

## **External Resources Development Task Force**

### **Recommendations by Priority: February 8, 2009**

Dr. McPhee charged the External Resource Development Task Force to think strategically on the steps necessary for MTSU to gain new funding from a diverse set of partners, ranging from ourselves (students, faculty, and staff) to the government, the private sector, and the non-profit worlds. Following President McPhee's charge, we have talked to many different audiences over the past six weeks. The alternatives outlined below are our top priority recommendations.

We first explore short-term options that are either on-going at this moment or can be implemented by the fall of 2009. Priority One, *Enhanced Alternative Education Delivery Modes*, identifies both on-going programs and those that can be implemented immediately. Our concern to enhance the Academic Master Plan (AMP) and to serve our students, present and future, are tied to each of these recommendations. Bringing high quality educational experiences to students must be at the forefront of our strategic planning for external resource enhancement.

The second priority set of recommendations, *Increasing MTSU's Ability to Compete for External Resources*, uses President McPhee's partnership strategy as the key approach to establishing, extending, and strengthening our alliances with governments, foundations, and the private sector. We see each of these recommendations as crucial first steps toward testing and visioning a crucial future investment for the university: a "center for the centers," an off-campus facility, strategically located in Murfreesboro, where our audiences can bring their needs and opportunities to MTSU. At such a facility, proximity and shared administrative and physical resources would establish synergy between cross-college programs. Such a center would be an invaluable recruiting/retention tool for our Ph.D. programs; students working at the center would have a significant experiential learning experience, MTSU could better compete for larger grants and projects that, through indirect costs and redirected resources, can add to E&G funding.

We end our recommendations with a long-term goal of *Creating a Campus Culture for Life-Long Learning* that brings the programs discussed in the first two recommendations full circle to our constant focus: the needs of and the opportunities created by our students and alumni. Creating a campus environment and commitment to developing life-longer learners among our students, alumni, and partners should be the consistent vision that we present to ourselves, our students, and our partners. The forthcoming 100<sup>th</sup> anniversary of MTSU will provide a tremendous opportunity to implement a campus culture that reflects where MTSU stands at this point in the 21<sup>st</sup> century.

Our long-term recommendation to create a new campus culture can only be accomplished through dialogue between the administration, faculty, staff, students, alumni, and our many partners. President McPhee's AMP has placed the university on a new platform: the implementation of our recommendations will take that leadership and create ways to turn potential into reality and continue MTSU's growth as the region's best comprehensive universities.

We look forward to the Steering Committee's response, and will be happy to provide more in-depth analysis and exploration of any of these recommendations, as the Steering Committee may require.

**List of actions that are on-going or can be implemented in 2009:**

**1. Enhanced Alternative Education Delivery Modes as Revenue Enhancers**

**Projected 2009 investment: approximately \$250,000**

**Potential Yield: approximately \$3,000,000**

Recommendation	Investment Costs	Potential Yield	Schedule, Remarks
Expand Recruitment of Students with Subsidies	\$60,000, as start-up, from CGS funds	\$3 million to E&G Budget	Ongoing now, aiming for 150 international students and more undergrad and grad enrollment by fall 2009
Accelerate offerings in accelerated, executive format courses	Ongoing in CEDL; \$20K in CEDL funds for new course, degree creation	Unknown, but CEDL is now pursuing this strategy for 2009	Ongoing now; Projected increase is substantial and could be enhanced in 2009
Increase online enrollment based on e-tuition rate	Unknown: initial investment to achieve additional online courses and enrollment	Unknown but CEDL is now pursuing this strategy for 2009	E-tuition makes MTSU more nationally competitive without overtaxing MTSU facilities
Establish Center for Military Affairs to increase student income and veteran enrollment	\$45,000 for part-time recruiter plus some travel (new money) (expenses)	\$180,000 to E&G budget based on conservative estimate of 20 new students in 2009	Large nearby veterans population is currently underserved

**2. Improve MTSU's Ability to Compete for External Resources through Federal, Private Sector, Foundation, and Non-Profit Alliances**

