
Members Present

F. Amey, M. Arndt, M. Baggarly, M. Balachandran, D. Belcher, J. Brickey, L. Burriss, K. Butler, N. Callender, W. Cribb, J. Dooley, J. Dowdy, L. Dubek, P. Fischer, C. Frost, T. Greer, B. Haskew, R. Henderson, C. Higgins, P. Kelly, R. Livingston, A. Lutz, J. Maynor, H.W. Means, K. Nofsinger, P. Oliver, D. Penn, J. Pennington, T. Perry, M. Rice, K. Rushlow, C. Stephens, S. Taylor, R. Untch, P. Wall, W. Warren, L. Fisher

Members Absent

S. Daugherty, M. Foster, W. Ilsley, S. Rawls, L. Selva, B. Wallace,

Members Excused

C. Harris, R. Heinrich, R. McBride, S. Seipel, L. Warise

Additional Attendees

None

Meeting Minutes

Call to Order

Deborah Belcher, 2009-2010 Faculty Senate President, called the meeting to order at 9:00 a.m. in the Faculty Senate Chambers. Senators signed roll upon arrival.

Greeting and Welcome

- D. Belcher welcomed everyone to the retreat and explained the planned events for the day, including speech by President Sidney McPhee, Provost Diane Miller, panel discussion with local legislators, and a "Charette: Positioning the University for the Future."
- She thanked Gay Johnson, Faculty Senate Secretary, for all of her hard work helping to plan the retreat. She also thanked Aramark, for the food and complimentary cookies, Jim Simpson and everyone at the Kennon Sports Hall of Fame for welcoming us in their building, Blue Raider Bookstore for the complimentary backpacks and pens, Maple Street Grill for the \$10 gift certificates given to all senators, and Roy. E. Hoffman, Jr. for sponsoring gifts and photocopying.
- Barbara Draude, Assistant Vice President, ITD: Academic & Instructional Technology Service introduced us to the Virtual Campus video.

Approval of the July 13th Minutes

Willis Means moved to approve the July 13th meeting minutes. Larry Burris seconded the motion, and the minutes were approved by majority vote of the Senate.

Treasurer's Report

The current operating expenses are \$3,256.99 with an additional \$400.00 for travel and a Foundation Balance of \$740.28.

TBR Sub council Report – Larry Burris

- **Information Items**

- The sub council held its first meeting of the year in early August. The primary issues facing the sub council are the conflicts between the TBR and UT, especially UT's unwillingness to transfer specified courses from MTSU.
- The sub council is currently developing a 5-year plan to be submitted to the TBR. It was due August 25th, so it will be submitted late.

President's Report

- **Information Items**

- **University Restructuring Committees**

- Most committees must submit their reports to the Provost by 8/1 or 9/1. Provost Miller will be making final recommendations to the President on 12/1. Miller has informed effected departments that she will continue to meet with them before 12/1. The President will turn his recommendations in to the TBR some time next year.

- **Faculty Bylaw Amendments**

- Amendments to the Faculty Senate Bylaws were sent to all faculty for a vote at the Fall Faculty Meeting. (The bylaws were approved by unanimous vote at the Fall Faculty Meeting, Friday, August 28, 2009)

- **New Business**

- **TUFS (Tennessee Universities Faculty Senators) Fall Meeting**

- The Senators spent over 25 hours reviewing, discussing and amending the position paper started by the group in April. The position paper has been submitted to the respective faculty senates. The MTSU Faculty Senate will discuss the paper and move to approve or reject the position paper at its 9/14 meeting.

- **Past Presidents' Interviews**

- Interviews of Dr. Norman B. Ferris, Dr. William T. Windham and Dr. F. Curtis Mason have been completed. Digital recordings of the interviews have been reviewed and edited by Gay Johnson and have been placed on the Faculty Senate website.

