

Dr. Sidney A. McPhee

August 23, 2013



WELCOME TO THE FALL 2013 SEMESTER!

As always, I appreciate all you do to support the goals and objectives of this great University. **True Blue!**

In this newsletter, I want to highlight just a few achievements from this past year and provide some information on some of our plans for the future.

I welcome your feedback and comments. Please send comments to Sidney.McPhee@mtsu.edu.

I also invite you to read "The President's Post" at www.mtsu.edu/President for updates and information from my office, or look for them on the MTSU home page. You can also follow me on Twitter: @PresidentMcPhee.



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STUDENT SUCCESS INITIATIVE: COURSE REDESIGNS

A campus-wide task force of faculty, established through a partnership between Provost Brad Bartel and Chief Information Officer Bruce Petryshak, is taking a hard look at the success rates of our courses and looking for ways to improve.

As part of their work, they identified some significant data points that I would like to share with you:

- Thirty-nine of our General Education courses offered in fall 2012 had a D-F-W rate of more than 24 percent.
- Some in that set of 39 courses had a D-F-W rate as high as 62.6 percent.
- Almost 12,887 students were enrolled last fall in our four biggest General Education courses.
- Of that set of students, 5,327 made a D, F, W, U, or N in at least one course.
- And 1,333 of them were on the nonreturners list.

These are not bottom-of-the barrel students. In one course that had 649 students fail

- 76 percent of those students had an ACT score of 19 or greater, and
- 73 percent of those students had a high school GPA of 2.7 or greater.

In another course that had 676 students fail

- 66 percent had an ACT score of 19 or greater, and
- 72 percent had a high school GPA of 2.7 or greater.

If students do not experience success in those early courses, they are not likely to be inclined to invest in their ongoing failure.

As such, they are most at risk for stopping out or dropping out.

So the task force asked, "Can we make changes to how we teach these classes so that more students can be successful?"

Faculty members from the College of Liberal Arts and the College of Basic and Applied Sciences identified seven courses with high failure rates and have targeted them for redesign.

Their goal is to increase the understanding and retention of course material,

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A WORK IN PROGRESS: ENHANCEMENTS TO MTSU.EDU



MTSU has launched the first phase of an ongoing effort to enhance and revitalize the University's primary website, www.MTSU.edu.

It is a work in progress, in two ways:

- It represents a step forward in design, functionality, and audience focus.
- Our work isn't finished. As such, when you explore the site, you will see a blend of page designs, both new and old, depending on where you look.

The home page reflects the design that will eventually migrate to the entire site:

- It's streamlined, with less visual clutter and text, and features a consistent page-navigation strategy.
- The enhancement includes the creation of special pages devoted to our 100-plus programs of study. These new pages are simple, easy to read, and written with a focus on providing prospective students and their parents browsing our site with information about our program's attributes and pride points.
- You'll likely note the embedded video players on the program-of-study pages, which allow us to offer even more information about our majors and colleges.

Eventually, the entire site will have a design similar to what you can now see on the home page and the program-of-study pages. However, we decided to phase in the changes throughout the 2013–14 academic year, allowing our technical teams time to work with each college, department, and entity to ensure digital information is properly migrated to the new platform.

Accordingly, the older pages on the site will remain up as we meet with community members to map an orderly transition.

The enhancement is a result of a partnership between the Information Technology Division, Marketing and Communications, Admissions, and Academic Affairs. We welcome your feedback and suggestions at webdesign@mtsu.edu.

STUDENT SUCCESS INITIATIVE: COURSE REDESIGNS *continued from page 1*

lower the D-F-W rates, and design a method to measure success.

Their work will be completed in time for the newly designed courses to be offered this spring.

This is important work that will yield valuable data and tangible recommendations for change.

I deeply appreciate the team's hard work and dedication. The members of the team are as follows:

Vic Montemayor – Work Group Facilitator

Mark Abolins – Geosciences

Frank Bailey – Biology

Bruce Cahoon – Biology

Jimmie Cain – English

Steve Decker – Speech and Theatre

Jim Hart – Mathematical Sciences

Brian Ingrassia – History

Melissa Lobegeier – Geosciences

Kathleen McGuire – History

Amy Phelps – Chemistry

Allison Smith – English

Jeremy Strayer – Mathematical Sciences

Rebecca Webb – Speech and Theatre

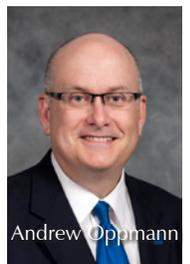
Gary White – Chemistry

EXECUTIVE STAFF REORGANIZATION

With the success of our Centennial Campaign and our increased emphasis on marketing and communications, we believed it was time to separate our traditional advancement and marketing efforts. On Aug. 1, we announced a strategic reorganization of our development and communications operations.

Joe Bales, our chief development officer since 2002, assumed the new title of vice president for University Advancement. He will continue to oversee fundraising, and alumni and governmental relations and will direct a new initiative to strengthen relationships with business and industry. **Andrew Oppmann**, who has led the University's marketing and communications efforts since 2010, has been promoted to vice president. His duties now include further integration of communications assets throughout the University and responsibility for international branding of strategic priorities.

The moves, which retooled the jobs formerly held by Joe and Andrew, did not require additional staffing. Both will report directly to me.



