Dr. Wachter's personal qualities, leadership in curriculum development, and vision for the department were some of the factors that contributed to her appointment. Fleak said the committee received many well-qualified candidates, but Wachter stood out due to her demonstrated commitment to student success, academic excellence, and innovative approaches to teaching and learning.

"She has great interpersonal skills and a positive approach," Davis said. "She's someone who played basketball, by the way, so she can relate to the students."

Wachter was selected for her experience, leadership, and potential to strengthen the academic programs at Truman. Her duties will include directing the college's academic affairs, and she will work closely with the division deans to determine the creation of the 16:1 plan and providing a comprehensive breakdown of projected full-time equivalent faculty positions. She will be involved in the decision process.

The plan is based on enrollment numbers from fiscal year 2004, and if enrollment does not change dramatically, almost 33 full-time equivalent faculty positions will be eliminated.

The plan includes phased-in reductions, ensuring that faculty members will not be laid off until the end of the academic year. The university will provide notice to faculty members six months in advance of their potential elimination.

Fleak said the university will continue to monitor the enrollment trends and make adjustments to the plan as needed. He emphasized the importance of maintaining a balanced budget and ensuring the long-term sustainability of the university.

"We have to be careful and thoughtful in our decisions," Fleak said. "We are committed to providing a quality education to our students and ensuring the university's financial stability."