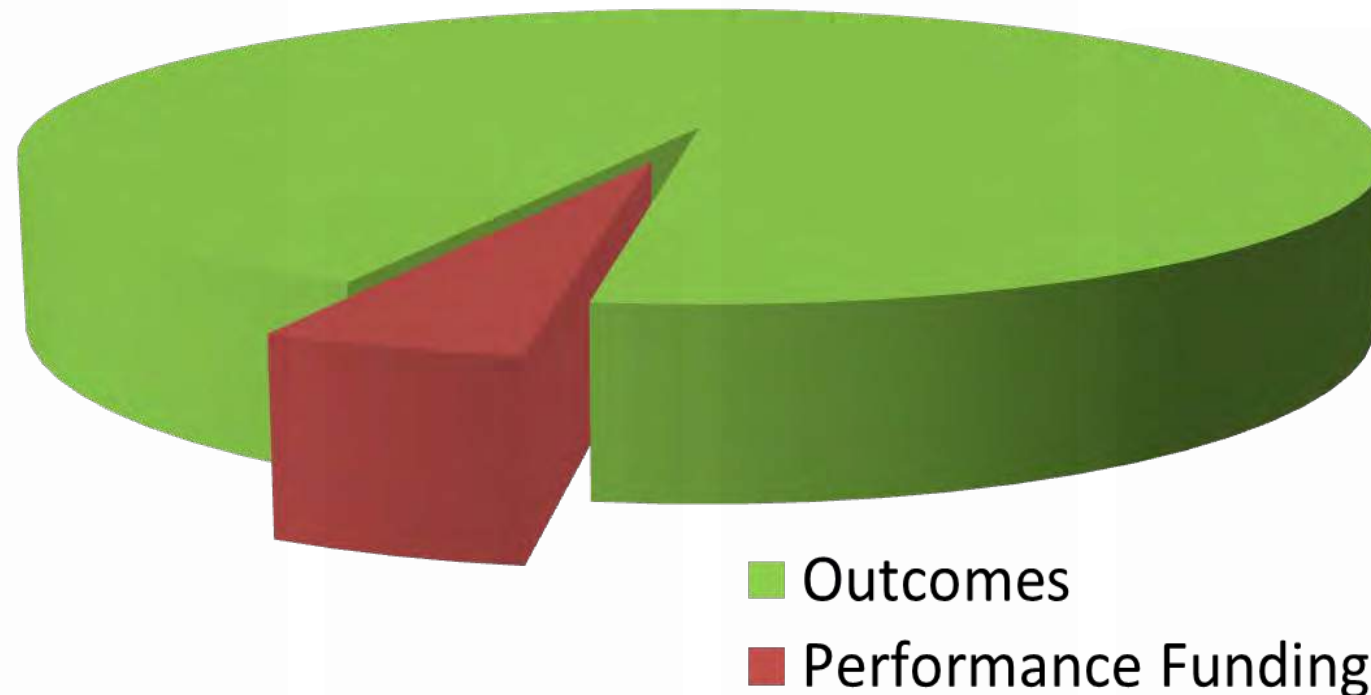


CAMPUS BUDGET OVERVIEW



Finance Policy In Tennessee: Formula Model

TN Outcomes-Based Funding Formula, 2011-Present



THEC Outcomes-Based Formula Components

- Student Progression: 30 Credit Hours
- Student Progression: 60 Credit Hours
- Student Progression: 90 Credit Hours
- Bachelors Degrees
- Masters Degrees
- Doctoral/Law Degrees
- Research/Grant Funding
- Degrees per 100 FTE
- Graduation Rate



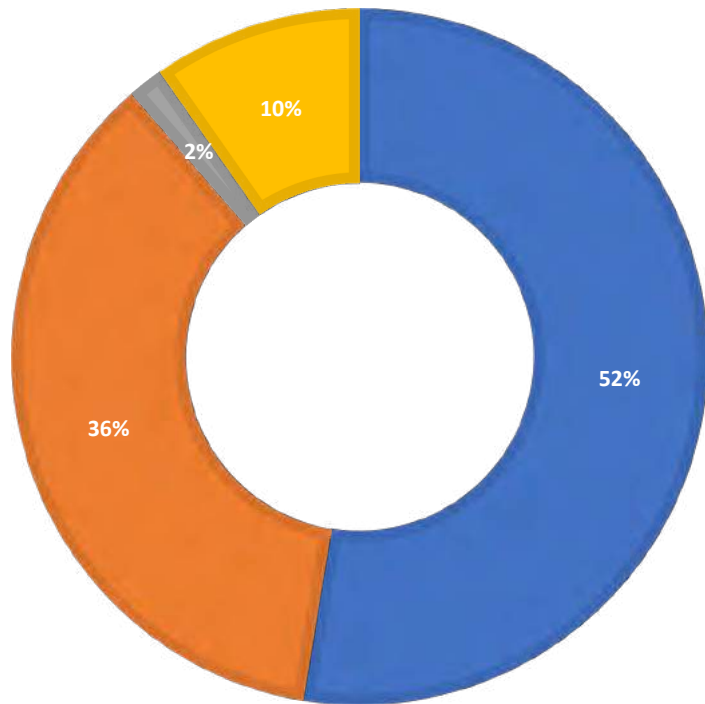
State Appropriations History (2012-21)

Institution	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Former TBR Universities									
University of Memphis	87,346,700	89,106,400	89,331,900	98,871,200	102,487,500	110,827,200	117,771,000	123,370,700	123,734,100
Middle Tennessee State University	77,193,600	81,024,600	82,830,300	86,020,200	90,791,800	97,003,700	103,216,200	107,399,400	106,483,000
East Tennessee State University	45,772,200	48,685,000	48,048,900	51,547,600	55,391,900	61,099,800	65,770,700	70,579,000	71,656,300
Tennessee Technological University	37,288,600	39,559,500	38,394,000	39,386,900	42,692,700	47,731,100	55,020,600	59,597,500	60,428,600
Austin Peay State University	28,537,600	32,995,000	34,239,800	37,040,500	40,393,800	44,621,700	47,857,100	50,503,100	51,097,700
Tennessee State University	30,810,900	32,610,800	32,088,900	32,954,100	34,773,400	36,757,500	39,402,300	41,795,200	41,365,200
Former TBR University Total	306,949,600	323,981,300	324,933,800	345,820,500	366,531,100	398,041,000	429,037,900	453,244,900	454,764,900
UT Universities									
University of Tennessee-Knoxville	153,343,900	174,335,300	179,044,900	188,226,200	199,956,000	223,270,000	234,382,200	247,059,300	247,566,300
University of Tennessee-Chattanooga	34,601,800	36,128,500	37,501,400	41,771,200	45,847,400	51,005,300	56,184,500	58,905,900	59,510,200
University of Tennessee-Martin	24,609,100	25,243,000	26,249,700	27,962,700	30,804,000	32,495,400	34,689,100	35,748,200	34,665,400
UT University Total	212,554,800	235,706,800	242,796,000	257,960,100	276,607,400	306,770,700	325,264,800	341,713,400	341,741,900



