



**MTSU President's Final Status Report on
Positioning the University for the Future Initiative
May 21, 2009**

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May 21, 2009

TO: MTSU Faculty and Staff

FROM: Sidney A. McPhee, President

**SUBJECT: Final Status Report on *Positioning the University for the Future*
Initiative**

I am pleased that the posting of this memo and the accompanying report signify the culmination of the year-long campus review process that was developed to help us address the ongoing challenges brought on by the recent downturn in our state and national economy. Although the majority of the recommendations presented to me as part of this process has been accepted and/or revised, I have decided to continue my review of a select number of the more complex recommendations in order to assure a thorough impact analysis and to allow for the additional time needed to develop and assess proposals associated with those recommendations.

We have completed a comprehensive, open, and transparent process that has resulted in a series of important recommendations that will help the University better manage its limited resources during these tough financial times. As has been previously noted, some proposals will be implemented immediately while others will be phased in as indicated within the report grid. For a select number of recommendations, ad hoc committees will be established and comprised of representatives from the appropriate constituent groups to address the critical issues and processes needed for successful implementation. The focus of these groups will be to help facilitate the execution of accepted proposals with the least amount of negative impact on the campus community.

With regard to the federal stimulus funds, despite the short-term benefits that will come with these funds over the next two years, economic conditions in Tennessee remain such that we must continue to prepare for the significant budget cuts that await us in FY 2012. Today, I discussed with Chancellor Charles Manning and members of his staff how we propose to address the \$19.3 million budget reduction and how the recommendations approved as part of our *Positioning the*

University for the Future initiative link to our plan. Our discussions went well and we are moving forward with our *Positioning the University for the Future* plan.

Although we anticipate some enrollment growth and minimal increases in tuition over the next three-year period, the revenue realized from these increases will only help to mitigate some of the planned reductions. It is important to note that any revenue gained from enrollment growth will first be allocated to the costs associated with that growth, including hiring needed instructional faculty.

Additionally, as part of my meeting with the Chancellor, we discussed a proposed voluntary employee buy-out program for our university. The buy-out plan, along with the anticipated normal attrition, will be important in helping us to avoid the immediate layoffs in personnel or furloughs that had been expected prior to the approval of stimulus dollars. Participants will be able to sign up for the voluntary buy-out program in fall 2009 with a severance date after the conclusion of the spring 2010 semester. Complete details regarding faculty and staff eligibility and participation will soon be available on the Human Resources Web site and via a series of information sessions that are planned for this summer.

Again, I wish to thank each of you for your contribution to this process over the past year. We could not have reached this point without your hard work, input and commitment. I sincerely appreciate the dedicated leadership of the Co-Chairs of the University Oversight Committee, Drs. Charles Perry and Rick Moffett, as well as the excellent work and guidance provided by members of the Oversight Steering Committee and the four strategic work groups. Their services were invaluable.

In spite of the continued difficult economic circumstances in the State, I remain excited about where we are and where we are going; and the fact that, through this process, we will be better positioned to meet the needs of the outstanding team of faculty, staff, and students who call MTSU home.

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

Recommendations Short-term	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<p><i>A&IR (Section A)</i> OSC Proposal 1: Faculty Reductions</p>	<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>Recommendation accepted.</p> <p>Note: The University remains committed to protecting faculty positions and will seek to accomplish necessary reductions first through a voluntary buy-out program and general attrition.</p> <p>A committee comprised of representation from the Faculty Senate, academic chairs, deans and the Provost's Office have met and reviewed the staffing formula and made revisions. The revised staffing formula will be one data set used to help determine areas where reductions in faculty should be made, if necessary. The Interim Provost will continue to compile data that tracks vacant faculty, classified and administrative staff positions in AA.</p>

<p><i>A&IR (Section A)</i> OSC Proposal 2: Eliminations of Majors/Concentrations</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>	<p>Recommendation accepted with modifications as noted in Reference #1-Modified.</p> <p>Note: Continue with the request that the Interim Provost, in consultation with the academic deans and Faculty Senate, develop a plan to follow up as deemed appropriate. Plan now due by September 2009.</p> <p>Environmental Science and Technology Major:</p> <p>The Environmental Science and Technology major will be taken off the list for elimination. The program will be restructured and realigned.</p>
<p><i>A&IR (Section A)</i> OSC Proposal 3 & 4: Elimination of Departments and Merging/Elimination of Departments/Graduate Degrees</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>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>Recommendation accepted with modifications as noted in Reference #1-Modified.</p> <p>Department of Philosophy:</p> <p>The recommendation for the elimination of the Department of Philosophy will be supported if a viable plan for significantly increasing the number of majors has not</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. • 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>Currently no Action Required</p> <p>Currently no Action Required</p> <p>Currently no Action Required</p> <p>Currently no Action Required</p>	<p>been approved by the Interim Provost and President by September 30, 2009. Should we not approve a plan for this area, the Interim Provost, in consultation with the deans, academic personnel and representatives from the Faculty Senate, will develop a plan to phase out the major over a three-to four-year period.</p> <p>Status of Recommended Department Mergers</p> <p>Department of Philosophy: Should a decision be made to eliminate the Department of Philosophy, the Interim Provost, in consultation with the appropriate deans, academic personnel and Faculty Senate representatives, will explore the various options for merging the Department with the most appropriate and compatible existing academic department at the University.</p>
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	<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 • A merger of Philosophy with another department 	<p>Continue to review feedback from appropriate groups and conduct impact analysis on proposed actions from the Provost and the appropriate 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>Other Departments Recommended for Merger by the OSC: The Interim Provost will convene an Ad Hoc Committee, which will include representation from the Faculty Senate, to review the recommendation of the merger of Social Work, Criminal Justice Administration, Sociology and Anthropology with other University departments and submit a report for review by the Interim Provost by September 1, 2009. A completed proposal and impact analysis will be submitted to the President by September 30, 2009.</p>
<p>A&IR (Section A) OSC Proposal 5 (1): Reduce classified and administration staff in all Executive Divisions</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>Recommendation accepted.</p> <p>Note: Unfilled and unfunded positions are being eliminated in the new budget. Filled positions are not currently being eliminated but may not be refilled if they become open as a result of the voluntary buyout plan. Proposals for the elimination of vacant positions are due from</p>

