Academic and Instruction Review Workgroup

Final Report

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I. Introduction

Tennessee's state budget in 2008-2009 is $27 billion. Revenue shortfalls mandate this budget be reduced by $900 million, requiring cuts of 3.3 %. The state has charged MTSU with reducing its budget by as much as $19 to $20 million, which is a 20 % reduction in state appropriations.

The university should expect a portion of reduced state appropriations to be offset by a tuition increase. To recommend cuts that do not account for a corresponding tuition increase would seem unnecessary. For example, some employees could hear that their jobs might be eliminated when, in fact, revenue from a tuition increase would make at least some proposed staff cuts unnecessary.

If MTSU were to receive authorization to raise tuition by 8 %, then revenue could increase by $360 per full-time student (based on annual tuition of $4,500 per full-time student). Were roughly 23,000 students to pay $360 more in tuition, then this would raise $8,280,000 additional dollars, and $20 million in cuts would then be reduced to $11,720,000 (net of tuition increases). Of course, this assumes enrollment would remain constant, but past experience suggests enrollment often increases during economic downturns. Assuming Academic Affairs comprises roughly 70 % of MTSU's budget, then the Academic and Instructional Review (AIR) workgroup would like to offer proposals to save at least $8.2 million net of an 8 % tuition increase.

To achieve this amount of savings, the AIR workgroup endorses two primary proposals, discussed in the next section (section II). The workgroup also endorses a number of additional proposals that would save smaller amounts, described in section III. However, in the event MTSU's administrators must make relatively-more targeted cuts, the AIR workgroup has also identified seven objective, measurable criteria to be used prioritizing departments and academic programs for cuts. These criteria, along with specific ways to reduce, consolidate, or eliminate academic departments to save money and position MTSU for the future are presented in section IV. Longer-term strategic initiatives that may increase efficiency and save money but that are unlikely to be implemented in time to comply with contemporaneous cuts are outlined in the last section (section V). Supporting tables are appended last.

II. Primary Proposed Cuts

First, the AIR workgroup proposes that MTSU furlough one day per month all employees (including administrators) earning more than $25,000 per year. This would be temporary: the proposed furlough, for example, could span the next fiscal year, beginning July 2009 and ending in June 2010. Although a furlough should ultimately be "graduated," where someone otherwise earning just over $25,000 (say, $25,200) wouldn't be worse off under the furlough than an unaffected employee earning exactly $25,000, if no other adjustments are made, then the proposed action would save an estimated $5,200,000.

The rationale for the furlough is that it would preserve jobs that might otherwise be lost. This, in turn, would demonstrate that employees at MTSU are part of a larger community willing to sacrifice for members.

The proposed furlough passed a workgroup vote by a comfortable majority.

Second, the workgroup proposes the university cut temporary faculty in departments whose average teaching load for tenured and tenure-track faculty is below 10.0 adjusted credit hours (ACH) until all department ACH averages are above 10.0. As illustrated in Table 1, this would result in the elimination of 43 temporary positions, saving $2,236,000 (assuming the average full-time temporary salary plus benefits is $52,000). Under this proposal, if a department's ACH is already at least 10.0, then no temporary positions would be cut.

This proposal can be made more aggressive by successively eliminating temporary positions as long as any effected department's ACH average does not exceed 11.5. This would result in the elimination of 65 temporary positions, saving $3,380,000.

One of the advantages of this proposal is that it does not cut tenured and tenure-track faculty positions. This proposal received a majority of votes from the workgroup with some opposing views.[1]

When combined, these two proposals could save MTSU almost $8.6 million, although overlap between the two might make this total somewhat less.

[1] Some in the AIR workgroup (and some outside of the workgroup) are concerned that this proposal only credits faculty for teaching (specifically, for the number of student credit hours taught) rather than for research, public service, grant-funded release time, administrative release time, and teaching smaller classes to graduate students. Indeed, under this proposal, 96 % of the reduction in temporary faculty would come from departments that offer graduate courses and 4 % would come from departments that do not. In addition, it might be difficult to recruit top faculty to teach Ph.D. courses and shepherd dissertations with 12-hour teaching loads (comprised of four separate courses).

