



# ETSU 125

*Progressing toward ETSU's 125<sup>th</sup> Anniversary*

## **Committee for 125 Meeting**

August 29, 2012

*“Progressing Toward ETSU’s 125<sup>th</sup> Anniversary – Defining ETSU’s Culture of Excellence”*  
Meeting Overview

### Agenda, 8:30 am – 2 pm:

1. Kickoff – President Noland
2. Opening Comments and Project Description – Louie Gump
3. Presidential Update – President Noland
4. Data and Guidelines – Jeremy Ross
5. General Discussion
  - Defining the “Culture of Excellence”
  - High-level strategies, themes and concepts of excellence to frame the work of task forces
6. Wrap up and Next Steps

### Meeting Overview

President Noland has appointed the Committee for 125, a group of respected and experienced leaders in various fields, to creatively explore and develop ideas to achieve an enhanced culture of excellence at ETSU over the next 5 to 25 years, ending in 2036, ETSU’s 125<sup>th</sup> anniversary. Launching the “visioning project” at its first meeting, President Noland noted that in 1986, at its 75<sup>th</sup> anniversary, ETSU set a 25-year vision for 2011. He charged the Committee to “dream big” and “challenge us” to develop ideas, concepts and “what-ifs” for ETSU’s next 25-year vision and to identify the critical questions that need to be asked to frame this 25-year direction. He challenged the Committee to build upon 100 years of success and the university’s strengths to boost the institution to higher levels of measurable excellence and guided by data, analysis and trends and best practices in higher education.

Committee Chair Louie Gump emphasized that the role of the committee is to recommend to the administration a series of big-picture perspectives based on the work of six task forces that will meet and develop reports in fall 2012. The task forces are: Academics (programs & opportunities), Academics (Health Sciences), Athletics, Culture and Outreach, Extramural Resources, Student Life & Services. Their work and other research data and analysis will culminate in a “visioning plan” report by the Committee to the President in spring 2013 for further study and implementation, as appropriate, by the university administration as it plans for the future. In describing a “sustainable university,” he outlined such outcomes as more degrees awarded, higher retention rates, increased educational quality, contributions to workforce and economic development and other financial, environmental and societal benefits.

The President and Associate Vice President Jeremy Ross presented detailed national, state and ETSU data to provide a foundation for the Committee and task force work and questions to be considered during their visioning activities. The Committee then brainstormed several general themes and attributes of a “culture of excellence.”



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## Summary of Discussions:

1. **What things would you most like to see happen at ETSU over the next 25 years?** *While these are not in priority order, the first three themes were considered to be very important:*
  - A. See ETSU recognized and honored for the quality of its programs, academic performance, and contributions to the region, nation and world:
    - All colleges ranked in the top 5 nationally (or appropriate measurement of excellence) in at least one program and/or *demonstrated learning* within 25 years
  - B. Sustainable enrollment growth with increased retention and graduation rates
    - Strengthened culture that emphasizes student success
  - C. Recruit, recognize, and appropriately compensate exceptional faculty, staff and administrative talent and expect outstanding performance
  - D. Improve visibility and performance of athletic program
  - E. Design, build, or renovate appropriate new facilities
  - F. Anticipate and prepare for administrative and academic technology advances; enhance student learning through access, quality and technology (=innovation)
  
2. **Attributes of a Culture of Excellence**
  - A. Positive atmosphere of integrity and trust
  - B. Employ a Baldrige/TNCPE quality-oriented management philosophy/style
  - C. Personal development training for faculty, students and staff
  - D. Others to be considered: “Best Place to Work” status
  - E. National benchmarks and rankings, with programs in the Top 5 (we want to be measured by the national standards of excellence, not only “local” or “regional” measures)
  - F. Signature and distinguished programs
  - G. Alumni engagement and financial support
  - H. Data-driven decision making
  
3. **Proposed benchmark attributes from other institutions (described attributes and activities that are innovative and industry leading):**
  - University of Tennessee (*Programs, Graduation Rates, Funding, Support (V), Alumni Participation* )
  - Purdue University (*Research & Technology Programs, Job Potential for Graduates, Faculty, Practical Wisdom, Engineering Program*)
  - James Madison University (*Undergraduate Programs, Partnership with the Community, Student Involvement*)
  - MIT (*Branding, Promotion of Image, Retention and Graduation Rates*)
  - Ohio State (*Complexity of Health Science Center*)
  - Wharton School of Business – University of Pennsylvania (*Reputation, Branding*)
  - Community of Chattanooga (*Downtown Revitalization, Fiber-to-the Home Network*)
  - Stanford University (*Universities play a key role in Economic Development*)
  - University of Central Florida (*Technology Integration over the Past 10 Years*)
  - Virginia Tech (*Technology Programs, Meets Demand of Labor Markets and Economy*)
  - University of North Carolina (*Health Sciences*)



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- East Carolina University (*Similar Makeup with a Medical School, Regional School*)
- University of Virginia (*Fundraising*)
- Texas Tech University

#### **4. Other questions and issues to guide visioning discussions:**

- Education as the core business – student success as a critical part of its mission and responsibility of all
- Concept and role of a “regional university” – e.g., more than half existing enrollment from four Tennessee counties – relationships with high schools in these counties
- Determine proper balance between adding new programs or enhancing existing ones
- How can we improve alumni relationships?
- How can we improve fundraising?
- How can we improve delivery of information/technology?
- Do we need to change how we nurture/encourage student body (study and learn from athletics and personal development programs)
- Enrollment growth – right size, more high ability students, diversity
- Sources of revenue growth and overall business-like approach, particularly in light of downward trend in state funding
- Student access and affordability, financial aid/scholarships and increasing debt
- Career development, preparation and placement; mentoring and advising
- Value of co-curricular experiences that help mature students as they acquire education and skills

### **Next Steps**

#### *Task Forces*

During September, the 6 Task Forces will be formed, with up to 12 members each representing various constituencies within the university community (including faculty, staff, administration, students, alumni, donors and the community. Nominations will be sought and President Noland will make the final selection. Task Forces will begin work in October and present their recommendations to the Committee for 125. It is President Noland’s intention that broad engagement of the ETSU community is critical for a transparent visioning process and various opportunities will be provided for input, comment and feedback. These include specific opportunities for those who expressed interest in participating on the Task Forces to enhance participation in and support for the university’s future direction.

#### *Project Communications and Community Engagement*

A great deal of interest in the visioning project has already surfaced in the ETSU community. To ensure regular updates about the project’s progress, a dedicated “communications plan” will offer multiple channels of information, including a special website, news releases and other announcements, presentations, town halls and social media outreach (especially to students and alumni). In addition, the ETSU community will be invited to review and comment on the “visioning plan” drafts as part of other constituent engagement activities throughout the project. The Committee will develop a final “visioning plan” to be submitted to President Noland in spring 2013.