			each division by August 2009, with implementation by FY 2010-2011.
<i>A&IR (Section A)</i> OSC Proposal 5 (2): Suspension of over-time pay for clerical workers unless funded externally.	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 enrollment of students.	Request and review a plan from Human Resources by June 30, 2009.	Recommendation accepted. Note: Proposed details will be provided by the Sr. VP for review by the President by July 1, 2009.
<i>A&IR (Section A)</i> OSC Proposal 5 (3): Elimination of the Farm Lab. Associated courses and majors could be maintained. Recommend researching more cost effective methods of instruction.	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.	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.	Recommendation not accepted. Note: The Interim Provost/Dean will submit a proposal to address consolidation of farm activities and operational budget deficits by September 30, 2009 for implementation by spring 2010.
<i>A&IR (Section A)</i> OSC Proposal 5 (4): Creation of media center (Sidelines, WMOT, WMTS, Channel 10, COLLAGE, and SR Records)	Further review of this proposal is needed. We value these entities but must take a hard look at their operations and expenditures. 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	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.	WMOT and Sidelines must develop a business plan that will significantly reduce the reliance on University funding. During the summer, the University will review operating proposals from the VPSA, the College of Mass Communication and WPLN to address

	also be explored. <i>Sidelines</i> 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 be developed to bring these two areas within budget within two years or other measures will need to be determined.		the budget deficits. Proposals due by September 2009 with implementation beginning upon acceptance of the selected proposal.
<i>A&IR (Section A)</i> 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.	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.	Continue to review this recommendation. Extend the development of a plan for this recommendation to December 2009 or until college structure has been finalized.
<i>A&IR (Section A)</i> OSC Proposal 5 (6): Canceling low-enrollment summer school courses as proposed	Support this recommendation	Request an action plan from the Provost for immediate implementation.	Recommendation accepted. Note: Summer '09-All low enrollment courses approved for exception by deans will be annually monitored by the Interim Provost to ensure a reduction in the number of low enrollment courses offered; all summer hire exceptions will be reviewed by the Interim Provost; Summer '10-monitoring will continue; Summer '11-monitoring will continue.

<i>A&IR (Section A)</i> OSC Proposal 5 (7): Do not support suspending MTSU support for Governor's School.	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	Do not support suspending MTSU's support for the Governor's School; no further action required.
<i>A&IR (Section A)</i> OSC Proposal 5 (8): Temporary deferral of internally funded faculty grants, with the exception of faculty research grants for spring and fall semesters	Every effort should be made to support faculty development in instruction and research, even in these difficult economic times.	Currently no Action Required	Do not support the temporary deferral of internally funded faculty grants; no further action required.
<i>A&IR (Section A)</i> OSC Proposal 5 (9): Do not support elimination of Small Business Development Center. Committee considers this strategic	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	Do not support the elimination of the Small Business Development Center; no further action required.
<i>A&IR (Section A)</i> OSC Proposal 5 (10): Do not support temporary deferral of Non-Instructional Assignments	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	Do not support the recommendation to defer non-instructional assignments. Note: The Interim Provost will continue to monitor NIAs and available resources that can be designated for these activities. No further action required.
<i>A&IR (Section A)</i> OSC Proposal 5 (11): Do not support elimination of required Academic Support Services advising for students enrolled in prescribed courses.	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	Do not support the elimination of required Academic Support Services advising for students enrolled in prescribed courses. No further action required.

<p><i>A&IR (Section A)</i> OSC Proposal 5 (12): Do not support elimination of the Center for Economic Education. Committee considers this strategic with regard to community partnerships</p>	<p>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.</p>	<p>Ask the Provost to conduct a review of all campus Centers for continued effectiveness.</p>	<p>Do not support the elimination of the Center for Economic Education.</p> <p>Note: The Interim Provost will conduct a review of the Center with any recommendations for increased efficiency and effectiveness; Proposal due by October 30, 2009.</p>
<p><i>A&IR (Section A)</i> OSC Proposal 5 (13): Elimination of one clerical position from Academic Enrichment. Committee further recommends review of the strategic role of Academic Enrichment</p>	<p>Agree with the OSC Recommendation with modifications to allow departments to determine how to make the appropriate dollar figure reductions in this area.</p>	<p>Request a proposal from the Provost's Office concerning the strategic role of Academic Enrichment by Oct. 2009</p>	<p>Recommendation accepted with modification as noted below.</p> <p>Note: The Interim Provost has reviewed a proposal from Academic Enrichment to make appropriate dollar reductions and will provide the President with a review of the strategic role of Academic Enrichment by October 2009.</p>
<p><i>A&IR (Section A)</i> OSC Proposal 5 (14): Provide incentives for senior tenured faculty to retire and begin post-retirement teaching.</p>	<p>This concept is currently under review by TBR.</p>	<p>Await further information from TBR; Divisional VPs will encourage and monitor this recommendation.</p>	<p>The University is developing a voluntary employee buy-out plan available to both faculty and staff. Participants will be able to sign up for the plan in fall 2009 with a severance date after the spring 2010 semester.</p>