The workgroup discussed a competing proposal to cut surplus positions from overstaffed departments, based on MTSU's internal staffing formula. Displayed in the appendix table, some departments are currently overstaffed (most notably English with 11.86 extra faculty positions), while others are understaffed (most notably Management and Marketing, with 8.03 too few faculty positions). Overall, overstaffed departments had a total of 42 surplus faculty positions in fall 2007 (after rounding fractions upward). Were these positions cut, then MTSU could save almost $2.2 million. Were an additional position cut from any department within one of being exactly staffed, then about an additional million dollars could be saved. One disadvantage of this proposal is that it may result in tenure-track faculty being cut rather than exclusively cutting temporary positions. However, an advantage would be that it credits faculty for research and service, in addition to teaching. Furthermore, significantly understaffed departments may be less able to cut faculty positions without impact because they are already operating at a relative disadvantage without enough faculty. Regardless, the AIR workgroup by majority vote endorsed the proposal to cut temporary faculty discussed earlier rather than this proposal.

III. Smaller Proposed Cuts

The AIR workgroup has voted to recommend MTSU adopt a number of proposals that would save smaller amounts. Although smaller sums, when combined, the next set of proposals are estimated to save at least $4,000,000, if not a million or two more.

1. Reduce classified and administrative staff in Academic Affairs by 5 %. This would result in the elimination of roughly 10 classified positions and 12 administrative positions. Corresponding savings could total $600,000.

2. Suspend overtime pay for clerical employees. Of course, employees must by law receive compensation for overtime work, so the proposal in effect suggests MTSU limit employees to standard work schedules. If additional clerical work is needed, then it could be assigned to available, under-utilized clerical staff via a "clerical pool." Our estimates suggest that if compensation for clerical overtime were eliminated, then the university could save a bit over $600,000.

3. Eliminate the Farm Lab ($600,000).

4. Create a Media Center by merging Sidelines, WMOT, WMTS, Channel 10, the Collage, and SR Records in one location with one budget. With the merger, the combined budget of the new center's units could be reduced by about $500,000. Savings would accrue from staff reductions. For example, the new center would have one director (instead of multiple directors, as the separate units currently have). In addition, the development director in the College of Mass Communication could serve the merged center (rather than having separate development officers for many of the separate units).

5. Consolidate Audio Visual Services, Instructional Media Resources, and the Instructional Technology Support Center while reducing the budget of each by one-third, saving $400,000.

6. Cancel low-enrollment summer school courses. Under-enrolled summer courses in summer 2008 reduced profit from summer school by $334,266. Had these particular courses been canceled, then MTSU could have earned over $300,000 more in profit.

7. Temporarily suspend MTSU expenditures associated with Governor's School ($300,000).

8. Temporarily defer *(i)* faculty research grants, *(ii)* faculty development grants, *(iii)* public service grants, and *(iv)* instructional and evaluation grants. New grants in these areas should not be issued during the 2009-2010 academic year, since grants approved in 2008-2009, once deferred, would be the next to be funded. This proposal would save $280,000.

9. Eliminate the Small Business Development Center ($175,233).

10. Temporarily defer faculty sabbaticals. Eight such sabbaticals have already been granted for the 2009-2010 academic year. Were these eight temporarily deferred, and the eight to be awarded in the 2009-2010 academic year for 2010-2011 not awarded, then this could save as much as $126,000.

11. Eliminate required advising through Academic Support Services for students with a declared major. Currently, students with a prescribed course and a declared major are double-advised. Instead, students with a declared major should only be advised in the department of their major. This will reduce the number of students required to use the Academic Support Services advisors, allowing a couple of advisors in Academic Support Services to be eliminated, saving approximately $90,000.

12. Eliminate the Center for Economic Education ($66,914).

13. Reduce one clerical position from Academic Enrichment. Currently, Academic Enrichment has two secretaries and one executive aid. However, when faculty moved from Academic Enrichment into the English and Mathematical Sciences Departments, clerical staff was not reduced proportionately. Reduction of one clerical position could save $25,000 to $30,000.

14. Encourage senior, tenured faculty to retire and begin post-retirement teaching. This could be done by announcing, say, a five-year moratorium on approving post-retirement teaching after June 30, 2009. This proposal would potentially save money because it would be less costly for retired senior faculty to teach 15-credit hour loads per year for half-pay than for them to remain employed and receive full pay for teaching less than twice that amount once time is reassigned for research and service. Of course, it might instead be even cheaper to teach courses with adjuncts than post-retirement faculty, but adjuncts would not necessarily possess a terminal degree.