Adjournment

D. Belcher adjourned the meeting at 9:15 a.m.

Respectfully submitted,

Stephanie Taylor

2009-2010 Faculty Senate Recording Secretary

Edited: D. Belcher

Retreat Minutes

President's Address – Dr. Sidney McPhee

- President McPhee thanked the Senate for including him in the retreat and emphasized the importance of faculty involvement in the administration of the University. McPhee stated that the issues and challenges facing MTSU over the next few years make faculty involvement even more critical.
- Overview of last year:
 - o Last year was a challenging year to say the least, budget issues were significant, and no one knew when the bottom might fall out. As it stands, things are going to get worse than they are now. The Commissioner of Finance for the State of TN says revenue in TN continues to decline and will have an impact on MTSU. Nonetheless, we should count our blessings, because stimulus funding by the federal government allowed MTSU to avoid having to make significant budget cuts. The stimulus funding will help higher education avoid significant cuts for the next two years. This is important to note because higher education is the largest piece of discretionary funding in TN, so it was likely to be cut even deeper during this budget crisis.
 - o Facts:
 - July 1, 2009 – Bredesen permanently cut \$19M from the MTSU budget.
 - McPhee acknowledges that the process of last year was not perfect, but was open and transparent, engaging and involving.
 - Because of actions last year, MTSU has a plan in place to deal with the issues impacting the budget.
 - Frank engagement and feedback and candid involvement from people on and off campus has helped shape what we have including development of the “Positioning the University for the Future Initiative” document.
 - MTSU continues to fine tune areas on campus.
 - Tuition increases and enrollment increases will help MTSU transition more smoothly in spite of budget challenges.
 - The Governor, the TBR and the TN Legislature say that MTSU has taken right approach with these issues. It has not been perfect, but MTSU tackled the issue and will see some of the benefits of that strategic move to take the university forward.
- What lies ahead
 - o Budgets in academic units will remain the same and there will be no major cuts in operational budgets.
 - o MTSU will continue to protect tenured and tenure track faculty as much as possible. MTSU's primary strategy to reach a reduction in force without significant layoffs in personnel is through its “buyout” plan. MTSU is hoping to save \$5 from the buyout. However, the buyout is voluntary and MTSU cannot force people to take it. Memphis and other institutions, found that the majority of the personnel who took the buyout were not faculty, but rather clerical, staff and administrative. If MTSU does not meet its targets from the buyout, it will have to resort to

- a RIF (reduction in force) plan. Currently, no RIF plan has been submitted at MTSU.
- Highlight reasons to celebrate in spite of challenges we are anticipating
 - o Despite the challenges, you can't help but recognize exciting things are going on at this campus. McPhee wishes faculty and staff could be with him as he travels the state and hears positive feedback about MTSU. Most recently, MTSU received national recognition with its #57 ranking in Forbes. It was the only public university in TN to make top 100. That same magazine ranked MTSU #47 as a "Best Buy in America."
 - o The new College of Education building will begin construction next month.
 - o MTSU will start its new student union building in early spring 2010.
 - o MTSU is approaching enrollment of 25K this year.
 - Discussion of issues and challenges to consider for upcoming year
 - o Higher education reform is an important issue facing all Universities in TN and throughout the United States. McPhee is confident that MTSU can overcome any constraints or limitations it faces in this regard. However, he still notes that people vote with their feet and we need to take an active role in the democratic process to watch out for MTSU's best interests.
 - o McPhee highlighted two important issues for this year. First, active engagement and involvement with legislature. Second, H1N1 on campus. Dr. Sells has been working all summer with healthcare professionals to develop strategies for managing the epidemic. Web pages and protocols have been developed and the CDC is updating the campus daily.
 - Q&A
 - o Tuition increases – Students will see no more than a 5-6% increase in tuition next year. Unfortunately, after that, anything is possible
 - o Doctoral Programs: MTSU's doctoral program proposals are currently at THEC waiting approval.
 - o Political Science Department concerns we expressed:
 - College reorganization – initial proposal did not make sense to the department, and they were not asked to give input
 - President's response: Have been no decisions made as to college restructuring.
 - Push toward online classes – worried about academic quality, ownership of the modules, effect on contracts in terms of class levels etc.
 - President's response: Committed to academic quality and a quality enterprise.
 - Push toward alternative calendar and how that will effect contracts
 - Relationship between buyouts and hiring – if department has 3 people who take the buyout, how are those people replaced with similar caliber and quality (not just an adjunct or temp).
 - President's response: No one size fits all approach to buyouts. Some positions will be replaced, depending on strategic needs of departments. However, the buy-out is designed to avoid layoffs of faculty. It defeats the purpose

if we simply replace each “buy-out” position with a new hire.

