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University Planning Committee
February 12, 2021
1:00 PM
Via Zoom

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Attending: Nate Callender, Helen Binkley, Keith Gamble, Jane Lim, Kristi Shamburger, Sanjay Asthana, Beverly Geckle, Dianna Rust, Rick Cottle, Austin Amstutz, Chelseah Moore, Rick Sluder, Leah Lyons, Mary Hoffschwelle, Tom Wallace, Kimberly Williams, David Foster, Ronda Vaughter, Deb Sells, Nita Brooks, Chris Brewer, Julie Myatt, Vincent Windrow, Allison McGoffin

Mark Byrnes, Chair

1. [Minutes of the Oct 2, 2020](#) meeting were approved. [Motion made by Wallace, seconded by Rust]

2. Provost's Office Updates
   - [Academic Master Plan](#) Implementation (Philip Phillips, Mary Hoffschwelle)
     A copy of [AMP Implementation Review](#) was distributed. A subcommittee reviewed the 2017 implementation plan, and color coding indicated *Quest 2025 overlap*, *elevated*, *revised*, *added*, and *completed*. Dr. Hoffschwelle provided examples of the changes via PowerPoint. The Planning Committee uses this internal document to document progress and requests committee members' insight, comments, and ideas for future items. i.e., Presidential Fellowship for Social Justice and Equality and President's Task Force.
     AMP aligns with MT Engage and Quest. They work in tandem to advance our objectives. SACSCOC is also interested in our progress, so we want to be accurate and current. We'll being going through the process again to have a new Academic Master Plan in 2025. The [attachment](#) summarizes updates made for 2021-2025.

   - [Quest 2025](#) (Rick Sluder)
     Quest 2025 implementation has involved 46 faculty and staff. Ten co-chairs of five strategic priorities will be presenting their recommendations to the provost and then to the larger Quest Steering Committee.

   - [MT Engage](#) QEP Update (Julie Myatt) *ATTACHMENT*
     - Faculty participation: far exceeded QEP goals, introducing students in all course levels to high-impact practices, beyond-the-classroom experiences, and opportunities to make connections across and reflect on their learning experiences.
     - MT Engage Scholars/Scholarships: 97 graduates thus far; students representing every college have earned scholarships; raised funds for one endowed scholarship and near goal of endowing a second.
     - Major Pathways: Three more in development including the Master of Arts in Liberal Arts. With 12 existing major pathways, students in 14 undergraduate degree programs across 6 different colleges have opportunities to benefit from repeat encounters with MTE pedagogies in their major, supporting their growth as integrative and reflective thinkers through multiple signature assignments and a culminating reflective ePortfolio. Expected components of a Major Pathway include:

- a minimum of four MT Engage-designated courses, of which at least two must be at the upper-division level;
- a minimum of one signature assignment from each MT Engage-designated course in the major that faculty assess using the MT Engage Integrative Thinking and Reflection rubric and students save in the D2L ePortfolio;
- adaptation of the MT Engage ePortfolio presentation template to the needs and goals of the major;
- use of MT Engage concepts as appropriate for departmental assessment or accreditation needs.
  - Student success measures: MT Engage students showed improvement in NSSE engagement area scores compared to peers. Students taking MT Engage courses have consistently lower DFWN rates and higher retention compared to students who take non-MT Engage sections of the same courses.

3. 2021 Institutional Mission Profile Approval (action item)
   Committee reviewed proposed changes from subcommittee and revised the line:

   MTSU attracts, welcomes, and supports a diverse, largely full-time student population with significant numbers of Pell-eligible, first-generation, non-traditional, and minority students and is the top Tennessee choice for transfer students.

   Foster moved to approve; Lim seconded. Motion passed to approve the revised Institutional Mission Profile. Will go to the Board of Trustees on April 6, 2021, for approval and then to THEC.

4. SACSCOC Fifth-Year Interim Report and accreditation website (Mary Hoffschwelle)
   We've expanded and updated mtsu.edu/sacscoc to show the range of accreditation activities on campus.

The Reach to Distinction: Academic Master Plan 2015-2025
Review and Update for 2021-2025

Background
The Reach to Distinction Academic Master Plan guides and aligns with the University's key
planning tools:
  ➢ Campus Master Plan 2015-2025
  ➢ Quest 2025 (Quest for Student Success continued; Quest 2025 cycle is 2020-2025)
  ➢ Strategic Plan 2015-2025 (updated 2019)
  ➢ THEC Quality Assurance Funding cycles (2015-2020, 2020-2025)
  ➢ SACSCOC institutional accreditation 2016-2026 and 2022 Fifth-Year Interim Report
Institution-wide planning for the next stage of these plans and accreditation will begin in 2023.

The Academic Master Plan has three Strategic Directions:
  1. Promote engagement
  2. Foster academic community
  3. Innovate for effectiveness and efficiency
Each strategic direction has multiple objectives, supported by a detailed implementation chart.
The Provost's Office published a midpoint highlights booklet in 2020.

Summary of updates for 2021-2025
  1. Multiple action steps **completed or cancelled** (such as Veterans and Military Family
     Center)

  2. **Revised**
       a. Multiple revisions of completion dates and reporting types
       b. Multiple revisions of objectives for clarity

  3. Revisited in light of COVID-19 disruptions and anticipated recovery
       a. Strategic Direction 1: Promote engagement
            i. **Cancelled** action step to create a Faculty Club in 2016. **Revised** to: Create
               opportunities for faculty to reconnect with each other and students,
               beginning Fall 2021 or Spring 2022 (when pandemic subsides)

       b. Strategic Direction 2: Foster academic community:
            i. **Elevate** action step: Enhance support for faculty and student research and
               creative activity by providing facilities, funding for travel, and time for
               research

  4. **Elevate**
       a. Strategic Direction 1: Promote engagement
            i. Objective: Implement aggressively the Quest for Student Success
                 Action step: Improve infrastructure to support increased
                 employment opportunities for students

  5. **Align with Quest 2025** Strategic Priorities
       a. Strategic Direction 1: Promote engagement
            i. Objective: Implement aggressively the Quest for Student Success

Action step: Implement and monitor Quest for Student Success/Quest 2025
Action step: Revisit admissions criteria

    ii. Objective: Achieve the goals of MT Engage
Action step: Develop and implement SACSCOC QEP MT Engage
Action step: Expand EXL Program

    iii. Objective: Create more interactive learning/living spaces across campus
Action step: Implement Facilities Master Plan.

b. Strategic Direction 2: Foster academic community

    i. Objective: Develop innovative, interdisciplinary undergraduate and graduate programs
Action step: Increase undergraduate research/creative activities and experiential learning opportunities

    ii. Objective: Promote increase and sustained research, scholarship, and creative activity
Action step: Expand undergraduate and graduate student research programs
Action step: Implement an innovative modalities for nontraditional populations plan

    iii. Objective: Invest in the professional development of faculty, students, and staff
Action step: Implement "service" training and development for all MTSU employees (include teamwork)
Action step: Create recurring training session on systems, policies, and procedures and provide access to systems

c. Strategic Direction 3: Innovate for effectiveness and efficiency

    i. Objective: Promote communication, transparency, and accountability
Action step: Create and implement "better customer service" initiative across the University.

6. **Elevate, align with Quest 2025, revise,** and **add** new action

a. Strategic Direction 2: Foster academic community

    i. Objective: Deepen commitment to access and diversity
1. **Elevate** for 2021-2025 and beyond
2. **Align** with Quest 2025 Strategic Priority: Eliminate achievement gaps and increase diversity of faculty and staff
3. **Revise** objective: Deepen commitment to access, diversity, equity, and inclusion

    ii. Objective: Deepen commitment to access, diversity, equity, and inclusion

1. **Add** Action: Presidential Fellowship for Social Justice and Equality and Task Force. Responsible: President, Presidential Fellow, Task Force, Vice Presidents. Ongoing.

