



University of Missouri System
COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

COUNCIL OF CHANCELLORS

**REPORT TO THE
BOARD OF CURATORS**

NOVEMBER 12, 2020

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PREFACE

On July 28, 2020, the Board of Curators established a Council of Chancellors (Council) and directed its members to explore these five questions while shaping a decision-making forum with an equal voice for all four universities.

1. What role and services should the University of Missouri System (UM System) provide?
2. What should be the role of the President?
3. What should be the role of the Chancellors?
4. What will be the scope of the Council, and how should it function within the parameters set forth herein?
5. What will the campus committee review, how frequently will it meet with the Council, and who will serve on it?

These questions guided weekly collaborative discussions among Council members and university leaders. Council members determined processes, expectations, and a shared commitment to achieve systemwide strategic goals. This document details a proposed framework for the Council and uses the term “enterprise” to represent the UM System’s five institutions: four distinct public research universities and a health system. The full Board resolution creating this Council is on page 15 of this report.

1. ROLE OF THE UM SYSTEM AND SERVICES PROVIDED

Each Chancellor is committed to keeping their university as part of the UM System. In addition, each Chancellor will have more autonomy over their campus, expanded participation in decision-making on UM System matters, as well as increased accountability to meet their mission and achieve expected financial performance measures.

To increase administrative efficiencies, the Council consulted with UM financial leaders on a proposed tiered approach to shared services, termed “Systemwide Services.” This entity will provide key compliance and support functions at a scale necessary for a research university system with an academic medical center. Such services will also support each university in its work to achieve key goals. All tiers will be annually evaluated to ensure constant optimization occurs systemwide.

Overall accountability measures for each Chancellor, the allocation of UM System resources, and the tiered approach to shared administrative services are described below.

Financial Accountability and Performance

The Council recommends the Board develop policy to establish financial performance expectations and targets for each institution to achieve.

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Key Financial Decisions

The Board will continue to approve all capital projects, debt issuance, and operating budgets. The Board will consider such approval when an institution has met its established financial performance expectations. If an institution does not meet performance expectations, institution leadership will build a plan approved by the President and the Board to reach the established targets. An accepted plan is needed before the Board will move forward with an approval process about projects, as well as transferring assets to an institution in need.

System Resource Allocation

Investment Earnings

Each institution will receive a share of the UM System's general investment pool earnings comparable to its percentage of contribution toward the total liquidity of the enterprise.

Each Chancellor will submit a plan for Board approval describing the strategic use of these funds, which will also help direct their university's future funding.

To use the dividend, each institution will meet financial performance expectations. If financial performance expectations are not met, the institution's dividend will either be held and released with improved performance or used to cover liquidity costs for the impacted institution.

State Appropriations

The annual request for appropriations will reflect the state funding priorities established and approved by the Council before the request is presented for a Board vote. Upon Board approval, the universities will advocate as an enterprise for the agreed-upon priorities. Core state appropriation allocations should reflect differences in mission of the enterprise across the state. One-time funding initiatives, capital projects, and new or changes to recurring line item programs will be established by the Council as part of the annual request for appropriations.

Systemwide Services Allocation

Shared administrative services for the enterprise will spread across four tiers.

Tier 1: Systemwide Central Services

These services support key centralized corporate activities governed by the Board and largely related to the legal and compliance requirements of operating a \$3 billion enterprise. These common corporate functions already handled at the System level include legal, treasury, financial reporting, and IT security. The President will manage most of these function areas, except

those already reporting to the Board of Curators: Office of General Counsel, Secretary to the Board, and Compliance and Audit.

Performance Evaluation: Each university will offer feedback on the performance of these services as part of an annual evaluation. The leaders of the respective Systemwide Central Services will review the annual feedback, develop plans to address issues, and share such plans with the Council.

Cost Structure: The cost for these services will be allocated to each university based on its share of total operating expense or other cost drivers for specific services. Any percent annual cost growth will be capped at percent revenue growth for the enterprise. The President could override this cap as needed in consultation with the enterprise. If one institution rapidly grows revenue, the costs allocated from the UM System will increase accordingly for the institution driving the growth. Other institutions will not pay the increase. If an institution's revenue decreased, its share of the allocated costs will decrease accordingly.

