

# ACADEMIC MASTER PLAN 2007-2008

Strategic Direction	Strategies 2007-17	Objectives	Responsible	Time	Status Update
<b>GOAL 1: Enhance Academic Quality</b>					
<p><i>Middle Tennessee State University will increase student academic attainment and encourage students to engage in life-long learning.</i></p>	<p>Middle Tennessee State University will implement the Student Access, Engagement, and Achievement Plan to increase retention and graduation rates.</p>	<p>Increase retention and graduations rates; Develop targeted programs for non-traditional students; Open night student services offices; Establish a comprehensive tutoring center; Develop more on-line services</p>	<p>EVPP; Associate VP for Enrollment Services</p>	<p>Annual</p>	<p>2007-2008 Fall 2006--fall 2007retention rate 78.69% as compared to 80.85% for fall 2005--fall 2006; 2000-06 graduation rate is 46.84%, 2001-2007 rate is 48.39%, an increase of 1.55%; Activities for non-traditional students include: Expanded Adult Services Center to Off-campus Student Services (90% of MTSU students live off-campus); Revised OSS website; Revised Adult Students Services on-line Handbook; Partnered with Off-Campus Partners (national off-campus housing service); Hosted national ANTSHE conference; Conducted on-line student survey (approx 2,000 responses)</p>
	<p>MTSU will review and revise standards for admission, matriculation, and graduation across undergraduate and graduate programs and colleges to ensure consistency.</p>	<p>Review standards to meet and/or exceed peer institutions; review standards for model programs; review standards for programs where demand exceeds resources</p>	<p>EVPP; Associate VP for Enrollment Services</p>	<p>2009-2010 Review standards/peer institutions; 2010-2011 Review standards/model programs; 2011-2012 Review standards and whether demand exceeds resources</p>	<p>2007-2008 Admissions standards re transfer students were revised: A student transferring with 23 credit hours or less must meet Transfer Admissions Standards (a 2.0 GPA) and Freshmen Standards in order to be admitted; effective Fall 2008</p>
	<p>Middle Tennessee State University will prepare students to become life-long learners.</p>	<p>Meet or exceed the national average score for critical thinking on the CCTST; Increase the scores on the NSSE related to civic engagement items</p>	<p>EVPP</p>	<p>Per annual performance funding reporting</p>	<p>2007-2008 MTSU average critical thinking score of 17.7 exceeded the national average of 16.8 on the CCTST; NSSE data is forthcoming</p>

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	Middle Tennessee State University will integrate student learning outcomes, program evaluations, and student evaluation of faculty processes.	Establish a committee to review program evaluation processes for inclusion of SLOs assessment and student evaluation of faculty evaluation and make recommendations for integration of these assessment and evaluation processes; Implement recommendations of committee	EVPP	2008-2009	2007-2008 Ad hoc pedagogy/evaluation committee established to implement New Student Evaluation of Faculty instrument beginning Fall 2008; ad hoc assessment committee exploring integrated institution-wide assessment software
	Middle Tennessee State University will pursue improving the student-to-faculty ratio and the staff-to-student and faculty ratio to those of its peer institutions.	Increase number of FT faculty by 10 over each of the next five years; Increase the number of FT staff as appropriate to function	President; SrVP; EVPP	Annual	2007-2008 Increased the number of full time faculty by 30; student-to-faculty ratio is 21 to 1. Student to staff ratio is 16 to 1.
	Middle Tennessee State University will seek to attract a greater proportion of full-time students, living on or near campus, and further engage them in campus life.	Develop and offer activities to increase student engagement on campus; develop and offer activities to increase alumni engagement on campus	Associate VP for Enrollment Services; American Democracy Project Coordinator; VPDUR	Annual	2007-2008 ADP activities: Conducted multiple Constitution Week activities; Co-sponsored a campus-wide distinguished lecture (Diane Wilson); MTSU invited participant in Carnegie Endowment for Advancement of Teaching's national Political Engagement Project; Established national presence at national ADP conference; established leadership roles in ADP-South and Democracy in Other Lands initiative (MTSU/Russian exchanges) International Education: 217 MTSU study abroad students, 307 international students studying here, 103 international related majors; 57 faculty involved in international education programs/initiatives.  2007-2008 Alumni engagement activities: Pigskin Pregame to benefit Rutherford County Scholarships; Memphis Mix and Mingle/Pre-game Tailgate; Young Alumni Wine Tasting in Arrington and Clarksville; North Texas Pre-game event; Paint the Zoo Blue Tour (Knoxville, Memphis, Atlanta, and Nashville); Initiated Alumni Travel Program July 2007 (Alaska & Italy); Conducting first Alumni Summer College, Exploring our Heritage, Su 2008