15. Require administrative personnel who are tenured within an academic department to teach one course per semester. This could help offset increased faculty teaching loads if faculty positions are cut. Administrators might also benefit from the experience, and it would certainly exemplify their solidarity with faculty.

16. Merge the Center for Popular Music with the Walker Library (by letting the library staff the center).

17. Eliminate funding of college development officers from college budgets. Currently, 50 % of each college development officer's salary is paid by their college and the remaining 50 % is paid by the Development Office. Instead, the Development Office should pay 100 % of development officer salaries or the positions should be eliminated.

18. Eliminate all PHED 1000- and 2000-level courses (e.g., tennis, swimming, karate) and redirect instructors to teach HLTH 1530, HLTH 1531, or HLTH courses required for majors.

19. Suspend funding for the Debate Team.

IV. Proposals to Merge, Consolidate, or Eliminate Academic Departments, Majors, and Programs[2]

In the event MTSU's administrators must make cuts that are more targeted, the AIR workgroup has identified seven objective, measurable criteria to be used prioritizing departments (or academic programs) at MTSU. Specifically, priority should increase with

1. the number of student majors

2. student credit hours generated (SCHs)

3. revenue minus costs (i.e., grant funding, money raised for scholarships)

4. not being low-producing (low producing in terms of graduates)

5. doctoral program offerings

6. master's program offerings

7. comprising part of MTSU's general education requirements

Table 2 provides department information for these criteria, table 3 sorts departments by number of student majors, and table 4 sorts departments by SCHs.

Guided by these criteria and encouraged by the Steering Committee for the "Positioning the University for the Future" initiative, the AIR workgroup collectively ranked each department in priority order. This ranking is presented in table 5, where lower scores indicate higher-priority areas. Department scores are the sums of individual workgroup member rankings, where each workgroup member awarded 12 top-priority departments one point each, 12 second-tier departments two points, and 11 bottom-tier departments three points.

For a portion of the academic departments that fall on the lower end of the priority scale, the workgroup recommends MTSU explore the following ways to re-organize for the future. These proposals also offer the opportunity to save money by reducing department administration (e.g., department chairs), clerical staff, or, in some cases, faculty. However, before merging, consolidating, or eliminating academic departments or majors,

[2] Each of the proposals in this section received a majority of affirmative votes from workgroup members, although not all passed unanimously.

the AIR recommends MTSU adopt the actions proposed in sections II and III, above, to comply with mandated budget cuts.

1. Merge the departments of Social Work, Criminal Justice Administration, and Sociology and Anthropology, reducing their combined budget by 20 %, which would save roughly $725,000. The Departments of Sociology and Anthropology and Social Work were once one. In fact, Sociology and Anthropology currently offers a concentration called "Social Work." The merger would offer the potential to strengthen all three. For example, separately, the three departments have few majors relative to most other departments. Furthermore, Social Work and Criminal Justice Administration are two of the three departments that teach the fewest SCHs that *(i)* are not part of the general education curriculum and *(ii)* have no graduate programs exclusively at MTSU.[3]

2. Consolidate the Philosophy and Political Science Departments, reducing their combined budget by 10 %, saving about $200,000. Philosophy and Political Science are similar in that both are important parts of MTSU's general education curriculum and neither offers a graduate degree. A merger offers the potential to strengthen both. Otherwise, Philosophy *(i)* has the fewest majors of any department on campus (and that major is currently considered low-producing) and *(ii)* generates few SCHs relative to most other departments.

3. Merge the Computer Science Department and the Mathematical Sciences Department and reduce their combined budget by 10 %, which would save roughly $575,000. These two departments were once one. Furthermore, the cost per student credit hour in the Computer Science Department is $535, which is the highest at MTSU, and the Computer Science Department teaches relatively few SCHs compared to other departments.