Objective	SD	Action	Responsible Office	Completion Date	Update 2016-17	Update 2017-18	Update 2018-19	Update 2019-20	Update Notes for Planning Committee
Implement aggressively the *Quest for Student Success*	1	1) Implement and monitor implementation of Quest for Student Success.	President; University Provost; VP Student Success/Dean, Univ College	Ongoing	https://www.mtsu.edu/president/post/1240/student-success-update-spring-2017	Committee convened to revise Quest. See: https://www.mtsu.edu/president/post/1350/committed-to-the-quest	Revision written along with implementation chart; See https://www.mtsu.edu/president/post/1367/spring-2019-student-success-update	Implementation; building upon and expanding the Quest for Student Success, develop and begin implementing Quest 2025 https://www.mtsu.edu/president/post/1400/mtsu-s-quest-for-2025	Dr. Rick Sluder chairs the Quest 2025 Steering Committee; Dr. Vincent Windrow chairs the Quest 2025 Strategic Priority Committees (5 committees, each with 2 co-chairs). Committees will present strategic priority implementation plans to the Steering Committee February 2021. Quest 2025's AMP-aligned items are noted in *GREEN*. Additionally, APLU-Gate Fdn projects are underway that will support AMP, Quest 2025, and DEI
Implement aggressively the *Quest for Student Success*	1	2) Revisit admissions criteria.	AVP Admissions and Enrollment Services	Fall 2018 [MET Spring 2019] COVID-19 adaptation 2020-2021			A consultant was engaged to review admissions and enrollment operations in Spring 2019. No changes were made in admissions criteria, but scholarship criteria were revised and recruitment territories reviewed. Admissions in the Audit Only category were brought in line with criteria for other categories.	Adjustments to admissions for dual enrollment; waivers to address COVID-19 testing problems.	Although this objective has been achieved, annual updates still necessary to document COVID-19 adjustments.
Implement aggressively the *Quest for Student Success*	1	3) Improve infrastructure to support increased employment opportunities for students.	VP Enrollment and Student Services; University Provost/VPs	Ongoing	2016-2017 - Consultant hired to advise regarding Career Services campus-wide		Annual Report https://mtsu.edu/career/outcomes.php emailed to deans 7/12/2019 2018-19 was a year of great staff transition with the departure/replacement of the director and of several career counseling staff. Despite all the changes, I'm pleased that the small staff (one director, three career counselors, one employer coordinator and several peer career advisors) were able to provide services to 2,900 total individuals. More than 11,000 persons logged into the Lightning Career Link job posting software, where they were able to view 2,400 jobs that were posted. The staff provided classroom and other presentations to 3,450 students and there were more than 6,000 practice interviews created through our Big Interview software (mtsu.edu/career/biginterview.php). More details are included in the document. We're also still working through the hiring process, but expect to enter the fall with permanent staff filling all positions: Director; Assistant Director of Career Development with two career counselors; Employee Relations Supervisor	Changes in the Career Development Center, Handshake platform, First Destination Survey, also the MT Connect platform that Alumni implemented. Ongoing efforts by University Advancement's DIrector of Corporate Engagement and Strategic Partnerships. IEPR created PowerBI dashboards with employment data.	Recommended to elevate for 2021-2025. CDC has new leadership and staff as of Jan 2021 and works with IEPR on First Destination Survey.
Achieve the goals of MT Engage	1	1) Develop and Implement SACSCOC QEP: MT Engage.	University Provost; Director QEP; Director MT Engage; SACSCOC Liaison	2021	Summary: MT Engage seeks to create a culture in which students become actively engaged in their learning. MT Engage will build a campus climate in which faculty are encouraged and supported to teach with high-impact educational practices and create opportunities for students to reflect on and document their	https://www.mtsu.edu/president/post/1324/qep-update	MT Engage has completed year 3 of the 5-year QEP implementation process (AY 2016-2017, 2017-2018, 2018-2019): Implementation Plan: View the summary reporting document through year 3 at: https://mtsu.edu/mtengage/docs/MTEImpactReportYears1-3.pdf		Quest 2025 strategic priority: high-impact practices. MT Engage's QEP Impact Report will report out on implementation and plans for future. Quest 2025 alignment: high-impact practices.
Achieve the goals of MT Engage	1	2) Expand EXL Program.	VP Student Success/Dean, Univ College	Ongoing	http://www.mtsu.edu/exl/Impact.php	http://www.mtsu.edu/exl/Impact.php	http://www.mtsu.edu/exl/Impact.php	http://www.mtsu.edu/exl/Impact.php	Quest 2025 strategic priority: high-impact practices.
Achieve the goals of MT Engage	1	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			Work continues across the university to engage students at all levels. For example, the Connection Point program produces and promotes an entire slate of activities directed toward first year students during the first several weeks of both the fall and spring semesters. 80-90% of a given freshman class attend at least one of those	The past year saw our first MT Engage major pathway students graduate. Year five finds MT Engage faculty committed to fostering beyond-the-classroom experiences and integrative thinking even in virtual settings, and MALA faculty are exploring the possibilities for MT Engage offerings at the graduate level.	Revise objective "To meet the goal of fostering a culture of engaged learning, the University will develop co-curricular programs for freshman, sophomore, individual majors. Update: For each year, MT Engage could provide the # of program offerings and how many department and colleges participated. Ask deans and chairs to report
Achieve the goals of MT Engage	1	4) Join the National Student Exchange Summary: National Student Exchange (NSE) provides accessible collegiate study away to undergraduate students at member colleges and universities in the United States, Canada, Guam, Puerto Rico, and the U.S. Virgin Islands.	University Provost; Dean, University Honors, CBAS Dean	Fall 2017				NSE recruitment efforts began in Fall 2019, and the first outgoing MTSU students will be placed in Fall 2020. Four students are slated to study with exchange institutions; see website at: https://mtsu.edu/nse.	Revise completion date: Met; then annual..
Achieve the goals of MT Engage	1	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			Online and Dual Enrollment students have MTSU IDs and can participate in all university offerings. Online options: recorded lectures. Special events, You Tube, June Anderson Center for Women and Nontraditional Students MTSU CSIL YouTube Channel: https://www.youtube.com/channel/UCwA4WWCQqeufiL33-0OR-TQ MTSU School of Music Live Stream		Update to include True Blue TV.
Achieve the goals of MT Engage	1	6) Develop and implement programs 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	CGS offerings/efforts to reach out to online and off-campus students				Ask University College to provide information on what they have added: online counseling, open house, some orientations; MTSU Online LinkedIn and Facebook posts about writing in college, managing stress, studying, etc. this semester on FB. Scholarship?
Sharpen focus on the internationalization of programs and partnerships	1	1) Implement the International Affairs Strategic Plan.	VP International Affairs; University Provost/Deans	Fall 2021	http://www.mtsu.edu/AMP/docs/EAAnnualReport16-17.pdf		www.mtsu.edu/AMP/docs/IAStrategicPlan2019-24.pdf		New VPIA leading strategic planning for this office in 2021.

