

April 4, 2001

Dear Colleague:

I have delayed my regular communication with you this semester until now because I wanted to include some more conclusive information about next year's budget. You have no doubt heard from your Faculty Senator, or read in the Senate's minutes, of my updates regarding the circumstances surrounding the State's fiscal situation and the possible impact this might have on next year's budget. Although the situation is by no means settled, I believe we have as clear a picture of what conditions will look like for us as we might at this point, pending some unforeseen development.

I shared the Governor's recommendation for Truman's appropriation with the Faculty Senate back in January. Based on his recommendation, Truman would receive no increase to its core appropriation. Over the past 6 or 7 years, we have received modest increases to our core budget. Other increases to our budget have been generated by the State's performance funding program, and Funding for Results (FFR), which rewards public 4-year institutions when certain state and local campus-level goals are met. Additionally, over the last three years, Truman has received significant new dollars through the Mission Enhancement (ME) Program. It is through ME that we have been able to hire 30 new faculty, make faculty salary adjustments, expand the Residential College Program, enhance library holdings, improve technology, and implement our Distinguished Visiting Scholar's Program. ME was designed to be a four-year installment program and is considered *fenced money*; in other words, money that can only be spent in accordance with the pre-approved plan we offered to the state four years ago. Governor Holden has recommended that Truman receive its last installment of ME dollars. In spite of close calls in legislative sub-committees, I am glad to report that this million dollar-plus addition to our budget is still in the appropriation recommendation. President Magruder, who has been in Jefferson City much over the last couple of months working to keep our interests in front of the legislature, tells me that although the Governor's recommendation for Truman has moved favorably from the House, early Senate discussions have focused some negative attention on the ME Program. We continue to hope that ME funding will stay in our budget recommendation.

Because Truman has designated certain projects as priorities for the next several years, the lack of an increase in undesignated funds has caused us to undertake significant reallocations to support these projects. Technology and furnishings for Fine Arts and Science building expansion/renovations and the purchase and implementation of a new administrative/student information system will require significant dollars from our present and future budgets. We are also facing significant increases in utility and medical insurance costs. To help insure that we can fund these priorities, the President has requested that each budgeted area of the University make significant reallocations. These reallocations will also help us make any salary increases for next year. Academic Affairs' share was set at \$1,144,000.

In my own budget I worked to establish priorities resulting in minimal or no cuts to **faculty development and research, student research, and funding that supports diversity initiatives**. I also want to point out that ***no one currently employed will lose employment*** through this reallocation. Funding shifts touched all areas of the Academic budget including personnel, operations, student employment and equipment. Divisional reallocations were negotiated on a division by division basis. Your division head will be communicating with you soon about just how your division's budget will be impacted. I should emphasize again that **all reports you receive at this time are preliminary and may yet change if the legislature alters the Governor's recommendation**. Additional withholdings may still be established depending on the political and economic climate. I will make sure that you know of any further developments that might impact on our budget for next year.

In addition to this information about the budget situation, there are a number of other issues and announcements I would like to bring to your attention.

- **Candidates have been identified and approved for interviews for the Dean of Student Affairs and Associate Vice President for Academic Affairs/Dean of the Residential College Program** positions. You will be receiving more details, including visit schedules and background information, on the candidates in the near future.
- The **Child Development Center (CDC)** will be moving from its current administrative home in the Division of Human Potential and Performance to the Division of Education. This move is linked to plans to **establish an Early Childhood option in our Master of Arts in Education Program**. This move should not only enhance the quality of care and learning at the CDC, but also allow us to offer an option that will meet statewide needs in both the public and private sectors. I believe that this move will bring the Child Development Center even closer to the heart of the academic enterprise and Truman. Dr. Minner will lead the transition, which will be official on July 1 of this year.
- As I mentioned in my discussion of the budget, **Faculty Development** will not be cut in any way due to budget reallocation; in fact, we have been able to reconfigure our Faculty Development operation with what I believe will be significant enhancements. This reconfiguration will result in the establishment of a new **"center" for teaching and learning excellence** next year. Along with a **Director** of this center, two **teaching-learning technology specialists** will be added to the operation. Sherry Dare, who has worked with faculty on WEB-based instruction, will assume additional responsibilities in taking on one of these positions. The other specialist position, for which we will advertise soon, is the result of moving Carol Race's position, vacated by her recent retirement, from Information Technology Services (ITS) into this new center. The production elements of the what was formerly the Instructional Technology Center will remain with ITS. I believe that this upgrading of Faculty Development will be instrumental in our continuing