4. Consolidate the Department of Human Sciences with other departments. For example, the Early Childhood Education major in the Department of Human Sciences could be moved to the Department of Elementary and Special Education; the Family and Consumer Services major could be moved to the Department of Sociology and Anthropology; Interior Design to the Art Department; Nutrition and Food Science to the Department of Health and Human Performance, and Textiles, Merchandise and Design to Art. In turn, clerical staff, department administrators, and some faculty could subsequently be eliminated, with corresponding budget reductions.

5. Move the Department of Geosciences from the College of Liberal Arts to the College of Basic and Applied Sciences to increase department visibility and collaboration.

[3] The Department of Criminal Justice Administration offers a Master's degree jointly with Tennessee State University.

6. Consolidate MTSU's six colleges into three. The AIR workgroup remains intentionally vague about which colleges would merge, but over $4 million dollars in the budgets of deans could potentially be cut by one-third ($1,385,800) to one-half ($2,078,800). For example, the number of deans and associate deans could be reduced, college secretarial staffs could be reduced, and college development officers could be reduced.

V. Longer-Term Strategies

Finally, the AIR workgroup would like to recommend MTSU consider a couple of longer-term proposals designed to increase efficiency, better position MTSU for the future, or both.

First, the workgroup recommends MTSU explore holding three semesters during the year. A tri-semester schedule would make maximum use of facilities and human resources,[4] reduce time to graduation, and provide flexibility in scheduling. For example, MTSU could hold three 14-week terms, with breaks between each. In turn, full-time students could complete 120 hours in eight terms or two years and two terms. Faculty could contract, with appropriately corresponding compensation, for either two or three terms per year. Classes could meet for 60 minutes three times a week, for two hours twice a week, or for three hours once a week.

Second, university administrators should consider moving to a four-day class schedule, with classes to be held on Mondays and Wednesdays and on Tuesdays and Thursdays. Advantages include reducing energy costs, other utility bills, etc. Furthermore, if some offices are closed on Friday, then the four-day schedule could reduce administrative payroll costs as well.

Third, the workgroup suggests MTSU explore allowing some courses to be offered in six-week mini-sessions each fall and spring. Mini-courses could meet once a week for four hours and could have a web-assisted component. This would likely be appealing to adults and employed students.

Fourth, the AIR workgroup endorses two means of encouraging faculty to develop on-line and hybrid courses. First, MTSU should require tenured and tenure-track faculty to be trained in alternative or on-line forms of instructional delivery. Training could occur during May or August when faculty are under contract but not teaching. Second, the university should require all new course proposals to either be submitted with an on-line or hybrid version (or a web-assisted component) or to explain the rationale for why such alternative modes of delivery are not appropriate.

Fifth, the AIR workgroup has identified a couple of academic areas it believes are particularly important for the future: education, energy, the environment, and economics.

[4] For example, MTSU would need fewer faculty to cover a given number of courses if those faculty taught in three terms annually on 12-month contracts (compared to faculty on 10-month contracts who teach in fall and spring terms). Savings would accrue from employee benefit costs being incurred on fewer employees.

Although this is not an exhaustive list, the workgroup believes emphasizing the "E^4 fields" offers MTSU an opportunity to secure more external grants and funding (e.g., through NSF, NASA, the Department of Education, and the Department of Energy) and to prepare more students for jobs in such expanding areas. Certainly the government and private sector are likely to increase their investments in P-16 education, energy, and environmental research and management over the next 20 to 30 years. In response, MTSU should develop an E^4 consortium, with illustration below.