Systemwide Central Service Areas	
Office of General Counsel	Union Negotiations and Management
Compliance & Audit	Unemployment Administration
Treasury	Core Recruitment Technology and Tools (job posting platforms, background/reference checks)
Investments	Search Firm Contract Management
Financial Reporting and Accounting	Family Medical Leave Act Process and Vendor Management
Risk & Insurance	Enterprise Resource Planning (ERP) Applications (HR, Finance, Student, Advancement) and Ancillary Applications Integrated with core ERP pillars for additional functionality
Benefits & Retirement	Information Security Program
Human Resources Service Center	Intercampus Network & Internet Access
Human Resources Information System	Enterprise Data Warehouse and Integrations
Compensation (i.e., Global Grading System)	Institutional Research/Institutional Effectiveness Compliance Reporting & Data Governance
Affirmative Action	Facilities Planning & Development
Compliance, Mandatory Training	

Tier 2: Systemwide Shared Services

These services represent common administrative support functions for the enterprise and will remain the same until otherwise justified. The President, with shared oversight of the Chancellors, will direct these services.

Performance Evaluation: Each university will offer feedback on the performance of these services as part of an annual evaluation. The leaders of the respective Systemwide Shared Services will review the annual feedback, develop plans to address issues, and share such plans with the Council.

Cost Structure: The cost for these services will be allocated to each institution based on its share of total operating expense or other cost drivers for specific services. Percent annual cost growth will be capped at percent revenue growth for the enterprise. The Council could override this cap as needed. If an institution rapidly grows revenue, the costs allocated from the UM System will increase accordingly for the institution driving the growth. Other institutions will not pay the increase. If an institution's revenue decreased, its share of the allocated costs will decrease accordingly.

Systemwide Shared Service Areas	
Procurement	Performance Management
Accounts Payable	Grievance Administration
Real Estate	Executive Recruiting
Government Relations	Shared Leave Management
System Academic Affairs	Enterprise Architecture & Information Technology Compliance
System Research	Emergency Alert
eLearning	Enterprise Software Licensing
Supervisory Training	Information Security Tools
Exit Surveys (Qualtrics)	Non-Enterprise Resource Planning Systemwide Applications
Leadership Development	Identity Management
Onboarding	Systemwide Communication Tools (email, calendaring, video/audio conferencing, etc.)

Tier 3: University Shared Services

These services are from the UM System or one of the institutions and will be allocated to each institution based on consumption. The highest performing versions of these services could be leveraged across the enterprise.

Cost Structure: Costs for these optional services will be allocated based on the cost drivers for the services. For example, costs of sponsored programs could be allocated based on the collaborating institution's share

of sponsored expenditures for the year. A formal agreement among the collaborating universities will outline such a distribution.

University Shared Service Areas	
Budget & Planning	Employee Assistance Program (EAP)
Research and Sponsored Programs Administration	Ombuds Program
Finance & Human Resources Transaction Processing	Mediation Services
Auxiliary Services	Wellness Program
Campus Operations	Employee Recognition Programs
Design & Construction	Executing Coaching Coordination and Contract Management
Cashiering	Recruitment Services
Business Services	Human Resources Leadership and Advising
Marketing & Communications	Information Security Services
Institutional Research/Institutional Effectiveness Campus Reporting	Information Technology Infrastructure and Facilities
Human Resources Core Administrative Processing Support	Other Information Technology Products, Services, and Applications as Identified

Tier 4: Local/College Shared Services

These shared services represent functions used by colleges within a university and support the mission. Such services will be adopted by deans and department chairs and managed at each university.

