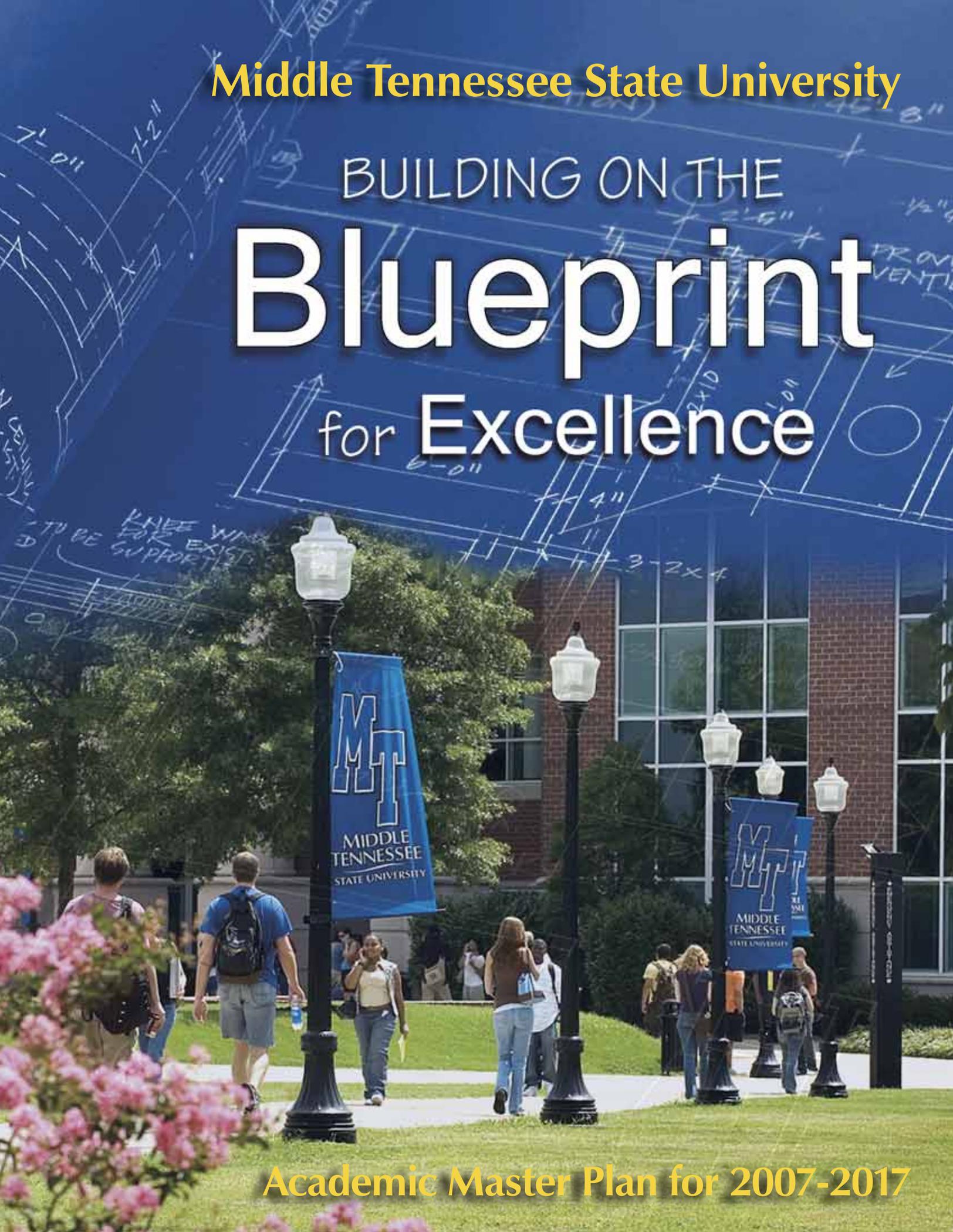


Middle Tennessee State University

BUILDING ON THE
Blueprint
for Excellence



Academic Master Plan for 2007-2017

FAMILY ROOM

FLOOR ELEVATION
TO MATCH EXIST



EXIST. 8" BRICK WALL ABOVE
EXIST. BRICK WALL TO BE DEMOLISHED

EXIST. JOISTS
LOW CEILING

KNEE WALL
FOR EXIST. FLOOR
TO BE SUPPORT

PROVIDE MEANS
FOR VENTILATION

EXIST. JOISTS

TOP
PL. PER O.B.C.

10'-0"

3'-4" MIN.

EXIST. JOISTS
2'-0"

EXIST. 8" MISALIGN

4'-0"

EQ.

EQ.

W6

4'-7"

EQ.

4'-0"

4'-0"

4'-0"

4'-0"

4'-0"

4'-0"

