

ON-CAMPUS MEMO



JENNINGS A. JONES COLLEGE OF BUSINESS

From: David Foote
Chair, Partnerships Subcommittee

To: Philip Phillips
Chair, Academic Master Plan Steering Committee

Date: May 17, 2014

Subject: Initial Committee Report

Having met four times during the spring of 2014 to discuss the partnerships goal (Goal III) of the Academic Master Plan for 2015-2025 at Middle Tennessee State University, the Partnerships Subcommittee offers its initial recommendations for consideration by the Chair and other designated members of the Academic Master Plan Steering Committee. These recommendations constitute a substantial overhaul of Goal III and its supporting Strategic Directions.

1. Revise Goal III to read:

“Middle Tennessee State University will promote partnerships and public service that produce *real impact* on communities within the University and on communities within which the University resides and functions.”

2. Foundational statements in support of Goal III:

- a. The overarching theme of the partnerships goal is *real impact* (i.e., substantive and positive) achieved by focusing on the quality of partnerships rather than on the quantity of partnerships.
- b. We must understand “community” as *relational* rather than geographic.
- c. We have a *responsibility* to identify the needs of our communities and develop partnership and public service solutions that meet those needs.
- d. Partnerships are reciprocal in nature as partners seek to meet each other’s needs. Accordingly, *reciprocity* is essential to building quality partnerships.
- e. We must improve and expand our *recognition* of University members who build meaningful partnerships. We must improve and expand our communication of

partnership narratives to internal and external communities.

- f. Public service is unidirectional in nature as the University reaches out to meet the needs of external communities.

- 3. Replace Strategic Direction 1 with:

“Middle Tennessee State University will embrace its *responsibility* to identify community needs and develop solutions to meet those needs.”

- 4. Supporting statements for Strategic Direction 1:

- a. We must actively listen to our various communities to determine their needs.
- b. We must understand the University’s resources in order to effectively engage those resources in meeting community needs.
- c. We must engage students, faculty, staff and administrators in addressing community needs by developing and implementing impactful solutions.
- d. We must identify which community needs can best be met through public service and which present opportunities for productive partnerships.

- 5. Replace Strategic Direction 2 with:

“Middle Tennessee State University will actively engage in partnerships of *reciprocity* that benefit both the University and members of communities represented by those partnerships.”

- 6. Supporting statements for Strategic Direction 2:

- a. Potential partnerships should be evaluated based, in part, on the extent to which they are likely to enhance student success.
- b. We must purposefully seek partnerships in which everyone involved benefits from the relationships.
- c. Wherever possible, partnerships should provide opportunities to leverage resources from and benefits to multiple colleges within the University, as well as across multiple communities.
- d. Individual colleges within the University should identify and develop three to five transformative partnerships as positive “game changers” that enable them to move to new levels of productivity and effectiveness.

7. Replace Strategic Direction 3 with:

“Middle Tennessee State University will celebrate impactful University partnerships and public service through *recognition* of members who exemplify the spirit of partnership and/or service and will actively publicize the accomplishments of those members.”

8. Supporting statements for Strategic Direction 3:

- a. It is appropriate and beneficial to reward University and community members who invest in partnerships that produce impactful results. Doing so engenders a sense of identity and achievement in those members.
- b. It is appropriate and beneficial to inform the University’s communities about its partnerships and the results they produce. Doing so fosters understanding of the extent to which our partnerships impact the wider population.
- c. Recognition, celebration and publication of the real impacts produced by partnerships and public service inspire the University’s communities to identify additional needs and to seek additional partnership opportunities.
- d. We must develop and implement an effective mechanism within the University by which information about ongoing partnerships and public service activities can be conveyed to a centralized responsibility for recognition and publication.

9. Delete Strategic Direction 4 and its supporting material.

Cc: Faye Johnson
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Partnerships Subcommittee