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	Middle Tennessee State University will exceed NCAA Academic Progress Report (APR) benchmarks annually for student athletes in all sports.	MTSU students will exceed NCAA APR annual benchmarks for all sports	Athletic Director; Director of Student Athletic Enhancement Center	Annual	2007-2008 APR benchmarks exceeded for all sports
<b><i>Middle Tennessee State University will review and improve processes that lead to enhancement of instructional quality.</i></b>	MTSU will recruit and retain a diverse, highly qualified, and active faculty – both in instruction and scholarship – who develop and deliver exemplary courses of study and engage students in collaborative inquiry.	Continue implementation of Faculty Recruitment Plan; Review relocation, research start-up, and other professional support systems and make recommendations for improvement; Extend mentoring program to new faculty	EVPP; VPAA; Co-Director for LT&ITC	Annual: Implement FRP; 2008-2009 Appoint ad hoc committee to review faculty hiring packages and other professional support; 2007-2008 Extend mentoring program	2007-2008 Faculty Recruitment Plan implemented 2008-2009 Establish ad hoc committee to review relocation, research start-up and other professional support to make recommendations for improvement; 2007-2008 Mentoring program extended to new faculty
	Middle Tennessee State University will continue to increase support for Walker Library and education information resources and services.	Continue to increase the Library budget each year to enhance staffing, collections, and services; total Library expenditures will meet or exceed the average expenditures of MTSU's new THEC peer libraries; library expenditures will increase so that the gap between MTSU and the average expenditures of the Association of Southeastern Research Libraries (ASERL) will be reduced to bring MTSU's membership in this group closer to reality.	Dean of the Library	Annual	2007-2008 Library base budget increased by \$250,000 in addition to increases for salaries in FY 2007-2008; Over past 5 years Library expenditures have gained on the average of the THEC libraries. From 2004-2006, the gap was reduced from 23% to 21%. Data for FY 2006-2007 is not yet available, but the gain is expected to continue; From 2001 to 2006 the gap between MTSU and average expenditures by ASERL libraries narrowed from 25% to 13%. However, the gap widened slightly in FY 2006-2007 to 15%, an amount of \$1,355,000.

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	Middle Tennessee State University will increase the number and value of graduate assistantships to support more full-time graduate students.	Increase the number of full-time GAs; Increase the dollar amount of GAs & GTAs	VPR & Dean CGS	Annual	2007-2008 Number of 9-month Masters' GAs increased to 216, a gain of 9 over 2006-2007; 12-month Masters' GAs increased to 53, a gain of 11; and 12-month Ph.D. GAs increased to 67, a gain of 7; dollar amounts remained the same
<b>Middle Tennessee State University will provide adequate facilities to meet the diverse learning needs of students.</b>	Middle Tennessee State University will increase overall space dedicated to academic programs; classroom, research and creative activities; laboratory facilities; and faculty/graduate assistant offices.	Complete planning for new science building; Complete construction of new science building; Complete planning for new education building; Complete construction of new education building; Develop partnerships to support space needs of innovative programs, i.e., concrete management program	SrVP & EVPP	2007-2012	2007-2008 Planning for new science building complete, bidding documents almost 100% complete; building design meets sustainable guidelines as defined by LEED so that it would qualify for LEED certification and it meets the newly adopted state design guidelines for sustainability; chilled water plant under construction, project delayed due to budget constraints; New education building in early design phase, preliminary stages of developing engineered systems and sustainable design features; Partnership established with concrete management industry for funding support for new concrete management building, CIM building site confirmed, presentation drawings complete
	Middle Tennessee State University will continue to revise and implement a new Facilities Master Plan.	Newly revised Facilities Master Plan implemented	SrVP	Annual	2007-2008 Facilities Master Plan implemented

