

MTSU Planning Committee

Friday, February 21, 2020

1:00 PM

Cope 112

Attending: Helen Binkley, Robyn Ridgley, Sanjay Asthana, Beverly Geckle, Dianna Rust, Justin Gardner, Mary Hoffschwelle, David Foster, Tyler Henson, Ronda Vaughter, Delanie McDonald, Kelsie Roberts, Ginger Freeman, Peter Cunningham, Jason Martin, John Vile, Laurie Witherow, Chris Brewer, Lisa Bass, Allison McGoffin, Mark Byrnes (chair)

- I. **Minutes of October 25, 2019** meeting were approved.

- II. **Provost's Office Updates** – Mark Byrnes
 - a. **Quest for Student Success 2025**
[Quest 2025](#) is in press. Marketing rollout to follow. Website under production. Kick-off to be scheduled. Implementation plan included. Also identified five primary strategic priorities and created workgroup for each to meet this semester.
 - b. **Academic Master Plan Implementation**
We are updating the Implementation Chart for a mid-term progress report. The AMP overlaps with the Quest.

- III. **IEPR Updates** – Lisa Bass
 - a. **Institutional Effectiveness**
A subcommittee of assessment coordinators is working to change the assessment culture for faculty. One of the ideas was to form reading groups around the chapters in Linda Suskie's book, *Assessing Student Learning: A Common Sense Guide*, to meet twice and then host Linda Suskie on campus April 1. Target audience is deans and assessment coordinators. Assessment is essential work for our Fifth-year Interim Report to SACSCOC.
 - b. **IE Plans**
Lisa is meeting with departments to give refreshers and making sure assessment plans are strong.

- IV. **Update Strategic Plan approval** – Mary Hoffschwelle
The 2015-2020 Strategic Plan began while MTSU was still under TBR. When we updated, led by Sylvia Collins, we rethought our goals paying close attention to what we need to report to SACSCOC for Student Achievement (8.1). Because we have a new version, we want approval from this committee, provost, and president. Vote passed to approve [revised Strategic Plan](#).

- V. **2020 Institutional Mission Profile approval** – Mary Hoffschwelle
The Institutional Mission Profile is used each time we submit a new degree program proposal to THEC and is reviewed annually per the FOCUS Act. After review and discussion, it was decided to add "cross-disciplinary" and delete "undergraduate". Changes [attached](#). Will be submitted to the Board of Trustees in March for approval before sending to THEC.

- VI. **MTSU Vision Statement proposed revision** – Mary Hoffschwelle
Changes made after the October 2019 meeting were approved and will be submitted to the Board with the Institutional Mission Profile. Changes [attached](#).

VII. SACSCOC Fifth-year Interim Report (due March 2022) – Mary Hoffschwelle

We'll be reporting on 22 standards including federal requirements (Financial Aid). Also QEP Impact Report and site visits to new instructional off-campus sites. We will form workgroups for each standard or group of standards and report progress regularly.

Meeting Adjourned 1:49 p.m.



Strategic Plan

2015-2025

UPDATED DRAFT

October 2019

Middle Tennessee State University

Mission

Middle Tennessee State University, a comprehensive, innovative institution, attracts students to distinctive bachelor's, master's, specialist's, and doctoral programs, which prepare graduates to thrive in their chosen professions and a changing global society. Students and faculty generate, preserve, and disseminate knowledge and collaboratively promote excellence through teaching and learning, research, creative activity, and public engagement.

Approved March 27, 2018, by the MTSU Board of Trustees

Purpose

To fulfill its mission, Middle Tennessee State University:

- fosters a student-centered environment conducive to lifelong learning, personal development, and success;
- educates and challenges students through a broad array of high-quality, affordable academic programs grounded in a common core of arts and sciences;
- enhances access through unique programs, distance learning, and advising to meet the needs of a diverse student population;
- supports student learning through effective teaching methods, emerging technologies, experiential and integrative learning, research, and co-curricular and extra-curricular activities;
- attracts and retains exceptional faculty and staff and develops resources to support excellence in instruction, research, creative activity, and public and professional service;
- develops and sustains academic partnerships, entrepreneurial activities, and public service to support instruction, research, and communities throughout the region;
- promotes ongoing engagement with its alumni, partners, and friends; and
- serves as an emerging center for international study, understanding, and exchange.

