



Middle Tennessee State University Board of Trustees

Executive and Governance Committee

February 25, 2025
10:30 am

Miller Education Center
2nd Floor Meeting Room
503 E. Bell Street
Murfreesboro, Tennessee 37130



**Middle Tennessee State University
Board of Trustees**

Executive and Governance Committee

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AGENDA

Call to Order and Opening Remarks

Roll Call

Approval of Minutes (Action)Tab 1

2035 Strategic Plan (Action)Tab 2

Closing Remarks

Adjournment



**Middle Tennessee State University
Board of Trustees**

Executive and Governance Committee

Action Item

DATE: February 25, 2025

SUBJECT: **Approval of Minutes**

PRESENTER: Stephen B. Smith
Chairman, Board of Trustees

BACKGROUND INFORMATION:

The Executive and Governance Committee met on February 27, 2024. Minutes from that meeting are provided for review and approval.

**MIDDLE TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

**EXECUTIVE AND GOVERNANCE COMMITTEE
MINUTES**

The Executive and Governance Committee met on Tuesday, February 27, 2024.

Call to Order and Opening Remarks

Committee Chair Steve Smith welcomed those participating and called the meeting to order at 9:46 a.m.

Roll Call

Chairman Smith asked Board Secretary James Floyd to call the roll.

The following Committee members were in attendance: Tom Boyd, Chris Karbowski Vanek, and Steve Smith. A quorum was declared. Also present were Trustees: J.B. Baker, Bill Jones, Mary Martin, Michael Wade, Pam Wright, and Molly Mihm. Trustee Pete DeLay observed the meeting remotely.

Also present were Sidney A. McPhee, President; Alan Thomas, Vice President for Business and Finance; Joe Bales, Vice President for University Advancement; Mark Byrnes, Provost; Andrew Oppmann, Vice President for Marketing and Communications; Yvette Clark, Vice President for Information Technology and Chief Information Officer; Sarah Sudak, Interim Vice President for Student Affairs and Dean of Students; Leah Ladley, Chief Audit Executive; James Floyd, University Counsel and Board Secretary; and Kim Edgar, Assistant to the President and Chief of Staff.

Approval of Minutes

The first agenda item was approval of the minutes of the November 14, 2023, meeting of the Executive and Governance Committee. A motion to approve the minutes was made by Trustee Vanek and seconded by Trustee Boyd. During the discussion, Chairman Smith suggested that the University identify three (3) or four (4) media/publication lists that it currently is not on and pursue inclusion on those lists in the future. A vote was taken and the motion to approve the minutes of the November 14, 2023, meeting of the Executive and Governance Committee passed unanimously.

Institutional Mission and Mission Profile - Action

T.C.A. §49-8-101(d) requires the institution to annually submit its institutional mission statement to THEC for review and approval. On February 16, 2024, the University Planning Committee approved proposed revisions to the University's mission statement and mission profile.

Mary Hoffschwelle, Associate Provost, presented revisions to the Institutional Mission Statement and Mission Profile, which included a summary of the considerations evaluated by the Mission Review Subcommittee. The most common critique was that the mission statement did not explain who MTSU serves. Revised versions were developed and shared with the campus community. Feedback was incorporated into the purpose section of the larger mission statement and tied community standards directly to True Blue Pledge values.

Discussion ensued and included Vice Chair Vanek's suggestion that the Mission Statement should continue to reference the preparation of students to thrive in their chosen profession as it is a key part of what MTSU provides students. The Committee and President McPhee agreed with this suggestion. Accordingly, action on the Mission Statement was tabled until the March 19, 2024, Board meeting.

In addition, Vice Chair Vanek suggested that the Institutional Mission Profile be revised to include a specific reference to veterans as part of the student population, which her fellow committee members agreed with. A motion to approve the Institutional Mission Profile with the inclusion of veterans was made by Vice Chair Vanek and seconded by Trustee Boyd. A vote was taken, and the motion to approve the Institutional Mission Profile as amended passed unanimously.

Strategic Planning:

Jeff Gibson, Associate Dean, College of Liberal Arts, and Chair of the Strategic Planning Committee began a discussion of the University's strategic planning process and invited committee members to provide feedback. The committee members asked for additional time to prepare for a future conversation, which was set for the March 19, 2024, Board meeting.

The meeting adjourned at 10:10 a.m.

Respectfully submitted,

Executive and Governance Committee



**Middle Tennessee State University
Board of Trustees**

Executive and Governance Committee

Action Item

DATE: February 25, 2025

SUBJECT: **Approval of the 2035 Strategic Plan**

PRESENTER: Mary S. Hoffschwelle, Vice Provost for
Planning and Effectiveness

BACKGROUND INFORMATION:

MTSU's institutional accreditor, the Southern Association of Colleges and Schools Commission on Colleges, requires formal, comprehensive, and institution-wide planning. The Planning Committee, University Provost, and President have reviewed and recommend approval of the 2035 Strategic Plan. Implementation will begin in May 2025.

