



VICE PRESIDENT
FOR ACADEMIC
AFFAIRS

PROSPECTUS 2014



Truman State University seeks an outstanding leader, scholar, and strategic thinker to serve as its next Vice President for Academic Affairs. With this prospectus, the University seeks to provide helpful information for potential candidates.

ABOUT TRUMAN

Truman State University is Missouri's statewide liberal arts and sciences institution, and its national reputation has often been attributed to focused commitment to its public liberal arts and sciences mission, to excellence in student learning, and to the active practice of planning and assessment.

Founded in 1867, Truman is located on a beautiful 200-acre campus in Kirksville in rural northeast Missouri. The institution was originally a regional teachers college serving northeast Missouri and evolved into a comprehensive regional institution. In 1985, the state legislature changed the institutional mission, which led to the elimination of 113 academic programs. Today, Truman offers 48 undergraduate and nine graduate programs, with an emphasis on high-quality undergraduate education designed to challenge students while preparing them for graduate and professional schools as well as careers.

Truman enrolls approximately 5,900 undergraduate and 300 graduate students and employs 312 full-time faculty. Truman's students are well-prepared academically. Most have leadership experience and more than 20 percent engage in significant undergraduate research projects, including participation in Truman's annual Undergraduate

Research Conference. Truman has the highest graduation rate among the state's public colleges and universities and approximately 50 percent of Truman students pursue an advanced degree immediately upon graduating. Truman's goal is to maintain an enrollment headcount within a range of 6,000-6,250, as the campus is designed to serve a student population of this size. Stable enrollment allows Truman to fulfill its mission as a selective institution with high-quality academic programs.

Known for affordability and quality, Truman has been recognized as the No. 1 public university in the Midwest Regional Category by *U.S. News & World Report* for the past 17 consecutive years. The University was named the No. 9 best value public college in the nation in the January 2014 *Princeton Review* book, "The Best Value Colleges," and was named the No. 12 best public university in the nation for combining outstanding economic value with a top-notch education in the February 2014 *Kiplinger's Personal Finance* magazine. In the 2013 *Washington Monthly* "College Rankings," Truman was No. 3 in the Master's University category. Truman was the only Missouri school listed in the top 75 and the only public Missouri school in the top 135. In addition, Truman's chapter of Phi Beta Kappa is one of only four in the state.



INSTITUTIONAL PRIORITIES

Truman State University is committed to the advancement of knowledge; to freedom of thought and inquiry; and to the personal, social, and intellectual growth of its students. The University strives to identify and maintain a recognized standard of excellence in all of its educational activities.

The mission of the University is to offer an exemplary undergraduate education to well-prepared students, grounded in the liberal arts and sciences, in the context of a public institution of higher education. To that end, the University offers affordable undergraduate studies in the traditional arts and sciences as well as selected pre-professional, professional, and master's level programs that grow naturally out of the philosophy, values, content, and desired outcomes of a liberal arts education.

Truman's 2011-2015 Strategic Plan outlines three broad themes which guide the institution.

THEME ONE: Preparing Students for Tomorrow and Beyond

We will provide engaging, effective and adaptive learning environments with multiple opportunities for transformation, ensuring that graduates are globally competitive and prepared to make significant contributions to their communities and our world.

THEME TWO: Securing Financial Stability and Growth

We will ensure a sound financial future through two interrelated approaches. First and foremost, we will develop creative approaches to conscientious stewardship of the diminishing resources entrusted to us. Second, we will generate additional sources of revenue in order to secure the University mission.

THEME THREE: Building Community and Collaboration

We will foster institutional commitment through shared purposes, sustained by a supportive and caring Truman community, and strengthened through collaborative partnerships with those beyond the campus.

Truman is currently preparing for a Higher Learning Commission (HLC) re-accreditation visit in March 2015. The visit will be based on the HLC's Pathways Demonstration Project. The Project examines achievement of three University-wide student learning outcomes and the role of transformative experiences in that process:

1. Understand and articulate well-reasoned arguments
2. Demonstrate leadership
3. Live emotionally and physically healthy lives.

