

## MINUTES

### Intercampus Faculty Council Meeting

Monday, June 12, 2017, Telepresence

Approved October 19, 2017

#### **Present were:**

**IFC Members: Susan Brownell (Chair, UMSL), Mark Fitch (S&T), Viviana Grieco (UMKC), Sahra Sedighsarvestani (S&T), Nancy Stancel (UMKC), Keith Stine (UMSL), Pamela Stuerke (UMSL), Ben Trachtenberg (MU), Bill Wiebold (MU), and Jerry Wyckoff (UMKC). Tina Bloom replaced Camila Manrique (MU).**

**UM System Staff: Steve Graham**

The meeting began at 10:30am.

#### **10:30 – 11:00 President Choi**

President Choi discussed the restructuring of UM system government relations and communications, which was necessitated by the financial situation. A lobbying firm will be hired for federal lobbying. A new job will be created, Director of Government Relations, and the person will develop a team of government consultants.

- President Choi confirmed that IFC will be involved in the hiring process.

Duplication between the System and campuses will be eliminated. The consolidation will be mindful that we must focus first on MU and the System, and then look at the other campuses.

There is unrealized potential in research and economic development. He wants to look beyond patents and intellectual property and focus on industry partnership to create a more vibrant research and development organization. We will seek savings through efficiencies.

UMRB will be restructured, but how is not yet decided. The UMRB was discussed with IFC. Points raised included:

- It should be faculty-focused, but should not be a fiefdom of researchers.
- Humanities & arts should be supported as well as other disciplines, such as business, which do not receive government or corporate support for research.
- It may be that there are too many small grants and that we should develop grants of \$2.4 to 2.5 million that could be transformational.
- At the same time, we should be mindful that small grants can be very important in some disciplines with limited funding, for which a small grant can go a long way.
- Campuses should have input.

- More attention could be paid to different kinds of “best practices” in public engagement that have been adopted by granting agencies in recent years to help ensure that research is perceived as relevant and significant.
- There could be funding for special presidential initiatives.

President Choi stated that a Rapid Assessment will be conducted by an outside firm, which will look at MU and the System for duplications in administrative structures. He was reminded that an excessive MU focus should be avoided, and attention should be given to the other campuses. He assured IFC of his support for other campuses. In Research and Economic Development, the strength at MU could be leveraged for other campuses as well. Silos exist and he would like to develop more robust system capabilities.

The counter-point was raised – that our campuses have special attributes that might be hindered. President Choi stated that campuses should have autonomy to pursue their unique characteristics. At the same time, in examining our past since 1963, it seems that the ability of the system to move forward was weak. The path forward is to have chancellors and the president aligned so that every campus is successful.

- President Choi wants a strong campus at MU and he encourages IFC to call him out if his actions are harming the institution as a whole. Sometimes he will make mistakes. Faculty and others must do their job to ensure that the structure is not set up to cause harm.

NTT faculty separation is still in the process of being resolved. Jill Pollock and the general counsel’s office are working to find ways to evaluate ranked NTT who have been separated and find ways to recognize their service with payouts.

- When it is developed, the comprehensive package for separated NTT will be in effect in the future, too.

Suzette Heiman, interim executive director of the new Office of Strategic Communications and Marketing, will lead a strong collaboration with the campuses that is strategic and meets the needs of the system. Crisis management will be improved, including tabletop exercises that anticipate crises before they happen. Communications should change the narrative about the university to get out good news.

Open access educational resources were discussed. They can reduce the financial burden on students, and some disciplines change so rapidly that this is actually a better solution. A task force with librarians is being formed. The reception on the campuses has been positive and they are moving forward.

The chancellors have discussed making July 3<sup>rd</sup> a day for administrative leave.

President Choi left the meeting at 11:20.

**11:20 – 11:30 Open Access Educational Resources – Steve Graham**

Steve Graham stated that the President is willing to put money behind open access educational resources; the announcement went out last week. It was clarified that the initiative targets disciplines that have expensive textbooks of several hundred dollars or more, not amounts of \$40 or so. Viviana Greco stated that the UMKC fall conference on online education is focused on open access. It is open to everyone.

### **11:30 – 11:40 Freedom of Speech (attachment 1)**

The Senates/Council chairs/president provided updates about the status of the approval of the Freedom of Speech statement. Campus approval at S&T and UMSL was in process. IFC discussed whether it was possible to move forward with two versions of the document, and concluded that it could cause problems.

