



MTSU President's Response to Oversight Steering Committee's (OSC) Report for Positioning the University for the Future

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March 19, 2009

To: MTSU Colleagues:

**From: Sidney A. McPhee
President**

**Subject: MTSU President's Response to Oversight Steering Committee's
(OSC) Report for Positioning the University for the Future**

This report marks yet another significant milestone in our collaborative effort to position Middle Tennessee State University for the future. We began this process nearly a year ago with a series of brainstorming sessions, which included academic deans, the provost, vice presidents, department chairs and the Faculty Senate President. These administrative and academic leaders were convened to assist the University in dealing with the possibility of reduced funding while remaining committed to the programs and activities that are core to the mission of our institution.

The information included in this report reflects my preliminary response to the recommendations that were submitted to me by the Oversight Steering Committee (OSC) of our *Positioning the University for the Future* Initiative. The OSC and the four Strategic Workgroups did an outstanding job of fulfilling their charge to identify and explore recommendations that would not only assist in our efforts to significantly reduce our budget but also position the University for future growth and sustainability consistent with the institution's Academic Master Plan.

Needless to say, this process, which is necessary because of the national financial crisis, has been a bit unsettling for many individuals within the University community, however it has been productive in many regards. As President of MTSU, I can understand and appreciate the concern and anxiety of our students and personnel as it relates to the possible impact that some of these recommendations could have on the future of many of our programs and services, but the actions that we are taking have come in response to mandates that we have been given by both the Tennessee Board of Regents and state officials. Even with the release of my preliminary responses to these recommendations, it is important to note that we are still in the process of reviewing and vetting these ideas. As such, it would be too early in some cases, to fully determine the impact of a number of these recommendations until they are explored more fully and final decisions are made regarding their implementation.

While no process is perfect, we have worked very diligently to keep the campus community and various other constituent groups informed about each phase of the process and to maintain a variety of channels for receiving input from all those who want their voices heard. By all accounts, our efforts to date to engage faculty, staff, students, alumni, community leaders, business entities and concerned citizens from all across this area and the country have been effective. I have received literally hundreds of

communications via the electronic suggestion forms on our web site, university E-mail and other sources related to the recommendations that have been submitted. Personally reviewing all of the incoming feedback has been a priority for me, and it has been quite helpful as I have worked to prepare the attached document.

Due to significant misinformation regarding the long-term benefit of stimulus funds and some questions about the continued need for this process, there are many individuals who still have not accepted the fact that we must proceed with efforts to significantly cut our budget. TBR Chancellor Charles Manning has indicated to all System Presidents and Directors as late as March 9 that it is “imperative” that we continue the budget reduction and restructuring efforts at our institutions in order to avoid “insurmountable financial challenges in the future”.

Although the availability of anticipated federal stimulus dollars won’t solve the long-term budget challenges that we will inevitably have to face, these funds will give the University a more extended period of time to make difficult budget decisions, and help us to avoid immediate layoffs and furloughs.

As you prepare to review my response to the recommendations, I want to reiterate the fact that several opportunities remain to offer feedback regarding these suggestions. Since this set of recommendations also includes some ideas that were not included in the OSC or Strategic Work Group reports, your feedback on these items are very critical. As a reminder, the following guiding principles were adopted as a means of directing and informing all actions and decisions related to our budget reduction process:

- The process will engage the University stakeholders in decision-making;
- Decisions will be strategic with a major emphasis on protecting academic quality;
- Budget reductions will not be across-the-board;
- The University will make strategic financial investments, including the reallocation of funds, even in these tough financial times;
- The focus will be on “Positioning the University for the Future” rather than “budget cuts”, with our decisions or actions guided by the Academic Master Plan; and
- The University will be required to fundamentally restructure how it currently operates to successfully address the challenges and opportunities.

Please know that we are very sensitive to the issues and concerns that all of our constituents have regarding these outlined recommendations. We value all of our students and the many dedicated faculty and staff members who have given so much of themselves for the benefit of this institution. We remain committed to maintaining academic quality as best we can while also trying to minimize the level of negative

impact that future budget reductions will have on our students, faculty and other personnel. Your patience and constructive feedback are greatly needed as we work to conclude this process and achieve a more effective and efficient structure for this outstanding University.

**MTSU President's Response to Oversight Steering Committee's (OSC) Report
for Positioning the University for the Future
Academic & Instructional Review**

Recommendations Short-term	Current Status <i>(As of 3/19/09)</i>	President's Comments	Action Needed
OSC Proposal 1: Faculty Reductions	Under Serious Consideration	<p>Inclined to support this recommendation but need to conduct additional review along with an impact analysis.</p> <p>We will not take a one-size-fits-all approach and across-the-board reductions in faculty will not be made. For each individual department or program, reductions will be evaluated in the following order: adjuncts; part-time temporary; full-time temporary; permanent employees; tenure track faculty and tenured faculty</p>	<p>Continue to review and receive feedback from deans, department chairs and other constituents groups regarding the OSC's proposal for reducing departmental personnel.</p> <p>Convene a group with representation from academic chairs, deans and the Provost's Office to review the staffing formula and to recommend appropriate revisions. Decisions to reduce instructional personnel will be based on the revised staffing formula, which is to be developed by April 2009.</p>

<p>OSC Proposal 2: Eliminations of Majors/Concentrations</p>	<p>Under Serious Consideration</p>	<p>After careful review and consultation with various academic personnel and other constituent groups, I am proposing to retain some majors/concentrations, others will be taken off the list, and others will remain on the list for further review and feedback. (See Reference #1 for specific details.)</p> <p>Special Note: Decisions were not and will not be made exclusively on numbers since, as a major comprehensive university, it is important to maintain certain key disciplines; decisions will be consistent with TBR policies and procedures and will also reflect current economic demand and need.</p> <p>Additional Note: If a major or concentration is eliminated, related courses may still be retained.</p>	<p>Review the deans' listing of priorities related to majors as provided to the OSC.</p> <p>Review statistical data provided by Academic Affairs.</p> <p>Continue to review and receive feedback from various constituent groups regarding the elimination of majors and concentrations.</p> <p>Request that the Provost, in consultation with the academic deans, develop a plan to follow up as deemed appropriate. Plan due by Oct. 2009.</p>
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<p>OSC Proposal 3 & 4: Elimination of Departments and Merging/Elimination of Departments/Graduate Degrees</p>	<p>Under Serious Consideration</p>	<p>Inclined to support this recommendation but with appropriate modifications and after extensive review of ongoing feedback and consultation with academic personnel.</p> <p>Note: If a department is eliminated, related courses may still be retained. (See information below for additional details on recommended eliminations/mergers.)</p> <p>Do not currently support the elimination/merger of the following departments:</p> <ul style="list-style-type: none"> • Human Sciences--HS is a strong department w/ significant growth; the department may be realigned w/ a new college. • Computer Science--CS is an important part of our proposed new doctoral program in computational science. • Geosciences--This department is engaging in a variety of innovative and strategic activities. 	<p>Continue to review, receive feedback and meet with departmental representatives and other constituent groups regarding the elimination of departments</p> <p>Request that the Provost, in consultation with the deans and academic personnel, develop a plan to follow up as deemed appropriate. Plan due by Oct. 2009.</p> <p>Currently no Action Required</p> <p>Currently no Action Required</p> <p>Currently no Action Required</p>
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		<ul style="list-style-type: none"> • Physics --Although enrollment numbers in this area are currently low, the department is exceptionally strong academically and its enrollment exceeds the average for state universities and compares favorably with national data. The department plans to increase its growth by focusing on increasing the number of physics teachers; it is also important to the proposed new doctoral program in computational science. <p>Recommendations for Merger that are Still Under Consideration:</p> <ul style="list-style-type: none"> • A merger of the Social Work, Criminal Justice Administration, Sociology and Anthropology departments 	<p>Currently no Action Required</p> <p>Continue to review feedback from appropriate groups and conduct impact analysis on proposed actions from the Provost and the appropriate</p>
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		<ul style="list-style-type: none"> • A merger of Philosophy with another department 	<p>academic dean by Oct. 2009.</p> <p>Continue to review feedback from appropriate groups and ask the Provost and the appropriate academic dean to conduct impact analysis on proposed actions by Oct. 2009.</p>
<p>OSC Proposal 5 (1): Reduce classified and administration staff in all Executive Divisions</p>	<p>Under Serious Consideration</p>	<p>Support the recommendation that the five administrative divisions and the President's Office examine their structure and staffing for further consolidation, restructuring or elimination of positions, projects and programs from the perspective of mission criticality.</p>	<p>Request a proposal from each of the Vice Presidents and the President's Office by Aug. 2009.</p>
<p>OSC Proposal 5 (2): Suspension of overtime pay for clerical workers unless funded externally.</p>	<p>Under Serious Consideration</p>	<p>Support the recommendation; A need exists to examine the overall efficiency of this practice, with the understanding that some activities will still require overtime, especially those related to registration and the</p>	<p>Request and review a plan from Human Resources by June 30, 2009.</p>

