

Middle Tennessee State University Strategic Plan

Full Committee

November 10, 2023

9:00 a.m.

College of Education Room 160

Meeting Minutes

Welcome and Committee Charge

Strategic Plan Chair Jeff Gibson welcomed attendees and introduced MTSU Provost Dr. Mark Byrnes, who thanked external and campus members for dedicating their time to participate in the strategic planning process. He explained that MTSU currently has three guiding plans that were developed independently. This meeting is the launch of an effort to develop one comprehensive strategic plan that brings together those plans so that the MTSU community has a clear and shared understanding of where we are going and how we will get there.

The Provost thanked Strategic Plan Chair Jeff Gibson, Associate Dean of the College of Liberal Arts; Strategic Plan Co-Chair Layne Bryant, Assistant Vice Provost for Institutional Accreditation; and Dr. Mary Hoffschwelle, Vice Provost for Planning and Effectiveness, for leading the Strategic Plan 2035 effort. Dr. Byrnes then gave the following charge to the Strategic Plan (SPC) committee:

- Support the University Planning Committee's institution-wide mission review survey and use revised mission statements to guide strategic planning for 2025-2035.
- Review past institutional plans.
- Conduct SWOT and data analysis.
- Hold town halls and focus groups with internal and external stakeholders.
- Prepare and publish draft plan documents for feedback from University constituencies.
- Gain approval for the 2025-2035 Strategic Plan from the University Planning Committee, University Provost and Vice Presidents, President, and MTSU Board of Trustees.
- Create a detailed implementation plan that assigns responsibilities for communicating, tracking, and reporting on objectives and metrics.

Dr. Byrnes concluded by acknowledging each committee member's commitment, thereby enabling the committee to fulfill the charge.

• Overview of the Role of the Strategic Plan in Institutional Planning

Vice Provost for Planning and Effectiveness Dr. Mary Hoffschwelle thanked the Provost for his support of an integrated approach to developing MTSU's Strategic Plan 2035 and acknowledged approval of the proposed process by University President Dr. Sidney McPhee. Dr. Hoffschwelle thanked Chair Gibson and Co-Chair Bryant, the Chairs and Co-Chairs of the four Strategic Plan Pillar committees, and the institutional and community members who have agreed to serve on the committees. She shared her appreciation for members helping to guide the institution,

students, faculty, and staff into the decade between 2025 and 2035 in a way that ensures MTSU continues to serve its students and communities in the region, nation, and the world.

Mission Review

Dr. Hoffschwelle shared that one effort related to the Strategic Plan development process is a review of MTSU's mission and vision statements. In September, institutional stakeholders were invited to provide feedback on the current statements through a survey launched in September 2023. A subcommittee of faculty and staff is working on the first iteration of revisions based on survey responses, which will be presented to the University Planning Committee for approval by the Provost, President, and Board of Trustees. The mission and vision statements are essential to the work of the SPC as it builds a framework to help the institution fulfill its mission and vision in the coming ten years.

Accreditation

The Strategic Planning process is also essential to MTSU's institutional accreditation by the Southern Association of Colleges and Schools, Commission on Colleges (SACSCOC). In 2025 and 2026, MTSU's accreditation will be reviewed by the Commission, which also requires the institution to develop a Quality Enhancement Plan (QEP) as part of the reaffirmation process. The QEP is intended to advance student learning and success and should be informed by, and integrated into, institutional planning.

Campus Master Plan

The new Strategic Plan will also inform the creation of the next [Campus Master Plan](#), which provides a framework for achieving long-term campus growth. Strategies and goals developed by the SPC will help determine how to direct resources for campus planning from 2025-2035.

• **Introduction and Discussion of MTSU's Strategic Plan 2035**

Chair Gibson thanked Provost Byrnes and Dr. Hoffschwelle for providing context for the committee's work. He shared his excitement about the opportunity for the committee to shape the future of the University and guide its efforts over the next decade. He reiterated that MTSU currently has three plans focusing on different aspects of the University: the [Academic Master Plan](#), the [Quest for Student Success 2025](#), and the [Strategic Plan](#). The benefits of developing a comprehensive plan will be more focused resources and clearer communication and understanding across the University about institutional priorities.