BUILDING ON THE **Blueprint** for Excellence

Fostering a Community of Scholars for Our Next 100 Years

Middle Tennessee State University Academic Master Plan for 2007-2017

GOAL I

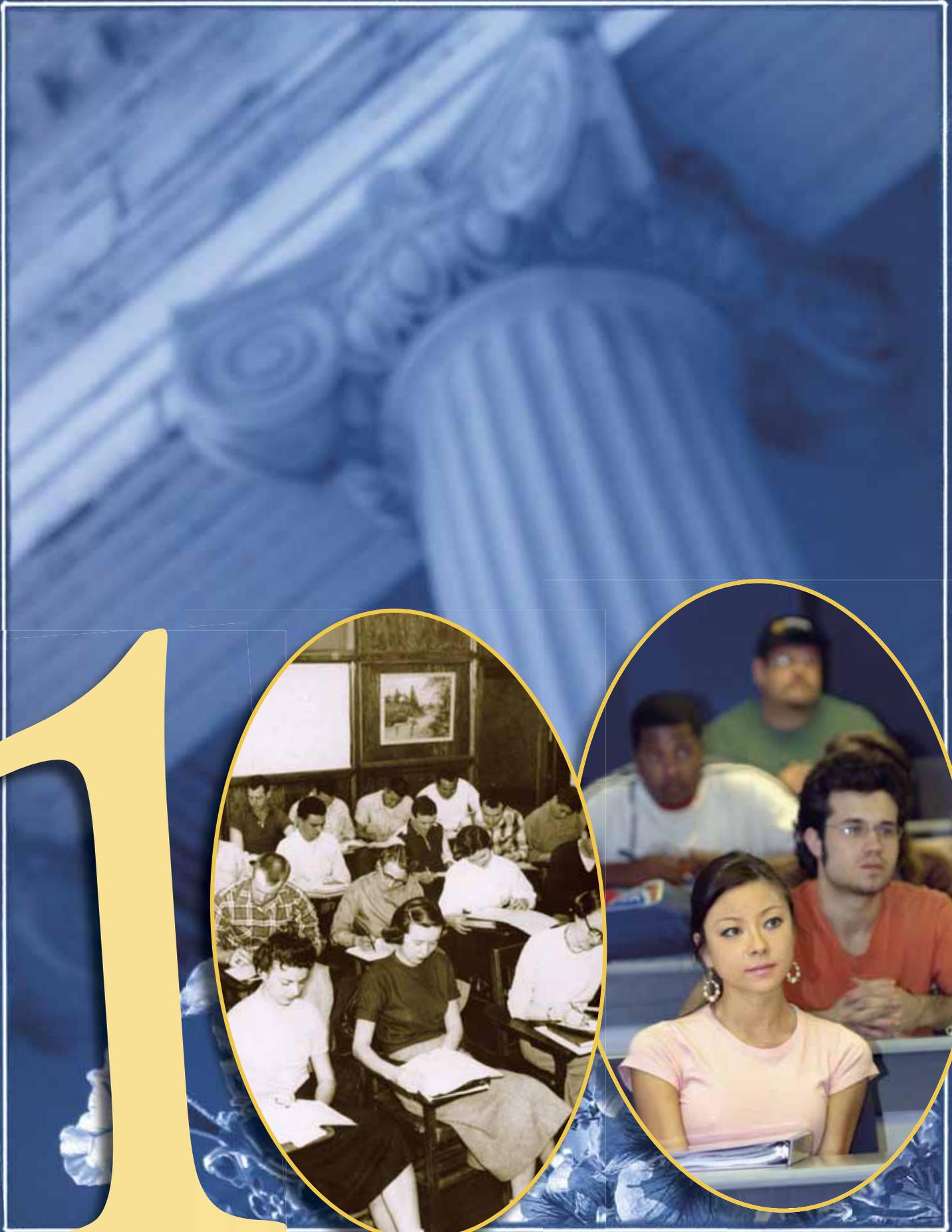
Middle Tennessee State University will promote academic quality by enhancing learning, teaching, scholarship, and service and by celebrating MTSU's distinctive strengths.

GOAL II

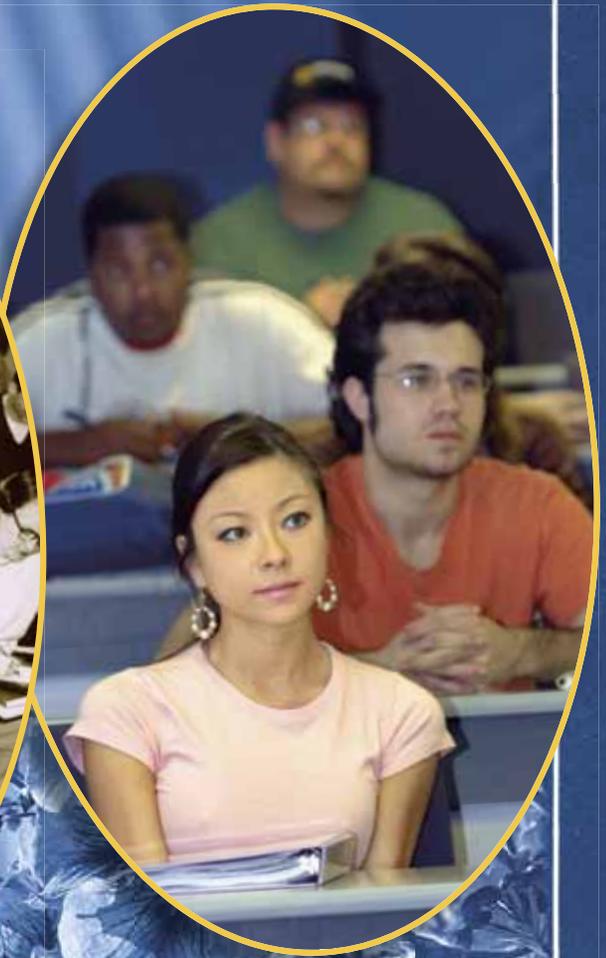
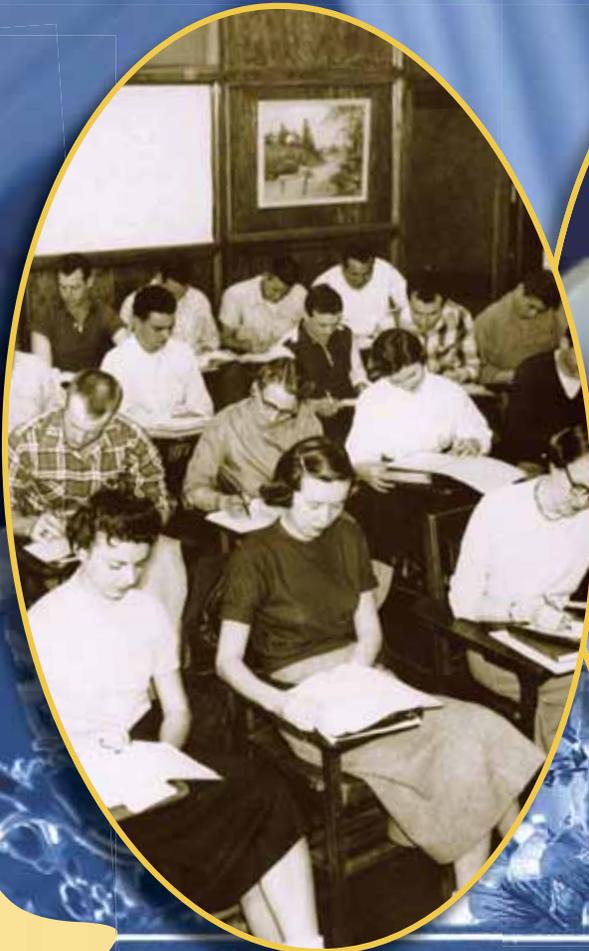
Middle Tennessee State University will promote individual student success and responsibility for accomplishments through fostering a student-centered learning culture.

GOAL III

Middle Tennessee State University will promote partnerships and public service to enhance educational, social, cultural, and economic well-being.



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Anticipating a Centennial

In 2011, MTSU will celebrate the centennial of its founding. As the University commemorates its past with pride, it also looks to the future with anticipation. MTSU seeks to assure that an increasingly diverse group of students and faculty members will **continue to develop relationships that promote the sense of community** that the initial group of 19 professors and 125 students first established on the campus in 1911.