Andrew Oppmann

ACADEMIC ANNOUNCEMENTS

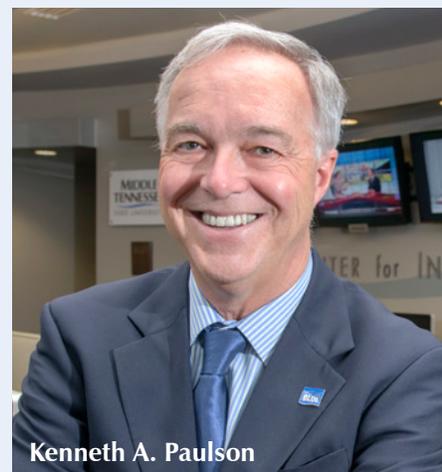
Two new deans have recently joined MTSU.



David J. Urban

David J. Urban is the new dean of the Jennings A. Jones College of Business. He previously served as executive associate dean and marketing professor in the School of Business at Virginia Commonwealth University in Richmond, Va., where he also served stints as interim business dean and chair of the Department of Marketing.

Kenneth A. Paulson is the new dean of the College of Mass Communication. He has served as editor-in-chief and senior vice president of *USA Today*, president of the Newseum in Washington, D.C., and president of the Freedom Forum's First Amendment Center. He has also been deputy chair of the Nashville Songwriters Hall of Fame and a member of the Music City Music Council.



Kenneth A. Paulson

The University has hired more than 50 new tenure-track faculty members.

New department chairs include **Charles Apigian** (Computer Information Systems), **Deborah Belcher** (Human Sciences), **Warner Cribb** (Geosciences), **Ronald Ferrara** (Aerospace), **Beverly Keel** (Recording Industry), **Greg Schmidt** (Psychology), and **Lance Selva** (Criminal Justice Administration).

Michael Parkinson is the new director of the School of Music.

Jenny Sauls is now director of the School of Nursing.

Jeff Hoyt is the new associate vice provost of Institutional Effectiveness, Planning, and Research.

Important new academic initiatives are also taking shape campus-wide.

NEW DEGREE PROGRAMS

The College of Education is launching a new **Ed.D. program in Assessment, Learning, and School Improvement**.

The Jennings A. Jones College of Business and the University College are partnering on a joint **M.S. in Management**.

The College of Basic and Applied Sciences has created a **B.S. in Mechatronic Engineering**.

COURSE REDESIGNS

MTSU's **Experiential Scholars program** is making a major impact on student retention through hands-on learning. This past year, the program enrolled over 7,000 students in 237 approved courses with 169 students earning the EXL Scholars designation upon graduation. This program, developed under the leadership of **Dr. Jill Austin** (chair, Management and Marketing), received commendation as a model for student learning in a SACS review of the program and also received the Association for Continuing Higher Education South's 2013 Outstanding Credit Program Award. The impact of the program continues to grow under the leadership of its new director, **Carol Swayze**.

James E. Walker Library is working with colleges, departments, and programs across campus to create and expand a centralized, highly visible, **interdisciplinary tutorial center**. The tutorial center on the second floor of the library has been providing assistance in the subjects of chemistry, mathematics, statistics, and statistical software. The tutorial center will be expanding its offerings in the coming months. For additional tutoring information, visit www.mtsu.edu/tutoring.

The revised **Bachelor of University Studies** will provide students with an alternative degree pathway to assist them in completing their bachelor's degrees at MTSU. In consultation with an advisor, students will select an area of emphasis and area of support that will utilize prior college credits and provide them with a course of study to help them meet their career goals. The University College has also partnered with departments to provide students with preplanned areas of emphasis in communication studies, leadership studies, and health and human performance.

There have been many stellar accomplishments made recently by faculty and students at MTSU.

FACULTY

Dr. Vic Montemayor, professor of physics, received the 2013 Ernest L. Boyer International Award for Excellence in Teaching, Learning, and Technology.

Dr. Carroll Van West, executive director of the Center of Excellence for Historic Preservation, has been named Tennessee State Historian.

Dr. Brian Miller, professor of biology, along with his research team, won a national award from the Association of Fish and Wildlife Agencies for their studies on the hellbender salamander in Tennessee.



Vic Montemayor



Carroll Van West



Brian Miller

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ACADEMIC ANNOUNCEMENTS

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Mohammed Albakry

Dr. Mohammed Albakry, professor of English, won a year-long research fellowship at the University of Connecticut Humanities Institute and also was the recipient of a \$25,000 National Endowment for the Arts Literature Translation Fellowship to translate from Arabic to English six Egyptian plays about the revolution in Egypt.



Jeff Walck

Dr. Jeff Walck, professor of chemistry, was awarded a visiting professorship for summer 2013 from the Chinese Academy of Sciences.



Cliff Ricketts

Dr. Cliff Ricketts, professor of agribusiness and agriscience, drove 2,600 miles from

Tybee Island in Georgia to Long Beach, California, in a vehicle powered exclusively by sun and water, bringing much positive attention to MTSU and practical alternative energy possibilities.

STUDENTS

Daniel Gouger received a 2012–13 Fulbright Scholarship to study biochemistry in Spain.

