

TRUMAN STATE UNIVERSITY  
Kirksville 63501

OFFICIAL MINUTES  
OF THE  
BOARD OF GOVERNORS

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OPEN SESSION  
OF MEETING ON  
DECEMBER 4-5, 2020

The Board of Governors for Truman State University met on Friday and Saturday, December 4-5, 2020, on the University campus in Kirksville, Missouri. Interviews for the position of General Counsel were held in conjunction with the Board of Governors meeting. Interviews were held on December 4 beginning at 12:30 p.m. and held in McClain Hall 200. The meeting was held on December 5 beginning at 1:00 p.m. and held in McClain Hall 206J.

On December 4, participating by video conference in the interviews for the position of General Counsel were six of the seven voting members: Sarah Burkemper, Philip J. Christofferson, Cheryl J. Cozette, Jennifer Kopp Dameron, Nancy Gingrich, and K. Brooks Miller, Jr. The seventh voting member, Jim O'Donnell, was unable to participate in the video conference and his absence was recorded as excused.

Also participating via video conference were two of the three non-voting members: Mike McClaskey, one of the two out-of-state members, and Abigail Smeltzer, student representative. David Lee Bonner, the other out-of-state member was unable to participate and his absence was recorded as excused.

Call to Order

Governor Dameron, Chair of the Board, called the meeting to order at 12:30 p.m. and welcomed all in attendance.

Agenda Items for Closed Session

Governor Cozette 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. 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"; and
2. Confidential communications with the General Counsel; and

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 Governor Gingrich and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted.

The closed session of the meeting began shortly after 12:35 p.m.

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On December 5, participating in the video conference meeting were six of the seven voting members: Sarah Burkemper, Philip J. Christofferson, Cheryl J. Cozette, Jennifer Kopp Dameron, Nancy Gingrich, and K. Brooks Miller, Jr. The seventh voting member, Jim O'Donnell, was unable to participate in the meeting and his absence was recorded as excused.

Also participating in the video conference meeting were all three non-voting members: David Lee Bonner and Mike McClaskey, the two out-of-state members, and Abigail Smeltzer, student representative.

Call to Order and Chair Report

Governor Dameron, Chair of the Board, called the meeting to order at approximately 1:00 p.m. and welcomed all in attendance.

Resolution of Appreciation – Warren Wells

Governor Cozette moved the adoption of the following resolution:

WHEREAS, Warren Wells has served Truman State University faithfully, selflessly, and professionally since 1995 in the position of General Counsel; and

WHEREAS, his longevity and service at the University have spanned the terms of five University presidents and over fifty members of the Board of Governors; and

WHEREAS, he successfully met the innumerable and varying legal and administrative challenges present in a University setting, maintaining an open door policy for all members of the University community; and

WHEREAS, his wisdom, integrity, broad perspective, honesty and humor will be remembered by his colleagues as traits that make him special and a valued member of the Truman State University community; and

WHEREAS, Warren and his wife, Mary, are ardent supporters and promoters of the University and have established goodwill and numerous affirmative connections for the University within the broader external community;

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors for Truman State University hereby expresses its genuine appreciation to Warren Wells for his distinguished and laudable service to the University and wish both Warren and Mary the very best upon Warren's upcoming and well-earned retirement; and

BE IT FURTHER RESOLVED that a copy of this resolution be presented to Warren as a tangible expression of appreciation and felicitation.

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The motion was seconded by Governor Gingrich and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted.

Minutes for Open Session of Meeting on October 24, 2020

Governor Burkemper moved the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the meeting on October 24, 2020, be approved.

The motion was seconded by Governor Cozette and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted.

Selection of Officers for 2021 Calendar Year

Governor Christofferson moved the adoption of the following resolution:

BE IT RESOLVED that the following persons be duly elected officers of the Truman State University Board of Governors, taking office for a term of one year commencing at the first regular meeting of the 2021 Calendar Year.

Chair	K. Brooks Miller, Jr.
Vice Chair	Sarah Burkemper
Secretary	Cheryl J. Cozette

The motion was seconded by Governor Gingrich and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted.

Board Committee Appointments for 2021 Calendar Year

Governor Dameron announced the annual Board committee appointments, which take effect at the first regular meeting of the 2021 calendar year.

