

# ACADEMIC MASTER PLAN 2002-2007 (UPDATED 8/21/04)

Strategic Direction	Strategies 2002-2007	Objectives	Responsible	Time	Status Update
<b>GOAL 1: Enhance Academic Quality</b>					
<i>MTSU will engage in systematic efforts to strengthen and streamline its curriculum</i>	MTSU will seek approval for graduate degree programs that contribute to academic quality.	1) Redesignate D.A.s to Ph.D.s	1) VPR/Dean of Graduate Studies	1) 2002-2003	1) Completed September 2002
		2) Seek TBR Approval for:	2) EVPP		2)
		2a) M.F.A. Recording Arts and Technology	2a) VPR/Dean of Graduate Studies	2a) 2003-2004	2a) Revised and will submit to TBR by August 1st
		2b) M.A. Political Science		2b) withdrawn	2b) Notification of restart process 1/9/03
		2c) M.A. Foreign Languages and Literatures		2c) 2003-2004	2c) Notification of restart process 1/9/03
		2d) M.S. Nursing		2d) 2003-2004	2d) M.S.N. 4/14/04 TBR Approved
		2e) M.S. Health, Physical Education and Research (3 majors)		2e) 2003-2004	2e) Notification of restart process 1/9/03
		2f) M.S. Speech-Language Pathology (added)		2f) 2003-2004	2f) Notification of restart process 1/9/03
		3) Redesignate History and Chemistry D.A.s to Ph.D.s	3) EVPP & VPR/Dean of Graduate Studies	3) 2003-2004	3) Ph.D. in Public History proposal revised and submitted to TBR 4/28/04; Ph. D. proposal in Natural Science to TBR 2/25/04; revision in President's Office 6/22/04
		4a) Establish a new concentration in Secondary English Teacher licensure within the academic degree (B.A.) program in English	4a) EVPP	4a) 2002-2003	4a) New concentration in Secondary English Teacher licensure within English B.A. program Sp 2003. TBR approved 3/24/03
4b) Establish two concentrations:		4b) 2002-2003	4b) Two concentrations:		
1) Genetics and Biotechnology and			1) Genetics and Biotechnology Sp 2003. TBR approved 3/24/03		

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		2) Physiology within the existing academic degree (B.S.) in Biology.			2) Physiology within the B.S. in Biology Sp 2003. TBR approved 3/24/03
		4c) Establish a Graduate Certificate (17 SCH) in Nursing informatics in the School of Nursing.		4c) 2002-2003	4c) Graduate Certificate (17SCH) in Nursing Informatics in the School of Nursing Sp 2003. TBR approved 3/24/03
		4d) Terminate the concentration in Concrete Industry Management within the existing academic degree (B.S.) program in Industrial Technology. (THEC approved new B.S. degree)		4d) 2002-2003	4d) Terminated concentration in Concrete Industry Management (CIM) with existing B.S. in Industrial Technology and approved B.S. in Concrete Industry Management Sp 2003 (THEC approved). TBR approved 8/26/03
		4e) Establish concentration in Medical Physics within the existing B.S. in Physics.	VPAA	4e) 2003-2004	4e) TBR approved August 2004
		4f) Establish concentration in Astronomy within the existing B.S. in Physics	VPAA	4f) 2003-2004	4f) TBR approved August 2004
		5) Revision of admission criteria for the University Honors Program	VPAA	5) 2003-2004	5) TBR approved August 2004
	MTSU will develop new programs that address demonstrated needs consistent with the mission of the university.	Develop Interdisciplinary knowledged-based technologies and economics programs, i.e. Biotechnology, Computer and/or Electronics Applications, Life Sciences, including Nursing, Human Services Professions, Status Report for Health and Human Services Partnership.	EVPP & VPR/Dean of Graduate Studies	Assess state and regional needs, survey University's strengths, and certify niche programs in Tennessee - 2003-2004. Establish interdisciplinary program review cycle 2003-2004. Develop and move forward niche programs 2004-2005.	

