

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE
FEBRUARY 2021 MEETING

10:45 am – 12:00 pm ET
Friday
February 19, 2021

The Martin Center
1328 W State of Franklin Rd
Johnson City, TN

AGENDA

- I. Call to Order
- II. Roll Call
- III. [Approval of the Committee Minutes from November 13, 2020](#)
- IV. [Approval of Housing and Food Service Rate Increases for FY22](#)
- V. [Discussion of Potential Salary Pool for FY22 for Budget Development](#)
- VI. [Discussion of Comparative Tuition & Mandatory Fees for Tennessee Public Universities](#)
- VII. [Discussion of Preliminary Tuition/Maintenance Fees for Budget Development](#)
- VIII. [Presentation of Comparative FY20 Unaudited Composite Financial Index](#)
- IX. [Quarterly Financial Update](#)
- X. [Quarterly Reports of Agreements \\$250,000 or Greater](#)
- XI. [Capital Budget Submittals and Disclosures FY 2021-22](#)
- XII. [Profiles and Trends in Human Resources](#)
- XIII. Other Business
- XIV. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021
ITEM: Approval of Committee Minutes of November 13, 2020
COMMITTEE: Finance and Administration Committee
RECOMMENDED ACTION: Approve
PRESENTED BY: Adam Green
Secretary

The minutes of the November 13, 2020 meeting of the Finance and Administration Committee are included in the meeting materials.

MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the November 13, 2020 meetings of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

November 13, 2020
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, November 13, 2020, at 10:45 a.m. Due to the extraordinary circumstances surrounding the COVID-19 pandemic, the meeting was conducted via teleconference, and public attendance to the meeting was available via livestream.

I. Call to Order

Steve DeCarlo, Chairman of the Finance and Administration Committee, called the meeting to order at 10:45 a.m.

II. Roll Call

Deputy Board Secretary Nathan Dugger led the roll call. In accordance with Tennessee Code § 8-44-108 section (c) (3), he asked the members of the committee for the record if they could clearly hear so that they could participate in the meeting, and if they would identify any persons present in the room with them from which they were participating in the meeting. All of the committee members who were present reported that they could hear and that they were alone.

Committee members present (all via teleconference) were:

Trustee Dorothy Grisham
Trustee Austin Ramsey (non-voting student member)
Trustee Ron Ramsey
Board Chairman Scott Niswonger
Committee Chairman Steve DeCarlo
Absent: Trustee Kelly Wolfe

Although a physical quorum was not present, Mr. Dugger reported to Chairman DeCarlo that a quorum did exist by inclusion of committee members participating electronically.

III. Approval of Determination of Necessity of Holding This Meeting

In accordance with Tennessee Executive Order 65 permitting safe, open, and transparent public meetings by electronic means, Mr. Dugger offered up to the board the following reasons that necessitated this meeting:

- Business critical to the operations of the institution are slated for this meeting such as approval of the October Budget Revisions, financial presentations, and an update on the ETSU Foundation;
- Due to the COVID-19 virus outbreak and subsequent recommendations from the Centers for Disease Control and Prevention as well as Governor Bill Lee, physical distancing measures and a limit on group gathers are being observed.

For these reasons, Mr. Dugger contended that participation by a quorum of the Board members by electronic or other means of communication is necessary and asked that a motion be made and a roll call vote be taken for a determination on the necessity of holding the meeting.

Board Chairman Scott Niswonger made a motion that the necessity exists for the meeting to continue. Trustee Dorothy Grisham seconded the motion. The motion unanimously passed by a roll call vote.

Mr. Dugger noted that there was a quorum and the need for the meeting had been voiced. In addition to the members of the Finance and Administration Committee, the following Trustees were also present for the meeting: Virginia Foley, Linda Latimer and Melissa Steagall-Jones.

IV. Approval of Fiscal Year 2021 October Budget Revisions

Dr. B.J. King, Chief Financial Officer for Business and Finance, presented the October 2020 revisions to the 2020-21 budgets for the one formula funded unit (Main Campus), two non-formula units (College of Medicine and Family Medicine), and one self-funded unit (College of Pharmacy). The proposed budgets for the fiscal year are based on the estimates for revenue and expenditures known at the time the budget is prepared. Dr. King explained that because the July budgets were prepared prior to COVID-19 and prior to the finalization of the Governor's budget, revisions were needed to update the budget to reflect the current circumstances.

Dr. King went over information in the packet outlining the following revisions:

- **Main Campus:** Dr. King explained the primary reasons for the revisions to the Main Campus Budget, including the fact that state appropriations were returned to the F19 year levels and the original budget was based on an enrollment decrease of 100 students. However, due to COVID and other mitigating factors, enrollment decreased by 474 students, affecting tuition revenues, revenues from auxiliaries (housing and food service), as well as other projected revenues.

Adjustments to the Main Campus Expenditure Budget included a \$7 million base budget reduction across all functional units (4.3 percent budget reduction for academic units and 5.3 percent budget reduction for administrative units); removal of the \$1.2 million salary increase that was part of the original state appropriation; carryforward funds for research; and a reduction in benefits and scholarships, partially due to the decrease in enrollment.

In total, the revised Main Campus Budget is writing revenue down by \$13.7 million and writing expenditures and transfer up by \$8.5 million. The revised budget also reflects a total decrease of 39 full-time unrestricted and auxiliary positions.

- **College of Medicine:** The College of Medicine is reducing its revenues by \$2 million (reductions in tuition and state appropriation being put back to FY19 levels and some reductions in medical residents' participation agreement revenues). Expenditures budget decreased. Other areas are being written-up in this budget due to carryforward funds. Medicine was not requesting any new positions in this budget cycle
- **Family Medicine:** Family Medicine is recording increases in revenue because its state appropriation reduction was offset by some increases in their medical resident participation agreements. Its expenditure increases are related to the addition of three new resident physicians, and Family Medicine is also assisting College of Medicine with the Associate Dean for Rural Programs position, adding that cost into the budget. Family Medicine is requesting three new positions in faculty and is writing its revenue up by \$96,000 and writing expenditures up by \$279,000.
- **College of Pharmacy:** College of Pharmacy has a decrease in revenue due to a slight enrollment decline. The increases in expenditures are driven by carryforward funds from the stewardship from last year. The College is adding one new faculty position and writing its revenue down about \$350,000, and writing expenditures and transfer budget up by \$1.5 million.
- **Summary of non-formula units:** Across all three of the non-formula units, there is a total increase of four faculty positions.

Trustee Ron Ramsey made a motion that the Committee approve the revisions to 2020-2021 Budget. Board Chairman Scott Niswonger seconded the motion. After a roll call vote, the motion passed unanimously.

V. Presentation of Fiscal Year 2020 Unaudited Financial Statements

Dr. King noted that the accounting records for the university are closed and FY20 financial statements have been forwarded to State Audit for review. A finalized report should be available and mailed to the Board by State Audit by April of 2021.