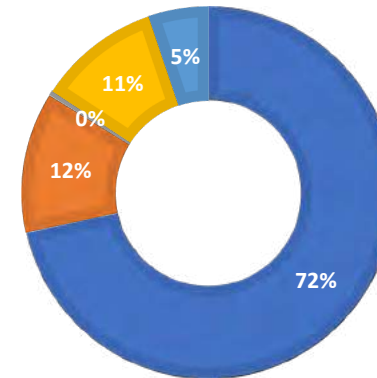
ETSU Budget 2021-22

REVENUES BY SOURCE



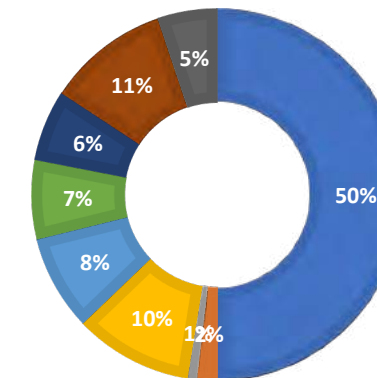
- Tuition and Fees
- State Appropriations
- Grants, Contracts, Gifts
- Other

FY 2021 EXPENDITURES BY NATURAL CLASSIFICATION



- Salaries & Benefits
- Operating
- Equipment
- Scholarships/Fellowships
- Transfers to Other Funds

EXPENSES BY FUNCTIONAL CLASSIFICATION



- Instruction
- Research
- Public Services
- Academic Support
- Student Services
- Instructional Support
- Physical Plant
- Scholarships/Fellowships
- Transfers to Other Funds



ETSU Carry Forward Funds - Distribution

- Budget model utilized to distribute over \$4,000,000 in carry forward funds per operational policy (50-50 distribution between the college/unit and the university)
 - \$2,195,000 will be distributed directly to the colleges/units
 - \$1,335,300 transferred to university reserves
 - \$1,750,000 utilized to offset enrollment declines for Fall 2021
 - \$306,800 utilized to support budget adjustments for those colleges that exceeded enrollment targets for 2020-21 (CBAT and Public Health)



Salary Enhancements 2021-22

The university remains committed to meeting its goals with respect to faculty and staff salaries, with the aspiration of being at the average of our peer group by the close of the planning cycle.

Over the past year, the campus has taken the following actions related to salaries and benefits:

- \$500 one-time bonus (July 2021)
- Health Insurance Holiday (May 2021)
- 3.5% ATB salary increase (Nov. 2021)
- 3.5% adjustment to the staff salary schedule
- Enhancement to adjunct compensation
- Faculty and staff “wellness days”
- COVID administrative days





TEACHING, RESEARCH, & SERVICE



Our Rankings

#1 

RN to BSN named the top in Tennessee by NursingProcess.org

#1 

Animation Career Review ranks ETSU No. 1 in Tennessee as the top school for game design and animation, No. 12 in the South for animation, and No. 17 in the South for game design

#3 

U.S. News & World Report ranks Quillen College of Medicine third in the nation for "Most Graduates Practicing in Underserved Areas"

#13 

U.S. News & World Report ranks Quillen College of Medicine 13th in the nation among "Best Family Medicine Programs"

#3 

Digital Marketing master's program ranked the third best online graduate program of its kind by Online Masters Colleges.

#15 

ETSU's MALS Program is ranked 15th among the Top Master's in Liberal Arts Degree Programs in the Nation by Intelligent.com

#15 

Archival Studies Program is 15th in the nation among Master of Arts in Liberal Studies Programs for "Best Archival Studies Focus"

#1 

Ranked No. 1 "2021 Best College for Computer Information Systems in Tennessee" by CollegeFactual.com.

#6 

The Clemmer College's Human Services program ranked sixth in the nation by Learn.org

#24 

ETSU was ranked 24th in the nation among Best Colleges for Students with Learning Disabilities by College Consensus

#11 

University School ranked the 11th best high school in Tennessee by U.S. News & World Report

#26 

Respiratory Therapy Program ranked 26th among the top programs in the country and 28th among the best online respiratory therapy programs by Intelligent.com



Research & Scholarly Activity

- **\$54,873,805** in extramural research and sponsored programs funding awarded during 2020-21
- **215** New studies were approved by the ETSU Institutional Review Board
- **\$272,400** awarded by the Research Development Committee





Dr. Mickey White (Clemmer College) continues his research into the experiences of queer and transgender persons, focusing on the journeys of those who work in the counseling profession as counselors, educators, or supervisors. He plans to conduct qualitative research interviews with counselors and educators to gain insights.



Dr. Caleb Bazylar (Clemmer College) is researching whether it is best to keep training before a competition or if tapering is best for peak performance. Funded by the National Strength and Conditioning Association Foundation, the study will provide further knowledge on optimizing training practices for strength athletes.



Dr. Aruna Kilaru (Arts and Sciences) and her team have been studying how to produce more "good," monounsaturated fats found in plant oils, thereby combatting cardiovascular disease, through a \$200,000 grant from the USDA.



Dr. Blaine Schubert (Arts and Sciences) was one of 50 researchers contributing to a study published in Nature revealing that Ice Age dire wolves were not, in fact, close relatives of today's North American gray wolves, as had long been thought.





The ETSU Center for Applied Research and Evaluation in Women's Health (CARE Women's Health) worked with clinical partners in South Carolina and Alabama to study the impact of the COVID-19 pandemic on contraceptive services in health department clinics and federally qualified health centers (FQHC).