Even the most far-sighted members of the 1911 class might not have imagined that the university would expand to encompass today's 900 full-time faculty members and 23,000 plus students who constitute **the largest undergraduate population in the state** and an ever-growing number of graduate students. However, it is likely that if members of the first class could visit today's campus, they would recognize the dynamic relationships that continue to bind students and faculty members together as a community of scholars.

Proudly identified by its name, firmly situated by its geography, and emotionally bound by ties of affection and sentiment to middle Tennessee, **MTSU has been shaped by its circumstances and location.** Increasing numbers of students and faculty members were attracted by a tradition of quality academic programs in a growing region; the greater number of buildings resulted from **increased state and alumni financial support.** MTSU has created many of its programs in **direct response to technological and economic developments** that have transpired over the last century and by focusing on strategic niches in academic programming.



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Recognizing that its **ties to the state and the region will always give it character**, MTSU also increasingly understands that it has untapped capacity both to chart its own destiny and to shape itself and its environment.



THE BLUEPRINT FOR EXCELLENCE

When the University drafted its former master plan in 2001, it offered “A Blueprint for Excellence.” Having already led the state in student growth and having reaped many of the corresponding economies of scale, the University’s Blueprint recognized that it was more important to emphasize adding to and strengthening its excellent academic programs rather than continuing to increase the number of new students at the previous high rates. The university also understood that it was facing a period of state fiscal austerity that would impact its opportunities.

Undaunted by the prospect of limitations, the last master plan boldly outlined three goals: **enhancing academic quality, nurturing a responsive student-centered learning environment, and establishing mutually beneficial partnerships.** Despite fiscal obstacles that it has faced in common with other state institutions of higher learning, **the University has enjoyed striking successes in the last five years in each of the areas that the last Blueprint outlined.**

MTSU has enhanced its academic quality in numerous ways. It has strengthened the state’s first Honors College through raising funds to match a donation for construction of a new state-of-the-art building to house the college; re-designated a number of Doctor of Arts to Doctor of Philosophy degrees; continued and expanded accreditation of its undergraduate and graduate programs; strengthened student and faculty research; significantly increased the number of new faculty members to keep pace with increases in enrollments; established a new Learning, Teaching, and Innovative Technologies



Center for faculty development; renovated residence halls and constructed new intramural fields; improved both the grade point averages and the performance of its athletic teams; and increased recruiting efforts and tightened admission requirements so that its incoming students now have **ACT scores above the national average.**



MTSU has further nurtured a responsive **student-centered learning environment**. Since completing its last master plan, the University has increased its emphasis on experiential learning; highlighted and enhanced unique degrees; added master classrooms and other technological innovations; improved student advising and support programs, including a new academic support center; initiated the American Democracy Project; and increased the number of its interdisciplinary programs.

Finally, MTSU has continued to establish **mutually beneficial partnerships** with area schools and businesses. It has increased alumni participation in university events and giving to university programs. Partnerships include Oak Ridge Associated Universities (ORAU); international initiatives; local school districts; and Spring Fling, a joint effort of the City of Murfreesboro, Rutherford County Chamber of Commerce, and MTSU to host TSSAA competitions.

BUILDING ON THIS BLUEPRINT

In this Master Plan, the University has chosen to build upon the blueprint of three central goals outlined in its previous master plan and to **focus on additional strategies**. MTSU continues to believe that the goals of enhancing academic quality, supporting student-centered learning, and promoting partnerships with other entities to enhance educational, social, and economic well-being are fundamental. Honoring the lessons of its own history, the University continues to believe that it can best achieve such goals when professors and students form a community of scholars not only committed to the advancement of learning but also to mutual success.

MEASURING AGAINST EVER HIGHER BENCHMARKS

MTSU has chosen to measure its progress toward its three central goals not only against its own prior achievements but also in relation to peer institutions and external nationally recognized benchmarks. The attainment of these standards over the next decade will enable the University to **enter its second century at a new level of quality**.

The Tennessee Board of Regents and the Tennessee Higher Education Commission recently recognized that in terms of its enrollments and academic programs, **MTSU has already joined a more prestigious group of peer universities**. MTSU intends not merely to keep pace with these new peers but to challenge them as it continues to build upon its own distinctive strengths.

MTSU's mission statement commits the University to prepare students "to live productively and to become lifelong learners; to employ scientific knowledge and an understanding of culture and history; to think logically, critically, and creatively; to communicate clearly; to make sound judgments; to acquire working knowledge of a discipline or group of related disciplines; and to participate as citizens in the global community."

Clearly, this is a tall order, but it promises great rewards. **As its students and alumni acquire and demonstrate such skills, the University will in turn grow in national recognition and stature.**





Goal I

Middle Tennessee State University will promote academic quality by enhancing learning, teaching, scholarship, and service and by celebrating MTSU's distinctive strengths.

Quality is a measure of the University's excellence. As it pursues its primary goal of promoting learning, MTSU will seek to meet the present and future learning needs of students academically, socially, culturally, and economically. The University is committed to delivering quality education in instruction, scholarship, and service in an environment that is inclusive, values diversity, expands opportunities for international education, and responds to the needs of a multicultural student population. It is also committed to holding itself accountable and to demonstrating continuous improvements in its processes and delivery of services through quality measures and outcomes.

The Academic Quality Improvement Project (AQIP) report issued by the Higher Learning Commission in 2002 identified the core processes of colleges and universities as those that **support student learning**. The report also notes that quality educational institutions achieve unique identities through accomplishing other distinctive objectives—scholarship, which includes research and creative activity; service to specific communities; the development of endowment funds; and competitive athletics. Universities develop their distinctiveness through the processes they employ to **create value for students and other partners**. MTSU is committed to focusing on enhancing student learning while building upon and emphasizing its distinctive character through model niche academic programs, path-breaking scholarship, and timely and important service to the communities it serves.

Strategic Direction 1
Middle Tennessee State University will increase student academic attainment and encourage students to engage in life-long learning.

Middle Tennessee State University will implement the Student Access, Engagement, and Achievement Plan to increase retention and graduation rates.

The University is committed to increasing access for diverse groups of students; improving advising; developing innovative programs, such as the transfer student program; expanding international education activities; and increasing the civic engagement of students. Initiatives that meet the needs of a broad range of students and focus on their successes will increase both student retention and graduation rates. The University will explore developing targeted programs for non-traditional students, opening offices

at night and on weekends, creating a comprehensive tutoring center for all students, and developing more online services. MTSU is committed to sustaining and increasing financial assistance and other incentives that continue to maintain and enhance the diversity of its students.





MTSU will review and revise standards for admission, matriculation, and graduation across undergraduate and graduate programs and colleges to ensure consistency. MTSU will review and revise admission and graduation requirements across all programs to meet or exceed those of its peer institutions. The review will also focus on further raising admission standards for the University's model programs or for programs in which student demand exceeds resources.

