



**PILLAR**

## **BUILDING ON UNIQUE INSTITUTIONAL STRENGTHS**

### **STRATEGIC PRIORITY 1.1: CREATE AND IMPLEMENT NEW PROGRAMS**

MMC will explore the addition of three new programs as expansions of current areas and to respond to work force development needs by:

- Adding a Cybersecurity degree program
- Adding a Public Health Educator degree program
- Adding a Computer Information Systems degree program

### **STRATEGIC PRIORITY 1.2: EXPAND AND ENHANCE HEALTH SCIENCES**

MMC will build upon the strong foundation of faculty and recent success of health sciences by:

- Increasing enrollment in nursing by 100%
- Adding a RN to BSN program
- Adding a Public Health Educator degree program
- Enhancing and modernizing health science facilities

### **STRATEGIC PRIORITY 1.3: STRENGTHEN AND GROW ATHLETICS PROGRAM**

MMC will evaluate and enhance current offerings and explore adding new athletic programs by:

- Exploring the addition of wrestling, swimming, men's volleyball, etc.
- Enhancing junior varsity athletic programs
- Evaluating and funding baseline budgets for athletic teams
- Expanding athletic facilities, where necessary
- Perform a Comprehensive Football Feasibility and Impact Study

### **STRATEGIC PRIORITY 1.4: BROADEN THE TEACHER EDUCATION PROGRAM**

MMC will add degree programs that build upon the tradition of providing effective teacher educators for Southern Middle Tennessee by:

- Developing a new licensure area in special education
- Adding a Master of Education
- Exploring a Child Development Partnership with PFUMC

### **STRATEGIC PRIORITY 1.5: BUILD THRIVING COMMUNITIES**

MMC will build collaborative partnerships to establish programs that will help rural communities thrive by:

- Establishing a Center for Entrepreneurship and Innovation
- Establishing a Church Health Network
- Expanding the Read to Be Ready program
- Growing clergy training cohorts



## PILLAR

### ENSURING THE SUCCESS OF ALL STUDENTS

#### **STRATEGIC PRIORITY 2.1: ENHANCE THE STUDENT EXPERIENCE**

MMC will establish and enhance programs and initiatives that improve access, persistence, engagement, and completion by:

- Furthering the development of an early intervention process
- Identifying and addressing unmet student's interests and needs.
- Engaging students in civic and multicultural experiences
- Establishing partnerships and collaborations that will contribute to the growth of students
- Expanding services that assist students in their progress to degree completion
- Enhancing campus spaces for living and learning

#### **STRATEGIC PRIORITY 2.2: IMPROVE TECHNOLOGY RESOURCES**

MMC will enhance technology and technology support in living and learning spaces throughout the campus by:

- Upgrading Wi-Fi and Wireless capabilities
- Developing consistent smart classroom technology in learning spaces.
- Strengthening capacity for data collection and analysis.
- Providing mandatory Instructional training and support for all faculty.
- Expanding instructional technology support for students.
- Building capacity for online course/program delivery.

#### **STRATEGIC PRIORITY 2.3: IMPROVE THE FIRST-YEAR EXPERIENCE**

MMC will increase the effectiveness of the First –Year Experience course by:

- Adding a Spring semester one credit component
- Utilizing YouScience career fit technology
- Introducing a process of vocational discernment

#### **STRATEGIC PRIORITY 2.4: EMPHASIZE WELLNESS**

MMC will develop and strengthen services that support personal health, safety, and wellness by:

- Launching a wellness portal
- Using data from portal surveys to plan wellness program
- Expanding alcohol education, and risk reduction efforts, programs and services
- Strengthening and promoting programming related to the prevention of sexual misconduct
- Strengthening and promoting programming related to campus safety

#### **STRATEGIC PRIORITY 2.5: DEVELOP A DIVERSE FACULTY AND STAFF**

MMC will support professional growth and advancement of staff and faculty by:

- Committing resources to the professional development and retention of faculty and staff
- Providing services to promote and support the health and wellness of faculty and staff
- Recognizing and rewarding staff and faculty for positive contributions and achievements



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## **GROWING AWARENESS AND REPUTATION**

### **STRATEGIC PRIORITY 3.1: STRENGTHEN COMMUNICATIONS AND MARKETING**

MMC will streamline and improve communications to constituents by:

- Completing a digital media audit
- Implementing recommendations of the branding and marketing audit
- Developing a Communications and Marketing Team, that combines forces for effective practice

### **STRATEGIC PRIORITY 3.2: DEVELOP MARKETING PLANS FOR FLAGSHIP ACADEMIC PROGRAMS**

MMC will showcase offerings by:

- Developing a marketing and recruitment plan for the Nursing Program
- Developing a marketing and recruitment plan for the Teacher Education Program
- Developing a marketing and recruitment plan for Criminal Justice Programs
- Developing a marketing and recruitment plan for STEM Programs
- Developing a marketing and recruitment plan for the Business Programs

### **STRATEGIC PRIORITY 3.3: PLAN A SESQUICENTENNIAL CELEBRATION**

MMC will celebrate the 150-year institutional heritage and history by:

- Planning a meaningful year-long celebratory event overseen by Sesquicentennial Committee
- Using the historical success of the institution to raise awareness and gain reputation
- Launching a Comprehensive Campaign

### **STRATEGIC PRIORITY 3.4: UNIVERSITY STATUS**

Study the implications of establishing the institution as “University”.