Jordan Dodson was awarded a 2013 Goldwater Scholarship and also participated in a National Science Foundation-sponsored research experience for undergraduates at Harvard University's Institute for Applied Computational Science.

Brett Bornhoft was awarded the German Academic Exchange Service scholarship for an internship in Germany for the summer of 2013.

Eric Guyes was awarded a Fulbright Scholarship for 2013–14 and will be conducting research in Israel.

Robert Daniel Murphy was named a 2013 Goldwater Fellow.

David Owens received a Fulbright Scholarship to teach in Brazil.

Lydia Harris received a Benjamin A. Gillman International Scholarship.

Eight computer science students (**Joshua Wade, Alex Williams, Austin Hitt, Micah Chasteen, Divia Jagadeesh, Matthew Wang, Jeffery McRiffey, and Jesse Keogh**) coauthored papers accepted for presentation at international conferences.

Jacob Basham, who graduated in May with bachelor's degrees in professional mathematics and general science, won a \$5,000 fellowship from the honor society of Phi Kappa Phi.

Equestrian team member **Emily Kopko** was named national champion in Western Horsemanship, and **Madeline Reich** placed fourth in the highest level of Hunter Seat competition at the International Horse Show Association National Championships.

At the request of the World Health Organization (WHO), MTSU will test pilot a survey known as the Global School Health Policies and Practices Survey in Ghana this fall. Two MTSU graduate students,



Amber Dorsey and **Brittney Oliver**, received certification through WHO and the Centers for Disease Control and Prevention to do field administration. They are the only two students in school history to receive this certification.

The Engineering Technology Department's **solar boat team** received five honors at the 20th Annual Solar Splash World Championship competition, including the design achievement and outstanding workmanship awards, the participation award for mastery of the qualifying events, the award in sprint for being second-fastest boat in the competition, and a trophy recognizing their finish in 7th place.

The Engineering Technology Department's **Blue Raider Moonbuggy Team** placed third internationally in the NASA Moonbuggy Race and received the highest score among all U.S. college entries.

The Engineering Technology Department's **Land Development/Residential Building Construction Management Team** finished 8th out of 31 teams at the International Builders' Show in Las Vegas.

Sara Nasab was awarded a summer STEM internship at Lawrence Berkeley National Laboratory by the Department of Homeland Security.

Master of Science in Horse Science candidate **Lacey Hubbs Johnston** presented a poster at the International Society of Equitation Science at the University of Delaware showing that students who are involved in MTSU-sponsored clubs and activities are significantly more successful in classroom achievement.

The Computer Science programming team, comprised of **Dusty Patterson, Nathan Reale, and Matt Houglum**, won the 5th place regional award in a national programming contest.

Collage: A Journal of Creative Expression, produced by students in the Honors College, received one of four Gold Crown



ACADEMIC ANNOUNCEMENTS

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Awards from the Columbia Scholastic Press Association.

Leland Waite received one of approximately 15 scholarships of \$1,000 from the Omicron Delta Kappa Honor Society to support his graduate study in aerospace.

Fifteen **military science** cadets attended the U.S. Army's Leadership Development and Assessment Course at Fort Lewis, Washington. Eight cadets attended the Cultural Understanding and Language Proficiency exchange program in Bulgaria.

PROGRAMS

The **Seingthaler Federal Judiciary Project** is a cooperative venture between *The Tennessean* and the John Seingthaler Chair for Excellence in First Amendment Studies in the School of Journalism. Participating journalism students report daily on the activities of the U.S. District Court for the Middle District of Tennessee and the other federal criminal justice offices in Nashville. Student reporters are directed by Pulitzer winner **Wendell Rawls Jr.**, a professor in the School of Journalism and a 45-year journalism professional, and **Dwight Lewis**, former editor of *The Tennessean* editorial page and federal beat reporter.

MTSU was recognized by the *Chronicle of Higher Education* as a top producer of Fulbright award winners. MTSU was the only Tennessee

college or university to earn the distinction.

MTSU's **Concrete Industry Management program** received the 2013 American Concrete Institute's Excellent University Award and celebrated its inaugural class of students in the M.B.A. in Concrete Industry Management program.

Engineering Technology was one of 95 four-year programs listed by the National Academy of Engineering for nomination as a quality program that effectively infuses real-world experiences into engineering education.

The **Mid-Tennessee Collaborative M.S.W. program**, the first three-university collaborative for a master's in social work in the U.S. (MTSU, APSU, and TSU), received initial accreditation by the Council on Social Work Education.

MTSU grew its **study-abroad program** to include two trips to Argentina, two trips to Canada, numerous visits to Honduras, and a European trip that included France, Belgium, Holland, and Germany.

The **Department of Mathematical Sciences** hosted the 26th Cumberland Conference on Combinatorics, Graph Theory, and Computing in May, attracting participants from 51 universities, 22 states, and five countries.

The **University Honors College** received a gift of \$2.5 million from the late Dr. James Buchanan to support scholarships and other programs. Buchanan's family also donated the MTSU alum's Nobel Prize medallion to the

University on a permanent loan basis.

The University Honors College launched a new **Honors Transfer Fellowship** for select incoming students each year.