Dr. King reviewed the unaudited financial information, including a comparison of FY20 and FY19 assets, operating revenue, operating expenses, and nonoperating and capital income.

In this discussion, Chairman DeCarlo asked if all the CARES Act funding that has been received is reflected in FY20. Dr. King said that yes, because ETSU had certainty of what the amounts were, the CARES Act funding was recorded as revenue in accounts receivable in FY20 account books. She mentioned that there is minimal funding associated with CARES that would be recorded in FY21.

VI. Presentation of Fiscal Year 2020 Composite Financial Index

Dr. King presented the Composite Financial Index (CFI), intended to provide a measure of financial health of the institution, for the Board's review. The CFI includes the financial resources of the ETSU Foundation, but not does include information for the Medical Education Assistance Corporation. She reviewed the following four individual ratios:

- **Primary Reserve:** This is the measure of financial strength and flexibility. All units are far above watch level and all are increasing except pharmacy, which far exceeds the industry standard.
- **Viability:** This is a measure of financial health. All units are above the watch level, and all units are increasing.
- **Return on Net Assets:** This is a measure of total economic return for the fiscal year. Dr. King mentioned that this ratio could fluctuate due to timing of gifts (such as Millennium Center). She indicated that we are returning to "a more normal level" and that the combined level is above industry standard and above the watch.
- **Net Operating Revenues:** All units are above the watch level and "coming up from where we were in 2019."

The CFI incorporates four ratios and combines them with their weights. Dr. King indicated that ETSU declined "a little on all of them," but that we are in "good financial health." At 2.72, ETSU is approaching the 3.0 CFI industry standard and is at one of the highest levels it has been at in the past six years.

For future Board meeting cycles, Dr. King recommended that the presentation of the CFI move from the November meeting to the February meeting. Since other institutions across the state present their CFIs in December, at the November meeting, Dr. King did not have their data to show the Committee members how ETSU compared to other institutions across the state. In order to have this useful comparison, going forward, she will now defer the CFI presentation to February meetings.

VII. Presentation of Tuition Transparency Report

Dr. King presented ETSU's Tuition Transparency Report, which provides information regarding expenditure of revenues derived by any tuition and fees increase in the previous full academic year.

According to Dr. King, the report for FY20 indicated that ETSU increased tuition and mandatory fees by 2.31 percent and generated approximately \$2.7 million. Of this, there were \$2 million expenditures in salary improvements, benefits increases, inflationary costs for facilities and other operations and enrollment systems, Approximately \$700,000 in fee revenue was used to enhance campus concerts, fund student organizations on campus, improve the ID Bucs system, network technology improvements, and parking facilities.

Chairman DeCarlo asked if King received other universities' reports so she could do a comparison across the board. Dr. King said that although the universities all use the same format, they have not shared with each other what is reported to the State. However, this information could be derived from other sources, such as the Tennessee Higher Education Commission website or universities' Board documents.

VIII. Quarterly Reports on Agreements \$250,000 or Greater

As an information item, Dr. King provided the committee with a list of contracts and purchase orders that exceed \$250,000, covering the time period of July-September 2020.

IX. ETSU Foundation Update

Ms. Pam Ritter, Vice President of University Advancement, updated the Committee on the work of University Advancement, which includes University Development, the National Alumni Association, and the ETSU Foundation. She began with a review of the vision and mission, Campaign for ETSU, and the strategic goals.

She reviewed the work of Goldman Sachs, investment managers for the Foundation endowment. She noted that they were worried when the endowment went down to \$84 million in March 2020. After continuous meetings and careful monitoring by Goldman Sachs, the endowment jumped to \$107 million by the time of this meeting (November 2020). Ritter explained the conservative approach to investments and reviewed the investment pool asset class ranges and total assets by fund type.

She also shared with the Committee some of the creative fundraising techniques that her staff has used in order to develop and maintain relationships with alumni and donors, even in the midst of a global pandemic. Not only have they been Zooming with donors in order to stay safe, they have created and hosted new online educational opportunities for alumni to participate in, and hundreds of alumni have taken advantage of these events.

These allow the University to continue to cultivate relationships despite limitations on in-person visits and meetings.

In her report, Ms. Ritter discussed earnings required for distribution, noting that in FY20, the required distribution was \$2.9 million to the endowment and \$900,000 to the unrestricted fund, for a total of \$3.8 million, In FY21, distribution will be \$3 million to the endowment and \$1 million for the unrestricted fund, for a total of \$4 million.

She reviewed the goal of the \$120 million Foundation Comprehensive Campaign, and Chairman Niswonger encouraged them to push on toward that goal. They are currently at \$86.2 million of that goal.

X. Other Business

No other business was brought before the Committee.

XI. Adjournment

Trustee Grisham made a motion to adjourn the meeting, and Trustees Ram Ramsey and Scott Niswonger seconded the motion. The meeting was adjourned at 11:55 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021

ITEM: Proposed Housing and Meal Plan Increase for FY2021-22

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: B.J. King
Chief Financial Officer

Both Housing and Food Service auxiliary units had no increase in rates as part of the campus-wide participation in holding student costs to FY20 rates due to the COVID-19 pandemic. The meal plan increase is based on the consumer price index for meals away from home.

FY21-22 Auxiliary Unit Non-Mandatory Charge Request						
Description	Current	Proposed	Increase	Prior Increase	Revenue Generated	Justification
Residence Halls	\$1,995 - \$5,240	\$2,035 - \$5,340	\$40-\$100/term	\$80 - \$100/term	\$145,000	Housing is a 100% auxiliary enterprise operation.
Apartment	\$2,930 - \$3,995	\$2,990 - \$4,070	\$60-\$75/term	\$55 - \$355/term	\$94,000	Housing is a 100% auxiliary enterprise operation.
Silver 7 day Any Time Meal Plan	\$1,804	\$1,860	\$54/term	\$46/term	Revenue passed through to Sodexo	The Sodexo contract increase is 3.28% and is based on the consumer price index for Meals Away From Home.

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed rates for Housing and Food Service for 2021-22 is approved as presented in the meeting.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: Discussion of Salary Increase for FY22 Budget Development

COMMITTEE: Finance and Administration Committee

PRESENTED BY: B.J. King
Chief Financial Officer

The Governor’s Budget is scheduled to be released on February 8, 2021. At the time that Committee materials were prepared, there was limited information regarding the potential for a state funded salary pool. More information about any state funding for salaries will be available after the Governor’s State of the State address on February 8, 2021.

Traditionally, the State funds approximately 60 percent of the funding required for a salary increase with related benefits for the main campus. The remaining 40 percent is funded through student fee increases. The College of Pharmacy funds any salary increase through tuition. The College of Medicine and Family Medicine receive an appropriation through state funding for non-formula units.