Middle Tennessee State University will prepare students to become life-long learners. In addition to measuring specific increments of knowledge that students have learned in individual courses, it is equally important to teach students how to approach problems that they will encounter in the workplace or in graduate school. The University will develop strategies to challenge students to think critically, to recognize the processes by which they will have to adapt to changes in their careers, and to be civically involved.

Middle Tennessee State University will integrate student learning outcomes, program evaluations, and student evaluation of faculty processes. These processes will enhance the University's quality assessment of the effectiveness of its general education and degree programs and enhance educational outcomes.

Middle Tennessee State University will pursue improving the student-to-faculty ratio and the staff-to-student and faculty ratio to those of its peer institutions. Educators generally agree that a lower student-to-faculty ratio increases student-to-faculty interaction; retention and graduation rates are higher in those institutions with greatest student-to-faculty interaction. Staff members, in turn, provide services to support core educational tasks. By committing itself to pursue lowering these ratios, MTSU is also committing itself to student success.





Middle Tennessee State University will seek to attract a greater proportion of full-time students, living on or near campus, and further engage them in campus life.

The University will continue exploring strategies further to involve students and encourage them to become more engaged and active in creating and sustaining a vibrant campus community. In recent years, MTSU has launched summer convocation to welcome new students; completed track, soccer, and softball complexes; expanded campus recreation; built the MTSU Sport Club Complex; and enhanced the number of performances, speakers, and other activities on campus. The University will continue to build community by hosting activities to bring increased numbers of students and alumni to campus.



Middle Tennessee State University will exceed NCAA Academic Progress Report (APR) benchmarks annually for student athletes in all sports.

The University will continue to emphasize the academic and athletic achievements of its student athletes.

Strategic Direction 2

Middle Tennessee State University will review and improve processes that lead to enhancement of instructional quality.

MTSU will recruit and retain a diverse, highly qualified, and active faculty—both in instruction and scholarship—who develop and deliver exemplary courses of study and engage students in collaborative inquiry.

The University will implement programs to compete for the best candidates and ensure their immediate and long-term success with the expectation that they will be committed to active learning and continuous professional development. MTSU will review current relocation, research start-up, and other professional support systems and explore the development of mentoring programs for new faculty.

Middle Tennessee State University will continue to increase support for Walker Library and education information resources and services.

The university will continue to emphasize the development of library resources and services in order to support university instruction, scholarship, and outreach.

Middle Tennessee State University will increase the number and value of graduate assistantships to support more full-time graduate students.

An increase in full-time graduate student assistantships and their levels of support will position the University to compete more effectively for highly qualified students and positively affect the graduation rate.





Strategic Direction 3

Middle Tennessee State University will provide adequate facilities to meet the diverse learning needs of students.

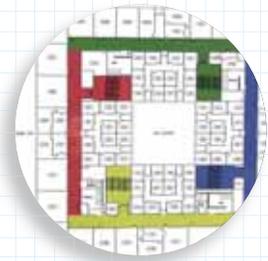
Middle Tennessee State University will increase overall space dedicated to academic programs; classroom, research and creative activities; laboratory facilities; and faculty/graduate assistant offices.

The University will complete planning and construction of the new science and education buildings consistent with the current capital building calendar. It will also explore developing partnerships to support the space needs for making innovative, niche programs available to students to meet their learning needs.

Middle Tennessee State University will continue to revise and implement a new Facilities Master Plan. This plan outlines the instructional and support space needed to ensure that the University meets its mission and includes plans for renovation and adaptive use of current space as well as new facilities. The University will pursue and continue to identify and seek the resources it needs to implement the plan.

Middle Tennessee State University will design and construct a new student center and provide a common space for the comprehensive offering of student services.

The facility constructed in 1960 is inadequate to meet the needs of the current student population. MTSU will design and construct a new student union to serve its 23,000 plus students. The union will be designed to build community, to stimulate the growth and development of students, and to promote the interaction of students, faculty members, and administrators. This union will provide students access to technologies for independent and collaborative learning and space for holding student training seminars, group meetings, and informal learning. The University will explore bringing together student services in a common area to provide easy, one-stop access for students to these essential offices.



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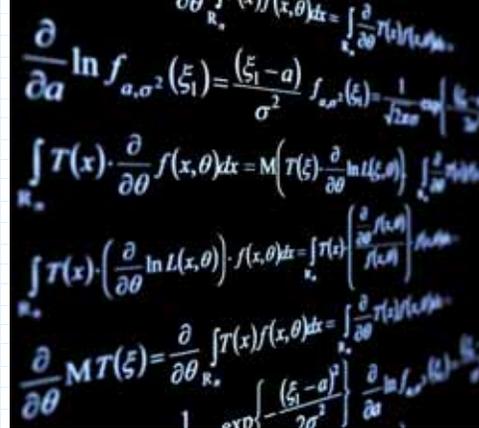


Strategic Direction 4

Middle Tennessee State University will develop and implement a comprehensive, strategic assessment process that informs the alignment and use of resources.

Middle Tennessee State University will develop processes that use benchmarks and/or comparative evaluations for continuous improvement and strategic decision-making.

The University is committed to establishing itself as a leader among its peers. In order to demonstrate that leadership, it will engage in continuous comparisons with external institutions and programs. MTSU also will improve processes for collecting and reporting data and produce annual analyses that integrate data for department, unit, and University use.



Middle Tennessee State University will continue to identify and develop signature programs that meet the needs of the region. MTSU's signature programs attract students from across the nation and around the world while its selected programs, such as the Middle East Center, the B.S. degree in concrete industry management, and an online master's degree in nursing, meet the current and emerging needs of the region. The University will continue to highlight its unique programs as it develops new ones.

Middle Tennessee State University will establish itself as a leader in mathematics and science education.

The University will pursue programs, scholarship, and service in mathematics and science education to meet regional and national needs.

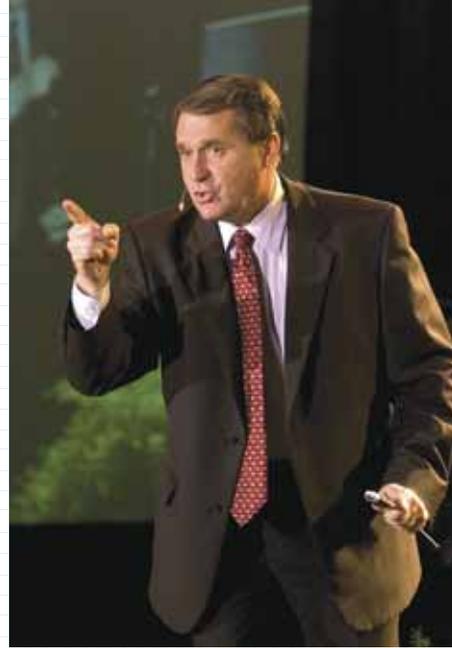
Middle Tennessee State University will examine current academic structures to determine their effectiveness in meeting the mission of the University.

