Goal: Middle Tennessee State University will graduate students who are prepared to thrive professionally, committed to life-long learning, and actively engaged as citizens of their communities and the world.

Strategic Path: Enhance the quality of the academic experience.

Support student-centered learning that aligns a student’s interests and aptitudes, beginning with onboarding experiences, to a program of study and an anticipated future of professional and civic engagement;

Actions identified
- Develop and implement an enrollment management plan that leverages the quality of academic programs to attract students.
- Implement an integrated college-based career development program.
- Eliminate achievement gaps for low-income students, students of color, and adult degree completers.
- Reduce barriers to timely graduation through a review and revision of academic policies and practices to ensure greater effectiveness and efficiency, e.g., discussions of specified required minors in degree programs, multi-term registration, probation criteria, and course repeat policy.
- Establish an undergraduate Office of Engaged Learning, Research, and Service.
- Enhance research-based graduate programs with increased support.
- Enhance Transfer CUSTOMS, adult degree completer and dual enrolled student orientations.
- Increase access through increased online, hybrid, and off-site cohort offerings, adaptive scheduling, and curricular review.
- Use incentives to encourage early academic relationship building between students and faculty and students and their professional advisors through outreach campaigns, departmental and college programming, and required meetings/advising when appropriate.

Invest in faculty to creatively develop and implement curriculum that explicitly connects students’ learning in the general education core to major fields of study and to professional and civic engagement.

Actions identified
- Create and sustain a comprehensive Faculty Development Program.
- Develop and implement a cohesive, integrated general education program.
- Creatively develop and redesign courses in the major linking learning activities to students’ professional development and civic engagement, i.e., internship preparation, study abroad, and other high impact practices.
• Enhance financial and academic support for students and faculty engaged in student research, creative activity and service programs.
• Enhance curriculum flexibility to adapt to a dynamic and changing higher educational environment, e.g., use of internships, degree program requirements, and accelerated bachelor’s to master’s degree programs. Implement MT Engage Foundation Pathways and Major Pathways and the use of ePortfolio for learning assessment at the course, program, and college levels.
• Expand James E. Walker Library programs and initiatives to support integrative curriculum and co-curriculum student learning.
• Provide shared learning programs and opportunities for students, faculty, and alumni, e.g., identify and recruit alumni to serve as professional student success role models and mentors.
• Develop an increased number of classes linked by common content, e.g., Raider Learning Communities linking a required general education course to an introductory course in a discipline, or a general education course linking to a course in the major, or linking two courses in a major.
• Expand departmental/school course offerings in the University Honors Program.

Invest in faculty to develop, use and extensively embed high impact learning practices to heighten active, jointly pursued learning.

Actions identified
• Support faculty to incorporate high engagement learning practices both in and outside the classroom (e.g., collaborative learning, problem-based learning, hands-on, etc.) in general education courses and in the courses in the major.
• Provide faculty development support for course development and redesign, including instructional design specialists, to enhance instructional delivery in face-to-face, hybrid, and online courses.
• Develop high impact curricular and co-curricular professional experiences for students to enhance their transition from graduation to professional status and/or graduate education.
• Develop UNIV 1010 (University Seminar) courses themed for meta-majors (sciences, liberal arts, business, etc.) and linked to future professional paths.
• Develop and redesign UNIV 2020 (Transfer) to include an academic major linked to profession(s) and graduate education component.
• Support and recognize faculty mentorship of students through internships, undergraduate research, creative activity, service, and professional development opportunities.
• Identify and implement direct academic relationships between educational programs aligned with emerging and growth business and industry sectors, e.g., joint research, creativity, and service.
• Provide increased graduate faculty development support for research.
• Expand international study opportunities and programs for undergraduate and graduate students.
• Establish an Endowed Chair in Civic Engagement.
• Expand the Experiential Learning Program (EXL) into general education coursework.
• Establish an Undergraduate Teaching Improvement Grant

**Strategic Path: Enhance the quality of the student life experience.**

Invest in effective coordinated student success programs and services targeted to meet holistic student-learning needs.

**Actions identified**
- Implement a student jobs-on-campus program.
- Expand early intervention initiatives based on data-informed successes, i.e. Raider Learning Communities.
- Implement Reimagining the First-Year Experience Project to equip students and their parents with tools they need to support academic success.
- Implement True Blue Voter initiative.
- Increase social, cultural, and intellectual opportunities.
- Improve residential life for students.
- Provide academic and professional coaching for continuing student success, including the use of technology to provide online students personalized feedback.

Invest in a campus-wide constructed environment, including a virtual environment, that fosters informal living-learning opportunities for on-campus and online students.

**Actions identified**
- Create student friendly academic and gathering spaces throughout campus, e.g., social, recreational, tech, and maker spaces.
- Create student friendly virtual academic and gathering spaces for off-campus and online students, e.g. information sources, streamed live campus events.
- Increase number of students living on campus through aggressive implementation of the Facilities Master Plan.

