

Strategic Plan 2015-2025

Approved by the University Planning Committee 2/21/2020

Middle Tennessee State University

Mission

Middle Tennessee State University offers exceptional academic programs at the undergraduate and graduate levels that prepare students to thrive in their chosen profession and prioritize student success. As one of Tennessee's largest comprehensive universities, MTSU places high value on outstanding teaching, research, creative activity, and public service that support the emerging needs and challenges of our state, nation, and world.

Approved March 19, 2024 by MTSU Board of Trustees

Purpose

To fulfill its mission as a comprehensive, public institution of higher education, the University's diverse community of students, faculty, and staff

- educates and challenges students through a broad array of high-quality, affordable bachelor's, master's, specialist, and doctoral programs grounded in a common core of arts and sciences;
- collaboratively promotes excellence through innovative teaching and learning, research, creative activity, service, and engagement;
- fosters a student-centered environment conducive to lifelong learning, personal development, and success for all students, including first-generation, Pell-eligible, transfer, veteran, non-traditional, and international students;
- enhances access through unique programs, distance learning, and advising to meet the needs of a diverse student population;
- supports student learning through effective teaching and advising, experiential and integrative learning, emerging technologies, research, and co-curricular and extracurricular activities;
- attracts and retains exceptional faculty and staff and develops resources to support excellence in instruction, research, creative activity, and public and professional service;
- develops and sustains academic partnerships, entrepreneurial activities, and public service to support instruction, research, and communities throughout the region;
- promotes ongoing engagement with its alumni, partners, and friends; and
- serves as an emerging center for international study, understanding, and exchange.

Middle Tennessee State University educates students to

- think logically, critically, and creatively;
- make sound judgments informed by ethical, moral, and aesthetic values;
- acquire knowledge of a discipline or a group of related disciplines;
- examine, analyze, and shape the rapidly changing world through scientific knowledge, creative undertakings, and an understanding of culture and history;
- communicate clearly and precisely and understand the proper role of free expression and civic engagement in our society; and
- demonstrate the effective and adaptive use of current and evolving technologies.

Vision

To provide the highest quality education and student experience, enabling members of our community to excel in professional, scholarly, and public life.

Community Standards

MTSU is committed to developing and nurturing a community devoted to learning, growth, and service. Each person who joins or affiliates with the community does so freely and accepts and practices the following core values and expectations:

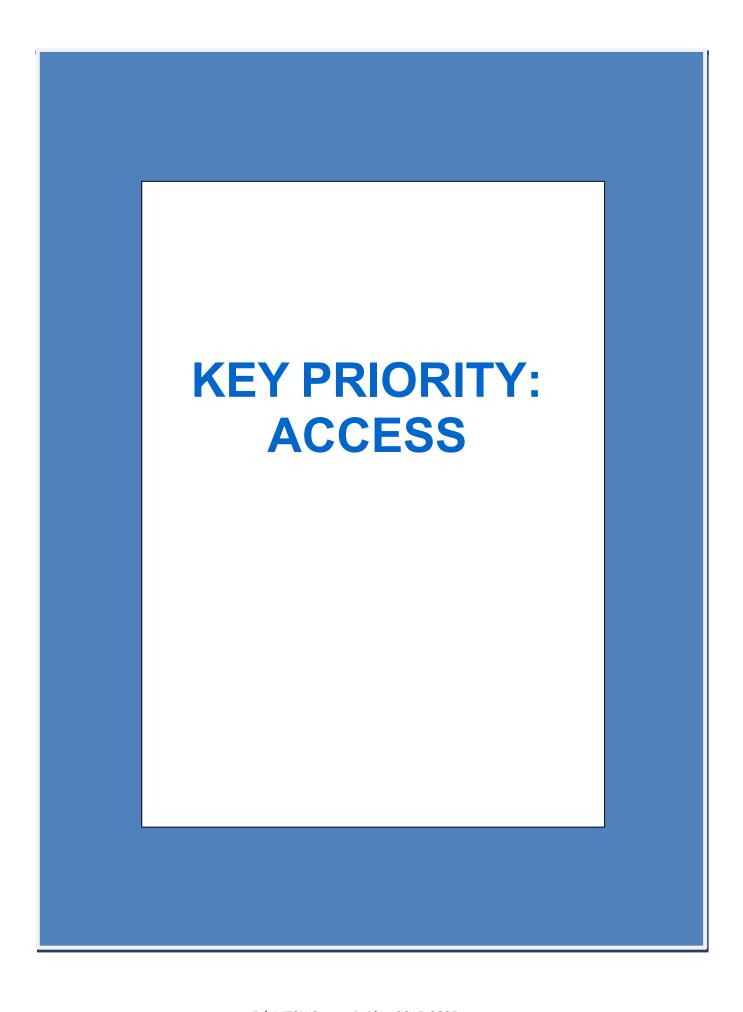
Honesty and Integrity. The notions of personal and academic honesty and integrity are central to the existence of the MTSU community. All members of the community will strive to achieve and maintain the highest standards of academic achievement in the classroom and personal and social responsibility on and off campus.

