The Board of Governors for Truman State University met on Saturday, August 15, 2009, on the University campus in Kirksville, Missouri. The meeting was held in the Conference Room of the Student Union, and the open session of the meeting was called to order shortly after 1:00 p.m. by the Chair of the Board of Governors, Cheryl J. Cozette.

A quorum was present with all seven voting members participating in the meeting. Cheryl J. Cozette, Mike Greenwell, Karen Haber, Kenneth L. Read, John W. Siscel, II, and Mark S. Wasinger participated in person, and Matthew W. Potter participated by conference call.

Also in attendance for the meeting were two of the three non-voting members: Cody Sumter, the student representative, and John Hilton, one of the out-of-state members. Peter T. Ewell, the other out-of-state member was absent from the meeting due to another commitment. The absence of Dr. Ewell was recorded as excused.

Call to Order
Dr. Cozette opened the meeting by extending a welcome to all in attendance.

Minutes for Open Sessions of Meetings on June 19-20 and July 2, 2009
Dr. Siscel moved the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open sessions of the meetings on June 19-20 and July 2, 2009, be approved.

The motion was seconded by Mr. Greenwell and carried by a unanimous vote of 7 to 0. Dr. Cozette then declared the motion to be duly adopted.

Presidential Evaluation Subcommittee
Dr. Cozette provided a report on the work of the Presidential Evaluation Subcommittee which had met earlier in the day. Dr. Cozette noted that the subcommittee was appointed in June to review Truman’s presidential evaluation process by taking the feedback from the Board’s June planning session and working together to come up with a proposal that the committee could then present to the full Board for their review and approval. Dr. Cozette noted that the committee has now asked a small group of the committee members to take the revised presidential evaluation process document and the revised indicators list prepared by Dr. Ewell and put those into a sequential format with the intent to provide an in-print process of how Truman’s presidential evaluation process would flow. Dr. Cozette noted that the group has been asked to bring their work to the committee prior to the committee’s meeting in October. Dr. Cozette noted that Dr. Ewell, who has been at the forefront of the committee’s efforts, was unable to participate in the morning meeting. Dr. Cozette then noted that she and the committee wanted to thank Dr. Ewell for incorporating the Board’s ideas into an evaluation process that would provide sufficient evidence of the health and growth of the university.

President’s Report
Dr. Darrell W. Krueger, President of the University, provided a report on several items of current interest. President Krueger began his report by expressing his appreciation to the Board for allowing him to be absent from the June Board meeting in order to attend the funeral of his brother-in-law and noted that it was an exciting time on the Truman campus due to the many activities taking place prior to the start of the new academic year. President Krueger reported that former United States Senator Jean Carnahan has agreed to be the 2009 Winter Commencement Speaker and will at that time accept the honorary degree on behalf of her late husband, Mel Carnahan. He also noted that Dr. Charles J. McClain, Truman President Emeritus, will be the 2010 Spring Commencement speaker and will at that time be awarded his honorary degree. President Krueger noted that the University underwent a university-wide staff evaluation process over the summer, and in the way of technology, 6 high-tech classrooms have been installed and 32 classrooms have been updated. President Krueger noted that the single most important thing that has happened at Truman over the summer has been the initiation of three workshops focused on the alignment of the University’s mission, goals, purposes and direction.
President Krueger reported that two of the workshops had already taken place. The first workshop included department chairs and deans with the intent to align institutional goals of improved retention and graduate and professional school placement rates. The second workshop included faculty leadership, department chairs and deans with discussion focused on beginning a university-wide re-examination of Truman’s core values in order to build a foundation to set the institution’s priorities as the University prepares to meet the economic, social and demographic challenges of the next decade. The final workshop, which will be held on August 19-20, will be a university-wide workshop focusing on the institution’s core values and communicating to the university community the challenges facing education in Missouri. As part of that workshop, Dr. Paul Wagner, Missouri Deputy Commissioner of Higher Education and a Truman alumnus, will provide an address on the state of the economy and the prospects of higher education funding for the state. President Krueger then provided a state revenue forecast and highlighted the formation of a Budget 2012 Task Force which has been charged with developing a plan to position Truman for projected reductions in state support in Fiscal Year 2011 and Fiscal Year 2012. President Krueger also noted the work of the Scholarship Task Force which is analyzing the University’s current scholarship process with the goal to ensure that the institution’s greatest financial investment is well watched over and going in the right direction. President Krueger ended his remarks by noting that on a personal front he has been meeting with department chairs on a one-on-one basis, meeting with faculty members by year hired, and will soon be meeting with various groups of students all in an effort to gain more information about the University and its needs.

Legislative Consultants
President Krueger led a discussion regarding the process for identifying legislative consultants for the coming year. President Krueger highlighted the good work of Rodney Gray and Harry Hill, the University’s current legislative consultants, and noted his desire to hire an additional legislative consultant, Sherry L. Doctorian, for the coming year. Following discussion, Mr. Read made the motion that a subcommittee of the Board be appointed to interview the proposed new legislative consultant, Sherry L. Doctorian, as well as the current legislative consultants, Rodney Gray and Harry Hill, with a recommendation of that committee to be presented to the full Board for action at the December meeting of the Board. The motion was seconded by Ms. Haber and carried by a unanimous vote of 7 to 0. Dr. Cozette then declared the motion to be duly adopted. Dr. Cozette then appointed Ms. Haber, Mr. Potter, and Mr. Read to serve on the committee.

Academic Affairs Report – Truman Institute
Dr. Troy Paine, Provost and Vice President for Academic Affairs, and Dr. Kevin Minch, Director of the Truman Institute and Associate Professor of Communication, provided a progress report on the establishment of the Truman Institute, a new venture aimed at developing, implementing, and directing initiatives and partnerships that will generate revenue, increase enrollment, and sustain the on-going operations of the university.

Amendment to Code of Policies—Chapter 6, Academic Affairs – Faculty
Dr. Paine introduced four of the five academic deans who were in attendance for the meeting; Dr. Douglas Davenport, Dean of the School of Social and Cultural Studies and Professor of Justice Systems; Dr. Jon Gering, Dean of the School of Sciences and Mathematics and Associate Professor of Biology; Dr. Sam Minner, Dean of the School of Health Sciences and Education and Professor of Education; and Dr. Priscilla Riggle, Dean of the School of Arts and Letters and Professor of English. He noted that Dr. Renée Wächter, Dean of the School of Business and Professor of Business Administration, was unable to attend the meeting. Dr. Paine then reviewed the proposed changes to Chapter 6, Academic Affairs – Faculty of the Code of Policies of the Board of Governors. Following discussion, Dr. Siscel moved the adoption of the following resolution:

BE IT RESOLVED that Chapter 6 of the Code of Policies of the Board of Governors of Truman State University is hereby amended by repealing Chapter 6, entitled Academic Affairs – Faculty, in its entirety and enacting in lieu thereof a new Chapter 6, entitled
Academic Affairs – Faculty, as set out in Exhibit A, attached hereto and made a part by reference as though full set out herein.

The motion was seconded by Mr. Greenwell and carried by a unanimous vote of 7 to 0. Dr. Cozette then declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit A.

