

University Planning Committee Minutes
Friday, October 3, 2025
1:30 PM

Attended: Mark Byrnes, Ron Henderson, Liz Smith, Michael Erskine, Lando Carter, Tricia Farwell, Jackie Dowdy, Dianna Rust, Michael Federici, Pete Grandjean, Mary Hoffschwelle, Zach Lebarts, Teena Young, Todd Wyant, Mark Clark, Drew Harpool, Danny Kelley, Joe Bales, Becky Cole, Laurie Witherow, Neporcha Cone, Chris Brewer, Layne Bryant

1. Provost Byrnes welcomed everyone, [gave the Committee Charge](#), and asked everyone to introduce themselves.
2. [Minutes of the April 25, 2025](#) meeting were reviewed and approved. [Motion made by Erskine; seconded by Farwell]
3. [MTSU Planning Committee Guide](#) - Mary Hoffschwelle, Vice Provost for Planning and Effectiveness and SACSCOC Institutional Accreditation Liaison, presented a draft guide to provide information and resources about the Planning Committee and its responsibilities. This was created by the Provost's Office graduate assistant after SGA pointed out difficulties for new members to understand the committee and their role. Please review and send feedback.
4. Policy 32 *University Committees* revision to [Planning](#) - Mary Hoffschwelle [proposed revisions](#) to add Strategic Plan implementation subcommittees and remove a provision under Special Information that is handled outside of the Planning Committee. A [supplementary document](#) to the policy describes the charge and composition of implementation subcommittees. Please review and send feedback.
5. Accreditation Reporting - Our Compliance Certification Report was submitted on Sept 5th for off-site review. Findings will be sent in November, and we will respond in a Focused Report in Feb 2026. The on-site review is March 23-26, 2026.
SACSCOC has announced a review of the Principles of Accreditation, and during this review, the Quality Enhancement Plan (QEP) will be studied for desired results and whether it should be continued. That means MTSU will not be submitting a QEP. We will integrate specific initiatives and actions of Career EDGE into Strategic Plan 2035.
6. [IEPR](#) Update - Chris Brewer reported
 - IEPR is working on the Fall 2025 Census file.
 - [Peer Institutions](#) approved by this Committee are posted on IEPR website.
 - While the IE Director is out on leave, Chris is covering assessment and program reviews.
 - Quality Assurance Funding (QAF) – Final scores will be presented soon. This academic year, THEC is reviewing the next five-year cycle. We expect instructions in December. We won't submit data or conduct program reviews this year.

7. 2015-2025 Plan Wrap Up - We are compiling the final actions from the Academic Master Plan, Quest 2025, and 2015-2025 Strategic Plan to report at our next meeting.
8. [Strategic Plan 2035](#) Implementation – This Committee approved the [implementation plan](#) for 2025-26, posted on the Plan’s webpage, at its last meeting. The Committee will review mid-year progress reports at its next meeting.
9. [Mission](#) Review and [Institutional Mission Profile](#) – Last year, we discussed that it is generally not a good idea to change your mission during the SACSCOC review year. We will review at the next meeting for Board of Trustees approval at their Spring meeting.
10. Next Meeting – Friday, January 30, 10:00 AM

MTSU Planning Committee Guide

I. Planning Committee

The MTSU Planning Committee is a special purpose, institutional direction committee chaired by the University Provost and established under [University Policy 32](#) University Committees.

Planning Committee Charge

Advise and assist the President in developing effective plans that will help the University carry out its mission.

The committee will be concerned with setting University objectives and priorities that:

- a. ensure the identification and assessment of educational outcomes for administrative and educational support services;
- b. ensure continuous improvements in outcomes;
- c. identify relevant challenges and opportunities;
- d. develop immediate and long-range plans for allocation and effective use of human, financial, and physical resources;
- ~~e. consider and recommend action on all issues affecting the organization of academic units, partnerships, centers, departments, schools, and colleges;~~
- f. monitor the University's performance in achieving its goals.

Planning Committee Membership and Meeting Minutes

[University Policy 32](#) University Committees outlines the membership of the MTSU Planning Committee.