Objective	#	Strategy	Responsible	Date	Status 2016-2017	Status 2017-2018	Status 2018-2019	Notes	Comments
Create more interactive learning/living spaces across campus	1	1) Implement Facilities Master Plan.	President; VP Business & Finance	2026	Davis and Wiser Renovation completed in Dec 2016 and opened for Spring 2017. 2016 Campus Master Plan completed in Nov 2016 with Perkins+Will as the planning consultant. $7.4 million Miller Education Center Renovation project completed. Bauer Askew Architecture started design work for the Academic Classroom Building (ACB). Turner Construction approved as CM/General Contractor for ACB in March 2017.	Detailed programming document started for the future Applied Engineering Building with Perkins+Will hired as the planning consultant. Design for the ACB continues with Bauer Askew Architecture as the Designer. The ACB received the #1 priority ranking on THEC's Capital Outlay budget recommendations for inclusion in Gov. Bill Haslam's last budget. Work on Athletics Master Plan started and completed with Heery as planning consultant. Athletics Master Plan was approved by MTSU BOT March 2018 and will be sent to THEC and to the State Building Commission to amend current 2016 Master Plan.	Academic Classroom Building (Behavioral and Health Sciences): Capital funding received July 1, 2018; Design of the project completed by Bauer Askew – August 2018; Construction commenced on September 26, 2018; Completion scheduled for June 17, 2020. The School of Concrete and Construction Management Building: Funding for project included in Tennessee FY 2019/2020 budget; State Building Commission approved project request - July 2019; Currently in Design. In addition to the CCM Building, work also includes demolition to Abernathy and Ezell Halls and an addition to the Satellite Chiller Plant. Athletic Master Plan: Request to amend "2016 Campus Master Plan" to include the "Athletic Master Plan" was approved by THEC on November 5, 2018 and by the State Building Commission on March 14.2019. MTSU Murfreesboro Municipal Airport Study to examine current and future needs of MTSU Aerospace facility needs at the Murfreesboro Municipal Airport. This study will also identify desired areas needed at the airport for expansion. This information will be coordinated with the City of Murfreesboro Airports future planning to ensure future accommodation. Project approved by the State Building Commission on February 14, 2019; Study commenced in April 2019		Quest 2025 strategic priority: living/learning spaces.
Create more interactive learning/living spaces across campus	1	2) Establish and find location for a Faculty Club.	University Provost; VP Business & Finance; President Faculty Senate	Fall 2018	ETHEL workgroup explored possibilities in 2016 and did not find sufficient support from faculty or administration given the proximity of restaurants to campus.				Completed and no further reporting needed. BUT helping faculty reconnect once the pandemic has subsided will be an even greater need in the near future. Should we then rephrase the objective and resume, even elevate, reporting beginning in 2021 or 2022?
Create more interactive learning/living spaces across campus	1	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	See Facility Services Summary of Services 2016-2017: http://www.mtsu.edu/facserv/docs/SOSAnnualReport20162017rev.pdf	See Facility Services Summary of Services 2017-2018: https://www.mtsu.edu/facserv/docs/SOSAnnual17.18.pdf			
Facilitate collaborations among and between faculty, alumni, community, friends, and the business and non-profit sectors.	1	1) Create an ~~MT Engage~~ Alumni/Community initiative 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	2016-2017: Alumni Summer College; Lifelong Learning Programs; Alumni Spring Showcase/Open Classes Lifelong Learning Program: http://www.mtsu.edu/liberalarts/lifelong.php; Alumni Spring Showcase: https://www.mtalumni.com/s/1092/17/interior.aspx?sid=1092&gid=1&pgid=460			https://mtsunews.com/mtsu-connect-matches-mentors-students/	Delete "Engage," which was mistakenly included here.
Facilitate collaborations among and between faculty, alumni, community, friends, and the business and non-profit sectors.	1	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	2016-2017: Alumni Summer College; Lifelong Learning Programs; Alumni Spring Showcase/Open Classes Lifelong Learning Program: http://www.mtsu.edu/liberalarts/lifelong.php Alumni Spring Showcase: https://www.mtalumni.com/s/1092/17/interior.aspx?sid=1092&gid=1&pgid=460	2017-2018: Continued to expand Alumni Spring Showcase; more campus departments are becoming involved. Alumni Summer College continues to involve faculty, alumni and the community. Started Corporate Alumni Engagement events by hosting alumni gatherings at specific companies with a dense number of MTSU alumni.	2018-2019: Continued to expand Alumni Spring Showcase; more campus departments are becoming involved. Offered first live webinar to engage alumni that are not able to come to campus for professional development. Planning to utilize more faculty and staff to facilitate and increase the frequency that they are offered. Alumni Summer College https://www.mtalumni.com/s/1092/17/interior.aspx?sid=1092&gid=1&pgid=321	Digital Measures: added Community Partners reporting area for faculty.	
Facilitate collaborations among and between faculty, alumni, community, friends, and the business and non-profit sectors.	1	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,	University Provost; VP Marketing & Communications; Deans	Spring 2018		"MTSU Alumni Impact" published by BERC https://www.mtsu.edu/berc/docs/alumniimpactdec20webfacing.pdf	Shorter PR version included in other publications https://www.mtsu.edu/berc/docs/alumniimpactsummary.pdf	Informal Partnerships Working Group formed with representatives from across University.	
Facilitate collaborations among and between faculty, alumni, community, friends, and the business and non-	1	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	VP Marketing & Communications; Faculty Senate President	Fall 2018		Hired a Public Relations Specialist who regularly updates expert list and contacts media outlets to share list	The Office of Marketing and Communications has established a website that promotes faculty as subject-matter experts who are available for media opportunities and speaking engagements. For more information, see https://mtsu.edu/experts/.	The University, working through the public relations specialist, has modernized and expanded its digital presentation of faculty experts, a key resource for reporters seeking sources for stories.	Revise completion date: Met; then annual..
Facilitate collaborations among and between faculty, alumni, community, friends, and the business and non-profit sectors.	1	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				Alumni Relations implementation stage of MTSU Connect, mentoring and networking platform; (Fall 2019) set up platform and beta test; (January 2020) enlist alumni and faculty as mentors; (March 2020) launch to students	
Facilitate collaborations among and between faculty, alumni, community, friends, and the business and non-profit sectors.	1	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,	VP University Advancement; Deans; Director Alumni Services; AVP for IEPR	Fall 2018	Alumni Relations began process to administer alumni survey; in conjunction with THEC required questions, MTSU alumni relevant questions were established and timelines created.	In Fall of 2017, Alumni Relations administered alumni survey to all alumni. Poor response rate even though more surveys were sent than in 2010. Final results were delivered in November 2017. Results were very similar to the 2010 results. These results were used internally.			

Goal	#	Objective	Responsible	Timeline	Update 1	Update 2	Update 3	Update 4	Update 5
Deepen commitment to access and diversity	2	1) Create and implement an updated strategic access and diversity, equity, and inclusion plan for students, faculty and staff.	President; University Provost; Vice Presidents; Vice Provost for Faculty Affairs; IDAC; PFforDEI	Fall 2018			Members of the Access and Diversity Board participated on a well-attended Compliance and Ethics Panel on Diversity: https://www.mtsu.edu/caerm/events.php. This panel identified best practices and MTSU's successful initiatives. The institution continues to make good on its commitment to diversifying the professoriate through its	The Quest for Student Success implementation team elevated the elimination of achievement gaps and increased diversity of faculty and staff from an action step to a strategic priority.	Elevate this objective in light of President's Diversity and Equity Initiative led Dr. Louis Woods and Quest 2025 Strategic Priority alignment. Revise the objective by adding inclusion and equity.
Deepen commitment to access and diversity		2) Presidential Fellowship for Social Justice and Equality and task force.	President; Presidential Fellow; Task Force; Vice Presidents.	Created 2020; ongoing					Add President's Social Justice and Equality Initiative and elevate for 2021-2025.
Develop innovative, interdisciplinary undergraduate and graduate programs	2	1) Increase distinctive programs that compete nationally/internationally, e.g. Concrete Industry Management, Recording Industry, Aerospace, etc.	Vice Provost for Academic Programs; Deans	Ongoing	Added new degrees in Fermentation Science, Religious Studies, Africana Studies, Dance, Audio Production, Journalism, Video and Film Production, Interactive Media.	Added new degrees in Risk Management and Insurance, Commerce, and Elementary Education.	Added new degree in Tourism and Hospitality Management. The College of Graduate studies sponsored Hanover Research study to determine additional master's program opportunities regionally.	Added new degree in Data Science. The College of Graduate Studies began a Faculty Fellow program to explore the creation of new online programs.	
Develop innovative, interdisciplinary undergraduate and graduate programs	2	2) Increase undergraduate research/creative activities and experiential learning opportunities.	Deans; VP Research (Jeff Porter)	Ongoing	117 URECA (Undergraduate Research and Creative Activity) grant applications received and 58 AY grants and two summer teams were funded; 195 posters were presented were presented at Scholar's Weeks; ORSP selected and sponsored 7 undergraduate student research projects for Posters at the Capital research poster exhibition for TN legislators (continues each AY); 708 EXL sections were offered, impacting 12,072 students.	URECA grant applications resulting in 62 individual awards and one summer team; 178 posters were presented at the Scholar's Week poster exposition; 733 EXL section were offered, impacting 12,547 students.	Experienced a significant rise in URECA applications due to increased marketing and outreach with 162 applications with 80 individual awards and four summer team awards; 185 posters were presented at the Scholar's Week exposition; 853 sections were offered, impacting 13,305 students.	132 posters (152 students) were featured in an online version of Scholars Week (due to Covid); 4 URECCA recipients published 6 scholarly articles; 14 students were accepted to present their research at the National Conference on Undergraduate Research; ORSP hosted Posters and Pitch workshop, Undergraduate Research Open House, and the Summer Research Celebration to increase undergraduate research/creative activities and experiential learning opportunities and formed Student Organization for the Advancement of Research (SOAR) to develop a peer-mentoring network for undergraduates; 789 sections of EXL were offered impacting 12,575 students.	Quest 2025 strategic priority: high-impact practices.
Develop innovative, interdisciplinary undergraduate and graduate programs	2	3) Establish a Vice Provost for Research competitive Graduate Research Assistantship (Ph.D.) Program.	VP Research	Fall 2018				The original plan many years ago was to hire graduate assistants to write grants for faculty. For a host of reasons, this was not a well-thought out idea. Since then, we have instead launched the Grant Writing Enhancement Program (GEP) which mentors, trains and coaches faculty directly on the skills and perseverance around grant writing: 75 participants for this AY.	Revise the objective per 2019-20 update and monitor implementation through the GEP.
Develop innovative, interdisciplinary undergraduate and graduate programs	2	4) Establish a Vice Provost for Research HBCU Assistantship Initiative.	VP Research	Fall 2017				The Tennessee Higher Education Commission (THEC) has hired a Director of HBCU Success who administers a fellowship for PhD students from HBCU institutions in the state. We are working in conjunction with her to determine the best way to approach creating opportunities for HBCU students and which programs to	Revise the objective per 2019-20 update and monitor implementation.
Develop innovative, interdisciplinary undergraduate and graduate programs	2	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 (Sarah Hendrix)	Fall 2016	Graduate Teaching Certificate program with stipend established by the LT&ITC.		Workshop series established with the Walker Library including sessions on research, thesis/dissertation formatting, etc.	The CGS continues to encourage 10 Graduate Student clubs that are program-specific. The College of Graduate Studies has hired a Strategic Communications Manager who is focusing on recruitment and retention and is working through social media to reach students.	Revise objective to remove reference to Tuesdays at Ingram; revise completion date to 2016 and ongoing.
Promote increased and sustained research, scholarship, and creative activity	2	1) Establish a Visiting Scholars initiative.	University Provost; VPUA; VPFA; Deans	Fall 2018				Former Speaker of the TN House and gubernatorial candidate, Dr. Beth Harwell, accepted a distinguished visiting professorship at MTSU in Fall 2019	
Promote increased and sustained research, scholarship, and creative activity	2	2) Establish a virtual Faculty Exchange Program.	University Provost; Deans; VP International Affairs	Fall 2017				Prior to the pandemic of 2020, individual departments had invited guest lectures through digital means from time to time. Now that many functions of the university have gone online due to Covid-19, there will be more online events and lectures for the fall. This will allow us to pursue this goal more aggressively than before.	
Promote increased and sustained research, scholarship, and creative activity	2	3) Invest in increased salaries for faculty and staff.	President; University Provost; Vice Presidents	Ongoing	https://www.mtsu.edu/president/post/1317/budget-and-salary-update https://www.mtsu.edu/president/post/1336/mtsu-board-of-trustees-actions-on-tuesday-june-12-2018-re-salary-increases	https://www.mtsu.edu/president/post/1373/spring-2019-budget-and-salary-overview		The University implemented the faculty and staff market study in two separate phases in 2018-19 and again in 2019-20. In October of 2018, faculty and staff received 37% of the gap between their actual salary and the predicted market salary using CUPA 2014-15 data. In January of 2020, faculty and staff received 43% of the remaining gap between their actual salary and the predicted market salary using the CUPA 2014-15 mtsu.edu/provost/docs/salarystudymodeldescription2019.pdf	
Promote increased and sustained research, scholarship, and creative activity	2	4) Increase the number of endowed chairs within each college.	President; VP University Advancement; University Provost; Deans	Fund one new endowed chair annually		We have not acquired a new endowed chair; however, the International Ginseng Institute and Political and Economic Research Institute were established. Research foundation?		MTSU has hired a new Director and Assistant Director of the Tennessee STEM Education Center. The Center has had success in securing additional external grants to support postdoctoral fellows.; Additionally, the Chair of Excellence in Health Care Services has been moved organizationally to report to the Vice Provost for Research to more closely align that Chair with grant funding opportunities. The Chair is currently vacant; The Jacobs Chair of Excellence has been fully funded by the State and University. A Chairholder was selected in 2019 but has since left the University. A new search will be launched in the fall; The Free Speech Center was established and funded in 2019 largely with external funds. A Director has been named to the Center.	