Student Affairs Report
Dr. Lou Ann Gilchrist, Dean of Student Affairs, and JoEllen Flanagan, President of Student Government, provided a report on initiatives that have been undertaken to address recommendations made by the Art and Science Group, LLC.

Advancement Report
Mark Gambaiana, Vice President for University Advancement, provided an update on advancement.

Athletics Report
Jerry Wollmering, Athletic Director, provided the annual report on athletics.

General Revenue Request for Fiscal Year 2011
Mr. Potter, as chair of the Budget and Capital Projects Committee, reported on the committee meeting which was held earlier in the day. Following discussion, Mr. Greenwell moved the adoption of the following resolution:

BE IT RESOLVED that the General Revenue Request for Fiscal Year 2011 be approved and ratified; and

BE IT FURTHER RESOLVED that a copy of the General Revenue Request for Fiscal Year 2011, which lists the total amount of $98,438,753 with a State Funds Appropriations Request of $51,096,835, be attached to the minutes as an exhibit and that the President of the University is authorized to modify this request based upon input from the staff of the Coordinating Board for Higher Education, Office of Administration, and the Legislature as appropriate.

The motion was seconded by Mr. Potter and carried by a unanimous vote of 7 to 0. Dr. Cozette then declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit B.

Purchase of Equipment
Dr. Siscel moved the adoption of the following resolution:

BE IT RESOLVED that the purchase of the following items of equipment be approved:

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wireless Network Server</td>
<td>$ 28,000</td>
</tr>
<tr>
<td>Confocal Microscope</td>
<td>$196,304</td>
</tr>
</tbody>
</table>

The motion was seconded by Mr. Read and carried by a unanimous vote of 7 to 0. Dr. Cozette then declared the motion to be duly adopted.

Construction Projects Report
Mr. Potter provided an update on construction projects which had been approved by the Board at previous meetings.
Contracts for Construction/Technology Projects Report
Mr. Potter noted that there were no construction/technology projects totaling $25,000 to $50,000 which had been approved since the last meeting of the Board.

 Auxiliary Facilities Update
Mr. Potter provided the annual report on the four phases of the Auxiliary Facilities Initiative.

 Local Capital Budget for Fiscal Year 2010
Dr. Siscel moved the adoption of the following resolution:

BE IT RESOLVED that the “Local State Funds Capital Budget – FY2010” and the proposed “Auxiliary Funds Capital Budget – FY2010” be approved and that copies of the budgets be attached to the minutes as exhibits.

The motion was seconded by Mr. Read and carried by a unanimous vote of 7 to 0. Dr. Cozette then declared the motion to be duly adopted, and the Secretary designated copies of the documents as Exhibit D.

Mr. Potter left the meeting via conference call at approximately 2:45 p.m.

 Financial Report
Mr. Wasinger, as chair of the Finance and Auditing Committee, reported on the committee meeting which was held on Wednesday, August 12, 2009. Mr. Wasinger, along with Judy Mullins, Comptroller, then provided a review of the financial reports of the University, which included a review as of June 30, 2009, of education and general revenues and expenditures and auxiliary systems revenues and expenditures, and a review as of June 30, 2009, of the Truman State University Foundation revenues and expenditures.

 External Audit Scope Revision
Dr. Siscel moved the adoption of the following resolution:

WHEREAS, an audit scope change is necessary under the provisions of Office of Management and Budget, Circular A-133, “Audits of States, Local Governments and Non-Profit organizations” that requires additional audit steps for federal TRIO programs; and

WHEREAS, an evaluation of RubinBrown’s proposal has been completed and the staff recommends its adoption;

NOW, THEREFORE, BE IT RESOLVED, that the proposal from RubinBrown LLP of St. Louis, Missouri, be accepted and that the President of the University be authorized to execute an agreement with the firm; and

BE IT FURTHER RESOLVED that a copy of the proposal be attached to and made a part of the minutes for this meeting.

The motion was seconded by Mr. Wasinger and carried by a unanimous vote of 6 to 0. Dr. Cozette then declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit C.
Agenda Items for Future Meetings
The Board reviewed a list of proposed agenda items for regular meetings during the next year.

Dates for Future Meetings
Ms. Haber moved the adoption of the following resolution:

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Friday, October 9, 2009, on the University campus in Kirksville, beginning at 1:30 p.m., with the understanding that the Chair may alter the starting time and/or place for the meeting by giving due notice of such change; and

BE IT FURTHER RESOLVED that other regular meetings of the Board during the next year be tentatively scheduled for the following dates:

   Saturday, December 5, 2009;
   Saturday, February 6, 2010; and
   Saturday, April 10, 2010; and
   Friday and Saturday, June 18-19, 2010; and
   Saturday, August 14, 2010.

The motion was seconded by Mr. Wasinger and carried by a unanimous vote of 6 to 0. Dr. Cozette then declared the motion to be duly adopted.

Agenda Items for Closed Session
Dr. Siscel moved the adoption of the following resolution:

BE IT RESOLVED that this meeting be continued in closed session, with closed records and closed votes as permitted by law, for consideration of the following items as authorized by Section 610.021, Revised Statutes of Missouri:

1. Approval of minutes for the closed session of the last meeting under Subsection 14 of the statute for “Records which are protected from disclosure by law”;
2. Individual personnel actions under Subsection 3 of the statute for “Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded”;
3. Purchase of real estate under Subsection 2 of the statute for “Leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefore”; and
4. Confidential communications with the General Counsel.

BE IT FURTHER RESOLVED that if any business not covered by the stated reasons for the closed session is raised during the closed session, then this meeting shall be reopened to the public and an announcement about a resumption of the open session shall be made in the hallway outside of the meeting room.

The motion was seconded by Mr. Read and carried by a unanimous vote of 6 to 0. Dr. Cozette then declared the motion to be duly adopted.

The closed session of the meeting began shortly after 3:00 p.m.
I hereby certify that the foregoing minutes were approved by the Board of Governors on the 9th day of October, 2009.

Cheryl J. Cozette
Chair of the Board of Governors
CHAPTER 6

ACADEMIC AFFAIRS - FACULTY

Sections:

6.010. Faculty Senate
6.020. Academic Freedom and Tenure
6.030. Promotions in Academic Rank
6.040. Professional Leave for Faculty Members
6.050. Graduate Faculty
6.060. Adjunct Faculty
6.070. Emeritus Recognition

6.010. **Faculty Senate.** The Faculty Senate shall be considered as representative of instructional staff, professional personnel of the University who have substantial academic responsibilities, administrators who have faculty qualifications and substantial academic responsibilities, and the undergraduate and graduate body (in the capacity of advisors and consultants). Within the framework established by the statutes and the Board of Governors, the Faculty Senate shall be a deliberative and legislative body for academic matters and for University policies pertaining to promotion, tenure, and leave. In regard to other issues affecting faculty and academic community, the Faculty Senate shall be an advisory body to the Administration and Board of Governors, through channels established by the Board. The Faculty Senate Constitution and Bylaws may be amended according to the procedures set forth in such documents, subject to approval of such amendments by the Board of Governors.
6.020. **Academic Freedom and Tenure.** The policies regarding academic freedom and tenure are stated as follows:

6.020.1 **Purpose.** The Board has affirmed its belief in sound principles of academic freedom and academic tenure as stated in what is professionally referred to as the "1940 Statement of Principles" which is quoted as follows:

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends; specifically; (1) Freedom of teaching and research and of extra-mural activities, and (2) A sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

**Academic Freedom**

(a) The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his or her other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) The teacher is entitled to freedom in the classroom in discussing his or her subject, but he or she should be careful not to introduce into his or her teaching controversial matter which has no relation to his subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

(c) The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he or she speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but his or her special position in the community imposes special obligations. As a man or woman of learning and an educational officer, he or she should remember that the public may judge his or her profession and his or her institution by his or her utterances. Hence he or she should at all times be accurate, should exercise appropriate restraint, should show respect for the opinion of others, and should make every effort to indicate that he or she is not an institutional spokesman.
Academic Tenure

(a) After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their services should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.