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		a) Health Care Business Degree (graduate)		a)	a) Development On-going
		b) Masters in Professional Counseling		b)	b) Development On-going, Approved by UCC, Sp 2004
		c) Interdisciplinary Graduate Degrees in Health, Psychology and Dyslexic Studies		c) 2002-2003	c) Graduate Certificate (18 SCH) program in Dyslexic Studies Sp 2003. Letter of Intent drafted, Sp 2003
		d) Change Master of Education Degree name from School Counseling to M.Ed. In Professional Counseling with concentrations in Mental Health Counseling and School Counseling			d) Proposal forwarded to TBR 7/08/04
		e) Develop interdisciplinary minor in African Studies			e) Proposal forwarded to TBR 7/08/04
	MTSU will encourage its departments, schools, and colleges to develop programs that broaden the world perspectives of its students.	1) Add five new study abroad programs; increase the number of students participating in study abroad programs by 5%.	EVPP	1) Add one new study abroad program each of the next five years and increase the number of students participating by 5% each of the next five years.	1a) Study abroad program with Yung Sai University in Korea developed and implemented; Reciprocity agreements established in Germany, Brazil, Japan, France and Korea; Negotiation begun to develop agreements with China, Union of South Africa, India, Martinique and Costa Rica;
					1b) Number of students participating in Study Abroad programs increased from 36 to 200 in 2003-2004
		2) Review all degree programs for: a. inclusion of curriculum about learning of other cultures and/or	EVPP & IERP Director	2) Program review conducted in coordination with Department Program Reviews 2003-2007	2) Continuing

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		2b) participation in and/or the process of developing study abroad program.			Special Assistant to the Provost for International Education appointed Fall 2004; I. Ed. Planning Meeting with Deans held Sp 2003; Faculty team attended International Education Conference in Milwaukee Sp 2003
	MTSU will streamline its academic inventory of degree offerings by phasing out programs where there is little student demand or demonstrated need, recognizing that some small programs must be maintained to ensure that MTSU is a comprehensive university.	Develop and implement a cyclical low producing program review process.	VPAA	Continue the review cycle for low-producing programs	Cycle Review completed. Terminations effective 12/02:
					1) M.S.T. Biology; consolidate M.S.T. and M.S. into one M.S. in Biology; Modify curriculum to establish a specialization in Biology Ed. Approved 12/2/03
					2) M.U.T.E
					3) Undergraduate two-year certification
					4) A.A.S. in Law Enforcement
					5) B.S. in Industrial Education
					6) B.S. in Marketing Education
					7) D.A. in History
					Programs under monitoring status:
					1) M.S. in Aviation Administration
					2) M.A. in Economics
					3) M.S. in Human Sciences
					4) D.A. in Chemistry

# ACADEMIC MASTER PLAN 2002-2007 (UPDATED 8/21/04)

Strategic Direction	Strategies 2002-2007	Objectives	Responsible	Time	Status Update
	MTSU will ensure that its General Education Program provides its graduates with a foundation that includes interdisciplinary perspectives as well as skills needed to solve problems and adapt to rapid changes in the workplace and society	1) Develop common General Education course approval formats/include course description, syllabi, course rationale to meet TBR and MTSU learning outcomes	1) General Education Director with University Committee on General Education	1) 2002-2003	1) Completed
		2) Develop evaluation cycle for review of General Education	2) General Education Director with University Committee on General Education	2) 2003-2004	2) Synchronous development with TBR review process
	MTSU will expand library holdings, access to electronic sources, and library support staff to the level of its peer institutions.	1) Increase total expenditures per FTE student to reach the average expenditure per student for MTSU peer institutions.	EVPP and Dean of Library	1) Percentage of peer library expenditures 90%--2003; 95%--2005; 100%--2007	1) In 2003 Library expenditures were at 83% of the THEC peer group. Expenditures per student for the Library were 11% more in 2003 than in 2002.
		2) Increase expenditures for library materials to meet the average expenditure per student of MTSU peer institutions		2) Percentage of peer library expenditures 90%--2003; 95%--2005; 100%--2007	2) Expenditures per student for Library materials were 74% of the THEC peer group. MTSU expenditures per student for Library materials were 2% more in 2003 than in 2002.
		3) Increase size of library staff to equal the average number of staff per student of MTSU peer institutions		3) Percentage of peer library average staff size 80%--2003; 90%--2005; 100%--2007	3) Library staff size was 61% of the THEC average in 2003. MTSU staff per student was basically unchanged from 2002.
		4) Increase total volumes per student to the average of MTSU peer institutions		4) Percentage of peer library volumes per student 70%--2003; 85%--2005; 100%--2007	4) Volumes per student in 2003 were only 47% of the THEC peer group. However, MTSU volumes per student did increase by 3% over the volume per student for 2002 .