Promote increased and sustained research, scholarship, and creative activity	2	5) Create a Faculty Resources web site.	VP Research	Fall 2017	Created website for Faculty and Student Funding Resources (both internal and external): https://www.mtsu.edu/ors/funding_ops.php			
Promote increased and sustained research, scholarship, and creative activity	2	6) Expand undergraduate and graduate student research programs.	University Provost; VP Research; Deans	Ongoing	117 URECA (Undergraduate Research and Creative Activity) grant applications received and 58 AY grants and two summer teams were funded; 195 posters were presented at Scholar's Weeks; ORSP selected and sponsored 7 undergraduate student research projects for Posters at the Capital research poster exhibition for TN legislators (continues each AY); continuation of Celebration of Student Writing (begun in 2016), between 200-300 students each year.	102 URECA grant applications resulting in 62 individual awards and one summer team; 178 posters were presented at the Scholar's Week poster exposition. http://www.mtsu.edu/urc/	We experienced a significant rise in URECA applications due to increased marketing and outreach with 162 applications with 80 individual awards and four summer team awards; 185 posters were presented at the Scholar's Week exposition.	132 posters (152 students) were featured in an online version of Scholars Week (due to Covid); ORSP hosted Posters and Pitch workshop, Undergraduate Research Open House, and the Summer Research Celebration to increase undergraduate research/creative activities and experiential learning opportunities and formed Student Organization for the Advancement of Research (SOAR) to develop a peer-mentoring network for undergraduates.	Quest 2025 strategic priority: high-impact practices.
Promote increased and sustained research, scholarship, and creative activity	2	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	85 graduate students received funding for travel.	18 undergraduate students traveled to present at academic conferences totaling $8,459 in funding from the Undergraduate Research Center. 75 graduate students received funding for travel.	The number of undergraduate students funded for conference travel increased to 29 totaling $12,891. 79 graduate students received funding for travel. The College of Liberal Arts began a program to support tenure-track faculty by giving them re-assigned time to work on publications in a supportive group setting.	The FRCAC committee, which supports faculty research, received an $8000 funding increase. 76 URECA grants for undergraduates supported 76 individual projects and 2 team grants for a total of $127,772. Undergraduate conference travel grants totaled $11,133 for 33 students (many of these trips ended up being cancelled due to the pandemic, and only 41,272.76 was spent). 63 graduate students received travel funds totaling $30,178.77 (72 students had planned to travel for a total of $35,178.77 prior to the Covid-19 outbreak) Faculty travel and re-assigned time is funded primarily through individual departments and colleges. Faculty research is funded primarily via FRCAC and external grants. The ORSP office works to help faculty obtain external grants.	Given the disruptions to research and travel, can we identify this as, like faculty reconnection above, an item that needs attention when pandemic ends in 2021 or 2022?
Promote increased and sustained research, scholarship, and creative activity	2	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	Programs like Scholars Week offer students and faculty the opportunity to showcase their research and creative activities. The initiative includes college events and a university-wide poster exposition. This event is the primary outreach available to students and faculty each year; it includes guest lectures and is open to the public.	Also: Undergraduate Research Open House, Posters at the Capitol, Summer Research Celebration			
Promote increased and sustained research, scholarship, and creative activity	2	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	The Industrial/ Organizational Psychology program collaborated with members of the Aerospace Department to provide a series of high-fidelity simulations of airline operations designed to train senior aerospace majors in cross-functional teamwork. It yielded 1 journal publication, 12 professional conference presentations, and 6 master's theses.	The College of Basic and Applied Sciences has worked with the Discovery Center to develop and organize a STEAM festival for the Middle Tennessee Area. The event had over 100 events and attracted over 10,000 people to bring science and art events to the public; The CBAS also held an eclipse viewing that included the Murfreesboro and Rutherford County school districts. The event included development of lessen plans for teachers, events and the viewing party.	The Department of Art and Design begin "Saturdays at Todd" which range from art instruction workshops to authentication of art works. These are open to the public with students, faculty and community artists leading the instruction.	The Department of Economics and Finance conducted a panel discussion with business leaders and a workshop for high school girls at the Expanding Your Horizons in Science and Mathematics Conference in the fall of 2019; A consortium of over 20 faculty with expertise on the aging and older adults from four colleges, the Center for Health and Human Services and the Data Science Institute work toward common goals and corresponding priorities in the areas of scholarship, education, and service. They are planning a Positive Aging Conference which will bring together scholars and community providers.	
Promote increased and sustained research, scholarship, and creative activity	2	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				With the current budget constraints of the state due to covid-19, raising money for graduate student support will be key. The CGS is beginning to talk to the Development Office about such efforts which we will begin in fall 2020. They are also analyzing the use of our existing funds and identifying areas where they might be moved around to better support programs.	
Promote increased and sustained research, scholarship, and creative activity	2	11) Increase support for graduate students to participate in professional activities.	University Provost; Deans; VP Research	Annually	Funds were moved within the CGS budget in order to support graduate student travel to conferences to present posters and papers. 85 students were supported. 20 students completed the GTA Teaching Preparation Certificate Program (this program is free to students and is funded by the university)	75 students were supported with travel funds to attend conferences; 17 students completed the GTA Teaching Preparation Certificate Program	79 graduate students were funded for travel to attend conferences: 15 students completed the GTA Teaching Preparation Certificate Program	62 students were funded for travel to conferences for a total of $30,178.77. Some were unable to attend due to the pandemic (the planned amount was $35,178.77 for 72 students); 29 students completed the GTA Teaching Preparation Certificate Program	
Promote increased and sustained research, scholarship, and creative activity	2	12) Replicate the Office of Sponsored Research/Research Exchange model.	University Provost; Deans; VP Research	Annually					Not feasible.
Promote increased and sustained research, scholarship, and creative activity	2	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	The Concrete and Construction Management program cornerstone discipline specific practice is doing campus and community building projects to help the students learn new techniques in the industry and to gain "hands on" experience in the field.	Jennifer Lovett co-founded and now co-sponsors the Math Teacher Circle of Middle Tennessee. This is a collaboration between Vanderbilt, MTSU, and local teachers in Middle Tennessee. Six times a year mathematics professors, undergraduates and graduate students, and middle school and high school mathematics teachers meet to engage in mathematical play (problem solving that does not have a specific answer).	The Organizational Surveys graduate class in Industrial-Organizational Psychology partnered with the Davidson County Sheriff's Office to develop, administer, analyze, and provide feedback on their biannual employee opinion survey. In fall of 2018 students conducted surveys for over 800 employees and provided a report to the Sherriff. Students gained significant experience in working with organizational surveys and client management – critical skills they can use in their professional careers.	The School of Agriculture offered a scientifically based Biotechnology course. The course introduced standard and advanced biotechnologies that are used in crop and livestock agriculture moving beyond traditional practices. Innovative techniques such as CRISPR/Cas9 which will impact the agricultural productivity in the future were introduced, tested, and demonstrated. The course included hands on training in basic lab skills in micropropagation, genetic engineering, and GMO testing, enabling the students to be better prepared for their career in the modern world of Agriculture.	Previous entries suggest that this is happening all the time. Revise completion date from annual to ongoing; showcase one program each year that has initiated something innovative.
Promote increased and sustained research, scholarship, and creative activity	2	14) Implement an Innovative Modalities for non-traditional Populations Plan.	VP for Student Success/Dean University College	Fall 2017			MTSU's THEC Quality Assurance Funding goal was to increase use of tutoring services by adult learners by 3 percent. Adult learner utilization of tutoring exceeded this goal; in addition, adult students who utilized tutoring had higher GPAs than those who did not.	The College of Graduate Studies has applied for a TBR SERS grant to provide peer mentoring to underrepresented students enrolled in online graduate programs. The aim of this program is to provide support which results in improved retention.	Quest 2025 strategic priority: increase online, hybrid, off-site cohort offerings, adaptive scheduling, and curricular flexibility.

