

The Reach to Distinction: Academic Master Plan 2015-2025

Implementation Overview for

July 1, 2020 through June 30, 2021

<https://www.mtsu.edu/AMP/index.php>

Strategic Direction 1

- Objective: Implement aggressively the Quest for Student Success
 - Strategic Priorities committees (<https://mtsu.edu/quest/implementation.php>) identified action plans and first steps. A matrix listing objectives and actions steps was shared with the MTSU community in June 2021.
 - APLU/Gates Foundation grant to study multiple measures related to admission and placement practices, led by Dr. Marva Lucas
 - Reorganized Career Development Center implemented Handshake platform and collaborated with Alumni Association on webinar demonstrating this and other career resources for alumni, students, faculty, staff
 - Career Development Center 2020-2021 Year in Review (June 1, 2020-May 31, 2021)
 - 22,987 jobs were posted to students or a 279% increase
 - 10,892 applications were submitted through Handshake, a 541% increase
 - 283 employers and graduate programs were engaged through 19 virtual events
 - 783 students had 3,632 interactions with employers at virtual fairs
 - 4037 individual student interactions through Career Center Services
 - 2357 students engaged through presentations
 - 1600 documents reviewed via Document Drop
 - 1314 scheduled appointments with Career Advisors
 - 14,107-online views for resume resources

- Objective: Achieve the goals of MT Engage
 - MT Engage awarded final round of QEP scholarships to 15 students from all academic colleges.
 - MT Engage Endowed Scholarship fund hits \$50,000 for two continuing scholarships.
 - MT Engage organized team for AACU Institute for Integrative Learning and Signature Work as part of planning for permanent program.
 - MT Engage QEP Impact Report summarizes participation and assessment data for SACSCOC Fifth-Year Interim Report.
 - Odie Blackmon recognized with Outstanding EXL Faculty Award
 - Co-curricular programs adapted to pandemic public health protocols by moving to online platforms, such as Distinguished Lecture Fund programs; “Be the Missing Piece” Arts and Sciences Majors Showcase exhibition and public program. Most

public programs were presented online and thus accessible to all students regardless of level, location, or on-campus/online presence.

- Remote (synchronous online) teaching and learning, as well as departmental, college, and university virtual public programs, built institutional capacity for online and off-campus learning, service, and scholarship. See “Service to Students” publications at <https://mtsunews.com/service-to-students/>.
- Objective: Sharpen focus on the internationalization of programs and partnerships
 - International Affairs engaged in virtual recruitment and created virtual study abroad and international internship opportunities, supported faculty planning to create post-pandemic opportunities, and supported MTSU participation in ProGlobe Interior Design Virtual Conference.
 - International Affairs programming also included workshop for hiring international student workers, blog posts and webinars featuring international students, and international movie nights.
 - 2020-21 Inaugural IA Annual Impact Report (with new strategic goals) created with campus-wide involvement and published in August 2021: https://issuu.com/mtsumag/docs/international_affairs_annual_report_29883
 - MTSU Index of Global Expertise established: <https://www.mtsu.edu/intered/global-expertise/>
- Objective: Create more interactive learning/living spaces across campus
 - Groundbreaking for Concrete and Construction Management Building. See sneak peek at the building with its architect at <https://www.facebook.com/mtsublueraiders/videos/architects-sneak-peek-of-mtsus-planned-concrete-and-construction-management-buil/377222103517454/>
 - CARES Act funds purchase of laptops for faculty use in remote teaching as well as Wi-Fi hotspots, cameras, microphones, etc.
- Objective: Facilitate collaborations among and between faculty, alumni, community, friends, and the business and non-profit sectors.
 - Online programming open to public, such as Saturdays at Todd.
 - Alumni Affairs hosts webinar on ADA compliance for Employees and Employers.
 - MTSU Alumni Association created MT Talks speakers’ bureau for alumni to speak to MTSU classes about where they are, how they got there, as well as speaking on currently working in the field.
 - Alumni Relations will look for additional ways for MTSU Connect to be used by alumni and students and for opportunities with departments on campus; continued promotion and increase engagement (get more users). See Alumni Webinars: <https://www.mtalumni.com/s/1092/17/interior.aspx?sid=1092&gid=1&pgid=1318>
 - Department of Criminal Justice Administration held Career Networking event at new Academic Classroom Building.
 - CALA programming for foreign language teachers: <https://www.mtsu.edu/cala/>
 - Teaching with Primary Sources electronic materials assist teachers at all levels
 - Albert Gore Research Center <https://www.mtsu.edu/gorecenter/tps.php>;