Middle Tennessee State University educates students to

- think logically, critically, and creatively;
- make sound judgments with an awareness of ethical, moral, and aesthetic values;
- acquire a working knowledge of a discipline or a group of related disciplines;
- examine, analyze, and shape the rapidly changing world through scientific knowledge, creative undertakings, and an understanding of culture and history;
- communicate clearly and precisely and understand the proper role of free expression and civic engagement in our society; and
- demonstrate the effective and adaptive use of current and evolving technologies.

Vision

Middle Tennessee State University is a vibrant hub for educating students who are accomplished, civically engaged and globally responsible; an engine for research, innovation, and entrepreneurship; and a nexus of cultural, social, and artistic expression.

Community Standards

MTSU is committed to developing and nurturing a community devoted to learning, growth, and service. Each person who joins or affiliates with the community does so freely and accepts and practices the following core values and expectations:

Honesty and Integrity. The notions of personal and academic honesty and integrity are central to the existence of the MTSU community. All members of the community will strive to achieve and maintain the highest standards of academic achievement in the classroom and personal and social responsibility on and off campus.

Respect for Diversity. The MTSU community is composed of individuals of different races, ethnicities, sexual orientations, religions, cultures, and ways of thinking. We respect individual differences and unique perspectives as we acknowledge our commonalities.

Engagement in the Community. All members of the community are encouraged to participate in educationally purposeful activities that support and enhance the MTSU experience. Active involvement and personal investment in the classroom and throughout the community are hallmarks of an engaged citizen.

Commitment to Nonviolence. MTSU is committed to the principles of non-violence and peaceful conflict resolution. Community members will freely express their ideas and resolve differences using reason and persuasion.

**KEY PRIORITY:
ACCESS**

KEY PRIORITY: ACCESS

To fulfill its mission of service and outreach to all Tennesseans, the Middle Tennessee State University strives to increase the number and diversity of students it serves. The University will broaden opportunities for those who wish to develop their professional skills, enrich their lives and engage in the workforce of the future. It will engage those who have been historically underrepresented and underserved in their pursuit of post-secondary credentials at all levels.

New Freshmen Enrollment (Fall only)

Baseline (Fall 2018) – 2,897		Target (Fall 2024) – 3,261 (increase 2% annually)	
Semester	Target	Actual	
Fall 2019	2,955		
Fall 2020	3,014		
Fall 2021	3,074		
Fall 2022	3,136		
Fall 2023	3,199		
Fall 2024	3,262		

Source: IEPR Enrollment by Term Dashboard

* Includes degree seeking students only

KEY PRIORITY: ACCESS

New Transfer Student Enrollment (Fall only)

Baseline (Fall 2018) – 1,967		Target (Fall 2024) – 2,215 (increase 2% annually)	
Semester	Target	Actual	
Fall 2019	2,006		
Fall 2020	2,046		
Fall 2021	2,087		
Fall 2022	2,129		
Fall 2023	2,171		
Fall 2024	2,215		

Source: IEPR Enrollment by Term Dashboard

* Includes degree seeking students only

KEY PRIORITY: ACCESS		
New Graduate Student Enrollment (Fall only)		
Baseline (Fall 2018) – 649		Target (Fall 2024) – 731 (increase 2% annually)
Semester	Target	Actual
Fall 2019	662	
Fall 2020	675	
Fall 2021	689	
Fall 2022	702	
Fall 2023	717	
Fall 2024	731	

Source: IEPR Enrollment by Term Dashboard

* Includes degree seeking students only

**KEY PRIORITY:
STUDENT
SUCCESS**

KEY PRIORITY: STUDENT SUCCESS

Increasing the number of citizens with diplomas, certificates, and degrees is a critical focus area for Middle Tennessee State University and the state. Fostering student persistence to completion enhances the growth of existing businesses, the ability to attract high paying industries, the enrichment of strong communities and the future quality of life for each student. The University will structure credential and degree programs so that students may successfully graduate in a timely and cost-effective manner.