Promote increased and sustained research, scholarship, and creative activity	2	15) Establish a Veterans and Military Family Center.	President; University Provost; VP, Student Affairs; Sr Advisor Veterans and Leadership Initiatives	Fall 2015	The Charlies and Hazel Daniels Veteran and Military Family Center serves over 1000 military-connected students. It provides support including financial consultations (GI Bill processing, grants, etc.), peer mentoring, transition assistance, social functions, and more. https://www.mtsu.edu/military/index.php; https://mtsunews.com/mtsu-veterans-center-opens/				
Cultivate meaningful, reciprocal partnerships and public service programs	2	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	BERC publication: http://mtsunews.com/wp-content/uploads/2017/06/MTSU-Economic-Impact-Final-June-2017.pdf				
Cultivate meaningful, reciprocal partnerships and public service programs	2	2) Develop and implement a comprehensive student internship program across the colleges.	University Provost; Deans; VP University Advancement; VP Marketing & Communications	Fall 2018	680 students participated in internships	607 students participated in internships; College of Liberal Arts hired an internship coordinator	566 students participated in internships	1637 students participated in internships	
Cultivate meaningful, reciprocal partnerships and public service programs	2	3) Work with companies that have international employees /clientele /visitors to share opportunities with the University.	University Provost; Deans; VP International Affairs	Annually					
Cultivate meaningful, reciprocal partnerships and public service programs	2	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			Published (print and electronic) the 2019-2020 MTSU Visitor Guide, which is distributed to prospective students, incoming students/faculty, and guests/visitors of the university; see "Becoming a Blue Raider" at https://middletennesseestateuniversity.myuvn.com/becoming-blue-raider/ [GOAL MET]		
Cultivate meaningful, reciprocal partnerships and public service programs	2	5) Extend MTSU Arts (music, theatre, art, dance, photography) to showcase student/faculty creative works to both campus community and broader communities	Deans of Liberal Arts, Media & Entertainment, and University Honors (H. Stephen Smith)	Annually	2016-2017: Theatre original: Walking in Sunlight: The Life and Legacy of Uncle Dave Macon to schools and communities across the State of Tennessee as well as to Ireland in May 2017; Peter Pan.	International musicology conference; In Fall 2017, MTSU added the first BS in Dance in the State of Tennessee; added the annual Dance Student Gala performance to showcase the work of student choreographers.	9 to 5 and Spring Awakening: over 7,000 persons attended these performances; dance study abroad to Russia; theatre and dance students performed and led workshops in Guatemala. Wind Ensemble "Side by Side" event—talented high school junior and senior musicians to campus to perform alongside the SOM students; Department of Art and Design began a series of art classes/workshops called "Saturdays at Todd," for community to work with our art faculty. 2019-2020: Fifth Tennessee Thespian Conference—performances by high schools (over 1,500 students and teachers) from throughout the state and features approximately 100 workshops led by faculty and students from MTSU and other universities.	Fifth Tennessee Thespian Conference—performances by high schools (over 1,500 students and teachers) from throughout the state and features approximately 100 workshops led by faculty and students from MTSU and other universities.	
Invest in the professional development of faculty, students, and staff	2	1) Increase the number of Faculty Learning Communities. http://www.mtsu.edu/ltanditc/FLC/archive.php	University Provost; LT&ITC	Annually	Six (6) FLCs covered Graduate Education, Interdisciplinary Learning, MT Engage, Principles of Mind and Student Success, Sustainable Study Abroad, and Teaching and Mentoring International Students.	Five (5) FLCs covered Academic Rigor, Open Data, Problem-Based Learning, Teaching STEM Majors, and Teaching Trios on Faculty Reflection. Advisor Mastery Program, a professional learning community created and sustained by advisors to foster communication, collaboration, commitment, comradery, and continued growth for the benefit of students, the university, and advisors. https://www.mtsu.edu/academic-advising/professional-development/	Seven (7) FLCs covered Career Prep Courses, Global Perspectives, General Education Redesign, Support for Black Faculty, Signature Thinking & Creativity, Knowledge Creation, and ePortfolios. https://www.mtsu.edu/academic-advising/professional-development/docs/AMP-Point-Reference-Guide.pdf updated	Five (5) FLCs covered Inclusive Teaching, Digital Humanities, Blended Classrooms, Spatial Computing, and Works-in-Progress Writers. https://www.mtsu.edu/AMP/docs/LTITC_statistics.pdf shows Workshops, Book Groups, PLCs, Special Events, and Faculty Consultations Third successful year for the Advisor Mastery Program (AMP): MTSU's advising team has not only dedicated time and effort to the success of our students, but also to the development of themselves as professional advisors. The AMP planning committee hosted and developed 24 on-campus professional development opportunities that included workshops, keynote speakers, iShares, and webinars. Advisors also had opportunities for professional development at conferences or through various other learning tools such as teaching or taking classes, mentoring, or publication submissions that could apply to their AMP certification. 46% of our advising community earned their Advisor Mastery Certification this year, and 85% of all advisors participated in professional development through AMP. Advisors receiving AMP certification increased over 10% from the previous academic year.	Note that MTE Engage has provided funding to increase the number of faculty learning communities.