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	MTSU will develop a comprehensive system of evaluation to assess academic quality.	1) Maintain all program accreditations	1) IEPR Director monitors program accreditation processes	1) Annually	1) Programs reaccredited 2003-2004: Accounting (AACSB International); Nursing (NLNAC; CCNE); Social Work (CSWE); Interior Design (FIDER); Industrial Technology (NAIT); and Athletic Training Education Program (CAAHEP)
		2) Seek accreditation for Art Program	2) Dean/Chair Art Department	2) 2003-2004	2) Art Department is preparing application for submission to NASAD in Spring 2005
		3) Prepare for and obtain SACS reaccreditation	3) EVPP and SACS Self-Study Director	3) 2002-2006	3) SACS Compliance Audit preparation on timeline; Data warehouse in development to support SACS review; QEP launched April 2004
		4) Meet external academic review standards for all programs	4) Director of IEPR & VPAA	4) Annually according to program review cycle	4) Undergraduate (U) and graduate (G) program reviews successfully conducted 2003-04: English (U); Geosciences (U); Criminal Justice Administration (U); Speech and Theatre in three areas: Communication Studies, Communication Disorders, and Theatre (u); Computer Science (G); Mathematics (G)
	MTSU will review its academic structure and make changes that are necessary or efficacious.	Implement Institutional Efficiency Committee's subcommittee on University Organization recommendations.	President	Complete 2002-2003 Implement plan 2003-2007	Plan completed Sp 2002 Discussions revisiting Organizational Structure begin F2004

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Strategic Direction	Strategies 2002-2007	Objectives	Responsible	Time	Status Update
<b><i>Middle Tennessee State University will attract meritorious students.</i></b>	Middle Tennessee State University will establish new, privately funded academic scholarships to advance its commitment to the recruitment of academically talented students.	1) Develop an Academic Student Scholars Campaign to aggressively increase academically talented student scholarships.	1) VPDUR	1) 2004-2005	1) In Planning Phase 2003-2004
		2) Implement the campaign.	2) VPDUR	2) 2005-2006	2)
	Middle Tennessee State University will establish new graduate assistantships and increase stipend amounts to that of peer institutions.	1) Increase graduate assistants by 5 each year over the next five years	1) EVPP; VPR/Dean of Graduate Studies	1) Annually	2001-2002 = 234 2002-2003 = 241 2003-2004 = 252
		2) Increase the dollar value of assistantships to that of peer institutions for Master's level GAs (minimally to \$7,000)	2) EVPP; VPR/Dean of Graduate Studies	2) 2003-2004	Has been increased to \$6,400. Additional increase requested in 2004-2005 budget.
		3) Establish a summer graduate assistantship tuition grant program	3) EVPP; VPR/Dean of Graduate Studies	3) 2004-2005	Summer G.A. tuition grants awarded selectively; expansion planned in 2004-2005.
<b><i>Middle Tennessee State University will provide development opportunities and rewards for its faculty.</i></b>	Middle Tennessee State University will increase resources to support extramural grant funding.	1) Increase the level of extramural grant funding by \$800,000 annually	1) VPR/Dean of Graduate Studies	1) Annually	1) Increased extramural funding to \$12,296,524, an increase of \$1,209,644; exceeded goal for 2003-2004 by approximately \$400,000.
		2) Add sponsored programs liaison to work with the five colleges	2) VPR/Dean of Graduate Studies	2) Provide sponsored program support liaison for five colleges - 2003-2004	2) Two sponsored programs liaisons assigned to work with colleges; One works with B&AS and Ed/Beh Science; one works with LA, BUS and M. Comm. Grant Fiscal Clerk hired to work with B&AS College; Compliance Officer requested 2004-2005

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Strategic Direction	Strategies 2002-2007	Objectives	Responsible	Time	Status Update
	Middle Tennessee State University will staff at levels to enhance academic quality and will establish faculty salary levels consistent with increased performance expectations for research/creative activity and public/professional service activities.	1) Increase the number of faculty positions by .5% each of the next five years	1) EVPP and President	1) Annually	1) Increased number of faculty positions by 27 or 3% in 2003-2004
		2) Develop Compensation Plan to include merit/market considerations	2) EVPP	2) 2002-2003	2) Compensation Plan completed 2003-2004; Merit component implementation delayed 2 years.
		3) Review on-going evaluation system	3) EVPP	3) 2003-2004	3) Preliminary review completed synchronously. (Delaware Study review)
		4) Establish career achievement award for faculty/faculty emeriti	4) VPDUR w/Career Achievement Award Committee	4) 2003-2004	4) Faculty Career Achievement Award established. Emeriti on hold; Committee does not recommend at this time.
		5) Increase travel/research/sabbatical awards	5) EVPP; VPR/Dean of Graduate Studies	5) Review awards 2003-2004; Implement review recommendations 2004-2005	5) Increased undergraduate research funding by \$50,000.
		6) Implement Compensation Plan	6) EVPP	6) 2003-2004	6) Grant Match funds increased by \$300,000. Implementation of 1/3 market differential for all employees contingent on availability of funds 2004-2005