Undergraduate Course Completion Rates

Baseline (Fall 2018) – DFWN of 10.3%

Annual Target – DFWN of 8% or less

Semester	Target	Actual
Fall 2018	UG Course DFWN Rate of 8% or less	
Fall 2019	UG Course DFWN Rate of 8% or less	
Fall 2020	UG Course DFWN Rate of 8% or less	
Fall 2021	UG Course DFWN Rate of 8% or less	
Fall 2022	UG Course DFWN Rate of 8% or less	
Fall 2023	UG Course DFWN Rate of 8% or less	
Fall 2024	UG Course DFWN Rate of 8% or less	

Source: IEPR Course Completion Dashboard

KEY PRIORITY: STUDENT SUCCESS

Undergraduate Online Course Completion Rates

Baseline (Fall 2018) – DFWN of UG Online Courses within 4.3% of On-Ground Course UG DFWN Rate

Annual Target – DFWN of UG Online Courses within 3% of On-Ground Course UG DFWN Rate

Semester	Target	Actual
Fall 2019	UG Online Course DFWN Rate within 3% of UG On-Ground	
Fall 2020	UG Online Course DFWN Rate within 3% of UG On-Ground	
Fall 2021	UG Online Course DFWN Rate within 3% of UG On-Ground	
Fall 2022	UG Online Course DFWN Rate within 3% of UG On-Ground	
Fall 2023	UG Online Course DFWN Rate within 3% of UG On-Ground	
Fall 2024	UG Online Course DFWN Rate within 3% of UG On-Ground	

Source: IEPR Course Completion Dashboard

KEY PRIORITY: STUDENT SUCCESS		
Fall-to-Spring Persistence of First-time Freshmen		
Baseline (Fall 2017-Spring 2018) – 91.5%		Annual Target – 95% or higher
Semester	Target	Actual
Fall 2018	Fall-to-Spring Retention 95% >	
Fall 2019	Fall-to-Spring Retention 95% >	
Fall 2020	Fall-to-Spring Retention 95% >	
Fall 2021	Fall-to-Spring Retention 95% >	
Fall 2022	Fall-to-Spring Retention 95% >	
Fall 2023	Fall-to-Spring Retention 95% >	
Fall 2024	Fall-to-Spring Retention 95% >	

Source: IEPR Fall-to-Spring Retention Dashboard

KEY PRIORITY: STUDENT SUCCESS		
Fall-to-Fall Retention of First-time Freshmen		
Baseline (Fall 2017-Fall 2018) – 75.6%		Annual Target – 80% or higher
Semester	Target	Actual
Fall 2018	Fall-to-Fall Retention 80% >	
Fall 2019	Fall-to-Fall Retention 80% >	
Fall 2020	Fall-to-Fall Retention 80% >	
Fall 2021	Fall-to-Fall Retention 80% >	
Fall 2022	Fall-to-Fall Retention 80% >	
Fall 2023	Fall-to-Fall Retention 80% >	
Fall 2024	Fall-to-Fall Retention 80% >	

Source: IEPR Fall-to-Fall Retention Dashboard

KEY PRIORITY: STUDENT SUCCESS		
Four-Year Graduation Rates		
Baseline (AY 2017-18) – 30.2%		Annual Target – Increase 2% Points
Semester	Target	Actual
2018-19	32.2%	
2019-20	34.2%	
2020-21	36.2%	
2021-22	38.2%	
2022-23	40.2%	
2023-24	42.2%	
2024-25	44.2%	

Source: IEPR Graduation Rates Dashboard

KEY PRIORITY: STUDENT SUCCESS		
Six-Year Graduation Rates		
Baseline (AY 2017-18) – 44.2%		Annual Target – Increase 1.5% Points
Semester	Target	Actual
2018-19	45.7%	
2019-20	47.2%	
2020-21	48.7%	
2021-22	50.2%	
2022-23	51.7%	
2023-24	53.2%	
2024-25	54.7%	

