



**Committee for 125
East Tennessee State University
August 29, 2012**

The Committee for 125

- In 1986, ETSU concluded our 75th anniversary celebration with the release of “Turning Toward 2011.”
- Through the Committee for 125, we will explore issues and opportunities that will expand the realm of possibilities for ETSU, 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 foundation of the community as a whole.
- Our ability to sustain this momentum, while concurrently training students for the workforce, preparing students for graduate study, welcoming adult students back for continuing education, conducting cutting-edge research and partnering with the broader community to encourage and support economic development, will be defined by the work of the Committee for 125.



The Committee for 125 - Expectations

- Open and candid discussions regarding the future of ETSU
- Identification of challenges that confront public higher education
- Identification of unique opportunities for ETSU in an increasingly competitive marketplace
- Discussion of structural issues that impact institutional effectiveness
- Examination of evaluation metrics to track/assess progress toward goals and objectives defined throughout the visioning process
- Examination of “what if” opportunities that expand the bounds of the possible for ETSU



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

2012

1. State operating support for public higher education
2. Productivity (the costs of providing a college education)
3. Governance restructuring and regulatory reform
4. College completion
5. Performance-based funding
6. Tuition policy
7. State student grant funding and reform
8. College readiness
9. Veterans education
10. Immigration policy

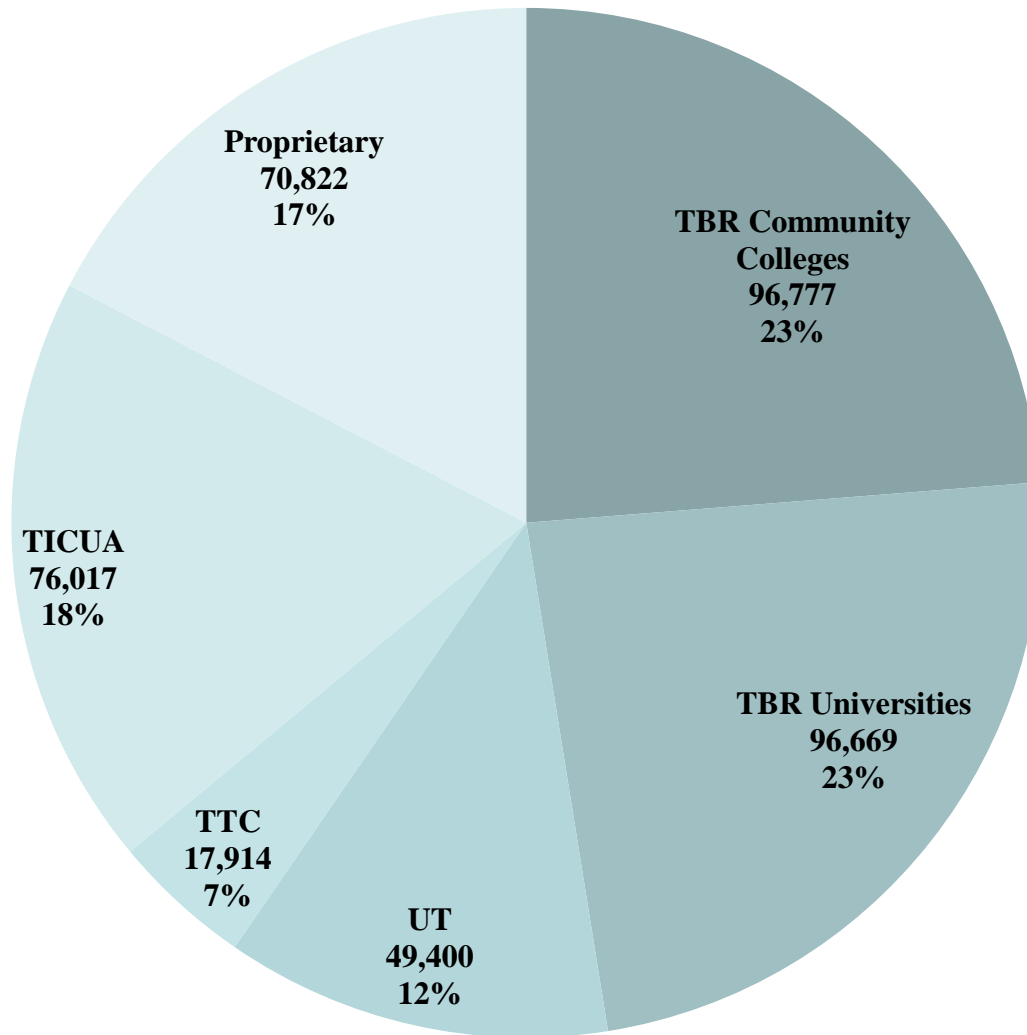


Environmental Challenges – Access and Enrollment

- 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
- Need to sustain/expand market presence regionally
- Urgency to maximize the impact of ETSU scholarship programs
- Increased market competition from for-profit and not-for-profit sectors