Respect for Diversity. The MTSU community is composed of individuals of different races, ethnicities, sexual orientations, religions, cultures, and ways of thinking. We respect individual differences and unique perspectives as we acknowledge our commonalities.

Engagement in the Community. All members of the community are encouraged to participate in educationally purposeful activities that support and enhance the MTSU experience. Active involvement and personal investment in the classroom and throughout the community are hallmarks of an engaged citizen.

Commitment to Nonviolence. MTSU is committed to the principles of non-violence and peaceful conflict resolution. Community members will freely express their ideas and resolve differences using reason and persuasion.

^{*}Values in **bold** appear in the True Blue Pledge.



KEY PRIORITY: ACCESS

To fulfill its mission of service and outreach to all Tennesseans, the Middle Tennessee State University strives to increase the number and diversity of students it serves. The University will broaden opportunities for those who wish to develop their professional skills, enrich their lives and engage in the workforce of the future. It will engage those who have been historically underrepresented and underserved in their pursuit of post-secondary credentials at all levels.

New Freshmen Enrollment (Fall only)			
Baseline (Fall 2018) – 2,897	Baseline (Fall 2018) – 2,897 Target (Fall 2024) – 3,261 (increase 2% annually)		
Semester	Target	Actual	
Fall 2019 ACHIEVED	2,955	3,312 (14.3% increase)	
Fall 2020 ACHIEVED	3,014	3,093 (6.6% decrease)	
Fall 2021 NOT ACHIEVED	3,074	2,752 (11.1% decrease)	
Fall 2022 NOT ACHIEVED	3,136	2,805 (1.2% increase)	
Fall 2023 NOT ACHIEVED	3,199	3,126 (1.1% increase)	
Fall 2024 NOT ACHIEVED	3,262	3,149 (1.0% increase)	

Source: MTSU_BI App > Enrollment by Term > Student Profile by Term Report

^{*} Includes degree seeking students only

KEY PRIORITY: ACCESS			
New Transfer Student Enrollment (Fall only)			
Baseline (Fall 2018) – 1,967	Baseline (Fall 2018) – 1,967 Target (Fall 2024) – 2,215 (increase 2% annually)		
Semester	Target	Actual	
Fall 2019 ACHIEVED	2,006	2,048 (4.1% increase)	
Fall 2020 NOT ACHIEVED	2,046	1,879 (8.3% decrease)	
Fall 2021 NOT ACHIEVED	2,087	1,752 (6.8% decrease)	
Fall 2022 NOT ACHIEVED	2,129	1,604 (8.4% decrease)	
Fall 2023 NOT ACHIEVED	2,171	1,573 (2.9% decrease)	
Fall 2024 NOT ACHIEVED	2,215	1,624 (1.0% increase)	

Source: MTSU_BI App > Enrollment by Term > Student Profile by Term Report

^{*} Includes degree seeking students only

KEY PRIORITY: ACCESS			
New Graduate Student Enrollment (Fall only)			
Baseline (Fall 2018) – 57	Baseline (Fall 2018) – 579 Target (Fall 2024) – 653 (increase 2% annually)		
Semester	Target	Actual	
Fall 2019 NOT ACHIEVED	591	554 (4.3% decrease)	
Fall 2020 ACHIEVED	603	1,111 (49.9% increase)	
Fall 2021 ACHIEVED	616	689 (38% decrease)	
Fall 2022 ACHIEVED	628	603 (12.5% decrease)	
Fall 2023 ACHIEVED	640	663 (1.1% increase)	
Fall 2024 NOT ACHIEVED	653	639 (1.0% decrease)	