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Strategic Direction	Strategies 2002-2007	Objectives	Responsible	Time	Status Update
<b>Middle Tennessee State University will fully integrate technology.</b>	Middle Tennessee State University will provide up-to-date technological tools and support services to enhance the academic core.	1) Use TAF funds to provide up-to-date technology/lab equipment for student use, selected infrastructure and software	1) Instructional Technology Committee/President	1) Annually	1) Approximately \$700,000 TAF funds spent in replacing instructional computers in classrooms, labs and emergency repairs; \$1,200,000 updating existing open computer labs and recurring operating expenses; \$1 million discipline specific equipment (i.e. HPER's new PhD lab, Mass Communications, and Science labs); \$800,000 updating or creating 14 master classrooms; and \$800,000 network and campus mainframe infrastructure upgrades.
		2) Develop wireless capabilities for campus	2) IT VP	2) Continuing	2) 50 additional transmitters installed 2003-2004.
		3) Explore a laptop availability program for selected student groups	IT VP & VPAA	3) 2004-2005	3) Investigating possible project for the Honors College
		4) Develop and implement a Student Technology Training Program	4) IT VP and EVPP	4) 2003-2004	4) Implemented 2003
		5) Develop a Center for Excellence in Learning, Teaching and Innovative Technologies	5) EVPP & IT VP	5) Develop proposal 2002-2003; Implement proposal plan 2003-2004	5) Virtual LTITC established Sp 2004
	Middle Tennessee State University will promote appropriate use of technology to enhance communication, the curriculum, and course delivery and management.	1) Integrate e-learning concepts into the pedagogy and curriculum design for academic programs including distance learning and outreach educational opportunities	1) Dean of Continuing Studies	1) Acquire staff person in Continuing Studies with expertise in e-learning concepts 2003-2004; Establish e-learning faculty development program 2003-2004	1) On-going; Faculty teaching in RODP, as well as faculty not teaching in RODP, attend TBR RODP workshops for on-line instruction annually

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Strategic Direction	Strategies 2002-2007	Objectives	Responsible	Time	Status Update
		2) Provide release time for faculty development opportunities to integrate e-learning concepts into teaching	2) Dean of Continuing Studies	2) Annually provide 3 faculty per semester release to integrate e-learning into courses	2) Continuing Studies provided reassigned time for a faculty member to develop Biology 1030 on-line F2003. Additionally, five faculty received \$1,000 to add WebCT components to Correspondence Courses.
		3) Establish a sabbatical each semester for faculty to integrate innovative delivery methodologies into course design	3) Dean of Continuing Studies	3) Annually	3) On-going
		4) Establish a distance learning faculty development program for on-line, video data, telecourses, correspondence delivery, etc. as component of a Center for Excellence in Teaching, Learning and Innovative Technologies	4) Dean of Continuing Studies, IT VP, EVPP	4) Develop plan for distance learning faculty development program 2003-2004; implement the plan beginning 2004-2005	4) Faculty development activities in Distance Learning incorporated into Learning, Teaching and Innovative Technologies Center mission and activities
		5) Integrate administrative systems with learning technology	5) IT VP	5) Continuing	5) On-going

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Strategic Direction	Strategies 2002-2007	Objectives	Responsible	Time	Status Update
<b><i>Middle Tennessee State University will address limitations of the physical plant.</i></b>	Middle Tennessee State University will renovate existing academic space and add new academic space for classrooms, laboratories, studios, and faculty offices.	1) Establish renovation plan	1) EVPP; VP BF	1) 2003-2004	1) Resource 25 implemented; Space Advising Committee established SP 2003; Master Planning for Sciences Bldg. to include renovation of older Sciences Bldgs. Begun Sp 2003
		2) Conduct space utilization study	2) EVPP; VP BF; CLUE Committee	2) 2002-2003	2) Space utilization studies completed for all semesters between F 2002 and Sp 2004; studies shared with departments 2002-2003 and shared again 2003-2004 with departments and colleges; also added to Space Allocation website.
		3) Revise facilities master plan	3) President; EVPP; VP BF	3) 2005-2006	3) Discussion begun to revisit facilities master plan Sp 2003
	Middle Tennessee State University will develop specific tactics to ensure funding for essential facility needs to carry forward the University's academic mission.	1) Implement Capital Improvement Plan--Science Building funding	1) President, EVPP, VP BF; VPDUR	1) Continuing	1) In Planning Phase; Team visited Baylor University Science facility
		2) Develop a standardized policy on naming facilities and donation requirements	2) VPDUR	2) 2003-2004	2) Committee convened 2003-2004 to make recommendations.