<i>A&IR (Section A)</i> OSC Proposal 5 (15): Encourage administrative personnel who are tenured within an academic department to teach one course per year	Agree with the OSC Recommendation; Implement as appropriate	Ask divisional VPs to encourage and monitor this recommendation	Recommendation accepted and encouraged when appropriate.
<i>A&IR (Section A)</i> OSC Proposal 5 (16): Merger of the Center for Popular Music with the Walker Library	The Center is funded through special state appropriations and is unique in its administrative structure and function. It is also one of the signature initiatives of the University.	Currently no Action Required	Recommendation not accepted. No further action required.
<i>A&IR (Section A)</i> 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.	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	Do not support the elimination of funding College development officers. A new accountability and assessment plan is currently under development.
<i>A&IR (Section A)</i> OSC Proposal 5 (18): Eliminate all PHED 1000- and 2000-level courses and reassign instructors to teach courses required for majors and general education	Activity courses are an important part of our University's efforts to address health and wellness among the student population.	Currently no Action Required	Recommendation not accepted. No further action required.
<i>A&IR (Section A)</i> OSC Proposal 5 (19): Elimination of the Debate team	The success and academic excellence of this program warrants continued support.	Currently no Action Required	Recommendation not accepted. No further action required.

Recommendations Long-term	President's Comments	Action Needed	Current Status As of 5/21/09
<p><i>A&IR (Section A)</i> 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>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>Continue review of this recommendation.</p> <p>Note: The Interim Provost will initiate analysis of tri-semester schedule, six day schedule, mini session courses, with input from the VP of ITD, deans and appropriate academic personnel, and the effect on programming, facilities, cost efficiencies, etc.; Proposal to President by September 30, 2009</p>
<p><i>A&IR (Section A)</i> 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>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>Continue review of this recommendation.</p> <p>Note: The Interim Provost will initiate analysis of tri-semester schedule, six day schedule, mini session courses, with input from the VP of ITD, deans and appropriate academic personnel, and the effect on programming, facilities, cost efficiencies, etc.; Proposal to President by September 30, 2009.</p>

<p><i>A&IR (Section A)</i> 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>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>Recommendation accepted.</p> <p>Note: The Interim Provost will initiate analysis of tri-semester schedule, six day schedule, mini session courses, with input from the VP of ITD, deans and appropriate academic personnel, and the effect on programming, facilities, cost efficiencies, etc.; Proposal to President by September 30, 2009.</p>
<p><i>A&IR (Section A)</i> OSC Proposal 6 (4): Consider additional online and hybrid course offerings along with other “Alternative Delivery and Innovative Scheduling” methods</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>Recommendation accepted.</p> <p>Note: The Dean of CEDL will submit proposal to increase online courses to the Interim Provost for review by September 1, 2009; CEDL will work with deans to provide MTSU degree programs on line—2 by fall '09 with 2 additional online degrees added each over the next three years. ITD & LT&ITC will develop and offer faculty development programs to strengthen practice in alternate delivery instruction and teaching hybrid courses.</p>

<i>A&IR (Section A)</i> OSC Proposal 6 (5): Endorsement of the E4 consortium	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.	Request proposal for this initiative from the Provost and the Vice Provost for Research	Recommendation accepted. Note: The Vice Provost for Research will submit a proposal to the Interim Provost by December 1; Proposal to be submitted to the President by May 1, 2010 for implementation during the 2010-2011 academic year.
Additional Recommendations made by the OSC	President's Comments	Action Needed	Current Status As of 5/21/09
<i>A&IR (Section B)</i> OSC Proposal 1: Additional investments and reallocations of funds to further support strategic initiatives that position the University for the future.	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.	Recommendation accepted. Note: Proposals and estimates will be requested as appropriate.
<i>A&IR (Section B)</i> OSC Proposal 2: Review of Chairs of Excellence for mission relevance and productivity even though funding does not rely completely on University dollars	Support this Recommendation and review for long-term benefit	Request a plan from the Provost by Dec. 2009.	Recommendation accepted. Note: The Interim Provost will review all Chairs of Excellence for mission relevance, productivity, etc., by July 1, 2009. A summary of findings will be submitted to the President by November 15, 2009.
<i>A&IR (Section B)</i> OSC Proposal 3: Honors College should examine structure and staffing for further consolidations, restructuring or elimination	The Honors Program remains a signature program for the University and must continue to be supported at a high level.	Currently no Action Required	No further action required.

of positions, projects, and programs from the perspective of mission criticality and Efficiencies			
<i>A&IR (Section B)</i> OSC Proposal 4: Review of faculty assignments and resources dedicated to independent and interdisciplinary minors	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.	Recommendation accepted. Note: The Interim Provost will submit a plan to transfer independent and interdisciplinary program directors reporting to the appropriate college dean. Plan will be implemented July 1, 2009.
<i>A&IR (Section B)</i> OSC Proposal 5: Evaluation of scheduling and the number of academic terms and sessions	Support this Recommendation; Look for opportunities for increased efficiencies	Request a proposal from the Provost by Dec. 2009	Recommendation accepted. Note: The Interim Provost, with input from the VP of ITD, deans, appropriate academic personnel and the Faculty Senate, will initiate an analysis of tri-semester schedule, six day schedule, mini session courses, and the effect on programming, facilities, cost efficiencies, etc.; Report and proposal due to the President by September 30, 2009.