The table below illustrates the approximate funding through student fees needed for a 2 percent salary increase. These calculations are based on the proposed state funding for a 2.5 percent pool in the Governor’s February 2020 budget documents. These numbers may differ from the Governor’s budget documents released February 8, 2021 due to timing of the personnel data.

	\$ Needed for	State Funding	Funding through
	Pool	For Pool	Student Fees/Other
Main Campus 2%	\$5,646,400	\$3,136,600	\$2,509,800

Alternatively, management is considering a possible one-time bonus for full time faculty and staff. Based on personnel data from the prior year Governor’s budget, the cost of a \$500 payment is approximately \$870,000 for the main campus, \$237,000 for College of Medicine/Family Medicine, and \$32,000 for College of Pharmacy.

Due to the uncertainty of budgets in the last year, management is proposing holding all state appropriations and student fees for salaries in pools until the State budget is adopted and enrollment for Fall 2021 is known. Any Board approved salary adjustments will be implemented in January 2022.

Year	Across-the Board	Equity Increase to Market	Service Bonus
2021-22	TBD		
2020-21 (1)	0.0%		
2019-20	2.0% \$500 min (2)		
2018-19	2.5% \$500 min (2)		
2017-18	2.0% \$500 min (2)	1% pool \$3,000 ceiling	
2016-17	2.0% \$500 min (2)		
2015-16	2.0% \$500 min (2)	Pharmacy faculty only	
2014-15	0.0%		
2013-14	1.5% \$250 min (2)	4.25%	
2012-13	2.5% \$750 min (2)	8.5% \$5,000 ceiling	
2011-12	3.0% \$750 min (2)		\$1,000 2 years + (3)
2010-11	0.0%	Pharmacy faculty only	
2009-10	0.0%		

(1) No funding for salary increase was included in the final state budget for FY21

(2) Employees with annual performance evaluations which are unsatisfactory or performance far below expectations do not participate in salary increases.

(3) Service bonus is prorated based on percentage of contract.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: Discussion of Comparative Tuition and Mandatory Fees in Tennessee Public Universities

COMMITTEE: Finance and Administration Committee

PRESENTED BY: B.J. King
Chief Financial Officer

The Board of Trustees must consider certain criteria when considering an increase in tuition and mandatory fees. Those criteria include the following:

1. Level of state support
2. Total cost of attendance
3. Efforts to mitigate the financial effect on students
4. Tennessee Higher Education Commission (THEC) binding tuition and mandatory fee increase ranges
5. Other factors affecting the university's financial stability such as projected student enrollment; university enrollment goals; market and cost factors for higher education; new program or new facility cost; and cost related to operations, programs of study, or individual courses

University management has outlined the current year assessment are as follows:

- 1) Level of state support – The Tennessee Higher Education Commission based tuition models on a flat enrollment with an inflation factor of 1.4 percent and an appropriation increase of 4.7 percent for the universities. The 1.4 percent inflation factor for the main campus equates to an expenditure increase of \$3.8 million. Governor's budget had not been released when these materials were prepared and any operating improvement or salary enhancement appropriation funding is unknown at this time. A preliminary calculation of the tuition needed to fund a 1 percent salary increase for ETSU main campus is approximately \$535,000.
- 2) Total cost of attendance – Tuition and fees did not increase in FY21 out of concern for the economic factors related to the COVID-19 pandemic. Tuition and mandatory fees for FY21 at ETSU continue to be comparable to other public institutions of higher education in the state. Tables comparing the tuition and mandatory fees for the institutions are below and show that ETSU is below the university average for tuition and mandatory fees.
- 3) Efforts to mitigate the financial effect on students – ETSU continues to explore options to promote efficiency and affordability. The October budget enacted over \$7 million dollars of cost reductions in the education and general budget. Reviews of academic and administrative

areas are ongoing and should identify areas to improve services, reduce costs, or allow assets to be used more effectively for students.

- 4) Tennessee Higher Education Commission (THEC) binding tuition and mandatory fee increase ranges – THEC has proposed a 0.0 percent - 2.0 percent tuition and mandatory fee limit at their November 2020 meeting. The Commission should vote on a binding limit at their May meeting. All indications are the limit will be 0.0 percent - 2.0 percent. The university has prepared a 1.93 percent tuition and mandatory fee increase that would be a \$91.50 increase per term at 15 credit hour enrollment. This compares to a 0 percent tuition and fee increase for the prior year.
- 5) Other factors affecting the university's financial stability such as -
 - a. Projected student enrollment and university enrollment goals - The university's enrollment declined in academic year 2020-21 in part due to the COVID-19 pandemic. The university is continuing efforts and activities to grow enrollment as defined in the strategic plan. Tuition and fees must remain competitive in the marketplace and students should be able to identify the value inherent in the education provided by the university over other institutions.
 - b. Market and cost factors for higher education – The market for higher education shows a declining number of high school graduates in the region, while there is increased enrollment competition from community colleges, other state universities, regional private institutions and border state colleges and universities. Salary increases were not determined when these materials were prepared. More information will be available after the release of the Governor's budget on February 8, 2021. Salary increases will require a 40 percent match in funding on the main campus through a tuition increase.
 - c. New program or new facility cost – Costs related to new programs are largely being absorbed in the colleges in the distributed budget model implemented in FY19. Facility costs will increase with the construction project for Lamb Hall and will be addressed in the FY22 budget development.
 - d. Cost related to operations, programs of study, or individual courses. – The Consumer Price Index shows operational costs are increasing by 1.4 percent. The university's programs of study and some individual courses are compared to other institutions with similar programs or courses to determine the market pressures for offering the programs.

The history of student maintenance and mandatory fees for the last five years is presented below with a comparison to the Tennessee Locally Governed Institutions (LGIs) and the University of Tennessee System schools.

