MIDDLE TENNESSEE STATE UNIVERSITY

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, Middle Tennessee State University:

- fosters a student-centered environment conducive to lifelong learning, personal development, and success;
- educates and challenges students through a broad array of high-quality, affordable academic programs grounded in a common core of arts and sciences;
- enhances access through unique programs, distance learning, and advising to meet the needs of a diverse student population;
- supports student learning through effective teaching methods, emerging technologies, experiential and integrative learning, research, and co-curricular and extra-curricular 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 with an awareness of ethical, moral, and aesthetic values;
- acquire a working 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

Faculty, staff, and students of Middle Tennessee State University will work together as a community of scholars to create and share knowledge. Our efforts will result in the highest quality education and student experience in the state, preparing citizens who thrive as professionals and engage with and contribute to their communities.
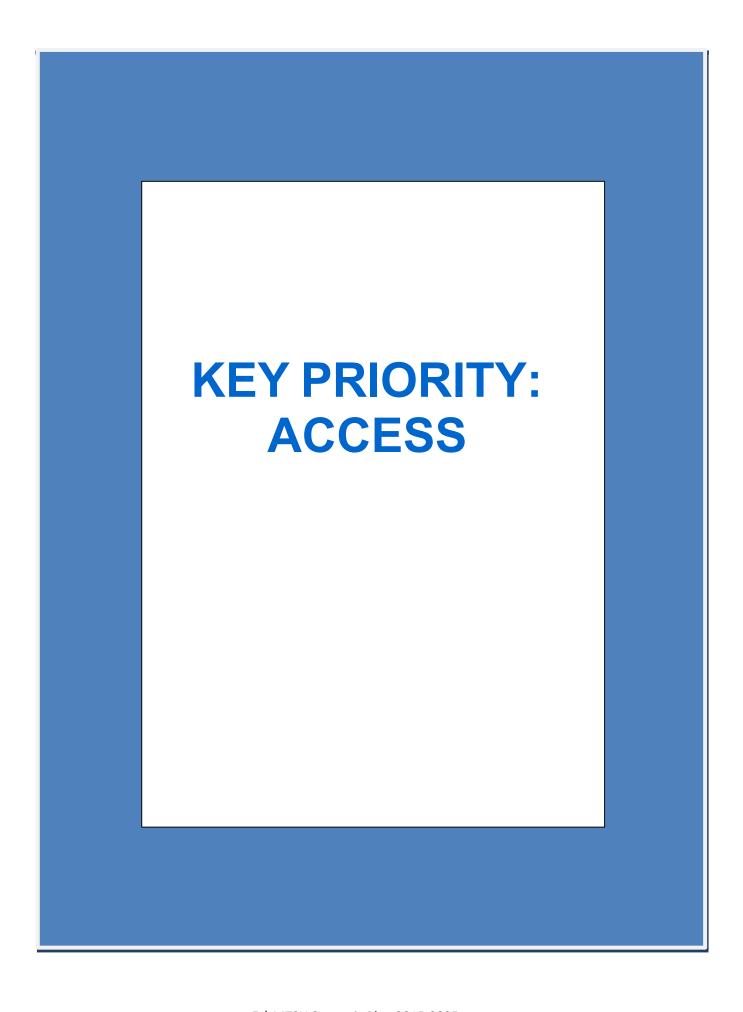
Community Standards

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.

KEY PRIORITY: ACCESS

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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	**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 (11.0% decrease)
Fall 2022 **NOT ACHIEVED**	3,136	2,805 (1.9% increase)
Fall 2023 **NOT ACHIEVED**	3,199	3,126 (11.4% increase)
Fall 2024 **NOT ACHIEVED**	3,262	3,149 (0.7% 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	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 (1.9% decrease)
Fall 2024 **NOT ACHIEVED**	2,215	1,624 (3.2% 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) – 579	Target (Fall 2024) – 653 (increase 2% annually)	
Semester	**Target**	**Actual**
Fall 2019 **NOT ACHIEVED**	591	554 (4.3% decrease)
Fall 2020 **ACHIEVED**	603	1,110 (100.4% increase)
Fall 2021 **ACHIEVED**	616	689 (37.9% decrease)
Fall 2022 **NOT ACHIEVED**	628	602 (12.6% decrease)
Fall 2023 **ACHIEVED**	640	663 (10.1% increase)
Fall 2024 **NOT ACHIEVED**	653	639 (-3.6% decrease)