In the interpretation of this principle it is understood that the following represents acceptable academic practice.

(1) The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

(2) Beginning with appointment to the rank of full-time instructor or a higher rank, the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education. Notices should be given at least one year prior to the expiration of the probationary period, if the teacher is not to be continued in service after the expiration of that period.

(3) During the probationary period a teacher should have the academic freedom that all other members of the faculty have.

(4) Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him or her and should have the opportunity to be heard in his or her own defense by all bodies that pass judgment upon his or her case. He or she should be permitted to have with him or her an advisor of his or her own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his or her own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution.

(5) Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

6.020.2 Academic Faculty Positions. Academic faculty positions are those where the principal services performed by the holder thereof are teaching and advising, scholarship and service to the university, the profession and the community

1. Types of Appointments.
1. Regular positions: There shall be three classes of regular academic faculty positions, namely, professor, associate professor, and assistant professor.

2. Non-regular positions: All other academic faculty positions shall be considered non-regular and the following list of such positions is illustrative only and does not purport to constitute a complete listing of non-regular positions:

1. The positions of Visiting Professor, Lecturer, and other non-regular positions shall be considered temporary.

2. The positions of assistant instructor, research associates, graduate assistants, research assistants, student assistants, and others of like nature shall likewise be considered non-regular.

3. Summer session positions shall be considered non-regular irrespective of the title applied thereto.

4. Less than half-time positions shall be considered non-regular, whatever the title thereof may be.

5. The positions of Federal and State employees or appointees attached or assigned to the University, by special appointment or on a temporary basis shall be non-regular, whatever the title and office may be.

6. Appointment made in connection with a special department, program, or institute of an experimental or temporary character may be terminated when the project is discontinued. All such positions shall be considered non-regular, whatever the titles thereof may be.

7. No number of reappointments to any non-regular position shall create any presumption of a right to reappointment on term or continuous basis.

4. The administrative functions, titles, and status of President, Provost, the deans, directors, departments chairs, other administrators of academic services, and coaches of
intercollegiate athletics, shall be distinct and severable from their functions, titles, and status, if any, as academic faculty members.

6.020.3. **Types of appointments.**

1. There shall be two types of appointments to academic faculty positions: term appointments and continuous appointments.

2. Term appointments begin at a specified date and terminate at a specified date. Term appointments usually are for a period of one academic year, but may be for a longer or shorter period.

3. Continuous appointments begin at a specified date but have no specified date of termination.

4. Appointments to regular academic faculty positions may be either term appointments or continuous appointments.

5. Appointments to non-regular academic faculty positions normally are term appointments. In exceptional individual cases, however, continuous appointments may be made to non-regular academic faculty positions.

6.020.4. **Academic Tenure.**

1. Holders of academic faculty positions under continuous appointments shall have permanent or continuous tenure, subject to termination only for cause or under extraordinary circumstances because of financial exigencies. Due consideration shall be given to seniority in terms of academic rank and length of service in the event certain continuous appointments must be terminated because of financial exigencies.

2. Holders of academic faculty positions under term appointments shall have no rights of permanent or continuous tenure. Their appointments shall not be terminated during the term thereof except for cause, or under extraordinary circumstances because of financial exigencies.
3. No person shall lose any tenure rights already acquired if he or she is granted a leave of absence, if he or she is promoted, or if he or she accepts appointment to a non-regular academic faculty position or to an administrative position, unless the appointment is subject to express condition that he or she release or waive any such tenure rights.

4. The removal of any person from an administrative position shall not impair his or her tenure rights, if any, as an academic faculty member.

5. Holders of academic faculty positions having either continuous tenure or serving under a specified term appointment shall not have their appointments terminated, during the respective period of time, except for incompetence, neglect or refusal to perform duties, dishonesty, drunkenness, or immoral conduct.


1. Unless otherwise negotiated at the time of hire, regular tenure-track faculty members undergo a review for tenure during the sixth year of service. If a faculty member is granted tenure, it will be effective at the beginning of the seventh year. If a faculty member is denied tenure, he/she will have one additional, final year at the university.

2. Prior to the tenure decision, administrative reviews will occur on an annual basis. The primary purposes of the administrative review are to provide feedback to the faculty member which clearly specifies whether or not the faculty member is making satisfactory progress in areas of teaching and advising, scholarship and service and to identify and discuss any other issues which may impact job performance. The administrative review serves as a record of employment for subsequent action related to performance.

3. A peer review committee reviews a regular tenure-track faculty member during the tenure-review year AND at the halfway mark between hire and tenure. The primary purpose of peer review prior to the tenure decision is to provide feedback to the faculty member that clearly specifies whether or not in the judgment of his/her peers he/she is making satisfactory progress in areas of teaching and advising, scholarship and service. In the year of the tenure
decision, the peer review committee is responsible for making a recommendation whether or
not to tenure based upon evidence of performance and improvement produced by the faculty
member.

4. Recommendations on whether or not to tenure are made in the following order: Peer Review
   Committee to Department Chair; Department Chair to Academic Dean; Academic Dean to
   Provost & Vice President for Academic Affairs; Provost and Vice President for Academic
   Affairs to President; President to Board of Governors.

5. The Board of Governors makes the final decision on the awarding of tenure.

6.020.51 Basis for Tenure. The policies in respect to tenure are based on the University’s Model of the
   Teacher/Scholar in which a faculty member is expected to reflect characteristics critical to
   student learning and adherence to a professional standard of integrity. In particular, faculty
   members must demonstrate contributions in the areas of teaching, scholarship and service. In
   order to demonstrate achievements and contributions worthy of tenure, a faculty member will
   prepare a portfolio of evidence documenting the faculty member’s attainment of satisfactory
   standards in teaching, scholarship, and service that will undergo rigorous review that originates
   with a committee of the faculty member’s peers. Because of the variations among disciplines,
   there is no single rigid formula for the recognition of successful teaching, scholarship and service.
   Each faculty member will work with his/her Department Chair and Academic Dean to determine
   appropriate evidence for the demonstration of quality teaching activity that advances student
   learning, scholarship that encompasses academic and creative contributions to the intellectual life
   of the university and the profession, and service that offers contributions to the university, the
   profession, and the enrichment of campus life, as well as discipline-based or university mission-
   oriented contributions to the community.