<p>OSC Proposal 5 (3): Elimination of the Farm Lab. Associated courses and majors could be maintained. Recommend researching more cost effective methods of instruction.</p>	<p>Not Under Consideration at this Time</p>	<p>enrollment of students. In reviewing the comments and feedback provided, along with meeting with the appropriate individuals, I have determined that this unit is an essential operation of our Agribusiness program and adds valuable experience for our students in this area of study. However, the department must address the operational budget deficits in the area and move rapidly toward consolidating activities at the Guy James Farm.</p>	<p>Request a plan from the Provost and Dean by Oct. 2009 to manage operations in a manner which increases financial efficiency and furthers consolidation of farm activities.</p>
<p>OSC Proposal 5 (4): Creation of media center (Sidelines, WMOT, WMTS, Channel 10, COLLAGE, and SR Records)</p>	<p>Under Serious Consideration</p>	<p>Further review of this proposal is needed. We value these entities but must take a hard look at their operations and expenditures.</p> <p>Note: We are looking at several options for WMOT that will result in retaining the station in some form with significant reductions in its university budget. Other alternatives such as establishing partnerships will also be explored. Sidelines was instructed three years ago to be more self-sustaining and reduce its deficits in its operational budget, but they have not had substantial success. Plans must</p>	<p>Request and entertain proposals from the Dean of the College of Mass Communications and other interested parties regarding these areas. Proposals due by Sept. 2009.</p>

		be developed to bring these two areas within budget within two years or other measures will need to be determined.	
OSC Proposal 5 (5): Consolidation of Audio Visual Services, Instructional Media Resources, and the Instructional Technology Support Center. Develop plans for revenue production with the goal of becoming self-supporting.	Under Serious Consideration	Support the recommendation to develop a plan for self-sufficiency. (See related recommendation from the Non-Academic Support unit)	Request a proposal and feedback from the appropriate vice president and dean by Sept. 2009.
OSC Proposal 5 (6): Canceling low-enrollment summer school courses as proposed	Under Serious Consideration	Support this recommendation	Request an action plan from the Provost for immediate implementation.
OSC Proposal 5 (7): Do not support suspending MTSU support for Governor's School.	Not Under Consideration at this Time	Agree with the OSC Recommendation; This is an outstanding program that benefits the University and should be retained and supported as is.	Currently no Action Required
OSC Proposal 5 (8): Temporary deferral of internally funded faculty grants, with the exception of faculty research grants for spring and fall semesters	Not Under Consideration at this Time	Every effort should be made to support faculty development in instruction and research, even in these difficult economic times.	Currently no Action Required
OSC Proposal 5 (9): Do not support elimination of Small Business Development Center. Committee considers this strategic	Not Under Consideration at this Time	Agree with the OSC Recommendation; This is a federally funded project that is a major strategic priority for the University. Federal funds have actually increased significantly for the Center.	Currently no Action Required

OSC Proposal 5 (10): Do not support temporary deferral of Non-Instructional Assignments	Under Consideration	Careful review and evaluation on the part of the Provost and Dean will be required under the current financial circumstances	Request a plan from the Provost by Dec. 2009
OSC Proposal 5 (11): Do not support elimination of required Academic Support Services advising for students enrolled in prescribed courses.	Not Under Consideration at this Time	Agree with the OSC Recommendation. Advising plays a significant role in the retention of students, which is a major institutional priority.	Currently no Action Required
OSC Proposal 5 (12): Do not support elimination of the Center for Economic Education. Committee considers this strategic with regard to community partnerships	Not Under Consideration at this Time	Agree with the OSC Recommendation; The Center for Economic Education plays a central role in the University and is a strategic priority. We should, however, review this and other University centers for continued effectiveness.	Ask the Provost to conduct a review of all campus Centers for continued effectiveness.
OSC Proposal 5 (13): Elimination of one clerical position from Academic Enrichment. Committee further recommends review of the strategic role of Academic Enrichment	Under Consideration	Agree with the OSC Recommendation with modifications to allow departments to determine how to make the appropriate dollar figure reductions in this area.	Request a proposal from the Provost's Office concerning the strategic role of Academic Enrichment by Oct. 2009
OSC Proposal 5 (14): Provide incentives for senior tenured faculty to retire and begin post-retirement teaching.	Under Consideration	This concept is currently under review by TBR.	Await further information from TBR; Divisional VPs will encourage and monitor this recommendation.
OSC Proposal 5 (15): Encourage administrative personnel who are tenured within an academic department to teach one course per year	Under Serious Consideration	Agree with the OSC Recommendation; Implement as appropriate	Ask divisional VPs to encourage and monitor this recommendation
OSC Proposal 5 (16): Merger of the Center for Popular Music with the Walker Library	Not Under Consideration at this Time	The Center is funded through special state appropriations and is unique in its administrative	Currently no Action Required

		structure and function. It is also one of the signature initiatives of the University.	
OSC Proposal 5 (17): Do not support elimination of funding College development officers. The OSC further recommends review of Development Officers for productivity and cost effectiveness.	Under Consideration	Agree with the OSC Recommendation; Development officers need to be a continued priority, especially in these challenging economic times. Deans and Academic Affairs note the general increase in securing additional funding and the usefulness of these staff members.	Ask VP of Development and University Relations to address issues of productivity and costs
OSC Proposal 5 (18): Eliminate all PHED 1000- and 2000-level courses and reassign instructors to teach courses required for majors and general education	Not Under Consideration at this Time	Activity courses are an important part of our University's efforts to address health and wellness among the student population.	Currently no Action Required
OSC Proposal 5 (19): Elimination of the Debate team	Not Under Consideration at this Time	The success and academic excellence of this program warrants continued support.	Currently no Action Required

<p align="center">Recommendations Long-term</p>	<p align="center">Current Status <i>(As of 3/19/09)</i></p>	<p align="center">President's Comments</p>	<p align="center">Action Needed</p>
<p>OSC Proposal 6 (1): Analysis and discussion of the viability of a tri-semester schedule but does not make a recommendation at this time</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation but need further review and discussion along with an impact analysis</p>	<p>Request an analysis from the Provost by Oct. 2009</p>
<p>OSC Proposal 6 (2): Six day schedule of M/W, T/R, F/S classes for more efficient use of the facilities, greater productivity and expansion of offerings</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation but need further review and discussion along with an impact analysis</p>	<p>Request a proposal from the Provost by Oct. 2009</p>
<p>OSC Proposal 6 (3): Conduct a study to determine if some courses could be offered in six-week mini-sessions each fall and spring as proposed by the Academic Work Group</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation but need further review and discussion along with an impact analysis</p>	<p>Request a proposal from the Provost by Oct. 2009</p>
<p>OSC Proposal 6 (4): Consider additional online and hybrid course offerings along with other “Alternative Delivery and Innovative Scheduling” methods</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation but additional review is needed. Potential opportunities exist to develop creative and innovative delivery methods to meet the demands of a dynamic student population.</p>	<p>Request a proposal from the Provost and Dean of Continuing Education by Oct. 2009.</p>
<p>OSC Proposal 6 (5): Endorsement of the E4 consortium</p>	<p>Under Consideration</p>	<p>Additional details are needed related to this consortium; This recommendation has the potential to develop a new niche for the University in areas of local, state, and national demand.</p>	<p>Request proposal for this initiative from the Provost and the Vice Provost for Research</p>

Additional Recommendations made by the OSC	Current Status (As of 3/19/09)	President's Comments	Action Needed
OSC Proposal 1: Additional investments and reallocations of funds to further support strategic initiatives that position the University for the future.	Under Serious Consideration	Support this recommendation. In spite of these tough economic times, the University must carefully explore select new initiatives to invest in which are designed to better position the University for the future.	Identify possible initiatives and request and entertain proposals from the appropriate divisions starting Fall 2009.
OSC Proposal 2: Review of Chairs of Excellence for mission relevance and productivity even though funding does not rely completely on University dollars	Under Serious Consideration (Long-term)	Support this Recommendation and review for long-term benefit	Request a plan from the Provost by Dec. 2009.
OSC Proposal 3: Honors College should examine structure and staffing for further consolidations, restructuring or elimination of positions, projects, and programs from the perspective of mission criticality and efficiencies	Not Under Consideration at this Time	The Honors Program remains a signature program for the University and must continue to be supported at a high level.	Currently no Action Required
OSC Proposal 4: Review of faculty assignments and resources dedicated to independent and interdisciplinary minors	Under Serious Consideration (Long-term)	Support this Recommendation; This is a management issue that needs to be addressed by the Provost, Deans and Academic Chairs.	Request a proposal from the Provost for immediate implementation
OSC Proposal 5: Evaluation of scheduling and the number of academic terms and sessions	Under Serious Consideration (Long-term)	Support this Recommendation; Look for opportunities for increased efficiencies	Request a proposal from the Provost by Dec. 2009