progress as an institution. As we assist faculty in meeting future needs and understanding the developmental issues of talented 18-22 year old residential students, we should also move closer to achieving the learning outcomes we have established in our Master Plan. Shirley Morahan will oversee this transformation of Faculty Development. We will begin our search to replace Shirley, who is scheduled to retire after next year, in hopes of having a new Director on board by July 1, 2002. The new Director will assume the duties currently held by Shirley and will direct the new center. I appreciate the consultation that I have had with members of the Faculty Development Committee and the Teaching Learning Technology Roundtable (TLTR) that has helped to guide this transformation of Faculty Development.

- Some issues have been raised concerning our **in-house grant process** and its suitability for identifying and funding appropriate proposals in all areas of the University. To highlight some of these issues Faculty Senate and Faculty Development will sponsor a **town meeting on April 11th at 4:30 p.m., in Violette Hall 1000**. Since this is a matter that should have wide discussion, the Faculty Senate Executive Committee and I agreed that this town meeting should be scheduled this semester and that continuing discussion should occur during the next academic year to assure a full airing of the issues. I urge you to participate in the town meeting. In the meantime, I would like to announce the following changes in the in-house grant process that will go into effect the Fall 2001 semester. I am making these changes in consultation with the Faculty Senate Executive Committee.
 1. The grant committees will be increased to include two divisional representatives for each of the degree granting divisions. Along with our grants officer, Judy Lundberg, this will bring each grant committee's membership to 17.
 2. A grant committee member "position description" will be distributed to all divisions so that potential members will be aware of the responsibilities involved in serving on the committees. Appointments to the grant committees will continue to be made by me on recommendation of the division head. The final appointments will be kept confidential.
 3. The review time for grant proposals by the committees will be expanded to assure adequate opportunity for full review and discussion. Time commitments will be announced as part of the position responsibilities discussed above.
- I will soon be appointing a **task team to research and explore ways that we might better assess teaching effectiveness**, especially as it relates to tenure and promotion. As you know, the Faculty Senate adopted on a trial basis my proposal to **make uniform our tenure and promotion procedures and to**

establish a formative third year review. It has seemed to me, and many of you have expressed your agreement, that although we emphasize the value of teaching in our tenure and promotion process, we have little beyond course evaluations to serve as any sort of measure of effectiveness or accomplishment. Likewise, I think most of us would agree that course evaluations, although important, are only a small part of the overall picture of what constitutes good teaching. Service and scholarship, although important and necessary responsibilities of a good faculty member, should not overshadow teaching just because they are easier to account for in reviewing our work. To help inform this task team we will be hosting **Dr. Peter Seldon**, a nationally recognized figure in this area. Dr. Seldon has already agreed to visit campus this summer to work with the task team and division heads. If his schedule permits, we may also employ his expertise in our annual **Summer Master Plan/Assessment Workshop**. I will be communicating with you further about the task team and the Workshop as plans develop.

- You also should be aware that discussion has been renewed about a proposal that I made several years ago that would allow the current **Credit/No Credit option to extend to one course in the Liberal Studies Program**. I have been discussing this issue with faculty and students and have also visited with two divisions to talk about it. The State's new General Education Policy requires that we submit a plan by early next academic year outlining how our Liberal Studies Program (LSP) will meet outcomes and competencies set out in the new policy. I hope that as we finalize our proposal next year that we can take up the idea of a Credit/No Credit LSP course in earnest. Please talk with your Senator about this idea, or let me know your thoughts. Many other liberal arts schools have similar opportunities for students to encourage their participation in the curriculum. I hope that soon we may also provide similar encouragement.

On a final note I would like to extend my thanks to all of you who have stepped up your efforts to help in **student recruitment**. Although our numbers are still below our projections, and running behind last year's pace, there has been a recent increase in the number of students making the decision to attend Truman next year. The coordinated work of the entire campus community has been instrumental in this upturn, and although we still need to maintain our efforts in recruiting good students to the University, we can take some pride in our work together. I want you to know how much that work and the time you devote to recruitment are appreciated.

Sincerely,

Garry L. Gordon