In 2023 and 2024, the University Planning Committee and Strategic Planning Committee updated institutional mission and vision statements and drafted the Strategic Plan 2035. Members of the MTSU community provided input through participation in 18 listening sessions and submission of more than 4,800 survey and online response forms. Respondents included students, faculty, and staff, as well as alumni, donors, and trustees. From this feedback, several important themes emerged, and they are divided below into those that can be leveraged, meaning they are a strength or present an opportunity, and perceived weaknesses or threats that the University should address.

EMERGENT THEMES TO LEVERAGE

Institutional strengths and opportunities that should be sustained and leveraged through planning:

- A comprehensive portfolio of excellent and distinctive academic programs, including several signature programs with national prominence and significance.
- Talented, diverse, and dedicated faculty and staff who focus on delivering quality educational experiences and nationally recognized student support services.
- Gifted and committed students from diverse backgrounds and experiences who themselves accomplish national and international acclaim.
- An engaged and supportive family of individual, community, and industry partners.
- An educational enterprise that is affordable and accessible and that provides substantial value to its students, the local community, state, and region.
- Safe, accessible, and impressive new facilities and a campus community located in a vibrant and growing geographic region.

EMERGENT THEMES TO ADDRESS

Continuing and developing issues the institution must plan for in the future:

- As the core enterprise of the University, sustained academic excellence should be assured through persistent provision of superior faculty, up-to-date facilities, and effective and impactful instructional methods.
- To remain competitive and attractive, the institution should continue to enhance its online and graduate offerings while seeking expansion into in-demand professional programs and identifying sources of financial support for students.
- There is a need to make residential and nonresidential student and campus life more vibrant, attractive, and engaging, and additional enhanced student housing options should be a significant factor in that endeavor.
- We should communicate effectively with all stakeholders and clarify our institutional brand to effectively articulate both the value of education as a pathway to prosperity and how MTSU contributes to student growth and achievement.
- To sustain MTSU's longstanding legacy as an institution with excellent faculty and staff, MTSU should recommit to becoming an employer of choice through studying and addressing factors impacting employee satisfaction and retention.

- The institution should successfully advocate for increased public funding, engage additional private support, and ensure that future expenditures align with strategic priorities.
- The institution should streamline or revise administrative policies, processes, and practices that could hinder our ability to innovate and to successfully function as a high research activity institution.

METRICS AND INDICATORS OF SUCCESS

Strategy	Metrics / Indicators
Deliver impactful academic offerings and experiences	<ul style="list-style-type: none"> • Comprehensive portfolio of majors/concentrations • Undergraduate enrollment • Graduate enrollment • Annual number of on-campus instructional development programs delivered • Faculty participation in instructional development offerings • Funds spent on facility additions/improvements • Funds spent on instructional technology infrastructure and equipment
Elevate the institutional research infrastructure and reputation	<ul style="list-style-type: none"> • Number of new research/scholarship programs developed • Research-track faculty positions (change) • Research/creative activity funds allocated to faculty • Research and development (HERD survey) funding • Terminal degree research/scholarship graduates
Ensure holistic academic and career supports for all students	<ul style="list-style-type: none"> • Persistence and retention rates • Graduation rates • Participation in academic support services (tutoring, Scholars Academy, DAC, and other programs) • Number of students enrolled in academic internships • Career Center tracked internships/experiences • Student interaction with Career Development Center activities
Support wellness, belonging, and engagement	<ul style="list-style-type: none"> • Student engagement (participation) with counseling and related services • Student response to <u>NSSE</u> "Quality of Interactions" and "Supportive Environment" indicators • University housing capacity (growth) • University housing renovation funds expended
Enhance faculty and staff support structures	<ul style="list-style-type: none"> • Retention rates for faculty and staff • Number of faculty and staff professional development programs delivered on campus annually • Number of faculty and staff attending professional development training annually • Develop, implement, and regularly review employee satisfaction survey results • Number of employees receiving market salary adjustments or funds dedicated to such increases • Number/dollar amount of adjustments to salary bands
Strengthen community and industry collaborations	<ul style="list-style-type: none"> • Create community/industry collaborative • Adopt CMS platform across divisions • Career Services industry partnerships (jobs and internship postings, Career Fair employer attendees)

Improve institutional advocacy and communication

- Increased state funding allocations
- Increased alumni donors and amounts
- Increased overall donors and amounts
- Increased admissions applications (undergraduate and graduate)
- Increased enrollment yield of admitted students (undergraduate and graduate)