Invest in the professional development of faculty, students, and staff	2	2) Implement "Service" training and development for all MTSU employees (include teamwork).	VP Business & Finance; AVP Human Resources	Fall 2017	Prior to July 2016, HR had a full-time training position but that position has been vacant since that time. The campus just didn't utilize the training available enough to warrant a full-time position. So, no formal service training has been done for all MTSU employees. HR staff have done some training as requested by departments and individuals, and manuals for processes are available (for examples, see https://www.mtsu.edu/hrs/training/index.php)	Training Modules, Various On-Campus Training/Seminars and Training Materials made available online to all MTSU employees; see http://www.mtsu.edu/hrs/training/index.php			Quest 2025 strategic priority: create a culture of service.
Invest in the professional development of faculty, students, and staff	2	3) Create recurring training session on systems, policies, and procedures, and provide access to systems.	AVP Human Resources	Fall 2017	Monthly training on Workflow and creating EPAFs http://www.mtsu.edu/hrs/training/index.php ITD Training Calendar: https://www.mtsu.edu/itd/workshops/calendar LT&ITC Workshop Calendar: https://www.mtsu.edu/ltanditc/workshops	MTSU implemented Curriculog for curriculum proposals and offered multiple training sessions for deans, chairs, faculty, and staff in Fall 2017. Curriculog is available through MT Pipeline. HR has monthly EPAF training. Every quarter, they also have offer training on Banner HR, HR form completion training, web time entry and leave reporting.	The LT&ITC offers training on D2L and other systems used by faculty in their teaching. In 2017-18, they held workshops on e-portfolios related to MT Engage, including a speaker, Candyce Reynolds. See: https://www.mtsu.edu/ltanditc/ HR has monthly EPAF training. Every quarter, they also have offer training on Banner HR, HR form completion training, web time entry and leave reporting.	During the 2019-2020 AY, many training sessions regarding online teaching were conducted via Zoom because of the Covid-19 pandemic. This will undoubtedly change the way we think about training. HR has monthly EPAF training. Every quarter, they also have offer training on Banner HR, HR form completion training, web time entry and leave reporting.	Quest 2025 Strategic priorities: comprehensive faculty development plan; culture of service.
Invest in the professional development of faculty, students, and staff	2	4) Increase research support for faculty.	University Provost; Deans	Annually	flat funding, but we've leveraged the funding... startup 2016-2017 [Provide dollar amount allocated for research support]	[Provide dollar amount allocated for research support plus the amount/percent increase or decrease from previous year]			
Recognize and celebrate achievement of excellence	2	1) Revise tenure and promotion standards to recognize and reward innovation and academic quality in teaching, service, and research.	University Provost; VPFA; Deans; Faculty Senate Executive Committee	Fall 2019	The Office of the Provost, in collaboration with the Faculty Senate, initiated a tenure/promotion revision process; amended guidelines recommended and discussed campus-wide	Revisions approved by Board of Trustees, Dec. 5, 2017	New group convened by Vice Provost for Faculty Affairs to complete a thoroughgoing review post-FOCUS act to remedy inconsistencies and accommodate electronic applications for T&P; will go out for campus review in Spring 2020	The revisions (approved by Board of Trustees on June 16, 2020) to MTSU Policies 204 (Tenure) and 205 (Promotion) promote faculty excellence and equality. Faculty can now provide rebuttals for decisions that misstate the facts of the application. Provisions have been added for publications that have been accepted or are in press as opposed to already published. Born digital research is now included as evidence supporting a faculty member's research profile. Because MTSU has invested in Digital Measures by Watermark's faculty software management system, it is easier for faculty to load materials into their online profile without any risk that items will misplaced or lost.	Show that this objective met in 2020.
Recognize and celebrate achievement of excellence	2	2) Increase funding for non-instructional assignments.	University Provost	Fall 2018	Ten (10) NIAs awarded	Eight (8) NIAs awarded	Eight (8) NIAs awarded	Eight (8) NIAs awarded	
Recognize and celebrate achievement of excellence	2	3) Create a more effective marketing and communication plan to celebrate faculty /student/ staff accomplishments with multiple constituencies.	VP Marketing & Communications; Deans	Fall 2017	MTSU homepage spotlights different faculty monthly with stories written by students. https://mtsunews.com/faculty-spotlight-sharon-fitzgerald-public-relations/ Students and faculty are featured in the MTSU Magazine and college magazines (https://mtsunews.com/magazine-archives/), social media, Out of the Blue program (https://mtsunews.com/out-of-the-blue/)		• Broadened community partnerships to enhance awareness of faculty and program excellence, including: Grammys (Recording Industry); Bonnaroo Music and Arts Festival (Media Arts); Civil Air Patrol (Aerospace); Middle Tennessee Council of the Boy Scouts of America (various programs); Nashville Fashion Week (Textiles, Fashion Merchandising); Nashville Film Festival (Media Arts); Grand Ole Opry (Daniels Center); and Predators (various programs and Daniels Center); Tennessee State Museum (various programs); Rutherford County Arts Alliance (various programs); and Blackman Collegiate Academy (Admissions)	Activities on this front are continuously evolving, but the focus on celebrating faculty, student, and staff accomplishments has increased significantly since this plan went into effect. Examples of these efforts include expanding social media reach and effectiveness, expanding video storytelling, adding a faculty spotlight on MTSU.edu and in university-produced magazines, expansion of MTSU Out of the Blue (TV) and On the Record (radio), creation of a public relations initiative, and broadening community partnerships.	
Recognize and celebrate achievement of excellence	2	4) Implement a formal student recognition program with student successes/accomplishments shared with broader communities.	VP Marketing & Communications; VP Student Affairs; Deans	Spring 2018	Student News: https://mtsunews.com/student/ University Leadership Awards: https://www.mtsu.edu/sos/leader-awards.php National Award Winners: https://www.mtsu.edu/honors/award-winners.php	Pivoted to support and promote students honored in existing campus recognition programs in order not to crowd our internal market. Most student recognition is done primarily at the college level with greatly enhanced ceremonies since 2015. For example, in 2017-18, the CLA made changes to its awards ceremony (allowing departments to nominate one UG and one Grad for recognition, holding a dinner for them, and awarding a cash prize to the top UG and Grad student) has been very well received. The College of Media and Entertainment has an Annual Wall of Fame recognizing the academic achievements of their majors through various scholarships. The event also features outstanding alumni. It should also be noted that, starting with the College of Liberal Arts, many now have Strategic Communication Managers who work to get the word out about the accomplishments of students. These staff work in conjunction with Marketing and Communications via social media and other formats.	Created Student Voice digital content section on MTSUNews.com, which provides student-written perspective on matters of interest to students.	More proactive and schedule sharing of social media posts that highlight student achievement.	As noted in annual updates, this is done by the colleges and Student Affairs. Revise completion date to show that the objective is met and add ongoing.
Encourage and support innovative programs and services	3	1) Expand supplemental instruction initiative.	University Provost; Deans; VP Student Success / Dean, Univ College	Annually per data indicators for student success	Supplemental Instruction (SI) was attached to a total of 57 course sections across 10 courses in 3 academic colleges. SI reached a total of 1,265 unique students during this time, for over 9,000 total contact hours of study/discussion across the academic year. The average SI contact rate among enrolled students was 41%, which means that more than 4 of every 10 enrolled students used Supplemental Instruction at least once during Fall/Spring of the academic year.	Supplemental Instruction (SI) was attached to a total of 118 course sections across 13 courses in 5 colleges. Through early April 2018, SI had reached a total of 1,535 unique students, for over 8,000 total contact hours of study discussion. The average contact rate thus far among enrolled students is 31%, which means that about 3 of every 10 enrolled students used Supplemental Instruction at least once during Fall/Spring of the academic year.	Supplemental Instruction (SI) was attached to a total of 118 course sections across 14 courses in 5 colleges. Through the end of the fiscal year, SI had reached a total of 1,426 unique students, for nearly 6,000 total contact hours of study discussion. The average contact rate among enrolled students was 30%, which means that about 3 of every 10 enrolled students used Supplemental Instruction at least once during Fall/Spring of the academic year.		