Dr. Dawn Rowe (Clemmer College) is participating in a research project to help persons with disabilities transition from K-12 to more independent life settings. Part of the National Technical Assistance Center on Transition for Students and Youth with Disabilities, the \$4 million project grant includes \$331,000 directly to ETSU.



Dr. Candace Bright (Arts and Sciences) is a member of a research team that was awarded a National Science Foundation grant of more than \$500,000 to study "The Role of Museums in the Landscape of Minority Representation."



Dr. Erik Petersen (College of Public Health) received \$300,000 to study Salmonella sensing-based antibacterials for use in poultry. The award is a collaborative bi-national grant with Dr. Erez Mills from the Hebrew University of Jerusalem in Rehovot, Israel.



Dr. Elwood Watson (Arts and Sciences) is co-editor-in-chief of the *Current Research Journal of Social Sciences and Humanities*. The journal is a distinguished international publication with editors and contributors from dozens of major colleges and universities worldwide.

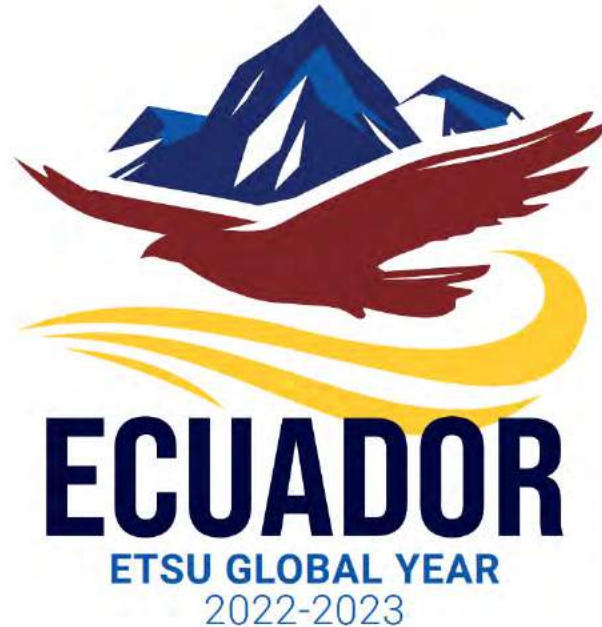


Great Colleges To Work For: 2021 Results

ETSU		Benchmarks			
Category	Positive Response	2021 Carnegie Research	2021 Enrollment >10,000	2021 Region Southeast	2021 Public
Collaboration	61	64	63	68	63
Communication	62	64	64	67	63
Confidence in Senior Leadership	64	64	63	69	62
Diversity, Inclusion & Belonging	75	74	74	77	73
Faculty & Staff Well-being	80	79	78	81	78
Job Satisfaction & Support	73	74	74	75	73
Mission & Pride	75	78	78	81	77
Performance Management	57	58	58	61	57
Professional Development	68	67	68	71	66
Supervisor/Department Chair Effectiveness	75	76	77	79	75
Faculty Experience	66	64	63	68	63
Overall Survey Average	70	70	70	73	69



New Initiatives: ETSU Global Year, Ecuador



- Will launch in 2022-23; will spend this year planning
- Led by new Center for Global Engagement
- Focus will be on the country Ecuador
- Opportunities for all faculty, students to participate
- Events, performances, education abroad opportunities, new institutional partnerships



New Initiatives: Blue Sky Tennessee Institute

- New initiative with BlueCross BlueShield of Tennessee
- Program offered in Chattanooga
- Accelerated program for students in Computing; degree in two years
- Recruitment under way



New Program: Doctor Of Occupational Therapy

- Welcomes its first cohort in May 2022
- Recruitment under way
- Will be housed in state-of-the-art space currently in renovation in Building 2 (VA Campus)



Legislative Priorities

Capital Outlay Request: \$139,273,440

- \$51,794,000 New Academic Building
 - \$3,250,000 has been approved for planning
- \$45,792,000 Brown Hall Renovation, North
- \$41,687,440 Integrated Health Services Building

Gatton College of Pharmacy: seeking state support for the operations of the College

Fully fund the THEC outcomes based formula and concurrent state salary enhancements for the 2022-23 academic year



New Academic Building

Project Information

Cost: \$51,794,000

Completion: Fall 2024

Status: Project approved and design team selected



New Academic Building



Brown Hall Renovation

Project Information

Cost: \$83,500,000 (\$47m, phase I)
(\$1,908,000 match, phase I)

Completion: TBD

Status: Preliminary Programming and
Concept Drawings.

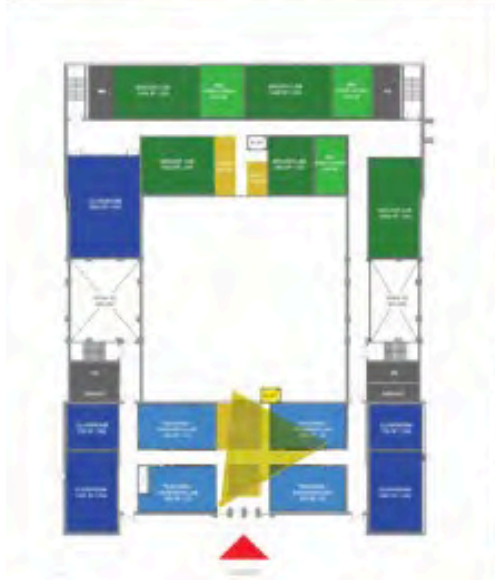
Brown Hall was constructed in 1942
and the last major upgrade was in
1969.

Programs:

Biology, Chemistry, and Physics and
Astronomy, General Education, etc.



Brown Hall Renovation



Brown Hall Renovation



INTEGRATED HEALTH SERVICES

Integrated Health Services

Cost: TBD

Completion: TBD

Size: 60,000 SF

Status: ETSU is master planning approximately 30 acres of land adjacent to 30 acres of land being developed by the PBA and City of Johnson City.

Programs and Spaces:

Substance Abuse, Sports Medicine, Social work, Family Medicine, Dental Hygiene, Nutrition and Diabetic Education, Physical Therapy, Occupation Therapy, Shared Classrooms, Interdisciplinary Collaboration Spaces



A group of people, likely a marching band or cheerleaders, are holding large yellow and blue flags. They are wearing gold and blue outfits. The background shows green trees and a building. The text "THE IMPORTANCE OF STRATEGIC VISION" is overlaid on the image in a white box with a black border.

