

Presidential Response to Interim Provost Recommendations on Restructuring of Colleges

On April 1, 2010, Dr. Diane Miller, Interim Provost, submitted the *Proposal for Restructuring Colleges* in response to a recommendation from my May 21, 2009, final report for *Positioning the University for the Future*. In that 2009 report, the Provost's Office was charged with working with academic leaders and faculty to review the overall college structure at MTSU and offer a viable restructuring model for campus review and my approval. Prior to the April 1 submission, three iterations of the proposed restructuring document were presented to the University community--the initial proposal in October, a second in November, and a third in December. The last of the three submissions resulted in my extending the deadline for a final proposal just prior to the end of the 2010 spring semester. This extension was granted at the request of the Faculty Senate Liaison Committee to allow additional time for the academic leadership and faculty to provide added feedback and address critical concerns with the previously proposed models before any ultimate decisions were made.

Before offering my responses to the recommendations in the latest proposal, I would like to thank Dr. Miller and her staff for the hard work that they put into the development of the very comprehensive report submitted to me on April 1. In addition, I would like to thank our deans, department chairs, faculty and all others for their involvement in discussions related to restructuring our colleges and for providing their input about the proposed changes.

Rationale for Restructuring

Throughout the course of this process, I was asked many times why we were considering the possibility of making changes to our existing college structure. Aside from the fact that the University had not thoroughly reviewed its college structure in more than two decades, I genuinely believe that self examination and evaluation are critical to any organization's overall success and viability. Although this process resulted in a considerable amount of spirited dialogue and debate about how, or even if, we should reorganize our colleges, it, more importantly, provided a much-needed opportunity for us to consider the growing needs of our University, the changing expectations of our students and faculty, and the possible options for strengthening the alignment of our academic programs for increased collaboration and productivity.

As you review the approved changes and recommendations in this document, you will see that it is not the major overhaul of our academic structure that so many of our faculty and departments expressed some concerns about. It is, instead, a more manageable and cost-effective realignment of some selected academic programs and services. It is anticipated that the proposed changes will serve to enhance the quality of our students' academic experience; increase interdisciplinary collaboration in teaching, research/creative activities and service; and provide new synergies for the University's growth and impact in middle Tennessee and throughout the state. Additionally, these changes will provide a much improved structure through which we can positively impact our graduation and retention rates and provide increased opportunities to ensure the success of first year, transfer and nontraditional students.

Response to Provost Recommendations

In keeping with my desire to hear the suggestions and concerns of as many people as possible, I had the opportunity to spend a great deal of time meeting with faculty, academic administrators and others about the recommendations for restructuring. I have also received written comments from faculty and students concerning the restructuring proposals. Where there was an overwhelming lack of consensus about a proposed recommendation, I have decided not to accept the proposed changes at this time. Where there was overwhelming support for a particular change in the college structure, I accepted the proposed recommendations. I also took under consideration how the University might support that change and analyzed the general costs and benefits of implementing suggested changes. The accepted recommendations can be implemented with minimal costs and within the University's anticipated fiscal resources.

After considering the comprehensive *Proposal for Restructuring Colleges* and the vast amount of feedback that I received from our faculty, staff and students, I am pleased to share with you my final responses and recommendations for restructuring colleges at MTSU.

Final Recommendations for Restructuring Colleges at MTSU

Recommendation (per the <i>Proposal for Restructuring Colleges</i> --April 1, 2010)	President's Response (As of April 21, 2010)	Next Steps
Change the College of Basic and Applied Sciences to the College of Arts and Sciences	Retain the existing structure of the College of Basic and Applied Sciences with minor changes; Retain the existing structure of the College of Liberal Arts with minor changes (<i>See attached sheet for details</i>)	No further action other than noted.
Change the College of Mass Communication to the College of Communication, Fine Arts and Entertainment Industries	Retain the name and the existing academic departments of the College of Mass Communication. Rationale: The MTSU College of Mass Communication is recognized as the home of some of MTSU's most popular signature programs that have national recognition and identity. The benefits that would result from this change do not seem to outweigh the general costs that would be associated with the recommended transition.	No additional follow up needed

<p>Establish a new College of Applied, Behavioral and Health Sciences</p>	<p>Modify this recommendation to establish a new <u>College of Behavioral and Health Sciences</u> to house the academic departments affected by the reorganization of the College of Education. <i>(See attached sheet for details)</i></p>	<p>Submit new college proposal for TBR and THEC approval</p> <p>Appoint a dean (internal appointment) for a two-year term to provide initial leadership during the transition. A national search will be conducted after 2 years to secure a permanent dean of the college.</p>
<p>Add the department of Early Childhood Education and Professional Counseling (including Mental Health Counseling, the Center for Counseling and Psychological Services, and School Counseling) to the College of Education</p>	<p>I accept the recommendation to add the department of Early Childhood Education and Professional Counseling, with the three (3) noted sub-areas, to the College of Education.</p> <p>Rationale:</p> <p>Early Childhood Education—As per the report submitted by Dr. Miller, moving Early Childhood Education to the COE allows for the potential of increased collaboration with area schools and the Tennessee Department of Education as well as with other campus programs related to early childhood education.</p> <p>Professional Counseling—Faculty members in this area have already begun to work with the faculty in Educational Leadership in the development of new courses and other collaborative projects. This transition will greatly enhance their efforts to work more collaboratively and strengthen the Womack Family of Educational Leadership in which Professional Counseling will be housed.</p>	<p>Faculty members in Early Childhood Education will transfer to the College of Education beginning in fall 2010.</p> <p>Faculty members in Professional Counseling and the impacted sub-areas will transfer to the College of Education beginning in fall 2010.</p>