6.020.52 Evaluation. The peer review committees, department chairs, academic deans, Provost and
   President will evaluate tenure portfolios based on the above criteria and others developed by
   academic departments in place at the time of hire to a regular position when recommending
faculty members for tenure. Administrative reviews, peer review committee reports and tenure portfolios serve as a record of employment to be used in the evaluation process. Administrative reviews occur on an annual basis for untenured assistant professors; peer reviews occur at each point when a decision is being made about tenure AND at the halfway mark between eligibility for tenure.

6.020.6. **Early Award of Tenure.** Nothing in the preceding section shall be interpreted as prohibiting the granting of tenure earlier than the specified time, if such granting of tenure is recommended by the President of the University and approved by the Board of Governors.

6.020.7. **Notification of Termination of Employment.** All regular academic faculty members who have not acquired continuous tenure and who are not to be reappointed shall be notified of such decision prior to March 1 of their first year of regular appointment, prior to December 1 of their second year of regular appointment, or one year in advance if their appointment is to be terminated at the end of their third, fourth, fifth, sixth, or seventh year of regular appointment.

6.020.8. **Notice of appointment.** Each appointee to the academic faculty shall receive written notice thereof which includes the following information:
1. Whether the position is regular or non-regular.
2. Whether the appointment is for a specified term.
3. The notice shall specifically refer to, and incorporate by reference, these Tenure Regulations, a copy of which shall be enclosed with the notice.

6.020.9. **Committee on Tenure.** There is hereby created a University faculty committee on tenure. This committee on tenure shall be composed of members of the regular academic faculty. It shall consist of five members elected by secret vote of the members of the regular academic faculty, not more than one of whom shall be employed in any given School of the University. Only persons on continuous appointment are eligible for membership on the committee. No person devoting more than half of his or her time to administrative duties shall be eligible for membership on the committee. Committee members shall serve for one year and shall be eligible
for re-election. At the first meeting of the committee, it shall elect from among its members a chair and secretary to serve at the pleasure of the committee. The duties of the committee shall include such duties as indicated in Subsections 6.020.10. and 6.020.11. and any other responsibilities as are assigned to it by the President of the University or the Chair of the Board of Governors.

Source: Resolution of the Board dated February 17, 2007

6.020.10. **Procedure in Removal Cases.** In any case where removal for cause is recommended by the Dean or other appropriate administrative officer designated by the Board of Governors, the faculty member involved shall be informed in writing of the charges against him or her.

1. If the charges which have caused the removal action are such that, in the best judgment of the administrative officer, they interfere with the appointee's duties and/or effectiveness as a teacher, the appointee shall be suspended from part or all of his or her assigned duties.

2. In the event that the appointee desires to contest the charges presented, as in the preceding subsection, he or she may request and shall be accorded an investigation of the facts by the Committee on Tenure. Ordinarily, this hearing should be held within 30 days of the original action, or within 30 days of the appointee's return to campus, if absent at time of action.

3. The appointee may request a review of the decisions of the Committee on Tenure, and shall be accorded a hearing before the Board of Governors of the University. The ruling of the Board of Governors in matters of removal shall constitute the final authority under the University's administrative structure. Ordinarily, this hearing should be held within 30 days of the decision of the Committee on Tenure.

4. The appointee, in all cases where hearings are involved, shall have the right to request and shall be allowed legal counsel, the use of subpoena authority, a full stenographic record of procedures (the cost of which record shall be shared equally by appointee and the University), and a statement in writing of the charges which are to be brought against him or her.
5. With the exception of conditions under the suspension of duties act, the appointee shall continue to receive all the benefits of the conditions of the original appointment until and unless the removal procedures, as described in paragraphs 1, 2, and 3, rule against the appointee's continuation under tenure status. When tenure is finally terminated, all contractual obligations between the University and the appointee shall cease. If the appointee is found innocent of the charges, he or she shall be immediately reinstated without prejudice.

6. **Burden of Proof.** The burden of demonstrating the existence of an adequate cause for dismissal shall rest with the University and shall be satisfied only by clear and convincing evidence in the record taken as a whole. To recommend dismissal, the Committee shall determine that the charge or charges warrant dismissal.

7. **Statement of Charges - Request for a Hearing by Committee on Tenure.**

   A. When removal for cause is considered by or recommended to the appropriate administrative officer, the faculty member shall be notified in writing by the University of the proposed action for dismissal and the reasons therefore, stated with reasonable particularity which shall hereinafter be called the Charge and of the right to a hearing by the Committee on Tenure (hereinafter, the “Committee”). If the faculty member desires a hearing, the faculty member shall give written notice of this request to the person notifying the faculty member of the charge against him/her within 10 days from the receipt of the charge. Failure by the faculty member to make a timely written request for the hearing shall constitute a waiver of the faculty member’s right to a hearing before the Committee.

   B. The faculty member shall file a written answer to the charge with the person notifying the faculty member of the charge within 15 days after requesting a hearing before the Committee. The answer shall specifically admit or deny the allegations set forth in the charge. A failure to answer or to deny an allegation of fact in the charge may be considered by the Committee as an admission of such fact.
8. **Hearing by the Faculty Committee on Tenure.**

   A. If the faculty member make a timely written request for a hearing as set forth above, the Faculty Committee on Tenure or its designee shall notify the faculty member in writing of the date, time, and place of hearing before the Committee, which shall be within a reasonable time after the date of the receipt of the request for hearing. Not less than 20 days shall be allowed between the delivery of the charge to the faculty member and the beginning of the hearing.

   B. Any request for continuance shall be made by the faculty member or the University in writing to the Chair of the Faculty Committee on Tenure, and the Committee on Tenure shall have discretionary authority to continue the hearing for a reasonable period of time and upon a determination that the request is timely and made for good cause.

   C. The hearing shall not be open to the public, pursuant to the Open Meetings Law of the State of Missouri, if the Committee on Tenure in its discretion deems the matter to be a personnel matter appropriate for a closed hearing.

   D. The parties will use their best efforts to avoid public statement and publicity about the case until the proceedings have been completed, including final appeal to the Board of Governors.

9. **Conduct of the Hearing.** The Chair of the Committee shall preside at the hearing, and the Chair’s duties shall include, but not necessarily be limited to, the following: Call the hearing to order, call the roll of the committee in attendance, ascertain the presence or absence of the faculty member and the University or its representative, read the notice of hearing, read the Charge and answer, unless the reading of the same is waived, verify the notice of the Charge to the faculty member, report any continuances requested or granted, establish the presence of any advisor or legal representative of either party, call to the attention of the faculty member and the faculty member’s advisor any special or extraordinary procedures to be employed
during the hearing and permit the faculty member to suggest or object to procedures. The committee is not required to follow formal rules of evidence.

A. Opening Statements

1. The University shall make opening remarks outlining the general nature of the case.

2. The faculty member shall also make opening remarks to the Committee about the Charge, either immediately following the University’s opening statement or at the conclusion of the University’s presentation, at the faculty member’s election.