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

Recommendations Short-term	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<i>NASU (Section A)</i> 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	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.	Recommendation accepted. Note: Plan now due by September 1, 2009 with implementation for FY 2010-2011.
<i>NASU (Section A)</i> 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.	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	Support a consolidation of services as opposed to elimination. Note: A proposal for consolidation from the Vice President for Student Affairs is due by September 1, 2009 for implementation by July 1, 2010. Note: No further action required
<i>NASU (Section A)</i> OSC Proposal 2(B): Consolidation of International Student Services with Intercultural and Diversity Affairs and the Scholars Academy.	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.	Recommendation accepted. Note: The VPSA will submit a proposal for consolidation of International Student Services and Intercultural and Diversity Affairs. The

<p><i>NASU (Section A)</i> 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>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>Interim Provost will further review the potential for appropriate consolidation of the Scholars Academy within this newly consolidated department within Student Affairs, or within another appropriate area. The proposal for consolidation from the VPSA due by September 1, 2009 for implementation by July 1, 2010.</p> <p>Recommendation accepted.</p> <p>Note: Interim Provost will develop a proposal for review by the President by September 30, 2009 for immediate implementation upon approval.</p>
<p><i>NASU (Section A)</i> OSC Proposal 3: Outsource Murphy Center custodial services</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>Recommendation accepted.</p> <p>Note: Proposal from Sr. VP due by September 30, 2009.</p>

<p><i>NASU (Section A)</i> OSC Proposal 4: Eliminate free Athletic tickets to retirees</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>This proposal has been accepted with modifications.</p> <p>Note: Retiree ticket usage will be monitored during the 2009-10 seasons. A 50% use study has been approved for FY 2010 and those not meeting the 50% use requirement will lose the complimentary tickets privilege. Retirees received a memo regarding proposed changes in ticket distribution.</p>
<p><i>NASU (Section A)</i> OSC Proposal 5: Explore reduction possibilities of administrative cost associated with BRAA</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>Recommendation accepted.</p> <p>Note: Proposal from the VP of Development and University Relations and the Athletics Director due by September 2009.</p>
<p><i>NASU (Section A)</i> OSC Proposal 6: Consolidation of Athletics Sports Information and Athletics Marketing offices</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>This recommendation remains under consideration pending a proposal from the Athletics Director and VP of Development and University Relations, which is due by September 2009.</p>

<p><i>NASU (Section A)</i> 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>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>Recommendation accepted.</p> <p>Note: Continue with the request for a proposal from the Dean of the College of Education, the Vice President for Student Affairs, and the Interim Provost for guiding the Child Care Lab to self-sustainability for salaries and operating costs. Proposal due by September 30, 2009 for implementation by July 1, 2010.</p>
<p><i>NASU (Section A)</i> OSC Proposal 8: Eliminate Evening Extended School Program, InRoads, and Administrative Services</p>	<p>Support this recommendation but will study continuation of EESP as a self-supporting unit. (Note: InRoads in this recommendation reports under the Sr. VP.)</p>	<p>Request proposal from Sr. VP; Plan due by Oct. 2009.</p>	<p>Recommendation accepted with modifications.</p> <p>Note: InRoads is being eliminated immediately; The Evening Extended School Program is raising its rates to cover direct costs; and the administrative services portion will be transferred to auxiliary support.</p>
<p><i>NASU (Section A)</i> 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>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</p>	<p>Request a proposal from the VP for Development and University Relations. Plan due by Sept. 2009.</p>	<p>Support the use of on-campus print services.</p> <p>Note: We will encourage the use of campus printing services when possible. Proposal from the Vice</p>

	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.		President for Development and University Relations now due by August 2009.
<i>NASU (Section A)</i> OSC Proposal 10: Consolidation of Distribution/Receiving/Post Office	Support this recommendation provided that we can show cost savings and efficiencies	Request a proposal from the Sr. Vice President. Plan due by Sept. 2009.	Recommendation accepted. Note: Plan due from the Sr. Vice President by September 2009.
<i>NASU (Section A)</i> 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.	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	Request a proposal from the VP for Development and University Relations; Plan due by Oct. 2009.	Recommendation accepted. Note: Proposal from the VP for Development and University Relations due by October 2009 with implementation to begin January 2010.
<i>NASU (Section A)</i> OSC Proposal 11(B): Eliminate or Consolidate Walker Library Specialist Position	The Library remains a strategic priority for the University.	Currently no Action Required	Recommendation not accepted. No further action required.
<i>NASU (Section A)</i> OSC Proposal 12: Consolidation of departmental servers to centralized system	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	Request a proposal from the VP for ITD by Aug. 2009	Recommendation accepted. Note: Proposal due from the VP for ITD by August 2009. Note: Work has already begun on this