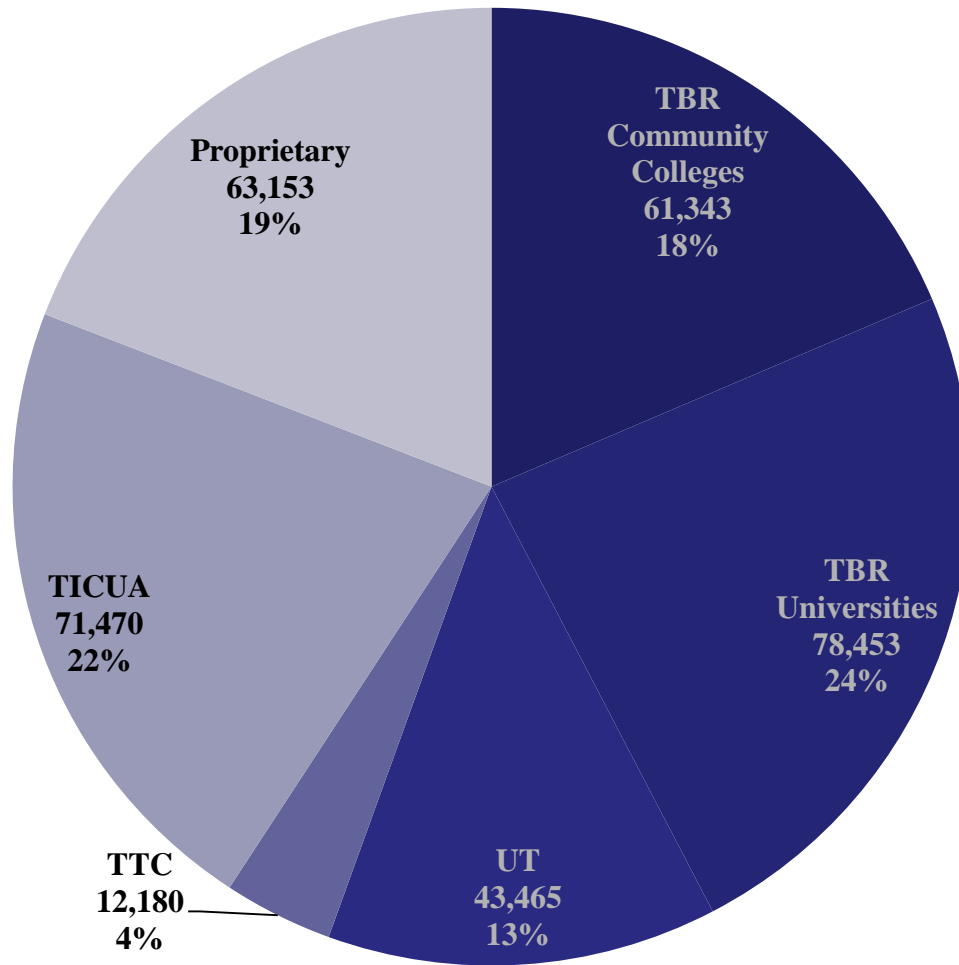
Access: State-wide Headcount Enrollment



**Total
Tennessee
Fall
Enrollment
407,599**



Access: State-wide FTE Enrollment

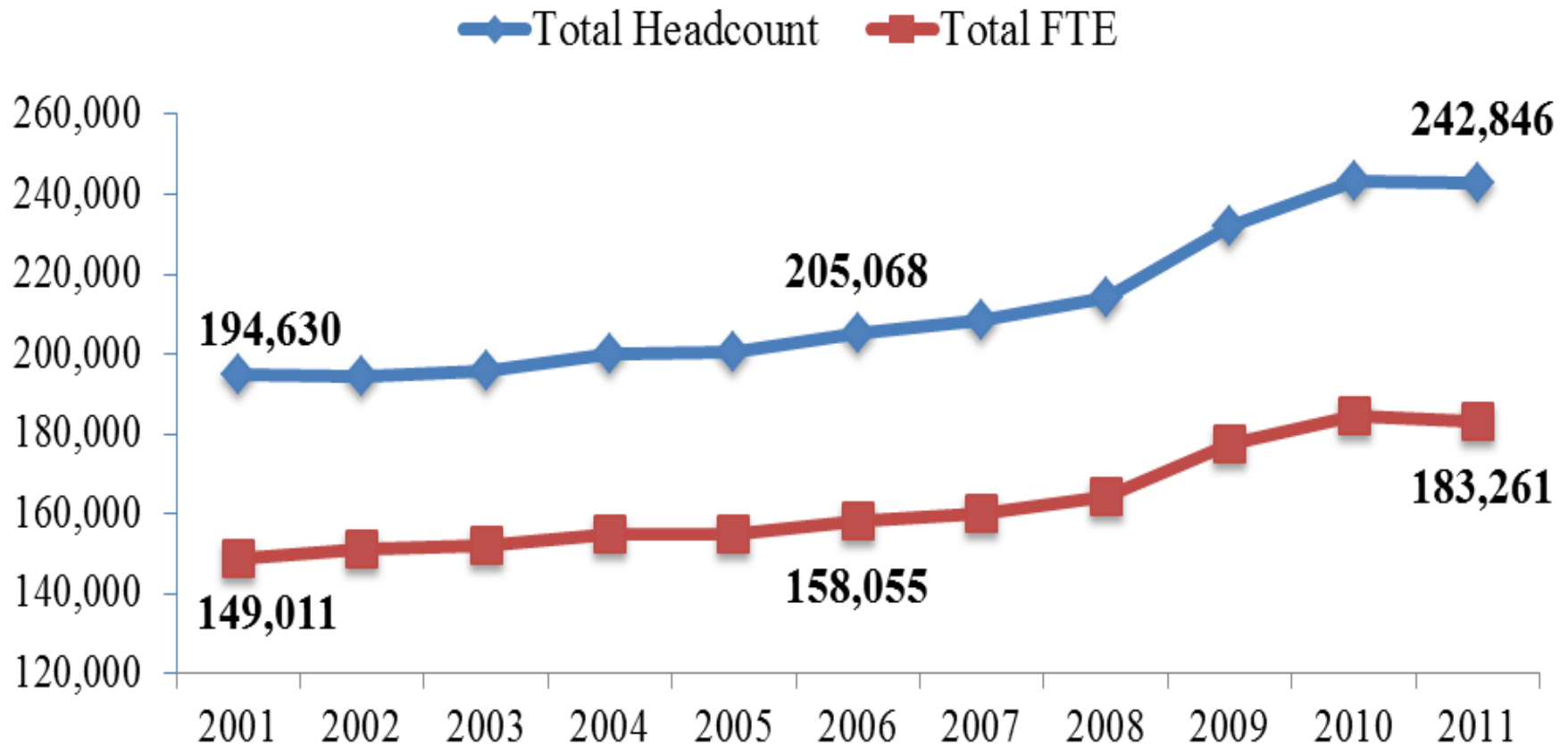


**Total Tennessee
Fall FTE
Enrollment
330,064**

**FTE is 75.5%
Total Public TN
Headcount**



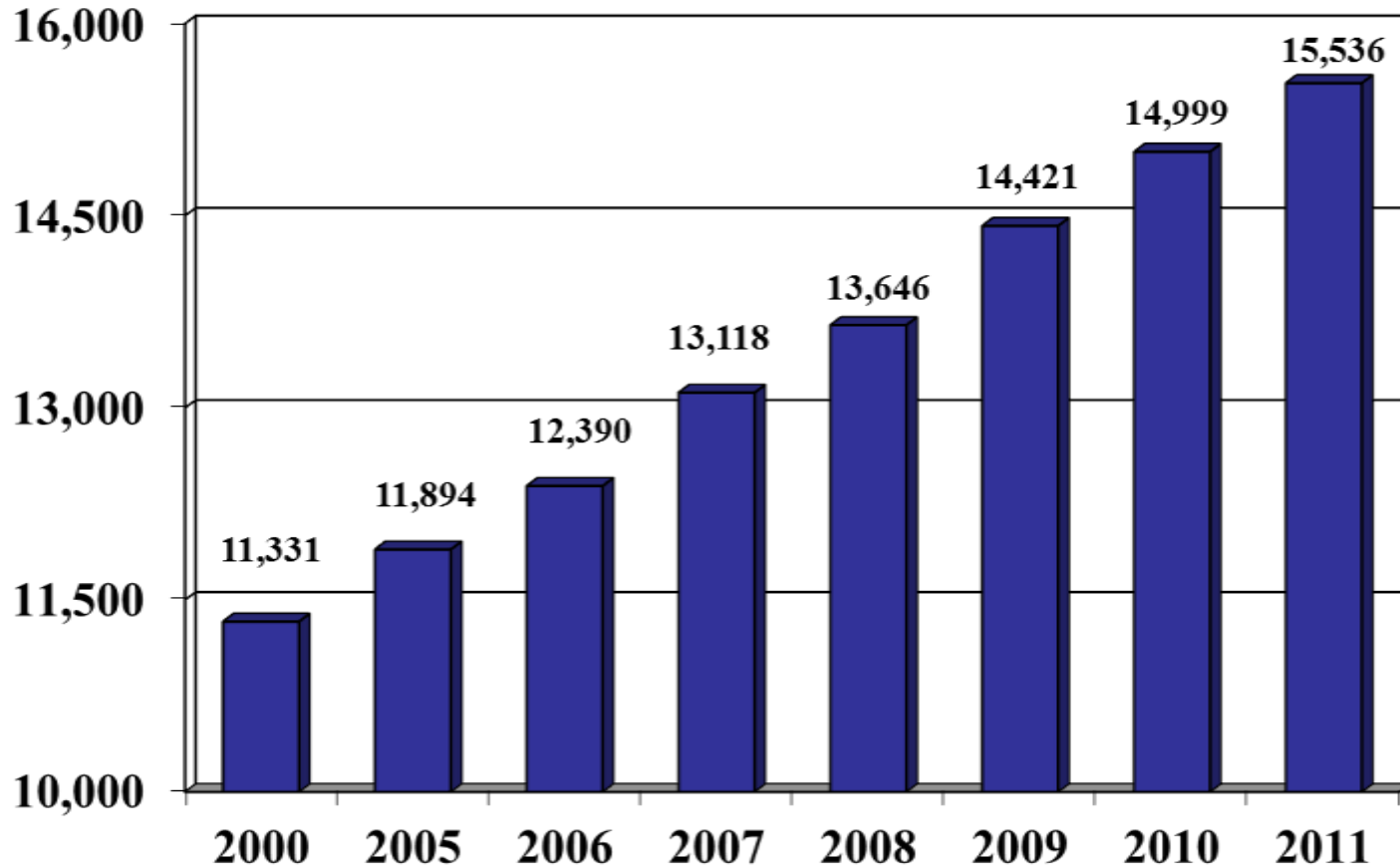
Access: Fall Enrollment Trends



Excludes TN Technology Centers



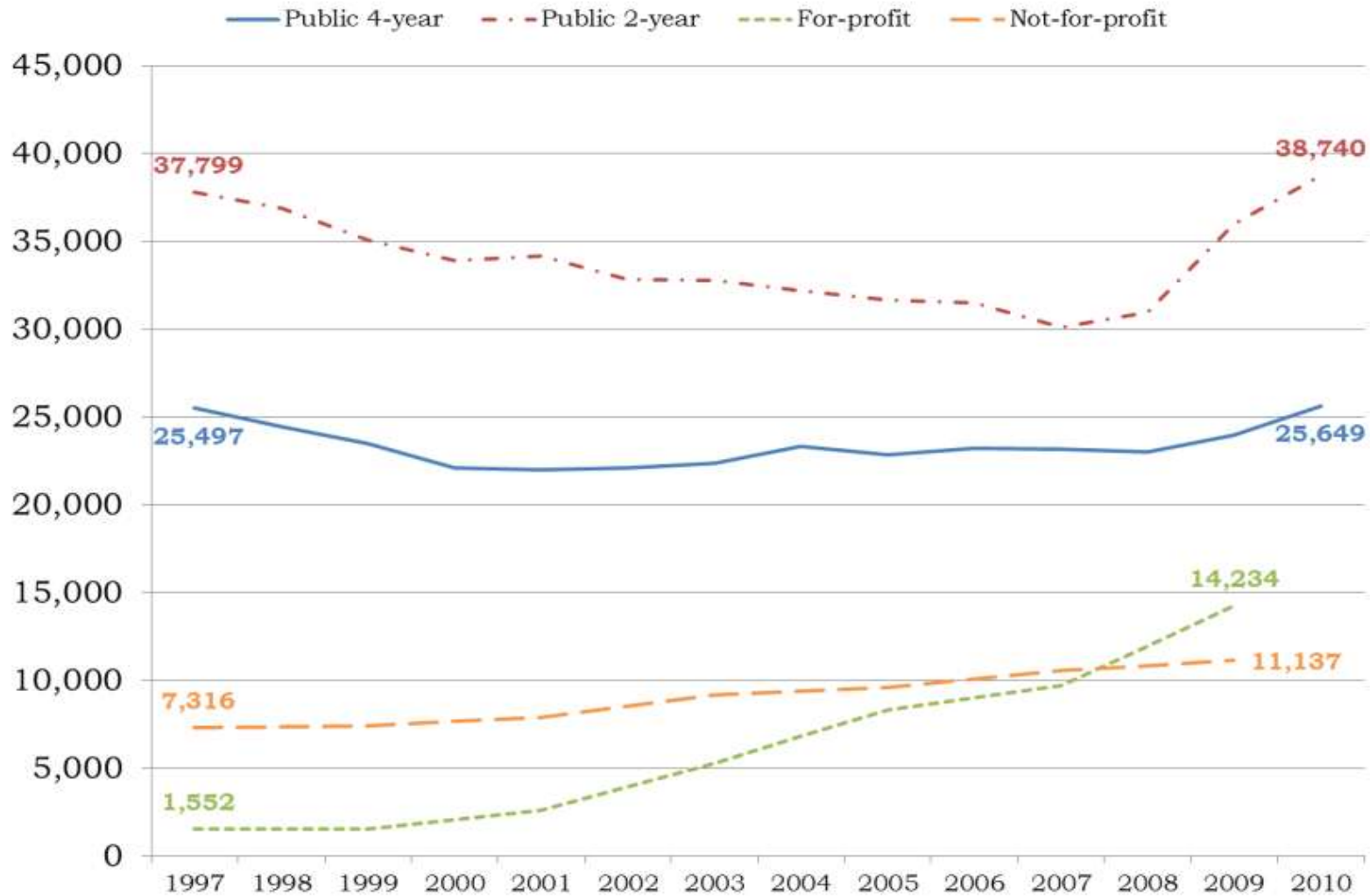
Access: Total Headcount Enrollment



Total headcount enrollment for Fall 2011: 15,536



Access: Tennessee Undergraduate Enrollment 25 Years Old and Above

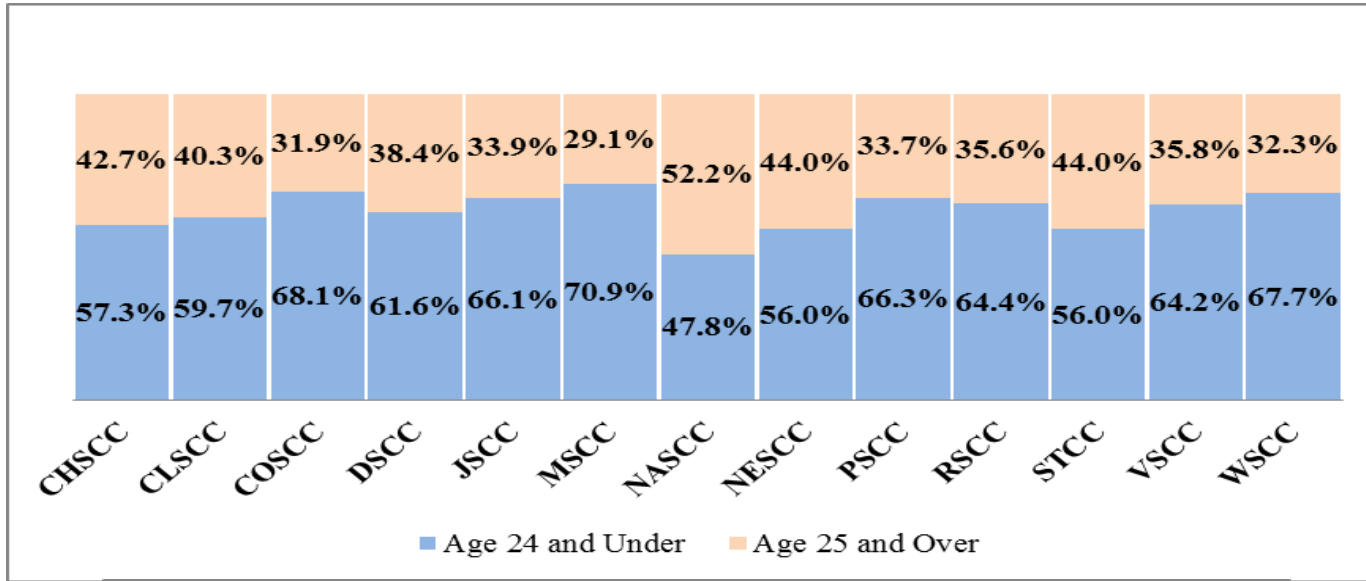


* 2009 was the last year available for private institutions.

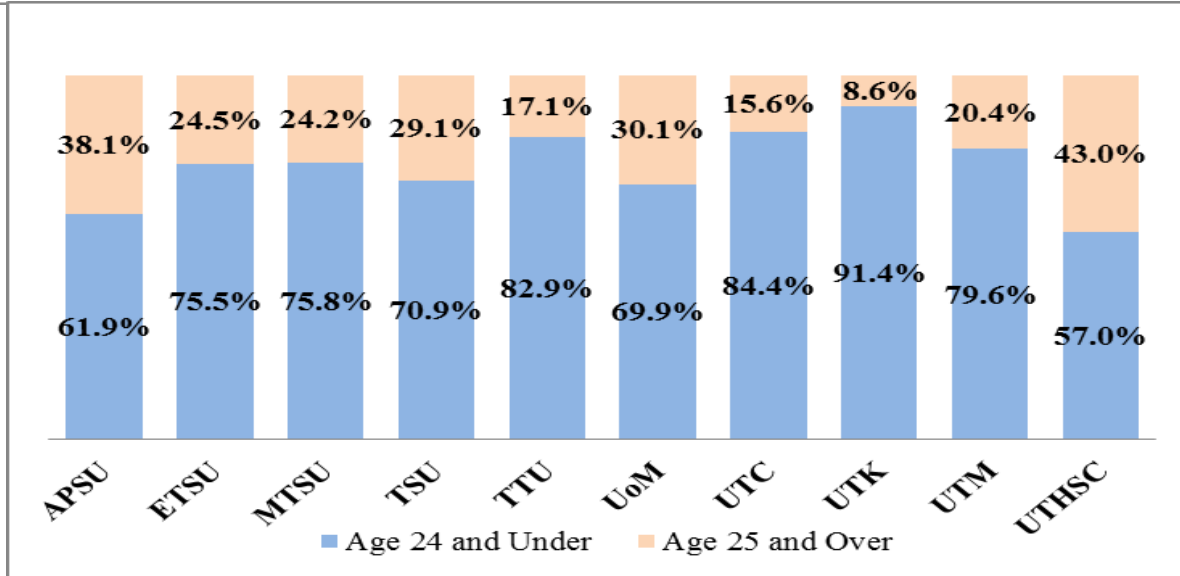
Sources: IPEDS, THEC



Access: Fall 2011 Adult Enrollment



39% of Community College enrollment is Adults



22.3% of University enrollment is Adults



Environmental Challenges - Finance

- The current economic downturn presents a series of challenges for the nation's post-secondary system. The traditional reliance upon student generated revenues to minimize reductions in state funding is challenged by tensions of access and affordability.
- Through the development of a culture of stewardship at ETSU, we were able to avoid layoffs and furloughs, the limitation of course offerings, and the “capping” of enrollment to offset budget reductions. The university was strategic and targeted in our efforts to protect the academic core.
- However, the recent downturn resulted in the loss of critical support positions due to the “buy-out” and other downsize positions taken by the institution.
- Given continuing budget uncertainty, we must continue our commitment to the growth agenda, looking to maximize our market potential in a strategic manner. This entails building upon mission specific strengths and enhancing those areas that make us unique in the marketplace.



