



EAST TENNESSEE STATE
UNIVERSITY

State of the University 2024

Dr. Brian Noland

October 11, 2024

Martin Center for the Arts

Overview

- Higher Education Landscape
- Institutional Health and Strategic Initiatives
- Access and Success
- Impact and Stories of Resilience



A Mission-Focused University

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. Regional service
2. Scholarship
3. The study of education as a science, practice in teaching
4. A knowledge of the conditions and need of the state

Citation: History of the East Tennessee State Teachers College, Burlison, Sinclair, 1947



Strategic Planning Framework



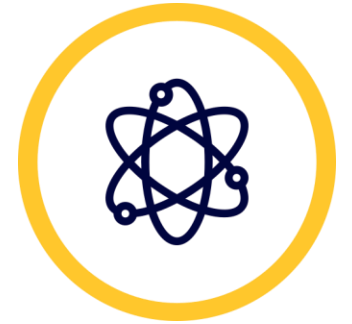
**Access &
Success**



**Equity &
Inclusion**



**Excellence
in Teaching**



**Research &
Innovation**



**Community
Stewardship**



**Employee
Empowerment**



**Operational
Sustainability**





Higher Education Landscape

Key Trends



Key Trends in Higher Education

1. The enrollment environment tests institutional sustainability

Declining enrollment growth is felt disproportionately across the sector, with many institutions facing intensified financial challenges.

2. Affordability and value are a growing concern

Cost-to-attend is leveling off, but debt levels have risen. Colleges have pursued and are reevaluating methods for outcome assurances.

3. The achievement gap imperative

Universities struggle to close a double-digit achievement gap while the next ten years will bring increasingly diverse incoming undergraduate classes.

4. Rising to the demands of a more complex student body

Entering college students have larger preparedness gaps and mental health challenges than we've seen in decades.

5. The future of work is now

Automation is expected to impact ~30% of tasks in ~60% of roles, and graduates will now search for jobs in a volatile economy.

6. Reinventing learning experience and embracing new modalities

The pandemic accelerated adoption of online, remote, and hybrid learning in an environment of proliferating credentials from traditional and non-traditional providers.

7. R&D focused on the challenges of our time

Funding in the US is accelerating, with higher ed increasingly focused on interdisciplinary research solving real-world problems.

8. Adjusting to a new global order

International peers are stronger than ever, and student flows to the U.S. are slowing. Economic power and research prowess continue shifting, heightened by COVID-19 and geopolitics.

9. Generational moment of leadership transition

Transitions are accelerating across university roles, with a new cohort of presidents taking the helm.



Enrollment Environment

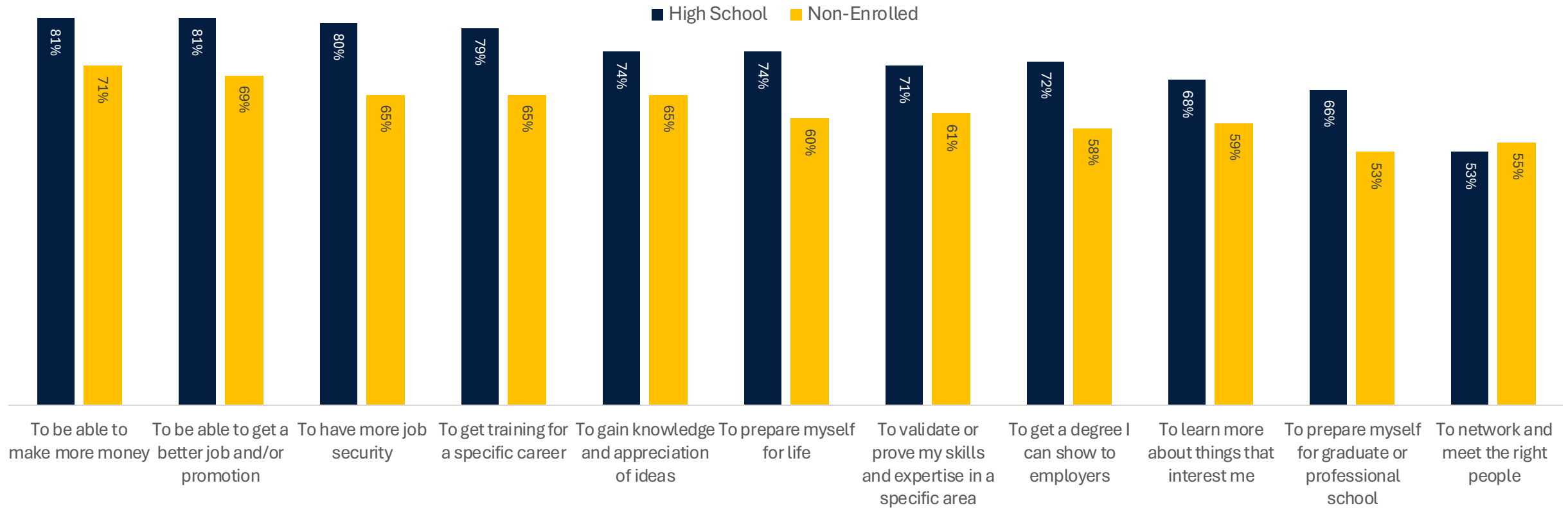
- The market for aspiring college students is increasingly complex due to the demographic cliff, FAFSA complications, declining college-going rates, and mixed messages about the importance of a college degree.
- Recent research by the Gates Foundation (2023) regarding the college choice process found that the "popular narrative" greatly influences enrollment decisions. Institutions should, therefore, enhance access to advising services rather than solely relying on social media threads to inform students as they make college decisions.
- Parents listed Google searches and social media as their top information guides, leading to a negative perception. “What they are hearing is things like the Supreme Court decision on race-conscious admissions and DEI attacks, deliberation on test optional and legacy admissions, and ... crippling student loan debt.” “Those things add up to questions, candidly, from Americans about their faith in higher education.” (Gates, 2023)



Enrollment Environment: College Aspirations

Source: Edge Research, HCM Strategies

Reasons to get a college degree



- At least two-thirds of students noted that the ability to make more money, get a better job, train for a specific career, or have increased job security were important reasons to get a degree.
- Fewer students view a college degree as a prerequisite for employment.

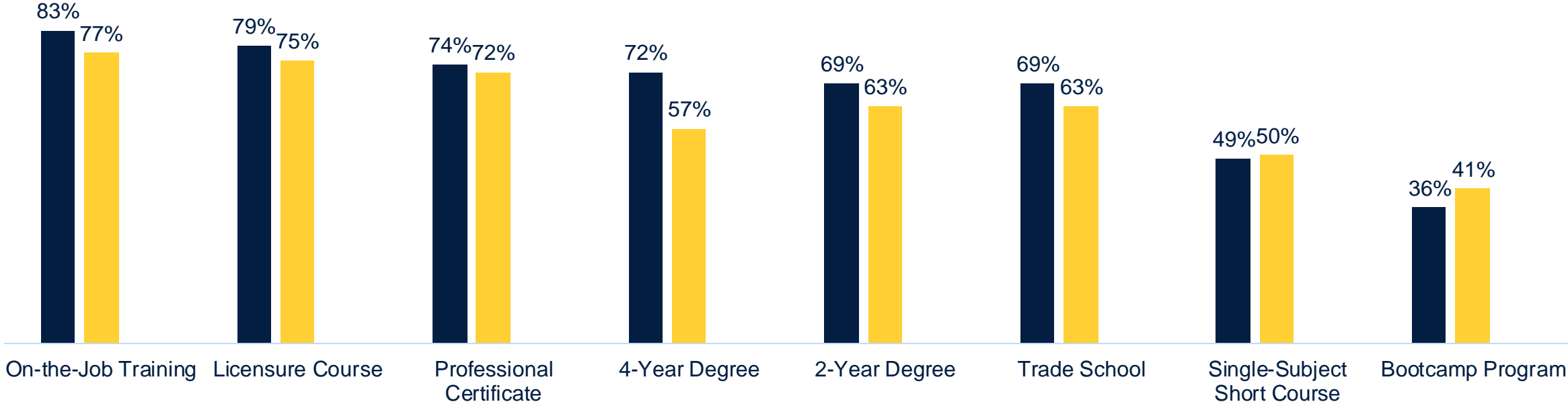


Enrollment Environment: Perceptions of Value

Source: Edge Research, HCM Strategies

Perceived as Having “Good or Excellent Value”

■ High School ■ Non-Enrolled

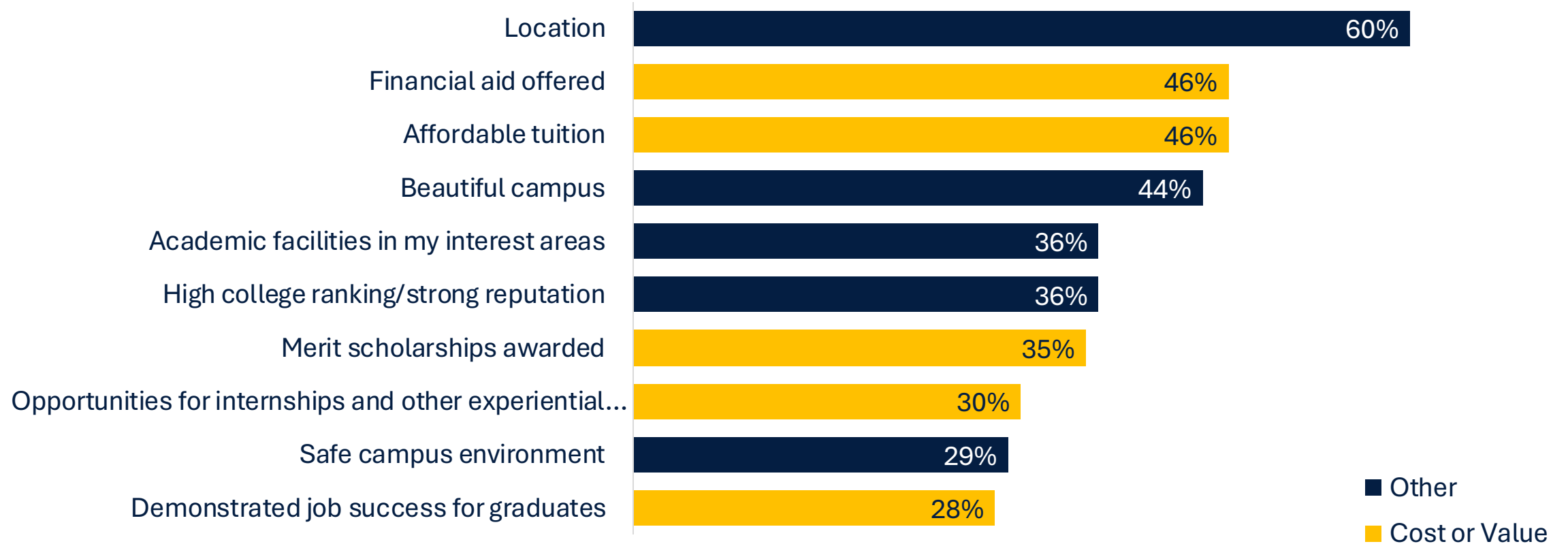


- Non-enrolled adults were generally about ten percentage points less likely to have confidence in the benefits of a college degree.



College Choice Factors (EAB 2024)

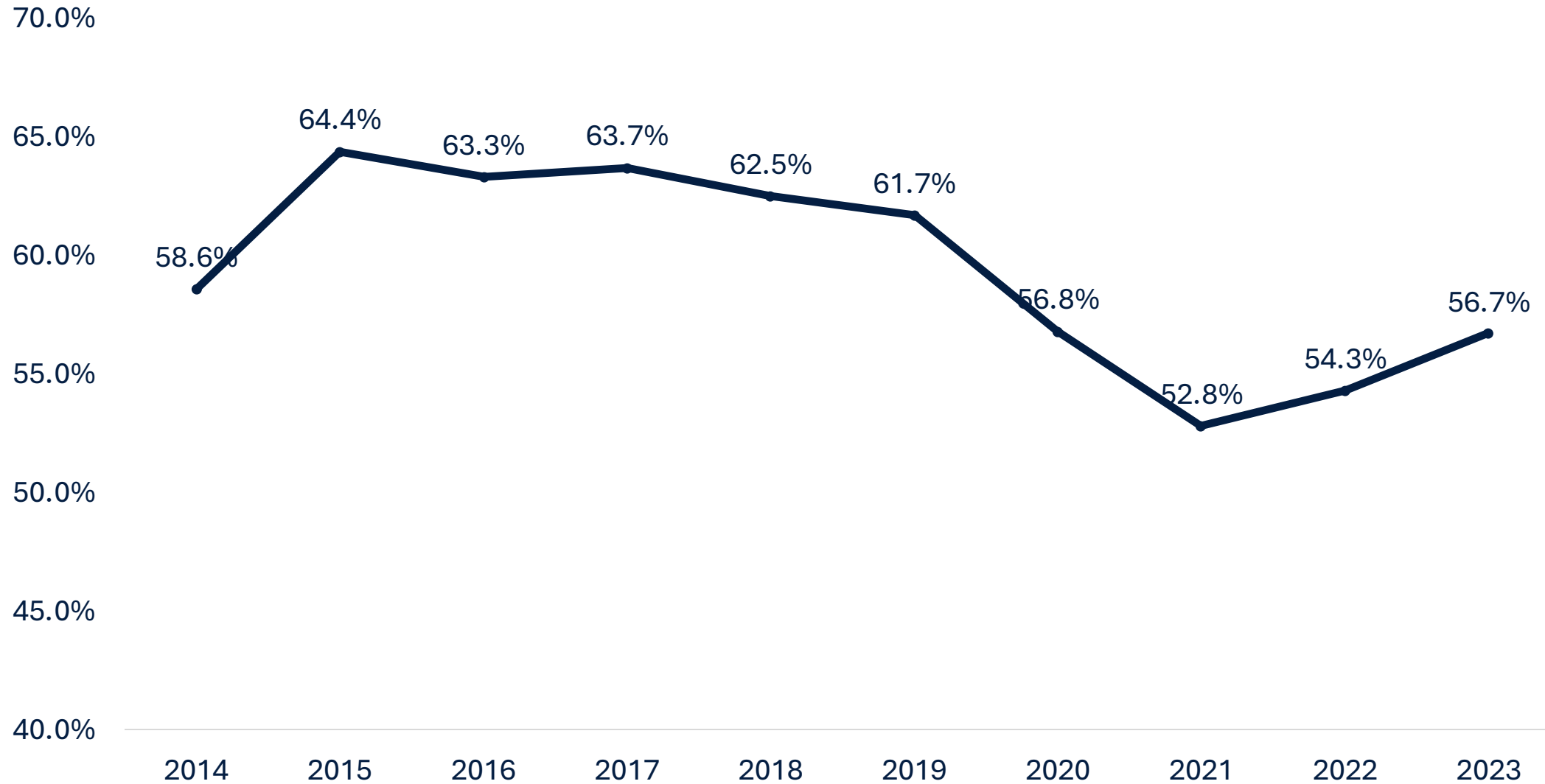
Cost and Value Remain Top Factors in Students' Choice of College



- Among students attending universities, while location was the most-named reason for selecting an institution, financial concerns were also top factors. Almost 50% of students named financial aid and affordable tuition as factors driving their college decision.
- The beauty of the campus infrastructure was cited by students in the EAB survey as a prime driver of their college choice decision.