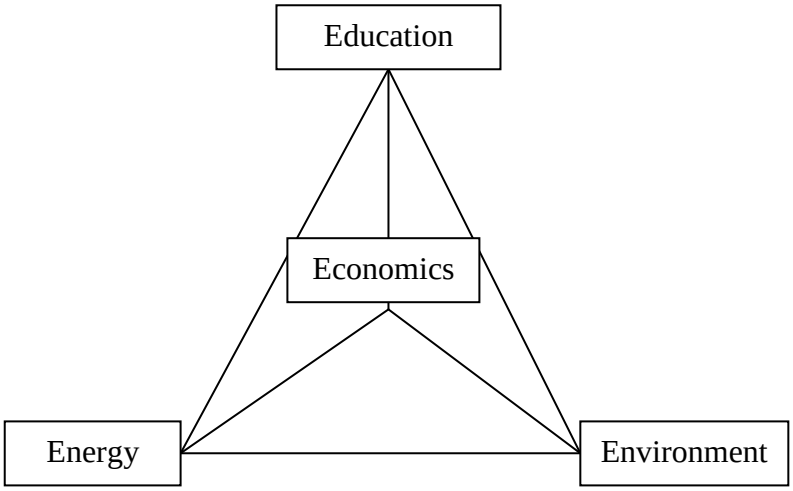

Table 1

Assumptions:	
Average Temp ACH	**15.00**
Average Temp Salary	**$52,000**

						$$ Savings			$$ Savings		
						$2,236,000			**$3,380,000**		
			Current			**>= 10 ACH**			**ACH <= 11.5**		
	Dept. AVG			**10.03**			**10.77**			**11.08**	
	Inst. AVG			**9.69**			**10.59**			**11.06**	
	Total Cut		**0**			**43**			**65**		
	# Faculty Tenured	**TT**	**Temp**	**ACH AVG T&TT**	**ACH Total T&TT**	**Temps Cut**	**ACH AVG T&TT**	**ACH Total T&TT**	**Temps Cut**	**ACH AVG T&TT**	**ACH Total T&TT**
BASIC & APPLIED											
Aerospace	9	5	**2**	9.70	135.80	1	10.77	150.80	1	10.77	150.80
AgribusinessAgriscience	7	2	**3**	12.03	108.27	0	12.03	108.27	0	12.03	108.27
Biology	30	5	**7**	10.13	354.55	1	10.56	369.55	3	11.42	399.55
Chemistry	24	1	**5**	10.23	255.75	1	10.83	270.75	2	11.43	285.75
Computer Science	12	1	**1**	8.97	116.61	1	10.12	131.61	1	10.12	131.61
Engineering Tech & Ind St	14	4	**4**	11.31	203.58	0	11.31	203.58	0	11.31	203.58
Mathematical Sciences	26	7	**12**	7.54	248.82	6	10.27	338.82	8	11.18	368.82
School of Nursing	9	6	**12**	11.91	178.65	0	11.91	178.65	0	11.91	178.65
Physics	8	2	**2**	11.42	114.20	0	11.42	114.20	0	11.42	114.20
College			**48**			**10**			**15**		
BUSINESS											
Accounting	16	7	**3**	8.74	201.02	2	10.04	231.02	3	10.70	246.02
Bus Comm & Entrepreneurship	9	4	**3**	9.73	126.49	1	10.88	141.49	1	10.88	141.49
Computer Information Systems	15	3	**3**	9.37	168.66	1	10.20	183.66	2	11.04	198.66
Economics and Finance	19	6	**3**	8.18	204.50	3	9.98	249.50	3	9.98	249.50
Management and Marketing	24	13	**3**	9.50	351.50	2	10.31	381.50	3	10.72	396.50

College			**15**			**9**			**12**		
EDUCATION AND BEHAVIORAL SCI.											
Criminal Justice Administration	5	1	**3**	10.42	62.52	0	10.42	62.52	0	10.42	62.52
Educational Leadership	13	6	**3**	8.41	159.79	3	10.78	204.79	3	10.78	204.79
Elem & Special Education	11	7	**3**	11.05	198.90	0	11.05	198.90	0	11.05	198.90
Health and Human Performance **	16	10	**8**	8.55	222.30	3	10.28	267.30	5	11.43	297.30
Human Sciences	10	6	**5**	11.96	191.36	0	11.96	191.36	0	11.96	191.36
Psychology	35	8	**4**	9.40	404.20	2	10.10	434.20	4	10.80	464.20
College			**26**			**8**			**12**		
LIBERAL ARTS											
Art	11	4	**9**	12.54	188.10	0	12.54	188.10	0	12.54	188.10
English	46	9	**33**	8.57	471.35	6	10.21	561.35	10	11.30	621.35
Foreign Languages & Literatures	14	5	**5**	10.20	193.80	0	10.20	193.80	1	10.99	208.80
Geosciences	8	2	**3**	12.17	121.70	0	12.17	121.70	0	12.17	121.70
History	27	6	**10**	8.27	272.91	4	10.09	332.91	7	11.45	377.91
Music	24	5	**4**	10.52	305.08	0	10.52	305.08	2	11.55	335.08
Philosophy	6	1	**0**	11.29	79.03	0	11.29	79.03	0	11.29	79.03
Political Science	9	4	**1**	11.82	153.66	0	11.82	153.66	0	11.82	153.66
Social Work	8	2	**1**	8.10	81.00	1	9.60	96.00	1	9.60	96.00
Sociology & Anthropology	12	7	**2**	8.62	163.78	2	10.20	193.78	2	10.20	193.78
Speech & Theatre	19	4	**17**	11.62	267.26	0	11.62	267.26	0	11.62	267.26
College			**85**			**13**			**23**		
MASS COMMUNICATION											
Electronic Media Communication	16	1	**2**	11.03	187.51	0	11.03	187.51	0	11.03	187.51
Journalism	11	10	**2**	9.07	190.47	2	10.50	220.47	2	10.50	220.47
Recording Industry	17	10	**1**	8.73	235.71	1	9.29	250.71	1	9.29	250.71
College			**5**			**3**			**3**		