Fiscal Year 2012 Budget Gaps

- State fiscal conditions continue to improve, but at a very slow pace. With the enactment of FY 2012 budgets, state lawmakers closed a cumulative budget gap of \$91 billion. This is driven largely by better revenue performance.
- As of last fall, only four states faced new budget gaps – California, Missouri, New York and Washington. In fall 2010, 15 states were facing new budget gaps.
- In Wisconsin, UW absorbed a \$65.8 million one-time budget cut, which was over and above a \$250 million reduction to public higher education funding in the last state budget. Discussions also centered around structure and flexibility, with tensions in Madison of “separation”
- In Pennsylvania, funding for state-owned universities was reduced by 18 percent, while funding for state-related universities was cut by 19 percent.
- The challenge is most severe in California, as officials have placed a tax increase on the ballot to “save higher education”



Economic Downturn - Regional Context

	State Support per FTE					\$ Change (prior year)
	2005-06	2006-07	2007-08	2008-09	2009-10	
SREB Average	\$6,213	\$6,678	\$7,184	\$6,870	\$6,860	-10
Alabama	5,646	6,488	7,381	5,474	\$5,524	50
Arkansas	5,639	5,906	6,250	5,926	\$6,904	978
Delaware	6,416	6,619	7,233	7,302	\$7,382	80
Florida	7,607	8,005	8,325	7,652	\$6,752	-900
Georgia	7,165	7,297	7,784	7,235	\$6,773	-462
Kentucky	6,270	6,360	6,637	6,216	\$6,693	477
Louisiana	4,514	5,371	6,785	6,955	\$5,398	-1,557
Maryland	7,010	8,299	8,618	8,742	\$9,168	426
Mississippi	5,454	6,141	6,803	6,766	\$7,645	879
North Carolina	8,723	9,643	10,416	10,975	\$10,568	-407
Oklahoma	5,166	5,863	6,421	6,347	\$6,596	249
South Carolina	4,420	4,650	5,223	4,017	\$4,015	-2
Tennessee	5,779	6,077	6,393	5,554	\$5,791	237
Texas	6,169	6,189	6,711	6,651	\$7,538	887
Virginia	5,200	5,947	5,787	5,659	\$5,127	-532
West Virginia	3,241	3,382	3,545	3,570	\$4,025	455



Cost: Average In-State Tuition & Fees

State	2010-11	Rank	2011-12	Rank	% Change	Rank
SREB Average	\$6,808		\$7,300		7.5%	
Alabama	\$7,373	7	\$7,993	5	8.4%	6
Arkansas	\$6,304	9	\$6,646	10	5.4%	12
Delaware	\$9,623	2	\$10,496	1	9.1%	5
Florida	\$5,034	15	\$5,626	14	11.8%	2
Georgia	\$5,872	10	\$6,808	9	15.9%	1
Kentucky	\$7,519	6	\$7,963	7	5.9%	10
Louisiana	\$4,733	16	\$5,123	16	8.2%	7
Maryland	\$7,737	5	\$7,993	6	3.3%	15
Mississippi	\$5,294	13	\$5,668	13	7.1%	8
North Carolina	\$5,323	12	\$5,685	12	6.8%	9
Oklahoma	\$5,750	11	\$6,059	11	5.4%	13
South Carolina	\$10,063	1	\$10,300	2	2.4%	16
Tennessee	\$6,522	8	\$7,209	8	10.5%	3
Texas	\$7,744	4	\$8,078	4	4.3%	14
Virginia	\$8,809	3	\$9,618	3	9.2%	4
West Virginia	\$5,226	14	\$5,532	15	5.9%	11



Cost: Median Annual Tuition and Required Fees Full-Time, Out-of-State Undergraduate Students (2009-10)

State	2009-10	Rank
SREB average	\$15,103	
Alabama	12,282	11
Arkansas	10,962	14
Delaware	18,464	3
Florida	17,829	4
Georgia	16,707	7
Kentucky	16,513	8
Louisiana	10,669	15
Maryland	16,880	6
Mississippi	11,785	13
North Carolina	15,039	9
Oklahoma	10,236	16
South Carolina	18,770	2
Tennessee	17,671	5
Texas	14,711	10
Virginia	19,326	1
West Virginia	11,826	12



Cost: Total In-State Tuition and Fees (2010)

	2000-01	2005-06	2009-10	2010-11	1 Yr. Change	5 Yr. Change	10 Yr. Change
APSU	2,813	4,635	5,868	6,228	6.1%	34.4%	121.4%
ETSU	2,759	4,487	5,593	6,004	7.3%	33.8%	117.6%
MTSU	2,791	4,576	6,048	6,478	7.1%	41.6%	132.1%
TSU	2,651	4,384	5,444	5,854	7.5%	33.5%	120.8%
TTU	2,667	4,396	5,586	6,036	8.1%	37.3%	126.3%
UM	3,087	5,084	6,524	6,990	7.1%	37.5%	126.4%
UTC	2,834	4,500	2,985	6,062	103.1%	34.7%	113.9%
UTK	3,662	5,290	2,961	7,382	149.3%	39.5%	101.6%
UTM	2,830	4,493	2,969	6,190	108.5%	37.8%	118.7%
Univ Avg	2,899	4,649	4,886	6,358	44.9%	36.7%	119.9%
CSTCC	1,443	2,413	2,991	3,235	8.2%	34.1%	124.2%
CLSCC	1,425	2,395	2,969	3,209	8.1%	34.0%	125.2%
COSCC	1,425	2,383	2,941	3,201	8.8%	34.3%	124.6%
DSCC	1,425	2,393	2,971	3,211	8.1%	34.2%	125.3%
JSCC	1,425	2,395	2,953	3,193	8.1%	33.3%	124.1%
MSCC	1,429	2,389	2,959	3,213	8.6%	34.5%	124.8%
NSCC	1,419	2,367	2,925	3,165	8.2%	33.7%	123.0%
NSTCC	1,445	2,403	2,981	3,221	8.1%	34.0%	122.9%
PSTCC	1,455	2,413	2,993	3,237	8.2%	34.1%	122.5%
RSCC	1,429	2,397	2,981	3,221	8.1%	34.4%	125.4%
STCC	1,422	2,397	2,985	3,225	8.0%	34.5%	126.8%
VSCC	1,431	2,383	2,961	3,205	8.2%	34.5%	124.0%
WSCC	1,429	2,381	2,969	3,209	8.1%	34.8%	124.6%
CC Avg	1,431	2,393	2,968	3,211	8.2%	34.2%	124.4%
TTC	1,225	1,984	2,399	2,735	14.0%	37.9%	123.3%



Cost: Peer Tuition Comparisons (2010)

Institution	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10 Year Percentage Change
East Carolina University	N/A	\$2,909	\$3,131	\$3,454	\$3,627	\$4,003	\$4,218	\$4,406	\$4,271	\$5,076	74.49%
East Tennessee State University	\$3,119	\$3,311	\$3,839	\$4,059	\$4,487	\$4,637	\$4,887	\$5,201	\$5,588	\$6,003	92.47%
Eastern Washington University	\$3,186	\$3,579	\$3,812	\$4,074	\$4,301	\$4,565	\$4,847	\$5,216	\$5,872	\$6,605	107.31%
Marshall University	\$2,724	\$2,984	\$3,260	\$3,818	\$3,932	\$4,150	\$4,360	\$4,598	\$5,236	\$5,285	94.02%
Morehead State University	\$2,710	\$2,926	\$3,364	\$3,840	\$4,320	\$4,870	\$5,280	\$5,670	\$6,036	\$6,492	139.56%
Oakland University	\$4,440	\$4,814	\$5,294	N/A	\$5,856	\$6,638	\$7,575	\$8,055	\$8,783	\$9,285	109.12%
Southeast Missouri State University	\$3,525	\$4,215	\$4,575	\$4,875	\$5,145	\$5,505	\$5,925	\$6,255	\$6,255	\$6,255	77.45%
Southern Illinois University - Edwardsville	\$3,291	\$3,709	\$4,183	\$4,859	\$5,209	\$5,938	\$7,033	\$7,831	\$8,336	\$8,401	155.27%
University of Arkansas - Little Rock	\$3,825	\$4,210	\$4,478	\$4,778	\$5,213	\$5,478	\$5,707	\$6,121	\$6,332	\$6,643	73.67%
University of Arkansas - Main Campus	\$3,956	\$4,228	\$4,768	\$5,179	\$5,495	\$5,808	\$6,038	\$6,399	\$6,459	\$6,768	71.08%
University of Idaho	\$2,720	\$3,044	\$3,348	\$3,632	\$3,968	\$4,200	\$4,410	\$4,632	\$4,932	\$5,402	98.60%
University of Mississippi - Main Campus	\$3,626	\$3,916	\$3,916	\$4,110	\$4,320	\$4,603	\$4,932	\$5,107	\$5,106	\$5,439	50.00%
University of Missouri - Kansas City	\$5,036	\$5,573	\$6,726	\$7,192	\$7,394	\$7,659	\$7,946	\$8,272	\$8,272	\$8,602	70.81%
University of North Carolina - Greensboro	N/A	\$2,993	\$3,123	\$3,435	\$3,467	\$3,825	\$4,029	\$4,135	\$4,234	\$4,520	51.02%
University of North Dakota	\$3,262	\$3,646	\$4,156	\$4,828	\$5,327	\$5,792	\$6,130	\$6,513	\$6,726	\$6,934	112.57%
University of South Alabama	\$3,230	\$3,410	\$3,770	\$4,290	\$4,502	\$4,502	\$4,822	\$5,512	\$5,962	\$6,810	110.84%
University of South Dakota	\$3,642	\$3,872	\$4,205	\$4,452	\$4,829	\$5,072	\$5,393	\$5,828	\$6,468	\$6,762	85.67%
University of Wyoming	\$2,807	\$2,997	\$3,090	\$3,243	\$3,429	\$3,515	\$3,554	\$3,621	\$3,686	\$3,927	39.90%
West Chester University of Pennsylvania	\$4,924	\$5,468	\$5,748	\$6,006	\$6,147	\$6,293	\$6,676	\$6,737	\$7,211	\$7,680	55.97%
Western Carolina University	N/A	\$2,603	\$2,799	\$3,449	\$3,624	\$3,945	\$4,278	\$4,413	\$4,330	\$5,124	96.85%
Wright State University - Main Campus	\$4,596	\$5,361	\$5,892	\$6,477	\$6,864	\$7,278	\$7,278	\$7,278	\$7,533	\$7,797	69.65%
Peer Institutions Average	\$3,641	\$3,839	\$4,211	\$4,539	\$4,876	\$5,206	\$5,548	\$5,860	\$6,120	\$6,526	78.71%

Source: *The Chronicle of Higher Education*

Source: The Chronicle of Higher Education (2010)