3. Opening statements shall not be considered as evidence.

B. University’s Evidence

1. The University’s witnesses shall be called and identified, and evidence, written statements or reports introduced as appropriate.

2. The faculty member may question the University’s witnesses. The Committee may question witnesses or examine evidence at the conclusion of the University’s presentation or at the conclusion of each witness’s testimony, as it shall so choose.

C. Faculty Member’s Evidence

1. The faculty member’s witnesses shall be called and identified and evidence, written statements or reports introduced as appropriate.

2. The University may question the faculty member or his/her witnesses. The Committee may question witnesses or examine evidence at the conclusion of the faculty member’s presentation or at the conclusion of each witness’s testimony, as it shall so choose.

D. The Committee shall permit the University or the faculty member to offer evidence in rebuttal of the other’s presentation.

10. Rights and Duties of the Faculty Committee on Tenure. The Faculty Committee on Tenure shall have the following rights and duties:
A. To determine the relevance and admissibility of any evidence offered at the hearing;

B. To permit a stipulation of agreed facts by the University and the faculty member;

C. To permit the incorporation into the record by reference of any document, affidavit, or other exhibit produced and desired to be incorporated in the record by the University and the faculty member;

D. To question witnesses or evidence introduced by either the University or the faculty member at any time;

E. To call additional witnesses;

F. To dismiss any action or permit informal disposition at any stage of the proceeding if agreed to by the University and the faculty member;

G. To permit at any time amendment of the Charge or answer so as to include matters which come to the attention of the Committee before final determination of the case, provided, however, that in such event the Committee shall grant to the University or the faculty member such time as the Committee may determine reasonable under the circumstances to answer or explain such additional matters;

H. To dismiss any person from the hearing who interferes with or obstructs the advancement of the hearing or fails to abide by the rulings of the Chair of the Committee;

I. To have present a legal adviser to the committee, who shall be designated by the General Counsel of the University, following consultation with the Committee on Tenure.

11. Parties’ Rights Upon a Hearing. The University and the faculty member shall have the following rights:

A. To be present at the hearing, which right may be waived by failure to appear;

B. To have present any legal or other adviser or counselor and to consult with such adviser or counselor during the hearing;

C. To present evidence by witnesses and by properly identified written statements or reports in support of the Charge or answer;
D. To hear or examine evidence presented by the other party or the Committee;

E. To question witnesses present and testifying for the other party or the Committee;

F. To make any statement to the committee in support of the Charge or answer or in mitigation or explanation of the conduct in question;

G. To be informed in writing of the findings of the Committee and its recommendation on the Charge.

Procedural questions which arise during the hearing and which are not covered by these general rules shall be determined by the Chair, whose ruling shall be final unless the Chair shall present the question to the Committee at the request of a member of the Committee, in which event the ruling of the Committee by a majority vote shall be final.

12. Determination by Committee. Following the hearing, the Committee shall make its findings and determinations by majority vote in closed session out of the presence of the University and faculty member. Findings of fact and recommendations based upon the findings shall be made.

13. Report of Findings and Determination. The Committee shall make its findings of fact and recommendations in writing and transmit them to the Board of Governors, the President of the University and the faculty member. If the Committee concludes that adequate cause for dismissal has not been established, but that some discipline or penalty less than dismissal may be appropriate, it may recommend such alternative discipline or penalty to the President of the University and the Chair of the Board of Governors. Following receipt of the findings of fact and recommendations from the Committee on Tenure, the President of the University shall forward his/her recommendation to the Board of Governors, irrespective of whether the faculty member or University has appealed the recommendations of the Committee on Tenure.
The stenographic record of the case, the notice, exhibits, hearing record, and the findings and determination of the Committee shall become the record of the case, shall be filed in the Office of the President of the University, shall be available only for official purposes, and for the purpose of appeal shall be accessible at reasonable times and places to the University and the faculty member. In the event of an appeal to the Board of Governors, the Board of Governors shall have access to the full record of the case and the appeal documents, and the Board of Governors shall provide for a hearing for the purpose of receiving additional evidence not contained in the record of the case, or the Board of Governors shall remand the matter for further evidence to the Committee on Tenure.

Source: Resolution of the Board dated February 17, 2007

14. Appeal of Committee Determination. The faculty member or the University may request a review of the findings and recommendations of the Committee on Tenure before the Board of Governors. The request for review must be made within 7 consecutive calendar days after notice of the findings and recommendations of the Committee on Tenure. The party requesting review must simultaneously serve a copy of the request for review upon the other party. The faculty member and the University may file a written argument confined to the issues and evidence previously submitted and contained in the record of the case for consideration by the Board of Governors. Any such written arguments shall be filed no less than 5 days before the date scheduled for the review hearing for consideration by the Board of Governors; in the event a hearing is not called for; the parties may, but are not required to, respond to the other party’s written arguments.

15. Decision of Board of Governors. Following the appeal of the Committee on Tenure determination by either the faculty member or the University, or in the event of no such appeal and upon receipt of a recommendation from the President of the University, whichever is applicable, the Board of Governors shall review the full record of the case and the appeal documents, if applicable, and in the event that the case has been finally appealed, provide a
hearing for the purpose of receiving additional evidence not contained in the record, and may
affirm, reverse, remand the case for further proceedings, or may conclude that adequate cause
for termination has not been established, but that some discipline or penalty less than
dismissal may be appropriate. The Board of Governors shall notify the faculty member and
the University in writing of its decision on the case.

6.020.11. Computing Years of Tenure Service.

1. Computation of Academic Review Period

Years of service shall be computed in terms of academic years. One semester equals one-
half academic year. Not more than one academic year's credit shall be allowed for service
during any consecutive twelve month period.

The following period of service shall be excluded: (a) service under any non-regular
appointment involving duties substantially different from duties in a regular position; and
(b) service under summer term appointments.

Periods of service need not be continuous, but shall be cumulative, except that any period
of service for less than one semester may be disregarded. However, in the case of service
which was interrupted during a semester because the appointee entered the armed forces of
the United States, credit for a full semester shall be allowed. Credit for a full semester also
shall be allowed where a person was relieved from active duty with the armed forces of the
United States and within a reasonable time thereafter entered or re-entered academic
service, but by reason of the date of the termination of his or her active military duties he or
she was not able to serve a full semester.

2. Suspending Academic Review Period (Stopping Tenure Clock)

(a) The Academic Tenure Review Periods (Tenure Clock) described in Section 6.020.5
of this Code of Policies may be suspended, upon proper application by any tenure
track faculty member, using the process and criteria set forth in this Section.
When properly authorized pursuant to this Section, suspension or stopping of the tenure clock will result in specific periods of employment time that do not count toward tenure service. This process will allow the tenure track faculty member and the University to agree to adjust the pace and timing of tenure service. Under no circumstances will the suspension or stoppage of the tenure clock result in any alteration of the criteria of expected performance for successful grant of tenure status; nor any alteration in the application of the criteria or the judgments made based on the criteria.