- Fate of philosophy department – the department is integral to the University system, specifically, the skills of critical thinking and analysis that Philosophy brings to the University experience is crucial.
 - President stated that he was involved in discussions with philosophy that MTSU community may not have been fully aware of.
 - Philosophy not eliminated, but rather a continuing discussion as to how it will be handled.
 - Philosophy – students have been vocal and Philosophy wants to move forward, not revisit misperceptions and statements over the past year, and go on record to say we are a strong presence on campus. It was never the case, during last year’s steering committee report, that it was an underperforming department.”
 - What’s next – department put together a plan, submitted it to provost’s department, and is working through the plan and preparing a proposal for president. Moving toward getting department where it needs to be.
 - When we are dealing with budget cuts, everything is on the table for consideration; every academic program can make a strong case for its existence. We are lucky to have support from federal government to not have to cut departments.
 - Faculty should know these are tough decisions that need to be dealt with.

Panel Discussion with Local Legislators – Facilitator John Hood, Senator Bill Ketron, Senator Jim Tracy, Representative Joe Carr, Representative Kent Coleman

- 1) There have been numerous reports in the media that Governor Bredesen will soon propose administrative restructuring of the state higher education systems. Please, comment on what you expect the proposed restructuring to look like. What does this mean for MTSU?

Carr- I have not been party to those discussions, and know only what we have heard in the media. Philosophically he supports some of the proposals but is concerned about the implementations. Specifically, how to make TBR and THEC more efficient with regard to overhead. The primary issue is whether MTSU is allowed to compete on a level playing field with other institutions in the state. There are times MTSU is necessarily handicapped. If we are to compete in the environment, how will playing field be leveled? Wants to make sure that is the consequence of restructuring.

Coleman - Move will be toward rewarding institutions with high graduation rates. MTSU will do well if this is the structure because it outperforms Tech, Memphis, and Austin Peay. MTSU outperforms all TBR schools.

Tracy – Always thought that restructuring is an issue that the governor should look at. Tracy is an advocate for MTSU getting its fair share in the restructuring. Likely to hear more about this issue over next few months.

Ketron- Excited about being #47 in Forbes. THEC was established to balance funding because UT got the most of the money. Tennessee is the only state that has three higher education systems, but THEC does not warrant the budget it receives and is not really doing its job. TBR gets the least amount of money to function. Concerned about MTSU's application for 3 doctoral programs, all of which were rejected on the same day that a doctoral program was given to Grand Canyon out of Arizona. The legislature will be looking at THEC's budget next year. The Governor wants UT to be a shining star, to compete with MIT, Southern Cal etc. and compete as a research institution at the national level. Minority leader of senate has governor's ear to have Memphis have its own board of trustees. UT #1, Memphis #2, everything else falls where it may. Senate education committee will not let that occur. He will work to protect MTSU during this time.

2. There are a number of announced candidates for governor. In your opinion, what impact would each of these candidates have, if elected, on MTSU?

Coleman – No matter who is elected, it will be challenging because of the budget. It is hard at this point to identify the best candidate for MTSU. It is important to have a good working relationship with each candidate.

Tracy – Not going to speculate on whom to vote for. Advises us to evaluate each candidate on the tough questions. No matter who is elected, the person will fight for MTSU. Ask yourself who has been to campus and met with faculty and administration? Who understands MTSU and will listen to legislators representing MTSU? Whoever is elected, we need to make sure they will give MTSU a fair shot.

Ketron – Suggests that faculty senate put together questions for candidates. Let them respond to us.

Carr – Higher education is at a crossroad in TN. The governor's race will determine which fork we take in that crossroad. All candidates are committed to higher ed., but thinks the real question is which candidate is committed to leveling the playing field for MTSU. In a competitive environment, the field has not been level for years. Who will help us to compete? We don't have enough ear with the current administration to get a chance to level the playing field.