Encourage and support innovative programs and services	3	2) Further internationalize the curriculum/bring global perspective to curriculum	Deans; VP International Affairs	2021			www.mtsu.edu/AMP/docs/IAStrategicPlan2019-24.pdf	
Encourage and support innovative programs and services	3	3) Expand course redesign initiative to all General Education courses.	VP Student Success / Dean, Univ College; Director General Education	Fall 2018			Twenty-seven general education courses have been officially re-designed. Other courses in the hundreds have been redesigned as a result of pedagogical curiosity and engagement. Such redesigns range from faculty choosing effective teaching strategies and learning experiences and to revising and updating the course syllabus. To boost redesign, the Learning, Teaching, and Innovative Technologies Center (LT&ITC) hosts Course Redesign Primer and Syllabus Makeover among its offerings to	Revise to add Gen Ed Redesign initiative; track annually to completion.
Encourage and support innovative programs and services	3	4) Launch an Innovation Alliance.	University Provost; VP for Research/Dean of Graduate Studies	Spring 2017				Not feasible.
Encourage and support innovative programs and services	3	5) Promote interdisciplinary initiatives that build ties across the academic community to create and disseminate	VP Faculty Affairs; Deans	Fall 2018			MT Engage-Scholars Academy partnership. Music-RI partnerships? Give examples	Revise completion date to remove completion year and make ongoing.
Encourage and support innovative programs and services	3	6) Implement course redesign for core courses in the major.	Deans; VP Student Success / Dean, Univ College	Fall 2019	MT Engage courses in the major will be implemented Fall 2018. Faculty continuously seek to determine how to best create useful and measurable learning outcomes and how to align assessment methods with course learning outcomes. The next step is to develop a report on the number of core courses in majors that have been			
Encourage and support innovative programs and services	3	7) Revisit programs to assess role of required and/or elective courses.	Department Chairs & Faculty	2021				
Encourage and support innovative programs and services	3	8) Expand Honors opportunities identified in University Honors College Master Plan.	Dean, University Honors College	Annually per data indicators for student success	Offered Honors in Italy study-abroad program and Honors in Washington DC and Virginia study-away program; offered workshops on international opportunities and fellowships for MTSU faculty and students; supported Constitution Day with readings in front of the Honors Building	Expanded Honors Transfer Fellowship program from 15 to 30 students; offered workshops on international opportunities and fellowships for MTSU faculty and students; supported Constitution Day with readings in front of the Honors Building	Participated in NSSE Honors Consortium (Pilot); established honors dual-enrollment partnership with Blackman HIgh School; with PERI, established Summer Research Opportunities for Students interested in Public Policy issues; offered Honors in Thailand study-abroad program; offered workshops on international opportunities and fellowships for MTSU faculty and students; partnered with the Jones College of Business to establish the Political Economy Research Institute (PERI); established Honors Student Ambassadors program; offered Honors in Washington DC and Virginia study-away program; supported Constitution Day with readings in front of the Honors Building; in partnership with EXL and MT Engage, took field trip with students to the National	In partnership with the Jones College of Business and PERI, hosted an international James Buchanan Centennial Conference; offered workshops on international opportunities and fellowships for MTSU faculty and students; supported Constitution Day with readings in front of the Honors Building; created a new Honors Master Plan: https://www.mtsu.edu/honors/docs/2019HonorsMasterPlan.pdf	
Partner with business, industry, and nonprofit organizations to respond to their unique educational needs and the economic	3	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; Dir of Strategic Partnerships	Spring 2017				Revise completion date to remove completion year and make ongoing.
Promote communication, transparency, and accountability	3	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	UNIV 1010 and 2020; MyMT; CUSTOMS; check point? "this is life in this major" co-curricular entrance into the major (develop academic community around the major).	Our annual Fall Convocation and other programming continue to promote participation in campus events. The True Blue Pledge features our community expectations and values and includes the need to be "engaged in the life of this community." Further, an organizational fair is hosted at the beginning of each fall semester, which offers opportunities for students to become involved. The Learning, Teaching, and Innovative Technologies Center (LT&ITC) encourages faculty engagement through its programs (e.g., Faculty Fellows Program and Faculty Learning Communities). The MTSU Connection Point program communicates clear involvement expectations to new freshmen attending the summer freshman orientation program (CUSTOMS). There is a stand-alone Connection Point presentation at each freshman CUSTOMS session. There are a full slate of involvement activities provided and promoted to students for both the fall and spring terms. There is a specific Student Involvement Fair offered during the first week of classes in the fall semester.		

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

Goal	#	Objective	Responsible	Timeline	Status 1	Status 2	Status 3	Status 4	Notes
Promote communication, transparency, and accountability	3	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		http://www.mtsu.edu/mtengage/experiences/ launches Fall 2018 On-going collaborative efforts will allow us to meet this objective. MTSU's EXL program, formerly the institution's SACSCOC QEP, is a thriving program that has become embedded as a part of the curriculum. Weekly "Weekend Update" is now provided via to all students through the academic year. Between 35-45% of each class are registered on the "MTSU Class of" Facebook pages which are heavily used to promote campus activities. Text messaging through the Mongoose project will be used to communicate with new freshmen regarding activities beginning fall 2020.			Objective references MT Engage database that proved impractical--delete that section?
Promote communication, transparency, and accountability	3	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	BERC publication: http://mtsunews.com/wp-content/uploads/2017/06/MTSU-Economic-Impact-Final-June-2017.pdf				
Promote communication, transparency, and accountability	3	4) Create and implement communication plan/visual and verbal publications/media that represents MTSU as a distinctive University to all constituencies.	VP Marketing & Communications	Fall 2017	Our storytelling on Facebook, Instagram and Twitter, the University's three primary social media channels, is now better timed and coordinated, with new content appearing at regular intervals so that algorithms that govern the organic sharing of posts are best utilized.	We have connected and coordinated the sharing of social media content between the main University accounts to pages controlled by colleges, departments and centers, so that the main MTSU channels can share more routinely that granular achievements of faculty, staff and students.	The University hired a public relations specialist (2018) who now actively seeks regional and national media opportunities for faculty, staff and students, as well as helping facilitate speaking engagements and participation in event. The specialist has greatly increased our placement of key faculty experts in a broader range of media outlets.	We added a digital marketing specialist (2016) and video marketing specialist (2019) to work with our strategic communications manager, creating a three-person team in the Vice President's office that focuses on content and performance of our digital platforms. • Job descriptions of our still-image photographers were changed to digital content specialists and their duties and skill sets now include the creation and production of video content. • News and Media Relations now routinely includes videos with articles it creates on MTSUNews.com and releases to media partners.	
Promote communication, transparency, and accountability	3	5) Create and implement "better customer service" initiative across the University.	University Provost; Vice Presidents	Fall 2018					Quest 2025 strategic priority: create and support a culture of service through all divisions of the University.
Create more flexible administrative processes	3	1) Review, update and/or streamline operational processes/procedures as for continuous improvement as identified in division and unit IEARs, 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	Campus Labs software houses IEARs		Consultant engaged to review admissions and enrollment operations in Spring 2019. Consulting recommendations implemented. Throughout the year, Deans receive weekly spreadsheets of newly admitted students to facilitate departmental outreach to prospective students.		
Create more flexible administrative processes	3	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).	VPBF; AVP, Administrative & Business Services	Fall 2018 [MET Spring 2019]	University Honors College created Passport Day and began awarding Passport Scholarships.		Campus Post Office began processing passport applications in March 2019. Information can be found at: https://www.mtsu.edu/passportservices/index.php.		
Create more flexible administrative processes	3	3) Review budget processes for improvement.	VP Business & Finance	Annually	IE Plan for B&F?				
Create more flexible administrative processes	3	4) Move all processing paperwork to electronic format.	VP Business & Finance	Fall 2020	Implemented Workflow and ePAFs; scanning inactive personnel files; PeopleAdmin hiring software	Moved paper curriculum change process to Curriculog; DegreeWorks.		Travel Claims, Food Purchasing, and Payment Authorization forms moved to dynamic forms.	
Create more flexible administrative processes	3	5) Devise a business plan to improve affordability of hosting/holding events on campus.	VP Business & Finance	Fall 2020		Rate increases imposed by the Student Unions beginning in Spring 2018 have drastically impacted campus space affordability. Therefore, the business plan was rendered non-viable and no further steps will be taken.	This initiative has been cancelled.		
Enhance informational, physical, and technological infrastructure	3	1) Implement James E. Walker Library Strategic Plan. 2) Implement Facilities Master Plan. 3) Implement Business and Finance division strategic plan. 4) Implement Information Technology Division strategic plan. 5) Implement Marketing and Communications division strategic plan. Implement University Advancement division strategic plan.	Dean Walker Library; Vice Presidents	Annually	Library: https://www.mtsu.edu/AMP/docs/LibraryStrategicDirectionsAugust2016.pdf Facilities: http://www.mtsu.edu/campusplanning/master_plan/ExecSum.pdf			https://www.mtsu.edu/AMP/docs/FacilitiesMasterPlanUpdate2020.pdf https://www.mtsu.edu//AMP/docs/ITDMasterPlanUpdate2020.pdf	
Promote efficiencies in operations and processes	3	1) Review divisional/unit IEARs for implementation of improvement plans.	Vice Presidents; Deans	Annually	CampusLabs link to each division				