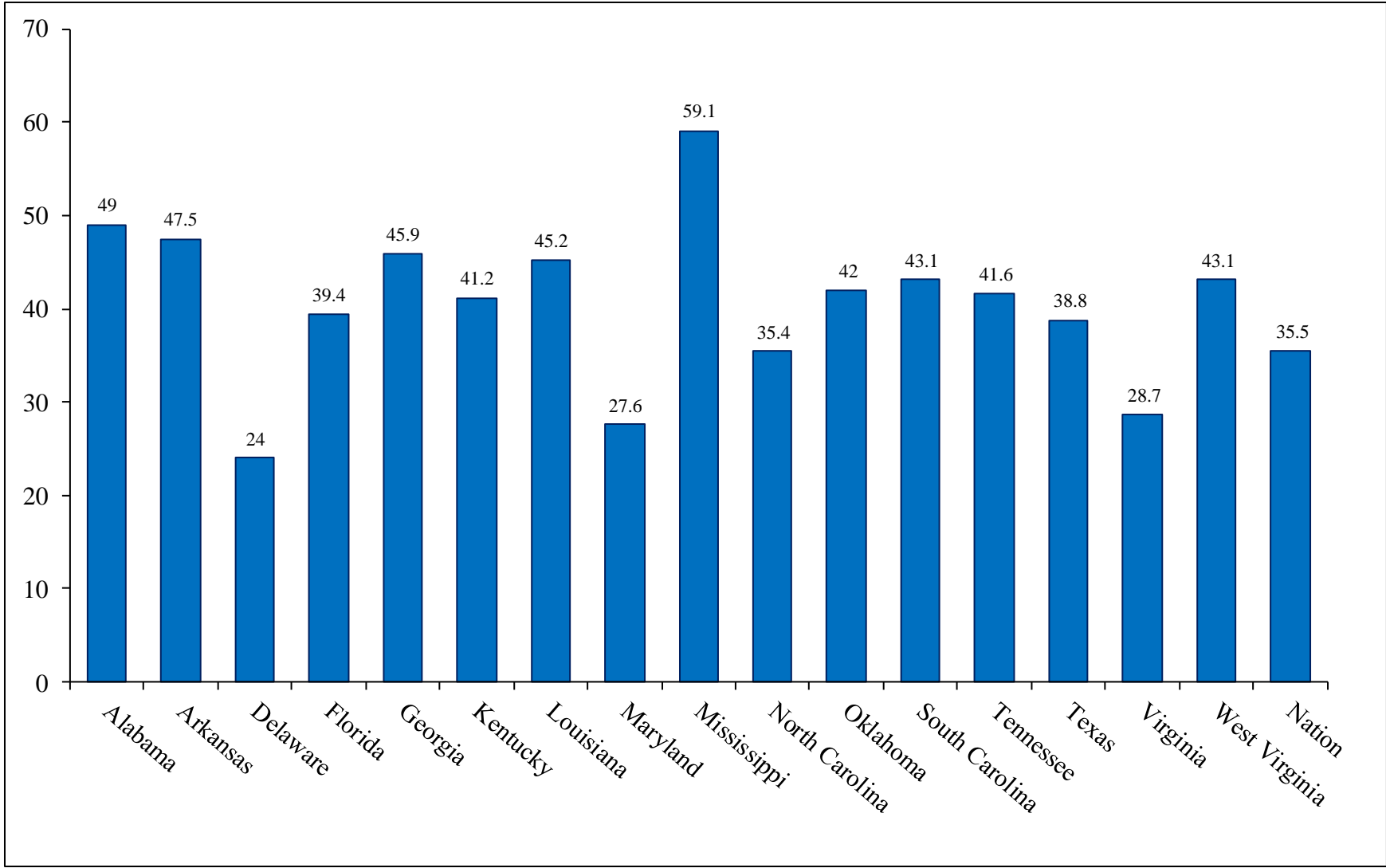


Affordability: Fall 2010 Peer Comparisons

Student Characteristics	% Women	% Men	% Pell Recipients Among Freshmen	% Pell Recipients Among Undergrads	% Black	% Latino	% White	% Part-Time	% Age 25+
East Carolina University	58.4%	41.6%	25.0%	28.0%	14.2%	2.2%	75.3%	14.3%	17.5%
East Tennessee State University	55.7%	44.3%	44.0%	37.0%	4.7%	2.4%	86.8%	15.4%	24.5%
Eastern Washington University	55.0%	45.0%	34.0%	34.0%	4.0%	9.6%	62.8%	13.0%	22.7%
Marshall University	55.2%	44.8%	33.0%	39.0%	6.1%	1.3%	86.3%	17.0%	20.8%
Morehead State University	59.3%	40.7%	48.0%	44.0%	3.5%	0.7%	93.0%	23.8%	24.6%
Oakland University	60.6%	39.4%	28.0%	23.0%	8.7%	1.7%	76.3%	25.8%	21.0%
Southeast Missouri State University	58.1%	41.9%	34.0%	32.0%	8.3%	1.4%	81.3%	24.2%	19.4%
Southern Illinois University Edwardsville	53.9%	46.1%	28.0%	28.0%	11.1%	2.3%	77.9%	14.8%	16.1%
University of Arkansas	48.4%	51.6%	19.0%	22.0%	4.6%	3.8%	81.6%	13.0%	12.2%
University of Arkansas at Little Rock	59.7%	40.3%	51.0%	36.0%	28.6%	2.6%	62.3%	44.4%	43.9%
University of Idaho	46.6%	53.4%	33.0%	34.0%	1.3%	5.9%	80.6%	11.3%	16.3%
University of Mississippi Main Campus	53.1%	46.9%	22.0%	26.0%	14.4%	1.2%	79.2%	8.3%	13.4%
University of Missouri-Kansas City	58.2%	41.8%	34.0%	29.0%	14.4%	4.7%	59.6%	33.2%	25.3%
University of North Carolina at Greensboro	66.9%	33.1%	40.0%	31.0%	22.5%	4.0%	64.1%	26.1%	15.5%
University of North Dakota	45.6%	54.4%	19.0%	21.0%	1.2%	1.1%	86.7%	16.3%	14.9%
University of South Alabama	56.9%	43.1%	38.0%	31.0%	19.1%	2.3%	65.8%	25.3%	26.2%
University of South Dakota	59.5%	40.5%	32.0%	28.0%	1.9%	1.3%	87.3%	38.2%	24.7%
University of Wyoming	51.3%	48.7%	17.0%	21.0%	1.1%	3.8%	81.6%	16.6%	22.2%
West Chester University of Pennsylvania	59.9%	40.1%	20.0%	20.0%	8.6%	3.1%	85.5%	9.0%	10.1%
Western Carolina University	52.7%	47.3%	32.0%	30.0%	6.1%	1.7%	83.7%	17.1%	21.1%
Wright State University-Main Campus	54.5%	45.5%	38.0%	35.0%	15.8%	1.7%	73.2%	16.3%	20.1%



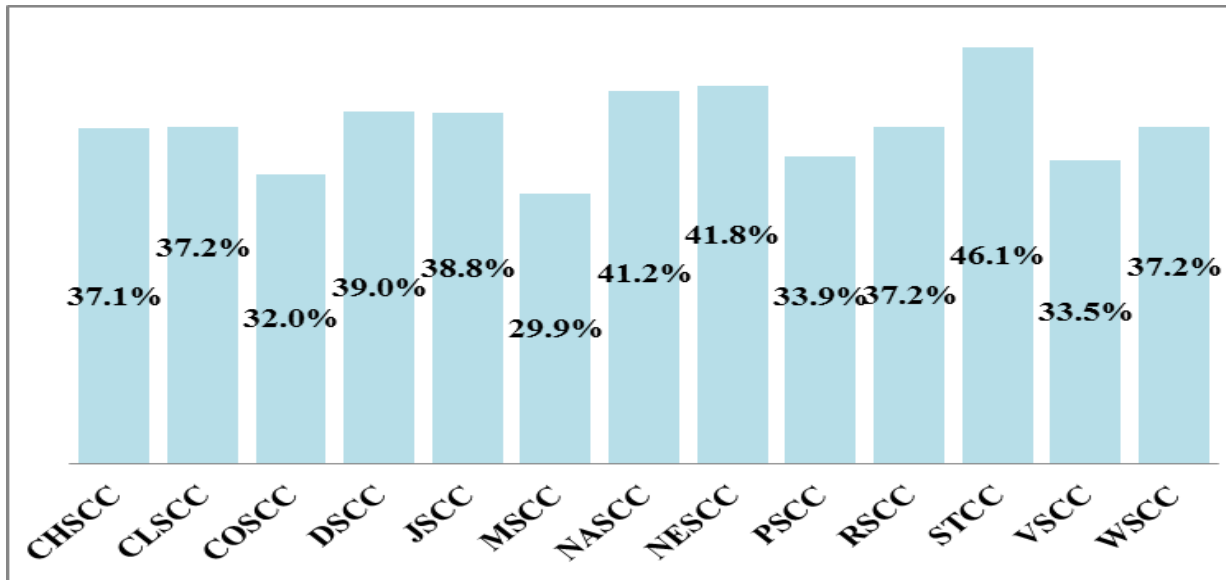
Affordability: Percent Undergraduate Population – Pell Recipients



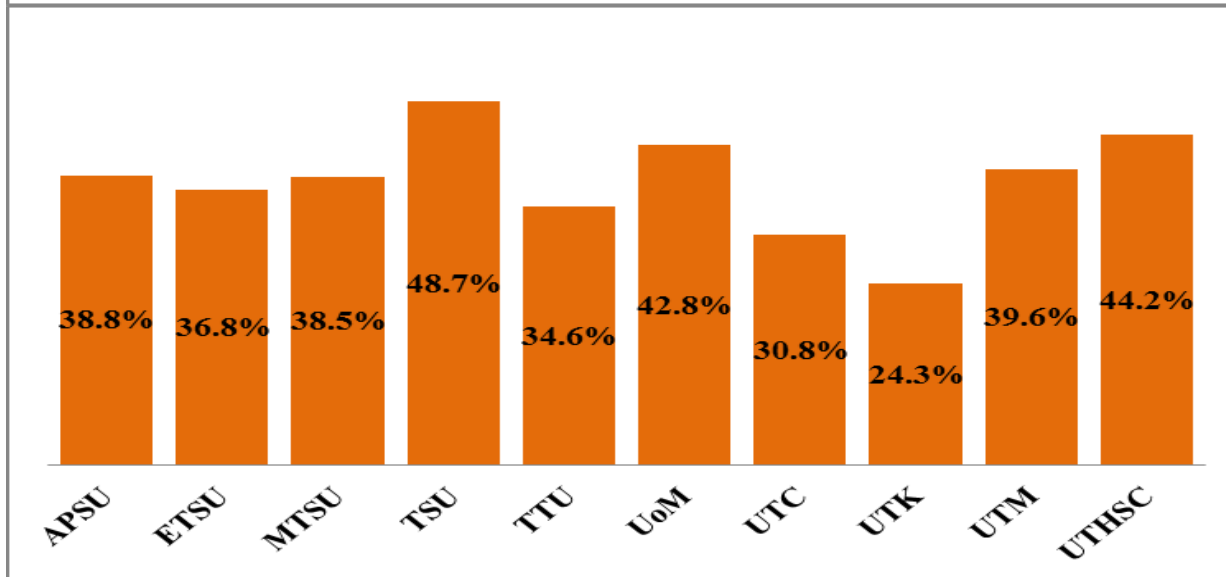
Source: Higherinfo.org



Affordability: Fall 2011 Pell Eligible



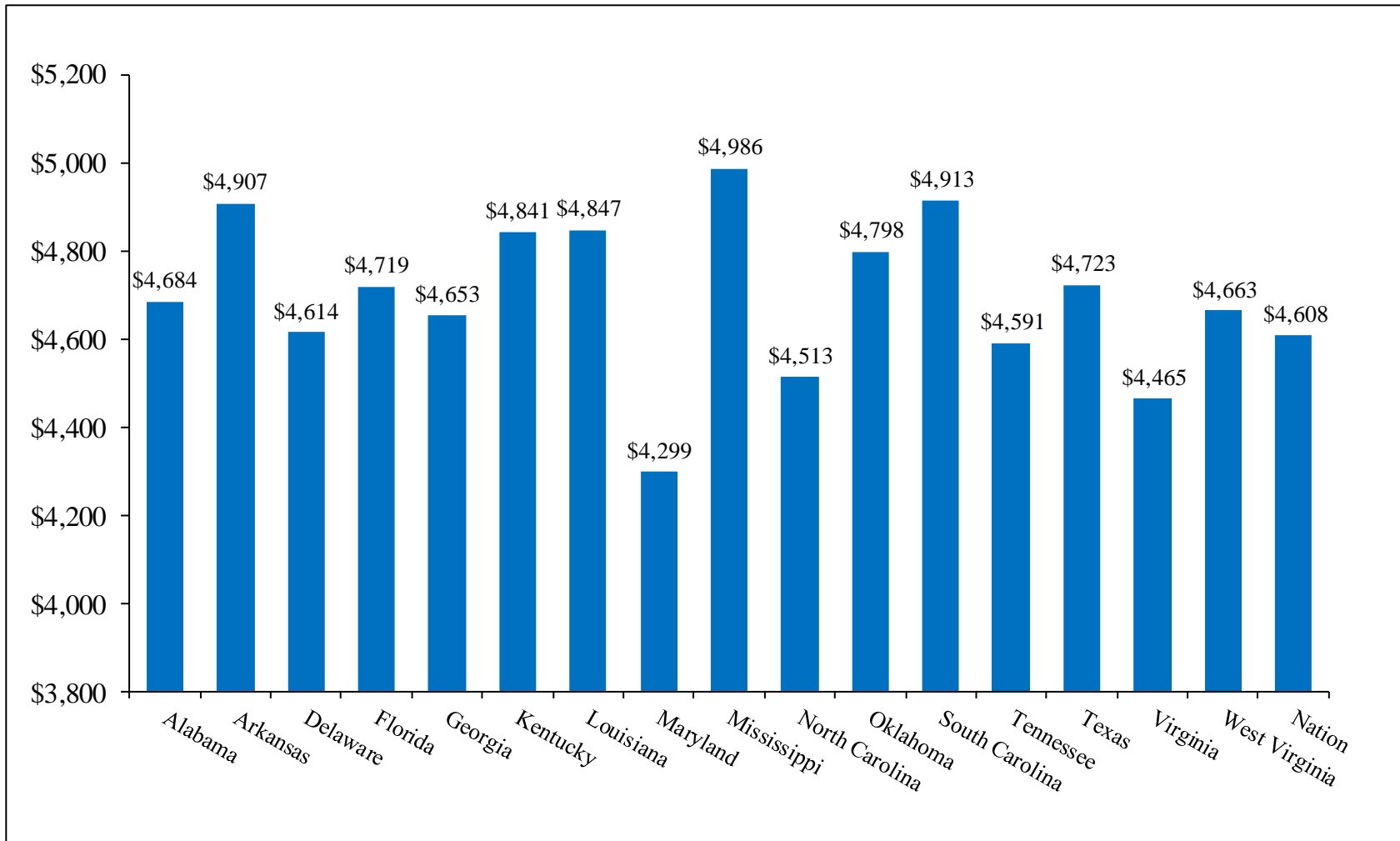
37.9% of
Community
College
enrollment is
Pell eligible
students