2. ROLE OF THE PRESIDENT

The President:

- a. works with the Board of Curators to advance the mission of the UM System composed of four universities, including a land-grant research institution in Columbia; three diverse research universities in Kansas City, Rolla, and St. Louis; as well as a health care system and a statewide extension mission.
- b. provides overall leadership, vision, and direction for the UM System, and serves as its chief executive and academic officer.
- c. will carry out those duties and responsibilities assigned to the President by the Board and the Collected Rules and Regulations (CRR).
- d. is an integral, collaborative, and engaged member of the Council. In this role, the President will work with the Council to:
 - lead collaboratively, while strategically directing the UM System.

- develop and maintain effective and efficient academic and administrative processes that support the UM System’s mission.
 - effectively direct the functions of all public, business, and financial affairs of the UM System under the policies and general supervision of the Board.
 - ensure the policies and strategies governing all shared services are equitable for the four universities.
 - establish state and federal legislative priorities.
 - avoid conflicts of interest between the role of President and Chancellor of MU so all four universities are represented and supported in diverse missions to advance Missouri.
- e. serves (or as delegated by the President to appropriate Chancellors) as a key advocate to articulate the vision, mission, and value of the UM System and each of the four universities to the state legislature, congressional leaders, and the citizens of Missouri.
 - f. hires and supervises Chancellors and other General Officers and works to manage conflicts of interest for those appointed in dual roles representing both the UM System administration and one of the four universities.
 - g. is authorized to make and establish changes in the business procedures of the university, consistent with the general policies established by the Board.
 - h. will manage and direct Systemwide Central Services.
 - i. will lead the NextGen Precision Health initiative and future high-priority initiatives.
 - j. will ensure that the UM System eLearning initiative achieves scale and success.
 - k. will undertake other responsibilities assigned by the Board and included in the President’s contract.

3. ROLE OF THE CHANCELLORS

General

Each Chancellor will:

- a. provide overall leadership, vision, and direction for their university.
- b. maintain the highest standard of conduct and integrity.
- c. be an integral, collaborative, and engaged member of the Council.
- d. develop and implement their university’s strategic plan.
- e. carry out those duties and responsibilities assigned by the President and the CRRs.
- f. be responsible for creating a culture of excellence in all academic and research endeavors.
- g. develop and maintain effective and efficient academic and administrative processes that support their university’s mission and create value for constituents.

- h. leverage successful academic and research programs to improve enrollment, private/public partnerships, and a national reputation.
- i. be responsible for creating an environment that includes and welcomes individuals with diverse backgrounds, experiences, and perspectives to deepen their university's commitment to inclusion.
- j. be responsible for generating revenue through innovative academic programs, philanthropy, industrial and government partnerships, and regional economic development.
- k. hire and supervise Vice Chancellors and other members of their leadership team and work to increase hiring of faculty and staff members from underrepresented groups.
- l. serve as a key advocate to articulate the vision, mission, and value of their university to the state of Missouri.

Student Success

Each Chancellor will build and maintain programs to:

- a. ensure the education provides the professional and personal development for students to succeed in their work and life.
- b. increase student retention and graduation rates overall and reduce performance disparities for first-generation, Pell Grant, and underrepresented minority students.
- c. maintain affordability, access, and opportunities.
- d. enhance educational delivery opportunities.
- e. increase experiential learning programs.
- f. increase student satisfaction.
- g. enhance graduate and professional educational programs.
- h. achieve scale and success of eLearning initiatives.

The MU Chancellor is also responsible for improvements in AAU performance metrics for academic programs.

Faculty and Staff Success

Each Chancellor will build and maintain programs to:

- a. attract, develop, support, and retain talented faculty, staff, and leaders who are engaged, productive, diverse, and committed to achieving their university's vision.
- b. set expectations of excellence and accountability for all faculty, staff, and leaders.
- c. create a culture in which faculty, staff, and leaders are supported, valued, and empowered.
- d. create a community of lifelong learners with opportunities to pursue continuous professional and personal growth.
- e. establish a diverse and inclusive working environment for faculty and staff to ensure our employees have open, honest, and trusting relationships with leadership and their peers.

