

**Minutes from February 20 meeting of the oversight group, 8am to 11am**  
**DRAFT—please review carefully for accuracy**

Members present: John Cothorn, Virginia Donnell, Charles Perry, Tonjanita Johnson, Janet Kelly, Jill Austin, Loren Mulraine, Jim Burton, Deb Sells, Alfred Lutz, Patrick McCarthy, Rick Moffett, Kim Bailey.

- I. Opening comment from Dean Burton regarding giving full consideration to all issues, regardless of perceptions of how the recommendations might be received
- II. John Cothorn's presentation regarding other potential financial issues and external resources.

1. Campus School costs: recent capital maintenance projects—roof, lighting, renovations. Total of 1.15M in recent projects. The President has made it clear that MTSU will not invest additional capital monies in renovation. Maintenance and operations paid by MTSU or shared with RCS—grounds, \$12,500, \$14000, extraordinary maintenance, \$15,000. Total of \$41,500 annual M&O. Primary concerns are for health and safety. Comments: does it make sense for MTSU to continue this arrangement? It is not necessary for our teaching program, and may actually be providing an a-typical experience for our students. It is, however, a priority for local residents and parents. *Recommendation—not a high priority to eliminate due to contracting and relatively low annual costs.*
2. Grant Matches: The dollars the university commits to provide matching funds for grant totaled nearly \$572,286. *Recommendation—all grants that require a match should be evaluated to insure that grant matches are only made very strategically and for programs that add real value to the institution.*
3. Year end funds: Last year, \$11M at year end. This is used to cover **prior commitments**, encumbrances, leaving \$2.5M. This was allocated to cover a variety of projects, including BANNER, game day activities (\$87,000), band and cheerleader travel (\$225,000), Haz waste cleanup (\$280,000), summer housing for athletics and band, dairy design project, add to computer replacement fund, defibs for police car, renovations and repairs, SGA projects, funds to development to prepare for the Centennial.

**Prior Commitments** includes academic affairs carry forward, their share of indirect money from grants--\$2M. This money could be swept up and used for bridge funds. There are also reserve dollars held by auxiliaries and others that could be used or borrowed from. *FYI for the committee.*

- III. Report from the External Resources Development Task Force
  1. Table 1:

Subsidies to recruit students: *we believe this is already underway, so this oversight group is unclear as to the need for investment costs.*

Accelerate development of executive formal courses: *Support, but believe it is already ongoing.*

E-tuition rate: *Will require TBR action. Support, but believe this is already underway.*

Center for Military Affairs: *Support the effort, but believe this is already underway. Unclear as to the need for more dollars.*

2. Table 2:

Office for Strategic Alliances: *Support the idea of strategic coordination, but unclear as to the need for another new office. Recommend finding an existing model at another university and studying its applicability to MTSU.*

Consultant for Federal Appropriations: *Have recently terminated another similar contract. Committee does not support this investment at this time.*

Glen Leven Center: *Support the effort, but believe this is already underway.*

New incentives for faculty involvement in external resources: *Committee does not support this investment at this time.*

3. Long term strategies, 2009-11

Student attitudes and alumni pride, alumni support, and MTSU message: *General support for the concepts, but individual steps outlined are not all practical. Committee generally supports the notion of improving student attitude and alumni pride, but recommends specific action steps be carefully evaluated.*

IV. Additional comments/recommendations from the Committee, based on the overall spirit of the External Development Task Force report, Table 2, Office of Strategic Alliances:

We have a number of initiatives and a lot of energy for entrepreneurial activities both on campus and in the region, but little synergy and coordination between all the pieces of the existing puzzle. Too many disconnected programs and offices that need a common focus—there is a need to create an identity and space for coordination among MTSU initiatives of this sort. A regional incubator that also creates the ability to share costs and resources. Could include such areas as the Small Business Development Center, COHRE, Nashville Health Care Council—projects that have an entrepreneurial focus, both on campus and in the community, with MTSU as a driving player. This would require an investment, but could have long term payoff for the university. *Committee general recommends this concept be assigned to an identified university champion for further development of a specific plan.*

V. Review of Recommendations from the Academic Workgroup—review of major categories for consideration:

- a. Faculty Mix Guidelines: elimination of contingent faculty, reductions applied carefully and appropriately. Release time guidelines. (May need to be aware of the potential for future cutbacks, and the need to preserve some flexibility in responding to future needs. We need also consider the appropriate balance/mix of tenure-track and contingent faculty—is there an over-reliance on temps?)
- b. Cutting temporary faculty.
- c. Programs, concentrations, degrees that may be eliminated.
- d. Elimination of academic departments.
- e. Merging of academic departments and programs.
- f. Consideration of cuts to academic administration

VI. Appropriate faculty mix: Considerations

- a. Required accreditation guidelines means one size will not fit all. But each area needs to carefully reconsider their mix, with an eye to the potential negative impact on student learning and outside-of-the classroom assignments that comes with large proportions of temporary faculty in individual departments. This is a strategic issue for further consideration.

VII. Eliminating temporary faculty: *Recommendations of the oversight committee*

- a. *Use Possible Proposal for Faculty Reductions (appendix) applying all proposals.*
- b. Total savings: \$2M to \$2.2M
- c. This approach addresses both inefficiencies in the use of faculty and protects quality of graduate programs.

