

MTSU Strategic Plan 2035

Emerging Themes from SWOT Survey and Listening Sessions

STRENGTHS
Academics (Quality, Variety, Delivery Methods)
Affordability (Tuition, Scholarships, Value)
Campus (Buildings, Safety, Size, Layout)
Community/Industry Engagement & Partnerships
Culture (Access, Teaching Focus, Student Centered)
Diversity (Faculty, Staff, & Students)
Faculty & Staff (Talent, Dedication, Accessibility)
Location (Central, Convenient, Growing)
Student Support (Tutoring, Writing & Health Services)

WEAKNESSES
Academics (Lack of Online, Graduate, Prof. Programs)
Communication & Collaboration (Silos, Transparency)
Employee Pay, Workload, Turnover, Morale, Development
Infrastructure (Outdated, Poor Maintenance)
University Identity (Brand, Reputation, Mission, Promotion)
Operations (Policies, Procedures, Bureaucracy)
Parking (Availability, Cost)
Student Housing (Quantity, Quality, Cost)
Student Life (Dining, Activities, Engagement, Community)

OPPORTUNITIES
Add & Improve Housing (New & Renovated Dorms)
Clarify Institutional Brand & Strengthen Reputation
Create New Graduate & Professional Programs
Expand High-Impact Practices (Intern/Co-Op, Research)
Expand Online Programs
Improve Employee Compensation
Improve Student Engagement/Student Life Experience
Increase City & Community Engagement
Increase Business/Industry Collaboration/Partnership

THREATS
Artificial Intelligence (Academic Integrity, Future of Work)
Budget Constraints & State Appropriations
Competition for Students
Competition for Faculty & Staff
Faculty and Staff Morale, Retention, Turnover
Market Changes (Enrollment, Academic, Job Trends)
Political Climate & Perception of MTSU and Higher Ed
Rising Cost of Tuition and Cost of Living
Safety & Readiness (Climate, Crime, Maintenance)