The University will explore structures to determine the feasibility and relative value of re-aligning existing programs to establish new colleges and schools such as a College of Visual and Performing Arts, a College of Health Sciences, and a University College. It will also respond to emerging needs in the region for new academic structures such as exploring the need for a professional school.

Middle Tennessee State University will examine current University processes and procedures to determine their effectiveness in meeting its mission. The University will continuously review use of resources for efficiency and effectiveness.

Middle Tennessee State University will augment the resources and services of the Division of Information Technology to support and enhance the quality of educational endeavors and administrative services.

The University will continue to integrate and adapt technology systems to support best practices in teaching, learning, research, and service. MTSU will continue to align resources with emerging technologies to provide appropriate administrative services to support all aspects of the University enterprise.



Strategic Direction 5

Middle Tennessee State University will cultivate and reward a culture of inquiry and civil discourse.

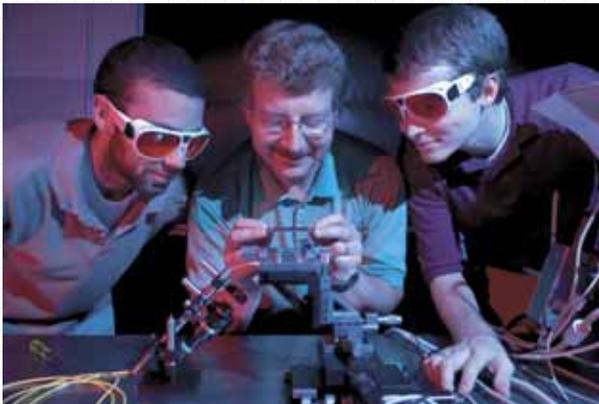
Middle Tennessee State University will increase distinguished scholarship through interdisciplinary initiatives.

The University will examine and adapt processes and programs to facilitate interdisciplinary initiatives.

Middle Tennessee State University will encourage scholarly productivity among its students and faculty members.

The University will foster scholarship through appropriate faculty appointments and teaching loads, development of post-doctoral research fellowships, and support for initiatives to recruit and support graduate

assistantships at levels competitive with peer institutions. It will encourage research and an increase in extramural funding by rewarding students and faculty members who are actively engaged in undergraduate and graduate scholarship.



Middle Tennessee State University will establish at least one new distinguished or endowed professorship on campus within five years and three over 10 years. The University should seek to have at least one new such professorship within each college.

Middle Tennessee State University will promote and support an entrepreneurial perspective on research productivity and technology transfer. The University will enhance and sustain a research culture and advance technological innovation.

Middle Tennessee State University reaffirms its commitment to inquiry in an environment where the University's Statement of Community Standards and Expectations and the First Amendment values of academic freedom and responsibility flourish. The University will encourage all members of the campus community to articulate their views in a manner that facilitates discussion and promotes mutual respect.

Strategic Direction 6
Middle Tennessee State University will increase its impact by emphasizing its distinctive programs and its unique contributions.

Middle Tennessee State University will create, implement, and improve strategies to communicate to its various constituencies the impact of its instructional, scholarship, and service activities. The University will enhance its current efforts to inform alumni and the general public of the accomplishments of MTSU students and faculty members; the social, cultural, and recreational opportunities the University affords the community; and the many contributions MTSU makes to quality of life.



Middle Tennessee State University will plan and implement a Middle Tennessee State University Centennial 2011 celebration. The University will plan and host celebratory activities and events such as sponsoring a special academic conference to commemorate the centennial, commissioning creative works, and publishing a book that chronicles the University's history.

Middle Tennessee State University will promote the Honors College as a national model program. The Honors College will distinguish itself nationally as a leader in offering a scholarly and collegial environment dedicated to attracting and educating highly qualified students who effectively compete for admission to prestigious post-graduate programs and professional schools.





Goal II

Middle Tennessee State University will promote individual student success and responsibility for accomplishments through fostering a student-centered learning culture.

Middle Tennessee State University has a long and enduring identity as a learning and teaching institution. From its beginnings as Middle Tennessee Normal School in 1911, through its evolution to State Teacher's College, to Middle Tennessee State College, to Middle Tennessee State University, learning and teaching have been at the core of the institution. The University continues to reaffirm that students and faculty, engaged in the common pursuit of knowledge, are the foundation for building and sustaining a learning culture and a community of scholars. It further commits to enhancing student-centered learning through convenient, seamless, and effective support services.

A student-centered learning culture values the whole individual and is deeply personal. When students, faculty members, and staff collectively value learning and approach it with joint responsibility and mutual respect, they lay the foundation for **a community of scholars**. The University fulfills its obligation to this community by concentrating on what students need to learn, how they can best learn, and how activities can promote such learning not only during their years at MTSU but also throughout the rest of their lives. MTSU commits itself to adapting learning and teaching approaches and technologies to promote active engagement. The University further recognizes the close ties between student-centered classroom instruction and co-curricular activities that engage students and allow them to share the responsibility for their own education. MTSU also encourages its alumni to fulfill this responsibility by contributing to successive generations of students by returning as scholars and practitioners to join other professionals in bringing their expertise back to the University.

Student-centered learning focuses not simply on acquiring knowledge but also on cultivating minds and increasing students' potential to contribute to and lead their communities. This assures long-term success for individual students, for the University, and for the common good.

Strategic Direction 1

Middle Tennessee State University will develop and implement academic programs and initiatives that enrich student learning and success through experiential activities.

Middle Tennessee State University will implement the EXL Scholars Program.

The EXL Scholars Program increases students' awareness of the value of experiential learning to themselves and the community, helps foster a campus culture of applied learning, and enhances students' understanding of



the broader world. The program provides students an opportunity to earn an EXL Scholar designation that will enhance career and life planning choices. Over several years, the University will develop processes, structures, and activities to



make the EXL program an integrated part of the university. Faculty search and recruitment policies will encourage the hiring of faculty with expertise in, and commitment to, community engagement as appropriate. The University will consider organizational changes that more seamlessly align experiential learning-related programs such as cooperative education, leadership development, student organizations, undergraduate research, study abroad, service learning, and student teaching programs. At a minimum, MTSU will develop formal coordinating relationships among these units.



