

COLLEGE OF BASIC AND APPLIED SCIENCES

STRATEGIC PLAN

2025-2030



**MIDDLE
TENNESSEE**
STATE UNIVERSITY.



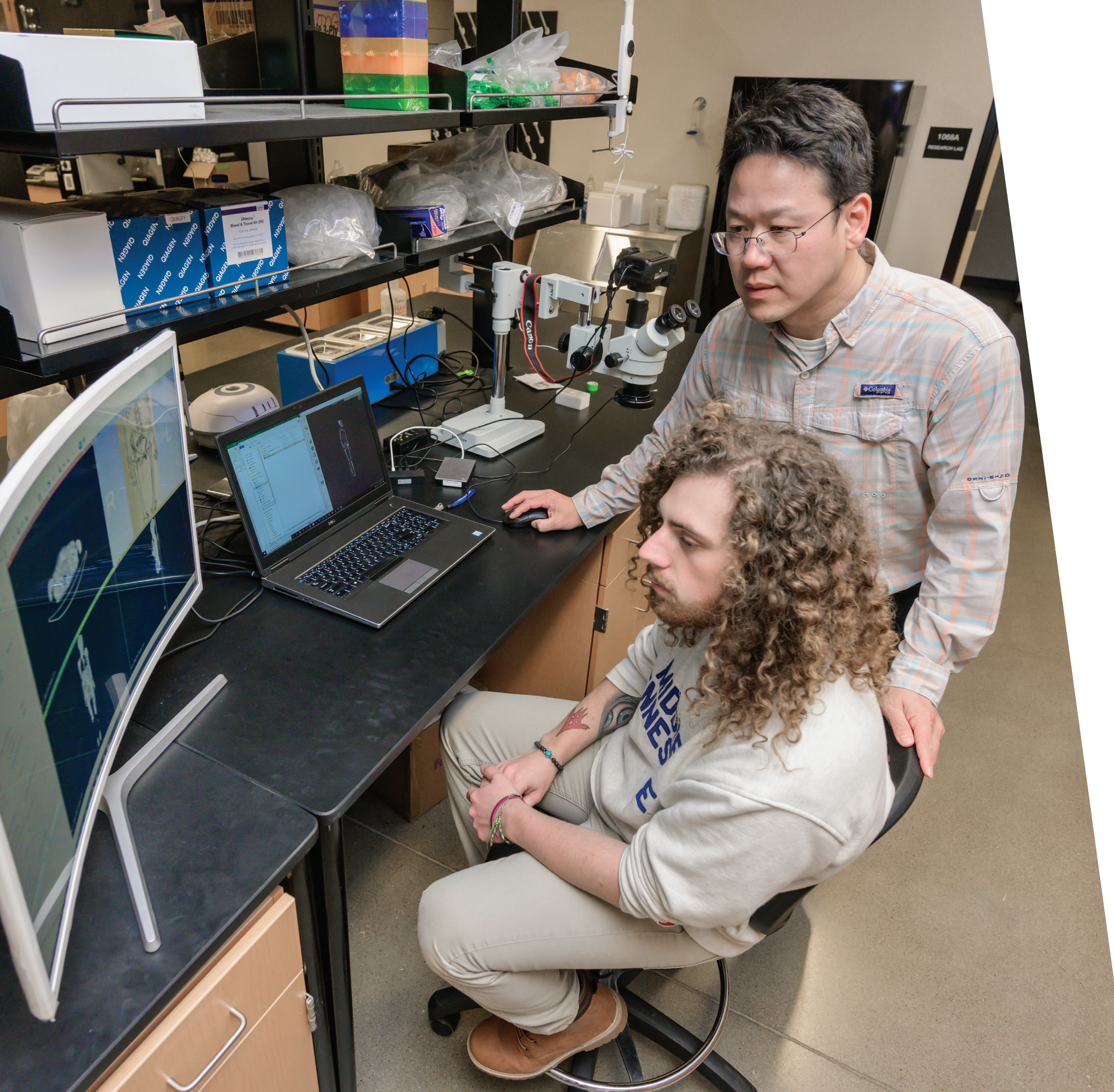
Vision

The College of Basic and Applied Sciences (CBAS) will be recognized for innovation and excellence in education, discovery, and outreach. We will foster an environment that promotes diversity, collegiality, community and global engagement, and interdisciplinary collaboration. We will prepare students to become extraordinary contributors to society and leaders in their chosen professions.