GRANTS RECEIVED IN FISCAL YEAR 2013

Dr. Martha Jo Edwards, Center for Health and Human Services, Projects on Tobacco Prevention, Comprehensive Cancer Control, Diabetes, and Sudden Infant Death Syndrome, Tennessee Department of Health, \$588,992.

Dr. Andrew Brower, Department of Biology, "Dimensions US-BIOTA Sao Paulo: Assembly and evolution of the Amazonian biota and its environment: an integrated approach," National Science Foundation (NSF), \$211,044.

Dr. Cyrille Magne, Department of Psychology, "Examining Neural Markers of Implicit

Speech Rhythm during Silent Reading," NSF, \$121,338.

Dr. Richard Pace, Department of Sociology and Anthropology, "The Evolution of Media Influence in Brazil: A Longitudinal and Multi-Sited Study of Electronic and Digital Media," NSF, \$104,619.

Dr. Angela Barlow, Mathematics and Science Education Ph.D. program, "The Implementing Mathematical Practices and Content into Teaching Project," Tennessee Department of Education, \$242,036.

Dr. Joan McRae, Department of Foreign Languages and Literatures, "GAANN Fellows for Foreign Languages and Literatures," Department of Education, \$113,378.

Dr. Sean Foley, Department of History, "What's Past Is Prologue: How Dialogue, Obligation, and Reciprocity Frame Saudi Arabia's Success in the Contemporary World," King Saud University, \$113,378.



MT SEASON OPENER
vs. Western Carolina

Thursday, August 29
6:30 p.m., Floyd Stadium

General Admission \$15

www.GoBlueRaiders.com

ENROLLMENT MANAGEMENT UPDATE

Great strides have been made in support of the University's efforts to manage enrollment.

+19.25%

For 2012–13, the University experienced a 19.25% increase in campus tour visitors and an 11% increase in attendance at Preview Day programs.

Admissions staff made over 450 high school visits, with high-priority and aspirational schools generally receiving at least five visits during the year. In addition, admissions staff participated in over 175 recruitment fairs and events, including events in Atlanta and Louisville.

450 visits

100,000 names

More than 100,000 prospective student names have been entered into the Hobson's Customer Relations Management software program and are receiving regular email updates regarding tours, recruitment events, scholarships, and deadlines.

More than 25,000 Tennessee seniors with an ACT score of 19 or higher received printed recruitment information during 2012–2013. An additional 15,000 printed pieces will be mailed by end of summer to rising juniors and seniors with ACT scores of 19 or higher.

ACT of 19+

The Financial Aid and Scholarships office revised its scholarship application process to allow students to fill out just one form to be considered for nearly the total array of available scholarships.

Applicants were notified of initial scholarship awards a full three weeks earlier than in previous years. A total of 1,137 students received academic scholarships, an increase of 113 students over fall 2012. This included a total of 12 National Merit/National Achievement awards, as compared to just three in fall 2012.

1,137 scholarships

We have made excellent progress in automating several manual admissions processes and in reducing the time for processing applications and transcripts.

We have automated the uploading of AP scores, which has reduced AP processing by several weeks.

We have begun sending files to the National Student Clearinghouse to determine if students have attended any other schools for which they failed to submit transcripts. This leads to improved advising. We are better able to verify all credits students may have previously earned, reducing the likelihood that the student will inadvertently register for a course previously completed.

A national search for an associate vice president for Admissions and Enrollment led to the hiring of MTSU's own **Dr. Laurie Witherow** to fill the position. Witherow has 25 years of experience in a variety of student support positions and has a vast understanding of the enrollment process for new students at MTSU.



Although final enrollments won't be counted until the 14th day census, it appears that we are on track to experience growth in our entering freshman class following two years of minor declines in those numbers. As of early August, new freshmen applications had increased by 2%, and new freshmen enrollments are on pace for 1%–2% growth.



The annual True Blue tour is an exciting student recruitment effort during which we take MTSU on the road to recruit students in cities across Tennessee. Attendees can learn about MTSU, enjoy light refreshments, and register to win some fantastic door prizes, including scholarships and an iPad. Administrators, deans, admissions counselors, and current students are always present to answer questions. Here are the upcoming dates and locations:

- Chattanooga , Sept. 17, Chattanooga Convention Center**
- Johnson City, Sept. 23, The Millennium Center**
- Knoxville, Sept. 24, Club LeConte**
- Nashville, Oct. 8, Music City Center**
- Memphis, Oct. 21, Memphis Botanic Garden**
- Jackson, Oct. 22, Jackson Country Club**

trueBLUE RESPECT

True Blue Respect is a student-focused MTSU campaign that reinforces community standards. Two of those standards involve the proper use of golf carts on campus and our ongoing push to keep our campus clean and beautiful.

GOLF CART ETIQUETTE

Last year, University leaders asked the Environmental Health and Safety Committee to recommend a set of guidelines for proper golf cart usage after receiving concerns about the growing number of motorized carts on campus. Golf carts travel in campus areas frequented by thousands of pedestrians daily, and the carts and people also are sharing space with the growing number of bicyclists on campus. The purpose of the golf cart safety guidelines is to improve driver and passenger safety prevent thefts, and help preserve the landscape.