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

* Includes degree seeking students only

KEY PRIORITY: STUDENT SUCCESS

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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 Target – 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

Semester	Target	Actual
Fall 2019 **ACHIEVED**	UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 90.0% Online: 87.5% Difference of 2.5%
Fall 2020 **ACHIEVED**	UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 88.3% Online: 86.5% Difference of 1.8%
Fall 2021 **ACHIEVED**	UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 88.4% Online: 87.2% Difference of 1.2%
Fall 2022 **ACHIEVED**	UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 90.8% Online: 88.3% Difference of 2.5%
Fall 2023 **ACHIEVED**	UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 91.6% Online: 88.7% Difference of 2.5%
Fall 2024 **ACHIEVED**	UG Online Course Pass Rate within 3% of UG On-Ground	On-Ground: 92.2% Online: 90.2% Difference of 2.0%

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**	**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 **NOT ACHIEVED**	Fall-to-Spring Retention 95% >	89.6%
Fall 2023 **NOT ACHIEVED**	Fall-to-Spring Retention 95% >	91.1%
Fall 2024 **NOT ACHIEVED**	Fall-to-Spring Retention 95% >	91.8%

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

KEY PRIORITY: STUDENT SUCCESS

Fall-to-Fall Retention of First-time Freshmen

Baseline (Fall 2017-Fall 2018) – 75.6%		Annual 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

Baseline (AY 2017-18) – 30.2%	Annual Target – Increase 2% Points	
Semester/ Academic Year	Target	Actual
2018-19 **ACHIEVED**	32.2%	34.8% (15.2% point increase)
2019-20 **ACHIEVED**	34.2%	35.2% (1.1% point increase)
2020-21 **ACHIEVED**	36.2%	37.9% (7.7% point increase)
2021-22 **NOT ACHIEVED**	38.2%	35.9% (5.3% point decrease)
2022-23 **NOT ACHIEVED**	40.2%	38.5% (7.2% point increase)
2023-24 **NOT ACHIEVED**	42.2%	40.7% (5.7% point increase)

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 (AY 2017-18) – 44.2%	Annual Target – Increase 1.5% Points	
Semester/ Academic Year	Target	Actual
2018-19 **ACHIEVED**	45.7%	46.8% (5.9% point increase)
2019-20 **ACHIEVED**	47.2%	51.2% (9.4% point increase)
2020-21 **ACHIEVED**	48.7%	53.7% (4.9% point increase)
2021-22 **ACHIEVED**	50.2%	54.6% (1.7% point increase)
2022-23 **ACHIEVED**	51.7%	54.0% (1.1% point decrease)
2023-24 **ACHIEVED**	53.2%	53.7% (0.6% point decrease)

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

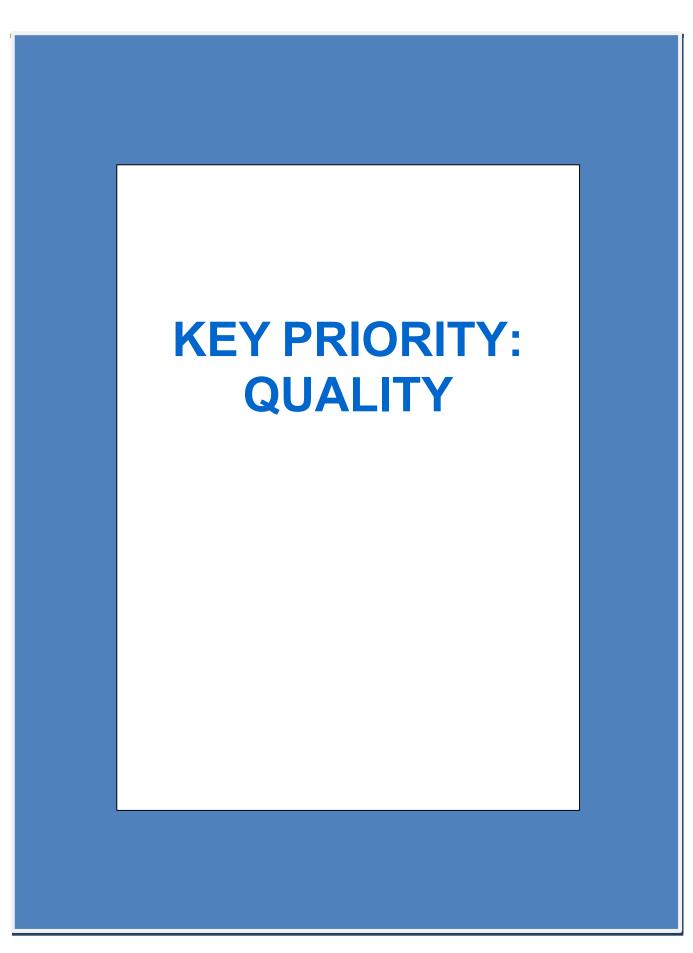| KEY PRIORITY: STUDENT SUCCESS		
Eight-Year Institutional Graduation Rates		
Baseline (AY 2017-18) – 46.3%	Annual Target – Increase 1.5% Points	
Semester/ Academic Year	Target	Actual
2018-19 **NOT ACHIEVED**	47.8%	47.4% (2.4% point increase)
2019-20 **NOT ACHIEVED**	49.3%	47.1% (0.6% point decrease)
2020-21 **NOT ACHIEVED**	50.8%	49.7% (5.5% point increase)
2021-22 **ACHIEVED**	52.3%	53.6% (7.8% point increase)
2022-23 **ACHIEVED**	53.8%	55.2% (3.0% point increase)
2023-24 **ACHIEVED**	55.3%	56.9% (3.1% point increase)