Tuition (Maintenance Fees)

	2016-17	% Incr	2017-18	% Incr	2018-19	% Incr	2019-20	% Incr	2020-21	% Incr
APSU	\$6,522	4.4%	\$6,696	2.7%	\$6,888	2.9%	\$7,044	2.3%	\$7,044	0%
ETSU	7,002	2.5%	7,224	3.2%	7,422	2.7%	7,572	2.0%	7,572	0%
MTSU	6,930	2.6%	7,176	3.5%	7,380	2.8%	7,554	2.4%	7,554	0%
TSU	6,528	2.4%	6,726	3.0%	6,900	2.6%	7,026	1.8%	7,026	0%
TN Tech ³	7,380	2.8%	7,656	3.7%	7,860	2.7%	8,040	2.3%	9,060	12.7%
Memphis ²	7,860	2.3%	8,064	2.6%	8,064	0.0%	8,232	2.1%	8,232	0%
UTK ¹	10,914	2.2%	11,110	1.8%	11,110	0.0%	11,332	2.0%	11,332	0%
UTM ¹	7,680	11.0%	7,818	1.8%	8,052	3.0%	8,214	2.0%	8,214	0%
UTC ¹	6,768	2.2%	6,888	1.8%	6,888	0.0%	7,836	13.8%	7,836	0%
Univ. Avg	\$7,509		\$7,706		\$7,840		\$8,092		8,208	

Mandatory Fees

	2016-17	% Incr	2017-18	% Incr	2018-19	% Incr	2019-20	% Incr	2020-21	% Incr
APSU	\$1,473	1.4%	\$1,529	3.8%	\$1,583	3.5%	\$1,583	0.0%	\$1,583	0%
ETSU	1,669	1.2%	1,791	7.3%	1,855	3.6%	1,919	3.5%	1,919	0%
MTSU	1,660	0.7%	1,772	5.5%	1,826	3.0%	1,870	2.4%	1,870	0%
TSU	1,039	0.0%	1,050	1.1%	1,107	5.4%	1,157	4.5%	1,157	0%
TN Tech	1,171	0.0%	1,217	3.9%	1,243	2.1%	1,278	2.8%	1,278	0%
Memphis	1,637	3.4%	1,637	0.0%	1,637	0.0%	1,704	4.1%	1,704	0%
UTK	1,810	3.0%	1,860	2.8%	1,896	1.9%	1,932	1.9%	1,932	0%
UTM	1,408	0.0%	1,418	0.7%	1,460	3.0%	1,534	5.1%	1,534	0%
UTC	1,776	2.5%	1,776	0.0%	1,776	0.0%	1,820	2.5%	1,820	0%
University Average	\$1,516		\$1,561		\$1,598		\$1,644		\$1,644	

Total Tuition and Mandatory Fees

	2016-17	% Incr	2017-18	% Incr	2018-19	% Incr	2019-20	% Incr	2020-21	% Incr
APSU	\$7,997	3.8%	\$8,225	2.9%	\$8,471	3.0%	\$8,627	1.8%	\$8,627	0%
ETSU	8,671	2.3%	9,015	4.0%	9,277	2.9%	9,491	2.3%	9,491	0%
MTSU	8,590	2.2%	8,948	4.2%	9,206	2.9%	9,424	2.4%	9,424	0%
TSU	7,567	2.0%	7,776	2.8%	8,007	3.0%	8,183	2.2%	8,183	0%
TN Tech ³	8,551	2.4%	8,873	3.8%	9,103	2.6%	9,318	2.4%	10,338	10.99%
UM ²	9,497	2.5%	9,701	2.1%	9,701	0.0%	9,936	2.4%	9,936	0%
UTK ¹	12,724	2.3%	12,970	1.9%	13,006	0.03%	13,264	2.0%	13,264	0%
UTM ¹	9,088	9.2%	9,236	1.6%	9,512	3.0%	9,748	2.5%	9,748	0%
UTC	8,544	2.2%	8,664	1.4%	8,664	0.0%	9,656	10.4%	9,656	0%
University Average	\$9,025		\$9,268		\$9,439		\$9,739		\$9,852	

¹ UT-Knoxville implemented 15/4 fee structure in 2013-14.

UT-Martin implemented 15/4 fee structure in 2016-17.

UT-Chattanooga implemented 15/4 fee structure in 2019-20.

Fees shown represent the rates for incoming freshmen in the UT system.

² University of Memphis implemented guaranteed tuition in 2019-20.

Fees shown for UM represent the rates for non-guaranteed tuition.

³TTU implemented 15/4 fee structure in 2020-21

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: Discussion of Tuition and Mandatory Fees for FY22 Budget Development

COMMITTEE: Finance and Administration Committee

PRESENTED BY: B.J. King
Chief Financial Officer

The Tennessee Higher Education Commission proposed a binding limit of 0 percent- 2 percent on mandatory tuition and fees at the November 2020 Commission meeting. University leadership is using the following preliminary increase for budget preparation which will be presented to the Committee at the next meeting. The preliminary increases could be changed based on the release of the Governor’s proposed budget for the State of Tennessee and the THEC tuition increase which will be approved at the May 2020 quarterly meeting. This preliminary increases will be used to prepare the budget for fiscal year 2021 and is the maximum increase that would be proposed.

	Rate Per Term				Additional Revenue	Purpose of Funding
	FY21 Actual	2021-22 Prelim	Increase \$	Increase %		
Undergrad Tuition @ 15 cr hr	\$3,786	\$3,861	\$75	1.98%		
*UG Returning O/S @ 15 cr hr	\$9,591	\$9,591	\$0	0.0%	\$1,980,000	40% salary pool; faculty tenure and promotion funding; inflationary costs for university share of employee benefits, SGA Wellness request year 1 of 3, and other operational costs.
Graduate Tuition @ 9 cr hr	\$4,320	\$4,392	\$72	1.67%		
Grad Out-of-State @ 9 cr hr	\$7,560	\$7,560	\$0	0.0%		

The Board approved an out-of-state enrollment strategy at the September 2020 meeting for new students Fall 2021 which reduces the out-of-state tuition to a \$10,500 annual rate for Georgia, Kentucky, North Carolina, South Carolina, and Virginia, and a \$13,500 annual rate for all other states. All other out-of-state tuition has not increased since Fall of 2018.

Mandatory Fee Request – Per Semester Fee Capped at 8 credit hours

	2020-21	2021-22		Additional Revenue	Purpose of Funding
	Actual	Proposed	\$ Increase		
SGA and Student Activity Fee – year 2 of a 2 year request by SGA	\$73.00	\$86.00	\$13.00	\$310,000	Increase the quality and availability for the SGA spring and fall concerts and additional funding for BUC Fund & Student Activity funds.
Technology Access – year 4 of a 5 year request	\$144.50	\$148.00	\$3.50	\$84,000	Increased bandwidth costs, Storage Area Network (SAN) for backup and student network storage, maintenance of 10Gb equipment.

Undergraduate academic-year costs are shown below to compare to the Tennessee public university tables on page 14 above.

Undergraduate Tuition and Mandatory Fee Request – Per Academic Year

	2020-21	2021-22		
	Actual	Proposed	\$ Increase	% Increase
Undergrad Tuition @ 15 cr hr	\$7,572	\$7,722	\$150	1.98%
Mandatory Fees	\$1,919	\$1,952	33	1.72%
Total UG Tuition and Mandatory Fees	\$9,491	\$9,674	\$183	1.93%

All fee increases included in this item are contingent on the passage of the Governor’s budget and THEC approval of binding limits for tuition and fees.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: Presentation of FY20 Unaudited Composite Financial Index

COMMITTEE: Finance and Administration Committee

PRESENTED BY: B.J. King
Chief Financial Officer

The university annually prepares the Composite Financial Index (CFI) for review by the Board. The ratios were published in *Ratio Analysis in Higher Education* by KPMG and Prager, McCarthy & Sealy, LLC. These ratios are intended to provide a measure of financial health of the institution. The CFI consists of four individual ratios outlined below which are calculated and then weighted to produce the single CFI measure. The presentation of the CFI includes the financial resources of the ETSU Foundation as they provide support to the university.