Academic and Student Affairs

- Cheryl J. Cozette, Committee Chair
- Mike McClaskey
- Abigail Smeltzer
- K. Brooks Miller, Jr., ex officio

Budget and Capital Projects

- Nancy Gingrich, Committee Chair
- David Lee Bonner
- Philip J. Christofferson
- K. Brooks Miller, Jr., ex officio

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Finance and Auditing

- Sarah Burkemper, Committee Chair
- Jennifer Kopp Dameron
- Jim O'Donnell
- K. Brooks Miller, Jr., ex officio

Honorary Degrees

- Jennifer Kopp Dameron, Committee Chair
- David Lee Bonner
- Sarah Burkemper
- Abigail Smeltzer
- K. Brooks Miller, Jr., ex officio

Members of the Truman State University Foundation Board of Directors

- Jennifer Kopp Dameron
- K. Brooks Miller, Jr.
- Sarah Burkemper

President's Report

University President Sue Thomas provided a report on several items of current interest and shared a selected engagements report detailing her involvement in various activities since the Board's last meeting. Within her remarks, she highlighted the successful completion of in-person instruction for the 2020 Fall Semester. She noted that the Truman community stepped up to meet every challenge, and through creativity, collaboration, and a focus on community, were able to create impactful and transformative curricular and co-curricular experiences. While it was not easy, there is much to celebrate because of the caring, can-do spirit of our committed Truman community. President Thomas ended her remarks by providing an update on enrollment.

Academic Affairs Report

Dr. Janet Gooch, Executive Vice President for Academic Affairs and Provost, provided an academic affairs report.

Academic and Student Affairs Committee Report

Governor Cozette, Chair of the Academic and Student Affairs Committee, provided a report on the committee meeting held on November 30.

Resolution Amending Chapter 5 of the Code of Policies of the Board of Governors pertaining to Academic Programs – Music Therapy, B.S.

Governor Cozette moved the adoption of the following resolution:

BE IT RESOLVED that section 5.010.2 of the Code of Policies of the Board of Governors of Truman State University entitled Academic Programs be amended by the addition of the following undergraduate program:

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Music Therapy, B.S.

BE IT FURTHER RESOLVED that the adoption of such program be subject to the approval of the Coordinating Board for High Education.

The motion was seconded by Governor Miller and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted.

University Strategic Plan

Following discussion, Governor McClaskey moved that the words “socially just” be removed from Campus Climate Initiative, shown on page 4 of the Truman State University 2021-2025 Strategic Plan. The motion was seconded by Governor Gingrich and resulted in a vote of 2 to 4 with Governors Miller and Gingrich voting Aye and Governors Burkemper, Christofferson, Cozette, and Dameron voting Nay. Governor Dameron declared the motion failed. Governor Burkemper then moved the adoption of the following resolution:

BE IT RESOLVED that the values and institutional commitments included in the proposed *Truman State University 2021-2025 Strategic Plan* are endorsed by the Board of Governors with the understanding that the University community shall expeditiously begin the implement of the plan; and

BE IT FURTHER RESOLVED that a copy of the document be attached to the minutes as an exhibit.

The motion was seconded by Governor Dameron and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit A.

Resolution Amending Section 2.030 of the Code of Policies of the Board of Governors Pertaining to University Strategic Plan

Governor Miller moved the adoption of the following resolution:

BE IT RESOLVED that Section 2.030 of the Code of Policies entitled University Strategic Plan is hereby amended by repealing Section 2.030 in its entirety and enacting in lieu thereof a new Section 2.030 entitled University Strategic Plan, as shown below.

2.030. University Strategic Plan. The value of proper planning is recognized by the Board of Governors. The current University Strategic Plan providing guidance for the future of the University is entitled *Truman State University 2021-2025 Strategic Plan* and was approved by the Board of Governors on December 5, 2020. This strategic plan supersedes all previous long-range plans previously approved by the Board of Governors. A copy of the plan will be made available for review on Truman’s web page.

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The motion was seconded by Governor Christofferson and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted

Finance and Auditing Committee Report

Governor Burkemper, Chair of the Finance and Auditing Committee, provided a report on the committee meeting held on December 2.

Financial Report

Governor Burkemper presented the Financial Report which included a review as of October 31, 2020, of education and general revenues and expenditures and auxiliary system revenues and expenditures and a review as of October 31, 2020, of the Truman State University Foundation revenues and expenditures.