THE IMPORTANCE OF STRATEGIC VISION



The Committee For 125

- In 1986, ETSU concluded our 75th anniversary celebration with the release of “Turning Toward 2011.”
- Through the Committee for 125 (C125), we explored issues and opportunities to expand the realm of possibilities for ETSU.
- The C125 defined ETSU as an institution that is a beacon for social and cultural education, the engine of economic development across the region, the purveyor and transmitter of knowledge, and a foundation of the community as a whole.
- The C125 identified challenges that confront public higher education, unique opportunities for ETSU in an increasingly competitive marketplace, and explored structural issues impacting our ability to realize a bold vision for ETSU in 2036.



5-Year Horizon: Action Agenda (C125.1)

Evaluate and reposition critical elements of ETSU's infrastructure based on the opportunities created by this vision including:

- budget and finance systems
- institutional advancement (the Foundation and alumni relations)
- university branding (messaging and visual identity)
- university administration, operations, and planning
- student affairs, scholarships, and financial aid
- outreach to state and local communities

Review and revise facilities and campus master plans in consideration of aspirational priorities and emerging needs.

Expand outreach and partnerships with public, private, and community organizations.



10-Year Horizon: Action Agenda (C125.1)

- Target new investments in signature programs identified in the through the C125 strategic planning process.
- Fully develop the arts initiative and complete construction of the Martin Center.
- Launch a comprehensive fundraising campaign on the firm foundation of a highly engaged development effort, which is built on lifelong involvement with ETSU.
- Continue to meet, if not exceed, the mandates of the Complete College Tennessee Act and other state measures for student success and college completion.
- Continue efforts to enhance the physical infrastructure of the institution through the construction of new facilities on the main and health science campuses.



Setting The Stage For C125.2

- Senior leadership retreat at EAB March 2020
- Strategic marketing review (Completed 2020)
- Community engagement Taskforce (Recommendations 2020)
- Equity and Inclusion Strategic Plan (Presented and approved 2020)
- Advising Taskforce (Recommendations 2020)
- Admission and enrollment review (Implemented 2020)
- Scholarship review (Phase One Implemented 2020)
- Program development and revitalization (2020)
- Combined College of Graduate Studies and Continuing Studies to form one academic unit (Implemented 2020)
- Onboard new Provost, Deans, and other senior leadership positions (2021)



LANDSCAPE CHANGES

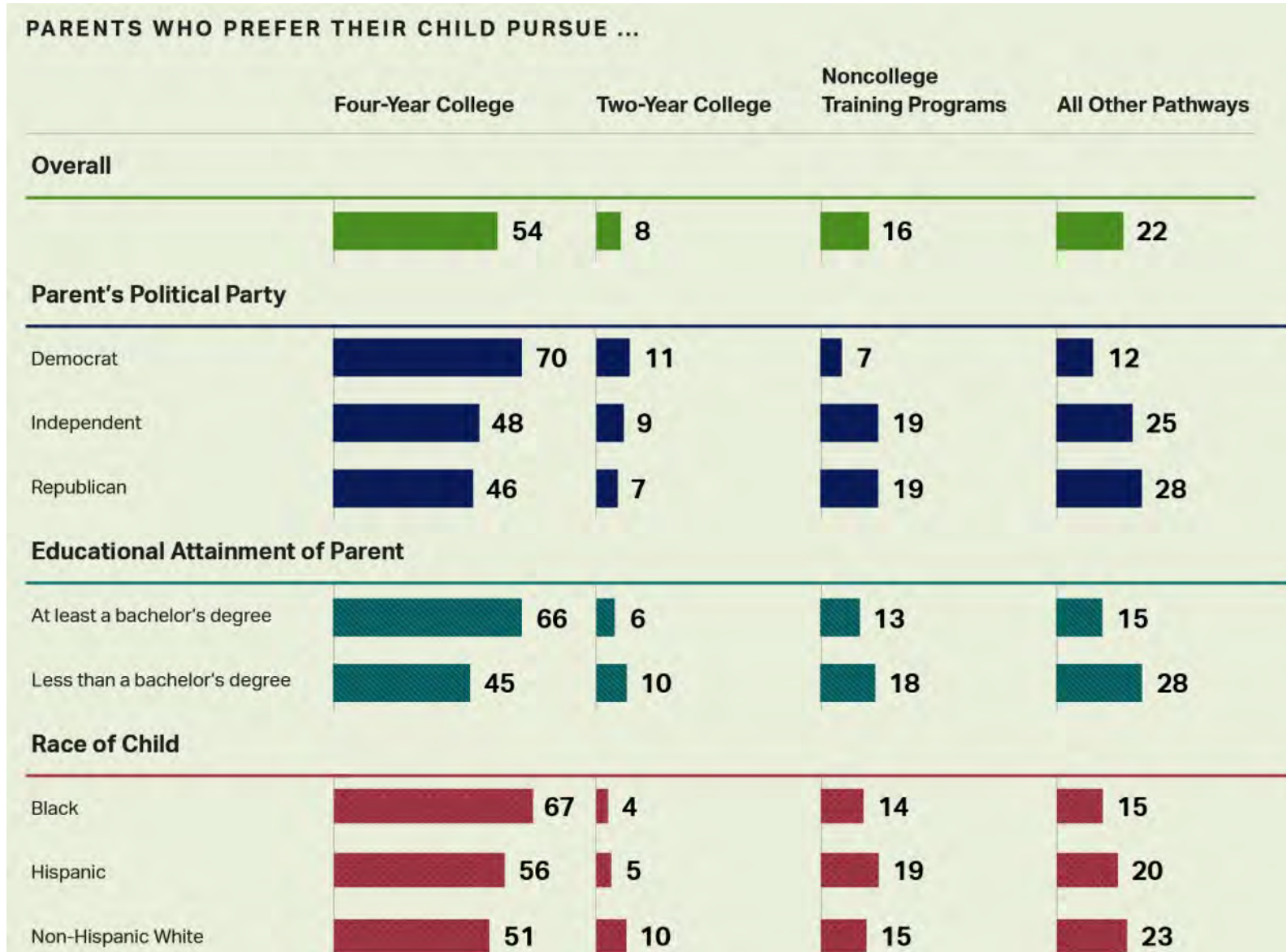
- FOCUS Act and the advent of the Board of Trustees
- Tennessee Promise, UT Promise, North Carolina Promise
- National on-line universities, technological advances, and pronounced shifts in distance education
- Looming demographic shifts
- Affordability and student debt
- Public perceptions and lack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