Primary Reserve - 35%

- Measure of financial strength and flexibility. Comparison of expendable net assets to total expenses.
- Calculation - Expendable Net Assets / Total Expenses
- Standard Performance – 0.40

Viability – 35%

- Measure of financial health. Compares total expendable net assets to total current and noncurrent liabilities. Similar to coverage ratio.
- Calculation - Expendable Net Assets / Plant Related Debt
- Standard Performance – 1.25

Return on Net Assets – 20%

- Measure of total economic return for fiscal year. Similar to return on equity.
- Calculation - Δ in Net Assets / Beginning Total Net Assets
- Standard Performance - Inflation rate plus 3%

Net Operating Revenues – 10%

- Indicates an operating surplus or deficit for the year. Similar to profit margin.
- Calculation – Operating Income + Nonoperating Revenues + Foundation Δ in Unrest NA / Operating and Nonoperating Revenues + Foundation Unrestricted Revenue
- Standard Performance – 4%

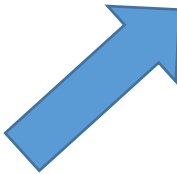
**Composite Financial Index
Comparison of the State Universities**

Primary Reserve Ratio – 35%				
	FY17	FY18	FY19	FY20
Expected	0.40	0.40	0.40	0.40
Watch	0.13	0.13	0.13	0.13
APSU	0.29	0.27	0.29	
ETSU	0.33	0.34	0.37	0.38
MTSU	0.26	0.26	0.27	
TSU	0.33	0.26	0.19	
TTU	0.53	0.49	0.57	
UOM	0.39	0.35	0.45	
UTK	0.54	0.54	0.56	
UTC	0.28	0.28	0.27	
UTM	0.30	0.25	0.27	

Viability Ratio – 35%				
	FY17	FY18	FY19	FY20
Expected	1.25	1.25	1.25	1.25
Watch	0.41	0.41	0.41	0.41
APSU	0.46	0.49	0.58	
ETSU	0.78	0.84	0.86	0.89
MTSU	0.45	0.49	0.55	
TSU	2.51	2.25	1.31	
TTU	1.55	1.27	1.07	
UOM	1.15	1.10	1.20	
UTK	0.92	0.82	0.91	
UTC	1.21	0.46	0.45	
UTM	0.52	0.45	0.50	



Composite Financial Index				
	FY17	FY18	FY19	FY20
Expected	3.00	3.00	3.00	3.00
Watch	1.00	1.00	1.00	1.00
APSU	2.03	1.72	1.89	
ETSU	2.57	3.05	3.29	2.72
MTSU	1.30	1.50	1.57	
TSU	2.63	2.23	1.68	
UOM	2.59	1.90	3.81	
UTK	3.48	3.07	2.83	
UTC	2.38	1.62	1.82	
UTM	0.77	0.44	1.42	



Return on Net Assets Ratio – 20%				
	FY17	FY18	FY19	FY20
Expected	4.6%	5.9%	4.6%	3.7%
Watch	1.8%	2.9%	1.6%	0.7%
APSU	7.8%	4.0%	5.5%	
ETSU	7.3%	11.0%	13.8%	7.1%
MTSU	3.3%	3.1%	4.4%	
TSU	0.5%	(0.8%)	3.0%	
TTU	9.4%	5.0%	22.2%	
UOM	5.2%	1.8%	9.7%	
UTK	8.4%	6.7%	4.4%	
UTC	4.3%	5.4%	5.4%	
UTM	(0.5%)	(1.3%)	5.0%	

Net Operating Revenue Ratio – 10%				
	FY17	FY18	FY19	FY20
Expected	3.0%	3.0%	3.0%	3.0%
Watch	0.0%	0.0%	0.0%	0.0%
APSU	1.6%	2.5%	1.2%	
ETSU	4.0%	4.3%	2.9%	3.3%
MTSU	(1.3%)	1.2%	(0.4%)	
TSU	(5.1%)	(3.5%)	(0.5%)	
TTU	4.2%	2.5%	9.5%	
UOM	1.1%	(1.6%)	8.5%	
UTK	5.7%	3.9%	2.1%	
UTC	2.7%	(0.6%)	0.0%	
UTM	(5.4%)	(6.1%)	(2.7%)	

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: Quarterly Financial Update

COMMITTEE: Finance and Administration Committee

PRESENTED BY: B.J. King
Chief Financial Officer

The tables below summarize financial activities for the university through the second quarter of fiscal year 2020-21. The comparison is current year to prior year for the same six month period.

Table 1 – Unrestricted E&G Revenues and Expenditures by Unit

Unrestricted E&G Year-to-Year Comparisons Revenues and Expenditures by Appropriation Unit Year-to-Date 12-30-2020			
	FY2019-20	FY2020-21	Change
REVENUES			
By Appropriation Unit			
Main Campus	\$187,456,599.72	\$181,750,437.79	-3.04%
Medicine/Family Med	38,444,353.42	41,099,707.49	6.91%
Pharmacy	11,538,644.25	10,383,703.92	-10.01%
TOTAL REVENUE	\$237,439,597.39	\$233,233,849.20	-1.77%
 EXPENDITURES			
By Appropriation Unit			
Main Campus	\$122,687,956.16	\$114,843,480.19	-6.39%
Medicine/Family Med	37,974,114.46	38,417,465.30	1.17%
Pharmacy	5,679,131.36	5,296,711.54	-6.73%
TOTAL EXPENSE	\$166,341,201.98	\$158,557,657.03	-4.68%

Table 2 – Unrestricted E&G Revenues by Source and Expenditures by Class

Unrestricted E&G
Year-to-Year Comparisons
Revenues by Source and
Expenditures by Natural and Functional Classification
Year-to-Date 12-30-2020