Strategic Plan 2035 Pillars

The Strategic Plan 2035 is built on four pillars: academic quality, student success, engagement, and innovation. Themes from these pillars can be found in the University's three current plans, and Chair Gibson encouraged committee members to review each plan as they begin their work. He also reiterated the importance of the forthcoming revised MTSU mission and vision statement, which will inform the Pillar committees as they develop institutional strategy and goals that move the University from its current purpose to its ideal future. The SPC, comprised of faculty, staff, students, alums, and community members, will create the path between mission and vision by developing goals and strategies for each pillar.

Strategic Plan Timeline

Chair Gibson shared an overview of the planned timeline:

Fall 2023:

- The first convening of full SPC and pillar committees.
- Mission Review Subcommittee continues its work to revise MTSU's mission and vision statements, informed by feedback from constituents. SPC members are encouraged to voice their feedback and participate in the review process.

Spring 2024:

- Revised mission and vision statements will be presented to President McPhee and MTSU's Board of Trustees for approval.
- SPC will analyze existing data and gather new information through listening sessions to better understand the environment.
- SPC will analyze strengths, weaknesses, opportunities, and threats to determine how they will inform the development of strategies to achieve the vision.
- The full SPC will meet for a day-long retreat on Monday, May 6, 2023 (location to be determined) to begin drafting the strategic plan.

Summer- Fall 2024:

- SPC creates the first draft of the strategic plan.
- Stakeholders will be asked to provide feedback, informing further plan revisions.

Spring 2025:

- The strategic plan will be submitted to President McPhee.
- SPC requests approval of the plan by the MTSU Board of Trustees at their April 2025 meeting.

Dates for spring committee meetings will be shared in December 2023.

Committee Membership

Chair Gibson reintroduced himself as SPC Chair, Layne Bryant as SPC Co-Chair, and Dr. Mary Hoffschwelle as the Leading Light of the strategic planning effort (also known as the Vice Provost for Planning and Effectiveness). He also introduced the pillar chairs and co-chairs:

- Academic Quality Pillar: Jennifer Vannatta-Hall, Chair; Racha El Kadiri, Co-Chair
- Student Success Pillar: Robyn Ridgley, Chair; Danielle Rochelle, Co-Chair
- Engagement Pillar: Sam Zaza, Chair; Joe Whitefield, Co-Chair
- Innovation Pillar: Lisa Green, Chair; Trey Martindale, Co-Chair

Chair Gibson thanked the chairs and co-chairs for the energy and enthusiasm they have brought to the initiative, the work they have completed so far, and the work yet to come.

The attendees were asked to review the committee guidance document, including member responsibilities, shared in the email invitation to today's meeting. Chair Gibson highlighted the importance of collaboration in the plan development process. While chairs, co-chairs, and committee members will have many ideas about the plan, it is also essential that the committee listen to the ideas shared by other constituents, both on campus and in the community. He shared his belief that including many voices and ideas in the process will strengthen the final product.

Overview of the Strategic Plan Teams Collaboration Space

Chair Gibson explained that the SPC will use Microsoft Teams to communicate and collaborate throughout the plan development process. Co-Chair Bryant shared that on-campus members have been added to the Team, and work continues with MTSU's Information Technology Division to determine how to add community members who do not have MTSU user accounts. She demonstrated Team features, including the general channel, pillar channels, and file-sharing components.

Several MTSU, Tennessee, and national data and resources are available for committee member review in the files. SPC meeting agendas, meetings, and other documents will also be stored in the Team for later sharing on the new [Strategic Plan website](#) in order to keep the campus community and external stakeholders informed of the SPC's progress. Members can contact Layne.Bryant@mtsu.edu for help troubleshooting access or using the Teams platform.

One member noted the pillars were numbered in the Team and asked whether the numbering system indicated the relative importance of each pillar. Co-chair Bryant answered that all pillars were equally important (numbers were removed in Teams after the meeting).

Adjournment to Pillar Break-Out Sessions

Chair Gibson thanked members for attending the first full meeting and reiterated his excitement about the committee membership and work to come. The meeting of the full committee was adjourned at 9:30 a.m. Committee members joined their chairs and co-chairs for Pillar meetings to plan Pillar activities.

Meeting Recording

The recording of the meeting with embedded captions can be found at the following link:

[November 10, 2023 Strategic Plan Meeting](#)