**MTSU President's Response to Oversight Steering Committee's (OSC) Report
for Positioning the University for the Future
Non-Academic Support Units**

Recommendations Short-term	Current Status (As of 3/19/09)	President's Comments	Action Needed
OSC Proposal 1: Consolidation of the Office of Community Engagement and Support with Office of Marketing and Communications and the Division of Development and University Relations to eliminate redundant functions	Under Serious Consideration	Support this recommendation. This action has the potential to improve coordination in our marketing and external relations efforts and for increasing efficiencies and reducing redundancies.	Request a proposal from the VP for Development and University Relations with a suggested model for realignment by Sept. 30, 2009 for implementation by July 1, 2010.
OSC Proposal 2(A): Elimination of Off Campus Services and June Anderson Women's Center. Committee does not support elimination of Greek Life Director position based on mission relevance.	Under Serious Consideration	Support this recommendation; Additional impact review needed to assess potential for continuation of essential services through alternative existing structures. Do not support the elimination of the Greek Life Director position.	Request a proposal from the Vice President for Student Affairs by Sept. 30, 2009 for implementation by July 1, 2010. Currently no Action Required
OSC Proposal 2(B): Consolidation of International Student Services with Intercultural and Diversity Affairs and the Scholars Academy.	Under Serious Consideration	Support recommendation. The current programs and administrative structure are duplicative. The University can enhance services by addressing this issue.	Request a joint proposal from the Vice President for Student Affairs/Vice Provost for Academic Support Services and the Vice Provost for Academic Affairs by Sept. 30, 2009 for implementation by July 1, 2010.

<p>OSC Proposal 2(C): Consolidation of existing services related to international education. (SC recommends a seamless, cost effective structure to better coordinate the Office of International Education, MT Abroad, and English as a Second Language initiative.)</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation. International Education is a priority in our AMP. This area has enormous potential for growth at the University, but the existing structure is fragmented and, in some instances, duplicative. A seamless structure is essential to future efforts to expand our base of international students studying at MTSU.</p>	<p>Request a proposal from the Provost by Oct. 2009.</p>
<p>OSC Proposal 3: Outsource Murphy Center custodial services</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation. During these difficult economic times, we must find ways to leverage resources.</p>	<p>Request a proposal from the Sr. VP with an emphasis on potential cost savings by Sept. 30, 2009.</p>
<p>OSC Proposal 4: Eliminate free Athletic tickets to retirees</p>	<p>Under Serious Consideration with Modifications</p>	<p>Support the recommendation. Consider possible grandfathering of current retirees or other proposal. The plan should include a proposal for accountability for the use of tickets by retirees or forfeit privilege.</p>	<p>Request a proposal from the Sr. VP and the Athletics Director for possible implementation by August 2009.</p>
<p>OSC Proposal 5: Explore reduction possibilities of administrative cost associated with BRAA</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation</p>	<p>Request a proposal from the VP of Development and University Relations and the Athletics Director; Plan due by Sept. 2009.</p>
<p>OSC Proposal 6: Consolidation of Athletics Sports Information and Athletics Marketing offices</p>	<p>Under Consideration</p>	<p>Need to better coordinate efforts between Athletics and other parts of the University</p>	<p>Request a proposal from the Athletics Director and VP of Development and University Relations; Plan due by Sept. 2009.</p>

<p>OSC Proposal 7: Administrative consolidation of Day Care Lab, Project Help, and Child Development Center; Place entities on a plan for self-sufficiency</p>	<p>Under Serious Consideration</p>	<p>Inclined to support this recommendation but additional information is needed on the impact of this recommendation.</p>	<p>Request a proposal from the Dean of the College of Education and the Vice President for Student Affairs; Plan due by Oct. 2009.</p>
<p>OSC Proposal 8: Eliminate Evening Extended School Program, InRoads, and Administrative Services</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation but will study continuation of EESP as a self-supporting unit.</p> <p>(Note: InRoads in this recommendation reports under the Sr. VP.)</p>	<p>Request proposal from Sr. VP; Plan due by Oct. 2009.</p>
<p>OSC Proposal 9: OSC does not support requirement for exclusive use of on-campus print services due to limitations of on-campus operations.</p>	<p>Under Consideration</p>	<p>While the OSC did not support exclusive use of on-campus print services, I am inclined to encourage use of on-campus print and design services when appropriate. Recent cost comparisons with local vendors indicate that on-campus charges are typically lower than commercial vendors for similar projects. In order to assure maximum cost savings, TBR policy requires that off-campus work receive the approval of the campus publications office.</p>	<p>Request a proposal from the VP for Development and University Relations. Plan due by Sept. 2009.</p>
<p>OSC Proposal 10: Consolidation of Distribution/Receiving/Post Office</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation provided that we can show cost savings and efficiencies</p>	<p>Request a proposal from the Sr. Vice President. Plan due by Sept. 2009.</p>

<p>OSC Proposal 11(A): Consolidation of marketing and external communications efforts across campus such as News/Public Affairs, University Brand Campaign, Marketing and Communication, and Publications/Graphics.</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation; The consolidation of the University’s marketing and external communications efforts will streamline efforts to effectively promote the University and reduce duplication of efforts across campus</p>	<p>Request a proposal from the VP for Development and University Relations; Plan due by Oct. 2009.</p>
<p>OSC Proposal 11(B): Eliminate or Consolidate Walker Library Specialist Position</p>	<p>Not Under Consideration at this Time</p>	<p>The Library remains a strategic priority for the University.</p>	<p>Currently no Action Required</p>
<p>OSC Proposal 12: Consolidation of departmental servers to centralized system</p>	<p>Under Consideration</p>	<p>Support this recommendation; This consolidation, through a technique called virtualization, will enable departments across campus to have their data in a secured and more protected environment while at the same time providing cost savings for them by not having to replace servers. It will also result in energy efficiency for the campus in that there will be fewer servers in operation.</p>	<p>Request a proposal from the VP for ITD by Aug. 2009</p>

<p>OSC Proposal 13: Consolidation of Sidelines into the Media Center (Also in AIR Recommendations)</p>	<p>Under Serious Consideration</p>	<p>Although various proposals and options are being considered, a consolidated media center would expand the potential breadth of experience provided for students while reducing overall administrative costs. Previous proposal 5(4) requires that <i>Sidelines</i> should become self-supporting within two years; a consolidated media center could be a part of reaching this goal. This recommendation, along with other options, will be considered.</p>	<p>Request proposals from the Dean of the College of Mass Communication, the VP for Student Affairs and other interested parties by Sept. 2009.</p>
<p>OSC Proposal 14: Consolidate event scheduling/event coordination into one office for improved efficiencies</p>	<p>Under Serious Consideration</p>	<p>Support Recommendation but need to review organizational structure related to this program.</p>	<p>Request a proposal from the Sr. VP in coordination with the Provost and other VPs by Oct. 2009.</p>
<p>OSC Proposal 15: Consolidate Institutional Effectiveness and Institutional Research</p>	<p>Under Serious Consideration</p>	<p>Support this Recommendation. This is an area where greater efficiencies can be achieved.</p>	<p>Request a proposal from the Provost by Oct. 2009.</p>
<p>OSC Proposal 16: Consolidate all audiovisual related services; Combine management and hosting for reduced operating personnel related to Audio Visual Services, News and Public Affairs, Video Production</p>	<p>Under Serious Consideration</p>	<p>Support this Recommendation; Consolidating these offices into an institutionally subsidized, cost recovery unit and expanding cost recovery services to our campus community and fellow TBR institutions would expand the technologies and capabilities to the entire campus.</p>	<p>Request a proposal from the VP for Development and University Relations, the Provost and the Dean of the College of Education by Oct. 2009.</p>

OSC Proposal 17: Revision of library hours of operation for more efficient utilization	Not Under Consideration at this Time	The Library remains a strategic priority for the University	Currently no Action Required
OSC Proposal 18: Consolidate Faculty Instructional Tech. Center and Learning Teaching and Innovation Tech. Center	Under Serious Consideration	Support this recommendation; This is an area where greater efficiencies can be achieved.	Request proposal from the Provost and the VP for ITD by Dec. 2009.
OSC Proposal 19: Combine administrative oversight of Printing Services, Publications and Graphics, and Photographic Services	Under Serious Consideration	Support this recommendation; Integrating these related programs would significantly expand the efficiency and capabilities of these areas.	Request proposal from the Vice President for Development and University Relations by July 2009.
OSC Proposal 20: Online Distribution of Alumni Record, MTSU Magazine, The Record; updated mailing lists	Under Serious Consideration	Support this recommendation with further discussion. The on-campus Record can be converted to an on-line version for immediate savings, possibly by July 1. Due to contractual obligations, other publications will need to be phased in over time. It is important to note that not all alumni and other constituents have access to E-mail. Therefore, we must maintain a comparable level of service for those individuals.	Request proposal from the VP of Development and University Relations by Aug. 2009.
OSC Proposal 21: Restructure fee schedule of the Speech Clinic for outside clients in order to generate more funds	Under Consideration	Support this recommendation. The potential exists for generating additional resources in this area. Consideration should be given to client's ability to pay.	Request Proposal from the Provost and the Dean of the College of Liberal Arts by Aug. 2009.