3. What do you feel is your responsibility to MTSU?

Tracy – His responsibility is to be accessible, to be on campus, to be involved, to listen to concerns. MTSU brings jobs and revenue to the community and educates our workforce. One of his sons a graduate, the other is starting at MTSU. We need to make sure MTSU gets its fair share.

Ketron – His responsibility is to advocate for MTSU. Everywhere he goes he is a representative of MTSU. Speak about it every chance he gets.

Carr – as alum, he has an emotional tie to MTSU. It is the 2nd largest employer in county behind Nissan. We need to be mindful that MTSU is a partner, and it is in the county's best interest to see MTSU grow and excel.

Coleman – Middle TN has grown significantly, people are coming to MTSU. We owe it to students to make sure education is available to them. He owes it to MTSU to communicate as much as possible. Need to fund MTSU to make sure students can be educated. Economic reality, there is only so much money available, and we need to make sure MTSU is well funded.

4. In talking to your constituents, what is the most important outcome of a college education? In other words, what do your constituents expect for and from a college graduate?

Ketron – People expect good substance, a person who is prepared to meet the future, and prepared for a good paying job. The industries coming to Tennessee want to know about the state's educational systems. He hopes the University has prepared the next generation for the future. Graduates often stay in the community they went to college. That contributes to growth of Middle Tennessee.

Carr – As a businessman, he looks for 2 things in the people he hires. 1) How well can an employee diagnose a problem? 2) How can the employee solve the problem? MTSU graduates who work for him can do just that. When an individual comes to MTSU and is taught the discipline of diagnosing problems in their field, they get that toolset. When they enter the workforce, they have the appropriate skill set. We are currently offering what the business community demands. Need to make sure MTSU is still around in its current form to continue with that.

Coleman – He has participated in Legislators Back to School, a program where Legislators go speak to the students in a classroom. You ask a 4th grade class how many intend to go to college, all hands will go up. He tells them what a college degree can do, that it will allow

you to determine what you want to do with your future. Without the degree, your job will be selected for you. He expects that graduates of MTSU to be prepared to work in the field you have chosen.

Tracy – He wants someone who can perform in the workplace. Wants a graduate who can finish what they start. Wants solid, well-rounded graduates. Emphasizes importance of internships.

5. MTSU has made substantial improvements despite severe cuts. The consequences of the cuts will soon be felt by students, faculty, and the entire system of public higher education. In the discussion concerning restructuring of higher education in Tennessee, how will the 1999 report effect the proposed changes and MTSU?

Carr – The report references UT, Memphis and Vanderbilt. He thinks this illustrates the problem with this report; it is biased. He challenges the current and future administration to recognize that MTSU has a student from every county in TN. It is a TN University. MTSU is more than just “Middle Tennessee” and as long as we allow administration or a 10 year old report to define who we are, we’ll have problems coming out from under that. Emphasis should not be on “Middle.”

Coleman – Not here to criticize Vanderbilt, but notes that a lot of things have changed in 10 years. Significantly, population growth in Nashville area, and should have an impact on how we fund higher education. 2 of the 7 senate education committee members are from Murfreesboro and support MTSU. A lot of MTSU support in Nashville and MTSU will not be ignored.

Tracy – Some of the things in the report have changed, some of the suggestions are good.

Recommendations in report

- Define and adopt a system-wide mission
- Link allocations to performance goals
- Higher salaries for faculty
- Enhance higher education with existing chairs of excellence

Ketron – one thing it mentions, “to aim for a top 25 ranking” as a public university. Authorizes THEC – to meet goals (doesn’t like power given to THEC). Thinks the report can be a starting point, but need to start anew. Concerned whether this can be pulled off before January.

6. What is your perception of success of lottery scholarship program?

Ketron – Serves on lottery commission, thinks Hope scholarships are good, but in report this spring, there has been an apex in the amount of

dollars that were brought in, and we are seeing it decline now. Expecting decreases in income to the lottery. Concerned about this. An investigation of lottery and report expected in next few weeks.