Budget and Capital Projects Committee Report

Governor Miller, Chair of the Budget and Capital Projects Committee, provided a report on the committee meeting held on December 1.

Construction Projects Report

Governor Miller provided an update on construction projects which had been approved by the Board at previous meetings.

Contracts for Construction Projects and Equipment Purchases

Governor Miller reported that two equipment purchases totaling \$25,000 to \$100,000 had been approved since the last meeting of the Board.

<u>Description</u>	<u>Cost</u>
LED Scoring Tables and Static Scorers	\$44,190
Tents (40'x100' and 50'x80')	\$42,451

Housing and food Plan Charges

Governor Miller moved the adoption of the following resolution:

BE IT RESOLVED that the following major categories of housing charges be approved, effective with the 2021 Fall Semester:

Room rates for students living in the University's residence halls:

1) <u>MISSOURI/DOBSON/CENTENNIAL</u>	
Size of Room	Charge for Academic Year
Single Occupancy	\$6,833 per student
Double Occupancy	\$5,863 per student
Deluxe Double	\$6,460 per student
Multiple Occupancy	\$5,263 per student
Super Single – Buyout	\$7,355 per student

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- 2) BLANTON NASON BREWER/RYLE/WEST CAMPUS SUITES
- | Size of Room          | Charge for Academic Year |
|-----------------------|--------------------------|
| Single Occupancy      | \$7,363 per student      |
| Double Occupancy      | \$6,243 per student      |
| Deluxe Double         | \$6,845 per student      |
| Multiple Occupancy    | \$5,610 per student      |
| Super Single – Buyout | \$7,757 per student      |
- 3) CAMPBELL APARTMENTS
- | Size of Room                  | Charge for Academic Year |
|-------------------------------|--------------------------|
| One Bedroom; Double Occupancy | \$5,185 per student      |
| Two Bedroom; Triple Occupancy | \$5,004 per student      |
| Family One Bedroom            | \$7,762 per family       |
| Family Two Bedroom            | \$8,945 per family       |

BE IT FURTHER RESOLVED that the following food plan rates per semester will be approved effective with the Fall 2021 Semester:

21 meals per week with \$75.00 dining dollars:	\$1,855.00
18 meals per week with \$125.00 dining dollars:	\$1,790.00
15 meals per week with \$225.00 dining dollars:	\$1,682.00
12 meals per week with \$125.00 dining dollars:	\$1,470.00
150 meals per semester with \$275.00 dining dollars:	\$1,545.00

BE IT FURTHER RESOLVED that the other residence hall fees and room and board charges including incentives for returning students and short-term rates not listed in this resolution be established by the President of the University, based on the above fees and charges, in accordance with Sections 11.010 and 11.020 of the Code of Policies.

The motion was seconded by Governor Gingrich and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted.

Salary Policies 2021

Governor Miller moved the adoption of the following resolution:

BE IT RESOLVED that the following salary and wage policies for the 2020 calendar year be approved:

- 1) 2020 Policy for Faculty Salaries;
- 2) 2020 Policy for Exempt Staff Salaries;
- 3) 2020 Policy for Non-Exempt Staff Salaries;
- 4) 2020 Policy for Hourly Personnel Wage Rates;

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- 5) 2020 Policy for Unit I Wage Rates; and
- 6) 2020 Policy for Off-Campus and Workshop Faculty Salaries; and

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

The motion was seconded by Governor Burkemper and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted, and the Secretary designated copies of the documents as Exhibit B.

Agenda Items for Future Meetings

Governor Dameron reviewed a list of projected agenda items for the regular meetings during the next year.

Dates for Future Meetings

Governor Cozette moved the adoption of the following resolution:

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Saturday, February 6, 2021, on the University campus in Kirksville, Missouri, beginning at 1:00 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, April 10, 2021;  
Saturday, June 12, 2021;  
Saturday, August 7, 2021;  
Friday, October 22, 2021; and  
Saturday, December 4, 2021.

The motion was seconded by Governor Gingrich and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted.

Agenda Items for Closed Session

Governor Gingrich 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:



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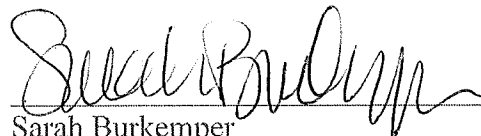
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1. Approval of minutes for the closed session of the last meeting under Subsection 14 of the statute for "Records which are protected from disclosure by law";
2. Individual personnel actions under Subsection 3 of the statute for "Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded"; and
3. Confidential communications with the General Counsel; and

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 Governor Miller and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted.

