

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
GOAL 1: Enhance Academic Quality					
<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:			
		2a) M.F.A. Recording Arts and Technology; revised to M.F.A. in Recording Arts	2) EVPP/VPR and Dean of Graduate Studies	2a) 2003-2004	2a) TBR approved M.F.A. in Recording Arts 9/24/04; THEC approved 1/27/05; Implemented Fall 2005
		2b) M.A. Political Science		2b) withdrawn	2b) Notification of restart process 1/9/03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) Objective added for 2005-2006; Separation of Master of Science in HPERS to: M.S. in Sports Studies (with concentrations in Physical Education Pedogogy & Sport Management) M.S. in Recreation and Leisure M.S. in Health Behavior & Promotion (Interdisciplinary with Psychology Department)	VPAA / VPR & Dean of Graduate Studies	2e) 2005-2006	
2f) M.S. Speech-Language Pathology (added)			2f) 2003-2004	2f) Not recommended at this time	

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
		3) Redesignate History and Chemistry D.A.s to Ph.D.s	3) EVPP & VPR/Dean of Graduate Studies	3) 2003-2004	3) 2003-2004 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 2004-2005 Ph.D. in Public History TBR approved 1/5/04; THEC approved 1/27/05, Implemented Fall 2005
		3a) Ph.D. in Interdisciplinary Sciences (i-Sciences)	3a) EVPP & VPR/Dean of Graduate Studies	3a) 2004-2005	3a) Proposal submitted to TR for review
		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
		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

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
		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
		6) Objective added for 2005-2006; Concrete & Construction Management with MBA	VPAA / VPR & Dean of Graduate Studies	7) 2005-2006 Discussion with Deans Cheatham and Burton	

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
	MTSU will develop new programs that address demonstrated needs consistent with the mission of the university.			<p>Assess state and regional needs, survey University's strengths, and certify niche programs in Tennessee - 2003-2004.</p> <p>Establish interdisciplinary program review cycle 2003-2004.</p> <p>Develop and move forward niche programs 2004-2005.</p>	
		Health Care Business Degree (graduate)		a) 2003-2004	a) Development On-going
		b) Change Master of Education Degree name from School Counseling to M.Ed. In Professional Counseling with concentrations in Mental Health Counseling and School Counseling	VPAA and VPR and Dean of Graduate Studies	b) 2004-2005	<p>b) Development On-going, Approved by UCC, Sp 2004</p> <p>2004-2005 TBR approved 9/24/05; THEC approved 11/18/04; implemented Spring 2005</p>

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

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		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) Develop interdisciplinary minor in African Studies e) Objective added 2005-2006: VPAA B.A. in Global Studies		e) 2004-2005 f) 2005-2006 In process and under review.	e) TBR approved July 2004
	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%.	Special Asst to Provost for International Education	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) 2003-2004 Study abroad program with Yung Sai University (Korea) developed/ 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 2004-2005 strengthened partnerships with Northwest Hunan Normal University (China); developed partnerships with Glasgow Caledonian University (Scotland) and Universidad Popular Autonoma del Estado do Puebla (Mexico), Makelle University (Ethiopia). Established MTSU faculty-led program in France. Joined UMAP, a new Asian study abroad consortium.
					1b) Students participating in Study Abroad: 2003-2004 increased from 138-207 2004-2005 increased from 207-257

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

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		2a) Review all degree programs for: a. inclusion of curriculum about learning of other cultures and/or	EVPP & IERP Director	2a) Program review conducted in coordination with Department Program Reviews 2003-2007	2a) 2004-2005 Program Review template adapted to include review of curriculum about learning of other cultures.
		2b) Objective added 2005-2006: Developed programs for Chicano populations.	EVPP	2b) 2005-2006 Begin development of programs.	
		2c) participation in and/or the process of developing study abroad program.			2003-2004 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 2004-2005 Special Asst to Provost for I.E. developed an international ed plan
	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	2003-2004 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

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

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					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
	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 2) Develop evaluation cycle for review of General Education	1) General Education Director with University Committee on General Education 2) General Education Director with University Committee on General Education	1) 2002-2003 2) 2003-2004	1) Completed 2) 2003-2004 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) 2003-2004 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. 2004-2005 Report data based on new peers: In 2004 Library expenditures were at 66.8% of the peer group.