Strategic Actions	Current Status <i>(As of 3/19/09)</i>	President's Comments	Action Needed
OSC Proposal 1: Consolidation of WMOT and WMTS radio stations. Academic Work Group's recommendation (Ref. 1, page 3, item4) to create a consolidated media center	Not Under Consideration at this Time	See comments for OSC Proposal 5(4)	Currently no Action Required
OSC Proposal 2: Restructuring of Miller Coliseum and the Livestock Center with a plan to achieve self-sufficiency	Under Serious Consideration	Support this recommendation with the goal to become more self supporting	Request Proposal from Sr. VP by Aug. 2009.
OSC Proposal 3: Restructure and reorganize Student Affairs	Under Serious Consideration	Support this recommendation as already outlined in OSC Proposal 5(1).	Request proposal from the Vice President for Student Affairs by Aug. 2009.
OSC Proposal 4: Outsourcing of student email services/accounts to third party hosting	Under Consideration	Inclined to support this recommendation; The outsourcing of student email services will enable the University to not have to replace servers and storage capacity every four to five years. It will also offer students more storage capacity than the University can afford to provide.	Request proposal from the Vice President of ITD by Aug. 2009.
OSC Proposal 5: Academic Advising, Student Athlete Enhancement, and Transfer Student Services: <u>Committee does not support</u> recommendation for the consolidation of these programs	Not Under Consideration at this Time	Support Steering Committee's Recommendation. With the University's major focus on student retention and support services, these areas support the university's strategic direction.	Currently no Action Required.

<p>OSC Proposal 6: Consolidation of Information Technology Services for greater general efficiency. Committee does not support consolidation of computer specialists supported by Colleges and departments due to the unique needs of those areas.</p>	<p>Under Consideration</p>	<p>Inclined to support the recommendation to consolidate various IT services; also inclined to agree with the OSC's position not to support the consolidation of computer specialists that assist our academic colleges and depts.</p>	<p>Request a proposal from the VP of ITD by Sept. 2009.</p>
<p>OSC Proposal 7: Elimination of the Farm Lab as discussed in the Academic section</p>	<p>Not Under Consideration at this Time</p>	<p>See comments on OSC Academic and Instructional Review Proposal 5(3).</p>	<p>Request a plan from the Provost and Dean by Oct. 2009 to manage operations in a manner which increases financial efficiency and furthers consolidation of farm activities.</p>
<p>OSC Proposal 8: Committee <u>does not support recommendation</u> for restructuring Dual Services Contracts. Current process is minimum required to comply with TBR policy.</p>	<p>Not Under Consideration at this Time</p>	<p>Support Steering Committee's Recommendation</p>	<p>Currently no Action Required</p>
<p>OSC Proposal 9: Implementation of online Timekeeping through BANNER to increase efficiency.</p>	<p>Under Serious Consideration</p>	<p>Inclined to support this recommendation. The transition will need to be carefully managed due to the requirement of a two-week hold back in pay for staff.</p>	<p>Request a proposal from the Sr. VP for evaluation and discussion of impact.</p>

Additional Recommendations made by the OSC	Current Status (As of 3/19/09)	President's Comments	Action Needed
<p>OSC Proposal 1: Consider the elimination of the printed University catalog as well as elimination of the printed phone book.</p> <p>Elimination of the Printed Catalog</p> <p>Elimination of the Printed Phone Book</p>	<p>Under Consideration</p> <p>Not Under Consideration at this Time</p>	<p>We will work toward the elimination of printed catalogs but a limited number may still need to be printed.</p> <p>Not inclined to support the elimination of the printed telephone directory since there are no direct costs for the University. The production and all printing and shipping charges are paid by the company which produces the directory. The company also pays the university a portion of the revenue received from selling ads included in the book.</p>	<p>Request proposal from the Provost and vice presidents on the elimination of the printed catalog by July 2009.</p> <p>Currently no Action Required</p>
<p>OSC Proposal 2: Analyze fee schedules for facilities that are available for rental and enforcement of those fees.</p>	<p>Under Serious Consideration</p>	<p>Support this recommendation. The current financial situation requires that we explore options in these areas.</p>	<p>Request a proposal from the Sr. VP by Aug. 2009.</p>

**MTSU President's Response to Oversight Steering Committee's (OSC) Report
for Positioning the University for the Future
Energy Efficiency and Conservation**

Recommendations Energy/Utilities (Immediate Savings)	Current Status <i>(As of 3/19/09)</i>	President's Comments	Action Needed
<p>OSC Proposal 1 (A): Lights Out Campaign</p> <p>OSC Proposal 1 (B): Reset Temperature Set-points—Occupied Hours</p> <p>OSC Proposal 1 (C): Reset Temperature Set-points—Unoccupied Hours</p> <p>OSC Proposal 1 (D): Reduce Plug Load Energy</p> <p>OSC Proposal 1 (E): De-lamp Campus Vending Machines</p>	All proposals in this area Under Serious Consideration	Support these recommendations. Any effort designed to support energy efficiency should be encouraged.	Request a proposal on each of these recommendations from the Sr. Vice President by July 1, 2009. (This is to include the development of guidelines for an energy audit for the University, including athletic venues, as recommended by the OSC.)
Recommendations Energy/Utilities (Positioning for the Future)	Current Status <i>(As of 3/19/09)</i>	President's Comments	Action Needed
<p>OSC Proposal 2 (A): Provide/Expand Opportunities for Energy Efficient Projects</p> <p>OSC Proposal 2 (B): Implement Watering/Irrigation Strategy to Reduce Watering Costs</p> <p>OSC Proposal 2 (C): Incorporate Economically Sound Sustainability Initiatives in New Construction</p>	All proposals in this area Under Serious Consideration	Support these recommendations; Any effort designed to support energy efficiency should be encouraged.	Request a proposal for Recommendations A, B and C from the Sr. Vice President by July 1, 2009.

Recommendations Physical Resources/Physical Plant (Immediate Savings)	Current Status (As of 3/19/09)	President's Comments	Action Needed
OSC Proposal 3 (A): Reduce Cleaning Standards for E&G Facilities	Under Consideration	Although reductions have been made in this area, more tough choices may be necessary.	Request a proposal on recommendations A&B in this area from the Sr. VP by July 1, 2009.
OSC Proposal 3 (B): Rebid Custodial Contract	Under Consideration		
OSC Proposal 3 (C): Reduce Grounds/Greenhouse Services to E&G	Not Under Consideration at this Time	Although some greenhouse services could be reduced or eliminated, I do not support the idea of a drastic decrease in campus aesthetics. An attractive campus is essential for the recruitment of students and personnel.	Currently no Action Required
OSC Proposal 3 (D): Discontinue Lease for Off-campus Warehouse	Under Consideration	Warehouse space is needed but we need to look at reducing the total space needed.	Request a proposal from the Sr. VP by July 1, 2009
OSC Proposal 3 (E): Reduce Standards for Uniforms for Facilities Services	Not Under Consideration at this Time	Reducing uniform standards could pose an increased security risk since we would not be able to quickly identify individuals who are working on the grounds.	Currently no Action Required

OSC Proposal 3 (F): Update Chargeback Procedures to Auxiliaries for Trash Services	Under Consideration	Inclined to support this recommendation provided it would not place an additional financial burden on departments that would be difficult to support under these economic circumstances.	Request a proposal from the Sr. VP by July 1, 2009.
Recommendations Physical Resources/Physical Plant (Positioning for the Future)	Current Status (As of 3/19/09)	President's Comments	Action Needed
OSC Proposal 4 (A): Initiate Campus Facilities Fee	Not Under Consideration at this Time	Any increase in student fees will need to be carefully evaluated in light of the increased financial burden on students.	Currently no Action Required
OSC Proposal 4 (B): Implement Watering/Irrigation Strategy to Reduce Watering	Under Consideration	Refer to comments for OSC 2(B)	Request feedback from the Sr. VP by July 1, 2009.
Recommendations Internal Processes/Workflow (Immediate Savings)	Current Status (As of 3/19/09)	President's Comments	Action Needed
OSC Proposal 5 (A): Expand P-Card for travel (airlines)	Under Serious Consideration	Inclined to support this recommendation but the expanded use of the P-Card must be accompanied by additional policies and procedures that would control potential abuse.	Request proposal from the Sr. VP by Oct. 2009