The closed session of the meeting began shortly after 2:30 p.m.



Sarah Burkemper  
Secretary of the Board of Governors

I hereby certify that the foregoing minutes were approved by the Board of Governors on the 6<sup>th</sup> day of February, 2021.



K. Brooks Miller, Jr.  
Chair of the Board of Governors

**Truman State University  
2021-2025 Strategic Plan**

*"Destiny is not a matter of chance; it is a matter of choice.  
It is not a thing to be waited for, it is a thing to be achieved."*

William Jennings Bryan

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**Introduction**

In this ever more rapidly changing world, Truman State University's overarching purpose has remained—to provide a high-quality liberal arts and sciences education to academically talented and intellectually engaged students from every corner of Missouri and all parts of the world. We exist to open opportunity, promote access and social mobility, foster excellence and enable every student to pursue and achieve their unique goals.

Through a renewed liberal arts and sciences curriculum that is deliberately built for the modern world, we are dedicated to each of our student's individual pursuits and ensure their engagement in learning and discovering their personal and professional purpose by providing intentional curricular and co-curricular opportunities which are applicable to real-world challenges.

While the challenges of declining state support, tuition caps, societal devaluation of the liberal arts, the disaggregation of higher education and increased competition have not abated, this strategic plan is designed to ensure engaged focus on the core areas essential to the present and future success of the University.

Utilizing a slightly modified version of the 4 Disciplines of Execution (McChesney et al., 2012), this plan focuses on impacting SMART (Specific, Measurable, Attainable, Relevant, Timely) foundational metrics. The 4 Disciplines are: 1) Focus on the Wildly Important Goal (WIG); 2) Act on the Lead Measures; 3) Keep a Compelling Scorecard; and 4) Create a Cadence of Accountability. Based on the concept of the Pareto Principle/80-20 Rule in which 80% of consequences come from 20% of causes, the plan is composed of three primary initiatives designed to impact the foundational metrics. Resource allocation will support the implementation of the initiatives.

Undeterred by the COVID-19 pandemic, the campus community developed this initiative and metric focused plan over the course of a year (see Appendices A and B).

The grounding for the initiatives and metrics is three overarching commitments - Organizational Excellence, Student Success and Achievement, and Professional and Societal Impacts. These three commitments are the basis for realizing our mission and vision.

**Truman State University Mission Statement**

The mission of Truman State 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 State University Vision Statement

Truman will demonstrate its public liberal arts and sciences mission by developing educated citizens needed to protect our democracy and offer creative solutions to local, state, national and global problems. It will do so through transformative experiences that foster critical thought, daring imagination and empathetic understanding of human experiences at home and around the world. Truman graduates will be citizen-leaders committed to service; globally competitive; able to thrive in the complexities of an advanced, technical and multicultural world; and inspired to live healthy and meaningful lives.

## THE 3 OVERARCHING COMMITMENTS

### Organizational Excellence

### Student Success and Achievement

### Professional and Societal Impacts

#### *What are our key objectives?*

Foster an inclusive and supportive environment where all community members feel valued and encouraged to reach their highest potential. This requires recruiting and sustaining faculty, staff and students who will thrive and grow in this environment.

Optimize and sustain a clear, coherent and inspiring academic environment for all students, supporting their journey from orientation to commencement and on to employment. These efforts should focus on innovative strategies that ensure timely graduation, excellent academic performance, and the launch of successful careers.

Produce graduates who are highly sought after throughout their careers and who will make ongoing, meaningful contributions to their professions, their communities, and society at large.

#### *How will this make us distinctive?*

The personal and professional development of employees is greatly enhanced through a healthy work environment, and the way students experience this healthy campus environment influences both their learning and developmental outcomes.

As evidenced by their academic portfolio, graduates will be well prepared for the workforce or for continued study in graduate and/or professional programs.

Substantiate the advantages of a liberal arts and sciences education in the ability to adapt and thrive in the complexities of an advanced, technical and multicultural world.

