



Interim University Council Meeting
East Tennessee State University
July 20, 2015



Interim University Council - Charge

- The Interim University Council will guide ETSU through the development of the 2015-20 Strategic Plan and associated alterations anticipated in the university's planning and budgeting structures.
- Once those planning and budgeting structures are in place, the Council will be dissolved and replaced by a standing body charged with oversight and responsibility for the implementation and funding of the 2015-20 Strategic Plan.
- The Council will assume many of the roles heretofore prescribed to the President's Council and the University Planning Committee. The Council will be chaired by the President and will meet on a monthly calendar.



Interim University Council – Roles and Responsibilities

- Develop the 2015-20 institutional Strategic Plan, operational targets, and budget process to support the articulation of planning goals/priorities.
- Review the university's vision, mission, and strategic goals; submit for the President's consideration any proposed revisions thereof; and assure consideration of the university's mission in all planning activities on campus.
- Provide for, track, and report accountability protocols for key performance indicators and other strategic planning outcomes.
- Review and offer feedback for any proposals that may emerge during the planning process that would necessitate a major re-organization to institutional structures.
- Review institutional budgets, salary plans, tuition-fee rates, and other revenue items associated with the development and implementation of the 2015-20 Strategic Plan.



Interim University Council – Roles and Responsibilities

- Consider proposals to pursue strategic agendas that include creating new entities, launching major initiatives, or developing programs that require significant investments of university funds.
- Scan the environment for developments with implications for the university, explore appropriate responses to these developments, assure that institutional processes take into appropriate account environmental factors.
- Consider regularly the status, goals, outcomes, and success of the University's pursuit of its "completion agenda."
- Consider actions proposed by the three committees that comprise the Strategic Budget Realignment Initiative (i.e., the Budget Process Committee, the Academic Portfolio Review Committee, and the Administrative Services Review Committee).
- Communicate information to constituency groups regarding matters that appear before the Council.



Interim University Council – Operational Issues

- Meeting Format – Forum room every second Monday of the month at 8:15
- Web Presence – [Office of the President](#) page, left navigation bar “[Interim University Council](#).”
- Agenda setting process – Agenda proposals submitted by members of the Council to the Office of the President two weeks in advance of the next regularly scheduled meeting; approved agenda materials will be distributed one week in advance of the next Council meeting.
- Subcommittees
 - Budget: Review recommendations from the existing *Budget Process Committee* and utilize their work to develop a new budget model that will support the implementation of the 2015-20 Strategic Plan
 - Master planning: Develop and draft the 2015-20 Strategic Plan
 - Accountability: Review progress toward the Drive to 55 objectives and develop Key Performance Indicators to track institutional progress at both internal and external levels



Strategic Planning Process

- The purpose of the planning initiative is to build upon the work of the *Committee for 125* and identify institutional priorities for incorporation into the Strategic Plan.
- This effort will align strategic planning, institutional funding, and accountability, thereby providing a framework clearly focused on “big picture” concepts rather than policy minutia.
- Timeframe:
 - National review of peer institution strategic plans (Fall 2015)
 - Data overview for ETSU (Fall 2015) - Staff will develop a set of key data elements to support the planning process. Such elements will include peer comparisons, building upon the KPI efforts emerging from the RPK consultants
 - Meet with campus constituencies to discuss vision, aspirations, and realities (Fall 2015)
 - Draft of 2015-20 Strategic Plan provided for internal and external review and comment (Spring 2016)
 - Strategic Plan submitted to the Interim University Council for approval (Spring 2016)
 - Budget process developed to support the implementation of the Plan (Summer 2016)
 - Implementation of new budget model (Fall 2017)



Strategic Budget Review Process

- *Budget Process Committee* - Exploring the development of a decentralized budget process that integrates strategic planning and budgeting.
- *Academic Portfolio Review Committee* - Conducting a holistic review of academic and administrative programs and services that includes opportunities for program redesign, interdisciplinary collaboration, and programmatic changes that enhance program viability and student success
- *Administrative Services Committee* - Identifying opportunities for increased quality of service, efficiencies and cost savings. These opportunities will be considered in light of relevance to mission, support of a student-centered growth agenda, and fiscal stewardship.
- Committees are actively engaged with the campus in a process that is open, transparent, and inclusive. The website is as follows:

<http://www.etsu.edu/125/newbudgetprocess/default.aspx>



Committee Deliberations - Emerging Themes

- Desire to streamline processes, remove blue tape, and revise internal structures
- Localized decision-making and the potential transition to a decentralized budget process that incorporates elements of RCM
- Opportunity to learn from sister TBR institutions who are concurrently transitioning to new models
- Continue efforts to enhance student success (comprehensive first year experience, expanded student support services, integrated student advising system)
- Critical pressures to grow and diversify enrollments of resident and non-resident populations
- Need to “jump start” philanthropy and community/alumni engagement
- Realization of permanent changes to the social compact for higher education
- Recognition that we cannot “cut” our way to excellence



President's Report

- 2015-16 budget
- Enrollment
- Capital projects
- Salary policy for 2015-16
- Vision Statement
- Presidential Fellowship
- TTU Partnership
- MSHA-Wellmont Merger



2015-16 Budget

EAST TENNESSEE STATE UNIVERSITY			
2015 BUDGET SUMMARY			
	Main		
	Campus	COM	FM
Outcomes (Operating)	1,503,500	599,600	127,000
Salary Increase Pool	921,800	623,300	179,800
401(k) Match	91,400	22,600	5,900
Insurance Increase	265,700	55,600	9,900
Total Increases	2,782,400	1,301,100	322,600
<u>Capital Maintenance</u>			
Roof replacements	2,000,000		
Boiler Replacement	3,000,000		
Sprinkler System updates		500,000	
<u>New Capital Construction</u>			
ETSU Fine Arts Building	28,000,000		
<u>Supplemental Funds (Non-Instructional)</u>			
Fossil Site - Recurring	350,000		
Fossil Site - Non-Recurring	5,000,000		