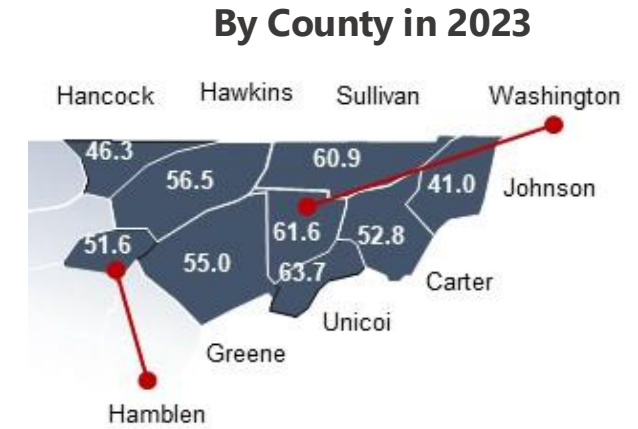
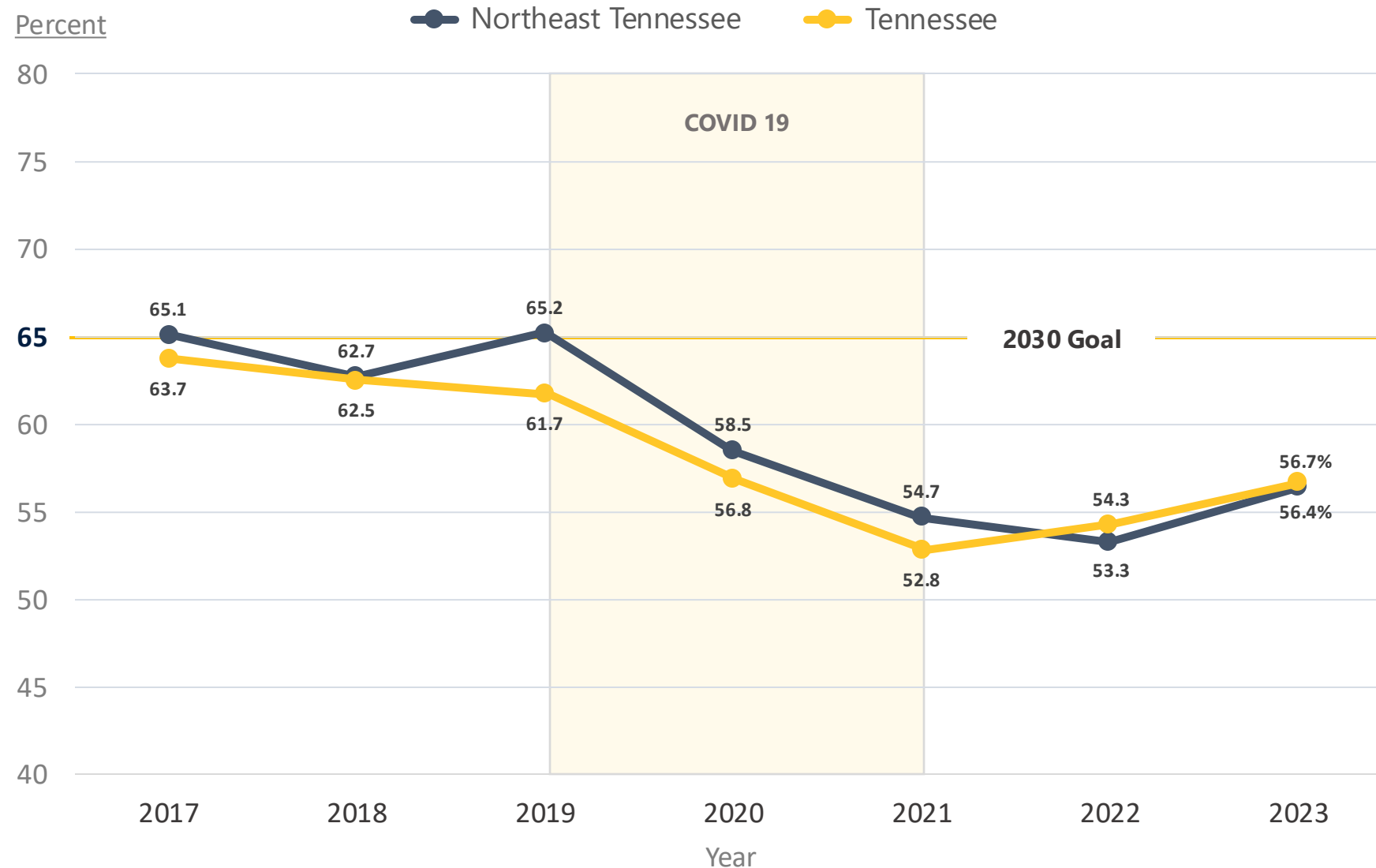
College-Going Rates in Tennessee (2014-23)



Source: Tennessee Higher Education Commission



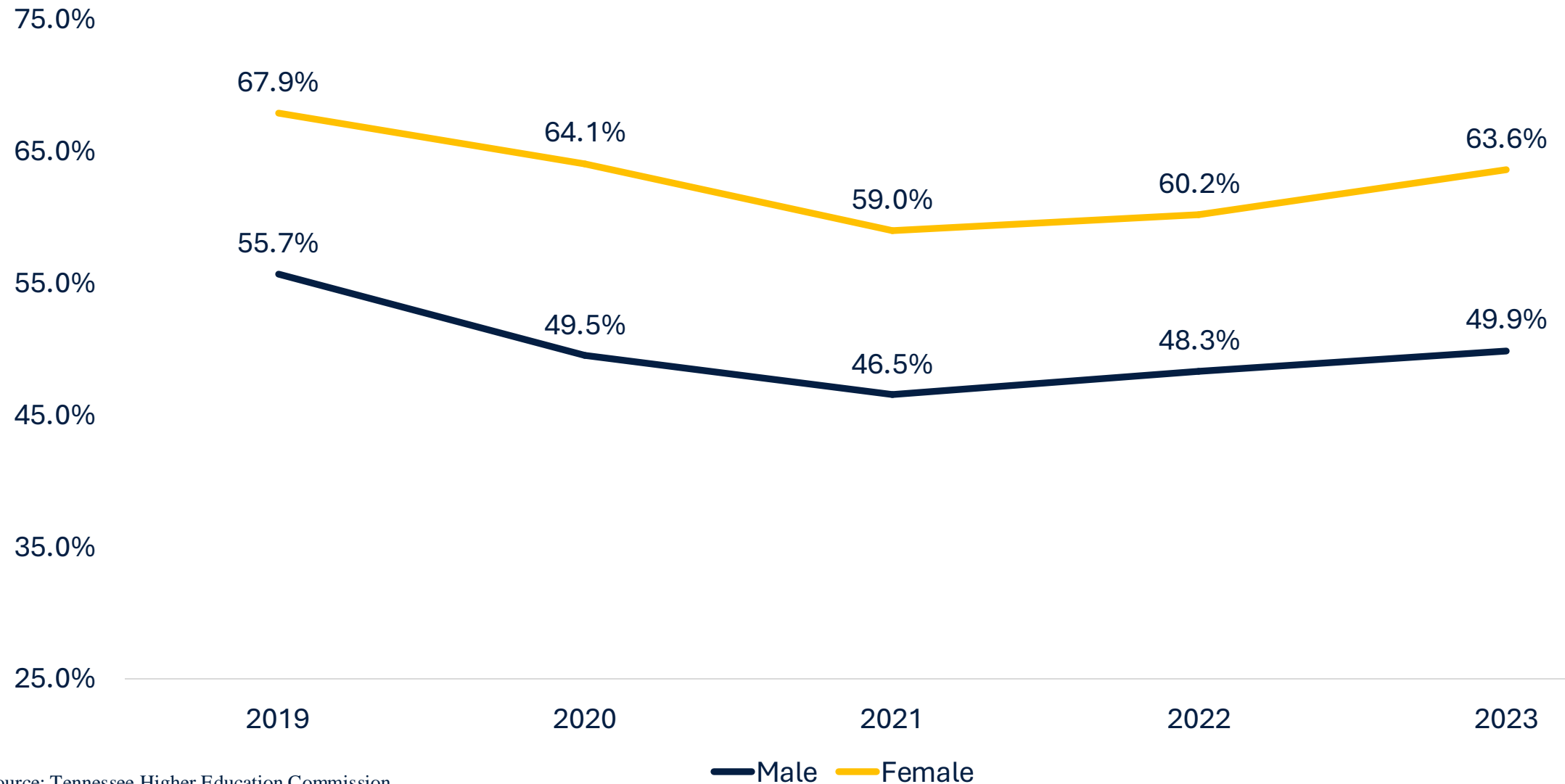
College-Going Rate in Northeast Tennessee



Source: Tennessee Higher Education Commission



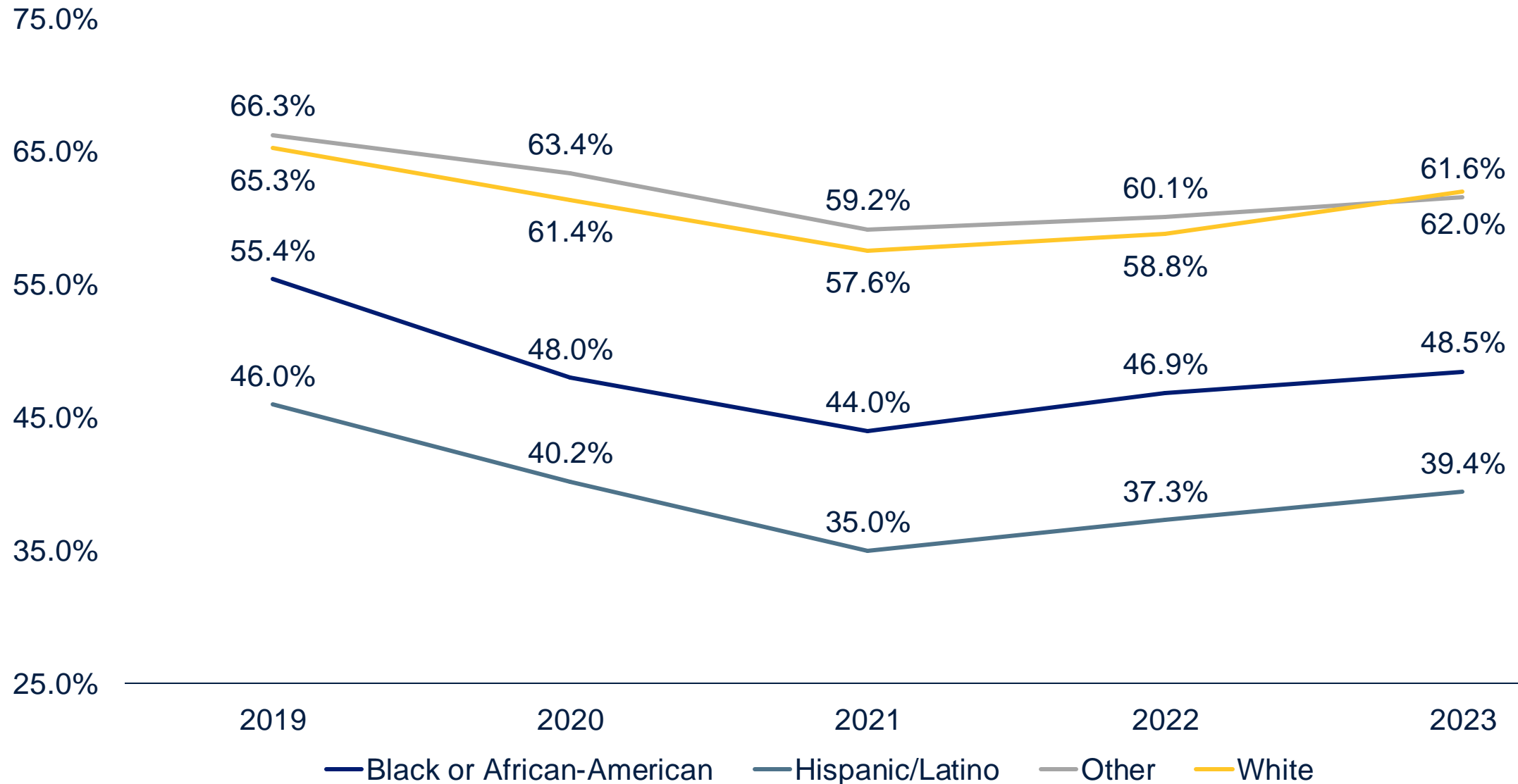
College-Going Rates: Gender



Source: Tennessee Higher Education Commission



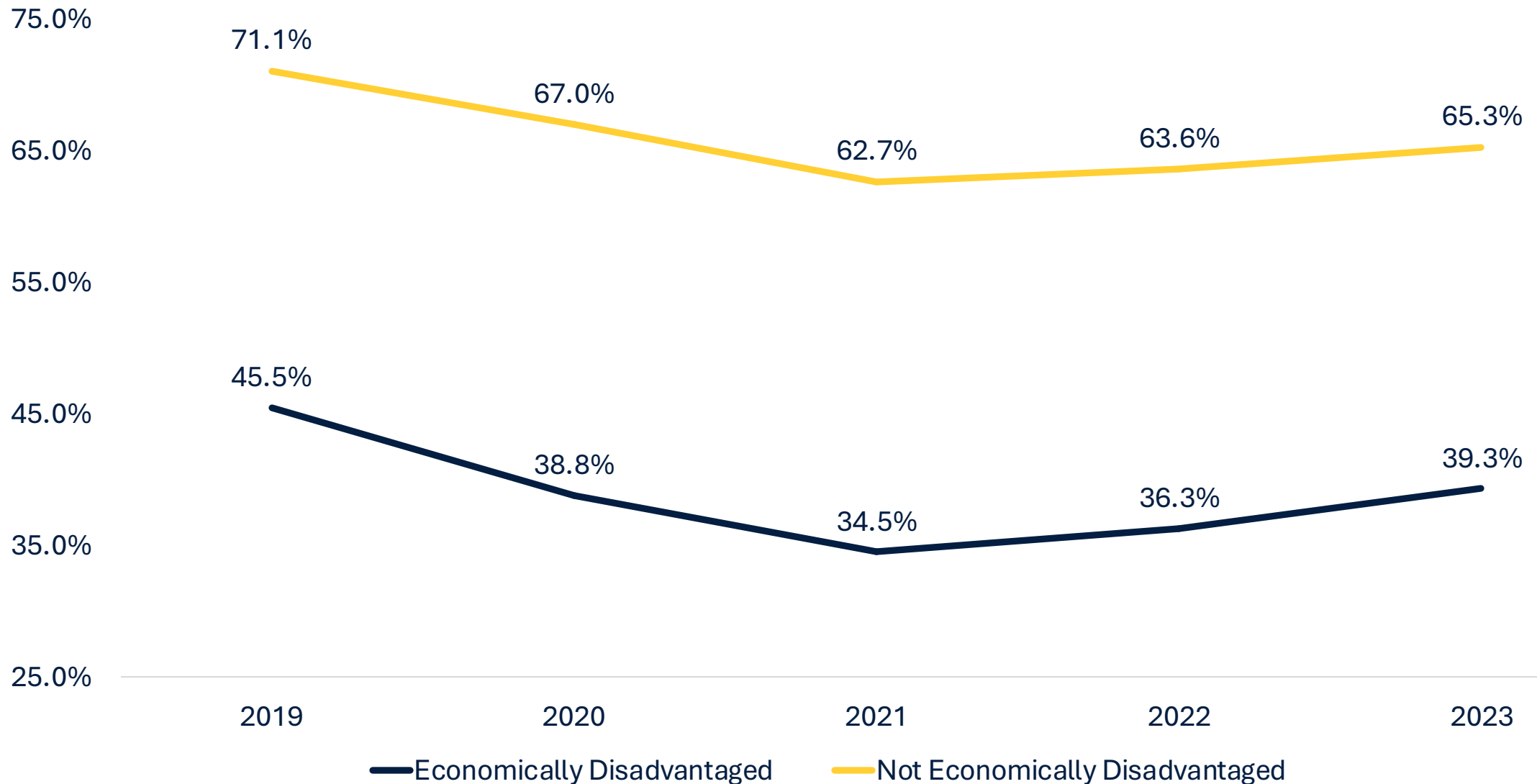
College-Going Rates: Race



Source: Tennessee Higher Education Commission



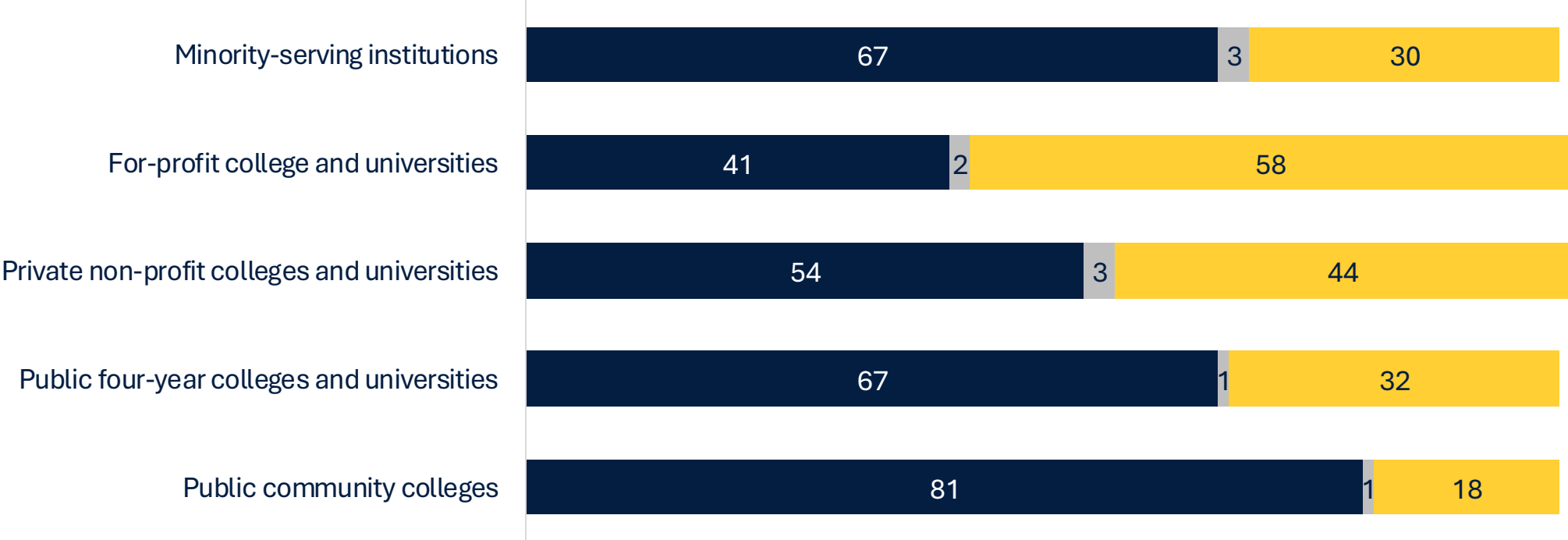
College-Going Rates: Income



Focus on Affordability and Value

Percent of students who agree or disagree that the following institutions of higher education are worth the cost