	FY2019-20	FY2020-21	Change
REVENUES			
By Revenue Source			
Tuition and Fees	\$164,592,545.20	\$160,128,586.97	-2.71%
State Appropriations	56,891,200.00	58,065,800.00	2.06%
Grants, Contracts, Gifts	1,010,610.53	1,226,896.79	21.40%
Other	14,945,241.66	13,812,565.44	-7.58%
TOTAL REVENUE	\$237,439,597.39	\$233,233,849.20	-1.77%
EXPENDITURES			
By Natural Classification			
Salaries & Benefits	\$121,074,345.27	\$118,336,891.88	-2.26%
Operating	24,356,658.47	20,125,740.57	-17.37%
Equipment	374,567.77	416,540.76	11.21%
Scholarships/Fellowships	20,535,630.47	19,678,483.82	-4.17%
TOTAL EXPENSE	\$166,341,201.98	\$158,557,657.03	-4.68%
EXPENDITURES			
By Functional Classification			
Instruction	\$84,224,983.59	\$82,074,188.28	-2.55%
Research	2,510,743.71	2,823,535.01	12.46%
Public Services	1,348,250.32	1,242,421.25	-7.85%
Academic Support	17,172,013.28	16,112,350.37	-6.17%
Student Services	14,537,066.33	12,176,956.69	-16.24%
Institutional Support	13,831,047.47	13,647,119.98	-1.33%
Physical Plant	12,224,028.31	10,803,204.77	-11.62%
Scholarships/Fellowships	20,493,068.97	19,677,880.68	-3.98%
TOTAL EXPENSE	\$166,341,201.98	\$158,557,657.03	-4.68%

Table 3 – Operating Funds Revenues and Expenditures by Fund Type

Current Operating Funds (Unrestricted/Auxiliaries/Restricted)
 Year-to-Year Comparisons
 Revenues and Expenditures by Fund Type
 Year-to-Date 12-30-2020

	FY2019-20	FY2020-21	Change
REVENUES			
Unrestricted E&G	\$237,439,597.39	\$233,233,849.20	-1.77%
Auxiliaries	24,524,680.14	17,829,635.59	-27.30%
Restricted Funds	57,953,289.64	50,522,009.16	-12.82%
TOTAL REVENUE	\$319,917,567.17	\$301,585,493.95	-5.73%
EXPENDITURES			
Unrestricted E&G	\$166,341,201.98	\$158,557,657.03	-4.68%
Auxiliaries	4,799,173.38	3,475,075.99	-27.59%
Restricted Funds	49,759,540.41	50,522,009.16	1.53%
TOTAL EXPENSE	\$220,899,915.77	\$212,554,742.18	-3.78%

Table 4 – Operating Funds Revenues by Source and Expenditures by Class

Current Operating Funds (Unrestricted/Auxiliaries/Restricted)
 Year-to-Year Comparisons
 Revenues by Source and
 Expenditures by Natural and Functional Classification
 Year-to-Date 12-30-2020

	FY2019-20	FY2020-21	Change
REVENUES			
Tuition and Fees	\$165,251,345.57	\$160,771,524.90	-2.71%
State Appropriations	57,315,511.37	58,364,701.90	1.83%
Grants, Contracts, Gifts	57,589,295.95	50,694,629.92	-11.97%
Other	15,236,734.14	13,925,001.64	-8.61%
Auxiliaries	24,524,680.14	17,829,635.59	-27.30%
TOTAL REVENUE	\$319,917,567.17	\$301,585,493.95	-5.73%
EXPENDITURES			
By Natural Classification			
Salaries & Benefits	\$139,168,565.20	\$137,447,213.35	-1.24%
Operating	35,468,268.89	31,352,233.57	-11.60%
Equipment	2,155,170.68	915,109.84	-57.54%
Scholarships/Fellowships	44,107,911.00	42,840,185.42	-2.87%
TOTAL EXPENSE	\$220,899,915.77	\$212,554,742.18	-3.78%
EXPENDITURES			
By Functional Classification			
Instruction	\$ 88,229,744.80	\$ 86,456,257.13	-2.01%
Research	7,383,412.40	7,397,739.60	0.19%
Public Services	16,159,228.45	17,026,152.16	5.36%
Academic Support	17,396,162.62	16,262,930.92	-6.51%
Student Services	14,875,599.38	12,372,697.58	-16.83%
Institutional Support	14,255,784.79	15,956,709.97	11.93%
Physical Plant	14,044,105.10	11,050,788.64	-21.31%
Scholarships/Fellowships	43,756,704.85	42,556,390.19	-2.74%
Auxiliaries	4,799,173.38	3,475,075.99	-27.59%
TOTAL EXPENSE	\$220,899,915.77	\$212,554,742.18	-3.78%

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: Quarterly Reports of Agreements \$250,000 or greater

COMMITTEE: Finance and Administration Committee

PRESENTED BY: B.J. King
Chief Financial Officer

Included in the meeting materials are a list of agreements, both expense and revenue, with amounts totaling \$250,000 or greater for the period of October 2020 – December 2020.

October - December 2020

Contracts / Purchase Orders over \$250,000

Contract/ PO Date	Start	End	Contractor	Description of Services/Products	Contract / PO Amount	\$ Annual Contract	Competitive	Fiscal Review Approval
11/02/20	12/31/20	12/30/21	Jaggaer	eBucs Purchasing and Accounts Payable license renewal. 4 automatic renewals with 3% escalation cap	\$1,706,750/ 5 years	\$325,000	Yes	N/A

RFPs – Awarded, In-Process and Upcoming

Managed Internet Service – Housing & Residential Life/ITS

Enterprise Resource Planning System- ITS

This report does not include contracts or agreements associated with revenue, software/systems maintenance agreements, contracts with the federal government, and construction projects which are approved through the State Building Commission.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021

ITEM: Capital Budget Submittals and Disclosures FY 2021-22

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Jeremy Ross
Chief Operating Officer

The overall goal of facilities planning for the Tennessee Higher Education Commission (THEC) is to provide physical facilities that enable each institution to provide a quality educational atmosphere to fulfill their role and mission. This goal is accomplished through annual recommendations for the funding of projects in capital outlay and capital maintenance as follows:

Capital outlay projects utilize state funding in whole or in part. They include new facilities or additions required by enrollments or significant changes in programmatic requirements; major renovations which change the function, use or capacity of existing space; major expansions or conversions of central energy plants; and major renovation projects which upgrade or appreciably extend the life of an existing facility.

Capital maintenance projects recommended each year provide a multi-year commitment to protect the integrity of the building structures or bring the equipment or systems in the buildings into compliance with current federal, state and local standards.

Below is the list of ETSU's capital projects and priorities for fiscal year 2021-22:

Capital Outlay

1. ETSU Academic Building (\$51,794,000)

Capital Maintenance

1. HVAC and Steam Line Repairs Phase 1 (\$3,650,000)
2. Brown Hall Structural and Shelbridge Repairs (\$3,000,000)
3. Exterior Building Improvements (\$2,414,000)
4. Multiple Roof Replacements (\$2,300,000)

Capital Disclosures

1. Admission Renovation (\$2,000,000)
2. Sam Wilson Renovation and Addition (\$25,000,000)
3. John Robert Bell Upgrade (\$750,000)
4. Memorial Center Exterior Upgrade (\$310,000)
5. Boulevard Commons Extension (\$4,000,000)

MOTION: I move that the Board of Trustees adopt the following resolution, approving the submission of the capital outlay, capital maintenance, and disclosed projects as presented in committee to the Tennessee Higher Education Commission.