VIII. Programs/Concentrations/degrees *recommended for consideration to be eliminated (undergraduate)*

- a. Basic and Applied:
  - i. All three Agri-Communications concentrations.
  - ii. Plant Biology.
  - iii. Electrical Construction Management (*needs further review*).
  - iv. Engineering Systems Technology. Energy Technology. Environmental Health and Safety. Planning and Site Analysis. Water and Waste Management. (*This constitutes the total Environmental Science and Technology Concentration within the major.*)
  - v. Applications of Math, Professional Math
  - vi. Medical physics, astronomy
- b. Business
  - i. Office management *major*
  - ii. Public finance, General finance
- c. Education and Behavioral Science
  - i. Special ed major appears viable, but two concentrations need to be analyzed to insure they have sufficient numbers. *Data presented was incomplete.*

- ii. Health and Wellness, Outdoor Recreation, Recreation Administration, Recreation Therapy. *The Recreation and Leisure Services major should be reviewed further.*
      - iii. Family and Consumer Science Education
    - d. Liberal Arts
      - i. Medieval & Renaissance Art History, Modern and Contemporary Art History, BS in French, BS in German, BA in German, BS in Spanish, Geography, Geology, Public History, Globalization and Commerce, Globalization and Culture, Jazz Studies, Theory and Composition, Philosophy (*as a major*), Public Administration (BS and BA), the Pre-law BA in Political Science, BA in Sociology and BA in the Anthropology Concentration, BA and BS in Communication Studies (*consolidate with Organizational Communication*), BA in Communication Disorders. *The Geosciences major should be reviewed further.*
    - e. Mass Communication
      - i. Media Design and Graphics
    - f. Continuing Ed
      - i. *No recommendations for elimination*
- IX. Listing of academic departments to be *considered for elimination*. (Courses needed for the General Education or for other priority reasons may still be taught from within an alternate department.)
- a. Physics
  - b. Philosophy
  - c. Geosciences
  - d. The committee questions whether or not the department of Military Science is a strategic commitment for this university's future, and suggests further review.
  - e. Generally, this committee otherwise *at this time* suggests no further revisions to the Table 5 Ranking of Departments in Order of Priority provided by the Academic and Instruction Review Subgroup, page 16.
  - f. NOTE: Criminal Justice should be carefully considered in light of the need to provide faculty to support the graduate program that is offered in partnership with TSU, notwithstanding low enrollment at the undergraduate level. Perhaps the department could become graduate only.
- X. Programs/Concentrations/majors/degrees *recommended for consideration to be eliminated (graduate)*. *Low enrollments in 2008, at or below 20 students. Consideration also given to declining enrollments over time and strategic positioning for the university..*
- a. Aerospace Education M.Ed. and Aviation Administration M.S.---this committee supports the merger of these two departments.
  - b. Chemistry D.A.
  - c. Curriculum and Instruction/Elementary Education Ed. S.
  - d. Curriculum and Instruction/Psychology Ed.S.

- e. Foreign languages M.A.T.
  - f. Mathematics M.S. and Mathematics M.S.T—degrees should be kept, but the concentrations should be evaluated and consolidated.
  - g. Reading M.Ed.
- XI. Listing of academic departments to be *considered for consolidation*. *This is a follow up to our notes from 2/19/09 afternoon session.*
- a. Support the merger of Social Work, Criminal Justice Administration, and Sociology and Anthropology. Note that Criminal Justice (undergraduate) is one of the departments ranked for possible elimination on Table 5 Ranking of Departments in Order of Priority provided by the Academic and Instruction Review Subgroup, page 16.
  - b. Support the merger of Computer Science and Mathematical Science
  - c. Philosophy, as a distinct department, is no longer being considered for consolidation with Political Science, as Philosophy is recommended for elimination.
  - d. Geosciences, as a distinct department, is no longer being considered for relocation from Liberal Arts to Basic and Applied, as Geosciences is recommended for elimination.
  - e. Support the possible consolidation of Human Sciences with other departments, as noted in the AIR report. Note that Human Sciences is one of the departments ranked for possible elimination on Table 5 Ranking of Departments in Order of Priority provided by the Academic and Instruction Review Subgroup, page 16.
- XII. Discussion of continued existence of Farm Labs. See AIR report, page 3, item #3, which recommends elimination of the lab.
- a. Highest cost per student program on campus.
  - b. Most other universities have gotten rid of their farm labs.
  - c. We should still teach the classes and maintain the majors, but find more cost effective ways of providing the instruction, i.e., buy our milk rather than producing our own.
  - d. Potential significant recurring savings.
  - e. This committee supports the AIR recommendation to eliminate the farm labs.
- XIII. Discussion of consolidation/realignment of the academic colleges
- a. No further recommendations.
- XIV. Discussion of additional cuts to academic administration
- a. Appropriate review of all administration is necessary and recommended to take place outside the purview of this committee.
- XV. Discussion of additional issues related to co-curricular and other extra-curricular issues

- a. Athletics: The NCAA has requirements that limit latitude for eliminating programs/sports. Three types of funding: Athletic revenue (20%), student fee (\$7M, 40%), general fund support (\$7M, 40%). Focus needs to be on increasing athletic department revenue and reducing general fund support.
  - i. Athletics is already going to be taking a cut when the university quits paying for athletic tickets for retirees.
  - ii. Non-instructional report also recommended increasing efficiencies from the BRAA.
  - iii. Athletics has and will continue to be asked to make proportional cuts to their budget, reflecting parity with cuts being made to academics and other programs.
  - iv. Keeping an athletic program is important to the long-term strategic positioning of the university.

For tomorrow: Band, International Programs (Anne Sloan), new doctoral programs,