	servers. It will also result in energy efficiency for the campus in that there will be fewer servers in operation.		recommendation. The proposal will provide a timeline for full implementation over a two-year period.
<i>NASU (Section A)</i> OSC Proposal 13: Consolidation of Sidelines into the Media Center (Also in AIR Recommendations)	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.	Request proposals from the Dean of the College of Mass Communication, the VP for Student Affairs and other interested parties by Sept. 2009.	Continue review and discussion of this recommendation. (See previous comments). Plan due by September 2009.
<i>NASU (Section A)</i> OSC Proposal 14: Consolidate event scheduling/event coordination into one office for improved efficiencies	Support Recommendation but need to review organizational structure related to this program.	Request a proposal from the Sr. VP in coordination with the Provost and other VPs by Oct. 2009.	Recommendation accepted. Note: Plan from Sr. VP, in consultation with the Interim Provost and other VPs due by October 2009.
<i>NASU (Section A)</i> OSC Proposal 15: Consolidate Institutional Effectiveness and Institutional Research	Support this Recommendation. This is an area where greater efficiencies can be achieved.	Request a proposal from the Provost by Oct. 2009.	Recommendation accepted. Note: The Interim Provost will work with the Executive Director of IEPR to review how further consolidation of function and operational efficiencies can be

			achieved. A report will be submitted to the President by September 30, 2009 for immediate implementation.
<i>NASU (Section A)</i> 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	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.	Request a proposal from the VP for Development and University Relations, the Provost and the Dean of the College of Education by Oct. 2009.	Continue to review this recommendation. A proposal from the VP for Development and University Relations, the Interim Provost and the Dean of the College of Education due by Dec. 2009 or when college structure is finalized.
<i>NASU (Section A)</i> OSC Proposal 17: Revision of library hours of operation for more efficient utilization	The Library remains a strategic priority for the University	Currently no Action Required	Do not support the revision of library hours. No further action required.
<i>NASU (Section A)</i> OSC Proposal 18: Consolidate Faculty Instructional Tech. Center and Learning Teaching and Innovation Tech. Center	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.	Recommendation accepted. Note: The Interim Provost and the Vice President for ITD will submit a consolidation proposal by October 15, 2009, for approval by the President; Implementation by May 2010.
<i>NASU (Section A)</i> OSC Proposal 19: Combine administrative oversight of Printing Services, Publications and Graphics, and Photographic Services	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.	Recommendation accepted. Note: Proposal due by July 2009 with implementation beginning immediately upon approval.

<p><i>NASU (Section A)</i> OSC Proposal 20: Online Distribution of Alumni Record, MTSU Magazine, The Record; updated mailing lists</p>	<p>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.</p>	<p>Request proposal from the VP of Development and University Relations by Aug. 2009.</p>	<p>Recommendation accepted with appropriate revisions.</p> <p>Note: Plan from VPDUR due by August 2009 and implementation should begin as contracts expire.</p>
<p><i>NASU (Section A)</i> OSC Proposal 21: Restructure fee schedule of the Speech Clinic for outside clients in order to generate more funds</p>	<p>Support this recommendation. The potential exists for generating additional resources in this area. Consideration should be given to client's ability to pay.</p>	<p>Request Proposal from the Provost and the Dean of the College of Liberal Arts by Aug. 2009.</p>	<p>Recommendation accepted.</p> <p>Note: The Interim Provost, in consultation with the appropriate dean and academic personnel, will propose a revised fee schedule by August 1, 2009, with implementation by fall 2010.</p>
<p>Strategic Actions</p>	<p>President's Comments</p>	<p>Action Needed</p>	<p>Current Status As of 5/21/09</p>
<p><i>NASU (Section B)</i> 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</p>	<p>See comments for OSC Proposal 5(4)</p>	<p>Currently no Action Required</p>	<p>WMOT and Sidelines must develop a business plan that will significantly reduce the reliance on University funding. During the summer, the University will review operating proposals to address the budget</p>

			deficits. Proposals from the Dean of Mass Communication, the VP for Student Affairs and WPLN due by September 2009 with implementation upon approval of the selected proposal. Other options are noted in the latter portion of this report.
<i>NASU (Section B)</i> OSC Proposal 2: Restructuring of Miller Coliseum and the Livestock Center with a plan to achieve self-sufficiency	Support this recommendation with the goal to become more self supporting	Request Proposal from Sr. VP by Aug. 2009.	Recommendation accepted. Note: Proposal due by August 2009.
<i>NASU (Section B)</i> OSC Proposal 3: Restructure and reorganize Student Affairs	Support this recommendation as already outlined in OSC Proposal 5(1).	Request proposal from the Vice President for Student Affairs by Aug. 2009.	Recommendation accepted. Note: Proposal due by August 2009.
<i>NASU (Section B)</i> OSC Proposal 4: Outsourcing of student email services/accounts to third party hosting	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.	Recommendation accepted. Note: Proposal due by August 2009 with implementation beginning the summer of 2010.
<i>NASU (Section B)</i> OSC Proposal 5: Academic Advising, Student Athlete Enhancement, and Transfer Student Services: Committee <u>does not support</u> recommendation for the consolidation of these programs	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.	Do not support the consolidation of these programs; No further action required.