Mission

The CBAS mission is to provide a transformative and experiential education to all MTSU students. The college inspires, supports, and mentors students, staff, and faculty to think critically and creatively, to confront challenges boldly, and to be ambitious. In implementing its mission, the college:

1. uses effective, evidence-based teaching strategies and modern delivery methods.
2. continuously improves a broad range of challenging programs and distinctive degrees at the undergraduate and graduate levels.
3. prepares students for leadership and successful careers in scientific and technical fields in industry, academia, and government.
4. supports and celebrates students and faculty in conducting and disseminating creative and transformative research.
5. employs a diverse faculty, recognized nationally and internationally for its excellence in teaching and research.
6. leverages the STEM expertise of its faculty to address important local and global challenges.



Core Values

Student Focus:

Students are the focus of CBAS priorities, resource decisions, and planning. We allocate resources to student needs and advocate for student academic success and professional development.

Community:

The students, faculty, administrators, and staff who make up the CBAS community work collaboratively, combining their talents and ideas to improve the overall quality of our shared experience.

Academic Quality:

The CBAS community is committed to academic excellence. Our faculty and staff maintain the highest professional and academic qualifications. Our programs meet or exceed national standards. Our rigorous curriculum is supported by experiential and contextual learning, state-of-the-art facilities, and active participation in professional organizations and communities that shape the academic and scientific landscape.

Innovation:

The CBAS community demonstrates innovation through the creative and deliberate application of teaching, research, and service, resulting in effective education and the development of ideas, products, and processes that add value to the community.

Integrity:

The CBAS community promotes rigorous, accessible, and equitable instruction, ethical scholarship, freedom for inquiry, and open and truthful engagement with the community through effective communication, policies, and practices.

Diversity:

CBAS embraces and values diversity. By including individuals with diverse strengths, we promote the broadest possible dissemination of knowledge, and we enrich the learning environment to prepare our students to live, work, and lead in a global society



Strategic Priorities

Based on the results of collegewide focus groups and surveys, the MTSU College of Basic and Applied Sciences identified the following strategic priorities. Underlying each of these priorities is the need to improve communication as well as diversity, equity, and inclusion in all aspects of CBAS.

Strategic Priority 1 – Recruitment and Retention:

Recruit and retain an academically strong and diverse student body by building programs committed to excellence in STEM fields and by promoting a strong sense of belonging for everyone.

Strategic Priority 2 – Teaching and Advising:

Provide quality teaching and advising to produce graduates that will strengthen the STEM workforce, broaden our scientific horizons, and promote responsible citizenship through scientific literacy.

Strategic Priority 3 – Research:

Enhance the productivity and national profile of our research programs by investing in faculty and infrastructure.

Strategic Priority 4 – Career Readiness:

Enhance graduating students' readiness for careers or graduate school.

Strategic Priority 5 – Advancement:

Enhance alumni relations, fundraising, and industry partnerships across the college.

The 2025-2030 CBAS Strategic Plan

Strategic Priority 1 – Recruitment and Retention:

Recruit and retain an academically strong and diverse student body by building programs committed to excellence in STEM fields and by promoting a strong sense of belonging for everyone.

Goal 1.1: Increase undergraduate enrollment by 1% annually through targeted recruiting of new freshmen and transfer students by CBAS and departments.

Metric 1.1.1 Undergraduate headcount and full-time equivalents (FTE).

Metric 1.1.2 Freshman and transfer applications, admits, enrollees.

Metric 1.1.3 Geographic origin of enrollees (TN county/high school, U.S. state, or country).

Goal 1.2: Increase graduate enrollment by 2% per year through enhanced recruitment in existing programs and creation of new programs.

Metric 1.2.1 Doctoral program headcount and FTE.

Metric 1.2.2 Master's program headcount and FTE.

Metric 1.2.3 Number of applications, admits, new enrollees.

Metric 1.2.4 Geographic origin of enrollees.

Metric 1.2.5 Graduate stipend level vs. annual Consumer Price Index.

Goal 1.3: Increase CBAS 6-year graduation rates (6YGR) by $\geq 1.0\%$ annually toward 2030 goal of 62%. (Every CBAS major/department to exceed 50% 6YGR; transfer 6YGR to exceed 65%; 4-year collegewide rate to reach 45%.)

Metric 1.3.1 Student 6-year graduation rates.

Metric 1.3.2 Fall-to-Fall retention rates (*students remaining within CBAS*) by class and demographic.