Source: IEPR Graduation Rates Dashboard

KEY PRIORITY: STUDENT SUCCESS		
Eight-Year Graduation Rates		
Baseline (AY 2017-18) – 48.0%		Annual Target – Increase 1.5% Points
Semester	Target	Actual
2018-19	49.5%	
2019-20	51.0%	
2020-21	52.5%	
2021-22	54.0%	
2022-23	55.5%	
2023-24	57.0%	
2024-25	58.5%	

Source: IEPR Graduation Rates Dashboard

KEY PRIORITY: STUDENT SUCCESS		
Undergraduate Certificates and Degrees Awarded		
Baseline (AY 2017-18) – 4,033		Annual Target – Increase 3.65%
Semester	Target	Actual
2018-19	4,180	
2019-20	4,333	
2020-21	4,491	
2021-22	4,655	
2022-23	4,825	
2023-24	5,001	
2024-25	5,183	

Source: IEPR Degrees Dashboard

KEY PRIORITY: STUDENT SUCCESS		
Graduate Certificates and Degrees Awarded		
Baseline (AY 2017-18) – 870		Annual Target – Increase 1%
Semester	Target	Actual
2018-19	879	
2019-20	887	
2020-21	896	
2021-22	905	
2022-23	914	
2023-24	924	
2024-25	933	

Source: Annual Report of Graduates

**KEY PRIORITY:
QUALITY**

KEY PRIORITY: QUALITY

To achieve excellence in all areas of the mission, Middle Tennessee State University will provide high quality academic programs, faculty, services and facilities at all levels. The University will sustain academic rigor and be committed to continuous quality improvement processes to help students acquire and retain the knowledge, skills and abilities they need to become creative employees, dynamic leaders and conscientious citizens. Recognizing the quality expectations of a global marketplace and society, MTSU, its faculty and its students will cultivate forward-looking research, explore creative expression in the arts and engage in public service activities that aspire to world-class standards.

Licensure and Certification Pass Rates

Annual Target – 100% pass rate on Licensure exams

Exceed the national score for CCTST exam

Academic Year	Target (National)	Actual (MTSU)
2015-16 NOT ACHIEVED	Nursing Exam Pass Rate 85% Teaching Exam Pass Rate* 98%	Nursing Exam Pass Rate 80% Teaching Exam Pass Rate* 96%
2016-17 ACHIEVED	Nursing Exam Pass Rate 85% Teaching Exam Pass Rate* 98%	Nursing Exam Pass Rate 87% Teaching Exam Pass Rate* 100%
2017-18 ACHIEVED	Nursing Exam Pass Rate 87% Teaching Exam Pass Rate* 98%	Nursing Exam Pass Rate 98% Teaching Exam Pass Rate* 99%
2018-19	100% pass rate on Licensure exams Exceed the national score for CCTST exam	
2019-20	100% pass rate on Licensure exams Exceed the national score for CCTST exam	
2020-21	100% pass rate on Licensure exams Exceed the national score for CCTST exam	
2021-22	100% pass rate on Licensure exams Exceed the national score for CCTST exam	
2022-23	100% pass rate on Licensure exams Exceed the national score for CCTST exam	
2023-24	100% pass rate on Licensure exams Exceed the national score for CCTST exam	
2024-25	100% pass rate on Licensure exams Exceed the national score for CCTST exam	

Source: Annual Quality Assurance Funding Report

KEY PRIORITY: QUALITY

Enrollment of MTSU Bachelor Graduates in Graduate School within Six Years of Graduation

Baseline (AY 2017-18) – 31.9%

Annual Target – 35%

Semester	Target	Actual
2018-19	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	
2019-20	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	
2020-21	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	
2021-22	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	
2022-23	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	
2023-24	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	
2024-25	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	

Source: National Student Clearinghouse

**KEY PRIORITY:
RESOURCEFULNESS
&
EFFICIENCY**

KEY PRIORITY: RESOURCEFULNESS & EFFICIENCY

Middle Tennessee State University seeks to achieve its mission through innovation and judicious use of resources. The Tennessee state government has placed higher education in the spotlight through the Complete College Tennessee Act, the TN Promise Act and the governor's Drive to 55 agenda. Middle Tennessee State University will seek to identify alternate revenue enhancements and efficiently use their resources in order to sustain quality and provide access for a growing number of students.