Address, with vigor, the wellness, financial health, and safety needs of students.

**Actions identified**
- Balance the University’s scholarship/financial resources portfolio for need, merit, and emergency funding.
- Develop an Open Education Resources Program to ensure all students have timely access to academic program and professional development materials.
- Develop and implement a student financial health program.
- Initiate open, non-space- or time-bound, student access to wellness, financial health, and safety resources.
Strategic Path: Build an academic and student support network that facilitates learning.

Cultivate inclusive student-based and faculty-student based hubs of knowledge and community.

Actions identified

- Expand MTSU academic and student support programs to address identified critical student success points for: the underprepared student; adult learner; transfer student; the dual enrolled/AP/IB student; the freshman to sophomore student; sophomore to junior student; junior to senior student; and the senior to graduate student.
- Develop strong department-/program-based “smaller” academic communities that generate a successful environment for on-campus, online, and dual-enrolled students, including the coordination of outreach and follow-up with prospective and enrolled students.
- Create a culture of customer service by implementing student-centered service through all divisions of the University.
- Develop a Professional Development Program and Career Pathing structure for Staff.
- Establish an Endowed Chair in Student Success.

Establish MTSU as an educational, cultural, and economic hub, in strong partnership with the University’s neighboring communities, to provide students enhanced community opportunities for learning;

Actions identified

- Facilitate shared student-town experiences.
- Establish MTSU as the intellectual center for the community.
- Increase access for the community to MTSU activities and events.

Optimize the development and use of learning and predictive analytics to support increased student success.

Actions identified

- Develop a variety of instructional delivery models to match students’ needs.
- Continue the refinement, development, and application of advising analytics.
- Use learning analytics to inform program and support development.
- Implement a student attendance policy and tracking system.

Reduce barriers to student success.

Actions identified

- Leverage technology, including artificial intelligence, where applicable, to enhance student access to academic programs, instructional delivery, and communication and services systems related to recruitment, enrollment, student
and academic support services, (including career services), and alumni engagement programs.

- Build a graduate to profession and alumni infrastructure that launches students to and tracks them through their future successes, i.e., a data gathering system to track graduates and alumni through designated touchpoints in their careers.
- Review institutional policies and practices to support student, financial and technological initiatives and innovations needed to implement the QSS’25, e.g., flexible fee payment students’ access to technology, and application turn-around time.
- Develop and implement a QSS’25 marketing plan.
- Create a “Know your Student Success” database that informs replication of success tactics.

**Outcomes**

Metrics identified for assessment of the internal and external impact of the *Quest for Student Success 2025* on students, the University and broader communities are found below.

**Metrics identified**

**Quantitative**

- Increased retention and graduation rates to goal by institution, college, department, degree program
- Increased number of underserved, underprepared, or specially prepared students who are retained/graduate
- Decreased achievement gaps for low income students, students of color, and adult learner completers
- Increased numbers of transfer students who are retained/graduate
- Number and impact of students engaged in hands-on learning, i.e., undergraduate research, internships, practica, etc.
- Increased numbers of students who are engaged in joint pursuit projects/activities with faculty.
- Increased numbers of students who pursue graduate/professional opportunities
- Increased number of employers/industry professionals recruiting and employing graduates
- Number MTSU graduates/alumni employed in any capacity in the region; in area of their degree major; and by sector in the region
- Number MTSU graduates/alumni who start a business(es) in the region; access MTSU for advanced degrees, certificates, executive programs; and undertake/successfully complete advance degrees/certificates/executive programs at MTSU or other institutions of higher education
- Number MTSU alumni involved in University activities/initiatives
- Improved performance on major field exams
• Increased numbers of students, faculty and staff recognized for academic and professional excellence
• Increased numbers of faculty who engage in professional development, creative curricula development, best instructional practices, research, etc.
• Increases in extramural funding.
• Numbers of staff who participate in professional development/career pathways opportunities
• Increased numbers of community persons/groups who access University activities, events/learning resources
• Increased numbers of sustained community partnerships.

Qualitative (feedback indicating increased satisfaction/ratings/positive outcomes/ etc.)
• Increased student and/or faculty satisfaction with MTSU experience (NSSE/FSSE metrics, Graduating Student surveys, etc.)
• Increased alumni satisfaction with MTSU experience and with their professional and career pathway (Alumni survey)
• Increased employer satisfaction with MTSU graduates
• Student, faculty, community, and employer feedback regarding student performance through EXL, MT Engage, internships, practicums, research projects, partnerships, etc. with employers/industry professionals
• Department, college, and University reward programs recognizing student, faculty and program successes.
• Maintain MTSU’s elective Carnegie Community Engagement Classification.