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	Middle Tennessee State University will design and construct a new student center and provide a common space for the comprehensive offering of student services.	Complete planning and construct new student center; complete planning for one-stop student services; Implement one-stop student services plan	Vice Provost for Enrollment and Academic Services	2007-2012	2007-2008 Planning for new student center in design stage with bidding anticipated Fall 2008 and groundbreaking Sp 2009; planning for one-stop student services being revisited due to cost
<b><i>Middle Tennessee State University will develop and implement a comprehensive, strategic assessment process that informs the alignment and use of resources.</i></b>	Middle Tennessee State University will develop processes that use benchmarks and/or comparative evaluations for continuous improvement and strategic decision-making.	Exceed peer institution benchmarks using: Delaware data; per cent of alumni giving; establish college assessment coordinators	SrVP; EVPP; AVP for Academic Support Services; VPIT; VPDUR	Annual; 2007-2008 Designate college assessment coordinators	2007-2008 Academic departments used Delaware data in budget and IE preparation; per cent of alumni giving increased to 6%, a .7% increase over 2006-2007; each college designated an assessment coordinator Fall 2007
	Middle Tennessee State University will continue to identify and develop signature programs that meet the needs of the region.	Conduct an internal and external scan to determine viable signature programs aligned with regional needs; develop programs to align with identified regional needs:	EVPP	Annual	2007-2008 Ph.D. in Literacy Studies and B.S. in Biochemistry implemented Fall 2008; Three Ph.D. in the Sciences proposals developed and forwarded to TBR; M.S.W.. collaborative degree (with APSU and TSU) approved by TBR for implementation Fall 2009; Teaching Quality Research Institute approved by TBR
	Middle Tennessee State University will establish itself as a leader in mathematics and science education.	Establish a TBR recognized state center for math and science education; Increase STEM grant support; Establish a Ph.D. in Math and Science Education; hire a Director for TMSTEC	Dean of CBAS; Dean CEBS	2007-2008 Establish TMSTEC; 2007-2008 Increase grant support; 2007-2008 Develop and submit Ph.D. proposals	2007-2008 TMSTEC officially established by TBR, Fall 2007; STEM (state and federal) grants received exceeded \$2.9 M; Math and Science Education Ph.D. proposal approved by TBR June, 2008; TMSTEC Director hired

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	Middle Tennessee State University will examine current academic structures to determine their effectiveness in meeting the mission of the University.	Begin preliminary discussion to explore new academic structures, i.e., College of Visual and Performing Arts, College of Health Sciences and a University College	EVPP	2008-2009	2007-2008 New College ad hoc discussion group convened Summer 2008; stand alone education college discussion group convened Summer 2008
	Middle Tennessee State University will examine academic current University processes and procedures to determine their effectiveness in meeting its mission.	Review the integration of SLOs and strategic planning goals; review resource use for efficiency and effectiveness	SrVP; EVPP	2008-2009	2007-2008 Budgeting review to incorporate \$5.1 M cut completed; budget building scenarios implemented
	Middle Tennessee State University will augment the resources and services of the Division of Information Technology to support and enhance the quality of educational endeavors and administrative services.	Integrate and adapt technology systems to support best practices in teaching, learning, research and services; align resources with emerging technologies to provide appropriate administrative services to support all aspects of the University enterprise.	VPIT	Annual	2007-2008 Education endeavors: Conversion to a new TBR system-wide learning management system completed; faculty and students are using the new system to support on-ground, hybrid and online courses. Academic and statistical software support and other web-based resources provide research and service avenues for faculty and staff. A new web server expands the ability of faculty and staff to use emerging technologies to meet their learning, research and series goals. Administrative services: Advances in administrative support continue with full deployment of Banner administrative suite and integration with campus resources; use of web content management system continues as a support to units for improving and managing departmental/unit web pages.
<b><i>Middle Tennessee State University will cultivate and reward a culture of inquiry and civil discourse.</i></b>	Middle Tennessee State University will increase distinguished scholarship through interdisciplinary initiatives.	Bring all interdisciplinary programs under one reporting position; Identify interdisciplinary initiatives that meet the needs of the region	VPAA	2007-2008	2007-2008 All independent interdisciplinary programs report to the VPAA; Organization of International Education under review

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	Middle Tennessee State University will encourage scholarly productivity among its students and faculty members.	Establish a post-doctoral research fellowship program; Increase the graduate assist ship stipend to the peer institution average; Develop a reward program for outstanding undergraduate and graduate research/creative activity; increase funding support of summer research stipends	EVPP; VPR	2010-2011 Establish post-doctoral research fellowship program; 2011-2012 Increase GA stipend to peer institution average; Develop reward program, 2009-10	2009-2010
	Middle Tennessee State University will establish at least one new distinguished or endowed professorship on campus within five years and three over 10 years.	Establish an endowed chair in each college	VPDUR	Annual	Endowed Chair in Entrepreneurship established in Jennings Jones College of Business Sp 2008
	Middle Tennessee State University will promote and support an entrepreneurial perspective on research productivity and technology transfer.	Develop the infrastructure for technology transfer	VPR and Dean CGS	Annual	2007-2008 Office of Research, working with the Intellectual Property Advisory Committee and TBR Counsel, received 7 IP disclosures and considered 4 of them suitable for provisional patent applications. One utility patent and zero provisional applications were submitted to SPOT in FY08. Marketing sheets, a presentation, and an outline for a webpage were completed summer 2007. New language regarding IP policy that applies to the FREAK was written and royalties requested from several faculty projects involving commercialization. The OR also offered discounted contract research contracts with faculty/student team labor to 4 community-based inventors, but none accepted.