36.2% of
University
enrollment is
Pell eligible
students



Affordability: Average Loan Amount Students Borrow Each Year



Source: Higherinfo.org - 2007 cohort data



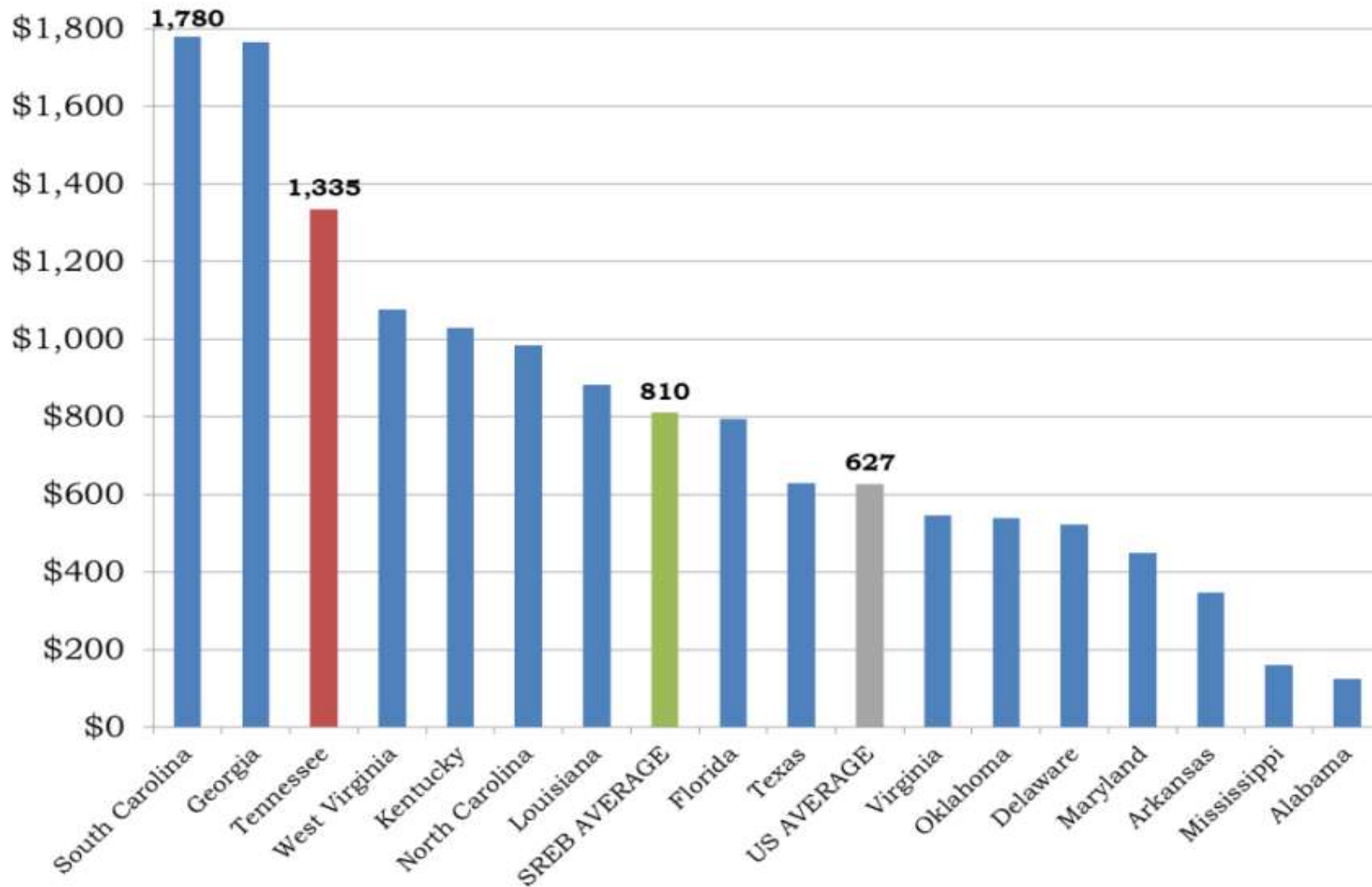
Affordability: Average Debt 2009-10 Graduates

	Average Debt	National Rank	Proportion with Debt	National Rank
State Average	\$19,957	42	46%	46
Institution	Average Debt of Graduates	Percent of Graduates with Debt	Total Cost of Attendance	% of Pell Grant Recipients
TBR Universities				
Austin Peay State University	\$19,149	55%	\$19,221	44%
East Tennessee State University	\$20,984	80%	\$19,391	36%
Middle Tennessee State University	\$14,822	5%	\$16,878	38%
Tennessee State University	-	-	\$18,204	66%
Tennessee Technological University	\$9,510	40%	\$17,872	34%
University of Memphis	\$20,856	21%	\$19,409	43%
UT Universities				
The University of Tennessee, Knoxville	\$19,987	48%	\$20,780	25%
The University of Tennessee, Chattanooga	\$13,845	52%	\$17,938	31%
The University of Tennessee, Martin	\$19,048	59%	\$15,661	36%

Source: The Project on Student Debt



Affordability: Total State Grant Aid (Merit plus Need) per Public Undergraduate FTE (2009-2010)



Source: NASSGAP



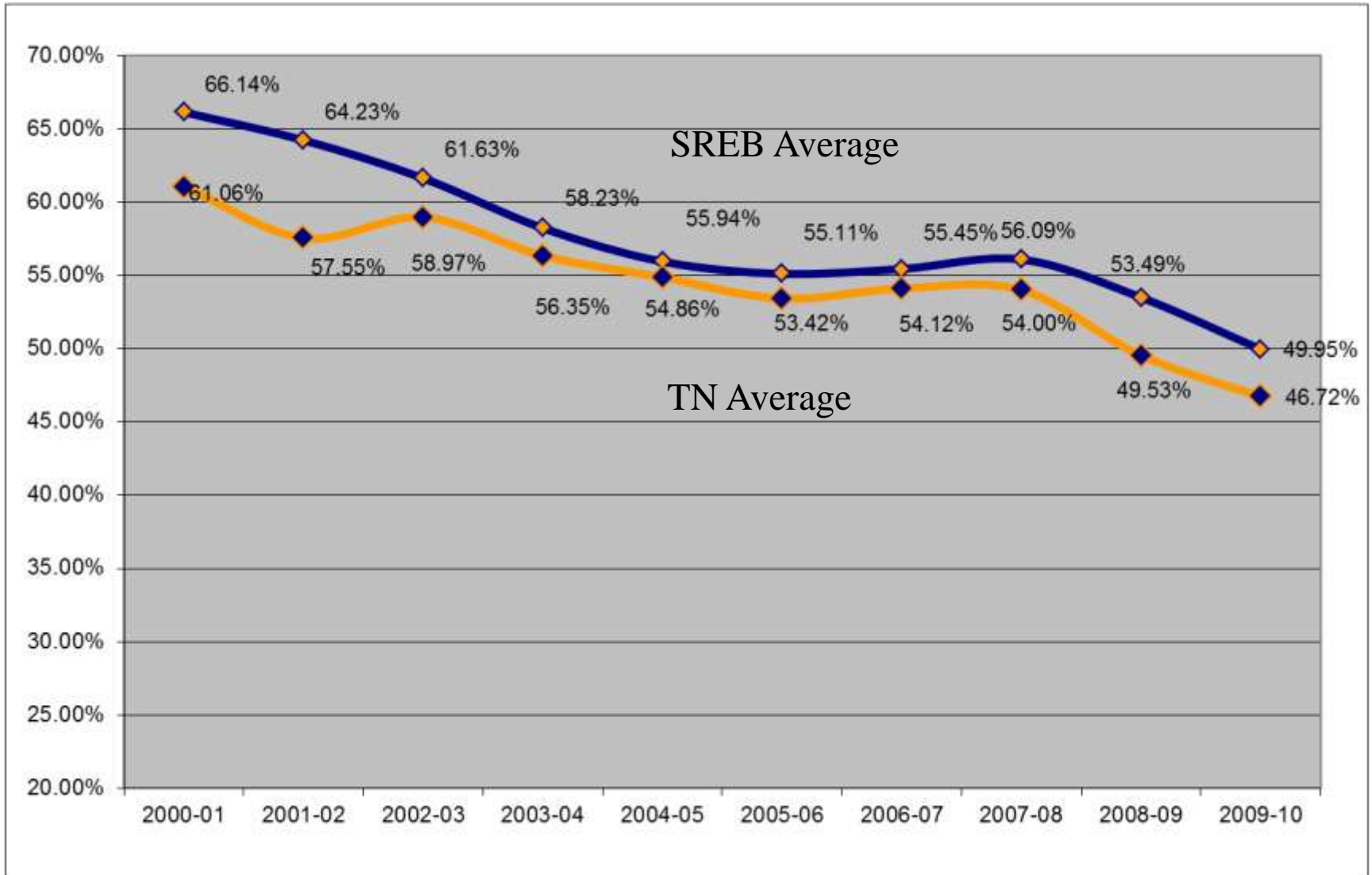
Cost: The Shifting Dependency on Tuition Revenues

	State Revenues						Tuition Revenues					
	2000-01	2005-06	2006-07	2007-08	2008-09	2009-10	2000-01	2005-06	2006-07	2007-08	2008-09	2009-10
SREB states	66.14%	55.11%	55.45%	56.09%	53.49%	49.95%	33.86%	44.89%	44.55%	43.91%	46.51%	50.05%
Alabama	53.50%	50.71%	53.13%	56.23%	48.31%	43.07%	46.50%	49.29%	46.87%	43.77%	51.69%	56.93%
Arkansas	66.18%	56.62%	56.85%	59.85%	57.18%	55.38%	33.82%	43.38%	43.15%	40.15%	42.82%	44.62%
Delaware	38.39%	33.36%	32.99%	33.46%	32.74%	29.51%	61.61%	66.64%	67.01%	66.54%	67.26%	70.49%
Florida	78.15%	70.27%	71.23%	71.92%	69.72%	62.50%	21.85%	29.73%	28.77%	28.08%	30.28%	37.50%
Georgia	72.61%	66.55%	65.59%	65.51%	61.96%	56.25%	27.39%	33.45%	34.41%	34.49%	38.04%	43.75%
Kentucky	62.30%	49.58%	50.15%	48.38%	43.99%	41.06%	37.70%	50.42%	49.85%	51.62%	56.01%	58.94%
Louisiana	60.67%	58.64%	60.85%	65.62%	61.67%	54.71%	39.33%	41.36%	39.15%	34.38%	38.33%	45.29%
Maryland	60.33%	47.84%	50.29%	51.54%	51.14%	50.07%	39.67%	52.16%	49.71%	48.46%	48.86%	49.93%
Mississippi	65.52%	51.79%	52.94%	55.79%	54.75%	53.29%	34.48%	48.21%	47.06%	44.21%	45.25%	46.71%
North Carolina	79.56%	67.98%	68.39%	70.00%	70.08%	67.94%	20.44%	32.02%	31.61%	30.00%	29.92%	32.05%
Oklahoma	69.29%	54.31%	55.28%	54.96%	51.84%	50.42%	30.71%	45.69%	44.72%	45.04%	48.16%	49.59%
South Carolina	64.56%	34.04%	34.73%	36.43%	30.76%	25.88%	35.44%	65.96%	65.27%	63.57%	69.24%	74.12%
Tennessee	61.06%	53.42%	54.12%	54.00%	49.53%	46.72%	38.94%	46.58%	45.88%	46.00%	50.47%	53.28%
Texas	65.59%	53.03%	51.30%	51.17%	48.57%	48.73%	34.41%	46.97%	48.70%	48.83%	51.43%	51.27%
Virginia	60.90%	46.62%	46.92%	44.55%	44.18%	39.05%	39.10%	53.38%	53.08%	55.45%	55.82%	60.95%
West Virginia	58.47%	39.38%	38.21%	38.10%	37.63%	34.30%	41.53%	60.62%	61.79%	61.90%	62.37%	65.70%

Source: SREB Data Exchange February 2011



Cost: Declining Role of State Support per FTE



Source: SREB Data Exchange 2009



Total Support Per FTE (Public 4-year)

	2009-10				Change in Total		Rankings
	State	State	Tuition	Total	2004-05 to 2009-10 (adjusted for inflation)		Total Funding per FTE
	General- Purpose	Educational Special-Purpose	and Fee Revenues		Dollars	Percent	
SREB states	\$6,192	\$667	\$6,873	\$13,732	\$1,012	8.0%	
Alabama	4,906	619	7,301	12,825	\$277	2.2%	10
Arkansas	5,669	1,236	5,562	12,466	-\$322	-2.5%	11
Delaware	6,981	401	17,637	25,019	\$8,375	50.3%	1
Florida	6,037	715	4,052	10,804	-\$1,728	-13.8%	15
Georgia	6,245	527	5,268	12,041	-\$30	-0.3%	13
Kentucky	5,742	951	9,608	16,301	\$2,062	14.5%	3
Louisiana	4,718	680	4,468	9,865	\$486	5.2%	16
Maryland	8,411	758	9,144	18,312	\$919	5.3%	2
Mississippi	6,352	1,293	6,701	14,346	\$769	5.7%	7
North Carolina	10,035	533	4,986	15,555	\$1,250	8.7%	4
Oklahoma	5,947	648	6,488	13,083	\$2,537	24.1%	9
South Carolina	3,421	594	11,499	15,514	\$953	6.5%	5
Tennessee	5,212	579	6,603	12,394	\$80	0.6%	12
Texas	6,919	619	7,931	15,469	\$3,263	26.7%	6
Virginia	4,623	504	8,002	13,128	\$347	2.7%	8
West Virginia	3,298	727	7,709	11,734	\$1,528	15.0%	14