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

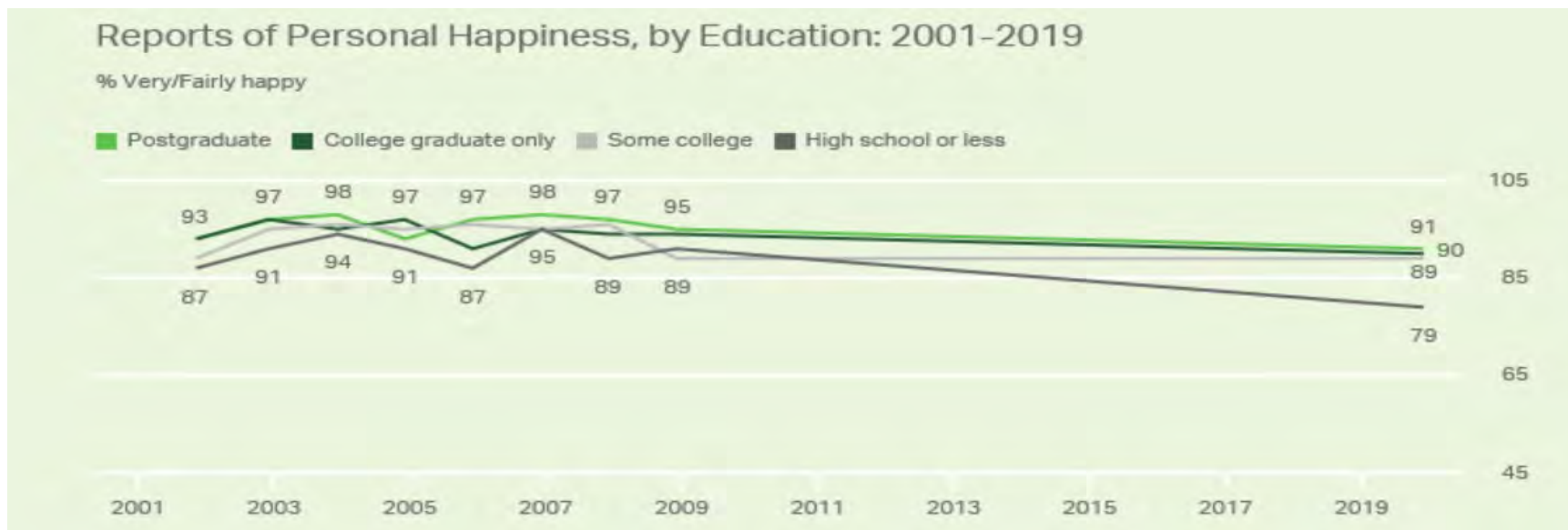


National Policy Landscape: Public Perceptions

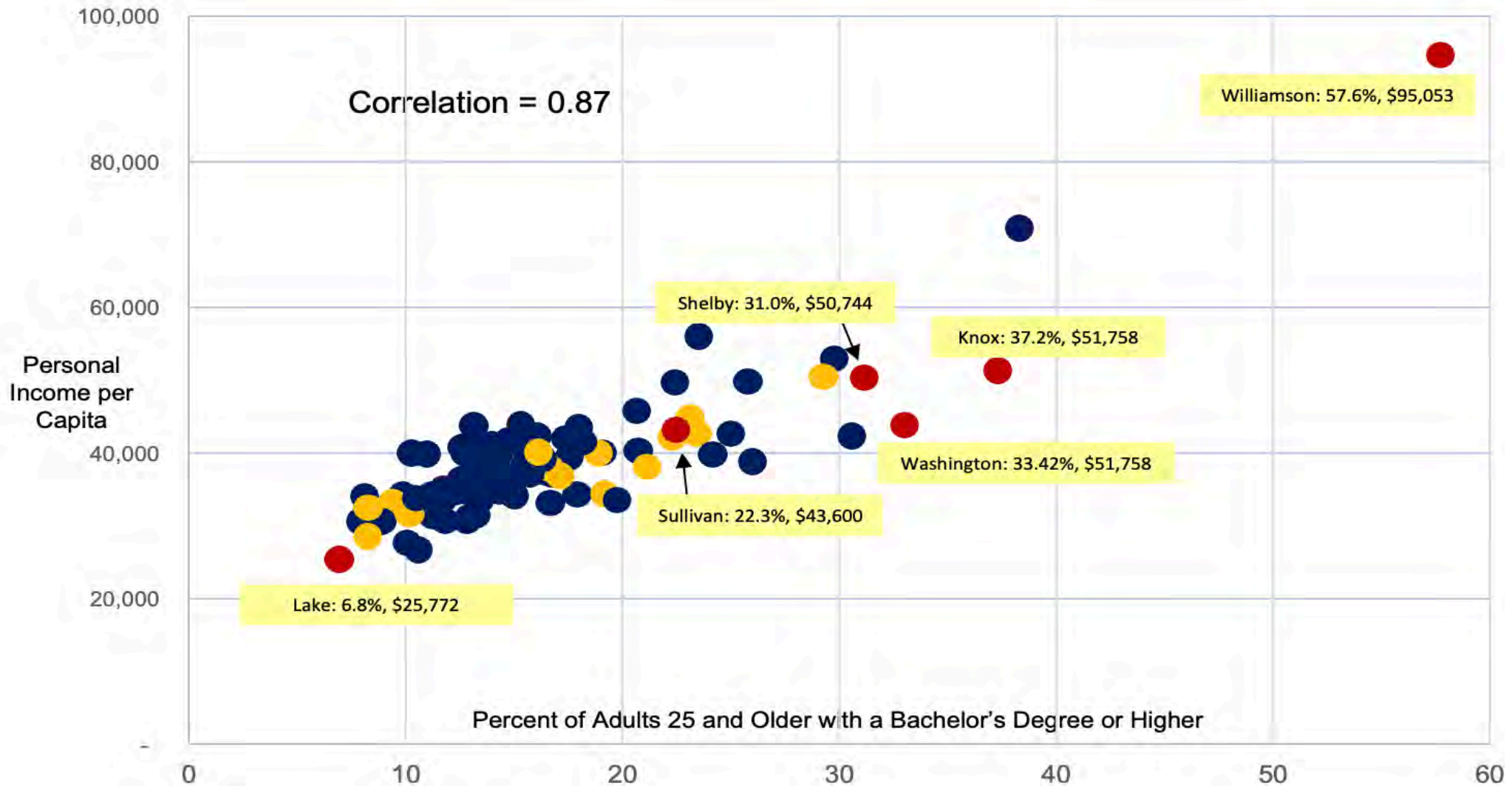
Source: Carnegie-Gallup Family Voices Study (December 2020)