More importantly, the Pathways Project seeks to enhance the achievement of those three learning outcomes in measurable ways.

UNIVERSITY PRESIDENT TROY D. PAINO



The desire to make a meaningful difference in the lives of students begins at the top with University President Troy D. Paino, who serves as chief executive officer of Truman State University and reports to the Board of Governors. Working with a wide range of internal and external constituencies, Dr. Paino provides overall leadership and direction for the University.

Dr. Paino began serving as President on May 10, 2010, armed with a strong passion for a liberal arts and sciences education like the one offered at Truman. His strong sense of purpose makes him the perfect steward for advancing the University's mission – one that leads to the advancement of knowledge; freedom of thought and inquiry; and the personal, social and intellectual growth of Truman students.



Dr. Paino enjoys getting to know the bright and talented students who choose to make Truman their home away from home. In fact, he and his wife, Kelly, start out the year by hosting an annual Cookies and Lemonade Reception to welcome new students and their parents to the Truman family. Dr. Paino can often be seen stopping to chat with students on the way to their next class, speaking at orientation events for transfer students and international students and meeting with student groups to discuss University issues. He also knows how to have fun as evidenced by a starring role in humorous videos letting students know just how much he misses them when they are away on break.

Dr. Paino received his Juris Doctorate from Indiana University's Robert H. McKinney School of Law. He has a Ph.D. and a Master of Arts degree in American studies from Michigan State University and a Bachelor of Arts degree in history and philosophy from Evangel University in Springfield, Missouri.

FACULTY CULTURE, ORGANIZATION, AND GOVERNANCE

Faculty at Truman work in an atmosphere of interdisciplinary cooperation and dedication to the institution, teaching, and scholarship. The 300 plus full-time faculty of the University are teacher-scholars who excel both in the classroom and as leaders in their academic areas of endeavor. More than 85 percent of the University's full-time faculty hold a doctorate or the most advanced degree in their field.

Excellent, engaging, and successful teaching in all its forms is the first duty for Truman faculty, including work in the classroom, studio, and laboratory, and other activities such as tutoring, bibliographic instruction, and supervising student projects. Such close engagement is possible in an environment where the average class size is 23 and the student-faculty ratio is 16:1. Scholarship is also critical, and the University expects faculty members to be solid citizens of academic and artistic communities throughout their careers.

Truman professors have made their mark in their fields publishing key works and receiving competitive grants from the National Science Foundation and other venues. In addition, collaborative research with undergraduates is highly valued. Service to the institution and community is also expected and a point of pride at Truman. Service includes student advising, which is required of all faculty members; active departmental participation; participation in University governance in various forms; and activities beyond the campus that connect Truman to the larger community. Tenure and promotion are awarded to those of proven merit in teaching, scholarship, and service.

The University strongly supports the American Association of University Professors' principles on academic freedom, tenure, and governance and affirms that the faculty has a role of particular significance. The elected Faculty Senate of the University represents the views of the entire faculty and works closely with the Vice President for Academic Affairs and the President.

In order to foster interdisciplinary collaboration, Truman's academic program is organized into five schools, each of which is supervised by a dean who reports to the Vice President for Academic Affairs.





- School of Arts and Letters, includes the Departments of Art; Classical and Modern Languages; English and Linguistics; Music; and Theatre
- School of Business, includes the Departments of Accounting and Business Administration
- School of Health Sciences and Education, includes the Departments of Communication Disorders; Education; Health and Exercise Sciences; and Nursing
- School of Science and Mathematics, includes the Departments of Agricultural Science; Biology; Chemistry; Computer Science; Mathematics; Physics; and Statistics
- School of Social and Cultural Studies, includes the Departments of Communication; Economics; History; Justice Systems; Military Science; Philosophy and Religion; Political Science; Psychology; and Society and Environment

THE STUDENTS

Truman's current students come from 38 states and 105 Missouri counties. In the class that matriculated in Fall 2013, nine percent were identified as Asian American, Hispanic, African American, Pacific Islander, Native American, or multiracial. The Fall 2013 entering class had an average high school GPA of 3.77 and an average ACT of 27.2. The student population is primarily full time and traditional college age.