■ Strongly/somewhat agree ■ Don't know/skipped ■ Strongly/somewhat disagree

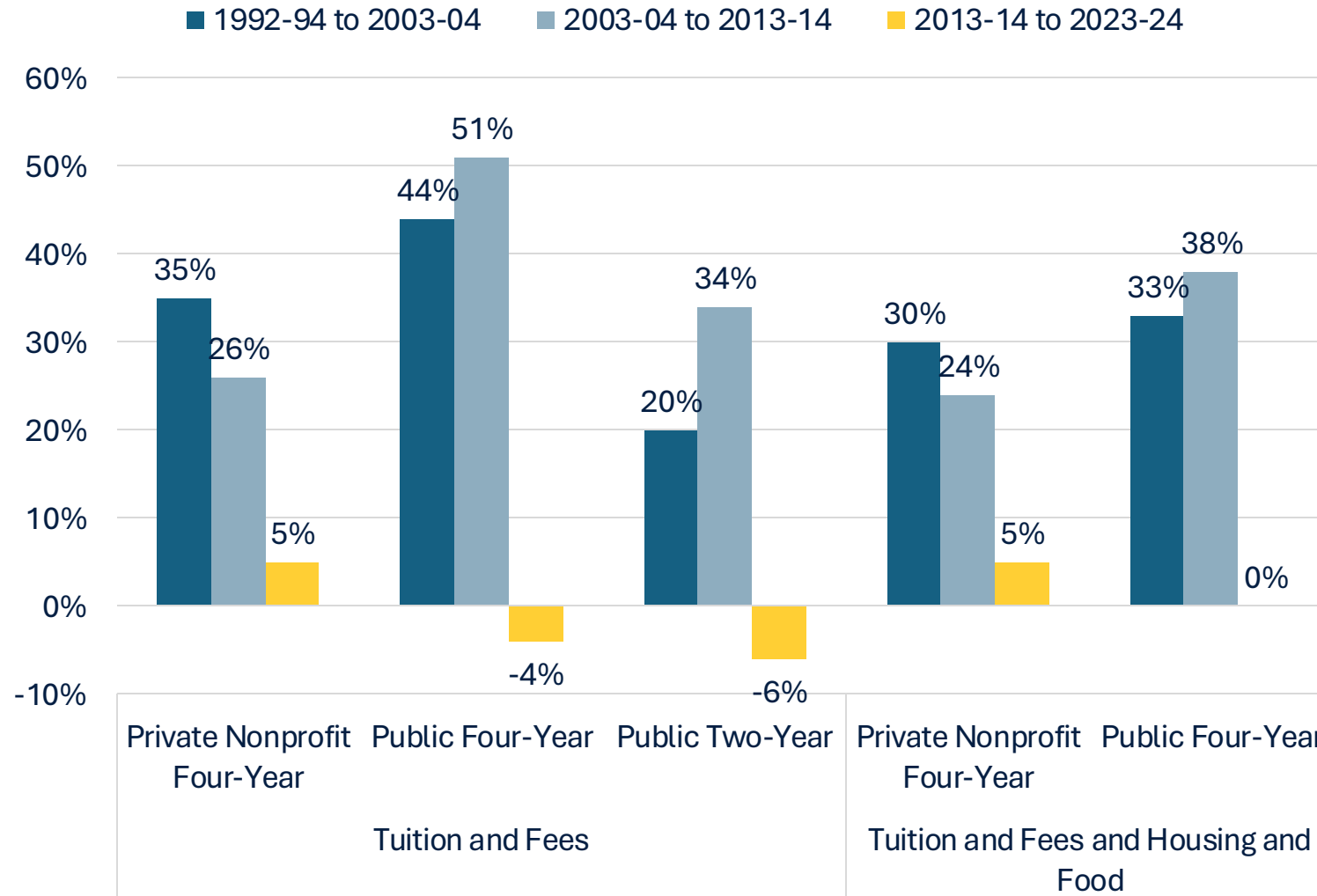


Source: New America Survey (2023)



Tuition and Fee Trends (College Board 2023)

Ten-Year Percentage Changes in Inflation-Adjusted Published Prices
by Decade



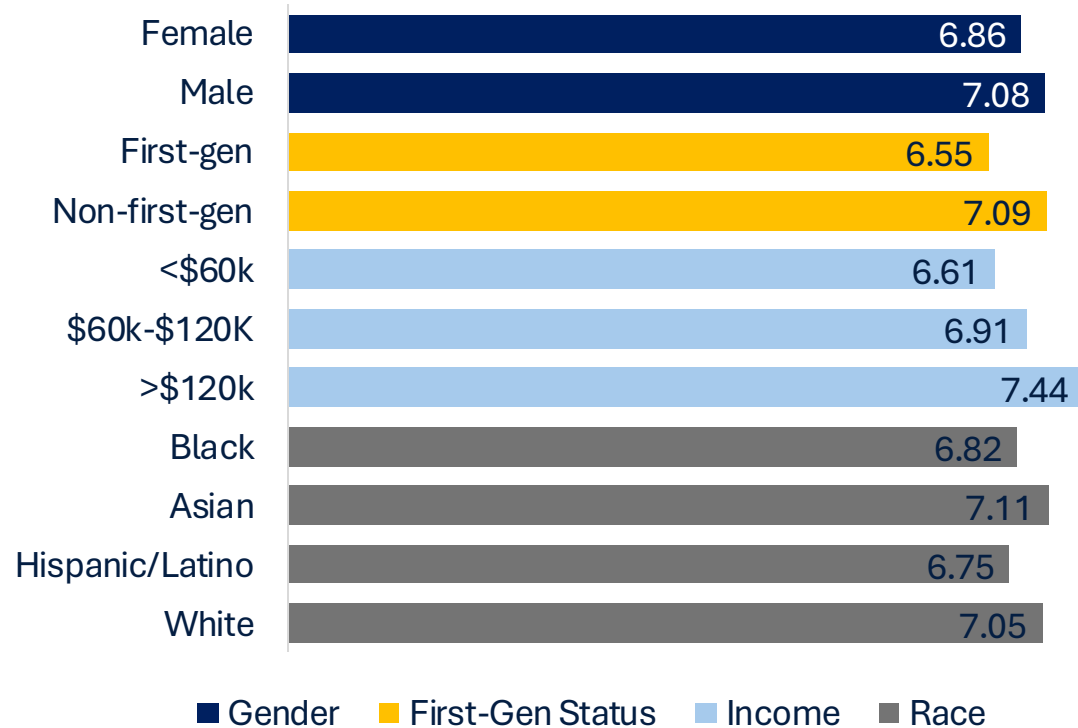
- Between 2013-14 and 2023-24, in-state tuition and fees at public universities declined by 4% after adjusting for inflation, compared with increases of 51% between 2003-04 and 2013-14.
- Between 2013-14 and 2023-24, in-state tuition and fees at public universities by \$410 in 2023 dollars.
- Between 2013-14 and 2023-24, the average tuition, fees, housing, and food remained unchanged at public universities after adjusting for inflation.



Achievement Gap Imperative: Preparedness for College (EAB 2024)

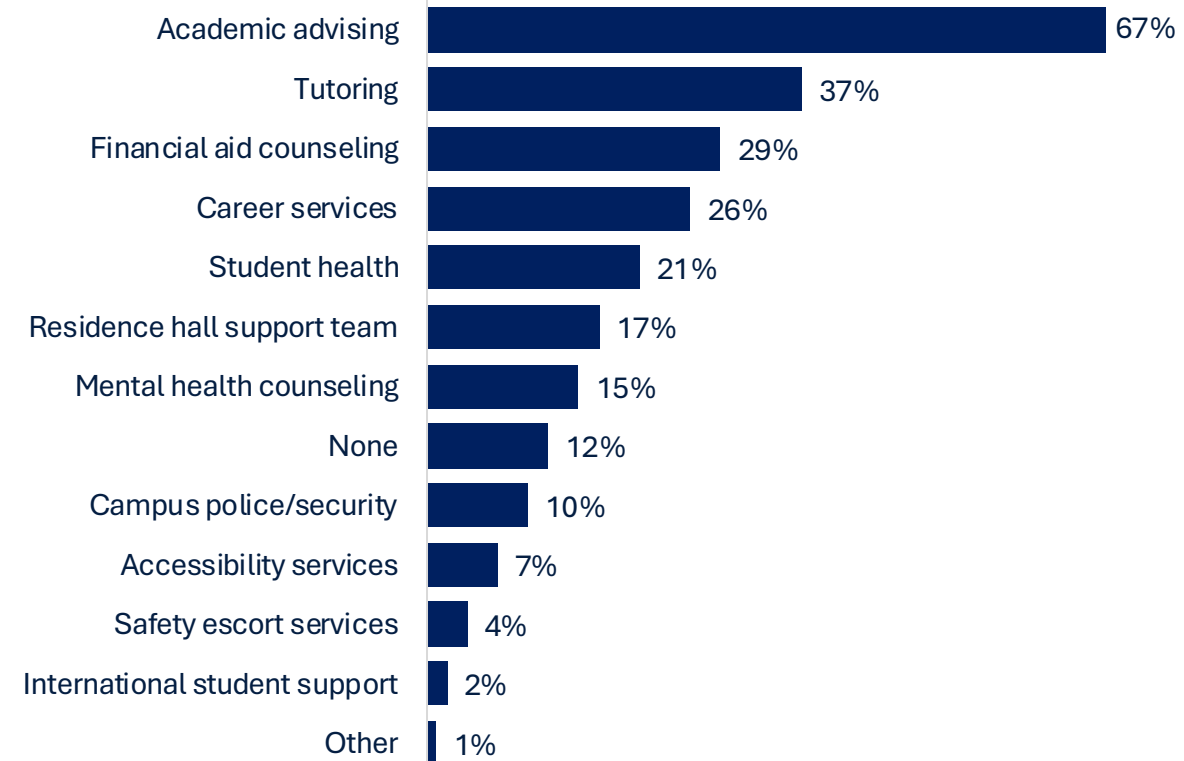
How well did your high school prepare you for college?

Scale 10 = Extremely Well, 1 = Not at All



Which of the following support services have you used at your school?

Students could select all that apply



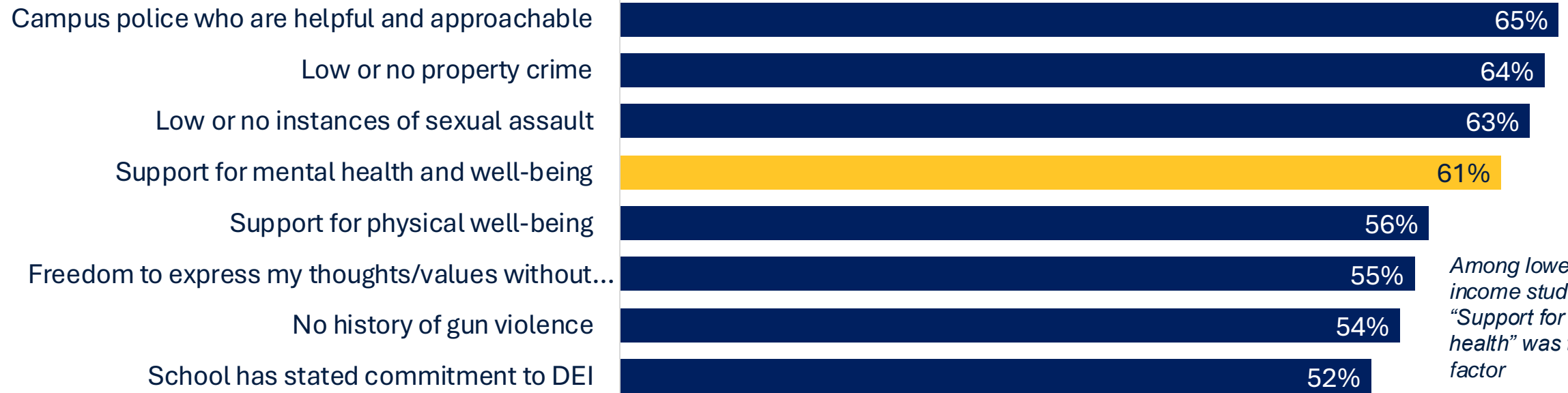
- Post-pandemic, students report a lower level of academic preparedness for college, with significant variance by socio-economic group.
- The need for supplemental academic support is reflected in the support services students have accessed, with academic advising and tutoring named as students' most commonly used services in college.



Complex Student Expectations (EAB 2024)

What does “safe” mean to you in terms of a campus environment?

Students could select all that apply; responses with >50%; all students



Among lower-income students, “Support for mental health” was the #1 factor

- Mental health concerns shape perceptions of college, impact belongingness, as well as satisfaction in college.
- In a recent EAB survey, 61% of respondents indicated that “support for mental health and well-being” is part of their definition of “college safety.”
- EAB found that associations of mental health were inversely correlated with income, with “support for mental health and wellbeing” being the most frequently named “safety” factor for students with a household income of less than \$60,000.



Finances of Higher Education

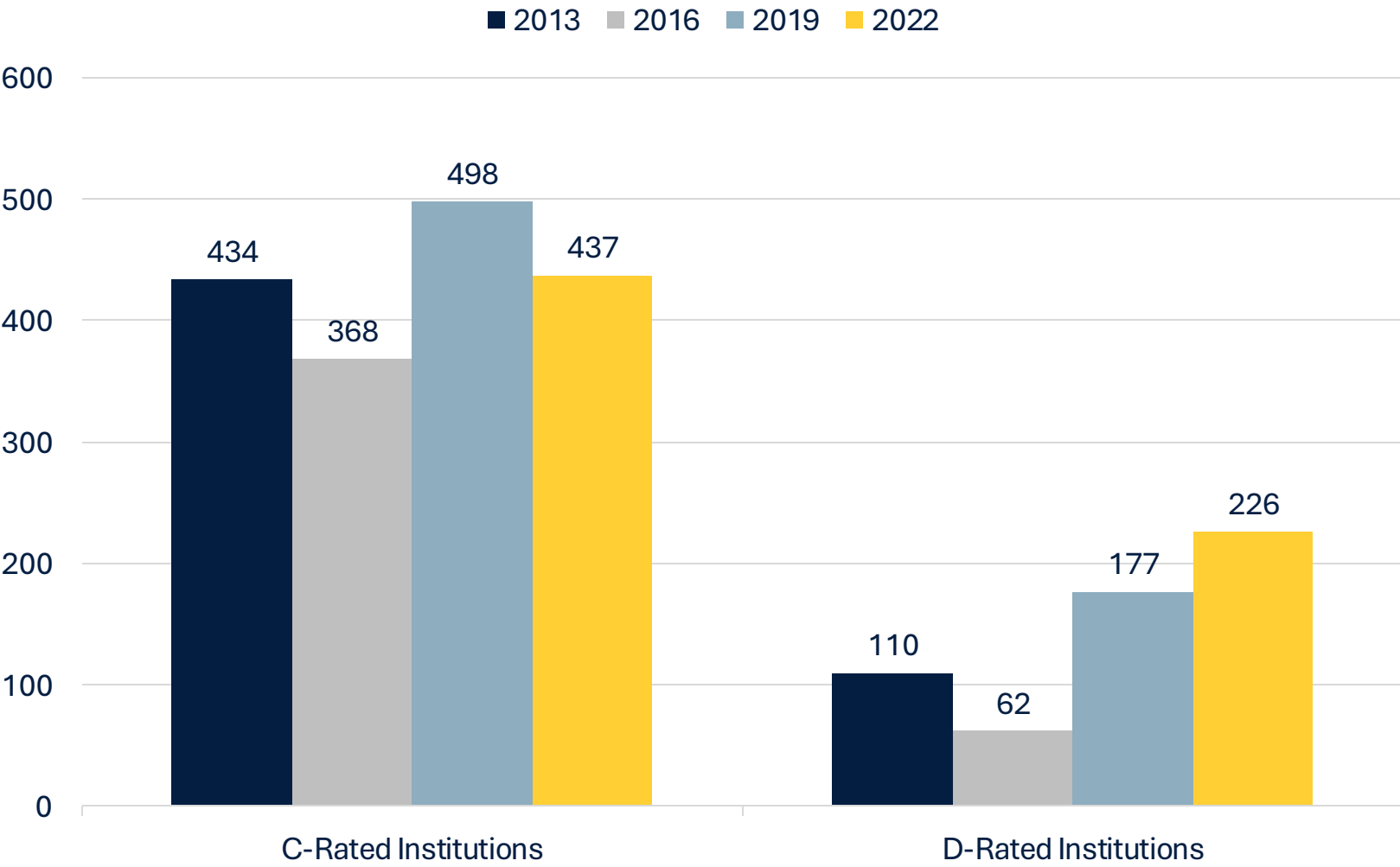
- Escalating labor costs, technology investments, and building/facility maintenance are increasing pressure on operational costs that are unlikely to abate in the coming year.
- Despite a botched Free Application for Federal Student Aid (FAFSA) rollout, enrollment for 2024-25 should be steady overall relative to the 2023-24 academic year, although highly varied among institutions.
- Declining numbers of traditional college-aged students will contribute to long-term enrollment challenges.
 - Institutions have responded by focusing more on adult learners, transfer students, and international students, although evolving immigration controls and protracted visa processing times have suppressed the latter.