Source: SREB Factbook 2010



Peer Funding Comparisons

Institution	2003	2004	2005	2006	2007	2008	2009	2010
University of Wyoming	\$ 13,706	\$ 14,301	\$ 16,261	\$ 17,075	\$ 19,721	\$ 20,519	\$ 22,762	\$ 22,130
University of Arkansas Main Campus	\$ 14,044	\$ 15,127	\$ 15,448	\$ 16,340	\$ 16,589	\$ 17,252	\$ 17,625	\$ 16,832
University of Missouri-Kansas City	\$ 14,593	\$ 14,826	\$ 15,749	\$ 15,544	\$ 16,279	\$ 17,341	\$ 16,132	\$ 16,315
University of Idaho	\$ 13,832	\$ 13,878	\$ 15,572	\$ 16,802	\$ 18,334	\$ 17,187	\$ 18,485	\$ 15,838
East Carolina University	\$ 12,394	\$ 12,376	\$ 13,552	\$ 14,758	\$ 17,143	\$ 16,310	\$ 14,752	\$ 15,734
University of North Dakota	\$ 9,927	\$ 10,779	\$ 12,782	\$ 13,092	\$ 14,633	\$ 15,202	\$ 15,383	\$ 15,071
Western Carolina University	\$ 11,296	\$ 11,149	\$ 11,499	\$ 12,718	\$ 14,761	\$ 15,041	\$ 14,787	\$ 13,054
Wright State University-Main Campus	\$ 12,215	\$ 12,081	\$ 12,979	\$ 13,850	\$ 14,106	\$ 14,243	\$ 15,022	\$ 13,040
University of North Carolina at Greensboro	\$ 11,230	\$ 11,886	\$ 12,542	\$ 12,892	\$ 14,941	\$ 14,580	\$ 12,649	\$ 12,980
Southern Illinois University Edwardsville	\$ 9,235	\$ 9,021	\$ 9,437	\$ 9,905	\$ 11,337	\$ 11,607	\$ 12,139	\$ 12,573
University of South Alabama	\$ 10,474	\$ 10,398	\$ 11,173	\$ 12,716	\$ 14,120	\$ 15,491	\$ 13,476	\$ 12,529
University of Arkansas at Little Rock	\$ 8,877	\$ 9,824	\$ 11,297	\$ 11,040	\$ 11,124	\$ 11,738	\$ 13,821	\$ 12,486
University of South Dakota	\$ 9,133	\$ 10,603	\$ 11,160	\$ 11,546	\$ 12,263	\$ 12,642	\$ 12,761	\$ 12,161
Southeast Missouri State University	\$ 9,834	\$ 10,279	\$ 10,580	\$ 10,463	\$ 10,902	\$ 11,505	\$ 11,933	\$ 11,886
University of Mississippi Main Campus	\$ 9,363	\$ 9,805	\$ 10,205	\$ 10,206	\$ 11,396	\$ 13,388	\$ 12,748	\$ 11,772
Oakland University	\$ 8,918	\$ 9,035	\$ 9,340	\$ 10,032	\$ 10,167	\$ 11,487	\$ 11,564	\$ 11,551
East Tennessee State University	\$ 11,255	\$ 11,537	\$ 11,860	\$ 12,256	\$ 12,490	\$ 12,964	\$ 12,395	\$ 11,300
West Chester University of Pennsylvania	\$ 9,584	\$ 9,802	\$ 10,417	\$ 11,157	\$ 11,092	\$ 11,233	\$ 11,344	\$ 11,092
Marshall University	\$ 8,197	\$ 8,862	\$ 9,217	\$ 8,980	\$ 9,711	\$ 10,404	\$ 11,186	\$ 10,741
Morehead State University	\$ 7,431	\$ 7,564	\$ 8,409	\$ 9,045	\$ 9,743	\$ 10,445	\$ 11,008	\$ 10,731
Eastern Washington University	\$ 8,387	\$ 8,259	\$ 9,120	\$ 8,915	\$ 10,419	\$ 10,681	\$ 11,588	\$ 10,297

Source: SREB Factbook 2010



Average Salaries of Full-Time Faculty Public Four-Year Institutions (2009-10)

	Professor		Associate Professor		Assistant Professor		Instructor	
	Average	Rank	Average	Rank	Average	Rank	Average	Rank
SREB states	\$102,686		\$73,706		\$62,024		\$44,173	
Alabama	\$99,641	8	\$72,721	7	\$58,534	9	\$43,804	8
Arkansas	\$84,107	16	\$63,488	16	\$53,980	15	\$39,952	15
Delaware	\$127,691	1	\$84,906	1	\$73,026	1	\$59,725	1
Florida	\$106,498	6	\$74,303	6	\$64,485	6	\$47,556	5
Georgia	\$102,274	7	\$72,435	8	\$60,837	8	\$41,928	11
Kentucky	\$94,058	10	\$69,684	10	\$58,277	10	\$43,567	9
Louisiana	\$91,676	12	\$68,778	11	\$58,140	11	\$42,529	10
Maryland	\$114,904	2	\$81,862	2	\$68,005	2	\$53,948	3
Mississippi	\$87,872	14	\$67,184	13	\$56,704	13	\$41,673	12
North Carolina	\$110,978	3	\$79,272	3	\$66,985	3	\$58,952	2
Oklahoma	\$92,941	11	\$66,916	14	\$56,855	12	\$40,434	14
South Carolina	\$95,299	9	\$70,364	9	\$61,739	7	\$44,746	6
Tennessee	\$89,552	13	\$67,670	12	\$55,535	14	\$40,760	13
Texas	\$109,113	5	\$76,144	5	\$66,362	4	\$44,733	7
Virginia	\$110,962	4	\$78,087	4	\$64,591	5	\$48,355	4
West Virginia	\$84,810	15	\$65,055	15	\$53,926	16	\$39,572	16

Source: SREB Data Exchange February 2011



Peer Salaries of Full-Time Faculty (Nine months 2009-10)

Institution Name	All Ranks	Professors	Associate Professors	Assistant Professors	Instructors	Lecturers	No Rank
University of Wyoming	79,013	107,025	76,078	66,965	72,720	55,725	
West Chester University of Pennsylvania	78,637	104,850	84,851	69,675	46,997		
University of Arkansas	77,922	103,583	73,744	69,921	43,014	45,842	
Wright State University-Main Campus	75,954	109,247	77,740	67,917	43,559	50,075	42,779
Oakland University	73,549	95,415	74,961	61,569	56,258		
University of North Carolina at Greensboro	73,296	109,459	77,134	64,307	56,582	41,802	53,039
University of Mississippi	72,078	105,476	76,987	64,199	38,458	42,284	
University of North Dakota	71,546	92,828	75,758	62,646	51,211	44,190	44,436
University of Missouri-Kansas City	71,419	105,565	75,522	62,634	39,320	32,735	36,229
University of Idaho	70,727	90,615	69,969	58,212	48,897	39,976	48,460
East Carolina University	70,303	95,772	75,081	66,418	58,219		50,249
Western Carolina University	67,745	88,966	74,468	58,915	47,683	41,186	58,353
Southern Illinois University Edwardsville	63,710	85,578	70,887	59,758	38,649		
University of South Dakota	63,425	87,599	64,981	55,670	39,013		
University of South Alabama	63,259	85,806	66,535	57,180	46,619	47,881	
University of Arkansas at Little Rock	62,878	82,071	66,241	54,951	39,771		36,589
Marshall University	60,700	73,093	59,639	51,331	35,992		
Eastern Washington University	59,816	74,653	63,363	54,618			43,214
Southeast Missouri State University	57,508	73,300	58,537	54,428	41,233		
Morehead State University	54,658	69,670	59,428	50,567	37,486		
East Tennessee State University	54,501	69,979	57,303	50,221	39,673	30,527	26,298

Source: SREB Data Exchange February 2011



What can we do at ETSU to realize additional cost savings?

Cost Savings in Administration

- Strategic procurement
- Shared services for 'back office' functions (payroll, audit)
- Energy costs– demand and infrastructure
- Personnel costs – are we properly staffed in all areas?

Strategic Investment

- Retrofitting of mechanical equipment
- Transfer of savings to student services functions, with a focus on maximizing retention
- Purchase of IT systems or equipment to increase productivity
- Faculty and staff equity pay plan in the future

Academic Efficiencies

- Improvement in cost/effectiveness of developmental education
- Academic program consolidation of high cost/low demand programs
- Increase in credits earned through off campus, distance-based, or credit by examination
- Enhance cohort and alternative delivery methods
- Curriculum redesign
- Space utilization



What can we do at ETSU to maximize revenues?

Revenue Enhancement in Administration

- Examine administrative charge-backs across campus
- Increased fund-raising expectations for all staff
- Develop profit model for off-campus operations
- Public-private venture partnerships that maximize land resources
- Strategic budgeting linked to planning goals

Revenue Enhancement - Enrollment

- Increase market penetration beyond existing border counties
- Adjust financial aid programs
- Partner with alumni to enhance enrollment in new markets
- Cohort and on-line efforts
- Sevierville, Kingsport, others?
- Coordinated and strategic marketing
- Fee specification and market presence
- Adult market penetration through short-term programs and credit by exam

Revenue Enhancement - Academics

- New programs with market potential
- Move to larger class sizes and space maximization
- Institutional commitment to the completion agenda
- Rio Saluda model



Environmental Challenges – Academic Domain

- Sustained pressure to increase enrollment but also enhance retention in light of Complete College
- Growing public concern related to learning and placement outcomes.
- The culture of assessment in the modern university
- Increased pressure from regional and program accreditation bodies – looming SACS visit.
- 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 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.



Student Learning: ACT Scores for Incoming Freshman

Average ACT Scores of Incoming Freshmen Fall 2010				
Institution	Total First Time Freshmen	ACT Score Reported	Percent with ACT Score	Average ACT Score
University				
Austin Peay	1,634	1,375	84.1%	21.3
East Tennessee	2,051	1,730	84.3%	21.8
Middle Tennessee	3,785	3,547	93.7%	21.9
Tennessee State	1,341	1,209	90.2%	17.7
Tennessee Tech	1,893	1,822	96.2%	22.8
University of Memphis	2,375	2,276	95.8%	21.7
TBR Total	13,079	11,959	91.4%	21.5
UT Chattanooga	1,961	1,878	95.8%	22.6
UT Knoxville	4,171	3,948	94.7%	25.7
UT Martin	1,255	1,183	94.3%	22.2
UT Total	7,387	7,009	94.9%	24.3
Community College				
Chattanooga	1,698	1,221	71.9%	18.1
Cleveland	667	516	77.4%	18.6
Columbia	1,316	1,058	80.4%	19.4
Dyersburg	912	592	64.9%	17.9
Jackson	1,141	861	75.5%	18.1
Motlow	1,238	963	77.8%	18.5
Nashville	1,339	651	48.6%	17.8
Northeast	1,309	803	61.3%	18.8
Pellissippi	2,076	1,453	70.0%	19.8
Roane	1,277	958	75.0%	19.0
Southwest	2,549	1,857	72.9%	16.2
Volunteer	1,682	1,278	76.0%	18.9
Walters	1,520	1,178	77.5%	19.3
CC Total	18,724	13,389	71.5%	18.4
Grand Total	10,408	8,938	85.9%	20.8



Student Learning: Academic Characteristics for Incoming Freshmen

Admissions Data for Public Universities Fall 2010

Institution	Number Applied	Number Accepted	Percent Accepted	Number Enrolled	Yield Rate ¹	Alternative Admissions	Alternative Admissions of Total Accepted	Alternative Admissions of Total Enrolled
Austin Peay	4,830	3,221	66.7%	1,711	53.1%	57	1.8%	3.3%
East Tennessee	5,388	4,369	81.1%	2,099	48.0%	75	1.7%	3.6%
Middle Tennessee	10,549	7,581	71.9%	3,883	51.2%	122	1.6%	3.1%
Tennessee State	5,728	3,129	54.6%	1,368	43.7%	49	1.6%	3.6%
Tennessee Tech	5,894	4,185	71.0%	1,911	45.7%	8	0.2%	0.4%
University of Memphis	6,886	4,496	65.3%	2,443	54.3%	23	0.5%	0.9%
TBR Total	39,275	26,981	68.7%	13,415	49.7%	334	1.2%	2.5%
UT Chattanooga	8,341	5,646	67.7%	2,654	47.0%	24	0.4%	0.9%
UT Knoxville	12,555	9,352	74.5%	4,214	45.1%	0	0.0%	0.0%
UT Martin	3,402	2,551	75.0%	1,288	50.5%	4	0.2%	0.3%
UT Total	24,298	17,549	72.2%	8,156	46.5%	28	0.2%	0.3%

