

Middle Tennessee State University Strategic Plan

Leadership Committee

October 30, 2024

2:00 p.m.

Zoom

Meeting Minutes

Roll Call

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

Review of September 4, 2024, Full Committee Meeting Minutes

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

Strategic Plan Framework Survey Results Discussion

Co-Chair Bryant thanked Chairs Vannatta-Hall and Zaza for their work in developing the fall 2024 Strategic Plan Framework survey and graduate assistant Smith for analyzing the results and developing the report. More than 2,000 responses were received from MTSU students, faculty, staff, and alums. A majority of respondents were satisfied with the priorities and rated each as important for MTSU to advance. Similarly, most participants indicated their program/department would likely engage in activities to help achieve all three priorities. Committee members noted the similarities in the distribution of scale values for each question. The group agreed that the survey results validated the selection of the three priorities for the next strategic plan.

Co-chair Martindale asked if there were more information about student responses to the first priority. Co-Chair Bryant shared that the survey did not include qualitative questions, and Chair Gibson noted that participants were provided a link to the entire framework document to provide more context for the survey questions.

Implementation Planning Discussion

Chair Gibson shared that the next step will be to form implementation committees – one for each strategy – including strategic plan pillar chairs and co-chairs in partnership with campus leaders and faculty. The initial organizing meeting will be in the late fall or early spring semester. He also asked leadership committee members to let him know if they need to prioritize other things and roll off the committee.

Information Items

Chair Gibson shared that additional listening sessions will be postponed until the new implementation committee is in place. This change will enable the implementation chairs and committee members to hear feedback firsthand. Chair Gibson will recommend that the implementation team consider holding listening sessions as part of their first steps.

He also shared that publication design is underway with Marketing and Communication. A draft will be developed for the MTSU Board of Trustees, with final versions to be printed for broader distribution upon Board approval.

Chair Gibson solicited feedback from leadership committee members about an event to show appreciation to Strategic Plan Development Committee members. Chair Vannatta-Hall recommended the reception be held in the spring if we are already moving to implementation. Chair Gibson asked for recommendations regarding the timing of the event. Members recommended waiting until after the plan is approved by the MTSU Board of Trustees. Co-Chair El Kadiri also recommended inviting key campus partners, such as deans, who will be ambassadors for the new strategic plan. Chair Zaza suggested giving each member a token of appreciation in addition to a reception. Dr. Hoffschwelle recommended the group develop a list of possible ideas to determine what policies or procedures must be followed. Chair Green recommended waiting to hold an event until after the implementation plan is solidified; however, Chair Gibson noted that this step will likely occur late in the spring of 2025. He reiterated that the full committee will be invited back in the Spring for the kickoff event, where they will hear more about implementation.

Implementation Ideas from Pillars

Chair Gibson asked pillar chairs and co-chairs to share implementation ideas generated from the August 14 Strategic Plan Development Committee break-out sessions. The following recommendations were discussed for the first three strategies:

- Priority 1: Increase the institution's creative and research profile and be a top choice for students
 - Strategy 1: Deliver impactful academic offerings and experiences
 - Need to have a process in place to evaluate and take action for programs that are low-producing or performing (Student Success, Innovation)
 - Need processes for piloting new programs (starting small, doing a needs assessment, identifying niche programs that would draw students and be unique to MTSU) (Academic Quality)
 - Ensure that the campus master plan process aligns with the strategic plan and involves members of the strategic plan committee/process (Engagement)
 - Pursue a specific initiative for Murphy Center and the ROTC building (Engagement)
 - Ensure the ITD technology plan aligns with the strategic plan and involves strategic plan members (Engagement)
 - Develop a standardized template for chairs to use to evaluate the quality of faculty teaching (Academic Quality)
 - Determine where/who/how to train faculty to use high-impact instructional practices effectively (Academic Quality)
 - Strategy 2: Elevate the institutional research infrastructure and reputation
 - Incorporate fields in Faculty Success for work involved with pursuing grants (Engagement)

- Include engaged scholarship and engaged pedagogy as fields in Faculty Success (Engagement)
 - Develop strategies for motivating, recognizing, and rewarding faculty who are engaged in research, publishing research, etc., such as an annual event focused on research where collaborators could also be invited and communicate about these internally and externally (Academic Quality)
 - Develop a structure for interdisciplinary programs that is used by all such programs (Innovation)
- Priority 2: Strengthen the community so all learners and workers thrive
 - Strategy 1: Ensure holistic academic and career support for all students
 - Review data about student retention to determine why we might be losing students and use it for continuous improvement (Academic Quality)
 - Develop processes and metrics that are used across the institution to track program health, student success, student services, and administrative staff (Academic Quality)
 - Provide adequate staff to support more student internship opportunities (Student Success)
 - Be intentional when creating initiatives that align with our current student body (commuters, online students, transfer students, residential students, etc.) (Student Success)
 - Coordinate between Career Center, EXL MT Engage, and Academic Programs to report student placements in internships or experiential learning (Engagement)

Due to time constraints, the committee decided to review the remaining four strategies at the next meeting on November 13, 2024.

Meeting adjourned at 3:00 pm.