Anyone who is responsible for or drives an MTSU golf cart can check the website under Public Safety/News Announcements or the Environmental Health and Safety website, www.mtsu.edu/ehs/ for instructions on complying with the new golf cart guidelines. A map of preferred golf cart routes is also on the site.

Examples of some of the guidelines include the following:

- Drivers should travel on campus roadways and designated routes when possible.
- Drivers are to slow down or stop at blind intersections.
- Drivers are to drive carefully, be courteous, and yield to pedestrians.
- Passengers must ride in a passenger seat with limbs inside the cart.
- Keys must not be left in parked carts.

CLEAN CAMPUS CREW

Another school pride campaign is the Clean Campus Crew. Students chosen to participate in the program are offered work-study positions that include the waiver of some tuition and fees. The crew serves in conjunction with Facilities Services, which maintains the grounds of the entire University. Doug Williams, executive director of marketing and branding in MTSU's Office of Marketing and Communications, says there have been some students who volunteered for the Clean Campus Crew "just because they wanted to make a difference." That willingness to donate time and to help beautify our campus is an indication of school pride—or what is sometimes referred to as "Respecting the Blue."

STUDENT LIFE

A college education is more than an accumulation of course credits.

Students don't spend all their time at MTSU in a classroom. College life is also about expanding your worldview through exposure to cultures, perspectives, and lives different than your own.

The new "Connection Point" program created by the Office of Student Affairs addresses the critical first six weeks of a student's semester. Students need to connect academically in the classroom, and they need to connect socially out of the classroom, in order to feel like they belong at MTSU. That's why all freshmen are being asked to choose six activities or events to participate in out of more than 16 structured activities scheduled during the first six weeks of the semester. Students are asked to bring their MTSU Blue ID cards with them to the activities/events so Student Affairs staff can register their attendance. This will allow the staff to monitor student involvement to ensure that they are connecting with our community. Learn more about the program at www.mtsu.edu/connection.



myMT connection point



CONSTRUCTION UPDATE

MTSU continues to be an exciting place to work and study, in part because so many renovations and new buildings are underway, taking shape, or opening for use. Here is a brief update on recent and current projects.

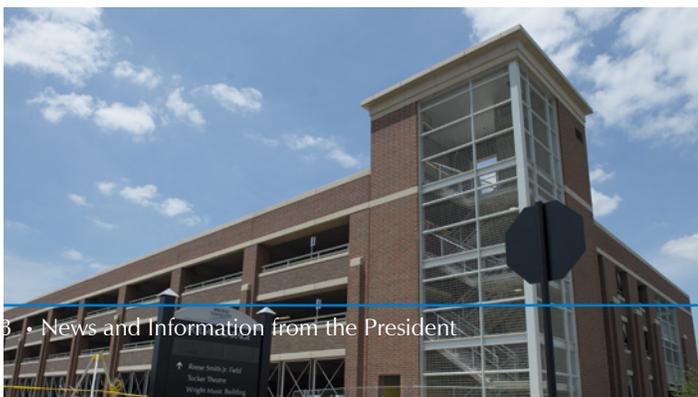


SCIENCE BUILDING

Construction on MTSU's new \$147 million Science Building, which began in May 2012, remains on schedule, with move-in set for fall 2014 and classes opening in spring 2015. The project will result in approximately 257,000 gross square feet for biology and chemistry, 37 class labs, two open labs, 13 research labs, six classrooms, faculty offices, numerous informal learning areas, and space for student presentations. Approximately 1,500 new student stations will be provided in the labs and classrooms. The building will accommodate state-of-the-art teaching and research technologies.

PARKING GARAGES

Two new student parking garages, built at a cost of \$23.5 million, opened earlier this month, adding 992 student parking spaces to the campus core. One—MTSU Boulevard garage—is connected to the new Student Services and Admissions Center under construction adjacent to the Health, Wellness, and Recreation Center. The other—Champion Way garage—is in the Holmes Building lot on Champion Way close to Greenland Drive. While roadway construction over the next several months may on occasion limit access to this garage, the goal is for one of the entrances to be open at all times. The garages will give students convenient parking from the edge of campus and direct pedestrian access to the core of campus. Construction of an additional surface lot east of the MTSU Boulevard garage will add an additional 679 parking spaces.



INGRAM BUILDING TRAINING CENTER

A new \$1.28 million training center will open in September inside the Sam Ingram Building on Middle Tennessee Boulevard. The previously unfinished space inside the former church building has been renovated for use by the Human Resources Department and other departments for training activities.

KEATHLEY UNIVERSITY CENTER RENOVATION

Construction is wrapping up on the lower floor of Keathley University Center. The \$2.3 million renovation project, which consolidates all Testing Services into one area (and renovates the Post Office), will be ready for use this fall.

COPE ADMINISTRATION BUILDING

A \$3 million renovation project inside Cope Administration Building will begin once designated offices move into the new Student Services and Admissions Center in 2014. Among the changes will be the relocation of the President's Office from the first floor to the second floor and the Provost's Office moving into the vacated space. The Business Office will be relocated to both sides of the first floor, and improvements will also be made to restrooms, lighting, and signage. The relocation of Financial Aid to the Student Services and Admissions Center will also allow Information Technology Division offices to expand on the second floor.

