

Middle Tennessee State University Strategic Plan

Leadership Committee

April 29, 2024

9:30 a.m.

Cope Administration Building Room 207

Meeting Minutes

Roll Call

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

General Update

Dr. Hoffschwelle shared that the provost is very happy with the work of the Strategic Plan committee. Chair Gibson also shared that the president is pleased and was complimentary of the committee's progress so far.

The QEP Topic Selection Committee is discussing many of the same issues in their meetings as the SP. The top themes so far are belonging, civic engagement, globalization, active learning, data literacy, and wellness. They will continue to work on narrowing the topic options to present to the campus community. She clarified that MTSU must demonstrate that the QEP emerged from institutional planning and will improve student learning and/or student success. Therefore, the four QEP topic selection committee leadership team members are shadowing each of the four pillars of the SP.

Several SP committee members attended the Quest update on Friday, April 26, and Chair Gibson clarified that the new strategic plan will incorporate some Quest initiatives once Quest 2025 ends. He also explained that there will be a separate process to establish the SP implementation plan in order to track and evaluate MTSU's progress in achieving the goals of the SP. We want to be sure we develop the implementation plan with our colleagues across campus who will be responsible for implementation. However, the SP committee does not have to get into the weeds for the implementation phase.

Phase II Listening Session Updates

Chair Gibson shared the president's view that the SP should communicate how MTSU differs from our peer institutions to the public. The president also cautioned against making the plan too detailed instead of focusing on 2-3 more significant priorities and initiatives. The president emphasized the institution should not put the plan on a shelf. It should lead to action.

Chair Gibson reported on his meetings with the Foundation Board and the Alumni Boards the week of April 22, 2024. In the Foundation meeting, participants shared the need to strengthen community partnerships, student life, and alumni engagement, as well as improve rundown

buildings. In the alum meeting, constituents emphasized the need to obtain funds from the legislature and engage with our community.

The committee reviewed the revised SWOT Themes with rankings and counts of the topics by the Phase II listening session participants. The rankings represent stakeholders' thoughts, including Deans, Chairs, Vice Provosts, Vice Presidents, and Center Directors. Chair Gibson emphasized that we try to remain objective about the elements as we work to draft a narrative about our perception of MTSU's environment.

SP Retreat Discussion

The innovation pillar co-chair asked if there is one broad goal that the president or Board of Trustees expects, such as a move to R2, that might affect the focus of the pillar committees. When asked what the committee should prioritize, the president did not mention R2 status. The BoT priorities rankings did reflect a desire to position the university for future pursuit of R1; however, we have not heard in discussions with institutional leaders any desire to move to R1 in the next few years.

Chair Gibson explained his belief that pillar chairs and co-chairs must continue emphasizing that we should stay out of the weeds and focus on goals and strategy rather than specific action items. What specific things are we trying to solve with the next SP? We can always acknowledge the contribution, add it to the list, and move on to the next recommendation or idea.

The committee discussed what the main deliverables will be from the retreat. There is not currently a plan to create a separate plan for each pillar – instead, there will be 2-3 significant goals with the pillar foci as appropriate. It seems reasonable for the pillars to be able to determine 2-3 goals/strategies/initiatives by the end of the retreat. Chairs and Co-Chairs can share their supply needs on the shared document by the end of the day, May 1, 2024.

We will Print copies of the SWOT Themes Rankings and the Goals and Strategies Comments to distribute at the meeting.

Summer Leadership Committee Plans

We will use these meetings to touch base about pillar progress. We can conduct those meetings via Zoom/Teams if needed. We will send a doodle poll to see what time of day for each date Chair Gibson has already suggested.

By the end of the summer, the goal of the Leadership Team is a draft plan that will articulate some narrative about how we see the environment, significant goals, major priorities to achieve those goals, and at least some initiatives to achieve those goals. This will be an all-hands effort, perhaps with a shared document for everyone to contribute.

We do not want to release a plan to the broader community without having the president, provost, or executive administration review and provide feedback. There will be meetings in July to receive that feedback, followed by another round of listening sessions and another survey.

The University Counsel of Sponsored Scholarship includes constituents from each college, and the members have been discussing frustrations about how changes at the institution are communicated campus-wide. Racha is chairing that body next academic year and would like to

conduct a listening session with that group in the fall as part of the next round of listening sessions. Chair Gibson reminded the leadership committee that just because a topic did not rise to the top nine on the ranking list doesn't mean it isn't important.

General Discussion

In the Engagement Pillar meeting in April, the community member suggested we may want to communicate more with the community about our progress on the plan development. Chair Gibson shared that we plan to include the community when sharing the draft in the fall.

Meeting adjourned at 10:47 a.m.