Source: www.fitchratings.com



Financial Health: Forbes Financial Grading

Forbes' College Financial Grading Ranking of Private and Nonprofit Colleges



- There was a 22% increase in the number of D-graded colleges on the Forbes listing of college financial well-being between 2019 and 2022.
- These ratings are especially pronounced for small, tuition-dependent institutions.

Source: Forbes College Financial Grading of Public and Private Institutions



Budget Reductions Across the Academy

Alverno College

- The college declared financial exigency this summer, announcing that it will reduce the number of undergraduate majors from 43 to 29. Additionally, the college will eliminate 25 faculty and 12 staff positions as a result of a \$9 million deficit.

West Virginia University

- The WVU Board of Governors discontinued five majors at WVU extension campuses in Beckley and Keyser. These reductions are part of an ongoing academic transformation initiative that began last year when WVU closed more than two dozen majors and eliminated nearly 150 faculty positions.

Cornerstone University

- Cornerstone University did not renew contracts for six professors amid a reorganization that will combine/merge 18 academic programs.

Hampshire College

- The institution is pausing retirement contributions and enacting yearlong pay cuts for senior leaders due to financial strain caused by low enrollment and FAFSA delays.



Budget Reductions Across the Academy

Pennsylvania State University

- Three hundred eighty-three employees elected to participate in a voluntary separation incentive program launched in May. The buyouts reduced the workforce at Penn State's 20 regional campuses by about 10 percent.

St. Cloud State University

- The college will eliminate 92 academic programs and 54 faculty positions. Additional terminations are expected after enrollment plummeted from almost 17,000 students in fall 2012 to 10,420 in fall 2022, resulting in a budget deficit of more than \$14 million.

Lindenwood University

- Anticipating an enrollment decline amid the FAFSA challenges, Lindenwood University laid off 14 employees this summer, with another 40 to 50 vacant positions to go unfilled. This is part of a campus effort to reduce expenses by 10 percent. The college is also renegotiating vendor contracts and dialing back the air-conditioning in campus buildings, setting the temperature at 78 degrees to save on utility and other costs.

University of North Carolina at Asheville

- Facing a projected a \$6 million budget deficit, UNCA will eliminate four academic programs (ancient Mediterranean studies, drama, philosophy and religious studies). UNC Asheville will also adjust the composition of the languages and literature department by dropping concentrations in French and German.



Budget Reductions Across the Academy

Western Illinois University

- WIU eliminated 89 employees, including the entire library faculty, due to a \$22 million budget deficit and a 21% enrollment drop since Fall 2019. Furthermore, WIU eliminated 100 vacant positions from future budgets—including two vice president posts—among other cost-cutting measures.

Frostburg State University

- Staring down a \$7.7 million budget deficit, FSU announced a multiyear plan to cut costs, including phased layoffs over the next two years. Officials plan to cut 30 faculty jobs by fall 2025 and another 15 jobs by spring 2026.

U. of New Orleans

- UNO is attempting to close a \$15-million deficit by cutting administrators' pay, closing an academic building, and eliminating more than 70 positions. 6,600 students enrolled in Fall 2023 after a peak enrollment of 17,000 in 2003.

Valparaiso University

- Academic program reductions across 30 units will impact foreign languages, philosophy, master's programs in cybersecurity, and elementary education, which are among 30 programs being cut as the institution attempts to right-size its operations.



Title X funds are allocated to a network of grantees, including state and local health departments, community health centers (including FQHCs), and non-profit organizations.

These grantees operate clinics and health centers that provides essential services ranging from

- contraception counseling and provision,
- screenings for breast and cervical cancer,
- testing and treatment for sexually transmitted infections, and
- pregnancy diagnosis and counseling to millions of individuals and families across the country.

Title X-funded health centers in South Carolina contributed to preventing 13,880 unintended pregnancies and 6,540 unwanted births in 2016.

Methodology

This study presents a comprehensive retrospective analysis of the Title X Family Planning Program in South Carolina from 2012 to 2022, highlighting significant trends in reproductive health services among total users who visited Title X clinics and among the same populations



Although the permanent method users in South Carolina was lower as compared to the other states of Region IV, the reversible method users trend seems to be increasing in South Carolina and higher than other states of Region IV.

Moderately effective methods decreased over time in both South Carolina and Region IV states.

South Carolina saw a slight increase in less effective methods, contrasting with a decline in other Region IV states.

Conclusion

Notably, the substantial increase in long-acting reversible contraceptive (LARC) use suggests a growing preference for highly effective methods.

Title X continues to be an important source of contraceptive services for many under-resourced individuals.

Ensuring access to a full range of contraceptive methods, especially those with higher up-front costs remains important.

Contact Information

Please send any questions, comments, or correspondence to:

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Institutional Health

and Strategic Initiatives



Operating Budget (2024-25)

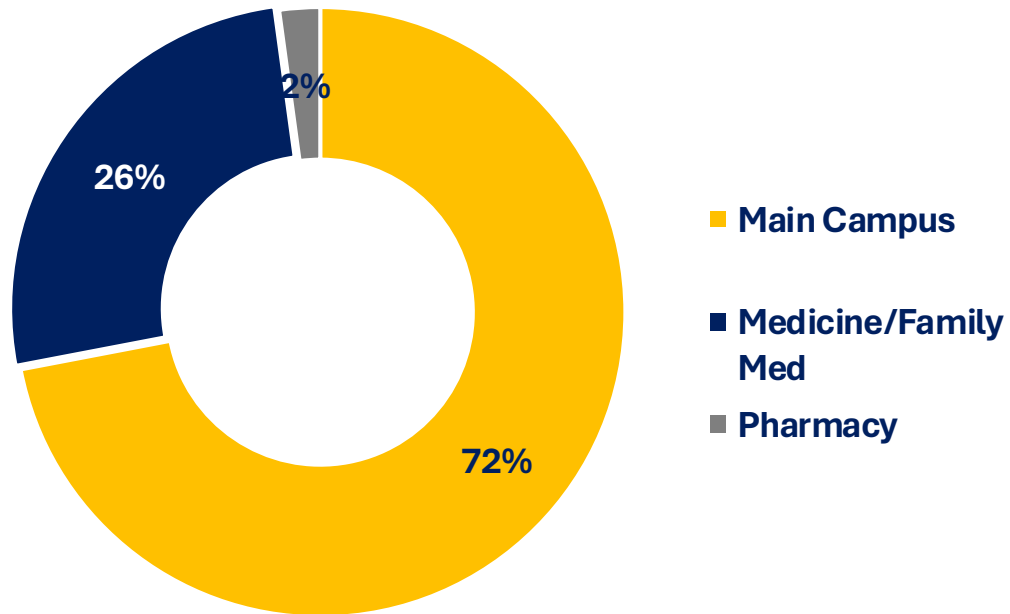
Education and General, excludes Auxiliaries

- Total: Over \$400 Million
- 42% generated by tuition and fees
- 41% from state appropriations
- 76% allocated to salaries & benefits
- \$3.4M in new investments to E&G university reserves
- \$17M in fallout resources returned to the colleges and budget units