Research & Creative Works

Each Chancellor will:

- a. lead their university's efforts in the NextGen Precision Health initiative and future high priority initiatives.
- b. work to increase research and scholarship through proposals, awards, expenditures, and scholarly works.
- c. expand sponsored research opportunities while emphasizing interdisciplinary collaboration, reviewing overhead rates, and assessing distribution policies.
- d. work to drive innovation and entrepreneurship through:
 - industry partnerships, new company formation, patents, and licensing.
 - entrepreneurship training programs for students and faculty.

The MU Chancellor is also responsible for improvements in AAU performance metrics in research, scholarship, and creative works.

Engagement:

Each Chancellor is responsible for the quality, breadth, and depth of engagement programs to improve the educational, health, and economic well-being of their local community and the state of Missouri.

The MU Chancellor is also responsible for meeting the statewide, land-grant mission of supporting Missourians through its network of Extension field offices, agricultural research stations and internet engagements.

Finances

Each Chancellor will:

- a. be an accountable steward of their university's financial and human resources.
- b. establish and maintain the financial and physical resources required to support their university's vision and sustain organizational improvement.
- c. oversee and ensure financial stability through increased revenue, reduced costs, and administrative efficiencies.
- d. retain tuition, gifts, sales, and services their university generates through its own activities.
- e. manage costs and their university's mission within these resources and financial constraints.

Setting Tuition

Each Chancellor will:

- a. have the ability to set tuition rates at levels deemed market competitive for their students, within the bounds of the Missouri Higher Education Student Funding Act (HESFA).

- b. have the ability to seek a tuition increase waiver from the Missouri Department of Higher Education upon Board approval.
- c. have the freedom to design their relevant tuition strategy under applicable state statute with final approval by the Board.
- d. manage financial aid from all sources — federal, state, gift, and institutional — relative to tuition and student demographics to maintain financial access and affordability.

The Board will approve all tuition and fees each spring.

Legislative Agenda

Each Chancellor will:

- a. work with all Chancellors to develop state legislative and federal priorities that foster meaningful collaborations and do not compete with priorities of the other universities.
- b. advocate collectively with the President and other Chancellors on state and federal legislative issues.
- c. fully disclose and discuss with the Council before advocating on specific state and federal legislative issues.

Crisis Management

Each Chancellor will manage large-scale incidents impacting their university.

Public Relations

Each Chancellor will:

- a. serve as the public face and manage the image for their university.
- b. actively participate in and enhance civic and community relationships in their region.
- c. gather input from various internal and external stakeholders of their university.

Fundraising

Each Chancellor will:

- a. be actively involved with cultivating donor relationships and serve as a champion for their university.
- b. improve the overall culture of philanthropy through pursuit of alumni engagement, participation in development and advancement, and promotion of corporate partnerships.

4. ROLE, SCOPE, AND FUNCTION OF THE COUNCIL OF CHANCELLORS

The Council will:

- a. focus on driving the success of the entire UM System.
- b. work together to develop relevant policy on issues that will impact all four universities including:

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- UM System, state, and federal legislative priorities;
 - academic missions;
 - centers of excellence that align with individual university strengths;
 - creating new initiatives;
 - and other matters as determined by the Board.
- c. ensure the policies and strategies governing all shared services and their operations are equitable for the four universities.
 - d. develop and maintain effective and efficient academic and administrative processes that support the UM System's mission.
 - e. review and recommend significant CRRs and revisions to existing CRRs.
 - f. explore changing policies and practices if such changes can lead the universities to achieve excellence.
 - g. create sub-committees of two Chancellors each to take on special coordination efforts on research and teaching, for example, to provide recommendations to the Council.
 - h. avoid conflicts of interest between the role of President and Chancellor of MU so all four universities are represented and supported in their diverse missions to advance Missouri.
 - i. meet monthly with rotating chairs using the following calendar:
 - January - March: MU
 - April - June: UMKC
 - July - September: S&T
 - October - December: UMSL
 - j. meet either in person or virtually via phone or web-enabled sessions. If meetings are held in person, the locations will rotate among the four universities.
 - k. present a summary of its discussions to the Board.