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<b>GOAL 2: Foster Student-Centered Learning</b>					
<b><i>Middle Tennessee State University will promote a responsive learning environment that fosters academic and personal development of students.</i></b>	Middle Tennessee State University will foster a university-wide culture of scholarly inquiry and creative activity for students and faculty.	1) Update student demand for summer school offerings to maximize access and availability	1) EVPP; Dean of Continuing Studies	1) Annually	1) Administered 1st summer school survey; responses are being analyzed for recommendations to increase summer school enrollment
		2) Implement undergraduate research task force plan recommendations	2) EVPP; VPR/Dean of Graduate Studies	2) Implement Phase 1 2002-2003; Phase 2 2003-2004; Phase 3 2004-2005; Phase 4 2005-2006	2) Phase I 2002-2003 Implemented; Phase II 2003-2004 Implemented.
		3) Increase support for faculty research via incremental increases in start-up funds	3) EVPP; VPR/Dean of Graduate Studies	3) Annually	3) \$200,000 additional funds requested 2004-2005
		4) Initiate a Student Research-oriented Scholars Day	4) EVPP; VPR/Dean of Graduate Studies	4) 2003-2004	Basic and Applied Sciences hosted an Undergraduate Research Poster Day SP 2004
	The University will develop and implement a major campus housing renovation plan.			VP EM/SA; VP BF	

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					Phase 2: Renovation of Lyon and Monohan complexes; to include addition of sprinkler systems, beginning summer 2004. Construction begins May 2006.
	Middle Tennessee State University will improve safety and enhance communications to promote student welfare and greater student involvement in campus life.	1) Develop a comprehensive Emergency Preparedness Plan	1) VP BF; VP EM/SA	1) 2003-2004	1) Plan developed and implemented. Available at <a href="http://www.mtsu.edu/alert4u">www.mtsu.edu/alert4u</a>
<b><i>Middle Tennessee State University will pursue service-learning activities with community partners to promote student-centered education and faculty development.</i></b>	Middle Tennessee State University will form partnerships that enable students and faculty to confront pertinent community issues through service learning.	1) Reactivate Service Learning Advisory Committee opportunities for service learning.	1) VP EM/SA	1) 2002-2003	1) Ad Hoc Service Learning Task Force appointed; submitted report with recommendations in May 2004
		2) Provide Service Learning Instructional Development reassigned time (3 hours) to 3 faculty per semester via the American Democracy Project	2) EVPP	2) Implement annual awards to faculty 2003-2004	2) One faculty reassigned 3 hours time; two faculty reassigned time in Spring 2004
		3) Revise University 1010 to include service learning component	3) EVPP	3) Review curriculum 2003-2004. Add component 2004-2005	3) Faculty Development session held on U1010 and Service Learning in Fall 2003
		4) Establish a community Service Learning Council to identify opportunities for service learning	4) EVPP	4) 2003-2004	4) Will be established F 2004

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Strategic Direction	Strategies 2002-2007	Objectives	Responsible	Time	Status Update
	Middle Tennessee State University will coordinate service-learning activities through the service learning coordinator in the Division of Student Affairs.	1) Appoint Coordinator	1) EVPP	1) 2002-2003	Division of Student Affairs Coordinator appointed 2002; Academic Affairs Coordinator to be appointed 2004-2005.
<b><i>Middle Tennessee State University will develop a coordinated and effective academic advising program that meets the needs of all students.</i></b>	Middle Tennessee State University will establish a comprehensive advising center to coordinate academic advising, testing, counseling, mentoring, career planning, and related services.	1) Develop and implement advising center plan	1) EVPP; VP EM/SA	1) Develop plan and implement Phase I 2002-2003; Implement plan in successive phases 2003-2006	1) Phase I Implemented
		2) Review tenure and promotion policies to include advising	2) EVPP	2) 2003-2004	2) Tenure and Promotion convened Fall 2003; Recommendations due end of Sp 2004.
<b><i>Middle Tennessee State University will recruit and develop faculty who have a deep commitment to excellence in teaching, as well as knowledge of a discipline.</i></b>	The Office of the Executive Vice President & Provost will convene a task force to review and up-date criteria for recruitment and retention of faculty.	1) Convene Faculty Recruitment and Retention Task Force to review criteria and make recommendations	1) EVPP	1) Convene Task Force 2003-2004; Implement recommendations 2004-2005	
		2) Convene a Minority Recruitment and Retention Committee	2) EVPP	2) Convene Minority Recruitment and Retention Committee 2003-2004; Implement recommendations 2004-2005	2a) Task Force convened Spring 2003 2b) President met with African American faculty Sp 2004 2c) Hiring booklet in process Note: 9 new faculty have been recruited for 2004-2005; 6 of whom are minority dissertation fellows; and 2 are visiting Geier Scholars