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	Middle Tennessee State University reaffirms its commitment to inquiry in an environment where the University's Statement of Community Standards and Expectations and the First Amendment values of academic freedom and responsibility flourish.	Incorporate the University Statement of Community Standards and Expectations formally into CUSTOMS; Incorporate the University Statement into New Faculty Orientation; Include the University Statement in Employee, Student and Faculty Handbooks	SrVP; EVPP; VPSA	2007-2008	2007-2008 University Statement incorporated into CUSTOMS Summer 2008, in New Faculty Orientation, Summer 2008, Employee Handbook, Fall 2007, Student Handbook, Fall 2007, Faculty Handbook, Summer, 2008
<b><i>Middle Tennessee State University will increase its impact by emphasizing its distinctive programs and its unique contributions.</i></b>	Middle Tennessee State University will create, implement, and improve strategies to communicate to its various constituencies the impact of its instructional, scholarship, and service activities.	Establish a publications calendar that produces a faculty focused, student focused, and alumni focused publication annually	EVPP; VPDUR	2008-2009	2007-2008 New Associate VP for Marketing hired; student focus publication planned for fall 2008
	Middle Tennessee State University will plan and implement a Middle Tennessee State University Centennial 2011 celebration.	Develop a written/pictorial history for alumni and friends of the University; establish a Centennial Committee	EVPP; VPDUR		2008-2009 Issue a RFP for centennial publication 2008-2009 Convene Centennial Committee
	Middle Tennessee State University will promote the Honors College as a national model program.	Increase funding for student travel to major honors conferences; Increase travel funds for Honors faculty to present at honors conferences; Create a sense of shared purpose among the Honors stakeholders through outreach activities; Validate program through NCHC review and endorsement; Create a different cohort (perhaps pre-professional) to parallel the Buchanan Scholars program; Increase the opportunities for Honors students doing service; Increase the number of students completing honors theses	Dean College of University Honors	Annual	2007-2008 Honors faculty and students made presentations at TCHC (30), SRHC (1), NCHC (3) and the college hosted the TCHC; Honors faculty and students participated in partnerships with Discovery School at Reeves-Rogers; Increased the number of Honors theses to 28. an increase of 3 over 2006-2007; launched Buchanan Scholars Program with 20 students

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<b>GOAL 2: Foster Student-Centered Learning</b>					
<b><i>Middle Tennessee State University will develop and implement academic programs and initiatives that enrich student learning and success through experiential activities.</i></b>	Middle Tennessee State University will implement the EXL Scholars Program.	Meet identified EXL Program 2007-2008 targets per the SACS QEP	EXL Scholars Program Coordinator	Annual	All 2007-2008 EXL Program yielded: 218 course sections; 3,126 students enrolled; 64 EXL faculty; 15 EXL Scholars; 2,545 students participated in projects with community impact; 2,094 projects with community impact; 136,904 hours of community impact; \$1.095 million dollar impact for community work; all EXL targets met
	Middle Tennessee State University will enhance its focus on undergraduate and graduate scholarship.	Expand Scholars Week activities	Director, Undergraduate Research; VPR	Annual	2007-2008 2007 Scholars Week activities expanded to include 200 plus student poster presentations and includes college day activities during the week
	Middle Tennessee State University will increase global opportunities and partnerships for students and faculty members for learning, scholarship, and service.	Implement International Education Plan	Special Asst to EVPP for International Education	Annual	2007-2008 International Fee approved by TBR for implementation Fall 2008; \$240,000 in student scholarships awarded for study abroad; Global Studies 2010 approved as a General Education course
	Middle Tennessee State University will encourage student participation in co-curricular activities that enhance learning and will provide resources for these activities.	Revise Institute of Leadership Excellence; review Turn-It-In software for faculty use in instruction; renew SMART Thinking on-line tutoring program for student use	VPSA & VP for Enrollment and Academic Services	Annual	2007-2008 Institute of Leadership Excellence revised; Turn It In software for faculty use to address plagiarism concerns reviewed and is in use by some academic departments; renewed and continued SMART Thinking on line tutorial
<b><i>Middle Tennessee State University will continue to enrich curricular and co-curricular learning by engaging students with distinguished scholars and practicing professionals.</i></b>	Middle Tennessee State University will implement a program encouraging all departments, schools and colleges to bring outstanding scholars and successful professionals to the campus and classroom.	Each college will develop and implement a plan to bring outstanding scholars and successful professionals to campus/classroom	EVPP, Deans	2008-2009 Develop plans 2009-2010 Implement plans	2007-2008 COB Executives-in-Residence program continued; COB Entrepreneurship Week initiated Fall, 2007