The Provost's Office maintains the Planning Committee's [webpage](#), which includes the Planning Committee Member [roster](#), meeting minutes, and resources.

II. MTSU Mission

The MTSU Planning Committee reviews and recommends revisions, as needed, to the

- [MTSU Mission](#)
- [THEC Institutional Mission Profile](#)

The MTSU [Board](#) of Trustees [reviews and approves](#) revisions to the MTSU Mission and THEC Institutional Mission Profile submitted by the Planning Committee.

III. Strategic Plan 2035

In Spring 2025, the University Planning Committee, University Provost, and President recommended and received approval of the University's next strategic plan from the MTSU Board of Trustees. Implementation of the new plan begins in the 2025-2026 academic year.

Information about the plan’s development and implementation can be found on the Strategic Plan 2035 website, <https://www.mtsu.edu/strategicplan/>, including:

- [Large Format Brochure](#) with Implementation Cycle (page 7), Timeline (page 8), and Metrics and Success Indicators (page 10-11)
- [Printable Trifold Brochure with Framework Grid](#)
- [2025-2026 implementation plan](#)

Annual Review and Approval of Strategic Plan Implementation Activity Plans

Each year the MTSU Planning Committee will

- Review mid-year progress reports from implementation committees at its meeting in December or January
- Review annual progress reports and approve activity plans for the following year at its April meeting

Strategic Plan 2035 Implementation Committee Co-Chairs

Priority 1:	Dr. Amy Aldridge Vice Provost for Academic Programs Cope 111 (615) 494-7611 Amy.Aldridge@mtsu.edu	Dr. Jennifer Vannatta-Hall Director, Center for Teaching & Mentoring LIB 348 (615) 904-8499 Jennifer.Vannatta-Hall@mtsu.edu
Priority 2:	Dr. Robyn Ridgley Professor of Education COE 202 (615) 898-5526 Robyn.Ridgley@mtsu.edu	Justin Reed Executive Director, Administration & Strategic Initiatives KUC 212G (615) 898-2591 Justin.Reed@mtsu.edu
Priority 3:	Andrew Oppmann Vice President for Marketing & Communications Cope 205 (615) 494-7800 Andrew.Oppmann@mtsu.edu	Dr. Sam Zaza Professor of Information Systems & Analytics BAS N355 (615) 898-2667 Sam.Zaza@mtsu.edu

IV. Planning and Effectiveness

THEC Quality Assurance Funding

The [Tennessee Higher Education Commission](#) (THEC) coordinates the statewide [Quality Assurance Funding](#) program. The performance funding program is an incentive-based funding initiative “that encourages institutions to build comprehensive evaluation systems whereby they can reliably measure student learning.” The funds are used to improve the quality of the University’s academic programs and student services. The Assistant Vice Provost for Institutional Effectiveness, Planning, and Research (IEPR) shares information with the University Planning Committee regarding THEC’s [QAF process](#) and [MTSU’s progress toward metrics](#).

MTSU Peer Institutions

IEPR maintains the list of MTSU's [peer and aspirational peer institutions](#) on its website. The University Planning Committee reviews and revises this list periodically as needed.

Institutional and Specialized Accreditation

The Vice Provost for Planning and Effectiveness and the Assistant Vice Provost for Institutional Accreditation share updates as needed with the University Planning Committee regarding MTSU's [SACSCOC accreditation](#) and [specialized accreditation](#) activities.

Planning and Effectiveness Contacts

Dr. Mary Hoffschwelle, Vice Provost for Planning and Effectiveness
Cope 110
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Chris Brewer, Assistant Vice Provost for Institutional Effectiveness, Planning, and Research
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Layne Bryant, Assistant Vice Provost for Institutional Accreditation
Cope 111
(615) 898-5426
Layne.Bryant@mtsu.edu

V. Student Achievement and Success

The University Planning Committee receives reports and reviews MTSU's progress toward student achievement and student success metrics.