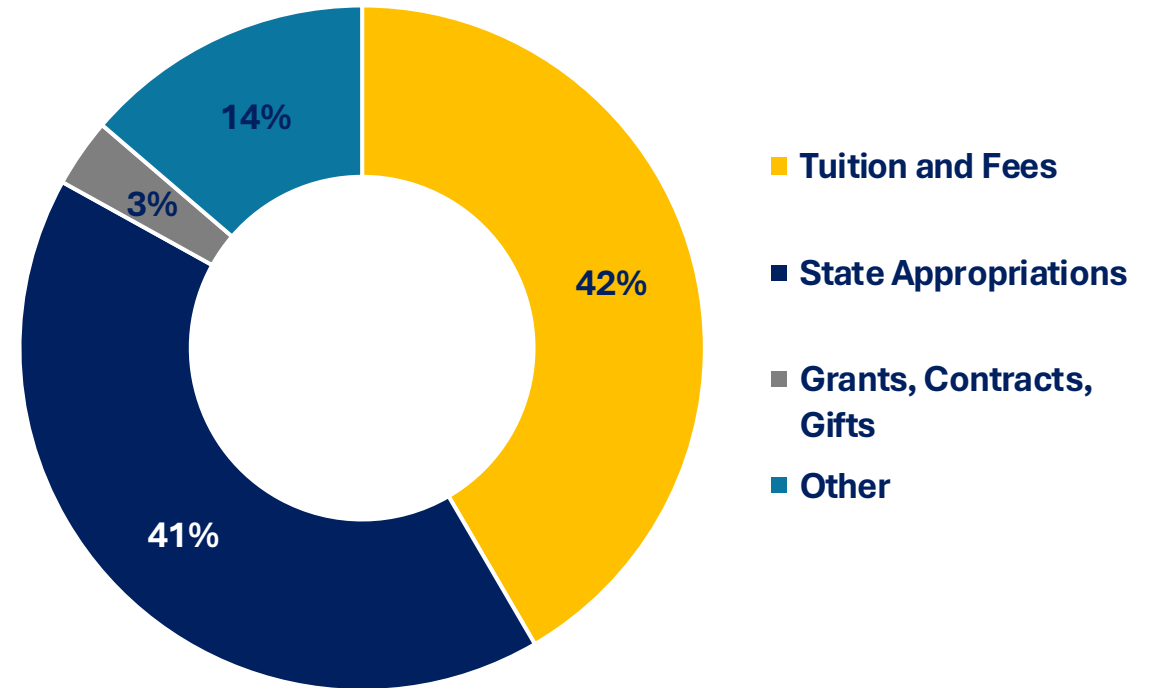


Revenue by Unit and Source FY2025

Revenue by Unit

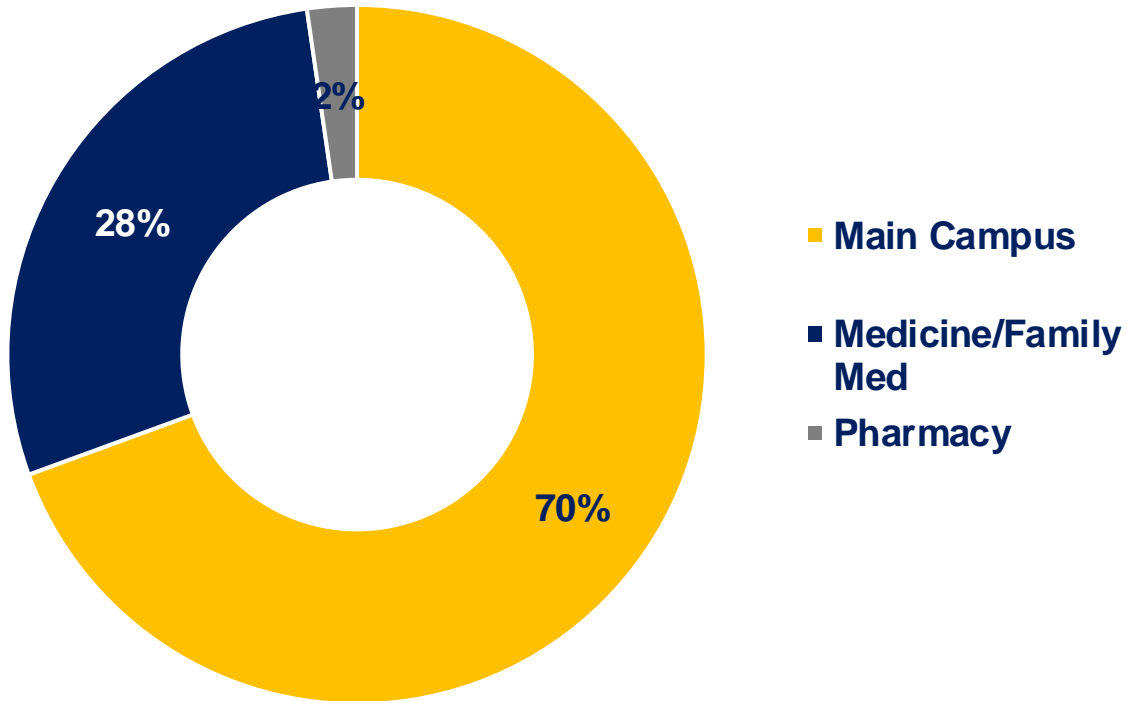


Revenue by Source

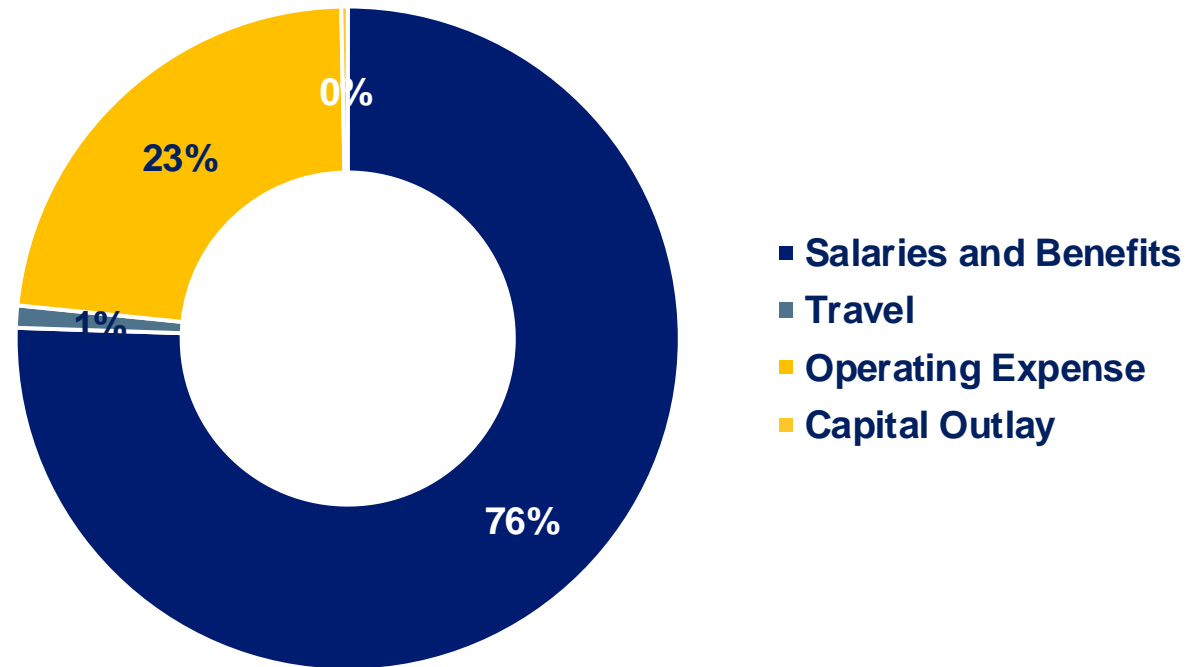


Expenditures by Unit and Natural Classification FY 2025

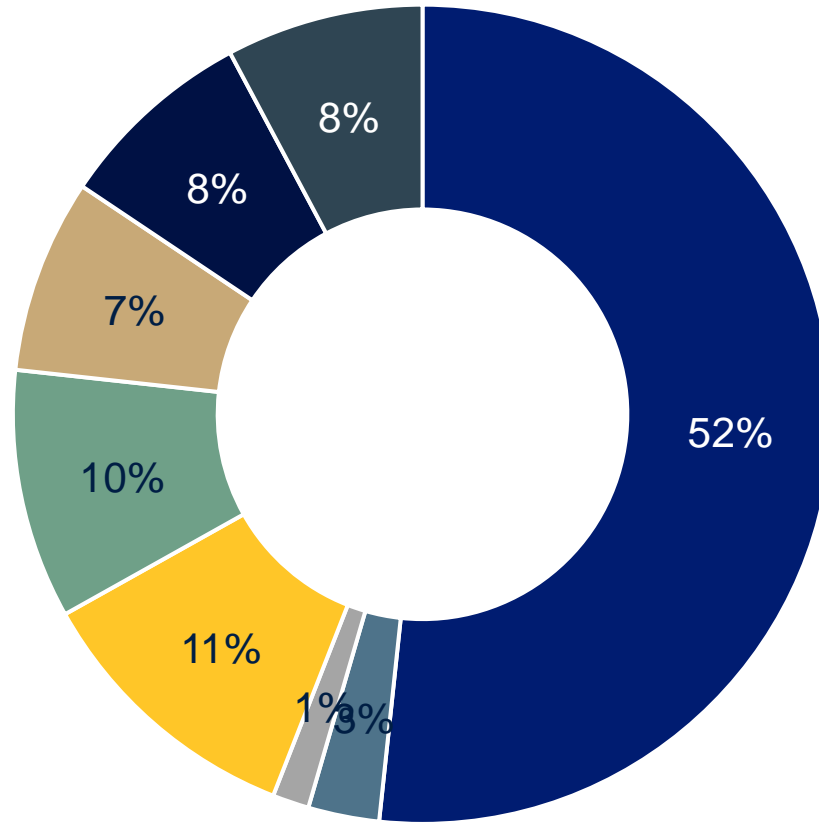
Expenditures by Unit



Expenditures by Classification



Expenditures by Functional Classification FY 2025



■ Instruction

■ Student Services

■ Research

■ Institutional Support

■ Public Service

■ Physical Plant

■ Academic Support

■ Scholarships/Fellowships



Average Faculty Salary

Comparisons 2018-19 to 2022-23; all ranks, non-medical instructional staff

Institution	2018-19	2019-20	2020-21	2021-22	2022-23	Rank 2022-23	% Change
Arkansas State	\$62,244	\$65,152	\$65,355	\$66,895	\$67,737	16	8.8%
Central Michigan	\$84,165	\$86,322	\$89,650	\$90,760	\$92,172	1	9.5%
East Carolina	\$77,712	\$77,643	\$77,091	\$77,368	\$81,207	8	4.5%
East Tennessee State	\$65,611	\$67,055	\$67,720	\$70,229	\$71,618	14	9.2%
Marshall	\$68,625	\$71,166	\$71,274	\$72,914	\$74,238	13	8.2%
Northern Illinois	\$74,564	\$77,288	\$82,589	\$85,852	\$86,606	4	16.1%
U. of Montana	\$70,342	\$72,040	\$74,559	\$75,479	\$76,165	12	8.3%
UT Chattanooga	\$76,813	\$77,297	\$77,948	\$80,352	\$82,780	6	7.8%
U. of Louisiana at Lafayette	\$75,215	\$74,746	\$74,110	\$75,489	\$78,140	9	3.9%
U. of Memphis	\$81,021	\$79,106	\$79,210	\$80,811	\$83,240	5	2.7%
U. of Missouri – Kansas City	\$82,185	\$81,656	\$84,513	\$86,819	\$90,156	2	9.7%
UNC Greensboro	\$79,264	\$77,714	\$78,216	\$78,544	\$82,270	7	3.8%
U. of South Alabama	\$65,506	\$65,600	\$68,001	\$68,004	\$70,535	15	7.7%
Western Carolina	\$70,510	\$70,393	\$70,708	\$70,834	\$76,259	11	8.2%
Wichita State	\$71,259	\$73,029	\$73,824	\$74,338	\$77,978	10	9.4%
Wright State – Main Campus	\$86,056	\$84,790	\$84,873	\$87,829	\$88,282	3	2.6%
Peer Average	\$75,032	\$75,596	\$76,795	\$78,153	\$80,518	N/A	7.3%



Average Staff Salary

Comparisons 2018-19 to 2022-23; non-medical, non-instructional staff

Institution	2018-19	2019-20	2020-21	2021-22	2022-23	Rank 2022-23	% Change
Arkansas State	\$40,816	\$42,205	\$43,042	\$44,531	\$47,961	16	17.5%
Central Michigan	\$57,027	\$56,589	\$58,270	\$59,786	\$62,779	8	10.1%
East Carolina	\$55,382	\$55,146	\$55,112	\$56,818	\$63,231	7	14.2%
East Tennessee State	\$46,622	\$47,217	\$46,373	\$49,475	\$52,144	15	11.8%
Marshall	\$49,276	\$51,162	\$51,496	\$53,275	\$54,593	14	10.8%
Northern Illinois	\$55,047	\$57,445	\$59,841	\$63,101	\$65,925	1	19.8%
U. of Montana	\$52,976	\$53,336	\$55,954	\$58,039	\$61,999	9	17.0%
UT Chattanooga	\$53,652	\$54,543	\$55,792	\$59,064	\$61,673	10	15.0%
U. of Louisiana at Lafayette	\$54,029	\$54,120	\$54,205	\$58,002	\$60,369	11	11.7%
U. of Memphis	\$53,330	\$57,455	\$58,107	\$61,794	\$63,397	6	18.9%
U. of Missouri – Kansas City	\$56,415	\$58,321	\$58,623	\$61,088	\$64,766	2	14.8%
UNC Greensboro	\$58,826	\$59,167	\$59,795	\$60,259	\$64,600	4	9.8%
U. of South Alabama	\$51,499	\$51,979	\$54,412	\$59,088	\$60,089	12	16.7%
Western Carolina	\$52,951	\$53,053	\$54,004	\$55,095	\$59,365	13	12.1%
Wichita State	\$54,462	\$56,316	\$57,456	\$59,976	\$64,529	5	18.5%
Wright State – Main Campus	\$59,205	\$58,737	\$58,929	\$60,967	\$64,754	3	9.4%
Peer Average	\$53,660	\$54,638	\$55,669	\$58,059	\$61,335	N/A	14.3%



Salary Enhancements

2022-23

- 4.0% increase across the board
 - Ceiling of \$7,000
 - Floor of \$1,200

2023-24

- 4.5% increase across the board
 - Ceiling of \$7,500
 - Increase entry pay to \$13.65 per hour

2024-25

Phase I: 3.0% increase across the board

Ceiling of \$7,000 *

Increase entry pay to \$15.00 per hour for full-time, benefits-eligible employees

Adjust pay tables to reflect the above increases

Phase II: 3.0% targeted increases

Establish 2.0% supplemental salary pool to be directed to FLSA, implementation of the classification and compensation system, and faculty market adjustments

Target 1% additional supplemental salary pool to further support the priorities listed above

Largest investment in salary in the modern history of the university

*The Gatton College of Pharmacy and the Quillen College of Medicine are exempt from this salary provision





Access & Success

Ensuring All Students Have the Opportunity to Succeed



Fall 2024 Overall Enrollment at ETSU

Student Level	2020	2021	2022	2023	2024	Delta
Undergraduate	10,705	10,316	10,554	10,632	10,830	198
Graduate	2,435	2,434	2,422	2,478	2,400	-78
Medicine	538	535	529	542	564	22
Pharmacy	283	261	212	175	185	10
Total	13,961	13,546	13,717	13,827	13,979	152

Top Five Undergraduate Programs

- Nursing
- Psychology
- Computer Science
- Management
- Biology

Top Five Graduate Programs

- Public Health
- Educational Leadership
- Nursing
- Business Administration (Online)
- Social Work



ETSU Fall 2019-24 First-Time Freshmen Profile

First-Time Freshmen	2020	2021	2022	2023	2024	Delta
Headcount	1,651	1,856	2,056	2,141	2,138	-3
High School GPA	3.5	3.5	3.6	3.6	3.6	-
Tennessee Resident	1,311	1,421	1,545	1,679	1,589	-90
Border County	88	76	140	88	103	15
International	13	30	26	24	43	19
Other Out-of-State	239	329	345	350	403	53



ETSU Enrollment (Main Campus Only)

Location	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Tennessee Total	10,629	10,101	10,056	10,113	10,172
NC	308	277	273	262	255
VA	405	368	372	371	344
Border Total	713	645	645	633	599
% of Total	5.43%	5.06%	4.97%	4.83%	5.89%
International	263	264	369	445	439
% of Total	2.00%	2.07%	2.84%	3.39%	4.32%
Other Out of State	1,535	1,740	1,904	1,919	2,019
% of Total	11.68%	13.65%	14.68%	14.64%	19.85%



ETSU Enrollment by Race/Ethnicity & Female/Male 2020-24

(Main Campus Only)

Race/Ethnicity	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
American Indian or Alaska Native	17	12	8	5	1
Asian	206	221	265	292	300
Black or African American	875	852	832	808	787
Hispanic/Latino	447	471	483	525	553
Native Hawaiian or Other Pacific Islander	8	3	1	1	0
Nonresident Alien	263	264	369	445	439
Race and ethnicity unknown	501	801	1,067	1,204	1,419
Two or more races	475	434	388	359	375
White	10,348	9,692	9,563	9,471	9,355
Grand Total	13,140	12,750	12,976	13,110	13,229
Female	62.13%	63.50%	62.70%	62.32%	61.53%
Male	37.87%	36.50%	37.30%	37.68%	38.47%



THEC 14th day Preliminary Enrollment Comparisons

Sector/Institution	First-Time Freshmen		Undergraduate		Total		% Change
	Fall 2023	Fall 2024	Fall 2023	Fall 2024	Fall 2023	Fall 2024	
Community College Total	15,911	15,970	72,289	75,110	72,289	75,110	3.9%
Austin Peay State University	1,608	1,677	8,314	8,926	9,649	10,439	8.2%
East Tennessee State University	2,141	2,138	10,632	10,830	13,827	13,979	1.1%
Middle Tennessee State University	3,088	3,158	17,668	18,075	20,183	20,523	1.7%
Tennessee State University	1,766	880	6,768	5,057	8,198	6,310	-23.0%
Tennessee Technological University	1,988	2,006	8,838	9,187	10,117	10,511	3.9%
University of Memphis	2,591	1,961	16,771	15,770	21,736	20,276	-6.7%
University of Tennessee, Chattanooga	2,392	2,501	9,982	10,245	11,380	11,834	4.0%
University of Tennessee, Knoxville	6,694	6,804	28,883	30,564	35,832	38,261	6.8%
University of Tennessee, Martin	1,118	1,220	6,234	6,809	6,941	7,499	8.0%
University of Tennessee, Southern	185	172	946	1,012	978	1,046	7.0%
University of Tennessee Health Science Center	-	-	376	394	3,123	3,101	-0.7%
University Total	23,571	22,517	115,412	116,869	142,187	143,994	1.3%
GRAND TOTAL	39,482	38,487	187,701	191,979	214,476	219,104	2.2%



Tennessee Headcount Enrollment (1984 – 2023)

Institution	1984	1994	2004	2014	2021	2022	2023
TBR Community College Total	55,475	76,582	75,498	87,064	74,543	71,802	74,400
Austin Peay State University	5,311	7,440	8,650	10,154	9,683	9,489	10,003
East Tennessee State University	9,969	11,512	11,869	14,551	13,365	13,577	13,685
Middle Tennessee State University	11,228	17,120	22,322	23,006	20,963	20,198	20,290
Tennessee State University	7,651	8,180	9,100	9,097	8,106	9,263	8,211
Tennessee Technological University	7,494	8,226	9,217	11,498	9,947	10,058	10,169
University of Memphis	21,295	19,851	20,668	21,161	21,784	22,110	21,976
Locally Governed Institution Total	62,848	72,329	81,826	89,467	83,848	84,695	84,334
University of Tennessee, Chattanooga	7,474	8,281	8,689	11,619	11,447	11,264	11,361
University of Tennessee, Knoxville	26,158	25,943	25,671	27,382	31,837	33,722	36,183
University of Tennessee, Martin	5,366	5,608	6,098	7,029	6,720	6,871	6,947
University of Tennessee, Medical Health Sci Center	1,883	2,095	2,139	3,185	3,239	3,141	3,127
University of Tennessee Southern							979
University of Tennessee Total	40,881	41,927	42,597	49,215	53,243	54,998	58,597
University Total	103,729	114,256	124,423	138,682	137,091	139,693	142,931
Grand Total	159,204	190,838	199,921	225,746	211,634	211,495	217,331



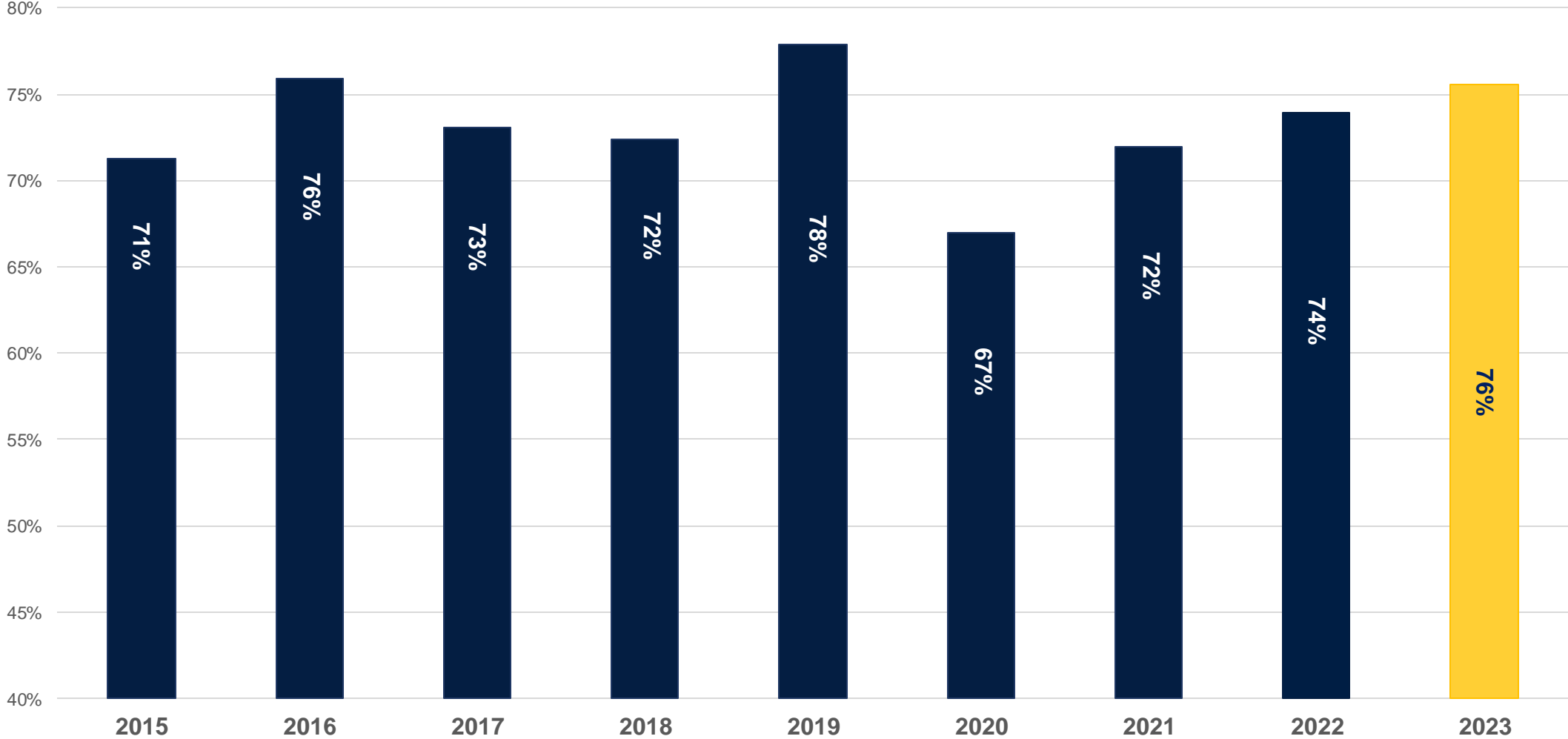
ETSU Enrollment Projections 2011-2025

* COVID-19 Impacted Enrollment

Year	Projected	Actual	Error	% Error
2011	15,188	15,250	-61	0.41%
2012	15,428	15,133	295	1.95%
2013	14,967	14,691	276	1.88%
2014	14,430	14,434	-4	0.03%
2015	14,292	14,334	-42	0.29%
2016	14,349	14,024	325	2.31%
2017	14,700	14,608	92	0.6%
2018	14,769	14,574	195	1.3%
2019	14,532	14,435	97	0.7%
2020*	14,273	13,961	312	2.2%
2021*	13,897	13,546	351	2.6%
2022*	13,256	13,717	-462	3.4%
2023	13,916	13,822	94	0.7%
2024	14,021	13,981	-40	0.3%
2025	14,438	TBD	TBD	TBD