Source: MTSU_BI App > Enrollment by Term > Student Profile by Term Report

^{*} Includes degree seeking students only



KEY PRIORITY: STUDENT SUCCESS

Increasing the number of citizens with diplomas, certificates, and degrees is a critical focus area for Middle Tennessee State University and the state. Fostering student persistence to completion enhances the growth of existing businesses, the ability to attract high paying industries, the enrichment of strong communities and the future quality of life for each student. The University will structure credential and degree programs so that students may successfully graduate in a timely and cost-effective manner.

Undergraduate Course Completion Rates			
Baseline (Fall 2018) – Pass Rate of 90% Annual Ta		arget – Pass Rate of 92% or more	
Semester	Target	Actual	
Fall 2019 NOT ACHIEVED	UG Course Pass Rate of 92% or more	UG Course Pass Rate: 90%	
Fall 2020 NOT ACHIEVED	UG Course Pass Rate of 92% or more	UG Course Pass Rate: 87%	
Fall 2021 NOT ACHIEVED	UG Course Pass Rate of 92% or more	UG Course Pass Rate: 88%	
Fall 2022 NOT ACHIEVED	UG Course Pass Rate of 92% or more	UG Course Pass Rate: 90%	
Fall 2023 NOT ACHIEVED	UG Course Pass Rate of 92% or more	UG Course Pass Rate: 91%	
Fall 2024 ACHIEVED	UG Course Pass Rate of 92% or more	UG Course Pass Rate: 92%	

Source: MTSU_BI App > Course Grades > Course Pass Rates by Course Report

KEY PRIORITY: STUDENT SUCCESS

Undergraduate Online Course Completion Rates

Baseline (Fall 2018) – Pass Rate of UG Online Courses within 3.1% of On-Ground Course UG Pass Rate Annual Target – Pass Rate of UG Online Courses within 3% of On-Ground Course UG Pass Rate

Target	Actual
UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 90.0% Online: 87.5% Difference of 2.5%
UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 88.3% Online: 86.5% Difference of 1.8%
UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 88.4% Online: 87.2% Difference of 1.2%
UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 90.8% Online: 88.3% Difference of 2.5%
UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 91.6% Online: 88.7% Difference of 2.5%
UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 92.2% Online: 90.2% Difference of 2.0%
	UG Online Course Pass Rate within 3% of UG On-Ground UG Online Course Pass Rate within 3% of UG On-Ground UG Online Course Pass Rate within 3% of UG On-Ground UG Online Course Pass Rate within 3% of UG On-Ground UG Online Course Pass Rate within 3% of UG On-Ground

Source: MTSU_BI App > Course Grades > Course Pass Rates by Course Report

KEY PRIORITY: STUDENT SUCCESS			
Fall-to-Spring Persistence of First-time Freshmen Baseline (Fall 2017-Spring 2018) – 90.4% Annual Target – 95% or higher			
Semester	Target	Annual Target – 95% or higher Actual	
Fall 2018 NOT ACHIEVED	Fall-to-Spring Retention 95% >	91.5%	
Fall 2019 NOT ACHIEVED	Fall-to-Spring Retention 95% >	91.4%	
Fall 2020 NOT ACHIEVED	Fall-to-Spring Retention 95% >	88.4%	
Fall 2021 NOT ACHIEVED	Fall-to-Spring Retention 95% >	89.5%	
Fall 2022 IOT ACHIEVED	Fall-to-Spring Retention 95% >	89.6%	
Fall 2023 OT ACHIEVED	Fall-to-Spring Retention 95% >	91.1%	
Fall 2024	Fall-to-Spring Retention 95% >		