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Strategic Direction	Strategies 2002-2007	Objectives	Responsible	Time	Status Update
	Middle Tennessee State University will provide a collaborative faculty excellence program.	1) Convene committee to develop collaborative faculty excellence program to include timeline and resources via a Center of Excellence for Learning, Teaching and Innovative Technologies	1) EVPP; IT VP	1) 2002-2003	1) Faculty Senate Academic Affairs Committee B serves as initial LTITC advisory group 2003-2004
		2) Organize annual campus wide professional development conference	2) Dean of Continuing Studies	2) Annually	2) Senate Academic Affairs Faculty organized campus-wide faculty development workshop (Feb 04); LTITC conducted campus wide faculty development workshop: Mind Mapping (April 04)
		3) Increase dollars for faculty development grants to support faculty engaged in collaborative teaching via Learning, Teaching and Innovative Technologies Center	3) EVPP; IT VP	3) 2004-2005	\$60,000 requested 2003-2004. Faculty Mentors trained Sp 2003; Faculty Mentors Program begins Fall 2004
		4) Increase Instructional Development Committee budget by 10% for each of the next five years	4) EVPP	4) Begin implementation 2003-2004	4) Budget increased to \$36,000 AY 2003-2004
	Middle Tennessee State University will establish an Office of Instructional Excellence.	Develop a proposal for a Center of Excellence in Learning, Teaching and Innovative Technologies.	EVPP; IT VP	Develop proposal 2002-2003; Implement proposal 2003-2004	Proposal submitted Su 2003; Virtual LTITC launched Sp 2004

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<b><i>Middle Tennessee State University will enhance the student-centered learning environment through access to appropriate technology.</i></b>	The Office of the Vice President for Information Technology will implement and continuously update the plan for support and expansion of master classrooms, computer laboratories, library technology services, and discipline-specific technology.	1) Revise Information Technology Plan for TBR	1) VP IT	1) Annually	2004-2005 Information Technology Plan submitted to TBR for approval. Plan outlines support for master classrooms, computer laboratories, library technology services and discipline-specific technology.
		2) Implement Enterprise Resource Planning (ERP) System	2) VP IT	2) Annually	2) ERP RFP released April 15, 2004; bid response currently under review by TBR
	The University will provide support services to update instructional equipment and training of faculty and staff on a systematic basis.	1) Provide instructional technology training opportunities	1) IT VP; EVPP	1) Initiate Camp IT 2002-2003; Award Faculty Instructional Technology Development Internships annually; Organize Mid-South Technology Conference annually	1) Camp IT offered 2003-2004; Faculty Instructional Technology Interns awarded; Mid-South Technology Conference held April 2004.
		2) Review tenure and promotion policy to include instructional technology innovation activities	2) EVPP	2) 2003-2004	2) Tenure and Promotion policy reviewed for inclusion of instructional technology innovation criteria Sp 2004
		3) Establish 24/7 Student Lab	3) EVPP; VP IT	3) 2002-2003	3) 24/7 Lab established Sp 2003
		4) Establish 24/7 Help Desk for students and faculty	4) VP IT	4) 2002-2003	4) 24/7 Help Desk pilot established Sp 2003; fully implemented Fall 2003

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		5) Pilot and implement web based system as tool for instructional space monitoring	5) EVPP; VP BF	5) Pilot 2002-2003; Implement 2003-2004	5) Space Allocation website created SU 2003 and updated to facilitate campus space allocation. Website includes classroom features database, an office space database, and a space allocation database for use by the campus. Classroom features database links to resource 25 database used by the Scheduling Center identifies when classrooms are scheduled. Plans underway to provide usage and utilization in graphic format for campus community.
	The Division of Continuing Studies will develop and implement a comprehensive distance education plan.	The Division of Continuing Studies will develop and implement a comprehensive distance education plan to include RODP.	Dean of Continuing Studies	Develop plan 2003-2004; Implement plan 2004-2005	Plan developed 2003-2004; Implementation has begun.