ETSU Retention Rate (2015 – 2023)



- Retention rate measured utilizing ETSU-only data
- The 2023 cohort details information for those students who began as FTF in fall 2023 and were retained at ETSU into fall 2024



ETSU Retention Rate by Race/Ethnicity

Race/Ethnicity	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Asian	88.5%	81.0%	87.5%	91.1%	84.0%
Black or African American	69.4%	56.3%	61.2%	66.9%	56.0%
Hispanic/Latino	75.6%	59.0%	68.0%	65.6%	72.3%
White	79.2%	68.2%	73.8%	76.6%	78.5%
Two or More Races	76.9%	64.3%	69.3%	57.5%	77.2%
Nonresident Alien	40.9%	69.2%	58.6%	88.0%	75.0%
Race and Ethnicity Unknown	90.9%	68.2%	69.8%	64.6%	70.7%
Total	77.9%	66.8%	71.9%	73.9%	75.7%



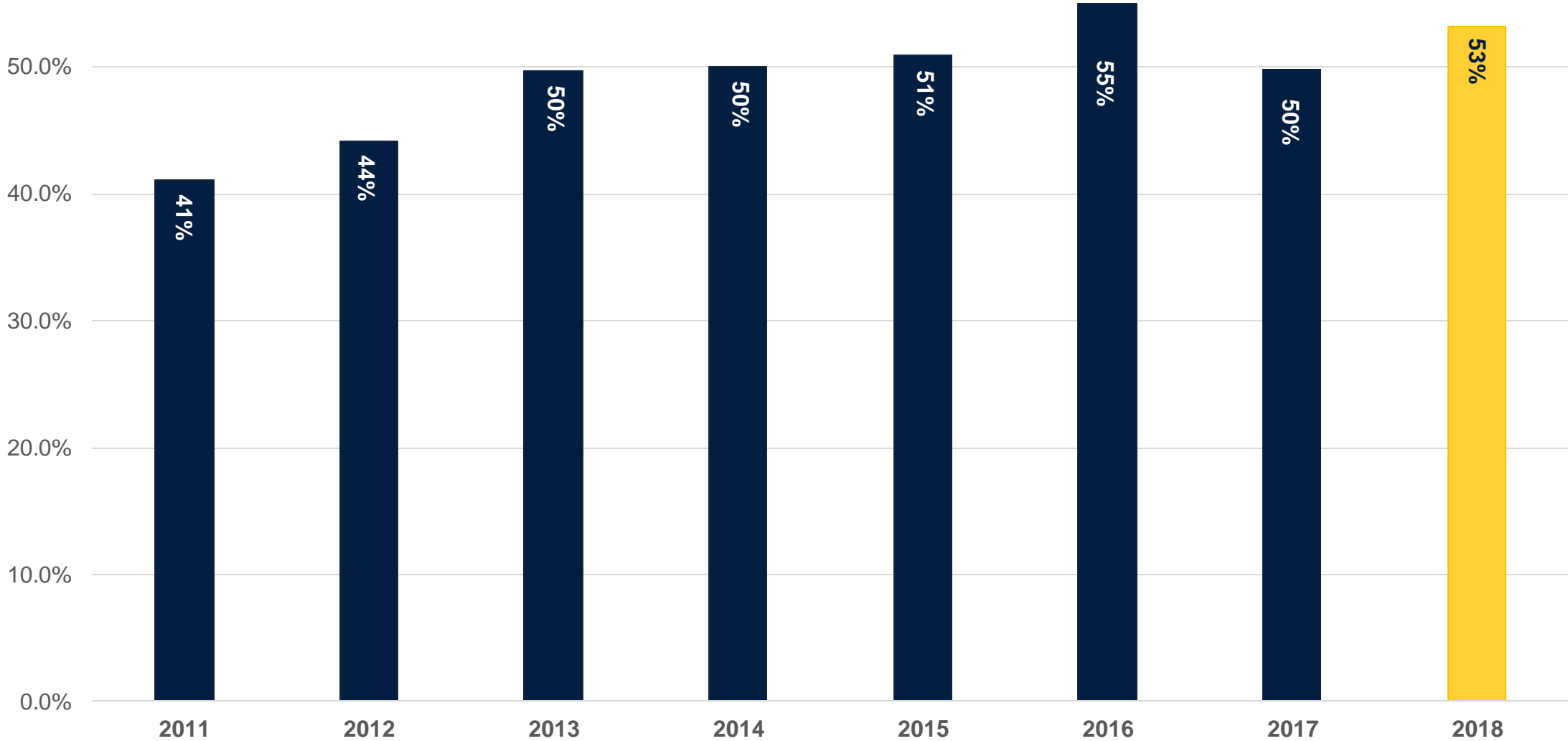
Freshmen to Sophomore Retention Rates by Institution (2012 –2022)

Start at ETSU Return Anywhere

Institution	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
TBR Community College Total	57.8%	58.9%	58.2%	56.0%	57.9%	55.1%	56.8%	55.8%	53.8%	54.7%	58.3%
Austin Peay State University	72.4%	77.8%	74.8%	71.6%	74.1%	71.8%	70.6%	72.5%	67.7%	69.0%	69.1%
East Tennessee State University	75.4%	76.3%	79.1%	77.9%	80.4%	77.5%	77.6%	81.2%	71.9%	75.7%	78.1%
Middle Tennessee State University	76.3%	78.1%	79.8%	80.1%	80.6%	79.4%	79.4%	80.7%	77.6%	79.0%	79.9%
Tennessee State University	67.0%	69.2%	67.5%	60.9%	64.3%	65.0%	65.9%	66.8%	56.1%	62.7%	63.9%
Tennessee Technological University	83.5%	85.2%	82.7%	84.7%	84.5%	81.8%	83.3%	81.6%	79.0%	83.3%	82.5%
University of Memphis	81.2%	83.3%	80.4%	83.2%	78.8%	79.0%	81.1%	81.4%	75.6%	76.6%	74.2%
Locally Governed Institution Total	76.9%	79.0%	78.1%	77.2%	77.8%	76.6%	77.4%	78.6%	72.5%	75.2%	74.0%
University of Tennessee, Chattanooga	86.2%	85.3%	85.9%	85.0%	83.2%	84.6%	82.4%	85.0%	80.5%	80.5%	82.1%
University of Tennessee, Knoxville	91.9%	92.9%	90.9%	91.9%	91.3%	91.9%	90.4%	91.9%	90.7%	92.0%	93.5%
University of Tennessee, Martin	78.8%	80.1%	81.2%	81.2%	81.5%	79.2%	79.8%	79.5%	74.7%	75.8%	78.0%
University of Tennessee Total	88.0%	88.5%	88.1%	88.7%	88.0%	88.3%	86.9%	88.4%	86.1%	87.5%	89.4%
University Total	81.2%	82.7%	82.0%	81.8%	81.7%	81.1%	81.3%	82.6%	78.3%	80.5%	80.4%
Grand Total	71.7%	73.1%	72.3%	68.5%	70.2%	68.6%	69.5%	69.9%	67.7%	69.7%	72.1%



ETSU Six-Year Cohort Graduation Rate (2011 – 2018)



Graduation rate measured utilizing ETSU-only data and institutional completion. The 2018 cohort details information for those students who began as FTFT freshman in 2018 and graduated by 2024.



Six-Year Graduation Rates by Institution (2007 – 2017)

Start at ETSU, Graduate Anywhere

Institution	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
TBR Community College Total	29.0%	28.8%	26.4%	26.4%	27.6%	30.5%	33.2%	34.9%	33.9%	34.8%	34.5%
Austin Peay State University	44.8%	47.6%	45.3%	46.2%	47.7%	48.0%	51.6%	53.5%	49.4%	50.8%	50.0%
East Tennessee State University	52.2%	54.0%	52.2%	50.1%	49.5%	54.7%	57.3%	59.6%	59.3%	62.1%	57.6%
Middle Tennessee State University	55.6%	53.1%	51.1%	50.2%	49.6%	51.5%	53.4%	57.4%	59.2%	59.9%	58.4%
Tennessee State University	39.8%	41.0%	34.1%	34.0%	32.9%	36.5%	38.9%	38.2%	39.5%	40.0%	42.9%
Tennessee Technological University	60.1%	59.8%	61.7%	60.1%	58.4%	64.0%	63.7%	65.0%	65.3%	67.5%	62.8%
University of Memphis	50.7%	49.0%	49.4%	47.4%	48.2%	53.2%	58.4%	56.6%	59.5%	53.1%	53.9%
Locally Governed Institution Total	52.0%	51.8%	50.1%	49.0%	48.9%	52.6%	54.9%	55.9%	56.2%	56.0%	54.9%
University of Tennessee, Chattanooga	53.3%	54.2%	59.8%	60.1%	62.1%	64.7%	63.9%	66.3%	67.4%	66.0%	68.3%
University of Tennessee, Knoxville	77.0%	79.1%	79.4%	79.9%	79.7%	82.3%	82.7%	80.4%	82.3%	81.4%	82.2%
University of Tennessee, Martin	56.9%	58.1%	58.2%	58.6%	56.4%	56.1%	55.3%	62.6%	59.8%	62.2%	61.0%
University of Tennessee Total	67.5%	68.6%	69.5%	71.0%	70.7%	72.6%	72.5%	74.0%	75.6%	74.9%	75.7%
University Total	58.2%	58.5%	57.2%	57.0%	57.1%	60.4%	61.8%	63.0%	63.8%	63.3%	62.9%
Grand Total	47.0%	46.8%	43.5%	43.8%	44.6%	48.2%	50.3%	51.5%	48.4%	49.5%	49.3%



Six-Year Graduation Rates (Fall 2017 cohort)

Institution	N	White, Not Hispanic	Black, Not Hispanic	Hispanic of Any Race	Other	Unknown
TBR Community College Total	19,042	38.2%	18.2%	32.6%	34.4%	49.0%
Austin Peay State University	1,760	53.5%	42.9%	47.8%	48.2%	57.1%
East Tennessee State University	2,035	61.3%	36.9%	44.3%	52.6%	65.2%
Middle Tennessee State University	2,977	64.3%	46.2%	51.4%	55.7%	72.9%
Tennessee State University	1,542	58.7%	42.2%	53.6%	29.0%	50.0%
Tennessee Technological University	1,751	64.2%	53.1%	52.3%	52.3%	67.0%
University of Memphis	2,614	60.8%	42.7%	54.9%	61.6%	53.4%
Locally Governed Institution Total	12,679	61.4%	43.1%	51.0%	54.3%	62.7%
University of Tennessee, Chattanooga	2,133	69.5%	63.0%	63.1%	62.5%	70.7%
University of Tennessee, Knoxville	4,781	83.8%	71.4%	75.9%	80.0%	80.5%
University of Tennessee, Martin	1,046	63.2%	52.0%	51.5%	36.0%	68.4%
University of Tennessee Total	7,960	77.2%	65.1%	69.9%	74.2%	77.1%
University Total	20,639	68.8%	46.3%	57.1%	62.2%	69.8%
Grand Total	39,681	53.5%	34.4%	44.1%	50.7%	61.1%