MTSU definition: Total amount of funds raised through unrestricted Education and General sources other than state appropriations and student tuition and fees.

Baseline (2014-15): Unrestricted Grants & Contracts \$1,414,697 Sales & Services \$16,918,527
Target (2024-25) 20% increase: Unrestricted Grants & Contracts \$1,697,636 Sales & Services \$20,302,232

Academic Year	Target	Actual
2015-16 ACHIEVED	Unrestricted Grants & Contracts \$1,442,991 Sales & Services \$17,256,898	Unrestricted Grants & Contracts \$1,482,659 Sales & Services \$19,481,743
2016-17 NOT ACHIEVED	Unrestricted Grants & Contracts \$1,471,285 Sales & Services \$17,595,268	Unrestricted Grants & Contracts \$1,295,137 Sales & Services \$17,456,952
2017-18 PARTIALLY ACHIEVED	Unrestricted Grants & Contracts \$1,499,579 Sales & Services \$17,933,639	Unrestricted Grants & Contracts \$1,200,438 Sales & Services \$18,444,675
2018-19	Unrestricted Grants & Contracts \$1,527,873 Sales & Services \$18,272,009	
2019-20	Unrestricted Grants & Contracts \$1,556,167 Sales & Services \$18,610,380	
2020-21	Unrestricted Grants & Contracts \$1,584,460 Sales & Services \$18,948,750	
2021-22	Unrestricted Grants & Contracts \$1,612,754 Sales & Services \$19,287,121	
2022-23	Unrestricted Grants & Contracts \$1,641,048 Sales & Services \$19,625,491	
2023-24	Unrestricted Grants & Contracts \$1,669,342 Sales & Services \$19,963,862	
2024-25	Unrestricted Grants & Contracts \$1,697,636 Sales & Services \$20,302,232	
Efficient Use of Resources		
Institution Efficiency Plan	https://www.mtsu.edu/facserv/summary.php	

Source: Annual Statement of Revenues, Expenses, and Changes in Net Position

Statement of Mission

Middle Tennessee State University, a comprehensive, innovative institution, attracts students to distinctive bachelor's, master's, specialist, and doctoral programs that prepare graduates to thrive in their chosen professions and a changing global society. Students and faculty generate, preserve, and disseminate knowledge and collaboratively promote excellence through teaching and learning, research, creative activity, and public engagement.

Approved [date] by the MTSU Board of Trustees

Vision

~~Middle Tennessee State University is a vibrant hub for educating students who are accomplished, civically engaged and globally responsible, an engine for research, innovation, and entrepreneurship, and a nexus of cultural, social, and artistic expression.~~

Faculty, staff, and students of Middle Tennessee State University will work together as a community of scholars to create and share knowledge. Our efforts will result in the highest quality education and student experience in the state, preparing citizens who thrive as professionals and engage with and contribute to their communities.

Institutional Mission Profile

Middle Tennessee State University is a selective, comprehensive institution located in the geographic center of the State. The University embraces its role as the destination of choice for Tennessee undergraduates while its distinctive programs draw students from across the nation and around the world. Through innovative undergraduate and graduate programs, MTSU attracts a diverse, largely full-time student population with a broad range of academic preparedness. The University is committed to using advanced research-based practices to help students recognize their academic promise and achieve success: it confers approximately 5,000 degrees annually. Dedicated faculty prepare students for lifelong learning that adapts to and shapes a rapidly changing world through an understanding of culture and history, scholarship, and creative undertakings. MTSU's signature Honors College, ~~and~~ experiential and integrative learning, ~~and~~ **cross-disciplinary** programs deliver a value-added ~~undergraduate~~ education rich in research, service learning, and civic engagement. Graduate offerings foster the pursuit of scholarly research,

creative endeavors, and professional advancement through programs spanning the arts and humanities, education, business, STEM, the social, behavioral, and health sciences, and media and entertainment. MTSU houses centers of excellence in historic preservation and popular music and notable chairs of excellence. MTSU holds the Doctoral Moderate Research and Community Engagement Carnegie Classifications.

Approved [date] by the MTSU Board of Trustees