

CLASS – Level 3 Reduction- 23%

The College of Liberal Arts and Social Sciences houses programs that form the liberal core of undergraduate education as it has developed over the past century. This long heritage is matched by years of being on the bleeding edge of the budget challenges resulting from lower overall and UP enrollment as well as state allocation. CLASS has already reduced our base budget by 24% in the past five years. Our mission mandates that we cannot just adopt a subtractive approach to prioritization; no one can envision a CMU without English, or Political Science, or Philosophy. With several years of declining enrollment still to come, the time for a restructuring that preserves the core discipline but faces budget realities is upon us. For program prioritization, CLASS proposes both immediate budget reductions and related structuring of our departments and programs.

Reorganizing the academic departments in CLASS will yield immediate budget-reductions through a reduced number of chairs, reduced marginal costs, and a reduction of UTF positions as the increased numbers of tenured faculty in these combined departments obviate the need for some contingent faculty. Of equal importance, the union of some majors and the positioning of units to share faculty and upper-division courses across formerly stand-alone disciplines will quickly yield a second wave of cost-savings that will allow CLASS to weather future budget issues while preserving our critical majors and minors. If approved as part of the academic program prioritization cost-savings plan, CLASS intends to reorganize into five departments: (1) Psychology (31 regular faculty); (2) English (28 regular faculty); (3) Political Science, Public Administration, Social Work, Sociology (24 regular faculty); (4) Anthropology, Philosophy, Religion (17 regular faculty); (5) History, World Languages and Cultures (25 regular faculty).

The CLASS reorganization approach is a hard-work approach, as the timeline to institute these new departments will need to be within two years. We believe, however, that despite the inherent difficulties and many compromises ahead, it is the best path, given the fiscal parameters we have been given, to preserve the liberal arts and social sciences. To reach the Level 1 and 2 targets of 11% and 17% percent CLASS must, of course, make reductions beyond eliminating a few chair positions. The Level 1 and 2 adjustments, which impact all units, are primarily in the form of reductions to chair positions, graduate assistantships, UTF lines, S&E, and professional development.

CLASS proposes reaching the Level 3 reduction through attrition and efficiencies. The reorganization of CLASS is designed to allow us to absorb retirements and resignations without making replacement hires. Based on demographics, we anticipate a base reduction of \$1.5M in approximately the next three years just from retirements of individuals already at or beyond retirement age. If, however, it were necessary to make base cuts to reach a 23% reduction in one year, CLASS would eliminate tenured positions in the amount of \$1.5M within the three programs with the lowest FYES-FTE ratios and worst profit-loss performance. Because of the UTF reductions, reorganization, and lack of data on FYES-FTE ratios by program, this cannot be calculated until necessary.

Adding additional base budget reductions to those CLASS has already made makes it impossible for CLASS to continue to support graduate assistantships at previous levels. We have, in this proposal, done what is fiscally necessary, but note that if CMU develops a budget model that treats the tuition portion of graduate assistant support differently, the outcome could be more favorable for the PhD programs that rely on CMU-funded assistantships.

Prioritize Program

English Language and Literature – Writing, MA/MFA: With a conversion to an online program, there is strong potential for growth far beyond the current weak enrollment.

MPA (Masters of Public Administration): The MPA has transitioned to a fully online format, and if merged with our MSA programs and properly marketed, it can quickly garner national enrollment and growth. There will be no face-to-face cohort. This program can also take the lead in working with the Detroit Center.

Museum of Cultural and Natural History and Museum Studies Minor: The Museum has undertaken a major shift in mission to consolidate collections and focus on HyFlex education and outreach. They positioned to serve a strong niche market of working professionals. As the Museum serves and does outreach for far more than just CLASS, the new budget model must acknowledge this.

Philosophy and Religion (UG): Through a merger into a single degree program, there is potential for both innovation, niche marketing, and growth leveraging their large reach through general education and Intergroup Dialogue. Philosophy just received a \$500,000 gift, proof of their impact on students.

CLASS – Level 3 Reduction- 23%

Psychology, Clinical, PhD: The Clinical Psychology program has extensive community outreach, substantial external funding (>\$1.2M in five years), and strong partnerships within the university. With insufficient funding to fully support GAs for all four Psychology PhD programs, the Psychology department should consider focusing GAs here.

Psychology, Industrial-Organizational, MA: I-O Psychology has developed a plan for a fully online professional MA that will bring immediate revenue to support the program, including their prolific PhD activity. They are poised for a quick return-on-investment. Funds should be invested in course development.

Social Work (UG): The undergraduate program has approximately 200 majors and is currently operating with 2 tenured faculty; faculty lines are needed. We also recommend creating one of the first DSW programs in MI; it is less expensive to start than an MSW and can be offered substantially if not entirely online.

Writing Center (Service): During COVID19 the staff transitioned the Writing Center to online services and could expand with budget. As the Writing Center serves all students at CMU, not just CLASS students, we should be looking at a budget model that provides some University level support for this entity.

De-prioritize Program

Children & Young Adult Literature – MA: Enrollment in this program is not viable, and CLASS cannot provide GA positions. Eliminate.

Cultural and Global Studies (CGL): The numerous low-enrolled certificates compete with core majors and minors struggling for enrollment. CGL should be merged with WLC and History, and a few essential certificates (e.g. Native American Studies) should be converted into minors or placed with the new departments.

English Composition and Communication – MA: The program is on hiatus and elimination should be finalized.

English Language Institute (ELI): ELI has not been fiscally solvent for years, and CLASS can no longer support the expense. It should be dissolved in its current form and brought back as a fee-center that could be housed in or out of an academic unit.

English Languages and Literature – MA: Enrollment in this program is not viable, and CLASS can no longer support GAs. PLEASE NOTE – An English Writing MA should be maintained or created, see Prioritized Programs.

History – Joint PhD Program: Reduced enrollment in the History major have compromised both the ability to fund graduate assistantships as well as replace retiring history professors. While the Joint PhD is a unique and excellent program, it is not sustainable under current budget constraints. Eliminate.

Psychology, Experimental – PhD: The Experimental Psychology PhD program was created twenty-four years ago and produces the smallest number of doctoral degrees in the department. The program has generated less than \$500,000 in external funding in the past five years. In the Level 3 reduction, CLASS can base fund only 18 GAs for Psychology. The department should consider pausing this PhD program to concentrate GAs in the other PhD programs. No terminal decision need be made; the program has a plan for paying MA students, and we need to see what the new budget model for graduate programs will be.

Psychology, School – PhD: School Psychology has two doctoral tracks: the PhD, and the S.Psy.S. The oldest PhD program at CMU is at a critical juncture as it has an unfilled faculty line and an imminent retirement. Undergraduate enrollment in Psychology does not justify filling those faculty lines immediately, and it is not cost effective to fill those lines exclusively for a PhD program whose students do not pay tuition. The S.Psy.S. program, however, has the potential to attract paying students, especially with new initiatives being pursued by the department. With insufficient funding to fully reinvest in this program, and as CLASS can base fund only 18 GAs for Psychology, the department should consider pausing the PhD program to concentrate GAs in the other PhD programs.

Teaching English to Speakers of Other Languages (TESOL) -MA: The program is on hiatus and elimination should be finalized.