Sources: TBR, UT



Student Learning: Remediation Rates (2010)

Remedial and Developmental Coursework											
Recent High School Graduates, First-time Freshmen Fall 2010											
Institution	Total First Time Freshmen	No R&D Course		Any R&D Course		Developmental Only		Remedial Only		Both R&D Courses	
		#	%	#	%	#	%	#	%	#	%
University											
Austin Peay	1,599	1,308	81.8%	291	18.2%	242	15.1%	24	1.5%	25	1.6%
East Tennessee	2,051	1,270	61.9%	781	38.1%	747	36.4%	7	0.3%	27	1.3%
Middle Tennessee	2,878	2,834	98.5%	44	1.5%	4	0.1%	37	1.3%	3	0.1%
Tennessee State	1,341	372	27.7%	969	72.3%	678	50.6%	15	1.1%	276	20.6%
Tennessee Tech	1,890	1,385	73.3%	505	26.7%	505	26.7%	0	0.0%	0	0.0%
University of Memphis	1,474	1,240	84.1%	234	15.9%	0	0.0%	234	15.9%	0	0.0%
TBR Total	11,233	8,409	74.9%	2,824	25.1%	2,176	19.4%	317	2.8%	331	2.9%
UT Chattanooga	1,955	1,268	64.9%	687	35.1%	687	35.1%	0	0.0%	0	0.0%
UT Knoxville	4,044	3,981	98.4%	63	1.6%	63	1.6%	0	0.0%	0	0.0%
UT Martin	1,237	1,019	82.4%	218	17.6%	218	17.6%	0	0.0%	0	0.0%
UT Total	7,236	6,268	86.6%	968	13.4%	968	13.4%	0	0.0%	0	0.0%
University Total	18,469	14,677	79.5%	3,792	20.5%	3,144	17.0%	317	1.7%	331	1.8%
Community College											
Chattanooga	1,703	426	25.0%	1,277	75.0%	959	56.3%	20	1.2%	298	17.5%
Cleveland	668	178	26.6%	490	73.4%	375	56.1%	18	2.7%	97	14.5%
Columbia	1,324	476	36.0%	848	64.0%	654	49.4%	26	2.0%	168	12.7%
Dyersburg	910	180	19.8%	730	80.2%	427	46.9%	66	7.3%	237	26.0%
Jackson	1,140	279	24.5%	861	75.5%	625	54.8%	4	0.4%	232	20.4%
Motlow	1,238	368	29.7%	870	70.3%	670	54.1%	28	2.3%	172	13.9%
Nashville	1,337	396	29.6%	941	70.4%	596	44.6%	88	6.6%	257	19.2%
Northeast	1,307	300	23.0%	1,007	77.0%	636	48.7%	109	8.3%	262	20.0%
Pellissippi	2,075	625	30.1%	1,450	69.9%	685	33.0%	207	10.0%	558	26.9%
Roane	1,303	387	29.7%	916	70.3%	656	50.3%	59	4.5%	201	15.4%
Southwest	2,551	356	14.0%	2,195	86.0%	1,155	45.3%	132	5.2%	908	35.6%
Volunteer	1,683	579	34.4%	1,104	65.6%	776	46.1%	45	2.7%	283	16.8%
Walters	1,517	461	30.4%	1,056	69.6%	732	48.3%	44	2.9%	280	18.5%
CC Total	18,756	5,011	26.7%	13,745	73.3%	8,946	47.7%	846	4.5%	3,953	21.1%
Grand Total	37,225	19,688	52.9%	17,537	47.1%	12,090	32.5%	1,163	3.1%	4,284	11.5%

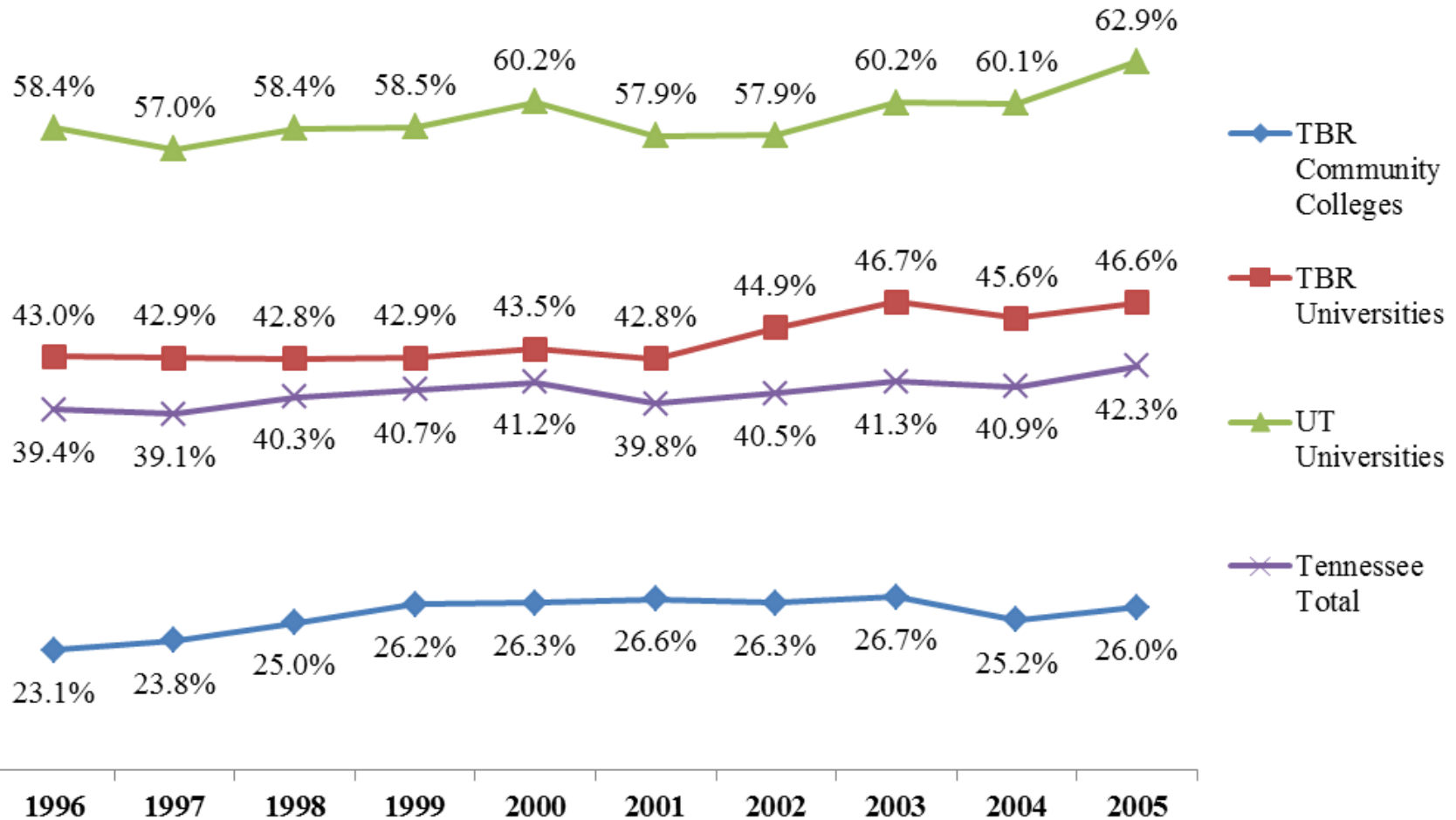


Accountability: Fall to Fall Retention Rates

INST	Retention Rate Totals Fall 2005 Cohort*			Retention Rate Totals Fall 2006 Cohort*			Retention Rate Totals Fall 2007 Cohort*			Retention Rate Totals Fall 2008 Cohort*			Retention Rate Totals Fall 2009 Cohort*		
	Black	White	TOTAL	Black	White	TOTAL	Black	White	TOTAL	Black	White	TOTAL	Black	White	TOTAL
APSU	71.60%	73.40%	72.74%	72.63%	74.54%	73.31%	73.46%	72.13%	72.28%	75.69%	74.63%	74.42%	81.25%	74.63%	74.42%
ETSU	71.64%	79.86%	79.46%	82.80%	79.56%	79.56%	72.88%	77.87%	77.56%	78.99%	79.41%	78.97%	70.71%	79.41%	78.97%
MTSU	85.06%	80.44%	80.85%	81.94%	78.15%	78.69%	81.35%	80.02%	79.96%	85.96%	81.18%	82.05%	83.28%	81.18%	82.05%
TSU	76.69%	67.42%	75.78%	77.21%	70.11%	76.80%	68.60%	74.42%	68.74%	74.01%	67.35%	73.51%	71.15%	67.35%	73.51%
TTU	89.29%	82.74%	83.21%	74.19%	82.81%	82.49%	82.69%	81.81%	81.86%	83.08%	85.08%	85.02%	82.89%	85.08%	85.02%
UM	76.69%	80.25%	78.60%	77.20%	80.81%	79.44%	81.70%	81.66%	81.42%	80.62%	82.96%	82.12%	82.99%	82.96%	82.12%
UTC	79.17%	82.39%	81.38%	81.37%	83.70%	83.24%	77.67%	81.52%	80.77%	82.15%	85.64%	85.00%	85.63%	85.64%	85.00%
UTK	88.54%	90.60%	89.94%	86.65%	93.13%	92.33%	88.49%	92.75%	92.09%	90.50%	93.20%	92.80%	91.52%	93.20%	92.80%
UTM	80.52%	80.61%	80.86%	85.20%	80.80%	81.37%	82.27%	80.58%	80.70%	80.58%	82.77%	82.67%	85.48%	82.77%	82.67%
4 Year	79.47%	82.96%	81.98%	79.64%	83.44%	82.47%	77.46%	83.14%	81.72%	80.67%	84.84%	83.81%	80.02%	84.84%	83.81%
CSTCC	45.89%	59.93%	57.02%	54.40%	61.54%	60.38%	49.59%	59.23%	57.09%	49.79%	61.91%	59.83%	51.48%	61.91%	59.83%
CLSCC	43.24%	61.03%	59.62%	55.56%	62.68%	61.78%	65.12%	60.18%	60.91%	50.00%	54.60%	55.15%	43.75%	54.60%	55.15%
COSCC	50.94%	67.96%	66.71%	61.02%	64.30%	64.39%	54.05%	64.66%	63.61%	69.23%	69.75%	69.68%	48.57%	69.75%	69.68%
DSCC	53.13%	58.42%	57.32%	46.81%	55.53%	54.12%	53.45%	55.97%	55.28%	63.55%	60.90%	60.96%	52.53%	60.90%	60.96%
JSCC	46.53%	59.51%	56.67%	43.08%	58.50%	54.77%	49.73%	56.14%	54.91%	45.88%	64.20%	61.32%	45.68%	64.20%	61.32%
MSCC	44.78%	61.30%	59.25%	47.14%	61.07%	60.05%	56.94%	61.16%	60.48%	52.00%	64.89%	64.43%	58.24%	64.89%	64.43%
NSCC	51.85%	57.91%	56.72%	50.00%	57.22%	55.96%	48.69%	62.73%	60.32%	51.82%	58.99%	58.54%	50.86%	58.99%	58.54%
NSTCC	22.22%	64.07%	62.48%	57.69%	63.17%	62.17%	42.11%	60.57%	61.20%	69.57%	62.66%	62.36%	36.84%	62.66%	62.36%
PSTCC	42.53%	65.83%	63.66%	53.75%	67.50%	65.97%	51.26%	65.92%	64.85%	59.43%	69.04%	67.86%	50.84%	69.04%	67.86%
RSCC	55.00%	61.97%	61.80%	52.17%	63.55%	63.14%	59.38%	62.93%	63.27%	63.16%	66.46%	67.64%	64.29%	66.46%	67.64%
STCC	46.33%	65.15%	52.36%	44.12%	60.37%	49.74%	51.24%	61.88%	55.53%	49.19%	61.46%	53.68%	45.97%	61.46%	53.68%
VSCC	48.28%	60.39%	59.53%	47.06%	59.19%	58.10%	51.55%	58.73%	57.63%	55.32%	61.01%	60.47%	47.80%	61.01%	60.47%
WSCC	59.18%	61.09%	60.61%	56.52%	62.41%	62.50%	65.96%	62.35%	62.84%	65.91%	69.29%	69.02%	53.23%	69.29%	69.02%
2 Year	47.26%	62.16%	59.20%	47.37%	61.89%	59.16%	51.76%	61.26%	59.85%	51.89%	64.22%	62.30%	48.21%	64.22%	62.30%
TOTAL	67.09%	74.51%	72.87%	67.20%	74.53%	73.05%	68.22%	74.50%	73.25%	69.54%	76.61%	75.24%	65.86%	76.61%	75.24%