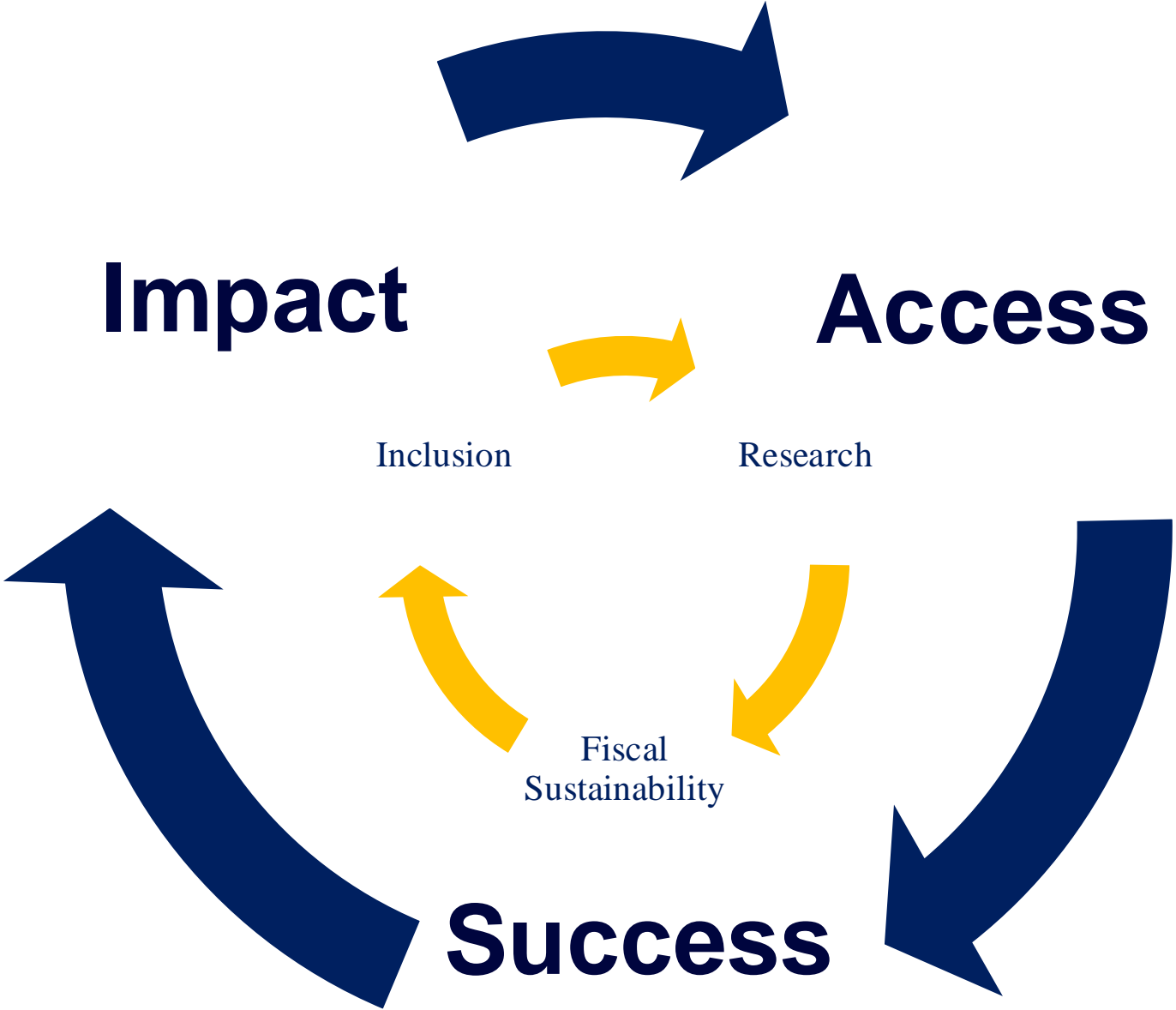


Strategic Initiatives

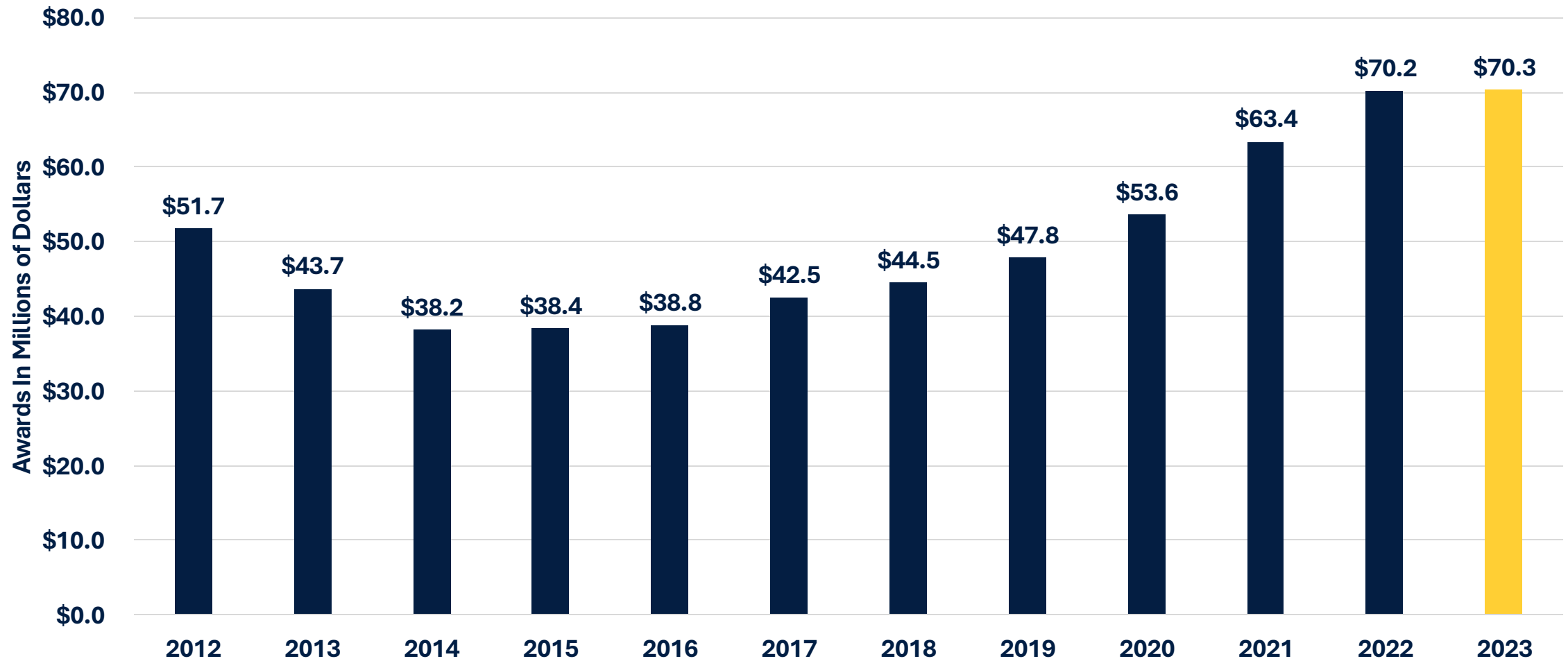
Go Beyond: Implementing the ETSU Strategic Plan



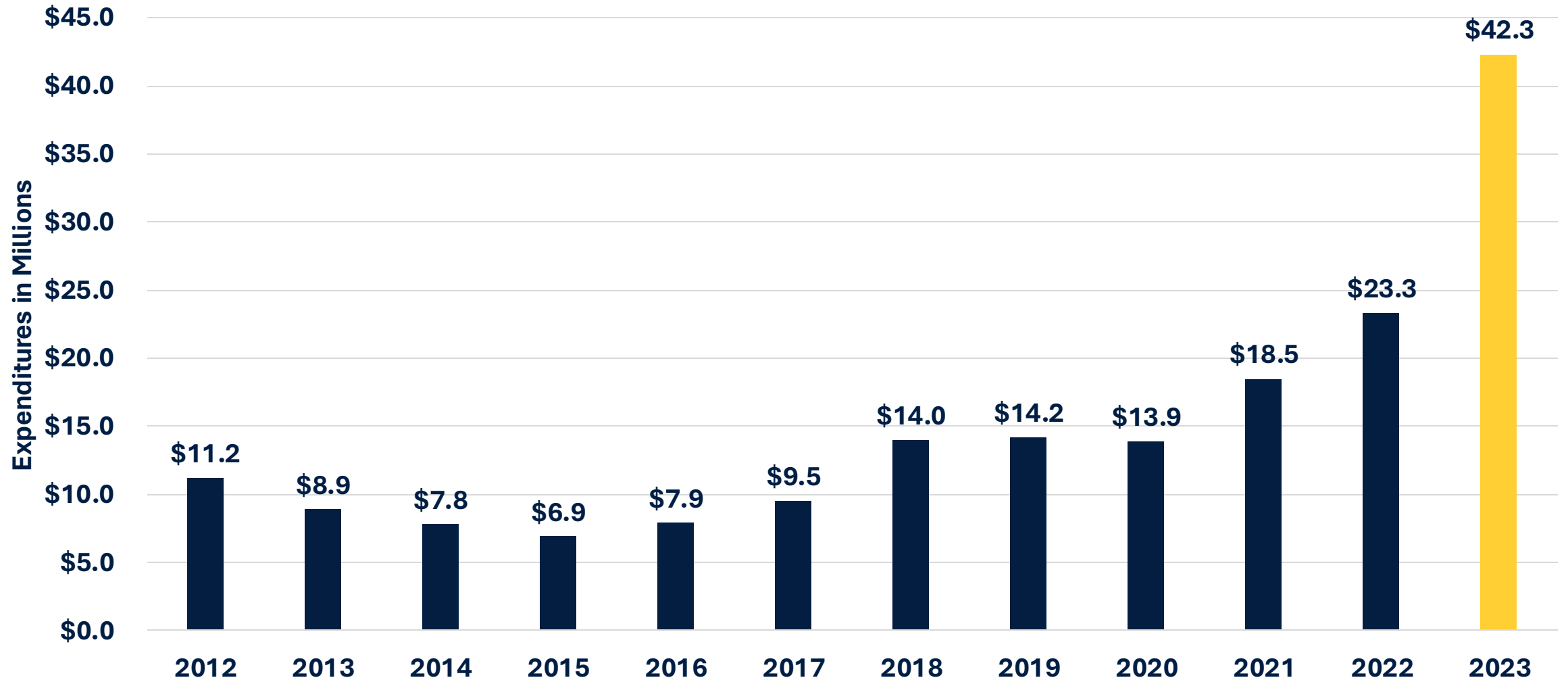
ETSU Committee for 125 Chapter II: Strategic Framework



Sponsored Awards



Research Expenditures



Advancing Research and Scholarship

- Dr. John Wheeler and Dr. Pam Mims (Clemmer) were awarded a \$1.25M grant from the US Department of Education Office of Special Education Programs.
- Dr. Michael Meit and the Center for Rural Health Research received a \$2.8M, 4-year grant to conduct rural health research for HRSA.
- Department of Human Services awarded Dr. Amy Edwards and the Center for Community Outreach a new two-year grant totaling \$2,000,000.
- Dr. Eric Jorgensen and the ETSU Research Corporation received a Department of Defense- Distributed Bioindustrial Manufacturing Program for \$912,000.



Faculty Excellence



Dr. Thomas Kwasigroch

Professor
Department of Medical Education
Quillen College of Medicine



Dr. Cuihong Jia

Associate Professor
Department of Biomedical Sciences
Quillen College of Medicine



Dr. Andrew Joyner

Associate Professor
Department of Geosciences
College of Arts and Sciences



Great Colleges To Work For



Question Category	ETSU 2024	Carnegie Class	Carnegie Delta
Collaboration	67	62	5
Communication	66	63	3
Confidence in Senior Leadership	69	58	9
Diversity, Inclusion & Belonging	79	73	6
Faculty & Staff Well-Being	78	78	-
Job Satisfaction & Support	75	71	4
Mission & Pride	81	76	5
Performance Management	59	56	3
Professional Development	72	65	7
Supervisor/Dept Chair Effectiveness	72	76	-4

Overall	2016	2017	2018	2019	2020	2021	2022	2023	2024	Delta
ETSU Overall Average	61	66	67	65	66	70	73	69	72	3
Carnegie Benchmark	68	68	67	68	71	70	66	68	68	-



Progress Toward Strategic Initiatives: 1-5 Year Goals

Timeline	Objective	Results
Years 1-5	Launch a comprehensive student support center	
Years 1-5	Enhance bridge programs for underrepresented students	✓
Years 1-5	Implement an African American male leadership initiative	✓
Years 1-5	Double the number of Hispanic and Latinx students on campus	
Years 1-5	Implement an enhanced budget process	
Years 1-5	Develop a revised peer group comprised of realistic and aspirational institutions	✓
Years 1-5	Implement academic department chair training	✓
Years 1-5	Obtain membership in the Association of Public & Land-Grant Universities	✓
Years 1-5	Brown Hall renovation (Phase I)	✓
Years 1-5	Academic Building Construction	✓
Years 1-5	College of Business and Technology addition	
Years 1-5	Dedicated marching band space	
Years 1-5	Football stadium expansion	
Years 1-5	ETSU Health Facility	
Years 1-5	Lamb Hall renovation	✓
Years 1-5	Planning process for Warf-Pickel renovations	
Years 1-5	Complete the 2024-2034 Facilities Master Plan	✓
Years 1-5	Create innovative programs in health sciences, business and technology, and Arts & Sciences	✓
Years 1-5	Expand presence in downtown Kingsport and open new off-campus locations	
Years 1-5	Enhance Valleybrook to enable innovation in key research and educational areas	✓
Years 1-5	Through implementation of the Quality Enhancement Plan create a Center for Community Engagement	
Years 1-5	Enhance the general education curriculum	✓
Years 1-5	Continue to expand degree pathways for military veterans, dependents, ROTC Cadets, and active duty service members	



Progress Toward Strategic Initiatives: 5-10 Year Goals

Timeline	Objective	Results
Years 5-10	Expand and revitalize Continuing Education, offering opportunities in Johnson City and at Allandale/downtown Kingsport sites	
Years 5-10	Launch a competency-based education program targeted toward the needs of adults across the region	
Years 5-10	Double the number of online undergraduate programs and grow enrollment in online programs	
Years 5-10	Undertake review of campus branding	✓
Years 5-10	Improve faculty and staff salaries to a level equivalent to the peer average by year five	
Years 5-10	Double the volume of externally sponsored research activity	✓
Years 5-10	Start a new women's athletic program	
Years 5-10	Be named as a HEED award recipient for equity and inclusion	
Years 5-10	Be recognized as a "Great College to Work For"	✓
Years 5-10	Improve retention rates for minority students, Pell-eligible students, etc. to 80%	✓
Years 5-10	Improve graduation rates for minority students, Pell-eligible students, etc. to 60%	✓
Years 5-10	Ensure 90% of students participate in an internship or other real-world experiences	
Years 5-10	Expand Access ETSU for neuro- and physically diverse students	✓
Years 5-10	Develop multiple pre-college academies for middle-high school students	
Years 5-10	Double the number of adaptive learning classroom spaces in each building	
Years 5-10	Train ETSU faculty and staff in resiliency, diversity and equity, and neurodiversity best practices	
Years 5-10	Increase the total number of diverse faculty hired and retained by 20 percent	
Years 5-10	Make at least five cluster hires in existing or potential growth areas of research and broader scholarship, particularly focused on health sciences	
Years 5-10	Maintain and expand current funding levels from NIH and increase research expenditures derived from federal agencies other than NIH (National Sciences Foundation, USDA, etc.)	✓
Years 5-10	Establish at least three fixed-term endowed chairs of excellence in identified strength or growth areas of scholarship	
Years 5-10	Begin construction or renovation of a new residence hall	✓
Years 5-10	Create five new interdisciplinary programs	
Years 5-10	Develop co-curriculum for "soft skills" (e.g. teamwork, diversity & inclusion, global awareness, communication, leadership, etc.) that can be documented on an experiential or co-curricular transcript and via badges	
Years 5-10	Partner with a local high school with a high-risk population to develop the first cooperative high school opportunity in our region to provide a seamless transition from high school to college	
Years 5-10	Increase research access to Little Bucs and University School students	
Years 5-10	Enhance Sherrod Library to become the key academic collaboration space for ETSU	✓
Years 5-10	Update Alexander Hall (University School)	

ETSU Prioritized Opportunities

Budget Model Optimization

Re-establish the base budgets and further simplify the performance-driven adjustments



Yield Cost Savings and Efficiencies

Voyager (ERP)

Modernizing ETSU's systems and processes



Advance Career Pathing and Enhance Training and Engagement

Enhancing Services / Title Class & Comp.

Design a sustainable organizational structure to increase quality control



Enhance Brand Recognition and Community Engagement

Academic Portfolio Analysis

Evaluate current cost to educate, enhance program offerings, and align current academic offering positioning within the market



Make Data-Driven Decisions

Strategic Enrollment and Student Success Plan

Develop a robust strategic enrollment plan to allow ETSU flexibility and growth within the enrollment market, considering both the recruitment and retention components of enrollment

Research Administration

Optimize research administration operations to further ETSU's Strategic Plan and associated research goals



Build Towards Strategic Goals Through Increased Input

Housing Transformation

Continue to identify areas of opportunity for the student experience (including housing)



Compass Core - General Education

- **Compass Faculty Fellow:**

- Dr. Matthew Palmatier (Associate Professor, Psychology)

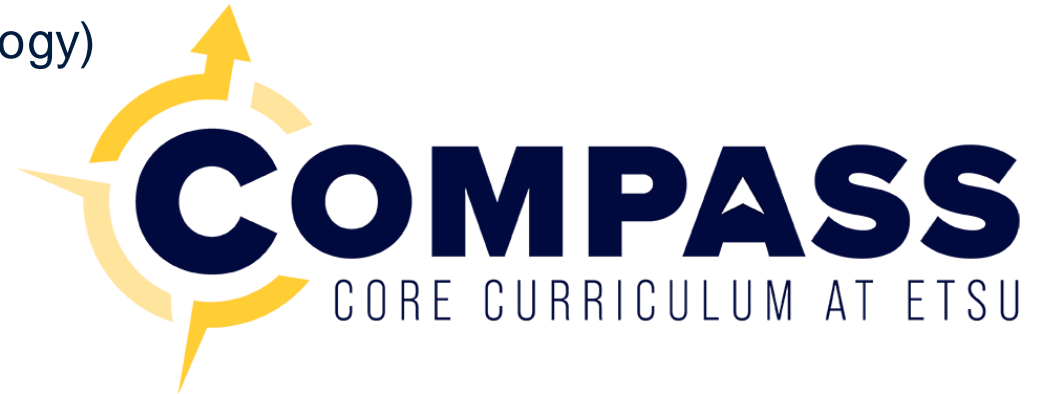
- **Areas of Focus:**

- Strengthening Foundations
- Understanding Natural & Social Worlds
- Exploring Connections
- Cultivating Artistic Awareness
- Growing As An Individual And Global Citizen

- **Over 100 courses approved under the new Compass Core Curriculum**

- **Next Phase:**

- Develop Compass minors to promote cross-disciplinary learning
- Developing more Community Engaged Learning courses in the Compass Core Curriculum



Ensuring a High-Quality Education

- **Academic Structure – Implementation Progress**

- Officially implemented July 1, 2024
- One college renamed- College of Health Sciences
- Two new departments were created
- Seven schools were created in four colleges
- All School directors appointed

- **Accreditations 2024-25**

- Council on Education for Public Health
- Commission on Collegiate Nursing Education
- Commission on Accreditation in Physical Therapy Education
- Council for Interior Design Accreditation
- Accreditation Council for Pharmacy Education



Curriculum Development

Recent launches

- M.S. in Orthotics & Prosthetics
- B.S. in Mechatronics
- M.A. in Music
- B.B.A. concentration in Hospitality & Tourism