Middle Tennessee State University will increase global opportunities and partnerships for students and faculty members for learning, scholarship, and service. The University will continue to encourage curricula and the development of partnerships that enhance international education, student and faculty exchanges, and study abroad programs to prepare students and faculty members to live and work within a global network.



Middle Tennessee State University will enhance its focus on undergraduate and graduate scholarship.

The University will expand its undergraduate research by encouraging participation through initiatives such as the McNair Scholars Program, the Honors College, Posters at the State Capitol, and other student research experiences. The Undergraduate Research Center will coordinate students' research efforts across the campus. The University will provide further financial support to enable graduate students both to engage in research and to present their findings in scholarly settings.

Middle Tennessee State University will encourage student participation in co-curricular activities that enhance learning and will provide resources for these activities. Student competitions and co-curricular activities enable students to challenge themselves to excel, to measure their abilities against others, and to learn teamwork. Academic activities such as the debate team, solar car competition, sales team competition, and leadership activities like student government, campus leadership programs, alternative fall/spring break programs, and service organizations offer opportunities for students to practice their skills, to gain confidence in their abilities, and to earn recognition.



Strategic Direction 2

Middle Tennessee State University will continue to enrich curricular and co-curricular learning by engaging students with distinguished scholars and practicing professionals.

Middle Tennessee State University will implement a program encouraging all departments, schools, and colleges to bring outstanding scholars and successful professionals to the campus and classroom. The opportunity for one-on-one contact with professionals creates a culture of learning that is unique and long lasting. MTSU will build on established programs like Executives in Residence Day, mock trial, and the Seigenthaler Lecture Series that invite members of the outside community to share interactively their professional experience with students. The resulting contacts not only inform students of developments and opportunities within their disciplines but also provide guidance and contacts to enhance future academic and career opportunities. These interactions further engage MTSU's alumni and other professionals with the University while familiarizing them with its strengths and needs.



Strategic Direction 3

Middle Tennessee State University will develop and implement programs and initiatives to assist faculty in developing and maintaining a student-centered learning focus.

MTSU will provide faculty opportunities to develop student-centered learning approaches and to use integrative technologies effectively to enhance student learning. The Learning, Teaching, and Innovative Technologies Center (LT&ITC) will assist faculty members in implementing learning-focused programs and initiatives such as undergraduate research and the EXL Scholars Program. The LT&ITC will coordinate with other departments and offices to provide programs to support improvements in student-centered learning experiences. Additionally, MTSU will provide space for training and practice for faculty members to improve and enhance the skills needed to use innovative and emerging technologies to enhance teaching.



MTSU will provide appropriate faculty office and instructional support staff spaces to enhance the student-centered learning environment.

MTSU will make individual offices available to all full-time faculty members to ensure that students have opportunities to interact in a positive environment with them.



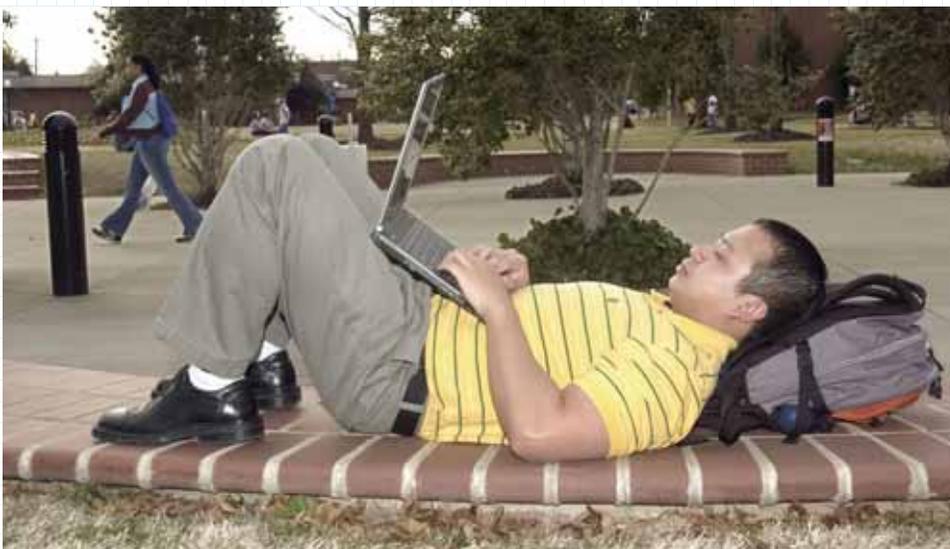
Strategic Direction 4

Middle Tennessee State University will engage students in learning through the use of appropriate technologies.

Middle Tennessee State University will develop and implement initiatives to promote information literacy in a rapidly changing technological environment. These initiatives will engage students in learning how to acquire, use, evaluate, and disseminate information appropriately.

Middle Tennessee State University will explore development of learning spaces for students with appropriate technologies to enhance the student-learning environment, to support informal collaborative work, and to improve communication.

The University must adapt to advances in technologies proven to promote learning. MTSU will explore strategies to ensure that students have current and emerging technologies available to them. The University also will explore the development of informal learning spaces throughout campus that are enhanced with technologies to facilitate communication and student and faculty collaborations.



Strategic Direction 5

Middle Tennessee State University will develop learning communities that engage students and promote life-long learning.

Middle Tennessee State University will enhance students' collegiate experience by developing learning communities that support students' academic success and broaden their experience with the world around them. The University will explore increasing the number of living and learning communities for students living on campus and developing learning communities to enhance learning for students living off campus.

Middle Tennessee State University will develop student advising approaches that focus on processes that are relevant and useful to students for both academic and career planning.

The University will ensure that its academic and administrative advising processes and educational support services meet the needs of its undergraduate and graduate students, including the implementation of advisor training programs for faculty, college advisors, and academic support center advisors. Advising will emphasize academic major and life-career planning. Periodically, the University will conduct a comprehensive review of advising processes to ensure that such processes model best practices and appropriate technologies. MTSU will also periodically review educational support services to ensure student access to appropriate, comprehensive services that support learning and career success.

Middle Tennessee State University will provide opportunities for its alumni to continue life-long learning through continuing relationships with the University. The University will offer activities to engage alumni as participants and contributors to the community of scholars.



Middle Tennessee State University will promote a safe campus and healthy lifestyle for its students, faculty members, and staff.

Appropriate health facilities, health and wellness programs, counseling, and physical and mental health services will promote a healthy lifestyle and improved quality of life for students, faculty members, and staff. The University will further assure campus safety by reviewing and improving its emergency preparedness plans. The University is committed to exploring and using environmentally safe technologies and adopting environmentally friendly policies and processes.

Middle Tennessee State University will enhance student learning through financial support of students.

