

Davis, Teresa L. (Provost Office)

From: Foster, Brian L. (Provost)
Sent: Wednesday, January 18, 2012 9:53 PM
To: Davis, Teresa L. (Provost Office)
Cc: Justice, George; McGruder, Ann C.
Subject: FW: reorg of grad school - concept piece as we approach Truman and NSEI changes
Attachments: grad sch restructure dft1 011312.docx

Please print 3 copies of the attachment for meeting with Brady on Friday.
Brian

From: Foster, Brian L. (Provost)
Sent: Monday, January 16, 2012 5:07 PM
To: Justice, George (justiceg@missouri.edu)
Subject: reorg of grad school - concept piece as we approach Truman and NSEI changes

George, here is my attempt to write something on the idea of "reorganizing" the Grad School as we work on both the Truman School and NSEI. What do you think?
Brian

CHANGE IN THE COMPOSITION OF THE MU GRADUATE SCHOOL

For a number of years, two “line” academic units with tenured/tenure track faculty have reported to the Dean of the Graduate School at MU. Both of these units—the Nuclear Science and Engineering Institute and the Truman School of Public Affairs—were placed in the Graduate School about ten years ago for very different reasons—both being newly-created as “independent” units and both positioned as broad institutional programs.

The “institutional positioning” of the two units was critical to their function. Both are in areas in which MU has faculty in many units across campus. In the case of NSEI, for instance, there are faculty with nuclear interests in Chemistry, Physics, several Engineering departments, Radiology, MURR, and elsewhere. And in the case of the Truman School, faculty with policy and public administration interests and expertise are present in Education, Arts and Science (e.g., Economics, Political Science, and Sociology), Medicine, CAFNR, Journalism, Law, and elsewhere. In both cases, a main goal was to bring these many people together to create a substantial, high-profile, interdisciplinary program. In both cases the units became productive stand-alone units that received national recognition. But in neither case did the diverse faculty from around campus come together to reach the critical mass and interdisciplinary energy that had been envisioned.

It is noteworthy that having such line units located in a graduate school is a very unusual structure. Often they do, however, house interdisciplinary graduate programs whose faculty have appointments in the colleges and schools. Such faculty members are affiliated as “program faculty” whose departmental obligations converge productively with the interdisciplinary program affiliation. These program-faculty as a group have all of the same curricular, admissions, and other responsibilities as faculty in departmental programs. It is important to note that graduate schools do not generally have the kinds of staff and other administrative resources to manage the P&T process, space management, and other functions of the line units. In addition, one of graduate schools’ major functions is to provide institution-wide support for post-baccalaureate education—usually thought of as master’s and doctoral degrees, but also including certificate and other kinds of programs. This support usually includes admissions, managing graduate student records, providing student services such as fellowship applications, certain kinds of institutional financial aid, and it provides certain quality assurance functions.

After considerable discussion, we have decided that MU’s aspirations for the Truman School and the interdisciplinary program in Nuclear Science and Engineering would be best realized by significant reorganization. For the NSEI, it seems more likely that broad campus participation would occur if the unit became a Big-C research center, probably located physically at MURR. Here collaborative work can be done that would involve faculty from a broad range of units. It would provide a rich resource for graduate student research, but the graduate program would take a very different shape. On the one hand, we would continue to have disciplinary graduate education—e.g., radio chemistry, nuclear physics, nuclear engineering, radiology—located in the disciplinary units. But in addition, an interdisciplinary program in Nuclear Science would be housed in the graduate school, structured as outlined above.

The reorganization of the Truman School would take a different twist. As one of the few “presidential colleges” in the country, it has a special kind of recognition. In its ten-year history, it has built a solid base for both graduate education in public policy and public administration, and it has built significant policy research in the Institute did over 60 funded projects that brought in \$4 million. Currently there are 16 faculty with formal appointments—13 at 100% fte and 3 at smaller amounts. There are also 10 faculty with formal appointments elsewhere but with a formal status as a Truman School faculty member as well. There are at least thirty other faculty on campus who would be potential affiliated faculty, and a main goal will be to get a large proportion of them involved formally to increase the scale and visibility of the School. In addition, the School will become free-standing school with a dean, reporting to the provost, much like the Law School or Nursing.

We are optimistic that the reorganization of these units will significantly enhance their stature, national recognition, and research productivity. At the same time, it will allow the graduate school to focus on the kinds of support and academic programs for which it is best suited.