Metric 1.3.3 Fall-to-Spring persistence rates (*students remaining within CBAS*) by class and demographic.

Metric 1.3.4 Student progression through credit hour milestones by demographic.

Goal 1.4: Create a sense of belonging for students in CBAS.

Metric 1.4.1 Diversity of new faculty and staff vs. hires from the 2019–2024 baseline.

Metric 1.4.2 Number of community-building events and support services vs. the 2023–24 baseline.

Metric 1.4.3 National Survey of Student Engagement (freshman and senior level).

Metric 1.4.4 Student membership and activity levels of department/program-related clubs.

Strategic Priority 2 – Teaching and Advising:

Provide quality teaching and advising to produce graduates that will strengthen the STEM workforce, broaden our scientific horizons, and promote responsible citizenship through scientific literacy.

Goal 2.1: Prepare college graduates for successful engagement in the STEM workforce and society by providing a curriculum that integrates foundational skills related to knowledge acquisition, career-specific training, and opportunities to test, apply, and develop technological and theoretical advances.

Metric 2.1.1 Number of designated EXL courses offered, credits earned through CBAS, and graduates earning EXL certification.

Metric 2.1.2 Number of CBAS students participating in internships or research experiences.

Metric 2.1.3 Number of CBAS students presenting research at Scholars Week.

Metric 2.1.4 Percentage of graduates employed and satisfied with their career-readiness on graduation.

Metric 2.1.5 Number of distinct courses and student credit hours produced by CBAS for the True Blue Core.

Goal 2.2: Ensure instruction of the highest caliber as measured through adherence to recognized best practices, awareness of the latest education research, effective utilization of technological resources, inclusivity, and accessibility.

Metric 2.2.1 Student evaluations of teaching.

Metric 2.2.2 The extent to which classrooms are equipped with teaching technologies, e.g., Smartboards.

Metric 2.2.3 Faculty participation in professional development experiences (seminars (LT&ITC), peer reading groups, peer observation of teaching, etc.).

Metric 2.2.4 The number of online, remote, and hybrid course offerings.

Metric 2.2.5 Participation and success rates of diverse, disabled, and at-risk students in STEM majors.

Metric 2.2.6 Major field test scores.

Metric 2.2.7 Percentage of alumni that are employed and satisfied with their career-readiness on graduation.

Goal 2.3: Provide timely communication and planning to ensure student success.

Metric 2.3.1 Graduation rates (4- and 6-year rates).

Metric 2.3.2 Retention/progression rates.

Metric 2.3.3 Ratio of staff advisors to advisees. (A ratio of 300-1 is recommended by the National Academic Advising Association.)

Metric 2.3.4 Number of mentoring/advising meetings logged and the fraction of students that participate in mentoring/advising meetings each semester.

Metric 2.3.5 Student evaluations of advising effectiveness scores.

Metric 2.3.6 Student contacts with faculty mentors. Ensure all students in all departments have faculty mentors assigned.

Metric 2.3.7 Student membership and activity levels of department/program-related clubs.

Strategic Priority 3 – Research:

Enhance the productivity and national profile of our research programs by investing in faculty and infrastructure.

Goal 3.1: Improve recruitment, development, and retention of research-active faculty.

Metric 3.1.1 Number of CBAS faculty submitting grant proposals, publishing, presenting at conferences, or mentoring students in research.

Metric 3.1.2 Number of faculty departing for other academic positions.

Metric 3.1.3 Number of applicants for tenure-track positions.

Metric 3.1.4 Retention of faculty and faculty lines.

Metric 3.1.5 Number of internal and external training opportunities attended by faculty.

Metric 3.1.6 Startup funding for new tenure-track faculty members.

Goal 3.2: Foster an enhanced "culture of research" across the college.

Metric 3.2.1 CBAS baccalaureate graduates admitted to graduate school or employed in STEM field.

Metric 3.2.2 Research reassign time (per T/TT faculty member and college total).

Metric 3.2.3 Time to degree for Ph.D. and M.S. students.

Metric 3.2.4 Number of postdoctoral research associates in the college.

Metric 3.2.5 Fellowships earned by undergraduate and graduate students in the college.

Metric 3.2.6 Publications including undergraduate and graduate student coauthors.

Metric 3.2.7 Undergraduates involved in faculty-led research projects.

Goal 3.3: Increase research productivity.

Metric 3.3.1 Number of publications from CBAS faculty in nationally and internationally recognized, peer-reviewed journals and prominent presses (increase 10% over 5 years).