Student Achievement Contact

Chris Brewer, Assistant Vice Provost for Institutional Effectiveness, Planning, and Research
Jones Hall 0340
(615) 898-5197
Chris.Brewer@mtsu.edu

Student Success Contact

Dr. Rick Sluder, Vice Provost for Student Success and Dean of University College
MEC 2100
(615) 898-2324
Rick.Sluder@mtsu.edu

3. Institutional Direction Committees

1. Planning

1. Committee Classification: Special Purpose.
2. Charge: Advise and assist the President in developing effective plans to help the University carry out its mission.
3. Report Recipients: President; standard summary reporting.
4. Nomination: By college.
5. Membership:
 1. One (1) faculty member from each of the following: College of Basic and Applied Sciences, College of Behavioral and Health Sciences, College of Education, College of Liberal Arts, College of Media and Entertainment, James E. Walker Library, Jones College of Business, and University College. One (1) of the faculty representatives will be a department chair, and one (1) will have graduate faculty status; the President of the Faculty Senate, one (1) Dean, a representative from each Division, the Assistant to the President for Community Engagement and Inclusion, the Student Government Association President, a graduate student, and the President of the MTSU Alumni Association or designated alumnus. Faculty members must have completed three (3) consecutive years of service at MTSU; members serve non-renewable three (3)-year terms.

2. For each priority in the University's strategic plan, a subcommittee drawn from voting and ex-officio members of the Committee, Faculty Senate leadership and Academic Affairs Committee, Student Government Association, and key staff.

6. Special Information:

1. The committee will be concerned with setting University objectives and priorities that:
 1. ensure the identification and assessment of educational outcomes and outcomes for administrative and educational support services;
 2. ensure continuous improvements in outcomes;
 3. identify relevant challenges and opportunities;
 4. develop immediate and long-range plans for allocation and effective use of human, financial, and physical resources;
 5. consider and recommend action on all issues affecting the organization of academic units, partnerships, centers, departments, schools, and colleges;
 6. monitor the University's performance in achieving its goals.
 2. The following serve as ex officio members: Vice Presidents, Vice Provosts, Deans, and the Assistant Vice Provost for Institutional Effectiveness, Planning, and Research.
 3. The Provost will serve as chair.
7. Review and Revise date: 2027 and every five (5) years subsequent.

Strategic Plan Implementation Subcommittees

Charge

The Planning Committee has one implementation subcommittee for each priority in the University's strategic plan. Implementation subcommittees are responsible for the submission of annual activity plans and reports for Planning Committee approval. Each priority subcommittee will be drawn from voting and ex officio members of the Committee, Faculty Senate leadership, Academic Affairs Committee, Student Government Association, and key staff.

The Planning Committee will review and revise the Implementation Subcommittees in Year 1 and Year 5 of each decennial strategic plan and upon recommendation from the Implementation Subcommittee leaders.

Implementation Committee Responsibilities

Each Priority Committee will have two (2) co-chairs.

Priority Chair/Co-Chairs will:

- Coordinate meetings of the Priority Committee
- Coordinate efforts of strategy subcommittees, avoiding unnecessary duplication, strengthening cohesion, and ensuring appropriate representation
- Prepare timely reports for submission to the Planning Committee, Board of Trustees, etc.
- Represent the Priority Committee to the Planning Committee at its regular meetings and as requested to the President, Board of Trustees, and the University community

Each Strategy Subcommittee will include:

- One Strategic Planning Advisory Committee member in Years 1-3
- One faculty representative from Planning Committee membership
- The Vice President and/or Vice Provost (or their designee) assigned responsibility for that priority
- The dean assigned responsibility for that priority
- A Faculty Senate representative drawn from Senate leadership (Past President, President, and President-Elect) and Academic Affairs Liaison Committee
- A representative appointed by the Student Government Association (SGA) President
- Leader(s) of key University unit(s) responsible for that priority

Strategy Subcommittee Chairs will:

- Coordinate meetings of the Strategy Subcommittee
- Provide timely reports to the Priority Chair/Co-Chairs in preparation for submission to the Planning Committee, Board of Trustees, etc.