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<p><i>Middle Tennessee State University will develop and implement programs and initiatives to assist faculty in developing and maintaining a student-centered learning focus.</i></p>	<p>MTSU will provide faculty opportunities to develop student-centered learning approaches and to use integrative technologies effectively to enhance student learning.</p>	<p>LT and ITC will implement the Center's faculty development plan.</p>	<p>Co-Directors LT&amp;ITC</p>	<p>Annual</p>	<p>2007-2008 Hosted 20 FD workshops attended by 300+ faculty from 36 fields; hosted Learning Spaces one day workshop (40 faculty attended); 100+ faculty attended 3-part Visual Learning First Tuesday Series; sponsored faculty travel to national T&amp;L conferences; began exploration of faculty learning communities; continued Faculty Mentoring Program; held working breakfast for adjunct faculty</p>
	<p>MTSU will provide appropriate faculty office and instructional support staff spaces to enhance the student-centered learning environment.</p>	<p>Each full-time faculty member will be provided appropriately defined office space; instructional support staff will be provided appropriately defined space</p>	<p>EVPP; Director of Space</p>	<p>Annual</p>	<p>2007-2008 Every full time faculty member will be assigned appropriately defined office space by Sept 1 '08</p>
<p><i>Middle Tennessee State University will engage students in learning through the use of appropriate technologies.</i></p>	<p>Middle Tennessee State University will develop and implement initiatives to promote information literacy in a rapidly changing technological environment.</p>	<p>Increase library instruction offerings to more fully integrate information literacy into the University's curriculum; Develop a culture of information literacy on campus through increased outreach, networking, faculty development, and collaboration.</p>	<p>Dean of Library</p>	<p>2007-2012; Plan developed and implemented 2008-09</p>	<p>2007-2008 Director of Information Literacy hired 05/08; Plan to be developed for implementation Fall 2008 that defines learning outcomes for general education courses, introductory major courses, and senior capstone courses; Conversations have begun with various group (MTSU Writing Center, Honors College, Scholars Week, and LT &amp; ITC to promote extracurricular information literacy initiatives.</p>
	<p>Middle Tennessee State University will explore development of learning spaces for students with appropriate technologies to enhance the student-learning environment, to support informal collaborative work, and to improve communication.</p>	<p>An ad hoc committee will be established to review emerging technologies and make recommendations for student and faculty access and use; new technologies will be incorporated into design of new buildings</p>	<p>SrVP; EVPP; VPIT</p>	<p>2007-2008 Ad hoc committee established; New technologies: annual</p>	<p>2008-2008 Ad hoc committees, consisting of a core of IT, Facilities Services and divisional representatives, and where appropriate, faculty, are established to program the space in all capital and renovation projects; they make recommendations related to incorporating emerging technologies into these spaces and communicate to faculty the opportunities for incorporating emerging technologies in the formal instructional and informal learning spaces (Large projects may also have an ad hoc committee that includes a college instructional technology committee).</p>