McFARLAND BUILDING RENOVATION

Once the Student Services and Admissions Center is opened in fall 2014, the Photography Department, currently located north of the new Science Building, will relocate to the McFarland Building following a \$2 million renovation. The old Photography Building will then be razed.

MURPHY CENTER RENOVATIONS

Beginning this December, Murphy Center will undergo extensive renovations to its restrooms, lighting, and acoustics, and a new roof and new HVAC equipment will be installed. The \$12.64 million project is expected to be finished in September 2014, and use of the facility will be limited during construction. Spring and summer commencement ceremonies will not be affected.

BELL STREET CENTER RENOVATION

Earlier this year, the University purchased the Bell Street Building and property near downtown Murfreesboro, which was previously owned by St. Thomas Rutherford Hospital. A \$6 million building renovation has been approved, and the structure will eventually house a mix of academic and administrative functions on the periphery of campus.

FLIGHT SIMULATOR AT AIRPORT

Planning for the addition of a \$700,000 flight simulator building at the Murfreesboro Airport will begin this summer. It will house all simulator operations for the Aerospace Department.

LRC 101: COLLEGE OF EDUCATION PROFESSIONAL DEVELOPMENT CENTER

Learning Resource Center room 101 will provide an area for the College of Education to host up to 150 teachers. This new development center will be a comfortable, professional setting for K–12 educators in our region to focus on the newest methodologies and standards in teaching.

UNDERGROUND ELECTRIC WORK

Construction of an underground electrical loop around campus is nearing completion. This project will improve electrical service capacity and reliability and allow the removal of most overhead lines.

STUDENT SERVICES AND ADMISSIONS CENTER

Construction remains on schedule for the new Student Services and Admissions Center located east of the new Student Union and adjacent to Campus Recreation. The new \$16 million building will relocate all functions related to Admissions, Records and Enrollment, Financial Aid, Scheduling, the Bursar's Office, and Academic Advising to the new center of campus. The facility will serve as a starting point for campus tours and as the primary visitors' center for prospective students and their families. The building will include a bridge from the new student parking garage through the Student Services and Admissions Center and extending across Blue Raider Drive to the second-floor ballroom level of the new Student Union. Construction began in spring 2012 and is scheduled to be completed for move-in by the start of fall semester 2014. The building and the reconstruction of our service model for enrollment management will completely change the way students experience the University, significantly decrease frustration, and increase students' ability to successfully continue on toward graduation.

ONE-STOP STUDENT SERVICE

In tandem with the construction of the new **Student Services and Admissions Center**, the University is adopting a one-stop student service concept that emerged as a collaboration between Student Affairs, Academic Affairs/University College, Business Affairs, and Information Technology. MTSU staffers have recently participated in national conferences exploring the emergence of this model as a best practice for even the largest of universities and have visited one-stop shops at the University of Minnesota, DePaul University, and Cleveland State.

The **MT One-Stop** is envisioned as a **single point of service for addressing student enrollment and support needs without involving the specific student services department that may be technically responsible for behind-the-scenes service.**

- Students will develop an ongoing relationship with a **single one-stop enrollment counselor** who will work with him or her to assist with information and services related to undergraduate admissions, enrollment, financial aid, fee payment, and academic advising.
- Data necessary to support the student's enrollment, registration, and academic progress will be kept appropriately confidential but will be available **across departmental reporting lines** if necessary to support the student.

The fundamental shift in philosophy underlying MT One-Stop is based upon the following assumptions:

- **Academic advising** for students with a commitment to a specific major is most appropriately managed through the faculty and/or college advisors related to that major.
- In addition to academic advising related to their major, many students will routinely need some level of assistance in **managing University processes** related to their ongoing enrollment, registration, and payment of fees.
- Enrollment, registration, business functions, and academic progress are intimately related, and changes in one aspect of a student's enrollment picture may have unintended or unanticipated consequences in other areas. For instance, dropping a class may lead to dipping below full-time enrollment status, which may trigger financial aid ramifications or affect the date of graduation. **Interdepartmental planning and seamless communication** are essential to the efficient delivery of services.

Ongoing evaluation and review of the MT One-Stop operation will be conducted to ensure that we are progressing toward meeting the following goals:

- Every admitted student will be immediately connected to a specific **MT One-Stop enrollment counselor** who will be the primary student service support person throughout the student's time at MTSU.
- At least 80% of student issues can be resolved in the **first encounter** with MT One-Stop.
- Students will be able to complete enrollment, registration, and payment processes **on time and with minimal frustration**, resulting in fewer students purged for nonpayment, fewer students registering late for classes, and increased levels of persistence and financial aid eligibility.
- Students will be **educated** about enrollment and registration policies and procedures and become able to master these functions independently and effectively.

MT ATHLETICS

MTSU joined **Conference USA** this summer. The long-awaited move to an established, nationally recognized conference clearly elevates the standing, competitiveness, and stature of MTSU's athletics program.

In its final year in the Sun Belt Conference (SBC), Middle Tennessee once again won the All-Sports Trophy, the Vic Bubas Cup. MTSU won the cup nine times, including the last five in a row. No school has won the award more times since the Blue Raiders joined the league in 2000–01.