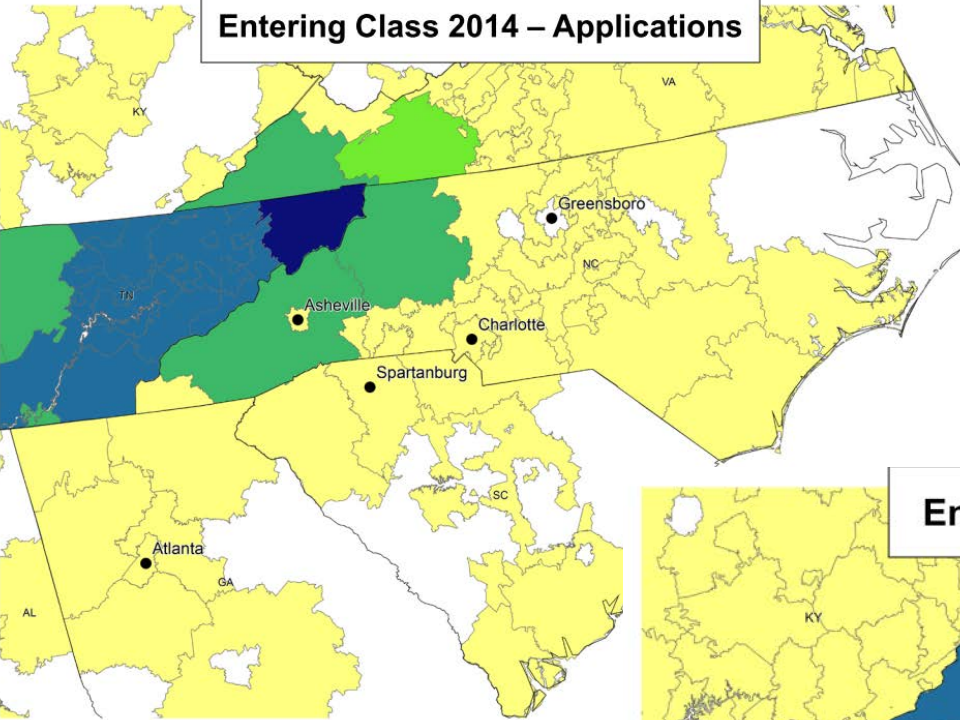


Enrollment Management

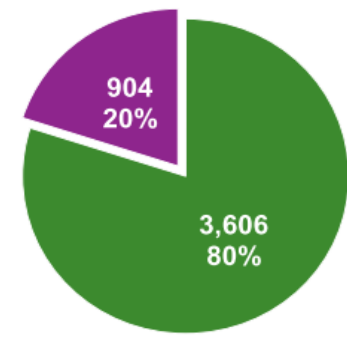
- ETSU has been aggressive and strategic over the past academic year with respect to enrollment management, recruiting, and outreach.
- Activities include: BLUE weekend, high school counselor workshops, Top-scholar receptions, local and regional admissions/recruitment events, regional yield events, high school visits, Royall partnership, George L. Carter Scholarship, and countless other activities.
- Much of our work has been in an effort to offset the impacts of Tennessee Promise, which provides last dollar scholarships for graduating high school seniors to attend a community college or TCAT. Approximately, ninety percent of all high school seniors in TN applied for the program.
- Enrollment projections for the fall 2015 semester are within budget confidence intervals.