National Policy Landscape: Public Perceptions



Relationship Between College Attainment & Personal Income: TN Counties 2019

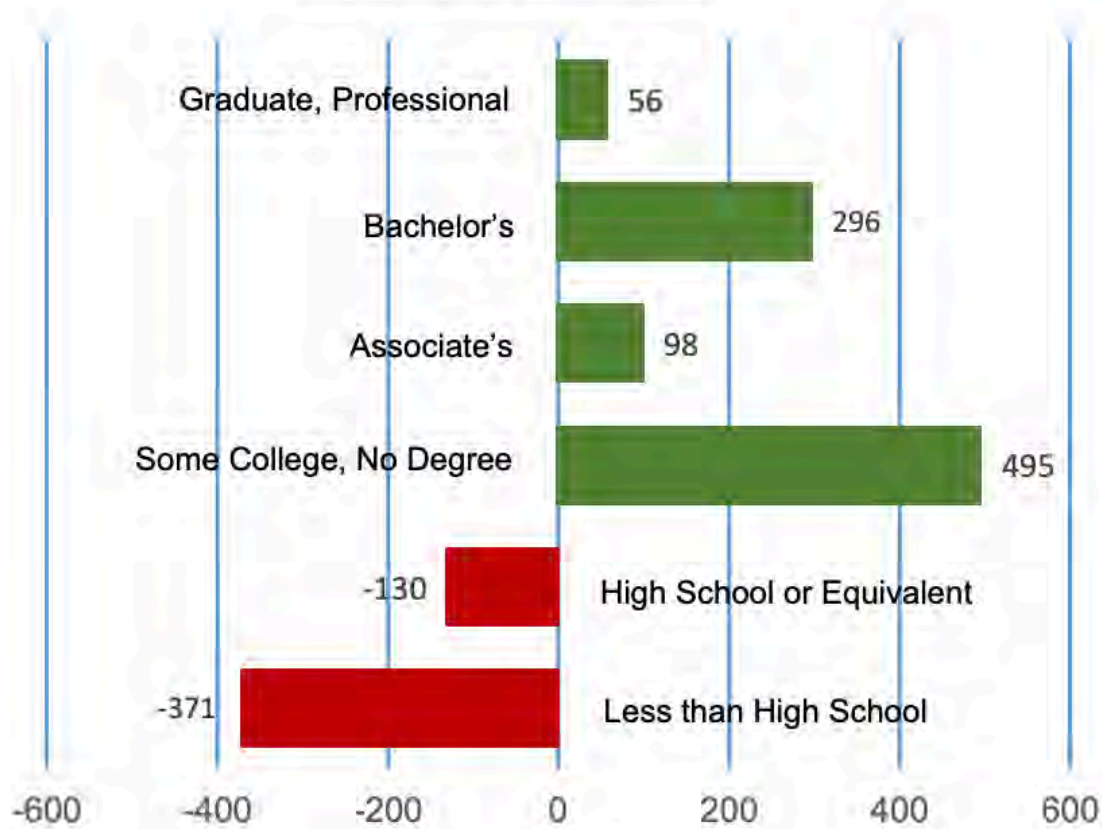


Source: US Bureau of Economic Analysis, US Census Bureau: American Community Survey

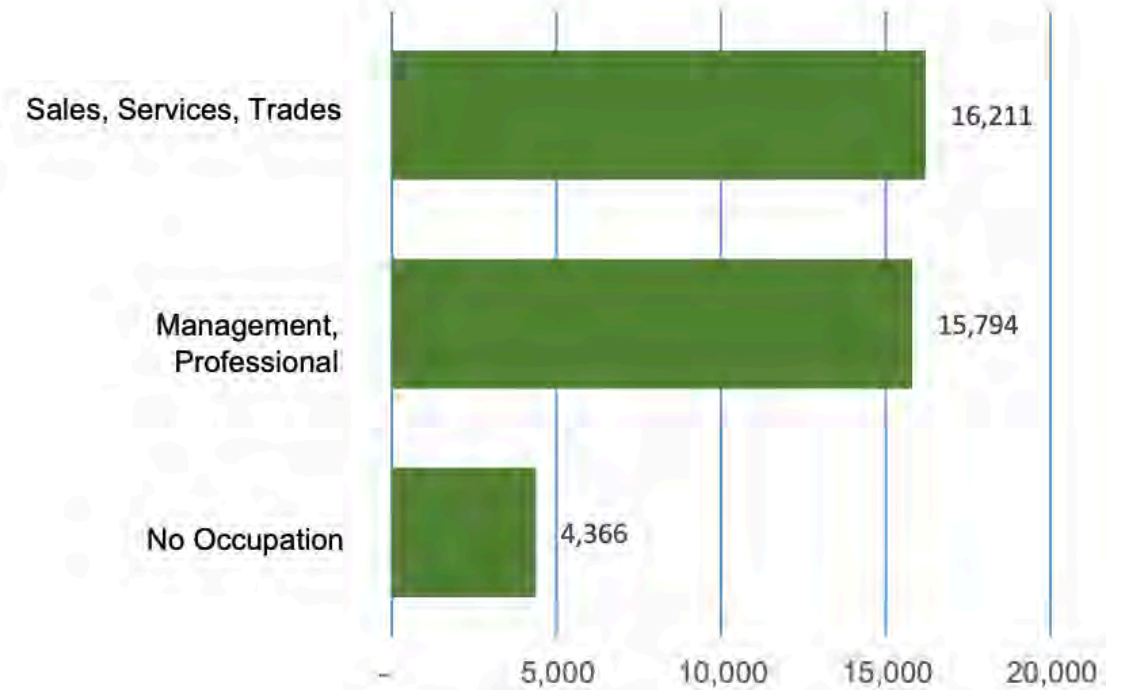


Annual Net Migration Of 25- To 65-Year-Olds Knoxville (2015-19)