Source: MTSU_BI App > Student Retention > Fall-to-Spring Persistence Report

KEY PRIORITY: STUDENT SUCCESS				
	Fall-to-Fall Retention of First-time Freshmen			
Baseline	e (Fall 2017-Fall 2018) – 75.6% Ai	nnual Target – 80% or higher		
Semester	Target	Actual		
Fall 2018 NOT ACHIEVED	Fall-to-Fall Retention 80% >	75.1%		
Fall 2019 NOT ACHIEVED	Fall-to-Fall Retention 80% >	78.4%		
Fall 2020 NOT ACHIEVED	Fall-to-Fall Retention 80% >	74.1%		
Fall 2021 NOT ACHIEVED	Fall-to-Fall Retention 80% >	75.7%		
Fall 2022 NOT ACHIEVED	Fall-to-Fall Retention 80% >	77.3%		
Fall 2023 NOT ACHIEVED	Fall-to-Fall Retention 80% >	78.9%		
Fall 2024	Fall-to-Fall Retention 80% >			

Source: MTSU_BI App > Student Retention > Fall-to-Fall Retention Report

KEY PRIORITY: STUDENT SUCCESS		
Four-Year Institutional Graduation Rates		
Baselin	e (AY 2017-18) – 30.2% Annua	l Target – Increase 2% Points
Semester	Target	Actual
2018-19 ACHIEVED	32.2%	34.8% (4.6% point increase)
2019-20 ACHIEVED	34.2%	35.2% (0.4% point increase)
2020-21 NOT ACHIEVED	36.2%	37.9% (1.7% point increase)
2021-22 NOT ACHIEVED	38.2%	35.6% (2.3% point decrease)
2022-23 NOT ACHIEVED	40.2%	35.9% (.3% point increase)
2023-24 NOT ACHIEVED	42.2%	38.5% (2.6% point increase)
2024-25	44.2%	

Source: MTSU_BI App > Graduation Rates > 4-Year Graduation Rates Report (based on first-time, full-time freshman cohort)

	KEY PRIORITY: STUDENT SUCCESS		
	Six-Year Institutional Graduation Rates		
Baseline	e (AY 2017-18) – 44.2% Annual Ta	rget – Increase 1.5% Points	
Semester	Target	Actual	
2018-19 ACHIEVED	45.7%	46.8% (2.6% point increase)	
2019-20 ACHIEVED	47.2%	51.2% (4.4% point increase)	
2020-21 ACHIEVED	48.7%	53.7% (2.5% point increase)	
2021-22 ACHIEVED	50.2%	54.6% (.9% point increase)	
2022-23 ACHIEVED	51.7%	54.0% (.6% point decrease)	
2023-24 ACHIEVED	53.2%	53.5% (1.0% point decrease)	
2024-25	54.7%		

Source: MTSU_BI App > Graduation Rates > 6-Year Graduation Rates Report (based on first-time, full-time freshman cohort)

KEY PRIORITY: STUDENT SUCCESS Eight-Year Institutional Graduation Rates		
Baseline	-	ual Target – Increase 1.5% Points
Semester	Target	Actual
2018-19 NOT ACHIEVED	47.8%	47.4% (1.1% point increase)
2019-20 NOT ACHIEVED	49.8%	47.1% (0.3% point decrease)
2020-21 NOT ACHIEVED	50.8%	49.7% (2.6% point increase)
2021-22 ACHIEVED	52.3%	53.6% (3.9% point increase)
2022-23 ACHIEVED	53.8%	55.2% (1.6% point increase)
2023-24 NOT ACHIEVED	55.3%	54.4% (1.0% point increase)
2024-25	56.8%	