Students participate in approximately 240 clubs and organizations and 20 varsity NCAA Division II athletic teams, with nearly 500 student-athletes. Approximately 42 percent of students live on campus. Freshmen are required to live on campus unless they receive special exemption. Fraternities and sororities are an important component of campus life but not a determinative one. More than 85 percent of all Truman students participate in some kind of community service during their time at the University, although service is not required.

Truman also encourages undergraduate research and scholarship through diverse learning opportunities and in collaboration with faculty. In order to graduate, all students participate in a Senior Capstone course, in which they are required to develop and present a senior project. Faculty encourage students to share those projects more broadly at the University's annual Student Research Conference and in professional publications and conferences.

THE CURRICULUM

Truman's Liberal Studies Program provides each student with a strong liberal arts education of requisite knowledge, skills, and attitudes. Regardless of a student's academic major, the program commits Truman to enhancing:

- students' essential skills needed for life-long learning
- breadth across the traditional liberal arts and sciences and their modes of inquiry
- interconnecting perspectives that stress interdisciplinary thinking and multiple cultural perspectives.



Each undergraduate major is designed to build on and be integrated with the University's liberal arts objectives, especially with respect to furthering students' higher order thinking skills and fostering opportunities for independent research and exploration. The major should provide students with such mastery of disciplinary concepts, knowledge, skills, and attitudes so that they have the potential to compete nationally and internationally to enter the best graduate and professional schools in the nation or to pursue a challenging career immediately after graduation.

The entire Truman curriculum involves active and ongoing practice of both basic and higher order intellectual skills. Such skills as writing, quantitative analysis, computer usage, problem solving, and critical thinking can weaken if not constantly reinforced in the curriculum. Hence, coursework is carefully designed to require cumulative exercise of these intellectual skills.

The Assessment Program is conducted University-wide to measure student progress toward educational goals, to determine academic progress, to improve teaching and

learning, and to evaluate institutional effectiveness. The Assessment Program includes the systematic testing and surveying of students, a senior test, and a progressive portfolio collection of course projects by students.

Undergraduate students are required to maintain a portfolio containing representative pieces of work from their in- and out-of-class experiences at Truman. The purpose of the portfolio is fourfold:

1. to provide students with a record of their academic growth and achievement
2. to encourage self-reflection on what has been learned
3. to give advisors useful information about what their advisees are learning
4. to allow the University to ascertain what knowledge and skills are promoted by a variety of courses and University experiences across the curriculum

Completion of the Portfolio is a graduation requirement.

The disciplinary major provides a focus for applying and concretely developing the skills, knowledge, and values initiated in the Liberal Studies Program and reinforced throughout the curriculum. The major is the means to study a field in depth; to integrate the knowledge, methods, and values of the discipline with real-world practice; and to foster further development of individuals capable of succeeding in the nation's best graduate and professional programs as well as securing outstanding career opportunities. The majors are characterized by curricula that engage students in rigorous study of the breadth and depth of the discipline. Meaningful academic advisement, small communities of learning, research activity, honors programs, and integrative capstone experiences in each major enrich the student's study of the major and help achieve the University's liberal learning objectives.

THE CAMPUS AND KIRKSVILLE

Truman's scenic campus is located within the city limits of Kirksville, Missouri, near the city's quaint downtown. The city, with a population of over 17,500, is also the home of A. T. Still University - Kirksville College of Osteopathic Medicine, founded in 1892, and the recently opened Missouri School of Dentistry and Oral Health. Kirksville is the commercial shopping and health care center for a multi-county region, proud of its schools and parks, and close to notable recreation areas.

Truman maintains 45 buildings with a total of nearly 2 million square feet. Over the past several years, Truman has committed to integrating classroom technology

across campus and invested significantly in instructional technology. The institution is completing a \$90 million renovation program focused on residential living facilities, and 90 percent of student housing is new construction or renovated since 2006. In addition to the main campus, Truman owns a 400-acre farm which supports the agricultural program as well as biological and environmental research.