Off the field, our student-athletes are also some of the best in the world. During the spring 2013 semester, 10 of 17 teams had a semester team grade point average of 3.0 or higher; 80 student athletes made the Dean's List (3.5+ GPA); and 26 had a perfect 4.0. Overall, 155 of 299 student-athletes had a 3.0 or higher (49%). Women's cross-country had the highest team GPA with a 3.80. Men's golf had the highest men's team grade point average with 3.35.

Here are some additional athletic highlights:

2012 Winter/2013 Spring

Men's basketball won the SBC regular season championship and earned a number-one seed at the league tournament. The Blue Raiders earned an at-large bid to the NCAA tournament, making their first trip to that event since 1989. Head coach Kermit Davis was voted SBC Coach of the Year, and Bruce Massey was tabbed SBC Defensive Player of the Year.

Women's basketball won the SBC regular season championship and earned a number-one seed at the league tournament after a 17–3 league record. The Blue Raiders earned an automatic bid to the NCAA Tournament following their SBC title, advancing to the field for the fifth straight year. Women's basketball standout Kortni Jones participated in the State Farm Three-Point Championship in Atlanta before the Men's Final Four.

Men's outdoor track won the Sunbelt Conference championship. Coach Dean Hayes was named SBC Coach of the Year—again. Hayes was Coach of the Year 15 times when MT was



in the Ohio Valley Conference, and he matched that record in the Sun Belt. He is the most successful, most renowned athletic coach in the history of the University.

The APR Multiyear Rates showed Middle Tennessee at 971 or above in all 17 sports. Thirteen of the 17 sports were 975 or higher, and five topped 990. A pair of Middle Tennessee athletic programs earned Public Recognition Awards from the NCAA. **Blue Raider men's golf** and **men's cross-country** received recognition based on their most recent multiyear Academic Progress Rates. It marks the third year in a row men's golf has earned the honor. These awards are given each year to teams scoring in the top 10 percent in each sport with their APRs.

Middle Tennessee senior **Emmanuel Tugumisirize** placed seventh in the 400-meter run at the World University Games. The Uganda native ran 46.63 seconds, edging out Canada's Tyler Daniel Harper. Tugumisirize was the only runner from the continent of Africa to earn a spot in the finals. He finished seventh out of 45 competitors in the event.

At the annual Raiders Choice Awards, the male and female President's Awards went to **Logan Kilgore** (football) and **Ebony Rowe** (women's basketball). The Male Athlete of the Year award went to **Marcos Knight** (men's basketball), and the Female Athlete of the Year award went to both **Ebony Rowe** and **Ann Dudley** (track).

Middle Tennessee **track and field** capped the NCAA Outdoor Championships with two first-team All-Americans (**Cordairo Golden** and **Eliud Rutto**) and five second-team All-Americans (**Ann Dudley**, **Noah Akwu**, **Andre Hamilton**, **Demetrius Shelton**, and **Emmanuel Tugumisirize**).



FUNDRAISING AND DEVELOPMENT UPDATE

MTSU recorded its second-largest fundraising total in its history during the 2012–13 fiscal year, bringing in almost \$14 million in gifts from more than 9,000 donors.

The totals from the University's last fiscal year, which ended June 30, has helped MTSU pass the 85 percent mark toward its \$80-million Centennial Campaign. That effort now stands at more than \$70 million, with more than 17,721 donors.

"This was a game-changing type of year for the University in fundraising, in terms of the number of gifts, alumni participation, and the diversity of giving" said Joe Bales, MTSU's vice president of University Advancement. "It was a good year all the way around."

MTSU had its highest annual total of alumni gifts in 2012–13, recording 5,287 separate donations, just eclipsing the 2009 record of 5,275.

The year-end total of \$13,954,495 only lags behind the record 2001–02 total of about \$14.4 million tallied by MTSU when it received a gift of more than \$10 million that led to the creation of the Tennessee Miller Coliseum.

Development director Nick Perlick described it as a "very balanced year" for giving, with a solid blend of planned estate gifts, major one-time donations, and annual contributions.

"The efforts of our Centennial Campaign are beginning to pay off," Perlick said. "We are seeing solid increases in the number of people who share in the vision of the University and are willing to step up and invest in its success."

The Centennial Campaign, publicly launched in April 2012 at the end of the observance of the 100th anniversary of MTSU's founding, is the largest fundraising campaign in University history.

The campaign has four distinct priorities unique in their own right and vital to our success as an institution. Those priorities are

- maintaining an exceptional student body by bolstering our scholarships and student aid;
- assuring the highest quality faculty and staff by increasing tools needed to improve recruitment, retention, and graduation;

"This was a game-changing type of year for the University in fundraising, in terms of the number of gifts, alumni participation, and the diversity of giving."

CENTENNIAL Campaign

MIDDLE TENNESSEE STATE UNIVERSITY

- fostering an innovative learning environment by building partnerships, learning spaces, and programs that support the needs of the modern workforce; and
- competing at the highest levels athletically by focusing on top-notch competition and facilities while focusing on academic success in the classroom.

Each priority focuses on enhancing the quality of education and assuring the success of our students, faculty, and alumni—things that most directly impact the total quality of the university.

The campaign was originally targeted to raise \$61 million but was increased to \$80 million after it reached \$55 million in pledges and gifts before its public stage was announced.