<p><i>NASU (Section B)</i> 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>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>Accept recommendation to consolidate IT services.</p> <p>Note: Proposal due by September 2009, with implementation to begin the Summer of 2010.</p>
<p><i>NASU (Section B)</i> OSC Proposal 7: Elimination of the Farm Lab as discussed in the Academic section</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>The recommendation to eliminate the Farm Lab is not accepted.</p> <p>Note: The appropriate dean and director for the area will submit a proposal to address consolidation of farm activities and operational budget deficits to the Interim Provost for review with a final proposal to the President by September 30, 2009 for implementation beginning spring 2010.</p>
<p><i>NASU (Section B)</i> 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>Support Steering Committee's Recommendation</p>	<p>Currently no Action Required</p>	<p>No further action required.</p>
<p><i>NASU (Section B)</i> OSC Proposal 9: Implementation of online Timekeeping through BANNER to increase efficiency.</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>	<p>This recommendation remains under review pending a proposal from the Sr. VP which is due by August 2009.</p>

<i>NASU (Section C)</i> OSC Proposal 2: Analyze fee schedules for facilities that are available for rental and enforcement of those fees.	Support this recommendation. The current financial situation requires that we explore options in these areas.	Request a proposal from the Sr. VP by Aug. 2009.	Recommendation accepted. Proposal from Sr. VP due by August 2009.
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**MTSU President's Response to Oversight Steering Committee's (OSC) Report
for Positioning the University for the Future
Energy Efficiency and Conservation (EEC)**

Recommendations Energy/Utilities (Immediate Savings)	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<i>EEC (Section A)</i> OSC Proposal 1 (A): Lights Out Campaign OSC Proposal 1 (B): Reset Temperature Set-points—Occupied Hours OSC Proposal 1 (C): Reset Temperature Set-points—Unoccupied Hours OSC Proposal 1 (D): Reduce Plug Load Energy OSC Proposal 1 (E): De-lamp Campus Vending Machines	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.)	All recommendations in the section are accepted. Proposal from Sr. VP due by July 1, 2009.
Recommendations Energy/Utilities (Positioning for the Future)	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<i>EEC (Section B)</i> OSC Proposal 2 (A): Provide/Expand Opportunities for Energy Efficient Projects OSC Proposal 2 (B): Implement Watering/Irrigation Strategy to Reduce Watering Costs OSC Proposal 2 (C): Incorporate Economically Sound Sustainability Initiatives in New Construction	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.	All recommendations in the section are accepted. Proposal from Sr. VP due by July 1, 2009.

Recommendations Physical Resources/Physical Plant (Immediate Savings)	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<p><i>EEC (Section C)</i> OSC Proposal 3 (A): Reduce Cleaning Standards for E&G Facilities</p> <p>OSC Proposal 3 (B): Rebid Custodial Contract</p> <p>OSC Proposal 3 (C): Reduce Grounds/Greenhouse Services to E&G</p> <p>OSC Proposal 3 (D): Discontinue Lease for Off-campus Warehouse</p> <p>OSC Proposal 3 (E): Reduce Standards for Uniforms for Facilities Services</p>	<p>Although reductions have been made in this area, more tough choices may be necessary.</p> <p>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.</p> <p>Warehouse space is needed but we need to look at reducing the total space needed.</p> <p>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.</p>	<p>Request a proposal on recommendations A&B in this area from the Sr. VP by July 1, 2009.</p> <p>Currently no Action Required</p> <p>Request a proposal from the Sr. VP by July 1, 2009</p> <p>Currently no Action Required</p>	<p>Support further reductions in cleaning services cost pending a plan from the Sr. VP; due July 2009.</p> <p>Recommendation accepted. Plan due by September 30, 2009.</p> <p>Accept recommendation with modifications. Note: Will entertain a plan from the Sr. VP that reduces costs without compromising the aesthetics of the campus. Proposal due September 2009.</p> <p>Recommendation accepted. Proposal due by July 1, 2009</p> <p>Recommendation not accepted. No further action required.</p>

OSC Proposal 3 (F): Update Chargeback Procedures to Auxiliaries for Trash Services	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.	Recommendation accepted. Plan due by July 1, 2009.
Recommendations Physical Resources/Physical Plant (Positioning for the Future)	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<i>EEC (Section D)</i> OSC Proposal 4 (A): Initiate Campus Facilities Fee	Any increase in student fees will need to be carefully evaluated in light of the increased financial burden on students.	Currently no Action Required	Recommendation not accepted. No further action required.
OSC Proposal 4 (B): Implement Watering/Irrigation Strategy to Reduce Watering	Refer to comments for OSC 2(B)	Request feedback from the Sr. VP by July 1, 2009.	Recommendation accepted. Plan due by July 1.
Recommendations Internal Processes/Workflow (Immediate Savings)	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<i>EEC (Section E)</i> OSC Proposal 5 (A): Expand P-Card for travel (airlines)	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	Recommendation accepted. Proposal due by October 2009.
OSC Proposal 5 (B): Reduce Paper Usage-guidelines	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.	Recommendation accepted. Note: The Dean of Library and other deans with oversight of computer labs

			<p>will submit proposals by August 1, 2009 with implementation August 15, 2009.</p> <p>Note: ITD is also preparing for the implementation of the Banner Document Management Suite, which will provide a means to scan documents and store them electronically which will help to reduce the use of paper and the space required for the storage of paper documents.</p>
Recommendations Internal Processes/Workflow (Positioning for the Future)	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<p><i>EEC (Section F)</i> OSC Proposal 6 (A): Implement cost effective business travel guidelines</p> <p>OSC Proposal 6 (B): Increase tenant awareness and participation in efficient work flow practices</p> <p>OSC Proposal 6 (C): Increase participation in paperless activities</p>	<p>Support recommendations A, B & C. Continue to explore initiatives designed to address waste and enhance efficiency.</p>	<p>Work with vice presidents and other division heads to develop mechanisms to monitor these activities</p>	<p>All recommendations in this section are accepted.</p>