7. Comments about restructuring (Cribb) – when restructuring does occur, as a faculty member, there is insecurity about faculty jobs; this is a new thing on campus. During restructuring, faculty has had a concern that across the state money is being spent in administration that could be cut or saved to redirect programs. Our job as senators is to maintain or improve jobs on campus and save \$ at administrative level. We want faculty involved in the decision making process (including at the state level). He suggests that governing bodies consult with faculty about budget cuts.

Ketron – TN transparency bill – encourages Faculty Senate to support this bill. This will allow everyone to know where higher education money is spent. This bill is based on the principle that everything involving public money should be transparent. Find out where the money is and put it into the classrooms.

Provost's Address – Dr. Diane Miller

- Report on President's report, "Positioning the University for the Future" has a timeline of 32 tasks that need to be accomplished. The documents submitted to the Provost's office are just discussion documents at this point, and will be recommendations to the President in the future.
 - o July 1, tasks 1 & 2, reviewing faculty assignments and interdisciplinary minors (African American Studies, Women's Studies, Aging Studies, and the Center for Popular Music), all of which reported to the Provost's office. The three minor programs have a long established history around campus, with solid reputations. It was decided that these minors would report to Dean of Liberal Arts rather than the Provost. The Center for Popular Music will report to the Dean of Mass Communication.
 - o Task 2 made recommendations regarding overtime pay to clerical workers. Initially, the committee found that there were some people in classified positions making significant money in overtime. It was later determined that a lot of that money was external money, not state money. Overtime issues had to be looked at on an individual basis, and decision making has been left to the supervisors of the individuals.
 - o Enhanced delivery modes – Considering different models, including 7 week classes within the semester, executive models, online and hybrid courses.
 - o Restructuring fee structure for the speech clinic is being considered – The new schedule will be based on family income (graduated fee schedule)
 - o Reducing paper usage in computer labs - Solution was software called "GoPrint" which limits the number of pages printed by an individual. Lab directors will be available to assist students with justified needs beyond the established limitations.
 - o Reduce classified and administrative staff in all executive positions- The report given to the president was a discussion, because by the time the May report was released, Academic Affairs had 34 vacant lines. There

has been a halt on searches because MTSU didn't know if there would be money. The Deans are in the process of justifying lines they feel should be advertised as tenure track lines. Unfortunately, budget cuts cannot be achieved by filling all of the lines, so tough decisions will be made.

- Creation of Office of Strategic Alliance – An office may be created to help MTSU compete for external resources through federal and private foundations.
- Consolidation of International student services – discussions have been going on for some times, there will be a recommendation to the president soon. Seeking to increase study abroad and increase # of International students. Requesting a Vice Provost of International Affairs
- Creation of a Media Convergence Center in College of Mass Communications – currently under consideration
- Eliminated programs – Some concentrations will be eliminated. The Provost has confirmed these decisions with the applicable colleges and departments and after approval at MTSU, will submit a report to the TBR requesting its approval.
- Telecommuting - Provost has not read proposal, so has no feedback yet.
- Innovative scheduling- Dean Boyle took initiative to report to the Deans about that. It parallels delivery modes discussed above. It is really just suggestions and thoughts at this time.
- College reorganization – This is now in the hands of Academic Affairs and will be finalized 12/1. There may not be any one best model, but what we hope is to get a good model for MTSU. Some departments logically fit in specified colleges, but other departments may require discussion as to where they fit.

Presentations

- Diane Turnham, Associate Athletic Director, spoke briefly about the accomplishments of MTSU Athletes, both on the field and in the classroom. She encouraged faculty to get involved with athletic events and to support the athletic programs that provide invaluable marketing of our campus on a national scale.
- Ginger Corley Freeman, Alumni Relations Director, spoke briefly about MTSU Alumni and encouraged faculty to keep their office informed about alumni accomplishments.
- Dr. Watson Harris, Academic Technology Planning and Projects Director, spoke briefly about technology developments on campus.

Reception

- At the reception, D. Belcher welcomed faculty senators, student government officers, University administrators and past faculty senate presidents. Door prizes were awarded and a photo was taken of past faculty senate presidents who were present.

- Dr. Alfred Lutz was presented with an award for being the 2008-2009 MTSU Faculty Senate President.

- Dr. William Windham was presented an award for being the 1967-1968 MTSU Faculty Senate President.