OSC Proposal 5 (B): Reduce Paper Usage-guidelines	Support these recommendations; Any effort designed to support energy efficiency should be encouraged.	Agree with OSC recommendation, particularly in the Library	Work with the Library, campus computer labs and other entities to develop a plan to reduce paper usage by Aug. 2009.
Recommendations Internal Processes/Workflow (Positioning for the Future)	Current Status (As of 3/19/09)	President's Comments	Action Needed
OSC Proposal 6 (A): Implement cost effective business travel guidelines	Under Consideration	Support recommendations A, B & C. Continue to explore initiatives designed to address waste and enhance efficiency.	Work with vice presidents and other division heads to develop mechanisms to monitor these activities
OSC Proposal 6 (B): Increase tenant awareness and participation in efficient work flow practices	Under Consideration		
OSC Proposal 6 (C): Increase participation in paperless activities	Under Consideration		
Recommendations Other (Immediate Savings)	Current Status (As of 3/19/09)	President's Comments	Action Needed
OSC Proposal 7: Reduce Depreciation Charges for Motor Pool	Under Consideration	Facilities Services should conduct an analysis of this recommendation and submit the appropriate information to the Sr. VP.	Request proposal from the Sr. VP by July 2009

OSC Proposal 8: Eliminate Motor Pool	Under Consideration	Facilities Services should conduct an analysis of this recommendation and submit the appropriate information to the Sr. VP.	Request proposal from the Sr. VP by July 2009
Recommendations Additional Considerations (Energy/Utilities)	Current Status (As of 3/19/09)	President's Comments	Action Needed
OSC Proposal 9: Update procurement standards for equipment to require Energy Star labels	Under Consideration	As all activities and procurement need to be more energy efficient, this has merit for further consideration	Request proposal from the Sr. VP by July 1, 2009.
OSC Proposal 10: Implement a 4-day work week to save energy/utilities	Not Under Consideration at this Time	Requirements as a resident campus and seven-day-a-week activities prohibit this option	Currently no Action Required
OSC Proposal 11: Implement Energy savings measures and projects, including lighting, LEDs, wind power, photovoltaic, geothermal applications, methane, etc.	Under Consideration	Inclined to support this recommendation but consider on a project by project basis	Request proposal from the Sr. VP by July 2009
Recommendations Additional Considerations (Physical Resources/Physical Plant)	Current Status (As of 3/19/09)	President's Comments	Action Needed
OSC Proposal 12: Review chargeback procedures to non-E&G customers for O&M services and event support	Under Consideration	Care should be taken not to pass too many additional costs on to departments in these tough economic times.	Request proposal from the Sr. VP by Oct. 2009
OSC Proposal 13: Review outsourcing and in sourcing opportunities	Under Consideration	Inclined to support this recommendation if it will decrease costs and improve services.	Request proposal from the Sr. VP by Oct. 2009

OSC Proposal 14: Reduce preventive maintenance	Not Under Consideration at this Time	The University must protect its investment in its existing facilities. A reduction in preventive maintenance would lead to further deterioration of our facilities.	Currently no Action Required
OSC Proposal 15: Assess the effects of furloughs on the departments within the O&M function	Not Under Consideration at this Time	The anticipated stimulus funds make this unnecessary at this time.	Currently no Action Required
Recommendations Additional Considerations (Internal Processes/Work Flow)	Current Status (As of 3/19/09)	President's Comments	Action Needed
OSC Proposal 16: Investigate telecommuting opportunities	Under Consideration	Inclined to support this recommendation provided it can reduce costs.	Request a proposal from the Provost and Vice Presidents by Sept. 2009.
OSC Proposal 17: Implement cost-effective expansion of recycling	Under Consideration	Inclined to support this recommendation provided it does not have a net cost affect	Request a proposal from Sr. VP by Sept. 2009.
OSC Proposal 18: Reduce bus schedules/outsourcing bus service	Not Under Consideration at this Time	Considering existing parking issues, I'm not inclined to support this recommendation.	Currently no Action Required
OSC Proposal 19: Expand use of Work Study Students <i>(This recommendation suggested redefining work activities for student workers to include recycling collection support, exterior trash pickup support, and other activities similar to an "adopt-a-building" program.)</i>	Not Under Consideration at this Time	We must be mindful of the role of student workers on our campus. This recommendation as detailed would not make the best use of this work experience for our students.	Currently no Action Required

**MTSU President's Response to Oversight Steering Committee's (OSC) Report
for Positioning the University for the Future
External Resources Development**

Recommendations	Current Status (As of 3/19/09)	President's Comments	Action Needed
<p>OSC Proposal 1: Develop and implement enhanced alternative education delivery modes as revenue enhancers</p> <ul style="list-style-type: none"> • Subsidies to recruit students: Committee believes this activity is already underway, so the need for additional investment is unclear. • Accelerate development of executive formal courses: Committee supports but believes activity already underway. • E-tuition rate: This action will require TBR action. Committee supports this action but this action may already be underway. • Center for Military Affairs 	<p style="text-align: center;">Under Consideration</p> <p style="text-align: center;">Under Consideration</p> <p style="text-align: center;">Under Consideration</p> <p style="text-align: center;">Under Consideration</p> <p style="text-align: center;">Not Under Consideration at this Time</p>	<p>Will explore these recommendations but need additional information related to each of these areas.</p> <p>Note: The University does not decide on tuition rates; will discuss with TBR staff</p> <p>Some activities in this area already exist at the University.</p>	<p>Request a proposal from the appropriate divisions to assist in identifying possible revenue opportunities in each of these areas by Fall 2009</p> <p>Follow up with the Board</p> <p>Currently no Action Required</p>

OSC Proposal 2: Improve MTSU’s Ability to Compete for External Resources through Federal, Private Sector, Foundation, and Non-Profit Alliances			
<ul style="list-style-type: none"> Office for Strategic Alliances 	Under Consideration	Explore ways to integrate these suggestions with existing areas	Request a proposal from the Sr. Vice President in coordination with the Provost and Vice Presidents by Sept. 2009
<ul style="list-style-type: none"> Consultant for Federal Appropriations 	Not Under Consideration at this Time	Agree with the OSC to not support this investment at this time	Currently no Action Required
<ul style="list-style-type: none"> Glen Leven Center 	Need additional information	This an internal budget office issue; refer this recommendation to the Vice Provost for Research	Request additional information on the Center
<ul style="list-style-type: none"> New incentives for faculty involvement in external resources 	Not Under Consideration at this Time	OSC did not support this investment; Not inclined to support at this time	Currently no Action Required

<p style="text-align: center;">Recommendations Other</p>	<p style="text-align: center;">Current Status (As of 3/19/09)</p>	<p style="text-align: center;">President's Comments</p>	<p style="text-align: center;">Action Needed</p>
<p>OSC Proposal 3: Co-location of On-going Entrepreneurship and Economic Development Efforts in Middle Tennessee</p>	<p>Not Under Consideration at this Time</p>	<p>Will review this recommendation at a later time</p>	<p>Currently no Action Required at this Time</p>
<p>OSC Proposal 4: Request that athletics make proportionate cuts to their budget, reflecting parity with cuts being made to academics and other programs</p>	<p>Under Consideration</p>	<p>Athletics, like all other budget units, will be required to participate in budget reductions; Athletics must reduce its reliance on general fund support</p>	<p>Request a proposal from the Athletics Director by Oct. 2009</p>
<p>OSC Proposal 5 (A): Review other co-curricular programs, such as Band, Spirit Squads, Music concerts, Theater and Dance productions, etc., for possible cuts.</p> <p>OSC Proposal 5 (B): Consider selling tickets to performances to help off-set costs; implement additional departmental fees for certain courses; reconsidering fee rental schedules campus facilities.</p>	<p>Under Consideration</p>	<p>While co-curricular activities are important, they will be required to reduce their budgets like other entities.</p> <p>Develop a consistent fee structure for campus facilities</p>	<p>Request proposal from divisions that oversee various co-curricular activities by Aug. 2009</p> <p>Request proposal from the appropriate areas by Oct. 2009</p>

Rationale for Proposed Change in MTSU College Structure

In two years, Middle Tennessee State University will celebrate the centennial of its founding. As we commemorate our past, we are more committed than ever to continuing the progressive spirit that has become a trademark of MTSU as Tennessee's Best Comprehensive University.

In an effort to better position the University for the future, I charged an Oversight Steering Committee (OSC) and four strategic work groups with the task of exploring how we could not only address our current budget challenges but also strategically and aggressively strengthen our institution to better meet the current and future needs of our students. As part of that process, the Academic and Instructional Review Workgroup suggested the consolidation of the University's six colleges into three. After reviewing the recommendation, the OSC chose not to support the suggestion of consolidation of the Colleges but recommended a review of the existing college structure by the administration for a possible realignment that would better fit the needs of the University. This proposal, which sets forth a new college structure that will better align MTSU's academic programs with the appropriate colleges, speaks to that recommendation.