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<p><i>Middle Tennessee State University will develop learning communities that engage students and promote life-long learning.</i></p>	<p>Middle Tennessee State University will enhance students' collegiate experience by developing learning communities that support students' academic success and broaden their experience with the world around them.</p>	<p>Increase the number of students participating in living and learning communities each year; Develop learning communities for students living off-campus</p>	<p>VP Enrollment and Academic Services; AVP for Academic Support Services</p>	<p>2007-2012</p>	<p>2007-2008 457 freshmen enrolled in Raider Learning Communities exceeding the 2007-2008 goal of 355 and surpassing the five year goal of 430; readjusted the 5-yr goal upward; 480 students participated in Academic Learning Communities Pairs exceeding the 323 target</p>
	<p>Middle Tennessee State University will develop student advising approaches that focus on processes that are relevant and useful to students for both academic and career planning.</p>	<p>Each college will Implement faculty advisor and college advisor training programs; Academic support center advisors will engage in training annually; Establish a life-career planning program in collaboration with the Career Placement Office; Establish an evaluation review criteria and cycle for advising access and processes including Academic Support Center advising</p>	<p>VP Enrollment and Academic Services; AVP for Academic Support Services</p>	<p>Annual</p>	<p>2007-2008 Each college implemented faculty advisor and college advisor training programs; Academic support center advisors participated in training; Evaluation review criteria and cycle for advising access was established; College of Liberal Arts conducted advising review and developed comprehensive advising improvement plan</p>
	<p>Middle Tennessee State University will provide opportunities for its alumni to continue life-long learning through continuing relationships with the University.</p>	<p>Establish an alumni "community of learning" program</p>	<p>VPDUR</p>	<p>2007-2008</p>	<p>2007-2008 An alumni "community of learning" program was implemented beginning Summer 2008</p>
	<p>Middle Tennessee State University will promote a safe campus and healthy lifestyle for its students, faculty members, and staff.</p>	<p>Establish and implement a campus-wide emergency preparedness and response plan; Review emergency preparedness and response systems annually; offer targeted wellness programs for students/faculty/staff</p>	<p>Chief of Public Safety; VPSA</p>	<p>Annual</p>	<p>2007-2008 A campus-wide emergency preparedness and response plan revised. Disruptive Student website was developed and made available via website; a wellness program was integrated into Student Recreation Center programs</p>
	<p>Middle Tennessee State University will enhance student learning through financial support of students.</p>	<p>Increase financial support for students; Increase the number of student scholarships annually</p>	<p>AVP for Enrollment Services</p>	<p>Annual</p>	<p>2007-2008 Total student financial aid (latest available data is for 2006-2007) increased from \$124,244,523 in '05-'06 to \$141,327,141 in '06-'07 (includes increase in lottery scholarships)</p>

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<b>GOAL 3: Leverage Resources Thru Partnerships</b>					
<i>Middle Tennessee State University will create a campus culture that values partnerships and public service.</i>	Middle Tennessee State University will achieve the Carnegie Foundation for the Advancement of Teaching Community Engagement Elective Classification.	Prepare application for Carnegie Foundation for the Advancement of Teaching Community Engagement Elective Classification; Prepare Foundation report; Prepare for Foundation evaluation	EVPP; OCES	2007-2009	2007-2008 Application submitted March, 2008; Report prepared, Summer, 2008 for September, 2008 submission
	Middle Tennessee State University will pursue partnership and service opportunities at the state and national levels through its affiliation with Campus Compact.	Join Tennessee Campus Compact; Participate in TN Campus Compact and P-16 activities	EVPP	2007-2012	2007-2008 MTSU becomes TN Campus Compact charter member; spearheads middle TN P-16 Council, Receives 3 Teacher Quality Initiative grants (\$269,620) for professional development in math and science and gifted education
	Middle Tennessee State University will support and strengthen partnership initiatives between and among students, faculty members, and communities to promote interdisciplinary learning, scholarship, and service opportunities.	Expand base for student, faculty and community partnerships within and between the colleges to promote interdisciplinary learning.	EVPP	Annual	2007-2008 MTSU public relations campaigns class/MTMC developed campaign to promote public awareness of new MTMD facility; MTSU/Great Books Foundation to provide training in Shared Inquiry method of instruction/provide non-credit courses to MT prisons; MTSU/SUNO partnership with MTSU students delivering 1,000+ books to SUNO and Dillard University and School of Music coordinating Presidential "Prism" Gala Benefit Concert MTSU/M2M partnership to create jobs in MT region; MTSU Center for Economic Education/Belmont partnered to provide Stock Market Game Program to greater Nashville area; Human Sciences Department/Rutherford County Read to Succeed Project partnered on "Families that Read Succeed"; Honors College students/The Discovery School at Reeves-Rogers on service projects for interactive learning
	Middle Tennessee State University will provide students and faculty members with incentives, development opportunities, rewards, and recognitions that foster their participation in partnership and outreach initiatives.	Establish a partnership incentive and reward program.	EVPP; OCES	2008-2010	2008-2009