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<b>GOAL 3: Leverage Resources Thru Partnerships</b>					
<b><i>Middle Tennessee State University will develop a formal structure within the University to increase the number and diversity of partnerships.</i></b>	Middle Tennessee State University will establish a University Partnership Council and a Corporate Partnership Advisory Board.	1) Establish a Partnership Council	1) EVPP; VPDUR	1) 2003-2004	1) Postponed
		2) Establish corporate advisory board	2) EVPP; VPDUR	2) 2004-2005	2) Postponed
	Middle Tennessee State University will provide an administrative structure to coordinate all University partnerships.	Designate administrator to oversee and coordinate.	President; EVPP	2003-2004	Postponed
	Middle Tennessee State University will explore plans and evaluate the feasibility of establishing a <b><i>SmartPark</i></b>	Conduct feasibility study for a SmartPark to include a business incubator.	EVPP; VPDUR; Partnerships Coordinator	2003-2005	Postponed
<b><i>Middle Tennessee State University will seek opportunities to partner with other universities, businesses and industries, public agencies, and those in the broader community to pursue collaborative research and grants.</i></b>	Middle Tennessee State University will establish a Partnership Information Center that will foster research and grant partnerships among colleges and universities.	Establish Partnership Information Center to foster research/grant partnerships/opportunities.	EVPP; VPR/Dean of Graduate Studies; VPDUR	Develop plan for Partnership Information Center 2004-2005 Implement plan 2005-2007	Postponed

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Strategic Direction	Strategies 2002-2007	Objectives	Responsible	Time	Status Update
	Middle Tennessee State University will promote the development of a research partnership network among area agencies, businesses, and industries.	Coordinate promotion of Research Partnership Network.	EVPP; VPR/Dean of Graduate Studies; VPDUR; Partnerships Coordinator	Appoint Research Partnership liaison 2003-2004 Develop & implement promotion plan 2004-2007	Signed Memorandum of Understanding with Tennessee Homeland Security Consortium; explored feasibility of structural genomics partnerships; established Center for Organizational and Human Resources Effectiveness.
	Middle Tennessee State University will partner with other higher education institutions to facilitate student transfer, investigate shared curriculum offerings, and maximize the leveraging of mutual resource exchange.	1) Review transfer processes and implement barrier reducing strategies  2) Explore and develop partnerships with selected community colleges  3) Participate in TNII network	1) VPSA; EVPP; Performance Funding Coordinator; VPR/Dean of Graduate Studies  3) ITVP	1) Implement barrier reducing strategies and monitor annually 2002-2007  2) 2003-2004  3) Annually	1) Transfer policies reviewed; barriers identified 2002. Barrier reducing policies implemented F 2003  2) Visited Motlow CC; Volunteer State CC; Cleveland State CC; Nashville State Tech; and U.T. at Chattanooga to discuss partnership initiatives.  3) Participation continued in 2003-2004
<b><i>Middle Tennessee State University will support and strengthen on-going partnership initiatives within individual colleges or among collaborative groups of colleges within the University.</i></b>	Middle Tennessee State University will support and strengthen college-level partnership plans developed over the past five years.	Colleges revise and implement partnership plans to include goals of Academic Master Plan.	Deans	Revise plans 2003-2004; Implement plans 2004-2005	Partnership goals included in all college I.E. Plans