ACADEMIC ENRICHMENT			**9**								
Walker Library			**1**								
GRAND TOTAL	540	174	189		6919	43		7563.8	65		7893.8

*Excludes faculty on leave of absence. Geier Fellows counted as adjunct faculty.

**Count includes the contributions of coaches to instruction.

Table 2: Department Information on AIR-Proposed Criteria for Ranking Departments and Academic Programs

Department	Majors	SCH by Department	Low Producing	Doctoral Program	Master's Program	Gen Ed.
Aerospace	641	4,660	M.S.		X	
Agribusiness/Agriscience	346	2,825				
Biology[a]	388	13,918		x	X	X
Chemistry[a]	858	10,453		X	X	X
Computer Science[a]	240	3,286		x	X	
Engineering Tech & Ind. St	684	4,760	M.S.		X	
Mathematical Sciences[a]	147	17,321	M.S.T.	x	X	X
Military Science	N/A	274				
School of Nursing	956	4,510			X	
Physics[a]	40	3,169		x		X
Accounting	468	8,360			X	
Bus Comm & Entrepreneurship	279	4,240	B.B.A.		X	
Computer Information Systems	233	6,862			X	
Economics and Finance	365	10,025		X	X	X
Management and Marketing	1,587	13,455			X	
Criminal Justice Administration[c]	384	3,999				
Educational Leadership[b]	N/A	3,819		x	X	
Elem & Special Education	823	5,646		x	X	

Health and Human Performance	510	12,879	B.S.	X	X	X
Human Sciences	810	6,744			X	
Psychology	664	16,742		x	X	X
Art	305	6,152				
English	364	22,735		X	X	X
Foreign Languages & Literatures	124	6,260			X	X
Geosciences	56	5,492				X
History	259	16,103		X	X	X
Music	304	7,949			X	X
Philosophy	36	2,722	B.A.			X
Political Science	455	5,508				X
Social Work	199	2,243				
Sociology & Anthropology	153	6,831	M.A.		X	X
Speech & Theatre	308	12,536				X
Electronic Media Communication[c]	1,316	4,213				
Journalism[c]	1,316	5,544			X	X
Recording Industry	1,227	8,004			X	

Departments with doctoral programs are shaded in dark blue (and have a capital "X" in the column for doctoral program); departments with proposed doctoral programs are in light blue (and have a lower-case "x" in the column for doctoral program); and departments offering Master's degrees are shaded in yellow. Numbers of majors and SCHs by department in the spreadsheet are five-year averages for fall semesters (and do not incorporate spring enrollment, which may be different). Departments in bold offer a portion of MTSU's general education requirements. [a] The proposed Ph.D. in Computational Sciences is comprised of five departments: Biology, Chemistry, Computer Science, Mathematical Sciences, and Physics; the proposed Ph.D. in Math and Science Education is comprised of the Mathematical Sciences Department as well as numerous science departments; and the proposed Ph.D. in Molecular Bio Sciences is comprised of multiple departments as well, including Biology, Chemistry, and Mathematical Sciences. [b] The Educational Leadership Department does not have a department-specific major. The Department of Electronic Media Communication and the School of Journalism jointly provide the major in Mass Communication. [c] The Department of Criminal Justice Administration shares a Master's degree with Tennessee State University.

