

MEMO

Date: September 7, 2017

- To: Rick Muma, Senior Associate Vice President for Academic Affairs and Strategic Enrollment Management
- CC: Ron Matson, Dean of the Fairmount College of Liberal Arts and Sciences
- From: Dennis Livesay, Dean of the Graduate School and Associate Vice President of Research and Technology Transfer

Re:

need to do a better job with assessment, I encourage you to embrace the challenge and adopt a comprehensive model.

• While I understand that declining faculty numbers are impacting productivity, the amount of scholarship activity, especially grants,