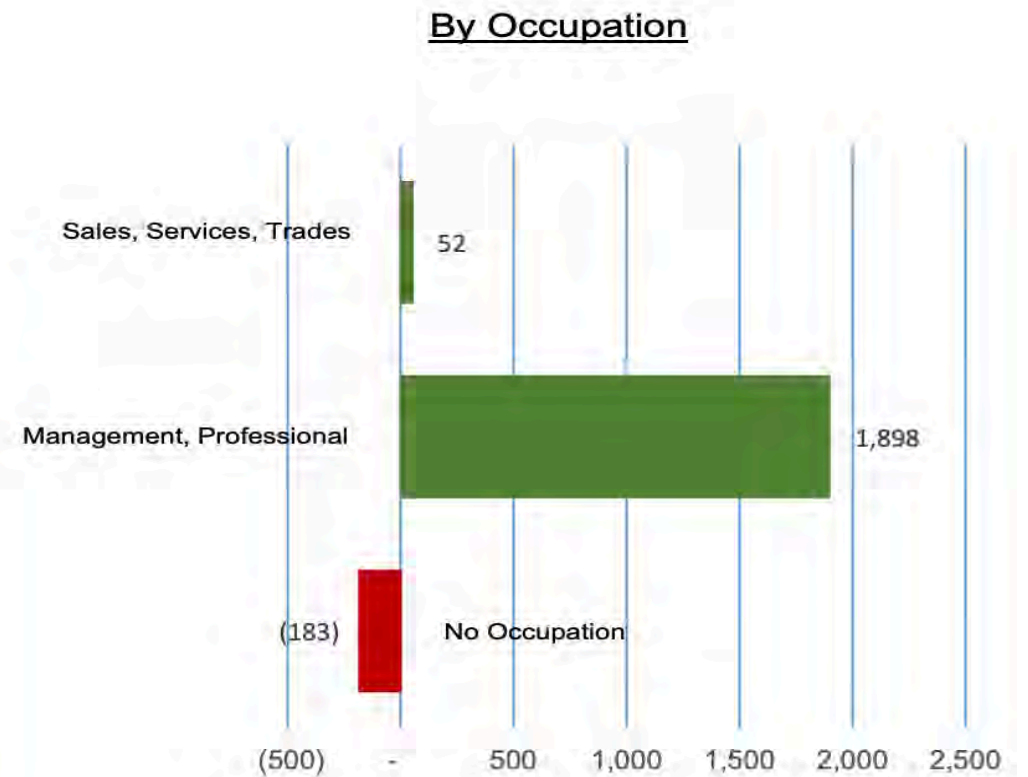
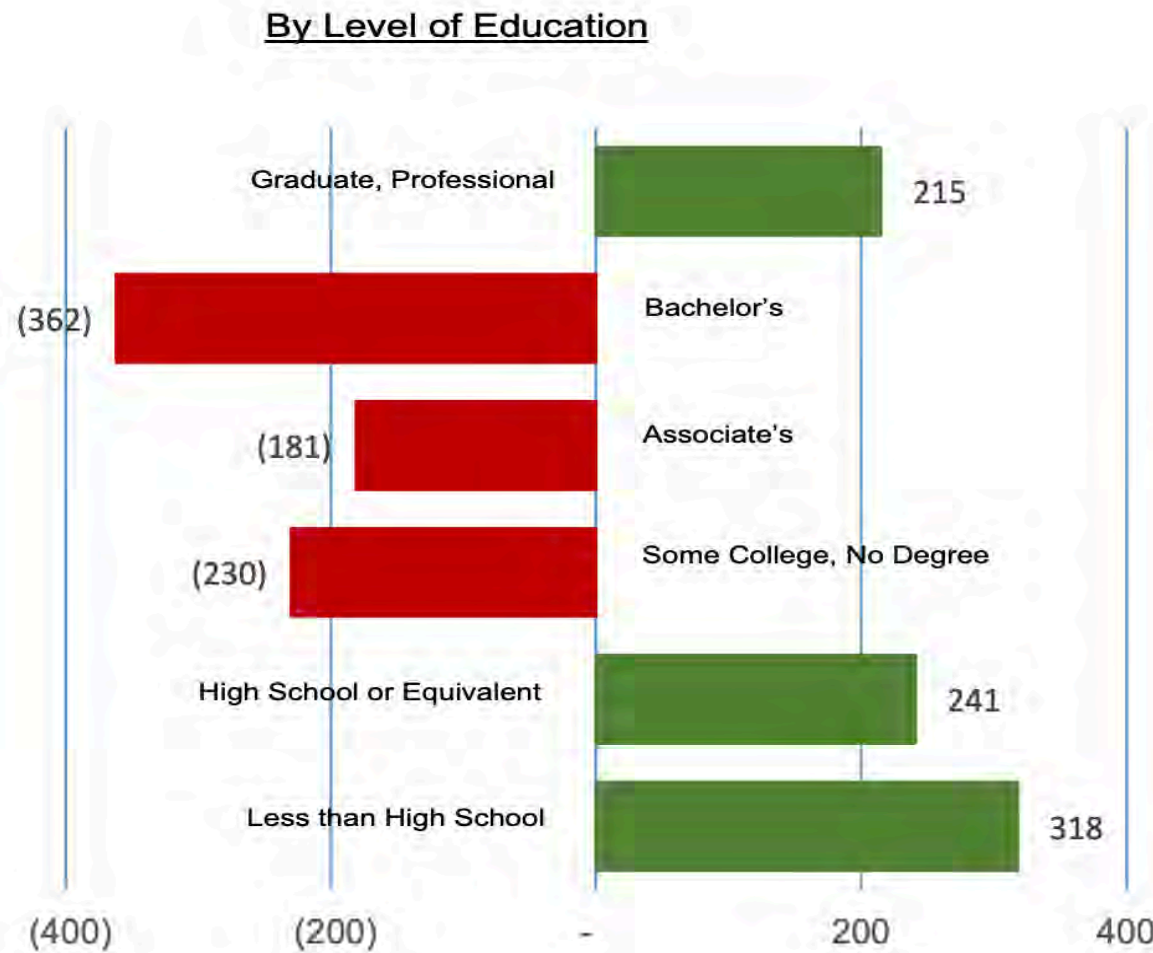
By Level of Education