- James E. Walker Library <https://library.mtsu.edu/tps>;
- Center for Historic Preservation
<https://www.mtsuhistpres.org/programs/teaching-with-primary-sources/>
- Department of Accounting professional development seminars:
<https://www.mtsu.edu/accounting/seminars.php>

Strategic Direction 2: Foster Academic Community

- Objective: Deepen commitment to access and diversity
 - AMP revised by Planning Committee to add Social Justice and Equality Initiative and elevate diversity for 2021-2025.
 - Related programming, such as the Spring 2021 interdisciplinary Honors Lecture Series on "Social Justice" (<https://mtsunews.com/spring-2021-honors-lecture-series-social-justice/>) and the "I am True Black" exhibit at the Walker Library (<https://mtsunews.com/calise-baker-on-the-record-march2021/>), is ongoing and open to both the campus and local community.
 - All five Quest 2025 strategic priority committees made DEI a priority.
 - TBR awarded SERS grant for Open Educational Resources; MTSU faculty committee begins work to increase use of open online educational materials.
 - Racial Justice in Education and Society Conference co-sponsored by College of Education
 - Walker Library added LGBT Thought and Culture database to its permanent collection
 - LT&ITC workshops offered on accessibility, supporting LGBTQIA+ students in the classroom and beyond, creating an equity, diversity, and inclusion statement, and more inclusive teaching series
 - Faculty Book Clubs: *So You Want to Talk about Race* by Ijeoma Oluo and *White Fragility: Why It's So Hard for White People to Talk about Racism* by Robin DiAngelo
 - "The Law and Your Community" training by National Organization of Black Law Enforcement Executives (NOBLE) hosted by Social Justice and Equality Initiative
- Objective: Develop innovative, interdisciplinary undergraduate and graduate programs
 - Added new B.S. degree programs in Media Management, Photography, and Supply Chain Management (elevations from concentrations)
 - Created graduate certificate in Digital Teaching and Learning
 - B.S. in Data Science implemented
- Objective: Promote increased and sustained research, scholarship, and creative activity
 - A record 103 undergraduate students successfully defended honors theses/creative projects under the supervision of faculty thesis directors
 - Scholars Week was held in a hybrid format due to COVID:
 - 141 posters (170 students) were featured during the online Symposium for Scholars Week.
 - The in-person version of Scholars Week showcased 53 poster presentations (62 students) and 5 creative performances (24 students)

- representing music, dance, theatre, recording industry (singer-songwriters) and English (a playwright).
 - 3 Undergraduate Research Experience and Creative Activity (URECA) grant recipients published articles in scholarly journals.
 - 27 students were accepted to present their research at the National Conference on Undergraduate Research.
 - The Office of Research and Sponsored Programs (ORSP) hosted a “Posters and Pitch” workshop, an “Abstract Writing” workshop, the Undergraduate Research Open House, and a Distinguished Lecture to increase undergraduate research/creative activities and experiential learning opportunities.
 - The Student Organization for the Advancement of Research (SOAR) expanded to include 38 students and provide peer mentoring and other opportunities for engagement to students interested in undergraduate research and creative activities.
 - 15 students achieved Undergraduate Research Graduation Distinction for the inaugural year (spring semester only). See URC News for 2020-2021 at: <https://www.mtsu.edu/urc/newsletter.php>.
 - “Sage for Students” workshop collaboration between JEWL and URC
 - APLU/Gates Foundation Grant was received for transition from emergency remote to online instruction.
- Objective: Cultivate meaningful, reciprocal partnerships and public service programs
 - [Business and Economic Research Center](#) published studies:
 - [Housing Tennessee: 1st Quarter 2021](#)
 - [Foreign Investment Into Tennessee 2020](#)
 - [Tennessee Trade Report 4th Quarter 2020](#)
 - [Housing Tennessee: 4th Quarter 2020](#)
 - [Housing Tennessee: 3rd Quarter 2020](#)
 - [Center for Health and Human Services](#) training programs:
 - Safe Child Fatality Review Training - May 2020
 - Tennessee Safe Sleep Conference - May 2020
 - Child Fatality Review Training - May 12, 2021
 - Safe Sleep Training - May 13, 2021
 - Center for Historic Preservation partnerships [database](#)
 - Center for Popular Music [virtual programs](#)
 - Forensic Institute for Research and Education [mental health training](#)
 - Tennessee Center for the Study and Treatment of Dyslexia [research and service](#)
- Objective: Invest in the professional development of faculty, students, and staff
 - *Stay the Course* materials archived for ongoing faculty use: <https://www.mtsu.edu/stayoncourse/faculty/index.php>.
 - LT&ITC Faculty Learning Communities created on “Gaming in the Classroom: A Look at Gamification,” “Failing to Learn,” and “Learning to Fail.”
 - The Office of Research and Sponsored Programs rebranded Faculty Research and Creative Activity (FRCAC) grants as the MT-Internal Grant Opportunities ([MT-IGO](#)) program. MT-IGO awards are generally intended to provide seed funding for tenured and tenure-track faculty in the preliminary stages of a larger research