- The IFC members from MU, UMSL, and S&T voted unanimously to endorse the original MU Statement of Commitment to Free Expression.

### **12:00 – 12:15 IFC Process**

IFC discussed that if IFC members or Steve Graham see something on an individual campus that should be “scaled up” to the System level, they should bring it to IFC. In the current political and economic context, faster speed is necessary than was the case in the past. President Choi should also be urged to listen to the campus reports and decide whether an issue should be taken up by the System. There may also be times when it is appropriate to slow down.

It was proposed that

- As we all get use to the new context and the new President, we should have a conversation about how to articulate roles better.
- The Chairs/President of the Senates/Council should have a regular conference call before each IFC meeting. New chairs can also consult about best practices. The IFC Chair could be included if deemed desirable by the Chairs/President.

### **12:15 – 12:40 System Investments to Support Campus Success (attachment 2) – Steve Graham**

SG asked where the System should get involved in making investments? President Choi is looking at practices that have been taken up nationally.

Cross-campus course sharing was discussed and numerous obstacles were brought up:

- Only 120-145 students are enrolled in shared courses per semester.
- The common web portal for online classes does not exist now and registration is difficult.
- Faculty haven’t gotten behind it.
- The rules are not clear and information is not trickling down past the department chairs.

- We need clear answers about who gets the credits and incentives.
- Technology is sometimes not up to the demands.
- Prerequisites are sometimes not equivalent.
- Course management software on the four campuses is not integrated (Canvas vs. Blackboard).

It was observed that 100% asynchronous delivery works best. The S&T distance learning rooms, which are better than those on other campuses, are excellent but expensive. If the system wants to invest in campus success in this area, it should solve the problem of the rooms.

It was suggested that this is an area that will require coordination by the System. The System should help identify areas in which collaboration makes sense and tell the campuses that if you want this program, you have to cooperate. As the structure for collaboration is being built, faculty need to be at the table.

- IFC should look at cross-campus collaboration and get ahead of these issues.

In addition, it was proposed that next year

- IFC should look at faculty evaluation methodologies – student evaluations and alternative methods, such as peer reviews and syllabus audits.

It was observed that this has implications for tenure and promotion.

### **12:45 – 1:10 Campus-level Program Reviews**

MU will launch a Task Force to talk about standards, anticipating announcements next spring about closing programs. MU has used Academic Analytics for enough years that departments are used to it. However, UMSL and S&T have found problems with the accuracy of the data.

UMKC's Faculty Budget Committee is working with the RPK Group to help them figure out how to proceed. Faculty have been learning about how to read the data; some faculty are not comfortable with the numbers.

S&T will follow the Dickeson Model. IR provided the data. Chairs had no part in it and there was pushback.

It will be important that the President and Board of Curators support decisions, even when they make alumni unhappy.

### **1:10 – 1:20 Rapid Evaluation Committee**

Ryan Rapp reported that the firm hired by the System to conduct the Rapid Assessment will look for cost savings in administration and put them into the academic mission. The Steering Committee for the search will consist of Jill Pollock, Gary Ward, Camila Manrique, and one more faculty member.

- It was moved that Jerry Wyckoff be the IFC representative. The motion passed unanimously.

RR observed that quick action gives us credibility in Jeff City. However, the pace and the sequence are important, and we should have a plan that is right for the university. The framework provides a response to constituents. We want to be the best at small administration and put the savings into the academic core. There are also administration and staff costs in the departments. No university will be known for its administration.

### **1:20 – 1:30 Timing of Campus Senate/Council Meetings – Susan Brownell**

SB observed that it would make it easier for IFC to coordinate issues across campus if Senate/Council meetings were held at roughly the same time, and if UMSL had its final meeting later than April. The tasks taken on by IFC have been ramping up and it is likely that there will be more issues in the future that run into May and June. After discussion it was concluded that coordination was impossible because schedules are set as long as three years ahead of time, the timing of the meetings is set by bylaws, and the schedules vary widely across campuses. SB said that she would propose to UMSL's Committee on Bylaws that it consider amending the Faculty Senate Bylaws to allow the option of meeting after April.

The meeting was adjourned at 1:30pm.

### **Attachments:**

1. Statement of Commitment to Free Expression, combined
2. System Investments to Support Campus Success