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

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		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) 2003-2004 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. 2004-2005 Report data based on new peers: MTSU expenditures per student for Library materials were 63.2% of the peer group.
		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) 2003-2004 Library staff size was 61% of the THEC average in 2003. MTSU staff per student was basically unchanged from 2002. 2004-2005 Report data based on new peers: MTSU Library staff size was 76.8% of the peer average in 2004.
		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) 2003-2004 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. 2004-2005 Report data based on new peers: MTSU volumes per students in 2004 were 40.1% of the peer group.

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

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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	<p>1) 2003-2004 programs reaccredited: Accounting (AACSB International); Nursing (NLNAC; CCNE); Social Work (CSWE); Interior Design (FIDER); Industrial Technology (NAIT); and Athletic Training Education Program (CAAHEP)</p> <p>2004-2005 programs reaccredited: Recreation and Leisure Services; Mass Communication; Engineering Studies and Industrial Studies accreditation extended for one year for reaccreditation visit; Consultant visit for reaccreditation for Music; Accreditation 'pre-visit' for Mathematics in preparation for site visit 2006</p>
		2) Seek accreditation for Art Program	2) Dean/Chair Art Department	2) 2003-2004 2004-2005	<p>2) 2003-2004 Art Department preparing application for submission to NASAD in Spring 2005;</p> <p>2004-2005 Letter of intent for NASAD accreditation sent; Consultant visit in preparation for submission of application Spring 2005; Art self-study in process</p>
		3) Prepare for and obtain SACS reaccreditation	3) EVPP and SACS Self-Study Director	3) 2002-2006	<p>3) 2004-2005 SACS Compliance Audit preparation on timeline for Sept 2005 review; Data warehouse in development to support SACS review; QEP launched April 2004 and on timeline</p>

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

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		4) Meet external academic review standards for all programs	4) Director of IEPR & VPAA	4) Annually according to program review cycle	4) 2003-2004 Undergraduate (U) and graduate (G) program reviews successfully conducted : 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) 2004-2005 successful reviews: Biology (U) (Academic Audit); Environmental Science and Technology (U); Mathematics (U); Biology MS only (G); Chemistry MS only (G); Engineering Technology and Industrial Studies MS (G); Economics MA only (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	2003-2004 Plan completed Sp 2002; 2004-2005 Discussions revisiting organizational structure begin F2004; Discussions held with Deans/Faculty Senate Executive Committee; Reorganization structure recommendations for continuing discussions submitted F2004
<i>Middle Tennessee State University will attract meritorious students.</i>	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) 2003-2004 In Planning Phase 2004-2005 Academic Student Scholars funding integrated as recurring component in annual fund-raising strategy
		2) Implement the campaign.	2) VPDUR	2) 2005-2006	2) 2004-2005 Annual funding strategy implemented

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

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	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 = 267 2003-2004 = 239 2004-2005 = 265
		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	2003-2004 Increased to \$6,400. Additional increase requested in 2004-2005 budget 2004-2005 No Master's increase. Doctoral stipends increased from %12,000 to \$14,000 annually
		3) Establish a summer graduate assistantship tuition grant program	3) EVPP; VPR/Dean of Graduate Studies	3) 2004-2005	2003-2004 Summer G.A. tuition grants awarded selectively. 2004-2005 Summer Graduate Assistantships awarded to 92 students (\$250,000 including stipends and tuition)
<i>Middle Tennessee State University will provide development opportunities and rewards for its faculty.</i>	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) 2003-2004 Increased extramural funding to \$12,296,524, an increase of \$1,209,644; exceeded goal by approximately \$400,000. 2004-2005 Increased extramural funding to \$21,300,000 an increase of \$9,003.496; exceeded goal by approximately \$8,600,000.

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
		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) 2003-2004 Two sponsored program 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 2004-2005 Compliance Officer funded; Assistant Director of Research and Sponsored Programs funded and hired; Grant Research Clerk upgraded to Grants Manager; Additional Grant Research Clerk to be hired 2005-2006
	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) 2003-2004 Increased faculty positions by 20 or 2.5%. 2004-2005 Increased faculty positions by 36 or 4%.
		2) Develop Compensation Plan to include merit/market considerations	2) EVPP	2) 2002-2003	2) 2003-2004 Compensation Plan completed; Merit component implementation delayed 2 years 2004-2005 Merit Component implementation delayed
		3) Review on-going evaluation system	3) EVPP	3) 2003-2004	3) 2003-2004 Preliminary review completed synchronously. (Delaware Study review) 2004-2005 Participating in Delaware pilot project.