Create a welcoming, inclusive campus that is healthy and safe for all University publics	3	1) Increase ease of access to and parking for all campus open to public events.	VP Business & Finance	Per Facilities Master Plan	Campus Master Plan provides for three new student parking structures [http://www.mtsu.edu/campusplanning/master_plan/ExecSum.pdf]			Two parking structures have been completed; however, due to student parking demand increases, these structures are restricted to student use only while classes are in session. Also, the availability of sufficient surface parking spaces is rendered moot during times when no classes are in session. A third garage is currently in the planning stage, but since its cost would require a significant increase in campus parking fees, its construction has been delayed indefinitely.	
Create a welcoming, inclusive campus that is healthy and safe for all University publics	3	2) Increase number of open parking to public events on campus.	University Provost; Deans	Per Facilities Master Plan;	Campus Master Plan calls for creating more open parking for public events on campus. [http://www.mtsu.edu/campusplanning/master_plan/ExecSum.pdf]				In Fall 2020, Parking Services gated three (3) parking lots and can close them between 4:30pm and 6:30pm for evening faculty/staff permitted decal entry only. All other non-reserved spaces will then be 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.
Create a welcoming, inclusive campus that is healthy and safe for	3	3) Implement processes using multiple portals to advertise events to various constituencies.	VP Marketing & Communications	Annually per data indicators			• Initiated partnership with Convention and Visitors Bureau in Rutherford County Chamber of Commerce to draw greater awareness to campus events.	• Worked with the School of Agriculture to initiate and promote sale of our world-famous Chocolate Milk from the MTSU Creamery at the seasonal Farmers Market on	
Create a welcoming, inclusive campus that is healthy and safe for all University publics	3	4) Reinvigorate "True Blue" local business initiative.	VP Marketing & Communications			• Worked with local retailers to increase availability and sales of True Blue-branded merchandise.	• Continued work with the City of Murfreesboro to install additional True Blue/Princeton Review banners and painted two city-owned water towers with our True Blue messages and University logos.		
Create a welcoming, inclusive campus that is healthy and safe for all University publics	3	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	Spring 2019	All University Police Officers are POST certified and commissioned by Tennessee Board of Regents Policy 5:01:07:00, Commissioning Security Officers, as police officers and have full arrest powers. They meet the same employment and training requirements as all other police officers and deputy sheriffs in Tennessee.		MTSU received CALEA certification in May 2019. The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®), was created in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive associations. The CALEA Accreditation program seals are reserved for use by those public safety agencies that have demonstrated compliance with CALEA Standards and have been awarded CALEA Accreditation by the Commission. View the certification at https://www.calea.org/calea-client-database.		How might we address the "healthy" component of this objective?

MT Engage
Accomplishments
2016-2021

QEP Benchmarks
Goals & Current Numbers
as of January 31, 2021

- 183 certified faculty
    - exceeds Year 5 goals for 160 faculty
- 23 General Education, 18 Lower Division, and 20 Upper Division courses
    - exceeds Year 5 goals for 13 GE, 14 LD, and 12 UD courses
- 11,688 students enrolled in MT Engage courses in AY 2020-2021
    - exceeds Year 5 goal of 2,490 students enrolled
- 97 graduates
    - the goal is 147 graduates; we may approach that this semester
- Scholarships awarded to students representing every college
    - *one scholarship endowed; close to endowing a second*

Major Pathways

Goal: 7

Established: 12

- CBAS: Geosciences

- CBHS: Community & Public Health; Nutrition; Psychology; Textiles, Merchandising, and Design; Social Work

- JCB: Marketing

- CLA: Communication Studies; History

- CME: Journalism & Strategic Media

- UC: Integrated Studies; Professional Studies

In development: World Languages, Literatures, and Cultures; Writing Studies; Master of Arts in Liberal Arts.

3

Improved NSSE Engagement Area Scores
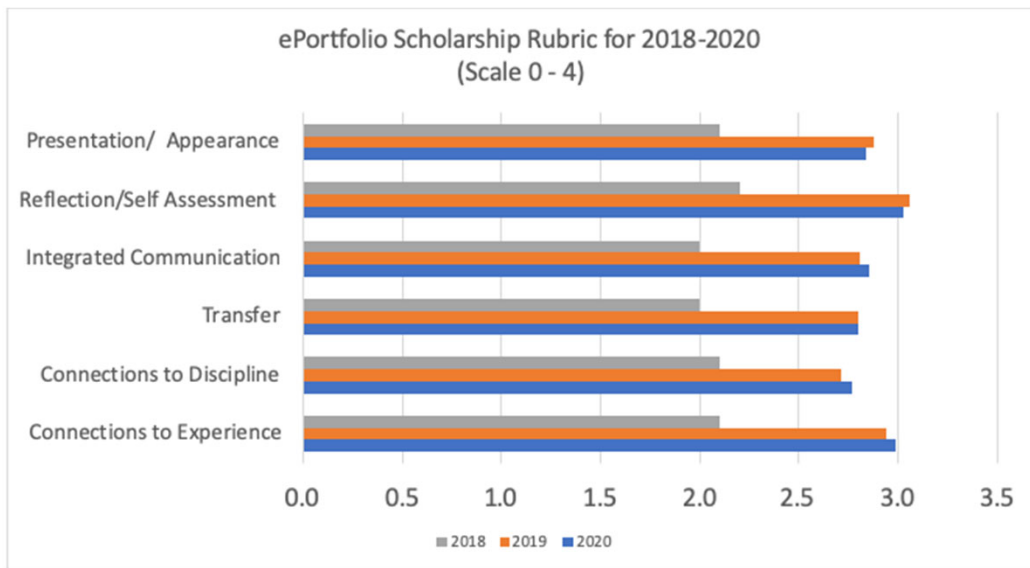## 2014 to 2019

- Reflective & Integrative Learning

First-year students	35.9	37.5
Seniors	37.4	38.3

- Collaborative Learning

First-year students	29.9	35.1
Seniors	29.9	34.3

- Supportive Environment

First-year students	36.3	37.1
Seniors	30.9	32.4

4

ePortfolio Scholarship Rubric for 2018-2020
(Scale 0 - 4)

DFWN MTE vs. MTO

% of students with DFWN across ALL MTE and MTO courses

% of students with DFWN across MTE and MTO General Education Courses
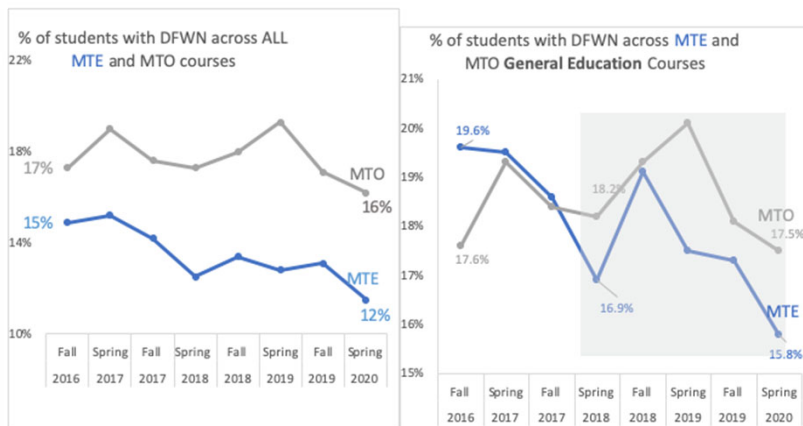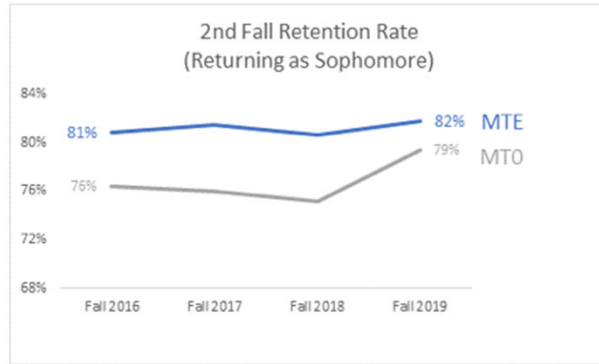
Fall-to-Fall Retention through 2020

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 March 31, 2020 by the MTSU Board of Trustees

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, welcomes, and supports a diverse, largely full-time student population with significant numbers of Pell-eligible, first-generation, non-traditional, and minority students with a broad range of academic preparedness and is the top Tennessee choice for transfer students. 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 with global perspectives that adapts to and shapes a rapidly changing world through an understanding of culture and history, scholarship, and creative undertakings to adapt to and shape a rapidly changing world. MTSU's signature Honors College, experiential and integrative learning, international, and cross-disciplinary programs deliver a value-added 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 is a Doctoral/Professional University holds the Doctoral Moderate Research and holds the Community Engagement Carnegie Classifications.

Approved _____ 2021 by the MTSU Board of Trustees