

**Middle Tennessee State University**  
**"Reach to Distinction"**  
**Academic Master Plan 2015 - 2025**  
**Implementation Chart**

<b>Goals: Quality, Student -Centeredness, and Partnerships/Outreach</b>			
<b>Strategic Direction 1: Promote Engagement</b>			
<i>Objective</i>	<i>Action</i>	<i>Responsible Office</i>	<i>Completion Date</i>
Implement aggressively the <i>Quest for Student Success</i>	1) Implement and monitor implementation of <i>Quest for Student Success</i> .	President; University Provost; VP Student Success/Dean, Univ College	Ongoing
	2) Revisit admissions criteria.	AVP Admissions and Enrollment Services	Fall 2018
	3) Improve infrastructure to support increased employment opportunities for students.	VP Student Enrollment and Student Services; University Provost/VPs	Ongoing
Achieve the goals of MT Engage	1) Develop and Implement SACSCOC QEP: <i>MT Engage</i> .	University Provost; Director QEP; Director MT Engage; SACSCOC Liaison	2021
	2) Expand <i>EXL Program</i> .	VP Student Success/Dean, Univ College	Ongoing
	3) Develop co-curricular programs for freshmen, sophomores and individual majors.	VP Enrollment & Academic Services; VP Student Success/Dean, Univ College; Deans; Director MT Engage	2021
	4) Join the National Student Exchange (University Honors College)	University Provost; Dean, University Honors	Fall, 2017
	5) Create opportunities for students to participate in and benefit from all public programs held on campus.	VP Enrollment & Academic Services; Student Services; Deans; Director MT Engage	Ongoing
	6) Develop and implement a program and services, e.g. communication and technology, to engage off-campus and online students in learning, scholarship and service.	Dean, University College/Deans	Fall 2019
Sharpen its focus on the internationalization of programs and partnerships	1) Implement the <i>International Affairs Strategic Plan</i> .	VP International Affairs; University Provost/Deans	Fall 2021
Create more interactive learning/living spaces across campus	1) Implement <i>Facilities Master Plan</i> .	President; VP Business & Finance	2026
	2) Establish and find location for a Faculty Club.	University Provost; VP Business & Finance; President Faculty Senate	Fall 2018
	3) Provide all faculty members with a consistent level of quality in support services, e.g., office spaces conducive to student interaction and their own work.	University Provost; VP Business & Finance	Ongoing

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Facilitate collaborations among and between faculty, alumni, community, friends, and the business and non-profit sectors.	1) Create a MT Engage Alumni/Community initiative (Center) for alumni/friends/community (include activities focused at University, college, and department/school levels).	President; University Provost; Deans; VP University Advancement; VP Marketing & Communications; MTSU Alumni Association; Director Alumni Services	2018
	2) Create academically-centered department and college initiatives/activities/events collaboratively with alumni, community, friends, and business and non-profit entities.	President; University Provost; Deans; VP University Advancement; VP Marketing & Communications; MTSU Alumni Association; Director Alumni Services	Ongoing
	3) Create an MT Partner/Outreach initiative that emphasizes MTSU's economic impact, business connections, True Blue connections, etc. and acknowledges community-identified needs, based on an assessment of University resources, offers impactful solutions via service or partnership, contributes to the educational core of the University, is mutually beneficial, and encourages cross disciplinary collaborations	University Provost; VP Marketing & Communications; Deans	Spring 2018
	4) Create a MT Speakers Bureau for partner/outreach resource, i. e., compile and publicize a list of faculty and staff expertise to be made available to the public (via a web page refreshed routinely) to use in soliciting resources for speakers, community projects, etc.	VP Marketing & Communications; Faculty Senate President	Fall 2018
	5) Establish professional development programming for professionals in the community, i.e., accountants, teachers, health care, etc.	University Provost; VP University Advancement; Deans; Director Alumni Services; AVP for IEPR	2020
	6) Implement an Alumni Survey Program that includes institution-wide, college-wide and department-based constituencies, provides timely information, and establishes a continuous feedback portal for alumni to inform the University about programs, services, opportunities, etc. and to inform alumni about the University's programs, services, etc. The Alumni Survey Program must be inclusive and cyclical.	VP University Advancement; Deans; Director Alumni Services; AVP for IEPR	Fall 2018