# The 3 Initiatives

## Selected Tactics

## Foundational Metrics

	Selected Tactics	Foundational Metrics
<p><b>Enrollment Initiative</b>  <i>The ability of the University to meet its mission and vision is inextricably linked to the ability to effectively recruit and retain a multidimensional student body.</i></p> <p><b>Advising Initiative</b>  <i>Strong advising is essential to the University vision of educating citizen-leaders.</i></p> <p><i>The advising of students has many facets, including program/course planning, academic progress information, academic counseling, career advising, personal enrichment, and campus involvement.</i></p>	<ul style="list-style-type: none"> <li>• Optimize and implement recruitment plans that are based on best practices and evolving markets for recruiting first-time undergraduate students, transfer students, graduate students, and international students. Recruitment plans will include communication strategies that reach potential students earlier in the recruiting cycle, provide information that is relevant to the college choice decision and to career exploration. A recruitment plan for online degrees/programs will also be developed and implemented.</li> <li>• Launch new undergraduate and graduate courses and degree programs that build on our strength in the liberal arts and sciences and meet contemporary needs for a highly educated workforce in Missouri, the USA, and globally, including increased online offerings. Create a catalog of online courses that make it possible for a student to complete an undergraduate or graduate degree online from Truman.</li> <li>• Develop and implement a retention plan based upon best practices, with clear delineation of faculty and staff responsibilities. This includes the review and implementation of best practices in communication, student policies, and navigating Truman systems considering all options including new software solutions, maximizing current resources, or developing in-house processes.</li> </ul> <ul style="list-style-type: none"> <li>• Establish a common definition, vision and learning outcomes for advising on campus.</li> <li>• Establish standards for evaluating and assessing faculty and staff performance in their advising roles to ensure continued professional development and advising effectiveness. Provide guidance for the inclusion of advising in annual reviews and promotion and tenure reviews.</li> </ul>	<p>Direct Measures -</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Retention rates</li> <li>• Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>• Campus climate - inclusion and diversity</li> <li>• Academic performance</li> <li>• Next destination rates</li> <li>• Alumni satisfaction</li> </ul> <p>Direct Measures -</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Retention rates</li> <li>• Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>• Campus climate - inclusion and diversity</li> <li>• Academic performance</li> <li>• Next destination rates</li> <li>• Alumni satisfaction</li> </ul> <p>Direct Measures -</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Retention rates</li> <li>• Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>• Campus climate - inclusion and diversity</li> <li>• Academic performance</li> <li>• Next destination rates</li> <li>• Alumni satisfaction</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop and implement a training and professional development plan to support faculty, professional advisors, career counselors, and others who perform an advising or mentoring role in their work.</li> <li>• Develop and implement a plan to provide guidance to students on how to maximize their relationship with their advisor.</li> </ul>	<p>Direct Measures -</p> <ul style="list-style-type: none"> <li>• Retention rates</li> <li>• Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Campus climate - inclusion and diversity</li> <li>• Academic performance</li> <li>• Next destination rates</li> <li>• Alumni satisfaction</li> </ul> <p>Direct Measures -</p> <ul style="list-style-type: none"> <li>• Retention rates</li> <li>• Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Campus climate - inclusion and diversity</li> <li>• Academic performance</li> <li>• Next destination rates</li> <li>• Alumni satisfaction</li> </ul>
<p><b>Campus Climate Initiative</b>  <i>A positive campus climate is crucial to the vitality of our campus community.</i></p> <p><i>While campus climate is broadly defined as “the current attitudes, behaviors and standards of faculty, staff, administrators and students concerning the level of respect for individual needs, abilities and potential” (Rankin &amp; Reason, 2008, p. 264), this initiative is focused on creating an inclusive environment where all community members feel valued and encouraged to reach their highest potential.</i></p>	<ul style="list-style-type: none"> <li>• Develop a Diversity and Inclusion strategic plan that addresses Truman's enduring commitment to forming and strengthening socially just learning and working environments that foster a culture of excellence by engaging diverse people, ideas, perspectives and the community.</li> <li>• Strengthen student, staff, and faculty cultural competency through curricular and co-curricular opportunities to fulfill student needs and expectations, so as to: <ul style="list-style-type: none"> <li>◦ ensure graduates are prepared to enter a diverse, global society;</li> <li>◦ expand the outreach and engagement of alumni of color; and</li> <li>◦ expand networking opportunities.</li> </ul> </li> </ul>	<p>Direct Measures</p> <ul style="list-style-type: none"> <li>• Campus climate - inclusion and diversity</li> </ul> <p>Indirect Measures</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Retention rates</li> <li>• Graduation rates</li> <li>• Alumni satisfaction</li> </ul> <p>Direct Measures</p> <ul style="list-style-type: none"> <li>• Campus climate - inclusion and diversity</li> </ul> <p>Indirect Measures</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Retention rates</li> <li>• Graduation rates</li> <li>• Alumni satisfaction</li> </ul>