Metric 3.3.2 CBAS extramural funding (5-year average to increase 25% by 2030).

Metric 3.3.3 Number of undergraduates, graduate students, and post-doctoral researchers supported on grants (5-year average to increase 25% by 2030).

Metric 3.3.4 Number of grant proposals submitted and awarded that support research infrastructure and instrumentation (5-year average to increase by 25% by 2030).

Metric 3.3.5 Number of staff (FTE) dedicated to pre- and post-award in Office of Research and Sponsored Programs and CBAS.

Metric 3.3.6 Graduate teaching assistantships (number filled and stipend vs. Consumer Price Index).

Goal 3.4: Raise the profile of CBAS research success.

Metric 3.4.1 Dissemination of faculty research at conferences and invited talks (increase by 10% over 5 years).

Metric 3.4.2 Number of public outreach efforts and attendance (conferences, community events, camps, etc.).

Metric 3.4.3 Number of news releases and (local, statewide, national) news outlet reports of these stories.

Metric 3.4.4 Number of social media posts and engagements related to CBAS research.

Metric 3.4.5 Number of scientific/technical conferences hosted or sponsored by CBAS.

Strategic Priority 4 – Career Readiness:

Enhance graduating students' readiness for careers or graduate school.

Goal 4.1: Update and enhance the curriculum to align with industry needs, incorporating essential skills, capstone experiences, and internships, to ensure holistic student readiness.

Metric 4.1.1 Number of degree programs with required courses that assess communication skills, teamwork, professionalism.

Metric 4.1.2 Number of CBAS programs requiring capstone experience for graduation.

Metric 4.1.3 Number of students participating in internships or faculty-led research (3-year average).

Metric 4.1.4 Student satisfaction with adequacy of the curriculum in preparing them for the workforce.

Metric 4.1.5 Employer satisfaction survey rating on the overall adequacy of the curriculum in preparing them for the workforce.

Goal 4.2: Facilitate meaningful networking opportunities with alumni in industry and academia to prepare students for industry or graduate school.

Metric 4.2.1 Number of industry, academic, and research institutions hosting MTSU students for research or internship experiences.

Metric 4.2.2 Number of CBAS students attending job fairs and other networking events.

Metric 4.2.3 Number of STEM employers represented at MTSU/CBAS career fairs.

Metric 4.2.4 Number of alumni engaging with students at CBAS events, including participation in mentorship programs, University class visits, etc.



Goal 4.3: Enhance general and discipline-specific guidance for finding and securing careers or acceptance into graduate schools.

Metric 4.3.1 Number of professional development workshops offered in CBAS.

Metric 4.3.2 Student attendance at professional development workshops.

Metric 4.3.3 Number of CBAS students utilizing Career Development Center resources.

Metric 4.3.4 Number of graduates attaining employment or graduate school placements aligning with their chosen path by 6 months post-graduation.

Metric 4.3.5 Senior exit surveys on student satisfaction with their preparation to secure a job or be accepted into graduate school.

Strategic Priority 5 – Advancement:

Enhance alumni relations, fundraising, and industry partnerships across the college.

Goal 5.1: Establish and maintain regular communication with alumni to keep them informed and engaged.

Metric 5.1.1 Number of unique alumni reached, and total alumni contacts sent annually (from CBAS and/or from Alumni Office).

Metric 5.1.2 Number of alumni-initiated interactions annually (email, letters, phone calls, social media impressions, etc.).

Metric 5.1.3 Number of CBAS alumni attending MTSU-hosted events.

Metric 5.1.4 Number of alumni in CBAS contact databases.

Goal 5.2: Establish and effectively use external advisory boards (EABs) to support department and program goals.

Metric 5.2.1 Percentage of departments/units with EABs.

Metric 5.2.2 Number and percentage of EAB members who are actively engaged (attendance, committee work, annual giving, etc.).

Metric 5.2.3 Annual giving from EABs.

Metric 5.2.4 EAB meeting frequency and interactions with students and faculty.

Goal 5.3: Increase annual private giving to CBAS.

Metric 5.3.1 Annual cash giving to CBAS (5-year average to double by 2030).

Metric 5.3.2 Annual gifts-in-kind, special gifts, and pledges; donations to scholarships; and annual employee giving to CBAS.

Metric 5.3.3 Percentage of departments/units with updated catalog of tiered, fundraising "wish lists."

Metric 5.3.4 Number of in-person CBAS interactions with prospective donors (hosted events, personal visits, etc.).

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