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	Middle Tennessee State University will create a program to recognize exemplary university and community partners and partnerships.	Develop community partnership recognition program.	EVPP; OCES	2008-2010	2008-2009
	Middle Tennessee State University will expand its public service infrastructure to increase the effectiveness of outreach activities.	Implement public service/outreach plan.	Dean of CEDL	2007-2012	2007-2008 Developed and implemented dual enrollment, dual credit and completer degree programs
	Middle Tennessee State University will pursue P-16 Council initiatives.	Implement P-16 goals and objectives per annual initiatives.	Dean of CEBS	2007-2012	2007-2008 TN Regional P-16 Advisory Board established; Four workshops for teachers/administrators were held based on suggestions from school districts; two Advisory Board meetings were held: "Addressing the Gathering Storm: Science Education in TN" and "The Business of Education"; participated in TQI and TQRI TBR initiatives[
	Middle Tennessee State University will develop a program to ensure that the campus culture of experiential learning, partnering, and service extends to alumni and alumni groups.	Establish and implement an alumni EXL participation.	Director of EXL Program; VPDUR	2009-2010	2009-2010
<b>Middle Tennessee State University will generate and allocate new resources to enhance the organizational structure to strengthen partnerships and public service programs.</b>	Middle Tennessee State University will develop the infrastructure to support an Office of University Partnerships to identify, pursue, and sustain state, regional, national, and global partnerships.	Establish an Office of Community Engagement; Establish infrastructure to support state, regional, national and global partnerships.	President	2007-2008 Establish OCES	2007-2008 Office of Community Engagement and Support established; Director Community Engagement hired
	Middle Tennessee State University will establish a University Partnership Council. Membership of the Council will include representatives from both the University and constituencies beyond the University.	Establish University Partnership Council.	OCES	2009-2010	2009-2010
	Middle Tennessee State University will develop a comprehensive data base to include all community engagement and partnership activities.	Establish a comprehensive data base for community engagement and partnerships.	OCES; EVPP; Development; CEDL	2007-2010	2007-2008 Partnership data base has been established and updated; pubic service and outreach data base under development.

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	Middle Tennessee State University will develop a campus-wide assessment program to measure the impact of institutional engagement on students, faculty members, and communities.	Conduct a campus-wide assessment program to measure impact of institutional engagement on students, faculty and communities.	EVPP; OCES	2007-2010	2007-2008 Campus-wide identification of engagement activities begun; EXL program assessment on target; EXL program impact on community \$1.095 million in 2,045 projects
	Middle Tennessee State University will pursue private giving and extramural funding to advance the university's margin of excellence.	Increase extramural funding by 5% each year. Increase number of alumni that give to the University; increase the total dollar amount of alumni giving.	VPDUR; VPR	Annual	<p>Projects funded include: two Math Science Partnership grants to TMSTEC (\$2,070,892) for professional development for teachers in math and science in TN; three Teacher Quality Initiative grants (\$269,620) for professional development in math and science and gifted education; NEH Teacher Education Workshop (national; \$140,915) in history; NSF-CCLI grant (\$125,406) to restructure the gen ed physical science course; TN Dept. of Environment and Conservation grant (\$177,321) for alternative fuels research; NSF International Conference on Math Education grant (\$99,990)</p> <p>2007-2008 Number of alumni who gave to the University increased from 5.3 in 2006-2007 to 6%, an increase of 630 donors; Received more than \$1.8 million in non-competitive federal appropriations, including \$94K for completion of the observatory, \$478K for Math and Science Education, \$470K for Aerospace Department, \$238K for Nursing Department, \$335K for Study of Childhood Obesity, \$196K for development of transportation hub on campus</p> <p>Alumni giving increased to \$1,668,834 (does not include bequests and alumni gifts made via foundations, trusts, etc.)</p>