**Projected Investment Costs: \$900,000**

**Potential Yield: Between \$2,000,000 and \$5,000,000**

Recommendation	Investment Costs	Potential Yield	Schedule/Remarks
Create an office for strategic alliances as a clearinghouse for bundled MTSU assets	\$130,000 for a full-time director and clerical in 2009 (new money)	From a base of \$75K in 2009 to yield of >\$300K by 2011 are conservative estimates	Start Fall 2009; the most needed new investment to grow external resources
Hire a consultant to assist MTSU and members of Congress to increase federal appropriations and support	\$140,000 for consultant (\$120K) and expenses (new money)	Unknown, but projected increases between \$2 and \$5 million	Start ASAP; federal appropriations is at a complex and critical turning point. MTSU must expand its advantages
Support CHP partnership for Glen Leven Center in Nashville	\$30,000 annually from existing CHP external funded programs	\$175,000 annually: \$100,000 increase in federal programs plus \$75,000 in projected enrollment increase in undergrad to doctoral students	Start Fall 2009; Expands CHP contribution to AMP; creates "model" strategic alliance with non-profits, local governments
Create new incentives for faculty involvement in external resources development through new funding, a R&D Task Force, and a Faculty Expertise Data Base	\$300K for seed money; \$100K for summer salary + release time; \$200K in administrative support (new money)	Unknown, but new support would improve MTSU's ability to compete for major grants, awards, and direct appropriations	Start Fall 2009; creates buy-in for faculty to create entrepreneurial focus; No or minimal costs for Task Force and Data Base

**Long-Term Strategies, implemented in 2010-2011: Creating a Culture of Life-Long Learning**

Recommendation	Action Steps	Potential Yield
Improve Student Attitude and Alumni Pride About MTSU	1. Maintain student access to key facilities (rec centers, library) 7 days a week 2. Provide new students with enhanced introductory	Alumni more willing to donate and support MTSU;

	<p>packet and attractive admission certificate</p> <ol style="list-style-type: none"> <li>3. Introduce Students to Campus Giving Culture in first year</li> <li>4. Create “Adopt a Student” Program</li> <li>5. Expand Alumni Summer College program to more one-day workshops</li> <li>6. Target alumni as “returning” students for graduate school and non-academic offerings</li> <li>7. Provide incentives for faculty, departments to maintain positive relationships with alumni</li> </ol>	<p>improve retention and placement through enhanced relations betw. students and alumni</p>
<p>Enhance alumni services in exchange for new sources of alumni support for MTSU and for students</p>	<ol style="list-style-type: none"> <li>1. Maintain value of MTSU assets by ending tradition of providing attractive athletic, cultural, and social programming “free” to alumni and the public</li> <li>2. Provide necessary funding, resources to units such as athletics, the arts, and the library that they can raise funds to maintain close, positive relationships with alumni</li> <li>3. Spotlight key alumni to provide positive role models for students and to raise visibility of MTSU</li> <li>4. Create informal network of key alumni as potential business partners</li> <li>5. Create Legacy Scholarship program for children of alumni</li> <li>6. Develop focus on planned giving</li> <li>7. Target alumni working for matching gift companies</li> <li>8. Provide revenue based services (insurance, travel, merchant discounts) for major commodities of interest to alumni</li> </ol>	<p>Substantial enhancement of AMP by creating networks for public service and experiential learning opportunities; increase the perceived value of MTSU assets; creates networks for external resource development</p>
<p>Keeping MTSU message before students, alumni, partners, and public</p>	<ol style="list-style-type: none"> <li>1. Create a restructured WMOT as a major MTSU marketing tool</li> <li>2. Recruit and support key alumni across the colleges to promote MTSU within their business and community networks and audiences</li> <li>3. Create interactive alumni website within MTSU site for communication and recruitment of funds and support</li> </ol>	<p>More efficient and effective use of alumni as promoters of MTSU; give alumni opportunities to support MTSU</p>