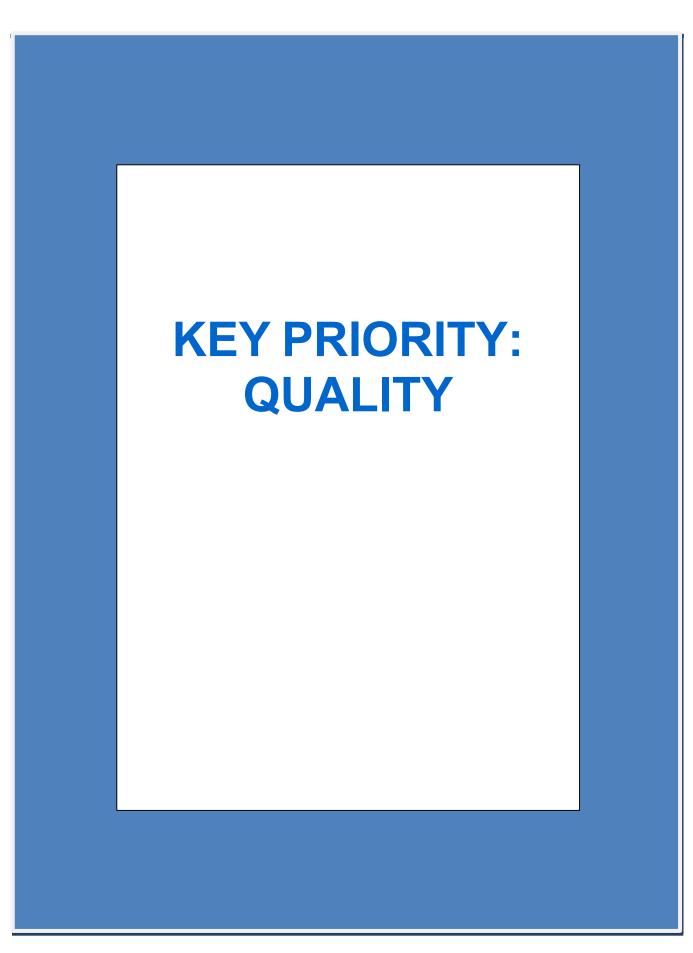
Source: MTSU_BI App > Graduation Rates > 8-Year Graduation Rates Report (based on first-time, full-time freshman cohort)

KEY PRIORITY: STUDENT SUCCESS		
Undergraduate Certificates and Degrees Awarded		
Base	line (AY 2017-18) – 4,034 A	nnual Target – Increase 3.65%
Semester	Target	Actual
2018-19 NOT ACHIEVED	4,180	4,067 (0.8% increase)
2019-20 NOT ACHIEVED	4,333	4,071 (0.1% decrease)
2020-21 NOT ACHIEVED	4,491	3,919 (3.7% decrease)
2021-22 NOT ACHIEVED	4,655	3,794 (3.2% decrease)
2022-23 NOT ACHIEVED	4,825	3,878 (1.2% increase)
2023-24 NOT ACHIEVED	5,001	3,842 (1.0% decrease)
2024-25	5,183	

Source: MTSU_BI App > Degrees > Degrees Student Profile Report

Graduate Certificates and Degrees Awarded				
Base	eline (AY 2017-18) – 870	Annual T	l Target – Increase 1%	
Semester	Target		Actual	
2018-19 NOT ACHIEVED	879		842 (3.2% decrease)	
2019-20 NOT ACHIEVED	887		849 (0.01% increase)	
2020-21 NOT ACHIEVED	896		802 (5.5% decrease)	
2021-22 ACHIEVED	905		966 (20.3% increase)	
2022-23 ACHIEVED	914		1,072 (11.1% increase)	
2023-24 ACHIEVED	924		982 (8.4% decrease)	
2024-25	933			

Source: MTSU_BI App > Degrees > Degrees Student Profile Report



KEY PRIORITY: QUALITY

To achieve excellence in all areas of the mission, Middle Tennessee State University will provide high quality academic programs, faculty, services and facilities at all levels. The University will sustain academic rigor and be committed to continuous quality improvement processes to help students acquire and retain the knowledge, skills and abilities they need to become creative employees, dynamic leaders and conscientious citizens. Recognizing the quality expectations of a global marketplace and society, MTSU, its faculty and its students will cultivate forward-looking research, explore creative expression in the arts and engage in public service activities that aspire to world-class standards.