MTSU will continue actively to seek funding for additional scholarships and stipends to increase the number and quality of students in its undergraduate and graduate programs.





Goal III

Middle Tennessee State University will promote partnerships and public service to enhance educational, social, cultural, and economic well-being.

Middle Tennessee State University has a long and proud history as a state-supported institution. State and local communities helped create the University, which in turn continues to welcome the support of these communities and seeks to give back to them. As a community of scholars that engages in partnerships and service, the University seeks to **expand the boundaries of scholarship to the wider community.**

MTSU honors this commitment by preparing its students to be active learners and participants in the broader world of which they are a part. The University invites communities to join its students and faculty members in a **mutually beneficial, shared enterprise of learning, scholarship, and service.** Working collaboratively, the participants in a wider, expansive community can create and apply scholarship to meet the needs of local, regional, national, and global communities. **Partnerships unify the university with communities** to improve education, social and cultural life, and the economy. They foster a mutual culture of success and accomplishment.

Public service activities enable MTSU to draw on the intellectual capital of the University's students, faculty members, and staff to provide information, expertise or services in response to local, state, national, and international needs. **Service activities** also unify the University with the community to impact education, social and cultural life, and the economy.



Strategic Direction 1

Middle Tennessee State University will create a campus culture that values partnerships and public service.

Middle Tennessee State University will achieve the Carnegie Foundation for the Advancement of Teaching Community Engagement Elective Classification. The University will develop and implement strategies to meet these standards. This will require, for example, identification of the resources needed to meet the University's outreach needs and examination of the scope of the Public Service Committee's purview. MTSU's marketing materials will highlight community engagement.

Middle Tennessee State University will pursue partnership and service opportunities at the state and national levels through its affiliation with Campus Compact. The University will develop incentives for faculty members to incorporate these resources into their courses and scholarship. MTSU will encourage students and faculty members to convene, participate in, and lead state or regional Campus Compact conferences and workshops. It will seek to provide funding for planning and facilitating such events.





Middle Tennessee State University will support and strengthen partnership initiatives between and among students, faculty members, and communities to promote interdisciplinary learning, scholarship, and service opportunities. Service learning and American Democracy Project activities are models of interdisciplinary collaborations within the University that have developed community partners to further the goals of the University.

Middle Tennessee State University will provide students and faculty members with incentives, development opportunities, rewards, and recognitions that foster their participation in partnership and outreach initiatives. The University will support student and faculty partnership and outreach activities and will further increase professional development opportunities for students, faculty members, and staff to engage with the community. MTSU will reward student and faculty members who demonstrate exemplary work in partnering and service endeavors through establishment of awards and fellowships.

Middle Tennessee State University will create a program to recognize exemplary university and community partners and partnerships. The University will recognize the reciprocity inherent in its partnerships and celebrate the excellence that the partnerships bring to both the partners and the University. The University will incorporate such recognitions in its promotion and marketing materials.

Middle Tennessee State University will expand its public service infrastructure to increase the effectiveness of outreach activities. The University will provide infrastructure to support students and faculty members engaged in outreach activities that are appropriate to the University's mission.

Middle Tennessee State University will pursue P-16 Council initiatives. The University recognizes the importance of joint, concerted public and private initiatives to improve educational opportunities for Tennessee's citizens and is committed to help lead this endeavor.





Middle Tennessee State University will develop a program to ensure that the campus culture of experiential learning, partnering, and service extends to alumni and alumni groups.

The University will encourage alumni and alumni groups to become engaged institutional partners in building and sustaining a community of scholars.

Strategic Direction 2

Middle Tennessee State University will generate and allocate new resources to enhance the organizational structure to strengthen partnerships and public service programs.

Middle Tennessee State University will develop the infrastructure to support the Office of University Partnerships to identify, pursue, and sustain state, regional, national, and global partnerships. This office will, in turn, identify and develop funding resources to support such partnerships.

Middle Tennessee State University will establish a University Partnership Council. Membership of the Council will include representatives from both the University and constituencies beyond the University.

The council will study the inventory of MTSU partnerships and service engagement activities to identify areas of strength, make recommendations regarding potential areas of emphasis, and suggest areas where further expansion and focus are needed. The Council will also identify ways to steer the campus culture toward further external engagement. The Office of University Partnerships will coordinate the activities of the Council.

Middle Tennessee State University will develop a comprehensive data base to include all community engagement and partnership activities. The data base will include partnerships and public service activities such as workshops, internships, practica, consulting work, performances, exhibits, athletic events, continuing education, community service, and in-service training.



Middle Tennessee State University will develop a campus-wide assessment program to measure the impact of institutional engagement on students, faculty members, and communities. Institutional engagement will impact learning, scholarship, and service activities within the University and will also significantly affect the University's impact on its various communities. MTSU will develop a mechanism for systematically assessing community perceptions of the university's engagement with the community. The University will use its findings to build and further strengthen engagement by students, faculty members, staff, and programs.



Middle Tennessee State University will pursue private giving and extramural funding to advance the university's margin of excellence. At a time when higher education costs are rising, the University's continuing pursuit of excellence depends on increased private giving by students, faculty members, staff, alumni, and friends and on partnerships that increase extramural funding.

Strategic Direction 3

Middle Tennessee State University will pursue innovative and creative partnerships that enhance learning, scholarship, and engagement and that further social, cultural, and economic development.

Middle Tennessee State University will pursue partnerships between and among public and private institutions, agencies, businesses, and industries to address regional issues. The University will take the lead in collaboratively working with the public and private sectors to identify and respond to regional issues and concerns that significantly impact the quality of life and benefit the citizens of the region. MTSU will pursue membership in the middle Tennessee technology corridor consortium and work with it to further teaching, research, and outreach opportunities in and through technology in the region,

Middle Tennessee State University will develop innovative partnerships to enhance the University's historic and emerging program strengths. These partnerships will further the University's strategic niches in communication and the arts, business, education, health care, applied programs, pre-professional programs, the Honors College, and centers and chairs of excellence.



Middle Tennessee State University will develop partnerships to meet the expected growth in educational needs of non-traditional students, opportunities in continuing education, and the demand for alternative delivery.

Partnerships will build on the University's advanced classroom and alternative delivery technology to enable students to learn and work in ever more sophisticated settings and to meet the current and emerging educational needs of business and industry.

Middle Tennessee State University will identify, pursue, and sustain state, regional and national research; public service; and creative activity partnerships. Funding to support such partnerships to encourage the dissemination of knowledge and technology transfer will be identified and developed. MTSU will encourage the direct application of the fruits of scholarly research by students and faculty members to provide for product and production innovations, in partnership with outside institutions and businesses.