Recommendations Other (Immediate Savings)	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<i>EEC (Section G)</i> OSC Proposal 7: Reduce Depreciation Charges for Motor Pool	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	Recommendation accepted. Proposal due by July 2009.
<i>EEC (Section G)</i> OSC Proposal 8: Eliminate Motor Pool	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	Continue to review this recommendation. Proposal due by July 2009.
Recommendations Additional Considerations (Energy/Utilities)	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<i>EEC (Section H)</i> OSC Proposal 9: Update procurement standards for equipment to require Energy Star labels	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.	Recommendation accepted. Plan due by July 1, 2009.
<i>EEC (Section H)</i> OSC Proposal 10: Implement a 4-day work week to save energy/utilities	Requirements as a resident campus and seven-day-a-week activities prohibit this option	Currently no Action Required	Recommendation not accepted. No further action required.
<i>EEC (Section H)</i> OSC Proposal 11: Implement Energy savings measures and projects, including lighting, LEDs, wind power, photovoltaic, geothermal applications, methane, etc.	Inclined to support this recommendation but consider on a project by project basis	Request proposal from the Sr. VP by July 2009	Recommendation accepted. Proposal due by July 2009.

Recommendations Additional Considerations (Physical Resources/Physical Plant)	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<i>EEC (Section I)</i> OSC Proposal 12: Review chargeback procedures to non-E&G customers for O&M services and event support	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	Recommendation accepted. Plan due by October 2009.
<i>EEC (Section I)</i> OSC Proposal 13: Review outsourcing and in sourcing opportunities	Inclined to support this recommendation if it will decrease costs and improve services.	Request proposal from the Sr. VP by Oct. 2009	Recommendation accepted. Plan from the Sr. VP due by October 2009.
<i>EEC (Section I)</i> OSC Proposal 14: Reduce preventive maintenance	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	Recommendation not accepted. No further action required.
<i>EEC (Section I)</i> OSC Proposal 15: Assess the effects of furloughs on the departments within the O&M function	The anticipated stimulus funds make this unnecessary at this time.	Currently no Action Required	Recommendation not accepted. No further action required.
Recommendations Additional Considerations (Internal Processes/Work Flow)	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<i>EEC (Section J)</i> OSC Proposal 16: Investigate telecommuting opportunities	Inclined to support this recommendation provided it can reduce costs.	Request a proposal from the Provost and Vice Presidents by Sept. 2009.	Recommendation accepted. Proposal due by September 2009. Note: The Interim Provost will convene an ad hoc committee to explore

			telecommuting and its impact on cost, and in the case of instruction, quality. Proposal will include recommendations and include timelines.
<i>EEC (Section I)</i> OSC Proposal 17: Implement cost-effective expansion of recycling	Inclined to support this recommendation provided it does not have a net cost affect	Request a proposal from Sr. VP by Sept. 2009.	Recommendation accepted. Proposal from Sr. VP due by September 2009.
<i>EEC (Section I)</i> OSC Proposal 18: Reduce bus schedules/outsourcing bus service	Considering existing parking issues, I'm not inclined to support this recommendation.	Currently no Action Required	Recommendation not accepted. No further action required.
<i>EEC (Section I)</i> 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>	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	Recommendation not accepted. No further action required.

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

Recommendations	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<p>ERD (Section A) 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>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>	<p>Accept all recommendations in this section. The Dean of CEDL, in collaboration with other deans, will submit a proposal to the Interim Provost by July 1, 2009 for review; submission to the President by August 1, 2009.</p> <p>Note: This recommendation deserves further consideration. The</p>

			Interim Provost will submit a proposal by December 2009.
<p>ERD (Section A) OSC Proposal 2: Improve MTSU's Ability to Compete for External Resources through Federal, Private Sector, Foundation, and Non-Profit Alliances</p> <ul style="list-style-type: none"> Office for Strategic Alliances 	<p>Explore ways to integrate these suggestions with existing areas</p>	<p>Request a proposal from the Sr. Vice President in coordination with the Provost and Vice Presidents by Sept. 2009</p>	<p>Continue to explore the possibilities of implementing the suggestions in this section.</p> <p>Note: The Interim Provost will review the proposal as developed by the Sr. VP and the VP DUR and provide an evaluation of the programmatic, functional and cost implications associated with the proposed Office of Strategic Alliances from an Academic Affairs perspective. Final recommendation from Sr. VP and VP DUR due by August 1, 2009.</p>
<ul style="list-style-type: none"> Consultant for Federal Appropriations 	<p>Agree with the OSC to not support this investment at this time</p>	<p>Currently no Action Required</p>	<p>No further action required.</p>
<ul style="list-style-type: none"> Glen Leven Center 	<p>This an internal budget office issue; refer this recommendation to the Vice Provost for Research</p>	<p>Request additional information on the Center</p>	<p>Note: The VP/R will submit proposal to Interim Provost for review by August 1, 2009 for submission to the President by August 30, 2009.</p>