or creative activity agenda or program, in preparation to compete for subsequent external funding to support and amplify their scholarship.

- Objective: Recognize and celebrate achievement of excellence
 - “Service to Students” news stories and publications
 - Quest Strategic Priority 4 calls for recognizing excellent across the University as part of our effort to create a culture of service.
 - HR staff is collecting information about all awards recognizing staff, students, and faculty for inclusion in a publicly accessible database.

Strategic Direction 3: Innovate for Effectiveness and Efficiency

- Objective: Encourage and support innovative programs and services
 - General Education Committee approved new general education program [outcomes](#)
 - LT&ITC continues to expand workshop offerings on pedagogy, course and syllabus design, and engagement strategies in D2L
- Objective: Partner with business, industry, and nonprofit organizations to respond to their unique educational needs and the economic development of the region
 - Expanded partnerships workgroup developed a proposal for formal Partnerships Council, which was approved by vice presidents
 - Provost's Office continues refined strategy to collect faculty partnerships data via Digital Measures and initiated qualitative interviews with faculty
 - MTSU's Business and Economic Research Center (BERC), in partnership with the Tennessee Advisory Commission on Intergovernmental Relations, continues to provide timely economic data and analysis to state businesses; see <https://mtsu.edu/tacir/>
- Objective: Promote communication, transparency, and accountability
 - Campus Life events page <https://mtsu.edu/campuslife/events.php> brings together all aspects of co-curricular and social life for students
 - The University's educational resource channel was transferred to Marketing and Communications (2020) and rebranded as TrueBlue TV in August 2020 to feature more live event programming
- Objective: Create more flexible administrative processes
 - Collaboration between Financial Aid, Enrollment Technical Services, Academic Affairs, Faculty Senate, and Chairs Council created a temporary electronic process for recording Last Date of Attendance (LDA) source documentation
 - Financial Aid and Enrollment Technical Services serve on TBR task force to create an automated system connecting Banner and D2L for LDA documentation
- Objective: Enhance informational, physical, and technological infrastructure
 - [Fall 2020](#) Sustainable Campus Projects awarded included retrofitted exterior lighting, more water refill stations and recycling waste and composting containers on campus, and installation of variable frequency drives

- Objective: Promote efficiencies in operations and processes
 - Full implementation of Electronic Personnel Action Form (EPAF) for teaching and non-teaching adjunct faculty hires in Fall 2021 semester

- Objective: Create a welcoming, inclusive campus that is healthy and safe for all University publics
 - Beginning Fall 2020, Parking Services gated three (3) parking lots and closes them between 4:30pm and 6:30pm for evening faculty/staff decal entry only. All other non-reserved spaces are then opened to student and public event access at 5:30pm. Parking Services projects that this change will create available parking for over 90% of our evening public events.
 - COVID-19 Task Force issued guidelines for a safe return to campus for University employees and students; see “[Administration and Operations Committee Recommendations](#)” and the “[Return to Campus Plan](#).”