Middle Tennessee State University will continue to pursue partnerships with higher-education institutions. These partnerships with technical centers, community colleges, and other universities in scholarly, curricular, cultural, and athletic endeavors will provide synergies to strengthen higher education's beneficial impact on the region.



Strategic Direction 4

Middle Tennessee State University will pursue innovative and creative public service opportunities that enhance learning, scholarship, and engagement and that further social, cultural, and economic development.

Middle Tennessee State University will seek and encourage service opportunities that extend the institution's reach within the community and that directly engage a broad population with the university.

The MT Poll; mass media's use of University experts; and conferences, forums, and activities that the University hosts are models that impact the larger community.

Middle Tennessee State University will identify strategic public service opportunities and extend and expand niche services. The University will develop strategies to further the work of niche services such as the Center for Organizational and Human Resource Effectiveness (COHRE), the Forensic Institute for Research and Education (FIRE), and the University's centers, including centers of excellence and institutes. The University will continue to identify and implement additional strategic niches that build on its strengths and meet local, state, regional, and national needs.



Continuing the Quest for Quality

As it looks to its next century, MTSU will continue its quest for quality by building on this blueprint—a blueprint that honors its mission to **meet the educational needs of its students and the region beyond.**

A monument in MTSU's historic Walnut Grove quotes the Greek historian Plutarch as saying: "The mind is not a vessel to be filled but a fire to be lighted." As knowledge advances rapidly, MTSU embraces the challenge of setting its students on a course of life-long learning by sparking their intellectual curiosity and by helping them develop the skills they need to adapt to the future and lead productive lives. Because such skills transcend words and figures on the page, MTSU continues to emphasize **the mutual role of students and teachers as a community of scholars** in developing such competencies and stimulating its students in becoming life-long learners.

MTSU cannot reach its potential without drawing from the communities in which it is embedded. As it has grown, the University has increased its engagement with these communities. This relationship is symbiotic. MTSU invites the external publics it serves to join it in **expanded and improved relationships.** In interacting with the communities of which it is a part, MTSU further commits itself to develop and enhance selected degree programs that will serve their needs.



As it advances into its second century, **MTSU is building upon an ambitious blueprint.** As it commemorates where it has been, and celebrates where it is, it will also continue to concentrate on where it is going.



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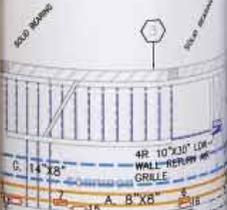
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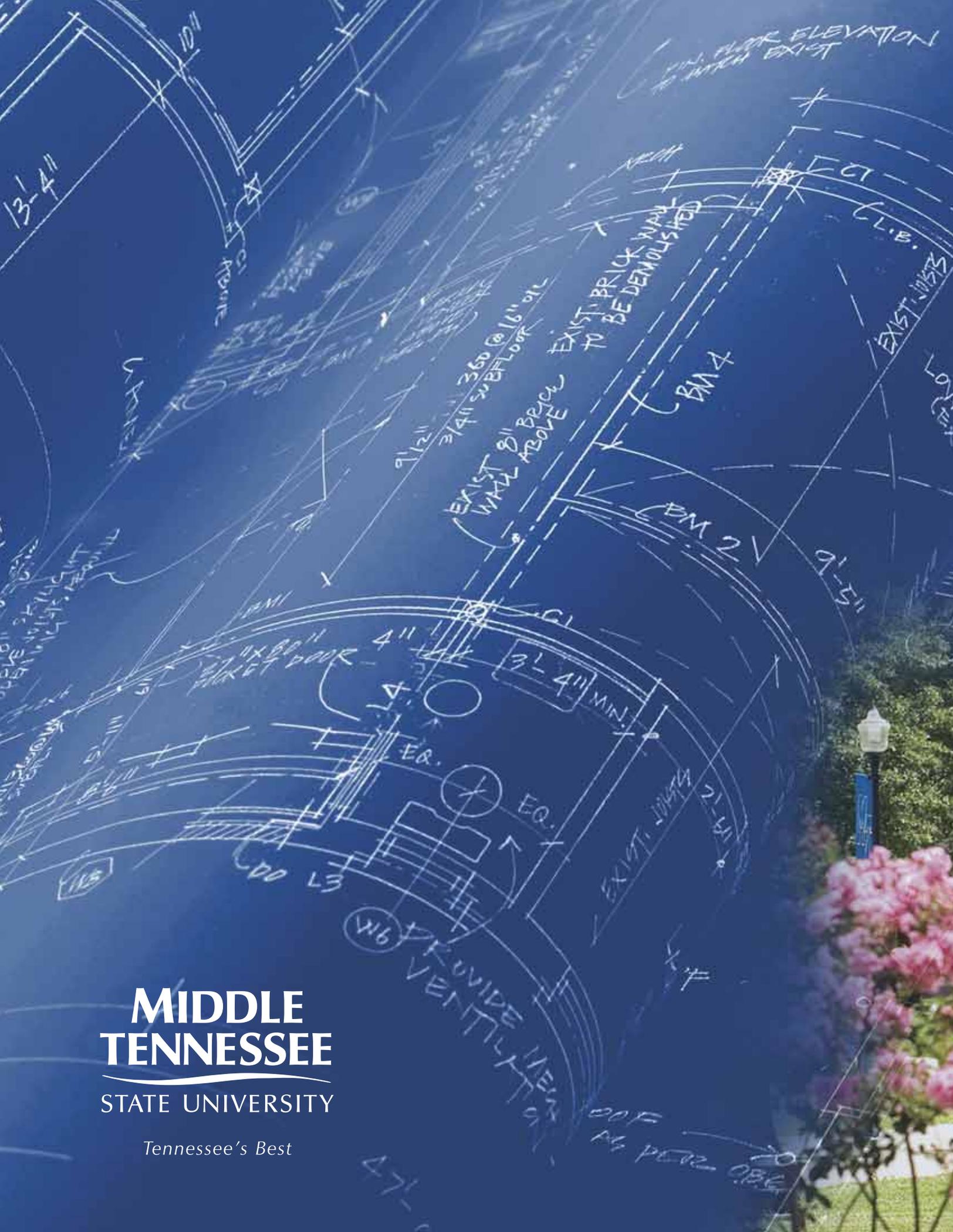
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REMOVE EXISTING WINDOW & REPLACE W/ NEW WINDOW
EXISTING REMOVED TO MATCH
REMOVE EXIST HOLE MAKE GOOD
PROVIDE MECHANICAL VENTILATION

DATE: 10/10/2009
SCALE: 1/8" = 1'-0"
NEW FRONT

THESE DRAWINGS REPORT ANY
CONSTRUCTION TO THE COMPANY IN
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