This proposed new structure involves changing the names of three of our current colleges and shifting some of our existing academic departments to new areas. Under the proposed new college structure, the College of Basic and Applied Sciences and the College of Liberal Arts would become the College of Arts and Sciences. The College of Educational and Behavioral Science would become the College of Education and Teacher Preparation. A new college, the College of Social and Behavioral Sciences, is proposed to be established to allow the departments that are not included in the realigned College of Education to have an academic home. The remaining colleges of Business, Mass Communication, Graduate Studies, Continuing Education and Distance Learning, and the Honors College would all maintain their current name, structure and programs.

While I understand that change is never an easy process, it is often necessary for progress. It has been nearly 20 years (1991) since we had a major shift in our academic structure at MTSU, and aligning some of our programs with more appropriately named and organized colleges is a change that is, to some extent, overdue. We have extensively explored the college structure of more than 15 universities that were similar in scope and mission to MTSU as we sought to develop this proposed new college structure. I look forward to your feedback regarding the proposed changes and how they might impact the overall quality and effectiveness of our academic programs and related services.

MTSU President's Response to Oversight Steering Committee's (OSC) Report for Positioning the University for the Future
Proposed Restructuring of Academic Colleges

Current Structure of:		
College of Basic and Applied Sciences	College of Education and Behavioral	College of Liberal Arts
Aerospace	Criminal Justice	Art
Agribusiness & Agriscience	Educational Leadership	English
Biology		Foreign Languages & Geosciences
Chemistry	Elementary & Special Education	History
Computer Science		Music
Engineering Technology &	Health & Human Performance	Philosophy
Mathematical Sciences	Human Sciences	Political Science
Military Science		Sociology & Anthropology
Nursing	Psychology	Social Work
Physics & Astronomy		Speech & Theatre

Proposed New College Structure:				
College of Arts and Sciences		College of Education and Teacher	College of Social and Behavioral Sciences	
Aerospace	Geosciences	Early Childhood Education	Criminal Justice	
Agribusiness and Agriscience	History		Health & Human Performance	
Art	Mathematical Sciences			
Biology	Military Science		Human Sciences	
Chemistry	Music			
Computer Science	Nursing		Psychology	
Engineering Technology	Philosophy			
English	Physics & Astronomy		Family & Consumer	Social Work
	Foreign Languages			
	Speech & Theatre		Physical Education	Sociology & Anthropology

Current College Structure (no proposed changes):		
College of Business	College of Mass Communication	Other Colleges
Accounting	Electronic Media Communication	Honors College
Business Communication & Entrepreneurship		
Computer Information	Journalism	Graduate Studies
Economics & Finance	Recording Industry	Continuing Education &
Marketing & Management		

Key:	Yellow - previously in the College of Basic and Applied Sciences
	Green - previously in the College of Education and Behavioral Science
	Blue - previously in the College of Liberal Arts

Proposed Realigned College of Education and Teacher Preparation

REPORT TO THE PRESIDENT

PRESIDENTIAL CHARGE TO THE COMMITTEE

In December 2008, President McPhee appointed an Ad Hoc Study Group for the purpose of examining the possibility of a realignment of the College of Education and Behavioral Science. The committee received its charge from the President in its initial meeting which was held on December 3rd, 2008.

The President directed the study group to review the current structure and mission of the College and explore the advantages and disadvantages of organizational change in order to strengthen and refocus the university's professional education programs, given the current dynamic environment. The President asked that the committee forward a draft report to him by the end of January with a target date for a final draft of early March.

Members of the study group include: Bob Eaker, Chair; Dianne Bartley; Deborah Belcher; Virginia Dansby; Jim Huffman; Connie Jones; Colby Jubenville; Willis Means; Deborah Newman; Dennis Papini; William Shulman; Donald Sneed and Dellmar Walker. Ex Officio members are: Kaylene Gebert; Diane Miller; Terry Whiteside; Phil Waldrop and Rick Short.

BACKGROUND AND CONTEXT

Since its beginning as a normal school in 1911, the preparation of educators at both the undergraduate and graduate levels has been central to the mission of MTSU. The College of Education and Behavioral Science is home to a large number of professional education programs, both at the undergraduate and graduate levels. Currently, the College of Education and Behavioral Science is not exclusively focused on the preparation of educators. The college consists of the departments of Psychology, Criminal Justice, Health and Physical Education, Human Sciences, Elementary and Special Education and Educational Leadership.

A New Facility for Professional Education

Middle Tennessee State University is one of only a few regional universities not having a building devoted exclusively for the professional preparation of educators. This dubious distinction, however, is about to change. The Tennessee legislature has approved construction of a new building to serve as the home for professional education programs.

The promise of this new facility has generated renewed excitement among faculty, students and alumni. The new facility can serve as a catalyst to professional education and provide a stimulus for enhanced leadership for the preparation of educators and support to area schools and school districts. This is truly an exciting time for Middle Tennessee State University and, more specifically, for professional education.

New Directions: The Preparation of Educators in Tennessee

The preparation of educators is receiving renewed focus from both the Tennessee State Department of Education and the Tennessee Board of Regents. Some of the most sweeping changes in decades have been proposed and are currently being piloted. These changes, when enacted, will require a complete restructuring of the way educators are prepared at both the undergraduate and graduate levels, as well as significantly expanding the breadth and depth of the university's relationship with area school districts. While a number of changes are being considered, the initiatives that will have an immediate impact on the professional preparation of educators at Middle Tennessee State University are the *Teaching Quality Initiative* and changes in the *Professional Preparation of Administrators*.

The Teaching Quality Initiative

The Tennessee Board of Regents has launched an initiative that will completely reshape teacher preparation in Tennessee. The *Teaching Quality Initiative* is the result of a series of meetings which grew out of an educational summit hosted by Middle Tennessee State University. The initiative calls for a radical restructuring of pre-service teacher education and the induction of teachers into the profession.

Fundamental to the approach is the idea that the responsibility for teaching quality is a shared responsibility among institutions of higher education, public schools, communities, and state education agencies. Strong partnerships cutting across traditional role boundaries are mandated and deemed essential to the success of the initiative. This will necessitate enhanced collaboration between MTSU faculty members and public school teachers in developing pedagogical content knowledge in teacher candidates.

In terms of impacting higher education, the plan calls for a significant restructuring of *both* the professional education component and the "content major" component of teacher preparation. For the professional education component, most of the required competencies must be addressed during a year-long "residency" program in public schools during the candidates' senior year. This residency is to be conducted as a collaboration between higher education faculty and public school teachers and will (1) emphasize acquisition of competencies embedded in learning modules rather than reliance on the traditional university course structure, (2) minimize traditional classroom instruction in favor of problem-based learning formats based at public school sites, and (3) extend MTSU's faculty members' participation in teacher education into an induction year after graduation.

Since the *Teaching Quality Initiative* envisions teacher preparation as a total campus responsibility, a major emphasis of the plan focuses on revamping course delivery in the "content major" so that *all* faculty members will model "best", research-based teaching practices in their classrooms. This concept is grounded in the fact that of the 120 hours an undergraduate teacher education student needs for graduation, 80% are taken in courses other than professional education. Hence, observing the repeated modeling of "best teaching practices" can sometimes be problematic for students who are preparing to become teachers unless all MTSU faculty are involved.

The changes that form the framework of the *Teaching Quality Initiative* will have a dramatic effect on both the structure and culture of professional education at Middle Tennessee State University. The challenges will be daunting, but the initiative also provides the university with the opportunity to regain its position of leadership in teacher preparation and create partnerships that expand the boundaries of shared responsibility to a wider community.

The Professional Preparation of Administrators

The *Teaching Quality Initiative* is only one major change in professional education at MTSU. The State Board of Education has mandated a “re-design” of graduate programs that leads to licensure of school administrators. Like the *Teacher Quality Initiative*, this initiative *mandates* strong collaboration between institutions of higher education and public school systems.

The Department of Educational Leadership has developed processes and procedures to meet these new requirements. The department has collaboratively developed cooperative agreements with all public school systems in the surrounding service area. These agreements call for joint participation in selecting candidates for the program, as well as implementation and program assessment. The re-designed program will be offered through off-campus cohorts. This will increase the number of practicum and field experiences of candidates in their local school systems. All course content has been aligned with the *Tennessee Instructional Leadership Standards (TILS)* as defined by the State Board of Education.

Program candidates will be required to complete a major, year-long project in their school system as part of the program. Additionally, candidates will be required to pass the *School Leaders Licensure Assessment* in order to qualify for the degree and the Beginning Administrator License.

The impact of this new initiative by the State Board of Education will be felt soon, both by the university and by local school systems. This re-designed licensure program is scheduled to be implemented in the fall semester, 2009.

Service and Support to School Districts

The history of American public education can be chronicled, at least in part, by school reform initiatives. The latest of these national efforts, *No Child Left Behind*, has placed enormous pressure on schools and school districts. Increasingly, local school officials, state agencies, politicians and accreditation agencies are calling on colleges and universities to provide assistance in raising student achievement levels. President McPhee has responded to these requests in significant ways. MTSU has entered into a number of partnerships with area school districts. For the past two years, MTSU has been providing in-depth, on-going assistance to Rutherford County, Bedford County, Cheatham County, Robertson county, Houston County and Lexington City Schools, to name a few. Additionally, individual faculty members routinely provide assistance to area schools.