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<b>Strategic Direction 2: Foster Academic Community</b>			
<i>Objective</i>	<i>Action</i>	<i>Responsible Office</i>	<i>Completion Date</i>
Deepen commitment to access and diversity	1) Create and implement a <a href="#">strategic access and diversity plan</a> for students, faculty and staff.	President; University Provost; Vice Presidents; Vice Provost for Academic Affairs	Fall 2016
Develop innovative, interdisciplinary undergraduate and graduate programs	1) Increase distinctive programs that compete nationally/internationally, e.g. Concrete Industry Management, Recording Industry, Aerospace, etc.	University Provost; Deans	Ongoing
	2) Increase undergraduate research/creative activities and experiential learning opportunities.	Deans; VP Research	Ongoing
	3) Establish a Vice Provost for Research competitive Graduate Research Assistantship (Ph.D.) Program.	VP Research	Fall 2018
	4) Establish a Vice Provost for Research HBCU Assistantship Initiative.	VP Research	Fall 2017
	5) Establish "Tuesdays at Ingram", a College of Graduate Studies, Graduate Student Association, and James E. Walker Library collaboration aimed toward institutionalizing a more collegial graduate study community.	Dean Graduate Studies; President GSA; Dean Walker Library	Fall 2016
Promote increased and sustained research, scholarship, and creative activity	1) Establish a Visiting Scholars initiative.	University Provost; Deans	Fall 2018
	2) Establish a virtual Faculty Exchange Program.	University Provost; Deans; VP International Affairs	Fall 2017
	3) Invest in increased salaries for faculty and staff.	President; University Provost; Vice Presidents	Ongoing
	4) Increase the number of endowed chairs within each college.	President; VP University Advancement; University Provost; Deans	Fund one new endowed chair annually
	5) Create a Faculty Resources web site.	VP Research	Fall 2017
	6) Expand undergraduate and graduate student research programs.	University Provost; VP Research; Deans	Ongoing
	7) Enhance support for faculty and student research and creative activity by providing facilities, funding for travel, and time for research.	University Provost; VP Research; VP University Advancement; Deans	Annually
	8) Establish a Research/Outreach Forum/Lecture Series to showcase faculty and/or student scholarship activities.	VP Research; VP Student Success/Dean University College	Fall 2018

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	9) Develop interdisciplinary initiatives that build academic community on campus and between the campus and larger communities and provide dissemination of scholarship and artistic works to on-campus and broader community constituencies.	University Provost; Deans; VP Research	Annually
	10) Increase the number and value of stipends, assistantships, scholarships, and grants and make these funds available year-round (include part-time students).	University Provost; Deans; VP Research	Annually
	11) Increase support for graduate students to participate in professional activities.	University Provost; Deans; VP Research	Annually
	12) Replicate the Office of Sponsored Research/Research Exchange model.	University Provost; Deans; VP Research	Annually
	13) Advance academic quality and innovation in academic programs through use of discipline-specific best practices by faculty and students.	University Provost; Deans; VP Research	Annually
	14) Implement an Innovative Modalities for non-traditional Populations Plan.	VP for Student Success/Dean University College	Fall 2017
	15) Establish a <a href="#">Veterans and Military Family Center</a> .	President; University Provost; Senior Advisor Veterans and Leadership Initiatives	Fall 2015
Cultivate meaningful, reciprocal partnerships and public service programs	1) Create a MT Partnership/Outreach Initiative (local and global) that emphasizes reciprocity as well as MTSU's economic contributions and impact across business and industry, the non-profit sector, True Blue, etc.	University Provost; Deans; VP University Advancement; VP Marketing & Communications	Spring 2017
	2) Develop and implement a comprehensive student internship program across the colleges.	University Provost; Deans; VP University Advancement; VP Marketing & Communications	Fall 2018
	3) Work with companies that have international employees/clientele/visitors to share opportunities with the University.	University Provost; Deans; VP International Affairs	Annually
	4) Create a book/pamphlet containing campus traditions and urban legends of the area to be distributed to incoming students/faculty to create university connection.	VP Marketing & Communications	Fall 2019
	5) Extend the <a href="#">MT Arts Program</a> (music, theatre, art, photography) to showcase student/faculty creative works to both campus community and broader communities	Deans of Liberal Arts; Media & Entertainment; University Honors	Annually
Invest in the professional development of faculty, students, and staff	1) Increase the number of <a href="#">Faculty Learning Communities</a> .	University Provost; LT&ITC	Annually
	2) Implement "Service" training and development for all MTSU employees (include teamwork).	VP Business & Finance; AVP Human Resources	Fall 2017

