

Middle Tennessee State University Strategic Plan

Leadership Committee

September 04, 2024

1:30 p.m.

Zoom

Meeting Minutes

Roll Call

Members in attendance: Jeff Gibson, Layne Bryant, Robyn Ridgley, Racha El Kadiri, Jennifer Vannatta-Hall, Trey Martindale, Lisa Green,

Review of August 14, 2024, Full Committee Meeting Minutes

Chair Gibson asked if there were any changes to the minutes. None were recommended, and members approved the minutes.

August 14 Meeting Review

Chair Gibson asked chairs and cochairs to briefly summarize their takeaways from the full committee retreat.

The academic quality pillar noted that the session needed longer to discuss all the priorities and strategies. Some of their conversation related to minor changes to the wording, while more discussion centered on plan implementation. Chair Gibson asked if their pillar members were more positive or negative about the framework. Co-Chair El Kadiri noted the group as largely positive, though external members expressed concerns that the priorities and strategies needed to be more specific for the public.

Student Success members noted the framework was vague, with general priorities and strategies. They were fearful that the vagueness would enable administrators to say that the institution was already doing some things. They asked for some urgency for implementation and acknowledgment about what is not working and needs to be improved.

Innovation members also noted their wish for more specific implementation strategies. One member expressed concerns that the framework prioritized new programs but did not incentivize removing programs. The member also was concerned about program duplication. Members also expressed concerns about the draft metrics and thought the metrics only measured quantity rather than quality. One member gave the example of increasing enrollment for the sake of growing enrollment. Another member suggested there should be a scorecard specific to each department for their programs. Chair Gibson noted that the list of metrics was a brainstorming document to determine the indicators that might signal success. He also said some indicators may change annually depending on the initiatives' results.

Engagement members spent much of their time discussing the metrics. They discussed whether the metrics would adequately indicate success for each initiative. For example, they discussed the example of the P3 initiative to build a new dorm to replace Scarlett Commons and brainstormed metrics that would help evaluate the effectiveness of that project. Chair Gibson noted that we will need to engage in more of this type of discussion in the fall.

Framework Revision Discussion

Chair Gibson shared the suggested revisions to the framework that the committee received in August. He explained we want to ensure we have considered and incorporated all recommendations before deploying the survey later in September.

The following changes were discussed and approved by the committee:

- Replaced the word 'programs' with 'processes' in priority 2.1.2
- Added the words 'ongoing and' to priority 1.1.1
- Revised 1.1.2 to say, 'solidify our reputation as a recognized leader in instructional excellence through enhanced faculty professional development and innovative pedagogies (and removed 'prioritizing high-impact practices)
- Removed from 2.1.3 the word 'opportunities,' added 'applied experiences,' and added 'learning' to 'student experience.'

Committee members discussed whether there should be clarifying language about 'faculty and their scholarship.' Some members noted the language was broad or vague and might benefit from more specificity. The group decided to continue soliciting feedback for this initiative before revising the language.

Survey and Listening Session Planning

Chair Gibson shared that the survey will be deployed September 23-30 and thanked Chair Vannatta-Hall and Chair Zaza for volunteering to design the survey questions.

Future Planning

Chair Gibson reminded the committee of upcoming activities, including

- Listening session possible dates: October 9, 10, 11, 22, 23, 29, and 31 (*any sessions would likely be scheduled on these dates*)
- University Council for Sponsored Scholarship (Racha)
- Dean's Cabinet
- Student Affairs Leadership
- Open sessions for faculty & staff

The Leadership Team will hold meetings in November to discuss implementation ideas and metrics. The objective will be to identify institutional-wide action items as priorities for year one/early implementation, as informed by feedback from SPC August meetings, additional work within pillars, and potential October Listening Sessions. In Spring 2025, sessions will be scheduled with implementation leaders (e.g., vice presidents and vice provosts) and the Strategic Plan Leadership Committee to develop Year One Implementation Plans.

Meeting adjourned at 2:30 p.m.