Table 3: Department Rank by Number of Majors

Department	Number of Majors
Philosophy	36
Physics[a]	40
Geosciences	56
Foreign Languages & Literatures	124
Mathematical Sciences[a]	147
Sociology & Anthropology	153
Social Work	199
Computer Information Systems	233
Computer Science[a]	240
History	259
Bus Comm & Entrepreneurship	279
Music	304
Art	305
Speech & Theatre	308
Agribusiness/Agriscience	346
English	364
Economics and Finance	365
Criminal Justice Administration[c]	384
Biology[a]	388
Political Science	455
Accounting	468
Health and Human Performance	510
Aerospace	641
Psychology	664
Engineering Tech & Ind. St	684
Human Sciences	810
Elem & Special Education	823
Chemistry[a]	858
School of Nursing	956
Recording Industry	1,227
Electronic Media Communication/Journalism[c]	1,316
Management and Marketing	1,587

Departments with doctoral programs are shaded in dark blue; departments with proposed doctoral programs are in light blue, and departments offering Master's degrees are shaded in yellow. Numbers of majors are five-year averages for fall semesters (and do not incorporate spring enrollment, which may be different). Departments in bold offer a portion of MTSU's general education requirements. [a] The proposed Ph.D. in Computational Sciences is comprised of five departments: Biology, Chemistry, Computer Science, Mathematical Sciences, and Physics; the proposed Ph.D. in Math and Science Education is comprised of the Mathematical Sciences Department as well as numerous science departments; and the proposed Ph.D. in Molecular Bio Sciences is comprised of multiple departments as well, including Biology, Chemistry, and Mathematical Sciences. [b] The Educational Leadership Department does not have a department-specific major. The Department of Electronic Media Communication and the School of Journalism jointly provide the major in Mass Communication. [c] The Department of Criminal Justice Administration shares a Master's degree with Tennessee State University.

Table 4: Department Rank by SCHs

Department	SCHs By Department
Social Work	2,243
Philosophy	2,722
Agribusiness/Agriscience	2,825
Physics[a]	3,169
Computer Science[a]	3,286
Educational Leadership	3,819
Criminal Justice Administration[c]	3,999
Electronic Media Communication	4,213
Bus Comm & Entrepreneurship	4,240
School of Nursing	4,510
Aerospace	4,660
Engineering Tech & Ind. St	4,760
Geosciences	5,492
Political Science	5,508
Journalism	5,544
Elem & Special Education	5,646
Art	6,152
Foreign Languages & Literatures	6,260
Human Sciences	6,744
Sociology & Anthropology	6,831
Computer Information Systems	6,862
Music	7,949
Recording Industry	8,004
Accounting	8,360
Economics and Finance	10,025
Chemistry[a]	10,453
Speech & Theatre	12,536
Health and Human Performance	12,879
Management and Marketing	13,455
Biology[a]	13,918
History	16,103
Psychology	16,742
Mathematical Sciences[a]	17,321
English	22,735

Departments with doctoral programs are shaded in dark blue; departments with proposed doctoral programs are in light blue, and departments offering Master's degrees are shaded in yellow. SCHs by department in the spreadsheet are five-year averages for fall semesters (and do not incorporate spring enrollment, which may be different). Departments in bold offer a portion of MTSU's general education requirements. [a] The proposed Ph.D. in Computational Sciences is comprised of five departments: Biology, Chemistry, Computer Science, Mathematical Sciences, and Physics; the proposed Ph.D. in Math and Science Education is comprised of the Mathematical Sciences Department as well as numerous science departments; and the proposed Ph.D. in Molecular Bio Sciences is comprised of multiple departments as well, including Biology, Chemistry, and Mathematical Sciences. [c] The Department of Criminal Justice Administration shares a Master's degree with Tennessee State University.

