

MTSU Strategic Plan 2035
Annual Progress Report

Priority **2** **Strengthen the community so all learners and workers thrive.**
Strategy **2.3** **Enhance faculty and staff support structures.**
Initiative **2.3.1** **Update philosophies, policies, and practices to align with current employment and marketplace realities.**

Action	Begin Date	End Date	Report on Metrics and Summaries of Progress to Date	Notes
Update faculty and staff handbooks to ensure philosophies, policies, and practices are clearly stated and consistently communicated.	August 2025	Jan 2027	Review and update annually. (# of updates made to each handbook) Distribute handbooks annually to employees (Page views of faculty and staff handbook.) Faculty Senate and VPFSI completed revisions last academic year. The online faculty handbook is distributed via URL at each new faculty orientation.	Staff handbooks are updated annually on the web; however, many policies and procedures must be revised by 01/01/2027 as a result of the implementation of the Oracle HRS system.
Clarify and simplify, if needed, staff roles, step levels, compensation, and promotion paths, and ensure supervisors understand staff pathways.	August 2025	Jan 2027 and Ongoing	Published documents outlining roles, step levels, compensation, and promotion paths Progression pathways have been implemented in six departments, with new departments being considered.	- Oracle implementation will result in new Job families for staff. (Target date: 01/01/2027) - Modules need to be included in chairs and supervisors training.
Educate the campus on how CUPA data are utilized, which schools are included, and why.	August 2025	May 2026	Details added to the web to more clearly outline the process (e.g., FAQ, CUPA link). The list of schools and how they were selected is included in the description of the market plan and is published on the web.	
Make recommendations for the use of “midpoint” language as the way to describe the salary ceiling for many roles on campus.	August 2025	May 2026	Completion of task New language identifying “market target” rather than midpoint has been posted on the staff compensation website.	

Establish the framework (bylaws, leadership, and meeting schedule) for a Staff Senate to begin in AY 2026-2027	August 2025	May 2026 (Framework complete) Implementation May 2027	Completion of task Benchmarking of peer institutions to evaluate effectiveness of existing Staff Senate models has occurred.	Next steps include identifying representation, communication, and alignment with institutional governance and getting approval for implementation from university administration
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Initiative 2.3.2 Vigorously pursue competitive compensation rates for employees.

Action	Begin Date	End Date	Report on Metrics and Summaries of Progress to Date	Notes
Articulate a vision for attaining competitive compensation for faculty and staff.	August 2025	May 2026	Communicate the vision to the campus community. - New pay ranges have been posted on the compensation website. - President's email to campus on 01/27/26.	Faculty goal is to attain the CUPA market average by discipline and rank for the 2024-25 market data.
Identify compensation policies that attract, motivate, and retain staff and faculty.	August 2025	May 2026 Increased pay ranges Ongoing	Completion of task that includes communication of identified policies to the campus community. - Prioritized phased implementation of pay range adjustments and communicated to campus community. - Recommend ongoing compensation structure review.	
Explore CUPA and similar available data to ensure faculty salaries align with market.	August 2025		Report comparing utilization of tenurable, non-tenurable, and adjunct faculty by degree program with appropriate dataset. Complete for 2026	CUPA is the only available data source by discipline. Discipline data is utilized for tenurable faculty positions. Additional actions to be taken for this item are unclear; this item is complete.
Develop a strategy to improve adjunct faculty training and explore strategies for increasing adjunct pay.	August 2025	May 2027	Develop/Revise training for adjuncts across the University to be implemented in fall 2026. Due to the itinerant nature of adjunct faculty roles, The Center for Teaching and Mentoring (CTM) will create and house asynchronous training modules for adjunct	- With the LMS transition to Canvas, the training will likely not be launched until Fall 2027. - This item addresses unique items. For 26-27, funding

			faculty members. The CTM is partnering with a 2025-2026 Leadership Development Institute cohort member to build the training modules. Strategies for increasing adjunct pay was not explored this academic year.	strategies for adjunct pay should be addressed in a unique action step.
Report on impact of market salary increases so far that includes identifying constituencies who benefitted (with a focus on fairness) and assessing compression and inversion impact of changes.	August 2025	May 2026	Report on number of employees receiving market salary adjustments. Number of employees earning above, below or at “mid-point.” This information will be included in the faculty and staff market study descriptions on the website and is in progress.	Reports addressing who benefited from market salary adjustments and how adjusted salaries compare to other Tennessee institutions of higher education should be provided annually. Change end date to ongoing for 26-27.

Initiative 2.3.3 Create robust onboarding and ongoing professional development programs that include transition plans for all roles.

Action	Begin Date	End Date	Report on Metrics and Summaries of Progress to Date	Notes
Refine onboarding and offboarding processes for faculty and staff with a focus on effectiveness and specialized training for some roles (i.e., faculty for certain committees, staff working with budgets and related computer systems needed).	August 2025	May 2027	Onboarding/Offboarding materials Exit meeting data - Revamped new faculty orientation - Reenvisioned new faculty workshop series through the Center for Teaching and Mentoring - Strengthened onboarding processes by introducing monthly new hire orientations and new supervisor orientation, providing consistent and accessible training opportunities. - Prioritized supervisor readiness as a key component of employee success and retention.	Currently developing structured onboarding and offboarding journeys within Oracle to deliver a guided, role-based experience for new and exiting employees, with implementation planned for January 2027.
Execute a satisfaction survey for all faculty and staff and share results with campus community.	August 2025	May 2026	Survey Report This item was not complete. Survey designs, administration approaches, and key focuses areas have been evaluated and best practices for survey distribution, participation, and data integrity were	The purpose of this item and details regarding distribution of results need to be clarified with pilot occurring in 2026-27

			explored. More conversations and decisions need to be made related to executing this action.	and recurring data collection collected every 3-5 years.
Refine training and mentoring programs to ensure they are comprehensive and meaningful and Include faculty and staff in the development.	August 2025	Ongoing	Training in development (by May 2026) • Oracle guided Learning has been purchased and is in development for a Jan. 2027 launch.	
Develop proactive leadership succession planning and training (Deans, Chairs, Program Directors, Coordinators, Schedulers).	August 2025	Ongoing	Develop handbook for program coordinators/ directors. Continue to refine Leadership on Deck. • The Department Chair handbook is a living/electronic document for department chairs and school directors and is regularly updated/revised by a subcommittee of the Chairs' Council. • The Center for Teaching and Mentoring is partnering with a 2025-2026 provost fellow to execute MTSU's first Departmental Leadership Summit on August 13, 2026. This one-day internal conference is targeted to chairs/directors and program coordinators. We aim to offer this event annually. • The Faculty Leadership Development Institute (Leadership on Deck) is currently in its fifth year. Each year, the program is refined to better inform and educate aspiring leaders at MTSU. To date, LDI has served 61 faculty members.	