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
		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) 2003-2004 Increased undergraduate research funding by \$50,000 2004-2005 Increased faculty research opportunity (FRCAC) by \$100,000; Increased faculty travel to provide a minimum of \$500 per faculty member; Increased undergraduate research funding by \$40,000
		6) Implement Compensation Plan	6) EVPP	6) 2003-2004	6) 2003-2004 Planned implementation of 1/3 market differential for all employees contingent on availability of funds for 2004-2005. 2004-2005 Implementation of 1/3 market differential for all employees completed
Middle Tennessee State University will fully integrate technology.	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	2003-2004: Expenditures: approximately \$700,000 in TAF funds to replace instructional computers in classrooms, labs, and emergency repairs; \$1,200,000 to update existing open computer labs and recurring operating expenses; \$1 million discipline specific equipment (i.e. HPERs's new PhD lab, Mass Communications, and Science labs); \$800,000 updating/creating 14 master classrooms; \$800,000 network and campus mainframe infrastructure upgrades.

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
					2004-2005: Expenditures: approximately \$615,000 for new equipment, recurring expenses, student help to twelve open computer labs; \$49,000 to provide 24/7 support for student help desk; \$591,000 to replace instructional computers and printers (four years or older); \$633,000 to replace the networking infrastructure and software; \$935,000 for updated master classrooms, including completion of master classrooms in renovated Todd Building, creation of a Recording Industry classroom in Ezell, and the combination of two classrooms in Nursing to support higher enrollments; approximately \$927,000 for discipline specific equipment in all colleges, i.e., the purchase of new radar systems to support training of air traffic controllers; \$83,514 for emergency repair and replacement purchases; \$273,000 to update and purchase web-based library resources.
		2) Develop wireless capabilities for campus	2) IT VP	2) Continuing	2) 2003-2004 50 transmitters installed. 2004-2005 25 transmitters installed
		3) Explore a laptop availability program for selected student groups	IT VP & VPAA	3) 2004-2005	3) 2003-2004 Investigating possible project for the Honors College 2004-2005 Investigation continues
		4) Develop and implement a Student Technology Training Program	4) IT VP and EVPP	4) 2003-2004	4) Implemented 2003

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
		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) 2003-2004 Virtual LTITC established Sp 2004 2004-2005 Executive Assistant hired and two Faculty Fellows appointed Sp 2005
	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) 2003-2004 On-going; Faculty teaching in RODP, as well as faculty not teaching in RODP, attend TBR RODP workshops for on-line instruction annually 2004-2005 Updated Faculty Resources section for On Line Courses website

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	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	<p>2) 2003-2004 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</p> <p>2004-2005 Coordinated WebCT training session for telecourses and correspondence instructors and provided Dallas Telelearning simulcast for faculty on online pedagogy Spring 2005; Thirteen faculty received Certified Online Instructor designation with 26 pursuing the certification; sponsored nine faculty to participate in TBR Distance Learning Conference Spring 2005; partially funded four faculty to attend distance learning conferences; Piloted Faculty Peer Assistance Program for Online Course Developers; Funded stipend for online MTSU RN to BSN program advisor and student advisor for RODP MSN program for fall/spring semesters</p>
		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

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
		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) 2003-2004 Faculty development activities in Distance Learning incorporated into Learning, Teaching and Innovative Technologies Center mission and activities. Use of technology in teaching is integral to faculty development program. 2004-2005 Plan implemented. Provided two activities: "Celebrating Learning in a Student Centered Environment", Fall 2004; "Curriculum Development in the On Line Environment" Spring 2005
		5) Integrate administrative systems with learning technology	5) IT VP	5) Continuing	5) On-going
Middle Tennessee State University will address limitations of the physical plant.	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	2003-2004: Resource 25 implemented; Space Advising Committee established SP 2003; Master Planning for Sciences Building. to include renovation of older Sciences Buildings. Begun Sp 2003. 2004-2005: Ongoing improvement of space utilization and scheduling software through Resource 25 implementation by adding more academic schedulers/X25 to graphically review space utilization by university/academic department. Space Advisory Group recommends space allocations to President/informs campus about decisions/Academic Affairs has increased capital projects involvement to ensure greater space flexibility design to increase utilization.

