



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

	Percentage	
Fall 2019	53%	59%
Fall 2020	55%	57%
Fall 2021	57%	

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

Retention Goal Actual

	Percentage	
Fall 2018	61%	
Fall 2019	63%	68%
Fall 2020	65%	68%
Fall 2021	67%	

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

Retention Goal Actual

	Percentage	
Spring 2019	85%	88%
Spring 2020	87%	87%
Spring 2021	89%	

Adult Education Enrollment – All Programs

Goal

	Number of Students	
Fall 2018	28	
Fall 2019	35	35
Fall 2020	50	34
Fall 2021	60	

Financial Sustainability

	Tuition Discount Rate - Baseline 61.8% - 18-19	Percentage	
2019-20	59.5%	60%	59.41%
2020-21	59.0%	59%	58.20%
2021-22	58.5%	59%	
	Decrease Reliance on Unrestricted Giving to Budget	Budget Decrease	
Fall 2018-19		\$1,250,000.00	
Fall 2019-20		\$800,000.00	800000
Fall 2020-21		\$725,000.00	
Fall 2021-22		\$700,000.00	
	Eliminate Structural Budget Deficit	Budget Deficit	
2018-2019		\$1,292,000.00	
2019-2020		\$820,000.00	866,000
2020-2021		\$300,000.00	
2021-2022		\$0.00	
	Funding for Capital Projects and Programming	Funding	
Goal – 7 million over 3-5 years		\$7,000,000.00	1.7 million