## Institutional Effectiveness

In addition to the three initiatives mentioned above, Truman is committed to making continued improvements in institutional effectiveness. That is, engaging in ongoing activities to organize evaluation, assessment, and improvement efforts that demonstrate how well we are fulfilling our mission and achieving our goals.

While there are many measurements used to indicate continued progress, Truman will focus on making improvements that ensure continued good standing with our accreditation body, maintain compliance with federal and state reporting requirements, enhance development and advancement opportunities, and demonstrate organizational excellence.

These improvements will be quantified through the following core metrics:

**Are we productive and efficient?**

Internal Processes and Planning:

- HLC Accreditation
- Academic Program Reviews
- Data Management

*Resources, structures, and processes are sufficient to fulfill our mission, improve the quality of our educational offerings, and respond to future challenges and opportunities.*

**How do targeted stakeholders see us?**

Reputation:

- Employer satisfaction
- Alumni satisfaction

*Review the extent to which graduates are prepared for the workplace today as well as tomorrow.*

**Do we effectively manage our finances?**

Financial Perspective:

- Percentage spent on core functions
- Scholarships as a percentage of total revenue
- Endowment value
- Expenditures per student

*Denote stewardship and fiduciary responsibilities, cost effectiveness, and revenue generation.*

**How do our faculty and staff feel?**

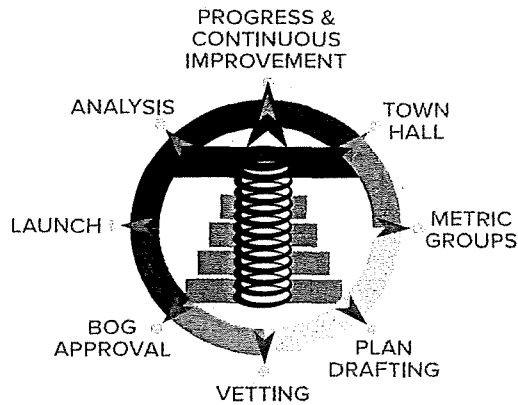
Campus Climate - Organizational Excellence:

- Respect and appreciation
- Collaborative governance and leadership
- Professional/career development
- Compensation and benefits
- Job satisfaction
- Work/life balance

*We thrive as a University when all individual members feel they can accomplish their work and receive appropriate communication, support and appreciation.*

Taken in total, institutional effectiveness activities represent improvement efforts that encompass operations management, decision making, and institutional planning.

## Appendix A



### Development of the plan

On November 11, 2019, a Town Hall Meeting was held to introduce the strategic plan framework and serve as the official kickoff of the planning process.

With the core structure of the plan identified, the campus as a whole provided the opportunity to participate in the development of initiatives to be enacted that will impact one or more of the metrics.

To appropriately focus and stay the course on making improvement in these areas to be defined in quantitative terms, the campus community was challenged to reframe thought processes away from the notion that new initiatives translate to additional demands for all, to a more focused view that defines how we do differently, and reprioritize what we do and how we advance, knowing that some things may need to be set aside for the time being if they don't align with stated objectives for each category. This new lens through which to view the process opened the door to new and innovative ideas without the encumbrance of increased time and other resource demands for each member of the community.

While the campus community continued to brainstorm initiatives, several working groups were established to explore possible metrics to be used for those areas that did not have clearly defined measurements. Specifically, working groups were established for campus climate, alumni satisfaction and employer satisfaction. The working groups were also provided access to the Strategic Plan Oversight Metrics Group, and a list of Strategic Plan Expert Liaisons who served as points of contact in regard to data collection and available data sets, as well as content experts from various areas of campus will to provide guidance on their respective functions and how various metrics and data sets may be most useful (see Appendix A for a list of Metric Team Working Groups, Strategic Plan Oversight Metrics Group and Strategic Plan Expert Liaison membership.)