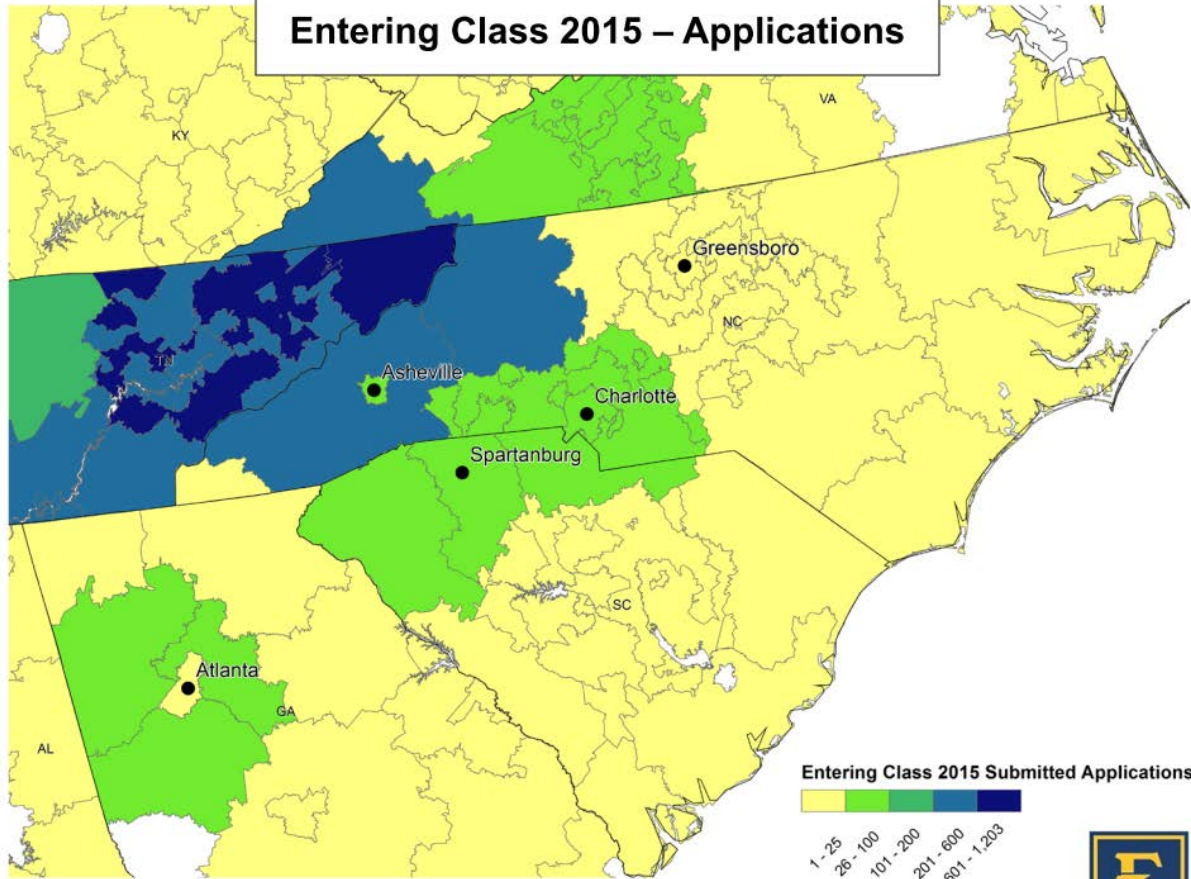
Entering Class 2014 – Applications



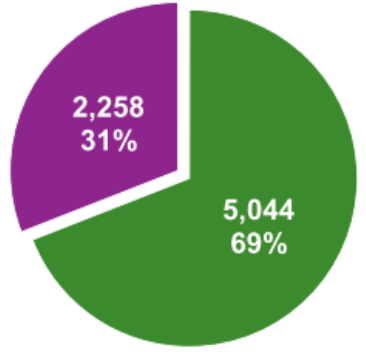
Entering Class 2014
Total: 4,510



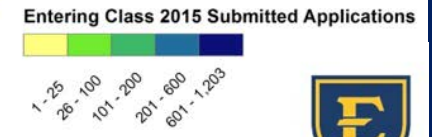
Entering Class 2015 – Applications



Entering Class 2015
Total: 7,302



■ In-State



Enrollment Management

Does not Include Audited Classes:

ETSU Enrollment Head Count and Full Time Equivalent Reporting (FTE)

Fall

Snapshot as of: 07/10/15

Compared to: 07/11/14

Source: Registrar's Office

Enrollment Level	Fall 2015	Fall 2014	Change	% Change
Head Counts				
Undergraduate	9,885	10,120	-235	-2.32%
Graduate	1,642	1,588	54	3.40%
Total	11,527	11,708	-181	-1.55%
FTE's				
Undergraduate	8,888	8,991	-103	-1.15%
Graduate	1,126	1,082	45	4.11%
Total	10,014	10,072	-59	-0.58%

Residency Status	2015	2014	Difference
In-State	8236	8583	-347
Border	720	653	67
International Students	248	232	16
Out-of-State	681	658	23



Capital Projects and Construction Update

- An updated edition of the ETSU Facilities Master Plan was approved by the State Building Commission in Fall 2014. The Plan provides an outline of significant capital projects that will occur on campus over the next five years. These include:
 - Fine Arts Facility (Funding, site acquisition, architects, size, philanthropy)
 - Renovation and addition to the Culp Center
 - Center for Inter-professional Education (Bldg 60)
 - Greek housing transitioning to Buc Ridge
 - Lamb Hall renovations and addition
 - Football stadium construction (Funding, site, architects, philanthropy)
 - ETSU Data Center



President's Report

- **Salary Policy for 2015-16:** TBR did not approve our fee request, which would have provided revenues to support a 1.5% ATB increase and a 1.5% equity pool. TBR approved a 2% fee increase to support salary enhancements for the 2015-16 academic year. The *Salary Equity Committee* is developing a salary distribution plan and we anticipate the results of their deliberations in the near future.
- **Vision Statement** – The President's office has developed a draft statement that reads as follows:
 - **ETSU is an institution dedicated to a stewardship of place. We are committed to student success and enhancing the quality of life for the people of Appalachia.**
 - This statement will be the focus of discussion at the next meeting of the Interim University Council
- **Presidential fellowship** – Status report and update
- **TTU partnership** – Status report and update
- **MSHA-Wellmont merger** – Status report and update



Future Agenda Items

- Research Committee report/update
- Budget Process Committee report/update
- Academic Portfolio Review Committee report/update
- Administrative Services and Function Review Committee report/update
- Branding initiatives update
- Others?

