

# Middle Tennessee State University Strategic Plan

## Leadership Committee

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September 5, 2023

11:30 a.m.

Zoom

### Meeting Minutes

#### Roll Call

Committee Members Present: Jeff Gibson, Layne Bryant, Racha El Kadiri, Lisa Green, Trey Martindale, Robyn Ridgley, Jennifer Vannatta-Hall, Sam Zaza

Committee Members Absent: Mary Hoffschwelle, Danielle Rochelle, Joe Whitefield

#### Approval of August 11, 2023 Strategic Plan Leadership Team Meeting Minutes

Committee members had no additions, deletions, or corrections to the minutes.

#### Follow-Up from August 11, 2023 Strategic Plan Leadership Team Meeting

Chair Gibson asked committee members to share any lingering questions or comments about the strategic planning process, roles, timelines, supplemental resources, or the Teams communication and collaboration site. No follow-up questions were raised.

#### Preview of Fall 2023 Strategic Plan Development Activities

Chair Gibson shared the tentative plan for the Fall 2023 semester. He shared that much of the work of the Strategic Plan Leadership Team and Pillar committees will depend on the timeline and outcomes of the Mission Review Committee. The Mission Review survey is scheduled to be distributed on September 10 and will be open for two weeks.

The Office of Institutional Effectiveness, Planning, and Research (IEPR) will distribute the survey using the Qualtrics platform to a broad audience of stakeholders, including students, faculty, staff, alumni, and MTSU Trustees. Once the survey window has closed, IEPR will analyze the data and prepare a report, which we hope to be able to preview in our October Strategic Plan Leadership Team Committee meeting.

In November, Pillar chairs and co-chairs will convene their committees to discuss the survey results and any additional information we have received from other stakeholders. In late November or Early December, the Strategic Plan Leadership Team will meet so that Pillar chairs and co-chairs can share what they discussed with their committees.

#### Questions

The committee discussed the following questions after Chair Gibson shared the Fall 2023 plan timeline:

*Can we record future meetings for members who are unable to attend?*

Committee members agreed to record future Strategic Plan Leadership Team meetings, and the September 5, 2023 meeting was recorded from the point where the question was raised. The recording links will be uploaded to the meeting minutes and the Teams communication and collaboration site.

*What is the distinction between the current plans and the rationale for moving to the new consolidated plan?*

Chair Gibson explained that MTSU has used a piecemeal approach to developing the three current plans: the Strategic Plan, the Academic Master Plan (AMP), and the Quest 2025 (QUEST). The Strategic Plan is a legacy plan the Tennessee Board of Regents required before MTSU transitioned to a Locally Governed Institution (LGI). The plan contains multiple metrics but does communicate the institution's strategy. The AMP communicates MTSU's strategic vision through three goals: enhance academic quality, foster student-centered learning, and leverage resources through partnerships. Such a plan is required by MTSU's institutional accreditor, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The QUEST was initially developed in 2013 to target specific student success and diversity initiatives. The new Strategic Plan aims to move from these previously scattered approaches to a more cohesive and targeted plan to move MTSU forward for the next ten years.

*What should the agenda be for the Pillar committee meetings?*

Chair Gibson explained that he would share an overview of the Pillar meetings later in the meeting, with a more in-depth discussion in the October Strategic Plan Leadership Team meeting.

*How should chairs communicate requests for funding needs?*

Chair Gibson recommended that Pillar chairs and co-chairs send requests via email to the chair, co-chair, and Associate Provost. The committee discussed whether it would be possible to request a course release to compensate committee members for their time dedicated to the work of the Strategic Plan development.

### **Update on Committee Member Appointments**

Chair Gibson shared that the committee rolls will be announced once the President gives final approval of the recommended committee members.

### **Plans for the Full Strategic Planning Committee Meeting**

Chair Gibson explained that there would be a meeting of the full Strategic Planning Committee after the committee members received their invitation to serve from the President's office. During the virtual meeting (target date in September), the committee will receive its charge from the President and hear an overview of the timeline. Pillar chairs and co-chairs will be able to convene with their committee members in breakout groups to discuss Fall 2023 Pillar committee plans. The recommendation is for committees to examine the data and informational resources available in the Teams communication and collaboration site, as well as the Campus and Community Engagement Plan. Committees should also determine how they will communicate and conduct Pillar committee meetings.

## Questions

The committee discussed the following question after reviewing the plans for the full Strategic Planning Committee meeting:

*Do chairs and co-chairs define their Pillar based on their preconceived notions of what the Pillar should be or has been in the past?*

Chair Gibson shared that the Pillars have purposefully not been defined in advance. The chairs, co-chairs, and committee members will decide how to define the Pillars. There may be overlap between the Pillars, and the committees can collaboratively discuss how to think about issues from different angles and perspectives, whether it be innovation, student success, engagement, or academic quality.

## **Campus and Community Engagement Plan**

Chair Gibson explained that the plan's current draft outlines the various broad categories of stakeholders and constituents who will need to be engaged throughout the Strategic Plan development process. He solicited feedback from the committee on any groups that should be added to the plan.

The committee recommended adding industry partners, the Rutherford County Chamber of Commerce, high school guidance counselors, institutions with which MTSU has articulation and off-campus lease agreements, advisory boards, state legislators, lobbyists, state authorizers, accreditors, licensing agencies, international students, dual enrollment students, online students, the Office of Research and Sponsored Programs (ORSP), funding agencies, student groups, professional associations, scholarly associations, trade groups, and the MTSU Library.

Chair Gibson advised that the Pillar committee membership will be invaluable in helping determine how to communicate effectively with stakeholders. Pillar committees should also discuss ideas for engaging constituents, such as through listening sessions or town halls. It will take collaboration from a variety of people in the full Strategic Planning Committee to ensure we receive feedback from a diverse audience. The goal is to have a more developed Campus and Community Engagement Plan before the winter break so that listening sessions can begin early in the Spring 2024 semester.

## **Closing Remarks**

Chair Gibson explained that most of the work for Pillar committees will occur in the Spring and Summer of 2024, and the meetings planned for Fall 2023 are designed to help us be well-positioned to begin that work in earnest.

## **Adjournment**

The meeting was adjourned at 12:06 p.m.