(b) Tenure track faculty members shall have the option to request temporary stoppage of the tenure clock, either in conjunction with or separate from, a reassignment or leave granted pursuant to other provisions of the Board of Governors' Code of Policies. Time off the tenure clock must be applied for and granted without regard to leave or reassignment status. The decision by the University to grant a temporary stoppage of the tenure clock will be separate from any decision regarding proposed reassignment or grant of leave.

(c) Tenure track faculty members may request that the tenure clock be stopped for a period of time when any of the following circumstances would seriously impair the faculty member’s capacity to build the record of accomplishment he or she judges appropriate for professional satisfaction and tenure review:

   i. Physical or mental illness or other physical condition

   ii. Pregnancy, adoption or foster child placement

   iii. Substantial care giver responsibility for someone with whom the tenure track faculty member has an important relationship, including family and household.

   iv. Military service or obligations
v. Legal concerns, including but not limited to the settling of estates or the processing of divorce, custody deliberations or disputes, or civil suits or the defense of felony criminal charges.

This list of circumstances is not intended to be exhaustive, but instead is intended to be illustrative in nature. This policy recognizes that a variety of circumstances and conditions can occur that would make it beneficial to the faculty member and the University to stop the tenure clock.

(d) Pursuant to this policy, the University will agree to stopping the tenure clock in semester increments only and ordinarily for a maximum of one year for any single circumstance cited in the applicant’s request for clock stoppage; further, the University will grant a clock stoppage for no more than two years, total, in the aggregate for any tenure track faculty member.

A decision by the University to stop the clock for tenure purposes does not affect the time table under which a faculty member might be considered eligible for promotions.

An application for stoppage of the tenure clock during the year of tenure/non-renewal decision should not be approved except under unusual conditions. In the event that the University agrees to stop the tenure clock as requested by a tenure track faculty member, this clock stoppage will operate to delay every aspect of the entire tenure process, including all intermediate steps toward tenure review and approval, for a period of time equal to that period during which the tenure clock is stopped.
(e) The Provost and Vice President for Academic Affairs, in consultation with Faculty Senate, shall develop policies and procedures for implementation of this section relating to stopping the tenure clock, which policies and procedures shall include provision for faculty involvement in the appeal process.


6.020.12 Publication of Tenure Regulations. These regulations shall be published and each person who now holds a position on the academic faculty, and future employees, shall receive a copy thereof.

6.020.13. Legal Effect of Tenure Regulations. These regulations are a statement of policy within the limits of which the Board of Governors expects to exercise the powers vested in it, but these regulations shall not impair, or be taken to waive, any powers now or hereafter vested in the Board under the Constitution and Laws of the State.


1987 Compilation: Article 2

Cross-reference: Section 10.010 of the Code

6.030. Promotions in Academic Rank. Promotions in academic rank are determined according to the following standards.

6.030.1. Procedure. Recommendations on whether or not to promote are made in the following order: Peer Review Committee to Department Chair; Department Chair to Academic Dean; Academic Dean to Provost & Vice President for Academic Affairs; Provost and Vice President for Academic Affairs to the President; President to the Board of Governors. The Board of Governors makes the final decision on whether or not to promote a faculty member.

6.030.2. Basis for Promotions. The policies in respect to promotions are based on the University’s Model of the Teacher/Scholar in which a faculty member is expected to reflect the characteristics critical to student learning and adherence to a professional standard of integrity. In particular, faculty members must demonstrate measurable contributions in the areas of teaching, scholarship and
service. In order to demonstrate achievements and contributions worthy of promotion, a faculty member will prepare a portfolio of evidence documenting the faculty member’s attainment of satisfactory standards in teaching, scholarship, and service that will undergo a rigorous review that originates with a committee of the faculty member’s peers. Because of the variations among disciplines, there is no single rigid formula for the recognition of successful teaching, scholarship and service. Faculty members will work with his/her Department Chair and Academic Dean to determine appropriate evidence for the demonstration of quality teaching activity that advances student learning, scholarship that encompasses academic and creative contributions to the intellectual life of the university and the profession, and service that offers contributions to the university, the profession, and the enrichment of campus life, as well as discipline-based or university mission-oriented contributions to the community.

6.030.3. **Evaluation.** The peer review committees, department chairs, academic deans, Provost and President will evaluate promotion portfolios based on the above criteria and others developed by academic departments when recommending faculty members for promotion. Administrative reviews, peer review committee reports and promotion portfolios serve as a record of employment to be used in the evaluation process. Administrative reviews occur on an annual basis for assistant professors; peer reviews occur at each point when a decision is being made about tenure and promotion AND at the halfway mark between eligibility for tenure and promotion to associate professor and eligibility for promotion to full professor.

6.030.5. **Number of Years in Rank.** Unless otherwise negotiated at the time of hire, faculty members are expected to serve the following minimum number of years in rank at the University in order to qualify for promotion:

1. Six years for promotion from Assistant Professor to Associate Professor.

2. Six years for promotion from Associate Professor to Professor. Serving the minimum number of years in rank is not an assurance or guarantee of promotion either at the completion of the minimum period or at any later time.
6.030.6 **Post-Promotion Review.** After promotion to associate and full professor, each faculty member will continue to participate in an administrative review process every three years.

6.030.7 **Procedure.** In the third year after promotion to professor, the Department Chair informs the faculty member of the administrative review schedule and process; the faculty member prepares materials and meets with the Department Chair; the Department Chair shares the review with the School's Dean; the Dean ensures that feedback from the Department Chair is appropriate and complete and forwards the review to the Provost for its submission into the faculty member’s personnel file.

6.030.8 **Purpose.** The on-going three-year Administrative Review process is to assist the faculty member’s continuous improvement as a “Teacher/Scholar” and serve as a record of employment for subsequent action related to performance.

6.040. **Sabbatical Leave for Faculty Members.** The policy for sabbatical leave for faculty members is set forth as follows.

6.040.1. **General.** A sabbatical leave should benefit both the faculty member and the institution.

6.040.2. **Conditions.** Because of continuous service each faculty member may be considered for his or her initial sabbatical leave at the conclusion of the seventh year, or at a later date, for the purpose of pursuing advanced study, conducting research studies, appropriate educational travel or for securing appropriate industrial or professional experience; such leaves shall ordinarily not be granted for a period of less than one semester nor for more than one academic year, except in instances where the best interest of the University will be served by doing so.

6.040.3. **Compensation.** Compensation for sabbatical leaves (also referred to herein as sabbatical leaves) shall be based on a percentage of the academic year salary of the year in which the leave will occur. For leaves of one semester the compensation rate shall be 100 percent. For leaves of two semesters the compensation rate shall be 80 percent. Time spent on sabbatical leave shall be
considered time in rank for the calculation of years of service for promotion. A faculty member with two consecutive years of service, but less than seven years of service, after the most recent leave may be granted compensation on a proportionate basis of seven years. For example, a faculty member granted a leave of two semesters, having completed two years of service since his or her most recent leave, would be entitled to compensation at a rate of two-sevenths of the aforementioned 80 percent.

6.040.4. **Limitation of Expense.** In general, no more than two percent of the total of the combined salaries of the academic and administrative staff shall be used for sabbatical leave during any academic year.