# ACADEMIC MASTER PLAN 2007-2012 (UPDATED 08/21/04)

Strategic Direction	Strategies 2007-2012	Objectives	Responsible	Time	Feedback
<b>GOAL 1: Enhance Academic Quality</b>					
<i>MTSU will engage in systematic efforts to strengthen and streamline its curriculum</i>	MTSU will expand library holdings, access to electronic sources, and library support staff to exceed the level of its peer institutions.	1) Increase total library expenditures per FTE student to 50% of the average expenditure per student for appropriate peer group of institutions with Phi Beta Kappa chapters.	Dean of Library	1) Reach 80% of objective--2008; 90%--2010; 100%--2012	1)
		2) Increase expenditures for library materials to 50% of average expenditure per student of an appropriate peer group of institutions with Phi Beta Kappa chapters		2) Percentage of peer library expenditure per student 80%--2008; 90%--2010; 100%--2012	2)
		3) Size of library staff will equal 50% of average number of staff per student of appropriate peer group of institutions with Phi Beta Kappa chapters		3) Percentage of peer library staff per student goal 80%--2008; 90% --2010; 100%--2012	3)
		4) Increase total volumes per student to 50% of average of appropriate group of peer institutions with Phi Beta Kappa chapters.		4) Percentage of the peer library volumes per student goal 60%--2008; 80%--2010; 100%--2012	4)
	Middle Tennessee State University will implement a comprehensive system to assess academic quality.	1) Seek nationally recognized quality award(s) based on established cycle of evaluation	1) EVPP	1) 2007-2008	1)
		2) Phi Beta Kappa Charter	2) VPAA	2) 2006-2007	2)

# ACADEMIC MASTER PLAN 2007-2012 (UPDATED 08/21/04)

Strategic Direction	Strategies 2007-2012	Objectives	Responsible	Time	Feedback
<i>Middle Tennessee State University will provide development opportunities and rewards for its faculty.</i>	Middle Tennessee State University will establish new distinguished or endowed professorships and programs.	Establish five new distinguished or endowed professorships over next 5 years.	EVPP; VPDUR	2007-2012	
<i>Middle Tennessee State University will fully integrate technology.</i>	Middle Tennessee State University will commit the resources to become a national leader in the appropriate use of technology to facilitate communication, curriculum, course delivery and management.	Establish Continuing Education Conference Center	EVPP; Dean of Continuing Studies	1) Develop plan 2007-2008	1)
				2) Implement plan 2008-2009	2)

# ACADEMIC MASTER PLAN 2007-2012 (UPDATED 08/21/04)

Strategic Direction	Strategies 2007-2012	Objectives	Responsible	Time	Feedback
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## GOAL 2: Foster Student-Centered Learning

<p><i>Middle Tennessee State University will promote a responsive learning environment that fosters academic and personal development of students.</i></p>	<p>Middle Tennessee State University will construct a state-of-the-art student center, which will provide centralized access to student services.</p>	<p>Build new Student Center</p>	<p>VPSA; VPBF</p>	<p>Plan 2003-2004 Break Ground 2007-2008 Open Center 2010-2011</p>	
<p><i>Middle Tennessee State University will develop a coordinated and effective academic advising program that meets the needs of all students.</i></p>	<p>An Excellence in Academic Advising Program will be developed to recognize excellence in faculty academic advising as a part of the tenure and promotion process and to establish an annual award for an outstanding faculty or staff academic advisor.</p>	<p>1) Develop Excellence in Academic Advising Program</p>	<p>1) VPAA</p>	<p>1) Develop Excellence in Advising Program 2007-2008</p>	<p>1)</p>
		<p>2) Review Tenure/Promotion process relative to Academic Advising</p>	<p>2) VPAA</p>	<p>2) Revisit Tenure and Promotion process for advisory component 2008-2009</p>	<p>2) Tenure and Promotion Committee reviewed process relative to advising 2003-2004</p>
		<p>3) Establish Outstanding Advisor Awards</p>	<p>3) VPDUR</p>	<p>3) Establish annual award 2007-2008</p>	<p>3)</p>

# ACADEMIC MASTER PLAN 2007-2012 (UPDATED 08/21/04)

Strategic Direction	Strategies 2007-2012	Objectives	Responsible	Time	Feedback
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## GOAL 3: Leverage Resources Thru Partnerships

<i>Middle Tennessee State University will develop a formal structure within the University to increase the number and diversity of partnerships.</i>	If feasible, Middle Tennessee State University will establish a <b>SmartPark</b> as an off-campus, entrepreneurial branch of the University.	Conduct feasibility study for SmartPark as an off campus, entrepreneurial branch	EVPP	2007-2009	
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<i>Middle Tennessee State University will develop and provide incentives for faculty, staff, and external communities to initiate and engage in partnering relationships.</i>	Middle Tennessee State University will develop incentives to encourage faculty and staff to pursue new partnerships and participate in existing ones.	Develop Academic program/life-long learning partnerships to increase non-credit and certificate professional development programs targeted toward specific industries/professions.	Dean of Continuing Studies	1) Implement Annual program 2002-2003	1)
				2) Identify strategic partnership areas to maximize outreach/academic programs 2002-2003	2)
				3) Recruit discipline specific faculty to develop division plans and partnership with discipline specific industries/agencies and/or schools 2003-2004	3)