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From: Justice, George
Sent: Tuesday, January 31, 2012 11:21 AM
To: Dean, Kenneth D.
Cc: Foster, Brian L. (Provost)
Subject: tiny changes
Attachments: gradschoolreorgfinal(GJ minor edits).docx

In the overall "restructuring" memo. I think the description of the various TSPA faculty appointments is clearer with a distinction between "line" and "formal" (see end of the document).

George

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CHANGE IN THE COMPOSITION OF THE MU GRADUATE SCHOOL

The Graduate School at the University of Missouri will undergo a major reorganization as of March 1, 2012. Changes will be made to focus the mission of the Graduate School and enhance research and educational efforts on campus and achieve administrative efficiencies. Specifically, the Nuclear Science and Engineering Institute and the Harry S Truman School of Public Affairs, both of which have been housed from their founding in the Graduate School for administrative purposes, will evolve to better fulfill the campus's strategic commitment to the areas of Nuclear Science and Public Affairs.

Around ten years ago, both of these units, which include faculty tenured and on tenure track, were placed in the Graduate School 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, the MU Research Reactor (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 graduate schools do, however, house interdisciplinary graduate programs whose faculty have appointments in the other 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. There are several of these programs currently in MU’s Graduate School, including the Master of Public Health Program, the MU Informatics Institute, and interdisciplinary degree programs in Neuroscience and Genetics. These programs will continue to be housed in the Graduate School.

In general, graduate schools do not have the kinds of staff and other administrative resources to manage the P&T process, space management, and other functions of the line units. Instead, graduate schools 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., radiochemistry, nuclear physics, nuclear engineering—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, and including Medical Physics and Health Physics as well as interdisciplinary nuclear science.

The reorganization of the Truman School will take a different shape. 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 its Institute of Public Policy, which has conducted over 60 funded projects that brought in \$4 million. Currently there are 16 faculty with ~~formal~~ line appointments in the Truman School—13 at 100% FTE and 3 at smaller amounts. There are also 10 faculty members with ~~formal~~-line appointments elsewhere but with a formal status in the Truman School. We believe there are at least thirty other faculty on campus who would potentially affiliate as faculty, and a main goal of this reorganization will be to encourage a large proportion of them to join the faculty and increase the scale and visibility of the School. The Harry S Truman School of Public Affairs will become ~~free-standing~~freestanding school with a dean, reporting to the provost, much like the MU Law School or the Sinclair School of 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.