Graduation Rate History by Cohort Year



Accountability: Six-Year Graduation Rates at Peer Institutions

Institution	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	10-Year Average**
West Chester University of Pennsylvania	50.3	59.0	57.2	59.0	59.2	59.4	59.1	63.7	63.5	65.0	59.5
University of Wyoming	52.2	53.7	54.3	56.7	56.2	57.6	55.8	56.9	52.5	55.0	55.1
University of Mississippi Main Campus	51.3	52.0	57.0	55.8	54.4	56.2	55.5	53.3	55.7	60.0	55.1
East Carolina University	51.1	52.3	54.5	53.8	53.3	54.4	56.4	54.5	54.3	57.0	54.2
University of Idaho	52.0	54.0	51.1	53.2	54.0	57.4	54.4	53.0	56.6	56.0	54.2
University of North Dakota	47.3	43.9	50.3	53.6	54.3	56.1	53.5	53.8	54.0	54.0	52.1
University of Arkansas Main Campus	45.2	44.6	45.6	48.3	52.9	56.4	55.5	58.0	57.6	59.0	52.3
University of North Carolina at Greensboro	46.7	46.1	47.9	50.3	50.2	51.0	52.1	49.8	52.5	52.0	49.9
Southeast Missouri State University	48.4	48.9	49.9	47.6	49.9	51.1	49.5	51.0	50.8	46.0	49.3
Western Carolina University	44.7	47.1	45.7	48.9	46.0	47.4	46.7	47.5	49.8	49.0	47.3
Eastern Washington University	45.2	48.5	48.0	43.9	42.9	47.8	48.2	46.9	48.2	47.0	46.7
University of South Dakota	39.3	48.4	44.6	51.7	45.7	47.2	51.4	47.5	48.4	47.0	47.1
Oakland University	39.4	40.6	41.1	43.8	46.7	44.8	44.3	44.3	43.7	41.0	43.0
University of Missouri-Kansas City	39.2	39.1	45.1	40.8	44.3	45.7	45.3	42.5	44.0	44.0	43.0
Southern Illinois University Edwardsville	35.5	41.5	37.8	44.6	42.8	44.8	45.8	44.8	48.9	46.0	43.2
Marshall University	33.6	35.2	34.5	36.9	39.1	43.0	47.2	40.1	44.3	45.0	39.9
Wright State University-Main Campus	31.6	34.5	37.4	39.7	40.6	40.6	43.5	43.4	42.6	45.0	39.9
East Tennessee State University	36.6	37.0	34.2	38.3	37.8	39.4	40.1	38.5	42.0	43.0	38.7
Morehead State University	34.9	37.4	37.6	38.6	33.1	36.5	38.4	35.4	34.9	35.0	36.2
University of South Alabama	31.1	35.2	33.9	31.4	33.5	32.7	39.3	36.6	32.6	37.0	34.3
University of Arkansas at Little Rock	1.9	24.6	22.1	18.8	25.5	20.9	23.9	20.5	20.6	17.0	19.6
Peer Institutions Average	41.2	44.4	44.8	45.9	46.2	47.4	47.9	47.1	47.7	47.8	46.0



Accountability: Six-Year Graduation Rates

Cohort Year:	1999			2000			2001			2002			2003			2004		
Institution	TOTAL	BLACK	WHITE	TOTAL	BLACK	WHITE	TOTAL	BLACK	WHITE	TOTAL	BLACK	WHITE	TOTAL	BLACK	WHITE	TOTAL	BLACK	WHITE
APSU	35.80%	33.02%	36.89%	37.37%	36.84%	39.80%	32.96%	28.47%	36.31%	37.02%	26.62%	40.87%	36.53%	25.49%	39.79%	38.70%	33.70%	40.10%
ETSU	43.51%	22.78%	44.69%	46.54%	43.01%	46.68%	43.16%	24.18%	45.43%	47.53%	35.63%	48.23%	47.83%	32.39%	48.99%	46.20%	18.30%	48.20%
MTSU	45.50%	42.86%	45.72%	46.84%	45.05%	47.22%	48.39%	42.81%	49.32%	50.49%	47.09%	51.48%	51.77%	45.09%	52.63%	52.90%	44.40%	54.70%
TSU	45.39%	47.31%	23.16%	42.03%	43.30%	28.00%	41.98%	43.17%	33.58%	38.59%	39.34%	33.57%	42.21%	42.84%	29.41%	37.20%	37.60%	32.60%
TTU	50.04%	26.67%	51.23%	50.41%	34.62%	52.44%	48.25%	32.79%	49.39%	49.23%	35.05%	50.87%	56.87%	64.29%	57.40%	55.40%	39.00%	58.20%
UM	37.35%	28.47%	41.56%	37.16%	29.44%	40.76%	38.86%	28.45%	44.04%	41.87%	31.42%	46.14%	40.87%	30.08%	48.25%	40.20%	28.70%	48.00%
TBR Univ.	43.36%	40.13%	44.64%	43.84%	39.43%	45.81%	43.34%	37.47%	46.04%	45.40%	37.68%	48.49%	46.91%	38.32%	50.28%	46.30%	35.10%	40.10%
UTC	51.81%	51.33%	52.32%	52.78%	50.67%	53.57%	50.14%	49.62%	50.72%	47.11%	41.53%	49.74%	51.45%	45.69%	54.38%	49.30%	30.70%	52.70%
UTK	63.98%	56.41%	64.87%	66.68%	62.65%	66.83%	63.93%	48.26%	65.58%	64.13%	57.01%	65.19%	65.40%	56.78%	66.74%	66.80%	57.00%	66.30%
UTM	47.21%	34.69%	49.74%	48.46%	41.10%	50.78%	48.20%	37.80%	51.25%	53.13%	39.68%	57.54%	55.01%	44.97%	56.72%	54.30%	37.30%	53.20%
UT Univ.	59.21%	50.07%	60.62%	60.79%	51.95%	61.95%	58.68%	45.84%	60.92%	58.71%	46.88%	61.27%	60.41%	49.50%	62.72%	61.00%	43.30%	61.60%
Total Univ.	49.76%	42.34%	51.91%	50.48%	42.31%	52.86%	49.34%	39.53%	52.43%	50.41%	40.15%	53.72%	51.99%	41.35%	55.39%	52.30%	0.00%	55.70%
CSTCC	24.45%	14.29%	27.09%	24.10%	9.09%	27.66%	27.61%	12.04%	31.12%	23.59%	11.06%	27.03%	25.45%	12.56%	28.71%	24.00%	10.50%	27.50%
CLSCC	30.02%	26.09%	31.08%	32.53%	3.70%	34.74%	28.60%	28.57%	27.73%	32.67%	21.74%	33.33%	30.92%	12.50%	32.08%	33.80%	12.50%	34.80%
COSCC	38.88%	25.00%	40.59%	42.79%	32.26%	43.80%	41.42%	18.37%	43.93%	38.75%	30.91%	39.94%	43.60%	32.73%	45.72%	40.60%	25.00%	42.30%
DSCC	30.96%	18.18%	34.06%	30.14%	13.51%	34.59%	29.32%	9.52%	33.25%	27.93%	11.22%	31.82%	24.96%	13.64%	27.97%	22.70%	8.70%	25.70%
JSCC	31.58%	22.58%	33.87%	33.22%	13.43%	40.05%	30.74%	15.69%	35.74%	32.34%	19.41%	36.75%	28.49%	7.89%	34.54%	28.50%	13.90%	30.80%
MSCC	45.70%	20.93%	47.76%	39.73%	14.29%	42.23%	42.03%	28.95%	43.15%	38.87%	21.67%	40.37%	40.66%	16.95%	43.43%	37.30%	13.20%	40.50%
NSCC	20.87%	11.68%	24.66%	20.06%	12.60%	24.60%	23.16%	14.39%	28.25%	23.50%	16.31%	27.21%	25.00%	14.20%	30.41%	25.30%	12.70%	30.60%
NSTCC	32.76%	36.36%	33.13%	31.93%	25.00%	32.19%	35.21%	16.67%	36.06%	34.71%	0.00%	34.95%	35.40%	18.75%	35.90%	35.70%	13.60%	36.30%
PSTCC	29.95%	18.00%	30.48%	32.77%	15.15%	34.55%	35.15%	7.94%	38.18%	33.27%	16.25%	35.09%	37.42%	12.12%	39.29%	32.00%	14.80%	34.00%
RSCC	36.32%	27.78%	38.49%	38.99%	10.53%	39.95%	37.28%	10.71%	38.34%	42.05%	36.36%	41.69%	40.00%	30.77%	41.07%	39.00%	23.50%	39.40%
STCC*	14.66%	11.18%	19.32%	15.48%	12.70%	19.52%	15.41%	12.07%	22.43%	18.33%	13.54%	27.14%	15.04%	10.43%	23.81%	13.70%	9.10%	22.30%
VSCC	34.99%	13.16%	37.99%	29.77%	17.71%	31.59%	27.41%	15.48%	28.59%	27.83%	18.68%	28.99%	31.15%	15.73%	31.99%	32.40%	10.50%	33.60%
WSCC	32.77%	25.64%	33.78%	36.40%	25.00%	37.32%	38.51%	30.56%	38.91%	34.88%	16.28%	35.15%	35.60%	20.00%	36.29%	38.80%	20.90%	39.30%
TBR CC	30.50%	14.91%	34.23%	31.03%	13.53%	34.96%	31.16%	13.91%	35.28%	31.03%	15.43%	34.44%	31.12%	12.68%	35.35%	30.20%	11.20%	34.40%
Grand Total	42.66%	33.41%	45.15%	43.27%	32.99%	46.00%	42.00%	29.66%	45.36%	42.70%	31.23%	45.77%	43.29%	30.58%	46.74%	43.50%	27.70%	47.00%



Cracks in the Pipeline

State	For every 100 Ninth Graders	Graduate from High School	Enter College	Still Enrolled Sophomore Year	Graduate within 6 years
Massachusetts	100	77	58	42	30
Pennsylvania	100	79	51	37	30
Virginia	100	71	49	34	24
Delaware	100	66	43	32	23
Missouri	100	78	47	32	22
Ohio	100	73	46	33	22
Nation	100	70	44	30	21
North Carolina	100	66	44	30	19
Tennessee	100	71	44	29	19
Maryland	100	73	46	31	19
Georgia	100	59	41	27	17
Arkansas	100	75	47	29	17
Oklahoma	100	75	42	25	17
West Virginia	100	72	43	28	17
Florida	100	60	35	24	16
Kentucky	100	69	42	28	16
Mississippi	100	60	46	27	15
South Carolina	100	54	38	24	15
Alabama	100	64	43	27	15
Louisiana	100	58	38	25	15
Texas	100	65	37	24	14

Source: National Center for Higher Education Management Systems (2008)



Accountability – Pass Rates

Licensure and Pass Rates			
Program	Test Year	Test Type	Pass rate
Dental Hygiene	2010-11	DBDH	100.00%
Cardiopulmonary science	2010-11		95.00%
Clinical Nutrition	2010-11	ALSC	76.00%
Dietitian	2010-11	ALSC	100.00%
Interdisciplinary studies	2010-11	Praxis	91.20%
Medicine	2010-11	USMLE (step 1)	92.00%
Medicine	2010-11	USMLE (step 2)	100.00%
Nursing	2010-11	NCLEX	88.20%
Pharmacy	2010-11	NAPLEX	95.59%
Physical Therapy	2009-11	NPTE	100.00%
Radiography	2010-11	ARRT	100.00%
Special Education	2010-11	Praxis	100.00%
Teacher education	2010-11	Praxis	100.00%



Discussion Points - The Committee for 125

- Changing expectations of college readiness and tensions across systems related to preparation coupled with changing demands, 21st century skills, and the challenge of general education
- Mission congruence with Complete College Tennessee
- Realization of increasing college costs and increased student debt burdens
- Market presence and the ability to remain relevant
- New academic programs such as Dentistry
- Enrollment and retention of diverse, international, honors, and other under-represented segments of the “traditional” population
- Athletic programming, affiliations, revenue enhancement, and recognition of the changing nature of the NCAA
- Structural issues internal and external to ETSU
- Philanthropy, community engagement, alumni support
- Research and development, business incubation centers, externally sponsored research, and the role of ECD at ETSU
- How do we stay true to our mission?



Open Discussion

- What do you see as the challenges facing ETSU as we embark upon the Committee for 125 process?
- What do you see as the opportunities for ETSU in this new era?
- What are your dreams for the institution?
- How can we position this group so that we continue the culture of excellence and stewardship that has defined ETSU over the past twenty-five years?
- How do we stay true to our mission, or does our mission need to change?