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Strategic Direction	Strategies 2007-17	Objectives	Responsible	Time	Status Update
<p><b><i>Middle Tennessee State University will pursue innovative and creative partnerships that enhance learning, scholarship, and engagement and further social, cultural, and economic development.</i></b></p>	<p>Middle Tennessee State University will pursue partnerships between and among public and private institutions, agencies, businesses, and industries to address regional issues.</p>	<p>Provide leadership to Mind2Marketplace regional initiative to increase education and technology and economic development in the region; Hire a Director of Regional Initiatives.</p>	<p>Coordinator of P-16; EVPP; OCES</p>	<p>Annual</p>	<p>2007-2008 Hosted quarterly M2M quarterly meeting. Director of Regional Initiatives position advertised</p>
	<p>Middle Tennessee State University will develop innovative partnerships to enhance the University's historic and emerging program strengths.</p>	<p>Develop innovative partnerships in MTSU's historical and emerging program strengths.</p>	<p>Deans of Colleges</p>	<p>Annual</p>	<p>2007-2008 Innovative partnerships: ET Department/Lee Adcock Construction/City of Murfreesboro/Messer Company,/The Building Group/RG Anderson Company/TDK Construction/Brasfield and Gorrie/Turner Universal/and architect, Michael Steward to advise and support the Commercial Construction Management Program; Health and Human Performance Department/Riverdale/Brentwood/Oakland/Primary and Urgent Care/Woods Physical Therapy/Star Therapy/NHC Oak Park/ and the Renkens Center for athletic training sites for clinical instruction; Center for Historic Preservation partnered with Ph.D. Program in History and the Mississippi Blues Commission to conduct research and implement a statewide Blues Heritage Trail for the use of blues culture within Mississippi Delta tourism</p>
	<p>Middle Tennessee State University will develop partnerships to meet the expected growth in educational needs of non-traditional students, opportunities in continuing education, and the demand for alternative delivery.</p>	<p>Increase distance learning opportunities, i.e., sites, courses and programs.</p>	<p>Dean CEDL</p>	<p>2007-2012</p>	<p>2007-2008 On-line courses increased to 461 with 6,733 students enrolled in online courses; new on-line programs include: dual enrollment, dual credit, and completor degree; M.S.W.. approved by TBR</p>

# ACADEMIC MASTER PLAN 2007-2008

Strategic Direction	Strategies 2007-17	Objectives	Responsible	Time	Status Update
	Middle Tennessee State University will identify, pursue, and sustain state, regional and national research, public service, and creative activity partnerships.	Each college will develop a new research/creative activity partnership and a new public service partnership	OCES; Deans of Colleges	2008-2009	<p>B &amp; A: ET partnered with Lee Adcock Construction, City of Murfreesboro; Messer Company; The Building Group; RG Anderson Company, TDK Construction; Brasfield and Gorrie; Turner Universal; and architect, Michael Stewart to advise and support the Commercial Construction Management Program; HHP established new partnerships with Riverdale, Brentwood, and Oakland high schools, Primary and Urgent Care, Woods Physical Therapy, Star Physical Therapy, NHC Oak Park, and the Renkens Center as athletic training clinical instruction sites; HS partnered with Rutherford County Read to Succeed Project on the "Families that Read Succeed" program to provide an early literacy program for families that addresses adult literacy, early, and family literacy.</p> <p>HC partnered with The Discovery School at Reeves-Rogers in SL projects with gifted and talented children. MC: public relations campaigns class worked on two projects: campaign to promote and maintain public awareness of new MTMC center/facility and campaign with First Baptist Church - East Castle Street to increase church membership. LA: MTSU partnered with Great Books Foundation to provide training in the Shared Inquiry method of instruction and to provide books for non-credit courses offered by MTSU faculty in middle Tennessee prisons.</p>
	Middle Tennessee State University will continue to pursue partnerships with higher-education institutions.	Continue MTSU/Motlow CC general education/study abroad program; continue P-16 initiative with community colleges and technology schools	EVPP	2008-2009	2007-2008 MTSU/Motlow CC general education/study abroad program continued implemented summer 2007 and continued summer 2008; P-16 initiative continued

# ACADEMIC MASTER PLAN 2007-2008

Strategic Direction	Strategies 2007-17	Objectives	Responsible	Time	Status Update
<p><b><i>Middle Tennessee State University will pursue innovative and creative public service opportunities that enhance learning, scholarship, and engagement and that further social, cultural, and economic development.</i></b></p>	<p>Middle Tennessee State University will seek and encourage service opportunities that extend the institution's reach within the community and that directly engage a broad population with the university.</p>	<p>Continue to integrate service learning into the curriculum and incorporate service learning projects.</p>	<p>Director of EXL; Director of ADP</p>	<p>Annual</p>	<p>2007-2008 Service learning integrated into EXL program for coordination and implementation. See EXL program results above.</p>
	<p>Middle Tennessee State University will identify strategic public service opportunities and extend and expand niche services.</p>	<p>Establish dual enrollment programs; Establish dual credit programs; Establish a M.S.W.. degree. Establish a completer degree program.</p>	<p>Dean CEDL</p>	<p>2007-2009; Annual</p>	<p>2007-2008 Established dual enrollment, dual credit and completer degree programs ; M.S.W collaborative with APSU and TSU approved by TBR</p>