Requests for assistance from universities are going to increase. Not only will the College of Education be asked to assist area school districts, departments in other colleges will be expected to participate in a coordinated effort of support to public schools. This will require planning,

collaboration and strong leadership but the potential to positively impact student achievement in pre-K through 12 is enormous and will enable MTSU to become a state and national leader in service to public schools.

The construction of a new teacher education facility and new state mandates will impact every professional education program and generate significant challenges for Middle Tennessee State University. At the same time, this is a time for opportunity that is unique in the history of the university: a perfect time to reflect on our past, examine our assumptions and chart a new course for the future of professional education. By assessing our past and strategically and structurally planning for the future, a redesigned and refocused College of Education can assume the mantle of state and regional leadership in the preparation of professional educators and service to schools and school districts enabling the College of Education to rise to new levels of quality. There is simply no reason the professional preparation of educators cannot become a “signature program” at MTSU.

STRUCTURING FOR EXCELLENCE

Since 1965 when MTSU attained university status, the university has maintained roughly the same organizational structure as it has grown to become the largest undergraduate university in Tennessee, serving over 24,000 students in a variety of undergraduate and graduate programs, including a number of Ph. D. programs. In recent years MTSU has revised and enhanced both its Physical Master Plan and Academic Master Plan. The new teacher education facility and new state initiatives impacting current professional education programs provide an ideal occasion to examine the “organizational structure” of a redesigned College of Education in order to provide renewed, higher levels of excellence in teaching and learning, scholarship and service. The process for possible re-structuring of a new and refocused College of Education can serve as a model for possible re- alignment of other academic programs within the university given the current reality of Middle Tennessee State University in the 21st century.

AN ENHANCED MISSION AND VISION FOR A NEW COLLEGE OF EDUCATION

In addition to the traditional mission of preparing educators at the undergraduate and graduate levels, Middle Tennessee State University is poised to gain regional and, indeed, national recognition in all areas of teaching, research and public service by pioneering new pathways for leadership in professional education. A state of the art facility should be home to state of the art initiatives and programs, enabling professional education at MTSU to enter its second century poised to rise to a new and exemplary level of quality.

The new College of Education will be dedicated to ensuring high levels of learning for its students by focusing intently on student acquisition of essential knowledge, skills and dispositions in order that they may become successful educators within their chosen areas of expertise. As well as embracing new and emerging technologies, the College will prepare educators to address the needs of a diverse population of children and adolescents in a changing society and world. Recognizing the inherent danger of various fragmented, disconnected professional programs, a restructured College will be committed to collaboration

across disciplines in order for graduates to understand roles, functions and responsibilities of all professional educators, whether they are administrators, school counselors, school psychologists, special education teachers, librarians or others.

Additionally, a new College of Education will recognize its responsibility to create a community of scholars beyond traditional university boundaries. The College will embrace the mission of developing collaborative partnerships with area school districts, communities, state agencies and others in order to meet the ever- changing challenges facing American public education. Within the context of these partnerships, emphasis upon experimental activities, service and diversity will enrich student learning and success. Through collaborative efforts both within the campus community and beyond, a new restructured, refocused College of Education will be positioned to build on its heritage of accountability and rise to a higher level of excellence.

COMMITTEE RECOMMENDATIONS TO THE PRESIDENT

After reviewing the current organizational structure of the College of Education and Behavioral Science, the current College's mission and vision documents, various state initiatives and the impact of a new professional education facility, and being mindful of the President's goal of a College of Education attaining a position of state, regional and national leadership, the committee recommends consideration of the following:

1. Re-align the current College of Education and Behavioral Science in order to focus the mission of professional education into one distinct College of Education. The new College of Education should encompass, as a minimum, the department of Elementary and Special Education, the department of Educational Leadership, the Center for the Treatment and Study of Dyslexia, the Instructional Technology Support Center, Project HELP and possibly other programs. The new dean, working with the Provost and deans of other Colleges, should be provided the opportunity to formulate and shape the final organizational and administrative structures they believe are necessary for the re-aligned College of Education to achieve its goals in keeping with NCATE Standard Six which requires a unit with "...leadership and authority to plan, deliver, and operate coherent programs of study." (NCATE, 2008, p. 43)
2. Operational issues, such as developing a time-frame for implementation of the realignment, including conducting a search for the Dean of the College of Education should be responsibility of the President and Provost.
3. Convene another ad hoc committee to make recommendations for the creation of a College for the permanent placement of departments that will not move to the new College of Education. This process may include the reorganization of other existing colleges and may also include realignment of departments currently outside the College of Education and Behavioral Science. Any recommendations for a new college should clearly articulate how it will contribute to the achievement of future goals and directions identified in the Academic Master Plan.
4. When determining the departments and units that will comprise a new College of Education, as well as, where the remaining departments and units will be housed,

primary consideration should be given to aligning the fundamental mission of departments and units with the core mission of various colleges. Efforts should be made to place departments and units in colleges with a mission that is mutually compatible, logical and supportive.

ISSUES AND OPPORTUNITIES

Any structural and administrative change brings with it a number of issues and opportunities. While it is impossible to forecast all the issues associated with a re-alignment of the College of Education and Behavioral Science, the committee believes these issues are likely to arise:

1. The success of the College of Education ultimately depends on the ***leadership capabilities of the new Dean***. The committee believes that the degree to which a new College of Education accomplishes its mission and attains the level of recognition and quality that is envisioned depends on the success in hiring an exceptional dean. Given the fact that both the initiatives from the TBR and the State Department of Education mandate shifting student work to public school sites and joint partnerships with school districts, the qualities of the dean of a re-structured College of Education should reflect *successful* experience beyond the traditional university expectations for the deanship.
2. The expectation that departments housed within other colleges must meet the expectations of the *Teaching Quality Initiative* requires that the Dean of the College of Education forge new structures, processes, procedures and partnerships *within* the university as well as with area school districts.
3. The new TBR and State Board of Education initiatives have profound budget implications for the College of Education. These costs must be thoroughly analyzed, anticipated and funded in a manner that ensures successful implementation of these required changes. Leadership from the Office of the Provost, as well as, from the Dean and Department Chairs in articulating these resource requirements is essential.
4. A number of organizational issues will surface and must be addressed by the Provost working in conjunction with the new dean of the College of Education, other deans and department chairs.
5. Operational issues such as developing a realistic time line for the realignment of the College and the search for a new dean, as well as budget issues, will need to be addressed soon in order that the creation of a new college and the placement of disaffected departments can proceed in a timely manner.
6. The creation of another ad hoc committee to make recommendations about the administrative structure and future direction of units that remain after the creation of a new College of Education will require broad representation. The departments that will no longer be housed in the College of Education (Criminal Justice

Administration, Health and Human Performance, Human Sciences and the department of Psychology) should engage in discussion with other allied disciplines if the recommendation is to form a new college. If the decision is to place these departments in existing colleges, discussions between each department and the college leadership should occur.

While issues such as the ones listed above will arise, a re-alignment of the College of Education also affords a number of unprecedented opportunities:

1. A re-alignment will enable the administration and faculty of the realigned College of Education to focus exclusively on improving the quality of professional education programs within the college, successfully implementing new state initiatives and requirements and leading the College of Education to a position of state, regional and national prominence. The professional education programs at Middle Tennessee State University should become, in a relatively short period of time, “signature” programs, much like programs in nursing, mass communications and aerospace.
2. A new College of Education will enhance collaboration between professional education programs—especially programs that traditionally have been viewed as separate structures. For example, locating the Counseling program within the new College of Education would allow faculty to plan ways for administrators and teachers to understand the appropriate role of school counselors and the characteristics of high quality comprehensive counseling programs.
3. A College of Education that is exclusive to professional education programs will allow for the hiring of a Dean whose background and experience is solely geared toward leading the College to a new level of state, regional, and national recognition.
4. A new College of Education will make it much easier to clearly articulate the resource requirements for professional education programs and state initiatives. Currently, these needs are only part of a much larger budget of the entire College of Education and Behavioral Science and the needs of professional education can become diluted when consolidated with other multiple needs.
5. There could be greater opportunity for obtaining state and federal grants and contracts, such as those associated with the systematic evaluation of the effectiveness of the new guidelines governing professional education programs. The new College of Education at Middle Tennessee State University could emerge as a leader in the assessment of teaching quality as well as other areas associated with professional education.