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

Baseline (AY 2017-18) – 4,034		Annual Target – Increase 3.65%
Academic Year	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	3,795 (3.2% decrease)
2022-23 NOT ACHIEVED	4,825	3,870 (2.0% increase)
2023-24 NOT ACHIEVED	5,001	3,842 (0.7% decrease)
2024-25 NOT ACHIEVED	5,183	3,624 (5.7% decrease)

Source: MTSU_BI App > Degrees > Degrees Student Profile Report

KEY PRIORITY: STUDENT SUCCESS

Graduate Certificates and Degrees Awarded

Baseline (AY 2017-18) – 870		Annual Target – Increase 1%
Academic Year	Target	Actual
2018-19 NOT ACHIEVED	879	842 (3.2% decrease)
2019-20 NOT ACHIEVED	887	849 (0.08% increase)
2020-21 NOT ACHIEVED	896	802 (5.5% decrease)
2021-22 ACHIEVED	905	966 (20.4% increase)
2022-23 ACHIEVED	914	1,072 (11.0% increase)
2023-24 ACHIEVED	924	982 (8.4% decrease)
2024-25 NOT ACHIEVED	933	922 (6.1% decrease)

Source: MTSU_BI App > Degrees > Degrees Student Profile Report

KEY PRIORITY: QUALITY

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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.
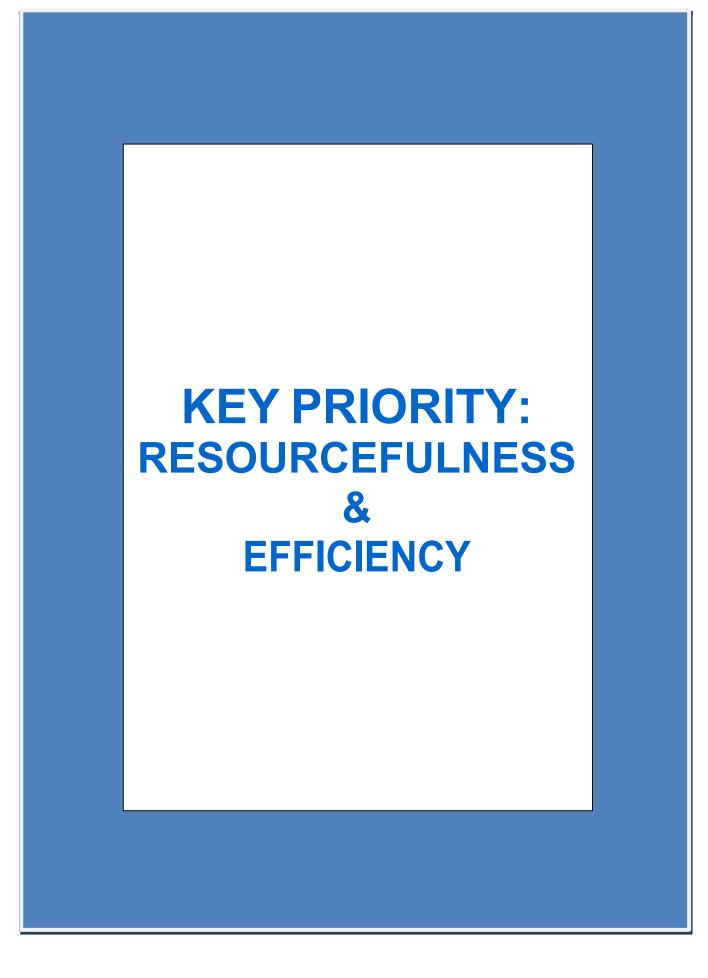
Licensure and Certification Pass Rates