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
					<p>Ongoing projects include Observatory, Science Complex, MT Building, Todd Third Floor, Nursing Addition, Life Safety Projects in Davis, James Union, and Wiser Patten, and Performance Contracting Project for Boutwell. A website created to assist in Science Complex planning</p> <p>Academic Affairs, Campus Planning and Mass Communications developing capital projects TBR proposal; Campus-wide team created to discuss classroom and/or other building design standards.</p>
		2) Conduct space utilization study	2) EVPP; VP BF; CLUE Committee	2) 2002-2003	<p>2003-2004: space utilization studies completed for all semesters between Fall 2002 and Spring 2004; studies shared with departments 2002-2003 and again 2003-2004 with departments and colleges; also added to Space Allocation website.</p> <p>2004-2005: Space utilization efforts ongoing; Provost's Space Allocation website serves as University space website; tracking and monitoring of all space, including office and classrooms, ongoing; Space Advisory Group uses utilization data for allocation recommendations; information is made available Fall 2002 to Spring 2005/shared with departments; Provost Office developing model using student credit hours to predict future faculty and space needs; Academic Affairs representatives serving on Vision 2020 think-tank to discuss future space needs in the state.</p>

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
		3) Revise facilities master plan	3) President; EVPP; VP BF	3) 2005-2006	3) 2003-2004 Discussion begun to revisit facilities master plan Sp 2003 2004-2005 Funding allocated to update Facilities Master Plan; awaiting final approval and appointment of designer by TBR
	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) 2003-2004 In Planning Phase; Team visited Baylor University Science facility 2004-2005 Sciences Bldg planning funding moved to top TBR priority; Sciences programming will be major component of MTSU Facilities Plan Update
		2) Develop a standardized policy on naming facilities and donation requirements	2) VPDUR	2) 2003-2004	2) 2003-2004 Committee convened to make recommendations 2004-2005 Committee established naming facilities and donation requirements/charged with continuing oversight of implementation of standards

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
GOAL 2: Foster Student-Centered Learning					
<i>Middle Tennessee State University will promote a responsive learning environment that fosters academic and personal development of students.</i>	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	2003-2004 Administered 1st summer school survey; responses were analyzed for recommendations to increase summer school enrollment 2004-2005 Moved tuition-based courses to regular summer school offerings inventory; Developed a Freshmen Summer Institute offered Summer 2005; Presented survey results to college deans with recommendation to increase online and evening summer offerings
		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) 2002-2003 Phase I Implemented 2003-2004 Phase II Implemented 2004-2005 Phase III Implemented
		3) Increase support for faculty research via incremental increases in start-up funds	3) EVPP; VPR/Dean of Graduate Studies	3) Annually	3) 2003-2004 \$200,000 additional funds requested 2004-2005 Start-up funds increased by \$400,000

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

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		4) Initiate a Student Research-oriented Scholars Day	4) EVPP; VPR/Dean of Graduate Studies	4) 2003-2004	<p>2003-2004 Basic and Applied Sciences hosted an Undergraduate Research Poster Day SP 2004</p> <p>2004-2005 College of Grad Studies established "Scholars Day 2004" Fall 2004; published abstract book of participants' work; distributed publication to faculty and other state institutions</p>
	The University will develop and implement a major campus housing renovation plan.	The University will develop and implement a major campus housing renovation plan.	VP EM/SA; VP BF		<p>2003-2004 MTSU Housing Renovation Master Plan completed</p> <p>2003-2004 Phase 1 implemented; Sims Hall renovated 2003; Beasley Hall renovated Spring 2004</p> <p>2004-2005 Gracy Hall renovation completed Fall 2004; Judd Hall renovation completed summer 2005; Smith Hall renovation to be completed summer, 2006. Monohan, Schardt, Reynolds and Womack Bldgs A,B,E,J,K and L renovations begin May 2006 with reopening scheduled for August 2007</p> <p>Phase 2: Renovation of Lyon and Monohan complexes; to include addition of sprinkler systems, beginning summer 2004. Construction begins May 2006.</p>
	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 www.mtsu.edu/alert4u

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update	
<p><i>Middle Tennessee State University will pursue service-learning activities with community partners to promote student-centered education and faculty development.</i></p>	<p>Middle Tennessee State University will form partnerships that enable students and faculty to confront pertinent community issues through service learning.</p>	1) Reactivate Service Learning Advisory Committee to increase opportunities for service learning	1) ExVP/P and VP EM/SA	1) 2002-2003	<p>1) 2003-2004 Ad Hoc Service Learning Task Force appointed; submitted report with recommendations May 2004</p> <p>2004-2005 Service Learning Advisory Committee established/charged to implement ad hoc Task Force recommendations</p>	
		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) 2003-2004 One faculty reassigned 3 hours time; two faculty reassigned time in Spring	<p>2004-2005 Three faculty reassigned 3 hours time Fall/Spring; piloted SL programs and made SL workload recommendations; Advisory Committee member invited to make SENCER presentation; Faculty team attended ADP national conference/made presentations; MTSU participating in two national ADP initiatives: First Year Experience and Democracy in Other Lands</p>
		3) Revise University 1010 to include service learning component	3) EVPP	3) Review curriculum 2003-2004. Add component 2004-2005	3) 2003-2004 Faculty Development session held on U1010 and Service Learning Fall 2003	<p>2004-2005 Selected U1010 faculty implement SL component</p>
		4) Establish a community Service Learning Council to identify opportunities for service learning	4) EVPP	4) 2003-2004	4) 2003-2004 Will be established F 2004	<p>2004-2005 Service Learning Advisory Committee conducted community focus groups to discuss Council</p>