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	3) Create recurring training session on systems, policies, and procedures, and provide access to systems.	AVP Human Resources	Fall 2017
	4) Increase research support for faculty.	University Provost; Deans	Annually
Recognize and celebrate achievement of excellence	1) Revise tenure and promotion standards to recognize and reward innovation and academic quality in teaching, service, and research.	University Provost; Deans; Faculty Senate Executive Committee	Fall 2019
	2) Increase funding for non-instructional assignments.	University Provost	Fall 2018
	3) Create a more effective marketing and communication plan to celebrate faculty /student/ staff accomplishments with multiple constituencies.	VP Marketing & Communications; Deans	Fall 2017
	4) Implement a formal student recognition program with student successes / accomplishments shared with broader communities.	VP Marketing & Communications; VP Student Affairs; Deans	Spring 2018
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<b>Strategic Direction 3: Innovate for Effectiveness and Efficiency</b>			
Encourage and support innovative programs and services	1) Expand supplemental instruction initiative.	University Provost; Deans; VP Student Success / Dean, Univ College	Annually per data indicators for student success
	2) Further internationalize the curriculum / bring global perspective to curriculum.	Deans; VP International Affairs	2021
	3) Expand course redesign initiative to all General Education courses.	VP Student Success / Dean, Univ College; Director General Education	Fall 2018
	4) Launch an Innovation Alliance.	University Provost; VP for Research/Dean of Graduate Studies	Spring 2017
	5) Promote interdisciplinary initiatives that build ties across the academic community to create and disseminate knowledge and artistic works.	VP Academic Affairs; Deans	Fall 2018
	6) Implement course redesign for core courses in the major.	Deans; VP Student Success / Dean, Univ College	Fall 2019
	7) Revisit programs to assess role of required and/or elective courses.	Department Chairs & Faculty	2021
	8) Expand Honors opportunities identified in College of University Honors strategic plan.	Dean University Honors College	Annually per data indicators for student success

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Partner with business, industry, and nonprofit organizations to respond to their unique educational needs and the economic development of the region	1) Develop a focused and distinctive Partnership initiative to hallmark MTSU's distinctive strengths and in innovation and economic development within and outside the region.	University Provost	Spring 2017
Promote communication, transparency, and accountability	1) Develop a coordinated, comprehensive "student expectations" piece for students at all levels; develop corresponding piece for faculty/staff expectations. Students need to be informed and motivated to attend events. Add a session during CUSTOMS and hold a "Welcome Back" fair to show students how to get involved. Mirror with faculty in New Faculty Orientation.	University Provost; Deans; VP Student Success / Dean, Univ College; AVP Student Affairs & Dean of Students; Director MT Engage	Expectations piece Fall 2017; Expectations for engagement of students and faculty Fall 2017
	2) Improve/advertise / increase learning opportunities available to students. i.e., MT Engage database of learning opportunities.	University Provost; Deans; VP Student Success / Dean, Univ College; AVP Student Affairs & Dean of Students; Director MT Engage	2021
	3) Develop and implement a communication plan to better inform the community about the economic impact MTSU has on Murfreesboro / Rutherford county and the region.	President; VP Marketing & Communications; Senior Management Team	Fall 2017
	5) Create and implement communication plan/visual and verbal publications/media that represents MTSU as a <b>distinctive</b> University to all constituencies.	VP Marketing & Communications	Fall 2017
	6) Create and implement "better customer service" initiative across the University.	University Provost; Vice Presidents	Fall 2018
	1) Review, update and/or streamline operational processes /procedures as for continuous improvement as identified in division and unit IERPs, i.e., application/registration processes with intent to increase number of touches between registration and application then application to acceptance (MYMT).	University Provost; VPs; AVP Admissions & Enrollment Services	Annually per data indicators
	2) Assist students in obtaining a passport (Request the county court clerk's office to set up an on-campus process for applications first week of each semester).	VP International Affairs	Fall 2018
	3) Review budget processes for improvement.	VP Business & Finance	Annually
	4) Move all processing paperwork to electronic format.	VP Business & Finance	Fall 2020
	5) Devise a business plan to Improve affordability of hosting/holding events on campus.	VP Business & Finance	Fall 2020

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Enhance its informational, physical, and technological infrastructure	1) Implement James E. Walker Strategic Plan. 2) Implement Facilities Master Plan. 3) Implement Business and Finance division strategic plan. 4) Implement Information Technology strategic division plan. 5) Implement Marketing and Communications strategic division plan. Implement University Advancement strategic plan.	Dean Walker Library; Vice Presidents	Annually
Promote efficiencies in its operations and processes	1) Review divisional/unit IEARs for implementation of improvement plans.	Vice Presidents; Deans	Annually
Create a welcoming, inclusive campus that is healthy and safe for all University publics	1) Increase ease of access to and parking for all campus open to public events.	VP Business & Finance	Per Facilities Master Plan
	2) increase number of open to public events on campus.	University Provost; Deans	Per Facilities Master Plan
	3) Implement processes using multiple portals to advertise events to various constituencies.	VP Marketing & Communications	Annually per data indicators
	4) Reinvigorate "True Blue" local business initiative.	VP Marketing & Communications	
	5) Complete accreditation for Office of Public Safety and Security.	AVP Student Affairs & Dean of Students; Director Student Health Center; VP Business & Finance; Chief of Police	