5. ROLE OF THE CAMPUS ADVISORY COMMITTEE

- a. The Council will establish a Campus Advisory Committee for the specific purpose of ensuring campus-specific voices are heard.
- b. Members of this Committee will keep fully engaged with the external communities and stakeholders of their university.
- c. The Committee will regularly advise on the perspectives of these external communities.
- d. The Committee will decide how often to meet and will present a summary of its discussions to the Board.
- e. Each Chancellor will recommend two committee representatives to the Council for consideration.
- f. Committee members will be external and not university employees or students.
- g. Each member will have a two-year term limit, which can be renewed by consensus decision of the Council.

APPENDIX

I. BOARD OF CURATORS RESOLUTION

RESOLUTION

(Revised and Approved on September 24, 2020)

WHEREAS, the University of Missouri Board of Curators “Board” is committed to achieving excellence and to support the success of four distinct public research universities in Columbia, Kansas City, Rolla, and St. Louis; and

WHEREAS, the Board recognizes the value of an adaptable and forward-thinking governance structure to address the unprecedented challenges facing public higher education; and

WHEREAS, the University of Missouri Board of Curators has engaged in an extensive review and examination of the organizational structures of the University of Missouri, including but not limited to obtaining a review and evaluation with recommendations from highly qualified and experienced consulting experts from the AGB; and

WHEREAS, the Board, with the research, advice and assistance of AGB has additionally conducted extensive informational meetings with important constituencies potentially affected by or directly having an interest in any operational or structural changes to be adopted or instituted by the Board; and

WHEREAS, the Board has carefully considered comments and information from a wide number of interested individuals and groups important to the University System and its four campuses, and

WHEREAS, the Board concludes that it is in the best interest of the System and its four campuses to implement specific actions for the purpose of strengthening academic and research quality, establishing greater mutually beneficial collaboration among the campuses and to identify areas where greater efficiencies can be realized, to eliminate unnecessary duplication and to take such other steps which will enhance administrative operational effectiveness, including cost efficiencies in carrying out the University’s important research and academic mission and the specific goals and missions of each of the four campuses; and

WHEREAS, the Board believes that a new governance structure can promote local campus uniqueness and brand identity; enhance the autonomy and entrepreneurial spirit of the four campuses; and elevate systemwide strategic thinking and inter-campus collaboration.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Curators does hereby adopt, direct, and authorize the following actions to be taken:

- (a) After careful consideration the Board further directs that the current position of President of the University System be combined with the position of Chancellor of the Columbia

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campus so that one person shall serve in both capacities, that currently being Dr. Mun Choi. *This action is in no way intended to change or amend the provisions of CRR 20.010 in which the corporate body is organized as a university system and consists of the system administration and four universities nor is any action provided for or taken herein intended to, nor does it, alter or change the general powers and authority specifically granted to the University President as set out in CRR 20.020 and CRR 20.030 including that Chancellors of the UM System are appointed by and report to the President.*

- (b) The Board hereby establishes the Council of Chancellors (“Council”) consisting of the three Chancellors and chaired by the President, to develop clear decision-making processes that will enable systemwide strategic thinking, collaborative academic initiatives and integrated shared services by creating a forum to ensure that all four universities have an equal voice. The Council will meet monthly to confer, address mutual challenges and opportunities, and exchange information important to the System and to any and/or all the four campuses. Council meetings may be held in person or virtually via phone or web-enabled meetings, but if meetings are held in person, they will rotate among each of the four campuses. The Council will present a summary of its discussions to the Board with respect to specific matters involving UM System legislative priorities, federal appropriation requests, centers of excellence that align with individual campus strengths, tuition, academic missions, development of new initiatives, and other matters as determined by the Board.
- (c) The Council will establish a campus committee comprised of two external representatives from each campus serving two-year terms to support the Board in its broad mission and to ensure campus-specific voices across broad dimensions of regional, community, donor and alumni needs are being heard. The campus committee members will attend a minimum of two Board meetings per year and provide the Board a separate campus-specific report on the progress and outcomes of this new governance model.
- (d) The Board appoints Vice President for Finance and Chief Financial Officer Ryan Rapp to study, address and propose best practices to the Board for achieving innovative operational changes to increase administrative efficiencies, develop strategies to eliminate undesired duplicative services or programs, and to ultimately achieve operational excellence within the System and each of the four campuses while ensuring the highest quality research and academic standards. Mr. Rapp will report periodically to the Board and submit a final report on or before 120 days with input from the Chancellors, President, and appropriate representation from the System and each of the four campuses.
- (e) The Board believes in the role of President for effective UM System leadership but, in