THE POSITION AND RESPONSIBILITIES

The Vice President for Academic Affairs (VPAA) is a senior member of the president's executive staff and reports directly to the President. The VPAA will provide leadership and forge strategic direction, working cooperatively with academic officers and faculty to achieve excellent academic outcomes and optimal stewardship of Truman's resources. The VPAA directly supervises three associate vice presidents, five academic deans, the dean of libraries, and several cross-disciplinary programs.

The VPAA may be understood on three different dimensions; first, serving the academic program within the University; second, serving as advisor to the President and member of the senior staff; and third, serving as an ambassador for the University's academic program outside the institution. Principally, the VPAA articulates the academic vision and direction of the University and heads the Office of Academic Affairs, which is responsible for all elements of Truman's academic program, including faculty recruitment, development, evaluation, promotion and tenure, and other personnel matters.

The VPAA meets regularly with senior staff within the areas of academic affairs to coordinate academic programs, policies, and procedures. The VPAA also works closely with Faculty Governance. In addition, the VPAA works closely with the President and a team of senior administrators on a wide array of collegiate issues and concerns. The VPAA cooperates with Truman's Office of Advancement in cultivating donors for academic programs and pursuing grants and support from foundations and plays a critical role in connecting the academic program and faculty members with the Office of Admission in order to recruit new students to the University. The VPAA also assists the Academic and Student Affairs Committee of the Board of Governors and works in tandem with the chair of that committee and the Dean of Student Affairs to develop the agenda for its meetings.

The next VPAA will be expected to:

- Work hand-in-hand with the President to provide visionary leadership for the total academic life of the University

- Work to recruit new faculty, to evaluate the performance of faculty members, and to recommend to the President promotions in rank, the granting of tenure, and the granting of sabbatical leaves and reassigned time
- Mentor faculty members through a time of technological and other change, encouraging them to stretch themselves as teachers and scholars and meet new challenges
- Celebrate academic standards and student achievement visibly and vocally by engaging students in discussions about their work



- Recognize possibilities for future interconnection, growth, and change in the academic program and in the life of the University as a whole
- Continue to develop the strengths of the academic program and curriculum and play a major role in an assessment program that meets institutional needs while staying true to the University's mission and commitment to the liberal arts
- Provide strategic leadership in the University's planning and budget processes and support the work of the president, the Office of Advancement, the Office of Admission, and others in efforts to grow the University's financial resources

Truman's next VPAA will be an accomplished scholar and strategic thinker ready to lead the University's academic enterprise. Candidates must have demonstrated knowledge of higher education and academic programming, faculty development, curricula, accreditation and assessment issues, and good governance, especially in a liberal arts setting. In addition, the new VPAA will have unquestioned integrity, exemplary interpersonal and communication skills, and a passion for educating students and preparing them for successful and productive lives.

QUALIFICATIONS

- Possession of a terminal degree
- Proven communication and interpersonal skills in addressing a wide variety of internal and external audiences
- Significant administrative accomplishments in progressively responsible positions
- A record of achievement that demonstrates commitment to the liberal arts and sciences mission
- Notable accomplishments in enacting and/or supporting interdisciplinary teaching and learning
- A knowledge of transformative learning carried out in a liberal arts and sciences environment
- Demonstrated ability to lead and work within a team toward a common purpose

PREFERRED CANDIDATES WILL POSSESS

- An ability to interact successfully with external constituents who have differing objectives
- An ability to mentor less experienced members of an administrative team
- An understanding of the dynamics of a vital residential campus community
- Demonstrated experience in using data to make sound decisions and to foster improvements
- Innovative and flexible leadership skills

CONTACT INFORMATION

The appointment is expected to begin on or about August 1, 2014. While applications and nominations will be accepted until a new VPAA is selected, interested parties are encouraged to submit a letter of interest and resume at the address below by March 24 to assure optimal consideration:

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