Table 5: Ranking of Department in Order of Priority

Department	Priority Ranking
English	18
Biology[a]	19
Mathematical Sciences[a]	20
School of Nursing	20
Chemistry[a]	21
Elem & Special Education	24
History	24
Psychology	25
Recording Industry	26
Aerospace	27
Economics and Finance	28
Management and Marketing	31
Accounting	32
Electronic Media Communication	32
Music	33
Military Science	34
Foreign Languages & Literatures	34
Speech & Theatre	35
Educational Leadership	38
Health and Human Performance	38
Physics[a]	38
Computer Information Systems	39
Geosciences	39
Political Science	39
Journalism	39
Art	44
Computer Science[a]	46
Engineering Tech & Ind St	46
Sociology & Anthropology	46
Bus Comm & Entrepreneurship	48
AgribusinessAgriscience	49
Philosophy	49
Social Work	49
Human Sciences	51
Criminal Justice Administration[c]	52

Lower scores indicate higher priority ranking. Departments with doctoral programs are shaded in dark blue; departments with proposed doctoral programs are in light blue, and departments offering Master's degrees are shaded in yellow. SCHs by department in the spreadsheet are five-year averages. Departments in bold offer a portion of MTSU's general education requirements. [a] The proposed Ph.D. in Computational Sciences is comprised of five departments: Biology, Chemistry, Computer Science, Mathematical Sciences, and Physics; the proposed Ph.D. in Math and Science Education is comprised of the Mathematical Sciences Department as well as numerous science departments; and the proposed Ph.D. in Molecular Bio Sciences is comprised of multiple departments as well, including Biology, Chemistry, and Mathematical Sciences. [c] The Department of Criminal Justice Administration shares a Master's degree with Tennessee State University.

Appendix Table: Summary of Staffing Profiles

Department	Over/Under-Staffed	Over-Staffed	Under-Staffed
Aerospace	-2.84	0.00	-2.84
Agribusiness/Agriscience	1.52	1.52	0.00
Biology[a]	-5.79	0.00	**-5.79**
Chemistry[a]	-6.90	0.00	**-6.90**
Computer Science[a]	1.67	1.67	0.00
Engineering Tech & Ind. St	0.92	0.92	0.00
Mathematical Sciences[a]	0.41	0.41	0.00
School of Nursing	956.00	-1.79	0.00
Physics[a]	40.00	-1.23	0.00
Accounting	-1.24	0.00	-1.24
Bus Comm & Entrepreneurship	2.02	2.02	0.00
Computer Information Systems	-1.19	0.00	-1.19
Economics and Finance	-6.38	0.00	**-6.38**
Management and Marketing	-8.03	0.00	**-8.03**
Criminal Justice Administration[c]	-3.56	0.00	**-3.56**
Educational Leadership[b]	0.75	0.75	0.00
Elem & Special Education	2.83	2.83	0.00
Health and Human Performance	2.96	2.96	0.00
Human Sciences	-1.67	0.00	-1.67
Psychology	-3.41	0.00	**-3.41**
Art	2.69	2.69	0.00
English	11.86	11.86	0.00
Foreign Languages & Literatures	-4.85	0.00	**-4.85**
Geosciences	-3.51	0.00	**-3.51**
History	-0.20	0.00	-0.20
Music	0.85	0.85	0.00
Philosophy	-0.08	0.00	-0.08
Political Science	-0.67	0.00	-0.67
Social Work	0.83	0.83	0.00
Sociology & Anthropology	0.30	0.30	0.00
Speech & Theatre	1.90	1.90	0.00
Electronic Media Communication[c]	-0.40	0.00	-0.40
Journalism[c]	3.39	3.39	0.00
Recording Industry	1.87	1.87	0.00

Total	-16.97	36.77	-53.74

Departments with doctoral programs are shaded in dark blue; departments with proposed doctoral programs are in light blue, and departments offering Master's degrees are shaded in yellow. Departments in bold offer a portion of MTSU's general education requirements. [a] The proposed Ph.D. in Computational Sciences is comprised of five departments: Biology, Chemistry, Computer Science, Mathematical Sciences, and Physics; the proposed Ph.D. in Math and Science Education is comprised of the Mathematical Sciences Department as well as numerous science departments; and the proposed Ph.D. in Molecular Bio Sciences is comprised of multiple departments as well, including Biology, Chemistry, and Mathematical Sciences. [b] The Educational Leadership Department does not have a department-specific major. The Department of Electronic Media Communication and the School of Journalism jointly provide the major in Mass Communication. Staffing in bold indicates understaffed by more than three faculty positions. [c] The Department of Criminal Justice Administration shares a Master's degree with Tennessee State University.