<ul style="list-style-type: none"> New incentives for faculty involvement in external resources 	OSC did not support this investment; Not inclined to support at this time	Currently no Action Required	No further action required.
Recommendations Other	President's Comments As of 3/19/09	Action Needed As of 3/19/09	Current Status As of 5/21/09
<i>ERD (Section B)</i> OSC Proposal 3: Co-location of On-going Entrepreneurship and Economic Development Efforts in Middle Tennessee	Will review this recommendation at a later time	Currently no Action Required at this Time	Recommendation not accepted. No further action required.
<i>ERD (Section B)</i> OSC Proposal 4: Request that athletics make proportionate cuts to their budget, reflecting parity with cuts being made to academics and other programs	Athletics, like all other budget units, will be required to participate in budget reductions; Athletics must reduce its reliance on general fund support	Request a proposal from the Athletics Director by Oct. 2009	Recommendation accepted. Note: As indicated previously, Athletics, like all other budget units, will be required to participate in budget reductions; Additionally, Athletics must submit a proposal for reducing its reliance on general fund support to the President by December 2009.
<i>ERD (Section B)</i> OSC Proposal 5 (A): Review other co-curricular programs, such as Band, Spirit Squads, Music concerts, Theater and Dance productions, etc., for possible cuts.	While co-curricular activities are important, they will be required to reduce their budgets like other entities.	Request proposal from divisions that oversee various co-curricular activities by Aug. 2009	All recommendations accepted in this section. Note: The Interim Provost and Vice President for Student Affairs will request deans/departments chairs to review funded extracurricular activities/programs and present proposals for budget reductions by

<p><i>ERD (Section B)</i> 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>Develop a consistent fee structure for campus facilities</p>	<p>Request proposal from the appropriate areas by Oct. 2009</p>	<p>February 1, 2010 with implementation by FY 2011.</p> <p>The Interim Provost will conduct a review of AA service/activities/facilities for fees/impact and make recommendations to the President by October 1, 2009 for implementation fall 2010.</p>
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Status of Additional Proposals and Recommendations for Consideration May 21, 2009

Change in MTSU College Structure – The Proposed College of Arts and Sciences and other college realignments

Since the initial recommendation outlined in the March 19, 2009 report to restructure the colleges, several proposals related to the restructuring have been submitted and are undergoing further review. The Interim University Provost will work with the appropriate academic personnel, including deans, department chairs and Faculty Senate representatives, to review the overall college structure at MTSU. Final proposals for the restructuring effort will be submitted to the President by the Interim Provost by December 1, 2009, with implementation set for August 1, 2010. (Details of the initial proposal for restructuring can be found on pages 34-35 of the President's March 19, 2009, report.)

Realigned College of Education and Teacher Preparation

The recommendation to transition MTSU's current College of Education and Behavioral Sciences into the College of Education and Teacher Preparation has been reviewed and accepted by the President. Plans to operate under the realigned structure will begin immediately. The Interim University Provost, in conjunction with other academic personnel, including deans, department chairs, and the Faculty Senate, will continue with the process of addressing the critical organizational issues associated with the development of this newly restructured college. The Interim Provost will continue to address organizational issues and make recommendations about the administrative structure and future direction of units that will no longer be housed in the College of Education. These include: Criminal Justice Administration, Health and Human Performance, Human Sciences and the Department of Psychology. (Details related to the initial proposal for realignment can be found on pages 36-42 of the President's March 19, 2009, report.)

Restructuring of MTSU Development and University Relations

The proposal for the overall restructuring of the MTSU Office of Development and University Relations remains under review. Some of the components of the proposal have been addressed as part of the overall report and will be guided by the indicated timelines. The Vice President for Development and University Relations is working in collaboration with other personnel to develop more detailed proposals and impact analyses for some of the

recommendations. (The initial proposal for the restructuring of this division can be found on pages 43-46 of the President's March 19, 2009, report.)

The Status of WMOT-FM

The President's May 21, 2009 report indicates that a business plan that will significantly reduce WMOT's reliance on university funding must be developed. Currently, university officials are reviewing two proposals related to the future operation of the radio station, one from the MTSU College of Mass Communications and the other from WPLN Public Radio. Additional proposal clarifications and updates to existing proposals may be requested and entertained during the summer.

MTSU President's Response to Oversight Steering Committee's (OSC) Report for Positioning the University for the Future
Recommendations for Elimination of Majors / Concentrations
 Revised May 21, 2009

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 = 51

Do Not Eliminate	Consolidate or Merge	Under Further Review (Impact Analysis)	Eliminate
Concentrations: Electrical Construction Management Mildly / Moderately Disabled Severely / Profoundly Disabled Health Education & Lifetime Wellness (listed in report as Health & Wellness) Astronomy BS in Communication Disorders BS in Communication Studies Majors: Office Management Family & Consumer Science Education Global Studies Recreation & Leisure Services Environmental Science & Technology (restructure and/or realign) BS in Organizational Communication Concentrations in Foreign Languages Major: BS in French BS in German BS in Spanish Concentrations in Speech & Theatre Major: BA in Communication Disorders BA in Communication Studies	Concentrations: Applications of Mathematics with Professional Mathematics Jazz Studies Theory & Composition Incorporate both into Instrumental Performance concentration Media Design & Graphics Deans of Liberal Arts and Mass Communications will discuss consolidating BFA Graphic Design, BS Digital Media Graphics & BS Media Design & Graphics Major: Philosophy	Concentrations: Geography Geology BA in German BA & BS in Public Administration Pre-law BA in Political Science BA in Sociology BA in Anthropology	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 Public Finance Medieval & Renaissance Art History Modern & Contemporary Art History Globalization & Commerce Globalization & Culture Globalization & Science Outdoor Recreation Recreation Administration Recreation Therapy
Total = 18	Total = 6	Total = 8	Total = 19

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
Ed.S. C&I - Psychology	M.Ed. Aerospace with M.S. Aviation Administration	Ed.S. C&I - Elementary Education M.A.T. in Foreign Languages M.Ed. In Reading (restructure) M.S. & M.S.T. in Mathematics keep degrees, consolidate concentrations	DA in Chemistry (being phased out for Ph.D.)