**MTSU President's Response to Oversight Steering Committee's (OSC)
Report for Positioning the University for the Future**

Proposed Restructuring of MTSU Development and University Relations

Today's public colleges and universities face an ever-increasing number of financial challenges that affect both the quality and viability of their programs. With funding historically grounded in state support and tuition, institutions utilized private philanthropy as a means to enhance programs and provide additional student support. As state appropriations have fallen and both the state and its citizenry focus on the escalating costs being absorbed by the student, the role and importance of philanthropy has never been more important in assuring the institution's commitment to quality and to its students. Once considered a valued accessory, advancement today is an integral part of the University's plan for success and can provide the means to secure our future.

Simultaneously institutions, like MTSU, have been required to become more efficient and competitive in their pursuit of not only limited philanthropic and federal dollars, but also in their recruitment of the most outstanding students to the campus and in establishing collaborative relationships with key members of the private sector. Much like a private enterprise we are now expected to clearly articulate to multiple audiences the importance and relevance of our mission, the accomplishments of our faculty and students, and the distinct quality of our programs. By positioning the university effectively and establishing an institutional brand, we are able to delineate ourselves in an ever crowded marketplace, enabling us to continue to attract and retain *Tennessee's Best* students, faculty and staff.

As we look to the immediate future and the need to assure that operations throughout the University are performed in an efficient, cost effective manner, there are a number of opportunities for consolidation, realignment and restructuring that will enable the University to achieve the above referenced objectives, while at the same time preserving essential or critical services. To achieve this goal we should consider a significant realignment of some previously recognized college/unit responsibilities into a central institution function. By institutionalizing processes and some programs, redundancies can be eliminated and the University will be better positioned to capitalize on the economies of block purchasing.

In addressing the needs of the University, the Division of Development and University Relations naturally divides itself along two primary functions – the traditional advancement program that supports resource development, and external and internal activities dedicated to marketing and communications. We propose that these functions form the basis for a strategic realignment of programs and resources. These two functional and programmatic units could be reconfigured as follows:

Division of University Advancement

The Division of University Advancement would manage and support all processes related to external, philanthropic resource development and non-competitive state and federal

funding. The activities of the Division would support the overall mission of the institution by focusing on and providing the framework and resource support for a strong fund raising program, increasing alumni affinity and connectivity, expanding support and collaborative opportunities for business and industry and maintaining sound relationships with state and federal government leaders. The Division would include offices dedicated to:

Development – The University has an established constituent based program with development officers assigned to each of the primary academic colleges, with a central administration providing annual fund, planned giving and general scholarship fund raising support. It is anticipated that, as resources grow and funds become available, additional development staff will become necessary. Current funding may require some units with smaller constituencies, i.e. Library, Honors College to share duties and, while not ideal, we have used this model with success.

Alumni Relations- The existing Alumni Relations Office and programs would remain intact and expand services to include, as appropriate and as funds become available, programs identified in the Positioning for the Future Steering Committee’s report.

Advancement Services – Current staffing is adequate to address the volume of gifts and alumni/donor information processed at this time. Within existing staffing, the office should consider realignment of responsibilities to offer enhanced Prospect Research and Stewardship services as appropriate.

Business and Industry Relations – Establishing a new position, proposed as part of the Positioning for the Future process, would enable the University to better serve the needs of the business community and enhance access to their resources. Today’s business environment expects colleges and universities to operate much like a preferred supplier, where each party is expected to provide and benefit from the exchange of resources. This position would support Development, Research, Career Services – including our co-op and internship programs, and Academic Affairs, and would serve as the primary conduit for private sector access to our programs. Justifying this investment comes with the recognition that an effective effort in this area should very quickly result in increased recruitment of graduates, expanded corporate support for projects and research, and an expansion of our base for philanthropic support.

Government Relations – Envisioned as a part-time position the incumbent would be responsible for working with the Tennessee Legislature, especially our local delegation; as well as assisting with federal support and appropriations – a need identified in the External Resource Development sub-committee report.

Division of Marketing and Communications

The Division of Marketing and Communications would provide campus leadership and support for all external marketing and communications activities. The office would be

responsible for developing all policies and procedures related to our communication activities and the services we provide. In addition it would serve as the central coordination point for community relations activities currently performed by the Office of Community Engagement and Support. Centralizing all these functions in one area will enable the University to present a more consistent message across all audiences. This new division will consist of four distinct functional areas:

News and Media Relations – This represents a restructuring of the existing News and Public Affairs Office, increasing their focus on traditional news and media. As we have learned over the last year, it is essential that we have direct, working relationships with the region and state’s key media centers. This office would be the direct link for the campus with all media outlets and, in the absence of the President, serve as the official spokesperson for the institution.

Creative and Visual Services - This office would integrate and consolidate resources currently found in five (5) university offices – Publications and Graphics, Photographic Services, News and Public Affairs (MT-Record for television), Printing Services, and Audio-Visual Services (currently housed in the College of Education). The office would operate as an institutionally subsidized, cost recovery unit and would look to expand cost recovery services to both our campus community and fellow TBR institutions. Integrating these related programs would significantly expand the technologies and capabilities to the entire campus and putting them on a total or partial - cost recovery basis would allow them to generate resources to keep equipment updated and available.

Marketing – This office would represent a consolidation of the existing Office of University Marketing functions, unit based marketing from across campus, university licensing and related revenue, and the core responsibilities of the Office of Community Engagement and Support. Certain portions of the athletic marketing program may also be included, such as marketing opportunities associated with television exposure, however traditional athletic marketing activities, like game day festivities, should remain in the Athletic Department. This office would coordinate and facilitate all block purchasing of advertising media to assure best pricing and assist individual academic and programmatic units with specific projects for their audiences.

University Communications - This new office would be responsible for the content of all official, institution specific communications, including the Alumni Magazine & Alumni Record, the President’s Report, Research magazine and the President’s Office Communication, including speeches and formal presentations. While advisable to establish as a standalone unit, this office and its functions could be merged with the new Marketing office to better manage administrative costs.

This realignment can be accomplished with minimal changes in staff numbers and would enable us to continue to provide the highest quality service to our campus in the most cost effective manner. While this does represent a significant realignment of personnel and reporting, it will ultimately streamline operations, more clearly define departmental roles, and improve efficiency.

MTSU President's Response to Oversight Steering Committee's (OSC) Report for Positioning the University for the Future

Recommendations for Elimination of Majors / Concentrations

List of recommendations compiled by Deans and Executive Vice President / Provost

*Eliminating a concentration does not mean eliminating a major.

**The report mentioned 44 majors and concentrations. This table's total includes concentrations/majors added by the Deans and Academic Affairs.

Note: General Finance and Public History were mentioned in the report but do not exist as concentrations or majors.

Grand total = 49**

Do Not Eliminate	Consolidate or Merge	Under Further Review (Impact Analysis)	Eliminate
<p>Concentrations: Electrical Construction Management Mildly / Moderately Disabled Severely / Profoundly Disabled Health Education & Lifetime Wellness (listed in report as Health & Wellness)</p> <p>Majors: Office Management Family & Consumer Science Education Global Studies Recreation & Leisure Services</p> <p align="center">Total = 8</p>	<p>Concentrations: Applications of Mathematics with Professional Mathematics</p> <p>Jazz Studies Theory & Composition Incorporate both into Instrumental Performance concentration</p> <p>BA & BS in Communication Studies and Organizational Communication</p> <p>Media Design & Graphics Deans of Liberal Arts and Mass Communications will discuss consolidating BFA Graphic Design, BS Digital Media Graphics & BS Media Design & Graphics</p> <p align="center">Total = 7</p>	<p>Concentrations: Geography Geology BA in German BA & BS in Public Administration Pre-law BA in Political Science BA in Sociology BA in Anthropology BA in Communication Disorders</p> <p>Majors: Philosophy Environmental Science & Technology Major</p> <p align="center">Total = 11</p>	<p>Concentrations:* Agribusiness - Agricultural Communication Animal Science - Agricultural Communication Plant & Soil Science - Agricultural Communication Plant Biology Engineering Systems Technology Energy Technology Environmental Health & Safety Planning & Site Analysis Water & Waste Management Medical Physics Astronomy Public Finance Medieval & Renaissance Art History Modern & Contemporary Art History Globalization & Commerce Globalization & Culture Globalization & Science Outdoor Recreation Recreation Administration Recreation Therapy</p> <p>Concentrations in Foreign Language Major: BS in French (Keep BA in French) BS in German (BA in German needs further review) BS in Spanish (Keep BA in Spanish)</p> <p align="center">Total = 23</p>

Recommendations for Elimination of Graduate Programs

List of recommendations compiled by Deans and Executive Vice President / Provost

Do Not Eliminate	Consolidate or Merge	Under Further Review (Impact Analysis)	Eliminate
<p>Ed.S. C&I - Psychology</p>	<p>M.Ed. Aerospace with M.S. Aviation Administration</p> <p>M.S. & M.S.T. in Mathematics keep degrees, consolidate concentrations</p>	<p>Ed.S. C&I - Elementary Education M.A.T. in Foreign Languages M.Ed. In Reading (restructure)</p>	<p>DA in Chemistry (being phased out for Ph.D.)</p>