Licensure and Certification Pass Rates

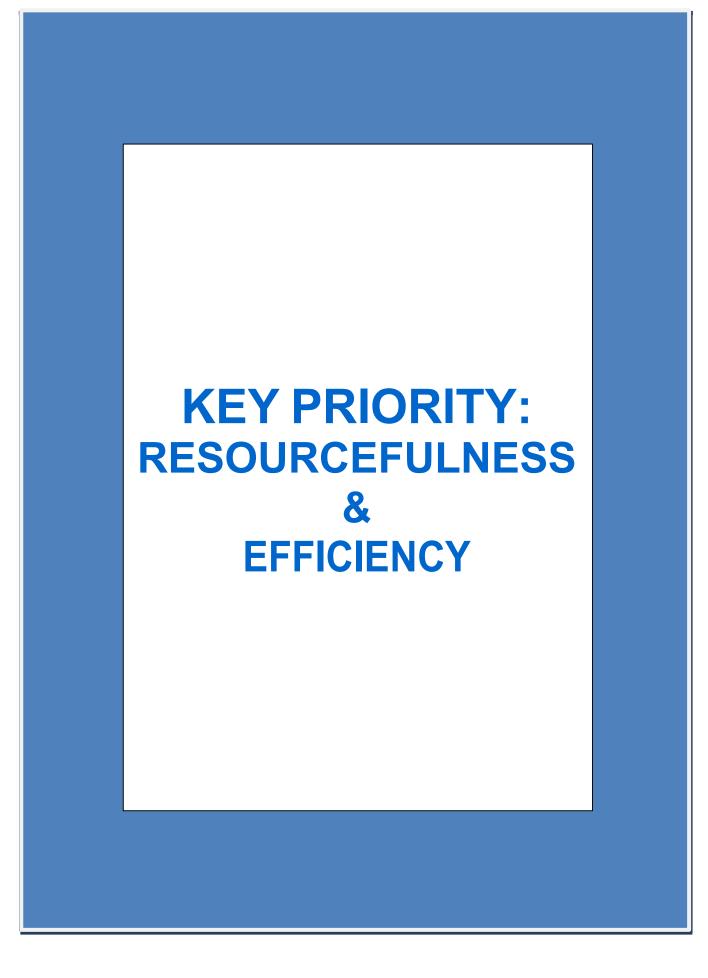
Annual Target – 100% pass rate on Licensure exams Exceed the national score for CCTST exam

Academic Year	Target	Actual	
2015-16 NOT ACHIEVED	Nursing Exam Pass Rate 85% Teaching Exam Pass Rate* 98%	Nursing Exam Pass Rate 80% Teaching Exam Pass Rate* 96%	
2016-17 ACHIEVED	Nursing Exam Pass Rate 85% Teaching Exam Pass Rate* 98%	Nursing Exam Pass Rate 87% Teaching Exam Pass Rate* 100%	
2017-18 ACHIEVED	Nursing Exam Pass Rate 87% Teaching Exam Pass Rate* 98%	Nursing Exam Pass Rate 98% Teaching Exam Pass Rate* 99%	
2018-19 PARTIALLY ACHIEVED	Nursing Licensure Pass Rate: 100% Education Licensure Pass Rate: 100% Exceed CCTST average national score: 15.4	Nursing Licensure Pass Rate: 93.4% Education Licensure Pass Rate: 98.1% CCTST Average Score: 16.4	
2019-20 PARTIALLY ACHIEVED	Nursing Licensure Pass Rate: 100% Education Licensure Pass Rate: 100% Exceed CCTST average national score: 15.4	Nursing Licensure Pass Rate: 90.7% Education Licensure Pass Rate: 93.6% CCTST Average Score: 16.3	
2020-21 PARTIALLY ACHIEVED	Nursing Licensure Pass Rate: 100% Education Licensure Pass Rate: 100% Exceed CCTST average national score: 15.4	Nursing Licensure Pass Rate: 94.0% Education Licensure Pass Rate: 84% CCTST Average Score: 16.4	
2021-22 PARTIALLY ACHIEVED	Nursing Licensure Pass Rate: 100% Education Licensure Pass Rate: 100% Exceed CCTST average national score: 15.4	Nursing Licensure Pass Rate: 92.0% Education Licensure Pass Rate: 85.0% CCTST Average Score: 15.91	
2022-23 PARTIALLY ACHIEVED	Nursing Licensure Pass Rate: 100% Education Licensure Pass Rate: 100% Exceed CCTST average national score: 15.4	Nursing Licensure Pass Rate: 96.0% Education Licensure Pass Rate: 83.3% CCTST Average Score: 16.66	
2023-24 PARTIALLY ACHIEVED	Nursing Licensure Pass Rate: 100% Education Licensure Pass Rate: 100% Exceed CCTST average national score: 14.82	Nursing Licensure Pass Rate: 96.0% Education Licensure Pass Rate: 87.8% CCTST Average Score: 16.54	
2024-25	100% pass rate on Licensure exams Exceed the national score for CCTST exam		