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the spirit of shared governance, directs the Council to explore and report its findings to the Board in response to the following questions within 120 days:

1. What role and services should the UM System provide?
 2. What should be the role of the President?
 3. What should be the role of the Chancellors?
 4. What will be the scope of the Council and how should it function within the parameters set forth herein?
 5. What will the campus committee review, how frequently will it meet with the Council, and who will serve on it?
- (f) The Board further approves the engagement of AGB Senior Fellows and experts Terrance MacTaggart and Richard Novak to consult with the Council and Mr. Rapp, and to further assist in the efficient and productive implementation of the above actions taken by the Board.
- (g) The Board does further acknowledge that the above actions will likely require additional and more detailed Board actions to accomplish the purpose, intent and implementation of the actions taken herein.

Roll call vote of the Board:

Curator Brncic
Curator Chatman
Curator Graham
Curator Hoberock
Curator Layman
Curator Snowden
Curator Steelman
Curator Wenneker
Curator Williams

The motion carried.

II. COLLECTED RULES AND REGULATIONS - PRESIDENT AND CHANCELLOR ROLES

Below are parts of the Collected Rules and Regulations under the Administration category relevant to both the President and the Chancellor roles.

20.020 PRESIDENT OF THE UNIVERSITY (revised 9.24.10)

A.1. General Power -- The President is hereby delegated the general power to act for and on behalf of the Board of Curators and The Curators of the University of Missouri subject only to the Bylaws, Board Rules and Regulations or specific instructions of the Board. The President shall be the chief executive and academic officer of the University and all faculty and other University employees shall be under his/her control and supervision, and he/she shall be in charge of all academic, public, business, financial and related affairs of the University under the policies and general supervision of the Board.

20.030 EXECUTIVE PHILOSOPHY (revised 1.13.20)

- The President is delegated general power to act for and on behalf of the Board and the UM System subject only to the Bylaws, Board Rules and Regulations or specific instructions of the Board. The President is the chief executive and academic officer of the UM System and all faculty and staff shall be under their direction and authority, and they shall be in charge of all academic, public, business, financial and related affairs of the UM System under the policies and general supervision of the Board.
- The Chancellors of the UM System are appointed by and report to the President. The Chancellors are delegated authority from the President to act as the chief executive and academic officer of the campuses and charged with providing comprehensive administrative leadership and management on each of the four university campuses.
- The primary duty of the Chancellors is to attain excellence in: academic and teaching programs to educate students of all ages; research; outreach to the citizens of Missouri through extension and other services; and the advancement of economic growth of Missouri and its citizens; all within the resources available to each university as approved by the Board. Consistent with Collected Rule and Regulation 30.010, the Chancellors will also grow their university advancement programs through private fundraising and other activities that increase community support for the universities and the UM System. In addition to their university responsibilities, the Chancellors serve as General Officers to advise the President on all matters affecting the UM System. With the approval of the President, the Chancellors may delegate some of their responsibilities to other university officials, including the Provosts.
- It is the fundamental responsibility of the Board, President, Chancellors, and officers to seek and manage resources to achieve the vision and mission of the UM System. This fundamental responsibility compels all General Officers to look

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beyond individual universities and interests to enable the UM System to meet the needs of Missouri.

- The basic principle that will be followed in leading and managing the UM System is that authority and accountability will be linked. Managerial authority to make decisions will be coupled with managers being held accountable for results. Outcomes achieved will be measured against goals.

COUNCIL OF CHANCELLORS
University of Missouri System



University of Missouri System

