



EAST TENNESSEE STATE
UNIVERSITY



Strategic Planning Update

March 2016

ETSU Strategic Plan 0.0

- 2010-2015 strategic plan revised to include president's priorities and adjust items for current level of action (revised by Strategic Planning Committee and reviewed by Executive Team)
- This plan was only submitted to allow TBR to understand where we are in the planning cycle – with the understanding we will submit a major revision in May 2016 (ETSU 1.0)
- The major goal of the committee is to produce a plan that narrows our focus and allows for an annual review process that aligns with the budget process currently in development



Changes

- Title Changed to reflect 2015-2025 strategic planning cycle
- also subheading updated to reflect priorities and major objectives
- Each item was updated with the current strategic priorities presented by the president.
- Diversity was changed to reflect a broader priority of diversity and inclusion
- Arts & Culture was changed to reflect the broader role of community engagement
- 1.1 was added under access to reflect current recruitment strategies



Changes

- 2.1, 2.2., and 2.3 were combined into 2.1 to reflect the ongoing activities with ETSU 1020
- 2.5, 2.6, and 2.9 removed due to completion
- 2.12 updated
- 3.4 added
- original 5.3 removed, and a new 5.5 added to align with TBR plan
- 6.3 and 6.4 added to reflect the community and public service mission and align with current health affairs activities



SWOT

- SWOT conducted with several groups
 - IUC
 - Dean's Council
 - Faculty
 - Staff
 - Chairs
 - Students (GR & UG)
- Next using a set of codes from the groups SWOT a campus survey will be sent to allow prioritizing by the entire campus



Strengths

- Academic Programs
- Employees
- Campus/Region
- Faculty
- Academic Health Science Center
- Students
- President/Leadership
- Culture/Regional Stewardship
- Team and People Focused
- Affordability/Scholarships



Weaknesses

- Faculty/Staff Salaries
- University Budget
- Lack of Communication
- Administrative Bloat
- Research Support
- Bureaucracy
- Customer Service
- Need More T/TT Faculty
- Facilities
- Work Overload



Opportunities

- Faculty/Staff Salaries
- New Budget Model
- Health Systems Merger
- Research Support
- Marketing Support
- Non-traditional Student Engagement
- Regional Engagement
- Governance Changes in Tennessee
- Improve Student Experience
- University Advancement



Challenges

- University Budget
- Lack of Resources
- Governance Changes Within Tennessee
- Governance
- Need more Faculty
- Competition from 4-Year Schools
- Assessment/Accreditation
- Brand/Identity
- Competition
- Campus Safety



Current Domains

- Student Excellence
- Community Engagement
- Faculty Excellence
- Research Excellence
- Program Excellence
- We will continue to review information and data to further refine these items to ensure the development of effective strategic objectives



Next Steps

- Campus survey SWOT using coding system from groups SWOT
- Formalize Domains and finalize goals
- Develop strategic objectives and measures
- Create action plans for each objective
- Next year – review with broad engagement and align with budget