6.040.5. **Extension of Leaves.** On rare occasions, such as for completion of a doctorate or other commitment which should not be interrupted, the leave may be extended at the discretion of the Board of Governors.

6.040.6. **Agreement to Return.** Any faculty member granted a leave shall agree to return to the service of the institution for a period of two academic years. Persons failing to return to the institution shall refund all sabbatical pay. Those who return for only one year shall refund one-half the sabbatical pay.

6.040.7. **Rights and Privileges.** During his or her sabbatical leave, the faculty member shall be entitled to all rights and privileges to which he or she is usually entitled as a faculty member, including fringe benefits and standard salary increases.

6.040.8. **Time for Applications.** Application for sabbatical leave should generally be transmitted to the proper administrative authorities at least nine months prior to the beginning date of the requested leave.

6.040.9. **Eligibility.** Leave provisions shall be applicable to all members of the regular faculty.

Source: Resolutions of the Board dated September 8, 1969, and July 15-16, 1994

1987 Compilation: Article 5

Cross-reference: Sections 6.030, 10.010, and 10.040 of the Code
6.050. **Graduate Faculty.** The graduate faculty policy of the University is set forth as follows.

6.050.1. **Graduate Courses, Research, and Advisement.** Except as herein provided, only members of the graduate faculty will teach graduate courses, direct graduate research, and serve as academic advisors for graduate students.

6.050.2. **Criteria for Appointments.** Faculty members must have the following qualifications for appointment to the graduate faculty:

1. Possess a terminal degree or exhibit professional competence that provides a special expertise to teach courses and direct research at the graduate level.

2. Show evidence of research productivity such as research articles in reputable journals, demonstrated external funding, presentation of juried papers before professional audiences, or demonstrated exhibits of proficiency in such fields as creative arts or music.

3. Maintain membership in at least one learned society or association of his or her discipline.

4. Attend regularly meetings, lectures, or conferences of organizations or learned societies in his or her discipline.

5. Show evidence of willingness and ability to direct thesis work and independent study at the graduate level or to serve on thesis committees.

6.050.3. **Appointment Procedure.** When a faculty member becomes eligible for appointment to the graduate faculty, the faculty member's department chair may recommend the faculty member for such appointment. Such a recommendation first will be submitted to the other members of the faculty member's academic department for review and comment. Following such review, the dean of the faculty member's school will submit the recommendation to the Provost and Vice President for Academic Affairs for review and comment. The Provost and Vice President for Academic Affairs will submit the recommendation to the President of the University for decision. The department chair or dean may withdraw the recommendation at any time during the various reviews. The decision of the President of the University to appoint or not to appoint the
recommended faculty member to the graduate faculty will be a final decision on behalf of the University.

Source: Resolution of the Board dated February 17, 2007

6.050.4. **Term of Appointments.** Appointment to the graduate faculty by the President of the University normally will be for a term of five years, or until the next periodical review of the graduate program for the faculty member's school, whichever is the shorter period of time.

6.050.5. **Periodic Review.** The need for graduate faculty members in each department will be reviewed periodically on a rotational basis among the schools, with each school being reviewed at least once in every five-year period by the Provost and Vice President for Academic Affairs. Based upon the results of the review, the department chair will submit recommendations for new appointments or reappointments to the graduate faculty, and the recommendations will be processed in accordance with the appointment procedure set forth above in this section.

Source: Resolution of the Board dated February 17, 2007

6.050.6. **Temporary Service.** A faculty member who is not a member of the graduate faculty may be given special permission by the Provost of the University to teach occasional graduate courses, but such special permission may not be granted for more than two semesters in any five-year period.

Source: Resolution of the Board dated November 6, 1987

6.060. **Adjunct Faculty.** Adjunct or honorary academic titles may be accorded by the President of the University to faculty or staff members of other colleges, universities, institutions, or agencies with which the University has cooperative arrangements. Such adjunct or honorary faculty members are not compensated by the University for such positions, but may be given incidental privileges and benefits by the President.
6.070. **Emeritus Recognition.** Faculty and staff members holding academic rank are honored upon their retirement by designation of emeritus status if they are in good standing and have accumulated ten years of satisfactory service at the University. Such status is accorded by the President of the University to the recipients at appropriate times and places.

Source: Resolution of the Board dated September 8, 1969

1987 Compilation: Article 3c
State General Revenue Request for Fiscal Year 2011
NARRATIVE FOR FISCAL YEAR 2011
FUNDING REQUEST

I. Base Request

State funding from General Revenue and the lottery currently provides approximately 50% of the operating budget for Truman State University. Our top budgetary priority involves funding for areas which will maintain educational quality and affordability at Truman. The following factors, which cover the costs of continuing current programs, were utilized to develop this portion of the FY 2011 funding request.

Salaries – Benefits: An increase of 4% for all personal service categories is requested. This includes faculty and staff salaries as well as fringe benefits. The goal is to provide funds to help increase faculty and staff salaries and cover escalating benefit costs such as retirement and health insurance. This will also help Truman meet goals in the strategic plan to make faculty and staff salaries more competitive.

Equipment: The FY 2011 request calls for an additional 3% for equipment additions and replacement. This will provide funding for much needed equipment for both academic and support areas. With the proposed increase, academic equipment would be replaced more rapidly to meet technological changes.

Library Operations: Due to the costs of library acquisitions and materials and the need to restore library budgets, the request for this area is increased by 6 percent. This includes funds for books, periodicals, and on-line subscription services and databases.

Utilities: Utility costs for FY 2011 are projected to increase by 8% over FY 2010 planned expenditures. This is due to anticipated increases in the cost of natural gas and electricity.

Other Operations: For FY 2011 all other operations expenditures are increased by 2%. Operations include office supplies, travel, educational supplies, and similar items.

The table on the next page outlines FY 2010 planned expenditures for these categories and the FY 2011 request based on these factors. This base request item is the “cost to continue” current activities at Truman and is a 4.2% increase in state support. The base request assumes state funds would provide 60% of the budget, the level of state funding Truman last received in FY 2001. Additional Decision Items are summarized on page 3 of this document. The requested core increase plus the Decision Items result in a 11.3% increase in requested state funding compared to the FY 2010 core.
GENERAL REVENUE REQUEST
TRUMAN STATE UNIVERSITY
FOR FISCAL YEAR ENDING JUNE 30, 2011

I. Base Request

<table>
<thead>
<tr>
<th>FY 2010 Planned Expenditures</th>
<th>Increase %</th>
<th>Requested Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries - Benefits</td>
<td>$53,418,859</td>
<td>4%</td>
</tr>
<tr>
<td>Equipment</td>
<td>3,527,989</td>
<td>3%</td>
</tr>
<tr>
<td>Library Operations</td>
<td>1,513,500</td>
<td>6%</td>
</tr>
<tr>
<td>Utilities</td>
<td>2,930,440</td>
<td>8%</td>
</tr>
<tr>
<td>Other Operations</td>
<td>31,868,979</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$93,259,767</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Requested General Revenue Increase

$1,923,131

II. Decision Items

1. Funds for Mandatory Increases
   $1,354,855
2. Maintenance and Repair: Protecting Investments
   1,561,000
3. Performance Funding: Pilot Project
   340,000

*Decision Items Total

$3,255,855

Total Requested General Revenue Increase

$5,178,986

FY 2010 Planned Core Budget Expenditures

$93,259,767

TOTAL FY 2011 BUDGET REQUEST

$98,438,753

State Funds Appropriation FY 2010

$45,917,849

State Funds Appropriation Request FY 2011*

$51,096,835

*(FY 2010 Base + increases + decision items)
II. Decision Items

1. Funds for Mandatory Increases

Funds are being requested by all four-year campuses to cover mandatory or non-avoidable cost increases. This includes required contributions to MOSERS (the state retirement system), increases in the minimum wage rate paid to student employees, and increases in health insurance premiums. A three percent increase in state support is requested to fund these mandatory increases. This decision item request is for $1,354,855.