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**	100% pass rate on Licensure exams Exceed the national score for CCTST exam Exceed CCTST average national score: 15.12	Nursing Licensure Pass Rate: 92.0% Education Licensure Pass Rate: 85.0% CCTST Average Score: 15.91
2022-23 **PARTIALLY ACHIEVED**	100% pass rate on Licensure exams Exceed the national score for CCTST exam Exceed CCTST average national score: 15.12	Nursing Licensure Pass Rate: 96.0% Education Licensure Pass Rate: 83.3% CCTST Average Score: 16.66
2023-24 **PARTIALLY ACHIEVED**	100% pass rate on Licensure exams Exceed the national score for CCTST exam Exceed CCTST average national score: 14.80	Nursing Licensure Pass Rate: 96.0% Education Licensure Pass Rate: 83.3% CCTST Average Score: 16.24
2024-25 **PARTIALLY ACHIEVED**	100% pass rate on Licensure exams Exceed the national score for CCTST exam Exceed CCTST average national score: 14.82	Nursing Licensure Pass Rate: 96.0% Education Licensure Pass Rate: 87.8% CCTST Average Score: 16.04

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%

Academic Year	Target	Actual
2018-19 **NOT ACHIEVED**	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	28.9%
2019-20 **NOT ACHIEVED**	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	32.1%
2020-21 **NOT ACHIEVED**	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	28.4%
2021-22 **NOT ACHIEVED**	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	27.5%
2022-23 **NOT ACHIEVED**	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	28.7%
2023-24 **NOT ACHIEVED**	35% > of MTSU bachelor graduates will enroll in graduate school within 6 years following graduation	30.4%

Source: National Student Clearinghouse

KEY PRIORITY: RESOURCEFULNESS & EFFICIENCY

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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 Grants & Contracts $1,442,991 Sales & Services $17,256,898	Unrestricted Grants & Contracts $1,482,659 Sales & Services $19,481,743
2016-17 **NOT ACHIEVED**	Unrestricted Grants & Contracts $1,471,285 Sales & Services $17,595,268	Unrestricted Grants & Contracts $1,295,137 Sales & Services $17,456,952
2017-18 **PARTIALLY ACHIEVED**	Unrestricted Grants & Contracts $1,499,579 Sales & Services $17,933,639	Unrestricted Grants & Contracts $1,200,438 Sales & Services $18,444,675
2018-19 **PARTIALLY ACHIEVED**	Unrestricted Grants & Contracts $1,527,873 Sales & Services $18,272,009	Unrestricted Grants & Contracts $1,339,829 Sales & Services $20,772,740
2019-20 **PARTIALLY ACHIEVED**	Unrestricted Grants & Contracts $1,556,167 Sales & Services $18,610,380	Unrestricted Grants & Contracts $1,249,893 Sales & Services $18,841,545
2020-21 **NOT ACHIEVED**	Unrestricted Grants & Contracts $1,584,460 Sales & Services $18,948,750	Unrestricted Grants & Contracts $1,577,498 Sales & Services $18,113,716
2021-22 **ACHIEVED**	Unrestricted Grants & Contracts $1,612,754 Sales & Services $19,287,121	Unrestricted Grants & Contracts $2,154,489 Sales & Services $21,325,523
2022-23 **ACHIEVED**	Unrestricted Grants & Contracts $1,641,048 Sales & Services $19,625,491	Unrestricted Grants & Contracts $2,007,872 Sales & Services $25,923,335
2023-24 **ACHIEVED**	Unrestricted Grants & Contracts $1,669,342 Sales & Services $19,963,862	Unrestricted Grants & Contracts $1,359,164 Sales & Services $23,249,670
2024-25	Unrestricted Grants & Contracts $1,697,636 Sales & Services $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