The 2012–13 total was a remarkable achievement and a testament to the leadership by Bales, the University's development team, and the campaign's alumni chair, Pamela Wright, and vice chair, Don Witherspoon. Included in this year's totals was a \$2.5 million gift announced in April from the estate of the late James Buchanan ('40), winner of the 1986 Nobel Prize in Economics and the alumnus responsible for the establishment of the Buchanan Fellowship, awarded by the University Honors College. Buchanan designated his gift to support the Honors College, and it is the largest gift ever given to that college. His bequest will help establish a lecture series focused on applying Buchanan's ideas to today's economic questions and extending the fellowships in his name.

His heirs also will allow the University to display Dr. Buchanan's Nobel medal on campus.

Bales said more than half of the 2012–13 gifts were designated for scholarships and faculty support. "We had gifts from a couple of dollars to a couple of million dollars, and they all are important," he said.

For more information about the Centennial Campaign, go to <http://mtsunews.com/centennial-campaign>.



BUDGET AND SALARY OVERVIEW

The final state budget as proposed by Governor Bill Haslam and subsequently approved by the state legislature included implementation of the final year of the phase-in of the THEC Outcomes-Based Funding Formula, which was a reduction in state funding for MTSU. It also included some enhancement funds to cover improvements under the formula. The combination of the two resulted in a small budget increase for MTSU.

The new budget for this fiscal year also included a 1.5% cost-of-living allowance across-the-board salary increase for state employees effective July 1, 2013. As in previous years, the state appropriation did not fully fund higher education's increased costs, and institutions will be required to fund a portion of their salary increases.

In addition, the state budget included some capital maintenance funds for MTSU to replace the Murphy Center roof and install a central plant cooling tower.

On a slightly negative note, student enrollment is down once again this year. Because of that, there will be only minimal funds available for new initiatives. In some cases, budget fund reallocations will be required to meet higher-priority needs. Some funding may be only one-time funding, not base, that will require end-of-year review to see if continued funding is warranted. Base funding may also be moved from areas where needs have decreased because of reduced enrollment and moved to areas of growth and to projects and initiatives needed to reverse declining enrollment (as well as to meet the governor's challenge to increase the number of graduating students across Tennessee).

The Tennessee Board of Regents approved a 5.7% tuition increase for MTSU. New funds from this increase will (1) replace part of the reduced state appropriations, (2) cover some inflationary cost, (3) cover our portion of the state 1.5% salary increase, (4) provide some funds to help ensure that facilities, technology, and adequate resources are available to support student success, and (5) provide funds for new tenure-track faculty positions and some academic infrastructure improvements.

The 1.5% salary increase was included in the state budget, with a portion of the cost to be funded by higher education institutions. TBR compensation guidelines require that the increase must be 1.5% or \$250, whichever is greater.

According to guidelines approved by TBR, employees whose performance on their most recent evaluation resulted in an unsatisfactory work performance rating may be denied the salary increase. Also, employees excluded by statute or on terminal leave status will not receive the increase.

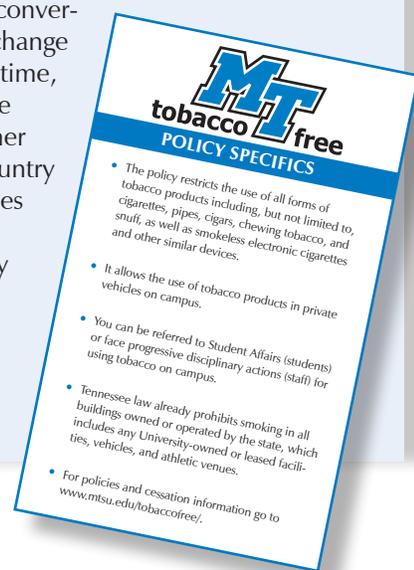
If grant funding is available, increases for grant employees will be charged to the appropriate grant, and increases for auxiliary employees will be funded from auxiliary revenues. These increases do not apply to adjunct faculty, temporary employees, graduate assistants, or student workers; however, we are committed to looking at the salary levels for these groups and making some increases within our means.

The state legislature again provided funding to match eligible employees' deferrals in the 401(k) plan, which may be between \$20 and \$50 per month, and for longevity payments at \$100 per year of creditable service up to a maximum number of 30 years.

TOBACCO FREE REMINDERS AND UPDATE

According to the website of Americans for Nonsmokers' Rights, at least 1,182 college or university campuses in the U.S. have adopted 100% smoke-free campus policies that eliminate smoking in indoor and outdoor areas. MTSU's tobacco-free policy remains a way to create a healthier environment for the campus community, and it helps position our students for future jobs in an increasingly tobacco-free society. The policy, which applies to all students, employees, alumni, and visitors to campus, has in its first full year of implementation already helped decrease tobacco use. Campus surveys show a 15% drop since 2009 in the number of students who report using tobacco three times a week or more and a 40% drop since 2010 in the number of students who report smoking cigarettes daily.

While enforcement is an ongoing issue with an ever-changing campus population, we are all tasked with reminding individuals of the policy when we see violations. Existing judicial channels can be used for repeat violations. Campus security guards are also being tasked with assisting in these conversations. Cultural change can and will take time, but MTSU and the roughly 1,200 other colleges in the country with similar policies are committed to promoting healthy learning environments for the populations we serve.



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