Rename the College of Continuing Education and Distance Learning to University College. (This is to include aligning academic and student programs and services to address first year, transfer and nontraditional student learning needs to aid with their transition into the University and achieve success.)	<p>I accept the recommendation to establish a University College by merging the College of Continuing Education and Distance Learning with Academic and Student Support Programs and the Transfer Office under the University College structure.</p> <p>Rationale: With institutional efforts to focus more on the retention and graduation of students, this change will provide enhanced opportunities and services for first year, transfer and nontraditional students while continuing to provide the existing academic outreach and distance learning programs and services.</p>	<p>Submit renamed proposal to TBR for approval.</p> <p>Develop a plan for implementation of merged programs</p>
Move Leadership Studies from the College of Liberal Arts to the Jones College of Business. (<i>No other changes recommended for this college</i>)	<p>I accept the recommendation to move the Leadership Studies program from the College of Liberal Arts to the Jones College of Business, under the department of Management and Marketing. No additional changes are anticipated for this College.</p>	<p>No further action.</p>
Allow the University Honors College to remain “as is” with no changes in the structure of the programs and services offered.	<p>I accept the recommendation to allow the University Honors College to remain “as is” with no additional changes in the structure of the programs and services offered.</p>	
Allow the College of Graduate Studies to remain “as is” with no changes in the structure of the programs and services offered.	<p>I accept the recommendation to allow the College of Graduate Studies to remain “as is” with no additional changes in the structure of the programs and services offered.</p>	

Other Recommendations:

Discussions will continue as it relates to the expanding scope of the James E. Walker Library to include other libraries and learning resources across the University. All specialized or departmental libraries, reading rooms, research resource centers, etc., will continue to report under their existing organizational structures at this time.

Implementation:

Planning for the aforementioned recommendations will begin immediately and the appropriate documentation for changes will be submitted to the Tennessee Board of Regents for approval by June 2010. Implementation is expected to begin upon Board and THEC approval, as appropriate. Because of the current economic conditions and the desire to implement the approved changes at the start of the 2010-11 academic year, we will look to fill the leadership needs of the new colleges internally. It is anticipated that the current dean of the College of Continuing Education

and Distance Learning will assume leadership of the merged areas that become University College. A dean, who will initially serve a two-year term, will be appointed to the newly established College of Behavioral and Health Sciences. This individual will take the lead in the overall development of the new college and provide leadership until a nationwide search for a long-term dean has been completed. Other issues related to the implementation of the outlined recommendations will be organized through the Provost's Office, with the appropriate input from the Faculty Senate and designated faculty from each college.

Future updates related to the reorganization of the colleges will be posted on the *Positioning the University for the Future* website, which can be accessed from a link under the "President's Post" section of the MTSU homepage or via the "Updates" link at <http://www.mtsu.edu/strategic/> .

The following chart reflects the college structure, with the approved recommendations, which will be implemented starting with the 2010-11 academic year, upon Board approval.

College Structure beginning 2010-11 Academic Year

College of Basic and Applied Sciences	College of Behavioral and Health Sciences*	Jennings A. Jones College of Business
Aerospace Agribusiness and Agriscience Biology Chemistry Computer Science Engineering Technology Mathematical Sciences Military Science Physics and Astronomy Microanalysis and Imaging Center	Human Sciences Criminal Justice Administration Health and Human Performance +Communication Disorders School of Nursing Psychology Social Work Ph.D. Human Performance National Chair in Health Care Services and Center for Health and Human Services Center for Organizational and Human Resource Effectiveness Center for Physical Activity and Health in Youth Center for Sport Policy and Research Clara Todd Pre-Professional Health Science Advising Center Tennessee Center for Child Welfare The Speech Language and Hearing Clinic	Accounting Business Communication and Entrepreneurship Computer Information Systems Economics and Finance Management and Marketing +Leadership Studies

College of Education	College of Liberal Arts	College of Mass Communication
<p>Elementary and Special Education +Early Childhood Education Womack Family Educational Leadership +Professional Counseling</p> <ul style="list-style-type: none"> • Mental Health Counseling • Center for Counseling and Psychological Services • School Counseling 	<p>Art English Foreign Languages and Literatures Geosciences History Music Philosophy Political Science Sociology and Anthropology Speech and Theatre</p> <p>NOTE: Relocate the Communication Disorders concentration to the new College of Behavioral and Health Sciences under the department of Health and Human Performance.</p> <p>All other majors, minors, and concentrations in the department of Speech and Theater will remain as currently structured in the College of Liberal Arts.</p>	<p>Electronic Media Communication Journalism Recording Industry</p>

University College	University Honors College	College of Graduate Studies
<p>Academic Outreach and Distance Learning</p> <p>Academic Programs and Services</p> <ul style="list-style-type: none"> -Academic Enrichment -EXL -Transfer Student Services -University Studies Degree <p>Summer School</p> <p>Student Programs and Services</p> <ul style="list-style-type: none"> -Academic Support Center <ul style="list-style-type: none"> ▪ Academic Advising ▪ Raider Learning Communities ▪ Summer Reading Program <p>Military Center</p>	<p><i>All programs in this College will remain the same</i></p>	<p><i>All programs in this College will remain the same</i></p>

+ Relocated Academic Programs