Prepare recommendation for the Board of Trustees.

- A survey was completed of students, faculty, staff, and alumni demonstrating a high level of support for moving to University status. The Executive Committee of the Board requested that a committee be formed to further study the implications and to make recommendations to the BOT regarding possible implementation.



## PILLAR

### SUSTAINABILITY

#### **STRATEGIC PRIORITY 4.1: GROW ENROLLMENT**

MMC will build enrollment by:

- Increasing new student enrollments through effective recruitment strategies and new programs
- Increasing student retention through revitalized support programs and services

#### **STRATEGIC PRIORITY 4.2: INCREASE NET REVENUE**

MMC will increase net revenue by:

- Increasing student costs by 2% each year
- Decreasing discount by 3.3% over three years

#### **STRATEGIC PRIORITY 4.3: REDUCE RELIANCE ON UNRESTRICTED GIVING**

MMC will reduce budgeted reliance on unrestricted giving by:

- Reducing budgeted expectation for unrestricted giving to a sustainable level
- Redirecting fundraising to capital projects, endowment, and emerging opportunities

#### **STRATEGIC PRIORITY 4.4: DEVELOP A COMPREHENSIVE FUNDRAISING CAMPAIGN**

MMC will focus fundraising priorities by:

- Developing a campaign of fundraising around strategic priorities
- Raising funds around unique institutional areas of strength.
- Growing Annual Fund support
- Promoting estate giving

#### **STRATEGIC PRIORITY 4.5: MAINTAIN OPTIMAL DEBT STATUS**

MMC will preserve and improve its current debt status by:

- Maintaining its manageable debt service afforded by USDA loan.
- Adding no long-term debt for the next three to five years
- Using short-term lending for projects that are securely underwritten
- Building an operating reserve to reduce dependency on line of credit

#### **STRATEGIC PRIORITY 4.6: FACILITY SUSTAINABILITY PLAN**

- Conserving energy and water
- Reducing waste
- Reducing carbon footprint and greenhouse gas emissions
- Modeling culture of sustainable living for students, faculty, and staff

**METRICS  
ENROLLMENT**

**Actual**

**Fall to Fall – First-Time Full-Time Freshmen**

Baseline – 49% - Fall 2018  
Average Peer Institutions

**Percentage**  
65%

**Retention Goal**

Fall 2019  
Fall 2020  
Fall 2021

**Percentage**  
53%      59%  
55%  
57%

**Fall to Fall Enrollment – All Degree-Seeking Undergraduate Students – Baseline – 61% - Fall 18**

**Retention Goal Actual**

Fall 2018  
Fall 2019  
Fall 2020  
Fall 2021

**Percentage**  
61%  
63%      68%  
65%  
67%

**Fall to Spring Retention: All Degree-Seeking Undergraduate Students – Baseline – 83% - Spring 18**

**Retention Goal Actual**

Spring 2019  
Spring 2020  
Spring 2021

**Percentage**  
85%      88%  
87%  
89%

**Adult Education Enrollment – All Programs**

**Goal**

Fall 2018  
Fall 2019  
Fall 2020  
Fall 2021

**Number of Students**  
28  
35      35  
50  
60

## Financial Sustainability

	<b>Tuition Discount Rate - Baseline 61.8% - 18-19</b>	<b>Percentage</b>	
2019-20	59.5%	60%	59.41%
2020-21	59.0%	59%	
2021-22	58.5%	59%	
	<b>Decrease Reliance on Unrestricted Giving to Budget</b>	<b>Budget Decrease</b>	
Fall 2018-19		\$1,250,000.00	
Fall 2019-20		\$800,000.00	\$800,000.00
Fall 2020-21		\$725,000.00	
Fall 2021-22		\$700,000.00	
	<b>Eliminate Structural Budget Deficit</b>	<b>Budget Deficit</b>	
2018-2019		\$1,292,000.00	
2019-2020		\$820,000.00	\$866,000.00
2020-2021		\$300,000.00	
2021-2022		\$0.00	
	<b>Funding for Capital Projects and Programming</b>	<b>Funding</b>	
Goal – 7 million over 3-5 years		\$7,000,000.00	1.7 million