RESOLVED: Upon the recommendation of the Finance and Administration Committee, the Board of Trustees approves the university's submission of the capital outlay, capital maintenance, and disclosed projects to the Tennessee Higher Education Commission.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: Profiles and Trends in Human Resources

COMMITTEE: Finance and Administration Committee

PRESENTED BY: Lori Erickson
Assistant Vice President for Human Resources

Ms. Erickson will provide trends among faculty and staff, along with demographic characteristics to understand the human resources at ETSU and how they are being utilized to achieve the university's strategic goals.

ETSU HR Trends and Profile

Lori Erickson
Assistant Vice President
Human Resources
February 2021



EAST TENNESSEE STATE
UNIVERSITY

Overview

- Trend size and type of Workforce
- Salary information
- Employee Satisfaction
 - Turnover Rate
 - Great Colleges Survey



Employees by Category

ETSU Workforce Full-Time Employees

EEO Category	2016	2017	2018	2019	2020	1 Year % Change	5 Year % Change
Total	2,281	2,291	2,350	2,425	2,396	-1.20%	4.80%
Clerical and Secretarial	374	378	388	388	355	-8.51%	-5.35%
Executive/Admin and Managerial	53	52	52	51	46	-9.80%	-15.22%
Faculty	828	819	856	895	929	3.80%	10.87%
Other Professionals	709	736	729	761	757	-0.53%	6.34%
Service/Maintenance	195	192	191	198	188	-5.05%	-3.72%
Skilled Crafts	52	52	56	54	45	-16.67%	-15.56%
Technical and Paraprofessional	70	82	78	78	76	-2.56%	7.89%



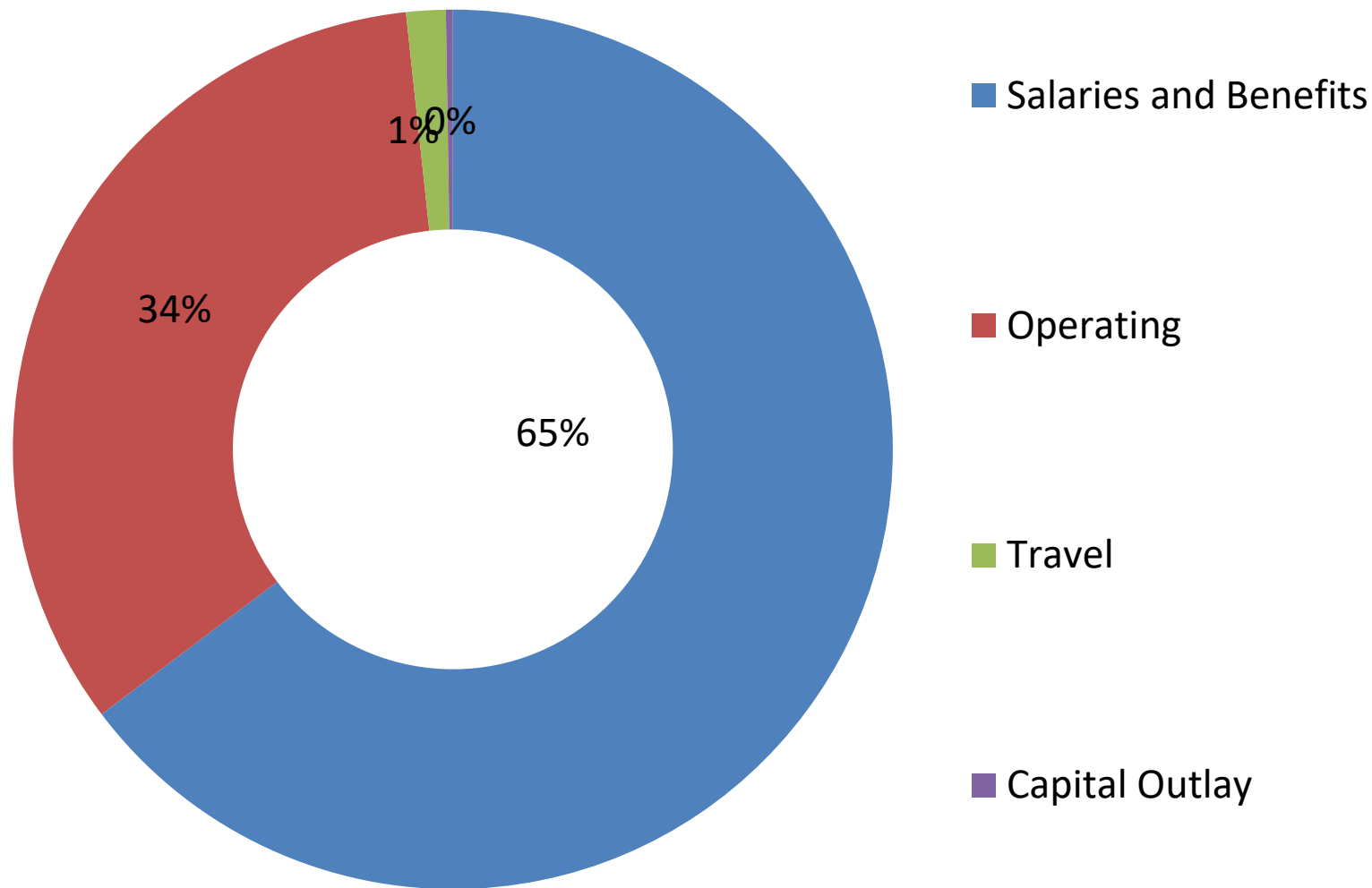
Faculty

ETSU Faculty Trend by Tenure Type - Full-time Faculty

Faculty Type	2016	2017	2018	2019	2020	1 Year % Change	5 Year % Change
Full-time Faculty	753	751	767	802	806	0.50%	7.04%
Tenure	386	387	380	382	443	15.97%	14.77%
Tenure Track	154	135	145	151	155	2.65%	0.65%
Other	212	228	241	269	208	-22.68%	-1.89%