Planned Program Development

- Hospitality & Tourism
- Bioengineering
- Athletic training





Living & Learning Environment

Campus Master Plan Principles

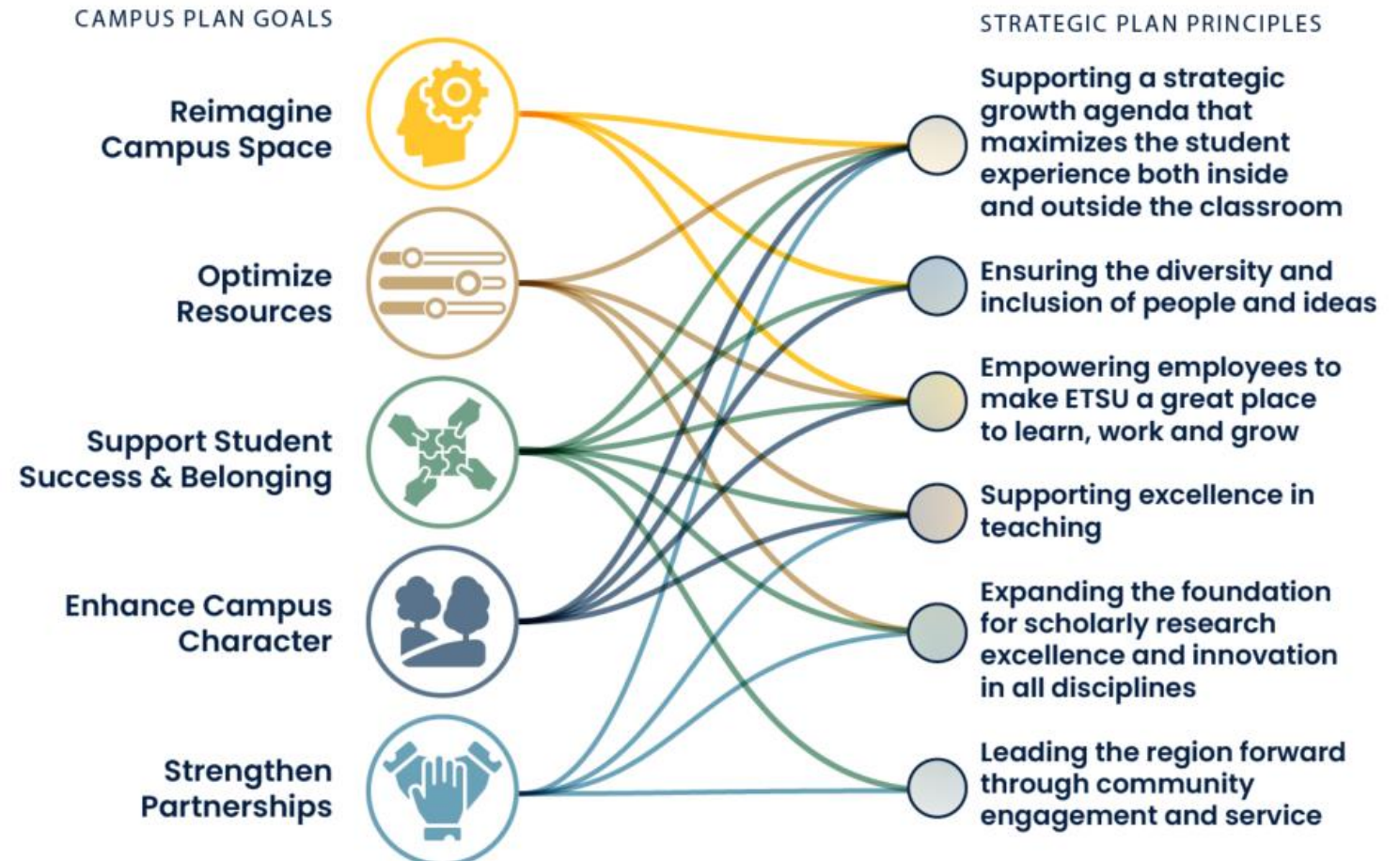
Strategic Plan Alignment

Strategic Plan

The Strategic Plan provides a set of principles that support the goals of the university. Completed in March 2017, the strategic plan includes operational recommendations to ensure the university can realize its aspirational goals.

Campus Master Plan

The Campus Plan serves as a strategic framework for decision-making, aligning with the university's Strategic Plan and its vision for both the near- and long-term to enhance the campus experience.



Facilities Plan Process/Timeline

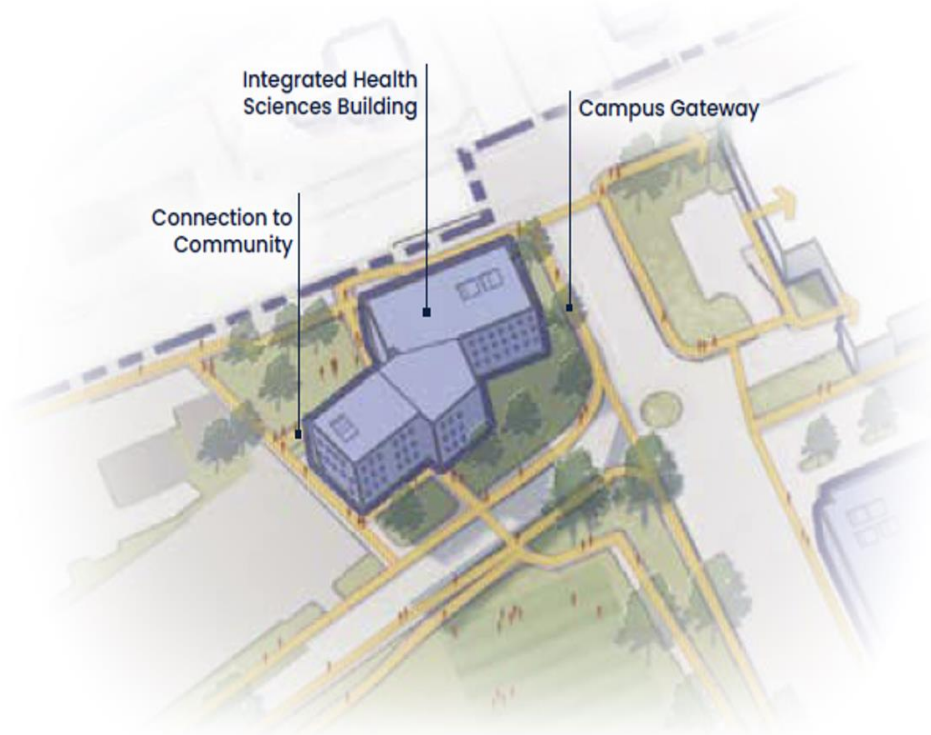
- **2023-2024:** The plan development process was an 18-month period of stakeholder discovery, engagement, data collection and analysis, iteration, refinement, prioritization, and documentation
- **August 2024:** Plan reviewed by the President's Leadership Team
- **September 5, 2024:** Plan presented to ETSU Dean's Group
- **September 13, 2024:** Plan presented to ETSU Board of Trustees
- **October 14, 2024:** Plan to be presented to the ETSU University Council
- **November 2024:** Plan to be submitted to the Tennessee Higher Education Commission for approval
- Submission to the Tennessee State Building Commission for final approval



Brown Hall Renovation



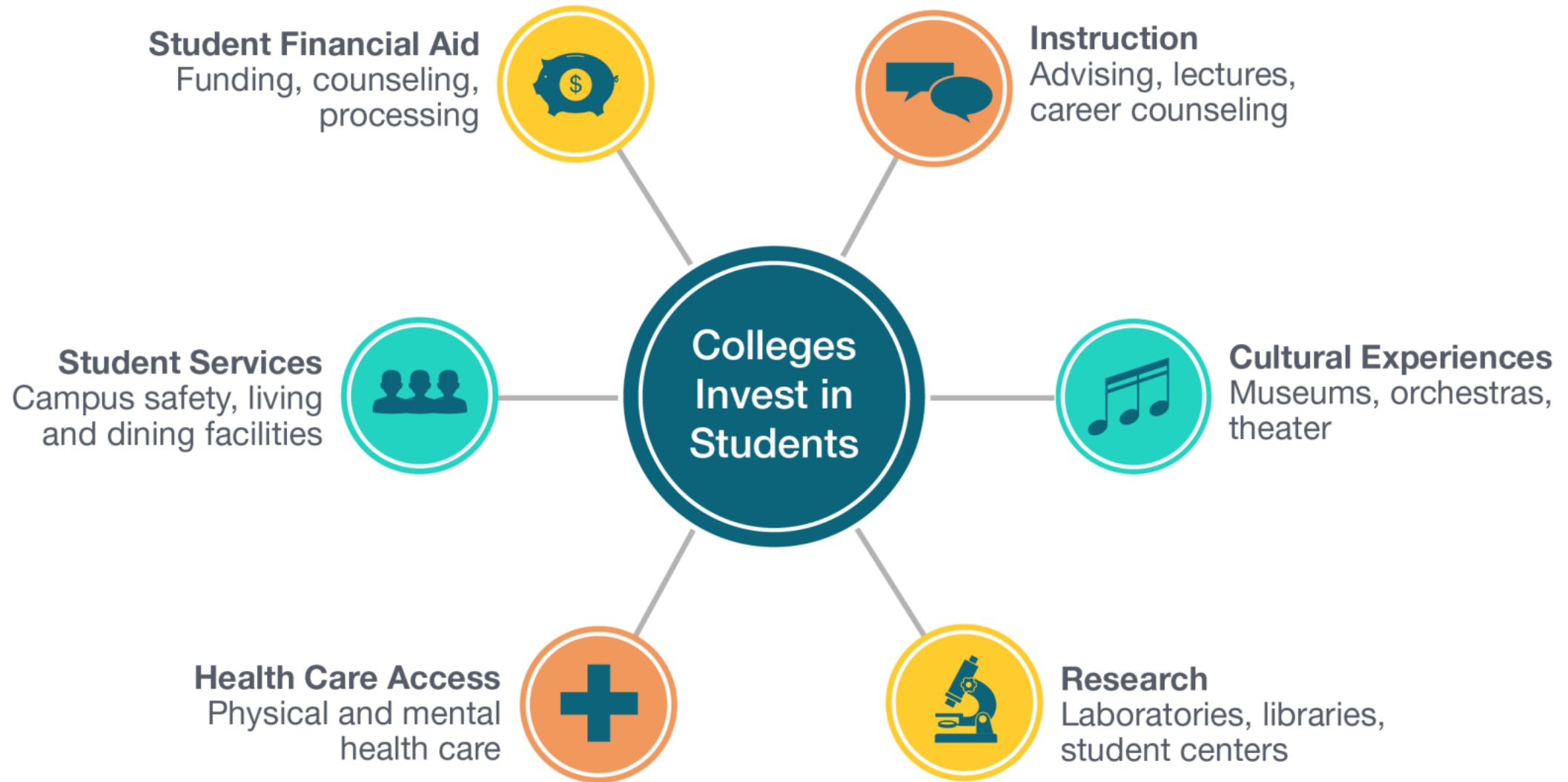
Integrated Health Services Building



ETSU will construct an Integrated Health Services Building on the northwest corner of campus, which will span approximately 60,000 square feet. This facility will provide space for the College of Medicine and College of Health Sciences, including clinical training spaces that serve both patients and undergraduate and graduate students.



Holistic Student Experience





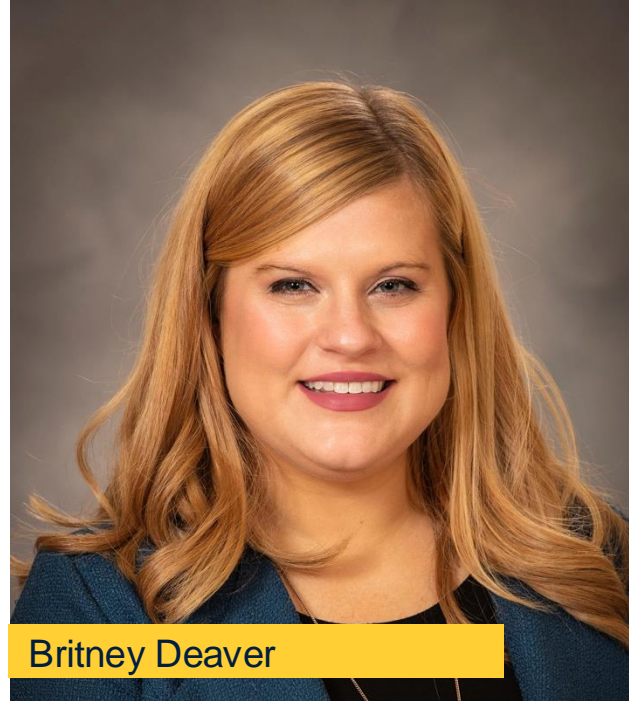
Community Stewardship

Hurricane Helene: A Response
Rooted in Our Values





Dr. Michelle Byrd



Britney Deaver

People Come First

Staff took immediate action to identify, contact, and support students and employees affected, providing

- Supplies
- Meals and Meal Plans
- Temporary Housing
- Financial Assistance





Leadership & Civic Engagement

The SGA, Homecoming Committee, staff from the Office of Leadership and Civic Engagement, staff from the East Tennessean, and ETSU's Emergency Response team mobilized over the weekend to

- Adjust Homecoming activities to expand the community service focus
- Launch a supply drive and expand the annual blood drive
- Provide info sessions and coordination for volunteers
- Expand "Bucs Stuff the Bus" to include all flood-affected areas in TN
- Publish a special edition of the East Tennessean





Hands-On, Real-World Impact

Students and employees from Quillen, Gatton, the College of Health Sciences, the ROTC, Athletics, the Language and Culture Resource Center, and dozens of other units across campus launched into action.

- Volunteering at relief sites
- Raising funds and gathering supplies
- Serving as translators for ESL populations
- Helping with clean up from storm damage





ETSU Counseling Center offers open house, resources to hurricane victims

Health Care Access & Equity

Students and employees from ETSU Health and Student Life and Enrollment acted quickly to address community health care needs.

- **ETSU Pediatrics:** flood relief bags with diapers, wipes, formula, etc.
- **ETSU Family Medicine:** home visits to patients in flooded areas
- **Counseling Center:** open house & free counseling for hurricane survivors
- **Gatton College of Pharmacy:** collecting and distributing critical medicines such as insulin



Do not use a portable generator indoors.



Research-Informed Expertise

Faculty from across the institution have been providing critical information ranging from how to support students in the classroom to countering misinformation, from ensuring drinking water is safe to the logistics of emergency management.

- TN Climate Office
- Center for Teaching Excellence
- College of Public Health
- School of Humanities and Social Sciences



[Navigating Hurricane Helene's Effects in the Classroom](#)

The ETSU Center for Teaching Excellence shared tips for educators as they navigate their classrooms in the wake of destructive flooding across our region as a result of Hurricane Helene.



[ETSU experts: Stop misinformation after Hurricane Helene](#)

Experts at East Tennessee State University share vital tips to prevent misinformation in the wake of Hurricane Helene's devastation.



[ETSU experts explain Helene's impact on Appalachia](#)

East Tennessee State University climate officials explain why Hurricane Helene caused such severe destruction in Southern Appalachia.



Community Collaboration

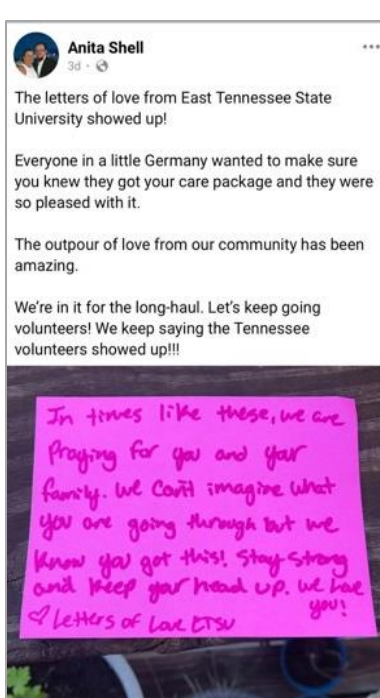
Offices and Departments across the university are working hand-in-hand with the community to provide an effective and coordinated response.

- One-stop response website at etsu.edu/response
- **ETSU Serves** volunteer portal and community-facing interface at volunteer-united.org.
- **800 meals** donated by ETSU/Sodexo through the Salvation Army
- **Bucs Rebuild Together Fund Drive:** Student Crisis Fund, Employee Assistance Fund, Bucky's Food Pantry
 - \$300,000 new university investment
- **Communications Toolkit** for campus communicators





Letters of Love



Leading with Love

Throughout all of this, the ETSU community has responded with love.

- Letters of Love, an organization founded by ETSU students, has collected more than 1,600 letters of love and comfort to send to hurricane survivors and first responders.
 - The initiative has made national news and been picked up by 125+ television stations across the country (31 million views)
- ETSU's two-day blood drive in partnership with Marsh Regional Blood Center broke a record for the region with nearly 700 donors.
 - Some students stood in line for six hours or more to donate



Shaina Thompson, LoL President



Blood Drive



Rising with Hope:

APPALACHIA AFTER HURRICANE HELENE



etsu.edu/response

What comes next?

ETSU is committed for the duration of the recovery, which likely will take decades.

- Resources for students and employees
 - Meals
 - Housing
- Volunteer service
 - ETSU Serves
 - Alt breaks and community-engaged learning
 - Employee service days (15 hours by 12/31/2024)
- Counseling and support
 - Mental health resources
 - Strong Brain Institute
- Ongoing knowledge and information sharing
 - State Climate Office
 - Faculty and staff expertise
 - etsu.edu/response





Thank you!