By Occupation



Annual Net Migration Of 25- To 65-Year-Olds Washington County (2015-19)



Committee For 125 Chapter II

- First meeting of Committee for 125 Chapter II: April 28, 2021
- Six taskforces (total of 95 participants)
- Membership of each taskforce includes:
 - Faculty
 - Staff
 - Students
 - Community members
- Website for Chapter II: www.etsu.edu/125/



Committee For 125.2: Task Forces

- Task Forces:
 - Academics
 - ETSU Health
 - Equity and Inclusion
 - Student Success/Experience
 - Research and Scholarship
 - Fiscal Sustainability
- Responsible for a focused vision in each area of emphasis



Institutional Aspirations: 10-Year Horizon

- “Signature programs” ranked in the top ten nationally
- ETSU is proactive in Regional Cooperation/Development
- Obtain national grant funding for specific programs (i.e. Dental)
- High percentage of traditional students participating in extracurricular opportunities
- Expanded signature scholarship programs and dedicated facilities (ex. Roan Scholars)
- Diversified enrollment portfolio (Adult, Minority, Out-of-State, etc.)
- Diversified faculty profile
- Remove barriers to student success



What Defines A Culture of Excellence?

- Student focused
- Continuous improvement in all areas of the university
- Meeting university level benchmarks
- Letting go of good (status quo) to achieve the exceptional
- Innovation
- Accountability
- Communication
- Results focused
- Action oriented, not just discussion focused



What Defines A Quality University?

- Outstanding faculty and administrative staff
- Students come first
- Comprehensive research portfolio, research productivity, and range of patent activity
- Producing scholars in competitive programs Rhodes, Fulbright Scholars, etc.
- High graduation rate and licensure pass rates (no gaps by race/ethnicity/gender)
- Broad and deep program portfolio
- High degree of alumni support and engagement
- Strong offerings in the Arts and Sciences
- Strong professional programs
- Inclusive community of learning
- Demonstrated economic value to the university service area and state



ETSU 125 Chapter II: Engagement

As part of the environmental scan for ETSU 125 Chapter II, the president and other university leaders have held more than 300 large and small listening sessions with the following entities:

- State representatives
- School superintendents
- Regional employers (small/medium/large)
- Higher education leaders (local/state/national)
- Economic development representatives
- Chambers of Commerce
- Community Groups
- Alumni



ETSU 125 Chapter II: Next Steps

- Celebration of ETSU 125 Chapter I, early November
- Virtual Campus Wide Townhalls, (Mike Krause to present progress update for the Committee for 125 Chapter II planning process):
 - October 22 1:30 – 3:00 pm
 - October 28 1:00 – 2:30 pm
- Internal listening sessions - October and November
- ETSU125 Chapter II Committee to meet early November
- Draft report prepared January 2022
- Final report presented to the ETSU Board of Trustees February 2022



ETSU 125 Chapter II: Reflections

- ETSU is providing students with an education and experience that prepares them for the workforce
- ETSU plays a leadership role in bringing people together to discuss difficult issues and find solutions
- ETSU needs to develop new programs in emerging fields such as data science, engineering, biomedical engineering, and mechatronics
- ETSU provides high quality medical care that supports the health of the region
- ETSU research and service projects are a “value add” to the community
- The future of this region is dependent on the success of ETSU



ETSU 125 Chapter I: VISION

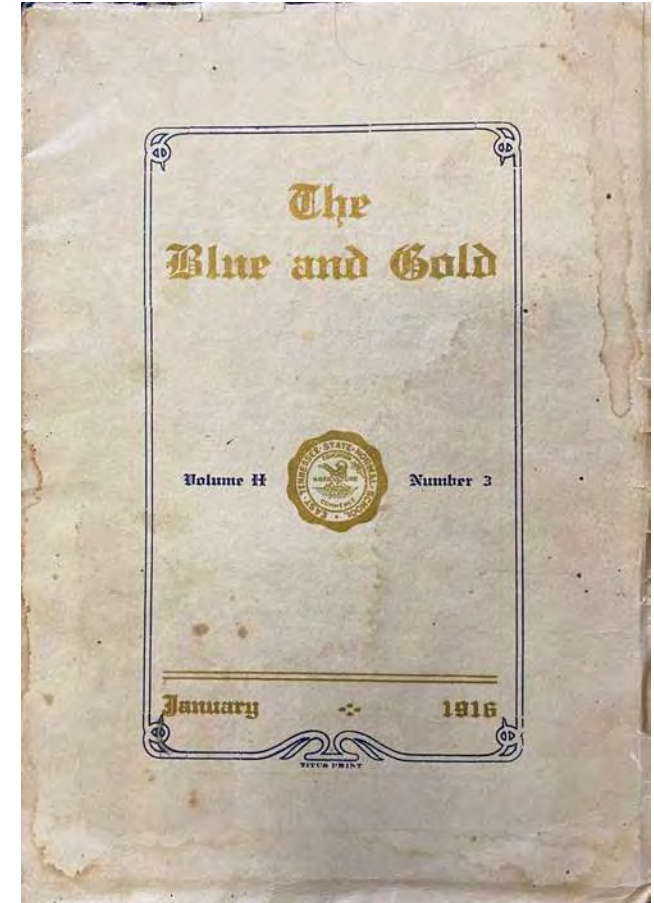
“In 2036, when a visitor approaches Johnson City, the presence of East Tennessee State University looms large. It is seen in the far outskirts of the city on “Welcome to ETSU” signs; in the high-tech, manufacturing and health care corridor that embraces the region; and in the vibrant college town of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

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



Over 100 Years of Regional Stewardship

- *“President Gilbreath attended the Public School Officers’ Association of Tennessee. He read a paper on “The Economical Use of Public School Funds of the State.””*
- *“Professor Rogers attended the regular monthly meeting of teachers in Washington County at Jonesboro. He is giving them a series of lectures on methods of study.”*
- *“Miss Cora Holdway, ‘14, has charge of the primary department in Warrensburg High School, Greene County, Tenn.”*



*Selected quotes from the January
1916 Blue and Gold*