Source: Annual Quality Assurance Funding Report

KEY PRIORITY: QUALITY Enrollment of MTSU Bachelor Graduates in Graduate School within Six Years of Graduation Baseline (AY 2017-18) - 32% Annual Target - 35% Semester **Target Actual** 2018-19 35% > of MTSU bachelor graduates will enroll in 28.9% **NOT ACHIEVED** graduate school within 6 years following graduation 2019-20 35% > of MTSU bachelor graduates will enroll in 32.1% **NOT ACHIEVED** graduate school within 6 years following graduation 2020-21 35% > of MTSU bachelor graduates will enroll in 28.4% **NOT ACHIEVED** graduate school within 6 years following graduation 2021-22 35% > of MTSU bachelor graduates will enroll in 27.5% **NOT ACHIEVED** graduate school within 6 years following graduation 2022-23 35% > of MTSU bachelor graduates will enroll in 28.7% **NOT ACHIEVED** graduate school within 6 years following graduation 35% > of MTSU bachelor graduates will enroll in 2023-24 graduate school within 6 years following graduation

Source: National Student Clearinghouse



KEY PRIORITY: RESOURCEFULNESS & EFFICIENCY

Middle Tennessee State University seeks to achieve its mission through innovation and judicious use of resources. The Tennessee state government has placed higher education in the spotlight through the Complete College Tennessee Act, the TNPromise Act and the governor's Drive to 55 agenda. Middle Tennessee State University will seek to identify alternate revenue enhancements and efficiently use their resources in order to sustain quality and provide access for a growing number of students.

MTSU definition: Total amount of funds raised through unrestricted Education and General sources other than state appropriations and student tuition and fees.

Baseline (2014-15): Unrestricted Grants & Contracts \$1,414,697 Sales & Services \$16,918,527 Target (2024-25) 20% increase: Unrestricted Grants & Contracts \$1,697,636 Sales & Services \$20,302,232

Academic Year		Target		Actual		
2015-16 ACHIEVED	Unrestricted Gran Sales & Services	nts & Contracts	\$1,442,991 \$17,256,898	Unrestricted Grants & Contracts Sales & Services	\$1,482,659 \$19,481,743	
2016-17 NOT ACHIEVED	Unrestricted Grants & Contracts Sales & Services		\$1,471,285 \$17,595,268	Unrestricted Grants & Contracts Sales & Services	\$1,295,137 \$17,456,952	
2017-18 PARTIALLY ACHIEVED	Unrestricted Grants & Contracts Sales & Services		\$1,499,579 \$17,933,639	Unrestricted Grants & Contracts Sales & Services	\$1,200,438 \$18,444,675	
2018-19 PARTIALLY ACHIEVED	Unrestricted Grants & Contracts Sales & Services		\$1,527,873 \$18,272,009	Unrestricted Grants & Contracts Sales & Services	\$1,339,829 \$20,772,740	
2019-20 PARTIALLY ACHIEVED	Unrestricted Gran Sales & Services	nts & Contracts	\$1,556,167 \$18,610,380	Unrestricted Grants & Contracts Sales & Services	\$1,249,893 \$18,841,545	
2020-21 NOT ACHIEVED	Unrestricted Gran Sales & Services	nts & Contracts	\$1,584,460 \$18,948,750	Unrestricted Grants & Contracts Sales & Services	\$1,577,498 \$18,113,716	
2021-22 ACHIEVED	Unrestricted Gran Sales & Services	nts & Contracts	\$1,612,754 \$19,287,121	Unrestricted Grants & Contracts Sales & Services	\$2,154,489 \$21,325,523	
2022-23 ACHIEVED	Unrestricted Grants & Contracts Sales & Services		\$1,641,048 \$19,625,491	Unrestricted Grants & Contracts Sales & Services	\$2,007,872 \$25,923,335	
2023-24 ACHIEVED	Unrestricted Grants & Contracts Sales & Services		\$1,669,342 \$19,963,862	Unrestricted Grants & Contracts Sales & Services	\$1,359,164 \$23,249,670	
2024-25			\$1,697,636 \$20,302,232			
Efficient Use of Resources						
Institution Efficiency Plan https://www.mtsu.edu/facserv/summary.php						

Source: Annual Statement of Revenues, Expenses, and Changes in Net Position