A Strategic Plan Drafting Team was appointed by the President to examine all the feedback from individuals and working teams and incorporate those ideas and concepts into an initial draft plan. The next phase will be to have the draft plan vetted by appropriate stakeholders and submit the final version to the Board of Governors for approval at their December 2020 meeting.

To ensure the campus community remains focused on the priorities, initiatives and progress, the University will host a SPAW session twice per year (once in August, and once in January.) Engaging at regularly scheduled points will provide opportunity to the University to discuss current status and progress toward goals, maintain our focus on our specific goals, and ensure the plan remains a dynamic document, which is nimble and allows changes to occur as needed.

## Appendix B

### Working Groups for 2021-2025 Strategic Plan – Metric Teams/Groups

#### **Campus Climate Strategic Plan Metric Team**

- Melissa Garzanelli (Chair; Human Resources Generalist)
- Shania Montufar (Student)
- Sara Seifert (Director of Public Safety)
- Brad Turnbull (Interim Director of Center for Diversity and Inclusion)
- Jonathan Vieker (Director of Retention)

#### **Employer Satisfaction Strategic Plan Metric Team**

- Lance Ratcliff (Chair; Dean of the School of Health Sciences and Education)
- Tara Hart (Director of Admission)
- Sarah Mohler (Assistant Professor of English)
- Jenni Nuhn (Assistant Director of Career Services)
- Trevor Shonhiwa (Assistant Professor of Accounting)

#### **Strategic Plan Drafting Team**

- Tim Walston (Chair; Dean of the School of Science and Mathematics)
- Carolyn Cox (Professor of Health Science)
- Mike Garzanelli (Comptroller)
- Kevin Minch (Associate Provost)
- William Nelsen (Assistant Director of Residence Life)
- Becky Pike (Director of Development, School of Business)
- Diane Richmond (Director of Learning Technologies)
- Emma Rollings (Student)
- Bridget Thomas (Director of Interdisciplinary Studies and Professor of Classics)

#### **Alumni Satisfaction Strategic Plan Metric Team**

- Stacy Tucker Potter (Chair; Director of Engagement)
- Adam McMichael (Assistant Director of Union and Involvement Services)
- Madison Peterson (Assistant Athletics Director – Compliance and Operations)
- Amanda Shreves (Assistant Director of Admission – Technology)
- Tim Wiser (Assistant Professor of Physics)

#### **Strategic Plan Oversight Metric Group**

- Steve Petersen (Point of Contact; Assistant to the Executive Vice President for Academic Affairs)
- Nancy Asher (Registrar)
- Dean DeCock (Director of Assessment and Professor of Statistics)
- Tammy Roberts (Director of Administrative Computing)
- Steve Wynn (Associate Dean of Libraries for Technical Services and Systems)

#### **Strategic Plan Expert Liaisons**

**Advising** – Andrea Maag (Interim Director of Center for Academic Excellence)

**Next Destination for Graduates (Career and Graduate/Professional School)** – Dave Lusk (Associate Vice President for Career Development)

**Employers** – Suzanne O'Mara (Director of Development/Corporations)

**External Reports** – Arletta Nelson (Assistant to the Vice President for Administration, Finance and Planning)

**Financial Aid** – Marla Fernandez (Director of Financial Aid)

**Governance** –

- Scott Alberts (Faculty Senate President and Professor of Mathematics);
- Kara Jo Levery (Staff Council Chair and Career Ready Coach);
- Deanna Schmidt (Student Government President; Student)

**International/Study Abroad** – Tim Urbonya (Executive Director of International Education)

**Information Technology Services** –

- Donna Liss (Chief Information Officer)
- Tammy Roberts (Director of Administrative Computing)

**Recruitment** – Tara Hart (Director of Admission)

**Retention** – Jonathan Vieker (Director of Retention)

**Student Research** – Jessica Colpoys (Office of Student Research Director and Assistant Professor of Agricultural Science)

**Underserved/Underrepresented Students** –

- Heather Cianciola (Director of McNair Program and Assistant Professor of English)
- Brad Turnbull (Interim Director of Center for Diversity and Inclusion)



## Example Template for Defining a KPI

### ***KPI Purpose***

Indicator Name – Pick a short and clear indicator name.

Strategic Initiative – Name the strategic initiative(s) being assessed with this indicator

Key Performance Question(s) – Name the performance question this indicator is helping to answer.