2. Maintenance and Repair: Protecting Investments

Truman currently has over one-million square feet of state-funded buildings, and additional funds are requested for the upkeep of campus facilities. Prior to the core appropriation reduction for FY03, the CBHE funding formula provided $1,688,000 to Truman each year for maintenance and repair. Based on projected FY 2010 building replacement costs ($231,825,384) and the generally accepted standard of 2% of replacement costs, Truman needs $4.6 million annually for maintenance and repair. When combined with the current budget ($1,570,000) in this category, the requested additional $1,561,000 of state funding for maintenance and repair would make progress toward the goal of budgeting two percent of the current value of the state-funded facilities. If funded, this request would increase the maintenance and repair budget to 1.4% of the current building replacement value. This decision request is for $1,561,000.

3. Performance Funding: Pilot Project

The Missouri Department of Higher Education is requesting a pool of funds to be utilized for performance funding projects. This request involves Truman's focus on improving retention and graduation rates, and would provide funds to support early intervention efforts targeting underachieving students. Specifically, academic departments will have incentives to focus on assessment measures and improve the retention and graduation rates. This decision item request is for $340,000.
Budget Timetable

This is the first step in the FY 2011 budget process. Truman’s request will be reviewed by the MDHE staff in August and September, and in October the Coordinating Board for Higher Education will make official budget recommendations for each campus. The next major step in the process occurs in January when the Governor presents budget recommendations to the General Assembly. Committee hearings will follow with appropriations finalized in May, 2010.
August 5, 2009

Ms. Judy Mullins, Controller
Truman State University
McClain Hall
100 East Normal Street
Kirkville, Missouri 63501

Dear Judy:

We have determined that the University’s expenditures for one federal program (TRIO Cluster) has reached the threshold to be classified as a major program, and thus is subject to audit for the year ended June 30, 2009 under the provisions of the OMB Circular A-133 single audit act.

The University’s original Request for Proposal (RFP) included the scope for one major federal program (student financial assistance), however, due to increased federal expenditures, the scope needs to be expanded.

Therefore we are submitting an amendment to our engagement letter to include the additional time, effort and travel required to complete the single audit for 2009 for additional fees as follows:

TRIO program $8,200

Plus out-of-pocket expenses not to exceed $ 700

We appreciate the opportunity to be of continued service to Truman State University and believe this letter accurately summarizes the scope of the additional work to be performed.

Sincerely,

RubinBrown LLP

Jeffrey B. Winter, CPA
Partner
Direct Dial Number: 314.290.3408
E-mail: jeff.winter@rubinbrown.com

JBW: cjm
Projected Resources: Local State Funds Capital Budget

Table 1 outlines the projects for the Local State Funds Capital Budget. The total recommended for the FY 2010 budget is $3,892,200.

The Pershing Building Project: Phase 1 is scheduled for bidding in October. The state has released approximately $10.0 million, and the project requires a local match; in addition, state funds cannot be used to improve spaces used solely by athletics. It is estimated at this time that Truman will need to allocate about $4.0 million of local and privately raised funds for this phase of the project. The $1,350,000 allocated from state Maintenance and Repair funds to Pershing in this proposal is part of this match.

The remainder of the State Maintenance and Repair Funds has been allocated to contingencies for ongoing projects. If these funds are not needed for these projects, they will be used for other priority maintenance and repair needs, subject to approval by the Board of Governors.

The estimated FY 2009 carry-over funds are $2,034,000 and interest income from Education and General funds is $288,200 for a total of $2,322,200. These funds will be used for University needs and priorities that cannot be funded by State Maintenance and Repair Funds or for which the M&R funds are inadequate. Included among these former purposes are utility and infrastructure improvements such as the power plant boiler replacement, chilled water lines, and campus repairs ($1,284,000) as well as land acquisition and site development ($150,000). A project contingency of $288,200 will be available for use if needed.

All proposed project expenditures will come before the Board of Governors in the usual way and will be subject to individual Board approval.

Projected Resources: Auxiliary Funds Capital Budget

For FY 2010 the funding sources for the Auxiliary Funds Capital Budget include the operating carryover from the auxiliary enterprises for FY 2009. This operating carry-over is estimated to be $1,940,000 and auxiliary interest income is $150,000 for a total of $2,090,000.

Table 2 shows $2,090,000 of FY 2010 funds allocated to the projects identified as the Auxiliary Facilities Initiative. The multi-year plan’s funding includes a goal of about $2,000,000 per year in addition to the money to be raised through the issuance of bonds. At the completion of the plan, the equivalent of these funds will be required annually to keep the auxiliary facilities updated and in good repair. As specified projects are developed, approval from the Board of Governors will be obtained following established procedures.

Board of Governors
August 15, 2009
Table 1
Local State Funds Capital Budget – FY 2010

<table>
<thead>
<tr>
<th>State Maintenance and Repair Funds</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Pershing Building Project Local Match</td>
<td>$1,350,000</td>
</tr>
<tr>
<td>Project Contingency</td>
<td>220,000</td>
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<tr>
<td>State Maintenance and Repair Subtotal</td>
<td>$1,570,000</td>
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</table>

<table>
<thead>
<tr>
<th>FY 2009 Carry-over and Interest Income</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Acquisition &amp; Site Development</td>
<td>150,000</td>
</tr>
<tr>
<td>Pershing Building Project Local Match</td>
<td>600,000</td>
</tr>
<tr>
<td>Utility and Infrastructure Improvements</td>
<td>1,284,000</td>
</tr>
<tr>
<td>Project Contingency</td>
<td>288,200</td>
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</tbody>
</table>

| Carry-over Subtotal                               | $2,322,200 |

| Grand Total E&G Budget                            | $3,892,200 |

Notes: If actual funds available are less or costs for top priority projects increase above projected funds, some work would be deferred. Any balance or additions to the funds available would provide for project contingencies for existing projects. Withholdings of state funds may reduce the total available for the FY 2010 Local State Funds Capital Budget.
Table 2

Auxiliary Funds Capital Budget – FY 2010

For funding related to the design and construction of the projects for the Auxiliary Facilities including Residence Halls, Student Union Building & Recreation Center, with expenditures consistent with the funds available in each account.

<table>
<thead>
<tr>
<th>Total Budgeted</th>
<th>$2,090,000</th>
</tr>
</thead>
</table>

Board of Governors
August 15, 2009