Expenditure by Budget Category



Peer Faculty Salary Comps

Institution	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	% Change
University of North Carolina at Charlotte	75,033	76,410	78,939	82,641	86,998	87,001	15.95%
Wright State University-Main Campus	75,492	76,932	79,074	80,620	82,774	86,056	13.99%
Oakland University	76,338	79,281	80,667	81,309	82,981	85,067	11.43%
Central Michigan University	77,427	75,951	76,158	78,943	81,505	84,165	8.70%
Florida Atlantic University	71,658	76,005	76,014	82,710	81,628	82,636	15.32%
University of Missouri-Kansas City	74,745	76,329	77,409	80,268	80,523	82,185	9.95%
University of North Carolina at Greensboro	71,334	72,522	73,350	76,029	77,287	79,264	11.12%
East Carolina University	71,775	71,685	72,072	77,246	78,705	77,712	8.27%
Texas Woman's University	67,599	72,765	73,872	73,826	74,987	76,636	13.37%
Old Dominion University	78,561	77,004	80,667	80,137	75,201	75,417	-4.00%
Southern Illinois University-Edwardsville	70,731	70,794	70,236	68,941	69,671	71,192	0.65%
University of Northern Colorado	67,383	68,310	68,616	70,555	69,993	70,299	4.33%
Sam Houston State University	65,844	66,042	66,690	68,646	68,197	69,650	5.78%
University of Arkansas at Little Rock	67,320	70,929	67,599	69,714	68,211	69,091	2.63%
Marshall University	61,803	64,053	63,108	64,314	64,482	68,625	11.04%
Ball State University	65,745	67,086	67,770	65,991	67,652	67,207	2.22%
Indiana State University	63,639	63,513	63,774	64,907	67,426	66,989	5.26%
East Tennessee State University	60,399	60,084	61,515	62,288	64,595	65,611	8.63%
University of South Alabama	64,908	64,755	64,611	65,565	65,168	65,506	0.92%
Georgia Southern University	55,953	57,618	58,941	60,505	61,948	60,201	7.59%
Peer Average	69,647	70,947	71,556	73,309	73,965	74,995	7.68%
Peer Median	70,731	71,685	72,072	73,826	74,987	75,417	6.63%



Peer Staff Salary Comps

Institution	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	% Change
Florida Atlantic University	57,502	57,974	59,565	61,674	62,459	63,217	9.86%
Oakland University	55,483	56,750	58,327	62,326	63,312	62,947	13.15%
University of North Carolina at Charlotte	51,882	53,229	55,027	58,160	59,367	60,582	16.34%
Wright State University-Main Campus	56,378	58,803	60,125	61,080	59,431	59,205	4.81%
University of North Carolina at Greensboro	52,461	53,197	53,516	55,605	57,457	58,826	11.96%
Old Dominion University	53,400	53,177	54,584	55,591	57,164	58,233	9.09%
Central Michigan University	52,655	50,242	51,182	55,317	55,188	57,027	8.70%
University of Missouri-Kansas City	51,201	51,357	52,604	53,760	54,151	56,415	10.15%
East Carolina University	48,718	49,889	50,812	52,909	54,118	55,382	13.36%
Sam Houston State University	49,327	50,427	51,880	53,520	53,877	55,366	11.97%
University of Northern Colorado	47,994	49,499	51,161	52,193	53,629	54,090	12.32%
Ball State University	49,967	50,834	51,034	51,367	52,629	53,682	7.31%
Texas Woman's University	43,909	46,821	48,266	49,112	50,949	52,338	18.00%
University of South Alabama	45,270	45,436	46,781	49,088	50,474	51,499	13.71%
Southern Illinois University-Edwardsville	47,308	47,484	48,440	48,272	49,154	50,337	6.38%
Indiana State University	44,897	46,205	47,458	48,411	48,884	49,379	9.70%
Marshall University	44,267	46,172	45,909	46,170	47,117	49,276	10.85%
University of Arkansas at Little Rock	45,823	46,352	45,921	45,085	46,366	48,506	5.79%
East Tennessee State University	39,947	39,947	41,121	42,833	44,245	46,622	16.71%
Georgia Southern University	42,169	43,027	44,279	45,444	45,702	46,411	9.86%
Peer Average	49,506	50,362	51,414	52,899	53,759	54,880	10.67%
Peer Median	49,327	50,242	51,161	52,909	53,877	55,366	12.02%



2020 Compensation Study

- Performed by Gallagher
 - Reviewed 491 distinct jobs
- Key Findings
 - Teaching Faculty
 - Generally, average salaries are low (-17.3%) as compared to market median
 - Administration and Staff
 - Generally, average salaries are low (-9%) as compared to market median
 - Cost to implement the proposed salary ranges: \$7.5M; impacting 1,772 employees.



Compensation Study

Job Grouping	Average of % difference to P25	Average of % difference to P50	Average of % difference to P75
Administrative/Professional	-0.7%	-12.3%	-23.1%
Clerical/Support Staff	-4.8%	-14.5%	24.1%
Clinical Track	34.2%	17.7%	-10.6%
Clinical Track 9-month	-1.2%	-13.7%	-30.6%
Coaches	12.7%	-8.0%	-26.7%
Executive Administrative	20.6%	1.9%	-12.9%
Faculty Academic	-4.6%	-17.3%	-32.7%
Faculty Fiscal	20.9%	4.7%	-11.8%
Physical Plant	-11.4%	-21.2%	-31.4%
Public Safety	0.5%	-9.6%	-20.1%
Research Track	12.6%	1.1%	-17.6%
University School Faculty	10.8%	-2.4%	-34.5%
Grand Total	3.3%	-9.9%	-23.6%



Turnover Rate

- Historically Turnover Rate - 7.6%
- Current Year

Employee Type	Rate to Budgeted Population
Faculty	3.4%
Admin	3.7%
Exempt	7.1%
Non-Exempt	4.2%
Average Turnover	4.6%
Overall (including temporary positions)	11.4%



Voluntary Retirement Incentives

- 3 Programs Offered – 108 Total Participants
 - Faculty in the College of Arts and Sciences
 - 11 Participants – Retiring May 2020 and May 2021
 - Staff Voluntary Retirement Incentive Program
 - 73 Participants – Retiring October 31, 2020
 - Faculty Voluntary Retirement Incentive Program
 - 24 Participants – Retiring December 31, 2020
- Salary: \$7,253,419
- Incentive: \$3,282,385
- Difference: \$3,971,034



Institutional Climate

GCTWF Results 2015 to 2020

Question Category	2015	2016	2017	2018	2019	2020	Delta
Job Satisfaction/Support	68	68	72	76	72	76	8
Teaching Environment	62	60	64	68	67	70	8
Professional Development	67	71	75	75	69	76	9
Comp,Benefit & Work/Life	65	65	70	69	68	71	6
Facilities	65	72	70	71	70	77	12
Policies, Resources & Efficiency	57	59	62	63	61	63	6
Shared Governance	56	54	61	63	60	62	6
Pride	68	68	75	76	73	72	4
Supervisors/Department Chairs	73	73	73	74	76	70	-3
Senior Leadership	52	50	61	60	57	63	11
Fac, Admin & Staff Relations	54	52	62	60	59	59	5
Communication	58	53	63	61	58	58	0
Collaboration	57	56	62	65	61	61	4
Fairness	57	60	63	64	58	59	2
Respect and Appreciation	57	58	64	64	65	64	7
Overall Average	61	61	66	67	65	66	5
Carnegie Benchmark	69	68	68	67	68	71	2

Overall positive ratings as a percent of total