Targets and Performance Thresholds – Identification of targets, benchmarks, and thresholds.

### ***KPI Data\****

Data Entry – Name the person or role responsible for collecting and updating the data.

Source of Data – Describe where the data will come from.

Data Collection Frequency – Describe how frequently data will be collected for this indicator.

Reporting Frequency – Outline how frequently this indicator will be reported to the different audiences (if applicable)

It is also important to validate the KPI along the way – How much will it cost to maintain this indicator? How complete is the indicator (i.e., how well is it helping to answer the questions)? Are there any unintended consequences (i.e., is it influencing the wrong behaviors)?

\* This information will also be used to determine how to meet the University's data needs.

**2021 Policy for Faculty Salaries**

All faculty salaries will be continued at the current level for 2021.

Faculty promotion adjustments will be considered by the Board at the June 2021 meeting.

*David Brulman* — 3/3/21

**2021 Policy for Exempt and Salaried/Comp Time Eligible Staff Salaries**

Exempt and salaried/comp time eligible staff salaries for the 2021 calendar year will be continued at the current level.

### **2021 Policy for Non-Exempt Staff Salaries**

Non-exempt staff starting salaries for the 2021 calendar year will be increased as outlined in the tables which follow.

Existing non-exempt staff who are currently earning hourly rates below the new rates will receive adjustments to match the new rates.

### **Equity Adjustments**

The President of the University may grant adjustments in salaries to a limited number of faculty or staff members, when required for the purposes of equity and fairness. Such adjustments made by the President are to be reported to the Board at the next regular meeting.

**2021 Policy for Hourly Personnel Wage Rates**

The standard starting wage for employees in clerical, secretarial, and similar office positions is to be as follows during the 2021 calendar year.

<b>Grade</b>	<b>Title</b>	<b>Hourly</b>
A	Office Assistant 1	\$11.15
B	Office Assistant 2	\$11.40
C	Administrative Assistant 1	\$12.88
D	Administrative Assistant 2	\$14.50

Existing non-exempt staff who are currently earning hourly rates below the new rates will receive adjustments to match the new rates.

**2021 Policy for Unit I Wage Rates**

The hourly wage rates for employees in Unit I are to be the following amounts during the 2021 calendar year.

WAGE RATES FOR UNIT I

<u>Wage Status</u>	<u>Controls Technician</u>	<u>Grounds Mechanic</u>
Probationary	\$18.40	\$13.20
Step 1	\$19.30	\$13.60
Step 2	\$20.30	\$14.10
Step 3	\$21.40	\$14.70

<u>Wage Status</u>	<u>Mechanical Services</u>	<u>Building Trades</u>
Probationary	\$13.84	\$13.44
Step 1	\$14.46	\$13.95
Step 2	\$15.34	\$14.73
Step 3	\$16.05	\$15.32

<u>Wage Status</u>	<u>Groundskeeper</u>	<u>Mover/Laborer</u>	<u>Housekeeper</u>
Probationary	\$10.74	\$10.48	\$10.30
Step 1	\$11.05	\$10.79	\$10.63
Step 2	\$11.66	\$11.40	\$11.23
Step 3	\$12.13	\$11.91	\$11.74

Probationary = Starting Pay  
Step 1 = After 90 days Probationary Period  
Step 2 = 1<sup>st</sup> year anniversary  
Step 3 = 2<sup>nd</sup> year anniversary

Individuals on Step Schedule receive applicable increases on anniversary date.

Existing non-exempt staff who are currently earning hourly rates below the new rates will receive adjustments to match the new rates.

**2021 Policy for Off-Campus and Workshop Faculty Salaries**

Instructors of off-campus courses and workshops are to be paid the following salaries during the 2021 Fiscal Year.

<u>Status</u>	<u>Teaching Experience for the University</u>	<u>Salary for each Credit Hour of Instruction</u>
University Faculty Member	--	\$ 925
Non-University Faculty Member	Less than 5 years	\$ 925
	5 years or more but Less than 10 years	\$ 975
	10 years or more	\$1000

The 2021 calendar year rates require a minimum of 20 students, with the salary decreased by 1/20 for each student fewer than 20 for off-campus Professional Development classes.

University faculty teaching workshops are paid at the rate of \$925 per credit hour provided tuition and fees cover the faculty member's salary and benefit costs.

These are the same rates utilized for the 2020 Fiscal Year.