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	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	2003-2004 Division of Student Affairs Coordinator appointed 2002; Academic Affairs Coordinator to be appointed 2004-2005. 2004-2005 AA Coordinator appointment postponed. Service Learning Advisory Committee currently serves as SL clearing house
<i>Middle Tennessee State University will develop a coordinated and effective academic advising program that meets the needs of all students.</i>	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) 2003-2004 Phase I Implemented 2004-2005 NACADA recommended advising consultants review advising center services/submitted report; comprehensive advising plan in development
		2) Review tenure and promotion policies to include advising	2) EVPP	2) 2003-2004	2) 2003-2004 Tenure and Promotion convened Fall 2003; Recommendations due Sp 2004. 2004-2005 New tenure and promotion guidelines include advising component
<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>	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	2004-2005 Centralized Recruitment Initiatives continued

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
		2) Convene a Minority Recruitment and Retention Committee	2) EVPP	2) Convene Minority Recruitment and Retention Committee 2003-2004; Implement Committee recommendations 2004-2005	<p>2) 2003-2004 Task Force convened Spring 2003; President met with African American faculty Sp 2004; Hiring booklet in process Note: 16 new minority faculty were recruited for 2004-2005, 6 were minority dissertation fellows, 2 were visiting Geier Scholars. A tenure track contract was extended to the former visiting professor.</p> <p>2004-2005 2b) President met with African American faculty Sp 2005; MTSU receives TBR Spirit of Geier Award Note: 5 new minority dissertation fellows and 1 new visiting professor were recruited for 2005-2006. Additionally tenure track contracts were offered to 2 former visiting professors and 2 former minority fellows.</p>
	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	<p>1) 2003-2004 Faculty Senate Academic Affairs Committee B serves as initial LTITC advisory group</p> <p>2004-2005 LTITC established Fall 2004. Center facilitated Faculty Learning Summit Spring 2005; Delegates to Summit defined Center's mission, goals and objectives to provide faculty development activities/opportunities for 2005-2007</p>

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
		2) Organize annual campus wide professional development conference	2) Dean of Continuing Studies	2) Annually	2) 2003-2004 Faculty Senate Com B and Academic Affairs Faculty organized campus-wide faculty development workshop; LTITC conducted campus wide faculty development workshop: Mind Mapping 2004-2005 LTITC/Continuing Studies offered two day development workshop (approx 75 faculty) Fall 2004
		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	2003-2004 \$60,000 requested. Faculty Mentors trained Sp 2003; Faculty Mentors Program began Fall 2004 2004-2005 LTITC allocated \$60,000; funded lap top computers for 24 faculty Learning Summit delegates; provided faculty travel funds to teaching centers at other universities. Eleven faculty mentored by six faculty mentors through Faculty Mentoring Program
		4) Increase Instructional Development Committee budget by 10% for each of the next five years. Objective redefined beginning 2005-2006: Increase Instructional Development Committee budget by 5% over the next five years.	4) EVPP	4) Begin implementation 2003-2004	4) 2003-2004 Budget increased to \$36,000 2004-2005 Budget increased to \$37,500; ITITC established

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
	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	2003-2004 Proposal submitted Su 2003; Virtual LTITC launched Sp 2004 2004-2005 LTITC officially established Fall 2004
Middle Tennessee State University will enhance the student-centered learning environment through access to appropriate technology.	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	2004-05 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) 2003-2004 ERP RFP released April 15, 2004; bid response currently under review by TBR 2004-2005 SCT awarded contract for Banner; contract signed Dec 2004; Banner Finance implementation began Jan 2005/live July 2005; other components to follow
	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) 2003-2004 Camp IT offered; Faculty Instructional Technology Interns awarded; Mid-South Technology Conference held April 2004 2004-2005 Camp IT offered May 2005; Faculty Instructional Technology Interns awarded; Instructional Technology Conference held April 2005

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
		2) Review tenure and promotion policy to include instructional technology innovation activities	2) EVPP	2) 2003-2004	2) 2003-2004 Tenure and Promotion policy reviewed for inclusion of instructional technology innovation criteria Sp 2004 2004-2005 Revised tenure and promotion guidelines include instructional technology innovation criteria
		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
		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) 2003-2004 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 2004-2005 Continued implementation

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
	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	2003-2004 Plan developed and implemented 2004-2005 Off campus faculty handbook completed and placed on the web; Provided special print resources to online faculty who allowed their courses to be reviewed by Online Peer Review Committee; Established Faculty Mentor Program for new online course designers and requested funding to provide stipend; Surveyed RODP alumni to obtain overall satisfaction rate; Conducted faculty survey to obtain feedback regarding training, services and rate of satisfaction; 80% of alternative delivery students retained; RODP majors maintained at least an average national score on Academic Profile Exit Exam

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
GOAL 3: Leverage Resources Thru Partnerships					
Middle Tennessee State University will develop a formal structure within the University to increase the number and diversity of partnerships.	Middle Tennessee State University will establish a University Partnership Council and a Corporate Partnership Advisory Board.	1) Establish a University Partnership Council	1) EVPP; VPDUR	1) 2003-2004	Delayed
		2) Establish Corporate Partnership Advisory Board	2) EVPP; VPDUR	2) 2004-2005	2004-2005 Preliminary Corporate Advisory Board discussions begun with potential business and industry partners
	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 SmartPark	Conduct feasibility study for a SmartPark to include a business incubator.	EVPP; VPDUR; Partnerships Coordinator	2003-2005	2004-2005 Initial discussions begun to explore feasibility of SmartPark
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.	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	2004-2005 Center for Advancement of Research and Scholarship established July 1, 2005

ACADEMIC MASTER PLAN 2002-2007

2004-05 UPDATE

Strategic Direction	Strategies 2002-07	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	2003-2004 Signed Memorandum of Understanding with Tennessee Homeland Security Consortium; explored feasibility of structural genomics partnerships; established Center for Organizational and Human Resources Effectiveness. 2004-2005 Explored collaborative opportunities with other TBR universities through TBR Research Council; explored development of collaboration with ORNL; enhanced active participation in TN Valley Consortium; became member of Oak Ridge Associated Universities
	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	1) VPSA; EVPP; Performance Funding Coordinator; VPR/Dean of Graduate Studies	Implement barrier reducing strategies and monitor annually 2002-2007	2003-2004 Transfer policies reviewed; barriers identified 2002. Barrier reducing policies implemented F 2003 2004-2005 Barrier reducing policies monitored
		2) Explore and develop partnerships with selected community colleges		2003-2004	2003-2004 Visited Motlow CC; Volunteer State CC; Cleveland State CC; Nashville State Tech; and U.T. at Chattanooga to discuss partnership initiatives 2004-2005 Transfer partnerships developed with Volunteer State and Nashville State Community College in Mass Comm
		3) Participate in TNII network	3) ITVP	3) Annually	3) 2003-2004 Participation continued 2004-2005 Participation continued

ACADEMIC MASTER PLAN 2002-2007

Strategic Direction	Strategies 2002-07	Objectives	Responsible	Time	Status Update
<p><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></p>	<p>Middle Tennessee State University will support and strengthen college-level partnership plans developed over the past five years.</p>	<p>Colleges revise and implement partnership plans to include goals of Academic Master Plan.</p>	<p>Deans</p>	<p>Revise plans 2003-2004; Implement plans 2004-2005</p>	<p>2003-2004 Partnership goals included in all college I.E. Plans.</p> <p>2004-2005 Selected College partnership activities: Environmental Ed Center \$1.1 million TDEC contract; NASA Educator Research Center; Pilot training research with EFF, NASA, Embry-Riddle, and North Dakota.; Purchased world's 1st glass cockpit simulator with support of Frasca; Governor's Reading Program; Center for Economic Ed's work with Murfreesboro City Schools; Executive Briefing Series with Bridgestone/Firestone, BMI, Caterpillar Financial, TN Dept of Financial Institutions, and Gaylord Entertainment; \$7 million plus TN DCS grant; Cultural Diversity Conference; Murfreesboro Youth Orchestra, ETSU, TSU, Martin Methodist College, American Indian Festival; established; MTSU Research Foundation; \$1.6 million Institute for Museum and Library Services proposal with UT</p>