

Date: June 2, 2004

To Campus Community via Deans and Vice Chancellors

From: Martha Gilliland

RE: Input on possible re-structuring.

I promised you a compilation of input on the proposed reorganization about every two weeks over the summer. Below is list of issues identified to date. Thank you for this input. Also included are some of the responses to questions as well as input received on how we might address some of these issues. The responses should not be viewed as “solutions” but rather as possibilities suggested to date. Throughout the summer, we will keep compiling questions and issues which have to be answered and analyzed, as well as ideas on effective responses. I want to keep the dialogue open and as the academic year begins we should have a good set of questions and issues to discuss. Thank you again. Please distribute this to faculty and staff and continue obtaining input from faculty and staff.

Questions and Issues

1. How would we coordinate all academic affairs in the university, so as to assure the appropriate emphasis on academic affairs, fairness, and an equitable distribution of resources? The authority residing with the Provost is vital to maintaining common standards.
2. How would we maintain the common vision we have created?
3. How would we place an equal emphasis on the Arts and Urban Mission areas as this seems to place on the life and health sciences.
4. How would we assure that the Life Sciences did not “siphon off” money from other areas.
5. How would we assure equal emphasis on undergraduate teaching; i.e. how would we assure that the University does not become just all about funded research?
6. How would the plan enhance interdisciplinary research and education, especially across the two divisions?
7. How would the plan enhance interaction between UMKC and the community partners in areas other than life sciences.
8. How would the plan make the administration more efficient.
9. How would the plan assure that the two divisions are not “pitted” against each other?
10. How would the Chancellor have time or why would she/he have the desire to make the decisions that involve the two units?
11. What about the libraries; they cross both divisions.
12. What happened to the proposed Vice Chancellor for Research?
13. What would this Vice Chancellor actually do; what is the job anyway?
14. The name of the Division of Life and Health Sciences suggests that it does not engage academic activity which could imply it is a commercial research or training division.

15. This might weaken the Graduate School since it might have no real power to effect the two Divisions.
16. Is this the first step toward dismantling the School of Biological Sciences?
17. Since some feel that that private sector life science R&D interests are driving current trends in publicly funded research, tailoring UMKC in this fashion could feed that trend.

Responses to some of the above provided as part of the input.

1. How would we coordinate all academic affairs in the university, so as to assure the appropriate emphasis on academic affairs, fairness, and an equitable distribution of resources? The authority residing with the Provost is vital to maintaining common standards.

Response Ideas provided:

a. Coordination could occur by placing all unifying academic affairs policies under the control of the primary academic affairs division, policies such as Promotion and Tenure, Graduate School policies, program review policies, and so on. Other universities use this model.

3. How would we place an equal emphasis on the Arts and Urban Mission areas as this seems to place on the life and health sciences.

Response:

a. From the Chancellor: part of the reason for the proposed change in structure is to do exactly that---give proper emphasis to the arts and urban mission (as well as to the undergraduate experience).

b. From others: Commission a study like the Danforth Study on life sciences for the arts and urban mission areas---giving them a framework for excelling also.

4. How would we assure that the Life Sciences did not siphon off money from other areas.

Response Ideas Provided:

a. Make sure the indirect costs generated from the life and health sciences on funded research support the entire university's research infrastructure, especially the library and technology.

b. Use performance based funding as a mechanism to allocate resources.

6. How would the plan enhance interdisciplinary research, especially across the two divisions?

Response Ideas Provided:

a. Provide resource incentives for interdisciplinary research.

b. We need these now under the current structure; we still have barriers to interdisciplinary research.

c. This arrangement would promote interdisciplinary research.

- d. This would provide a platform for development of novel graduate tracks in the IPhD program

8. How would the plan make the administration more efficient?

Response Ideas Provided:

- a. Downsize the number of Vice Provosts in the current Provost's Office.
- b. Downsize other administrative areas.
- c. This could make academic affairs overall more responsive as well as efficient.

11. What about the Library; it cross both divisions.

Response Ideas Provided:

- a. The Library could be shown on the proposed organizational chart in the same way as the graduate school.

12. What happened to the proposed Vice Chancellor for Research?

Response from the Chancellor: The search committee recommended a halt to the search since they felt we were not able to attract the quality of individual we desire without line authority over some major activities.

13. What would this Vice Chancellor actually do; what is the job anyway?

Response:

(Note: this same overview provided below for this position would apply to the other academic affairs position but with focus on supporting the Deans in the units as they with the faculty cause Arts and Urban Missions to unfold).

Be UMKC's life sciences leader interfacing actively and regularly (i.e. be viewed as a key player) with the KALSCI partners, with the Missouri Life Sciences Initiative, with the Missouri Technology Corporation, with the UM System and nationally for the purpose of attracting resources to support the strategic plans of the Deans. Be a magnet (with the reputation and accomplishments implied) for the retention of our faculty and for the recruitment of others. And oversee the multiple projects that must have the full attention of a leader, including:

Implementation of the Hospital Hill Vision including building expansion and associated library, parking, research lab, technology, and animal care infrastructure.

Launch and make successful Technology Transfer at UMKC

Develop, track, and advocate for those federal earmark proposals and initiatives that the campus agrees are for life sciences

Make certain the proteomics/biocomputing networked center is funded and launched with a leader

Develop endowed chair funding opportunities for life and health sciences, in partnership with the UMKC development office and as approved by the campus for prospects.

Establish strong translational and clinical research infrastructure and initiatives with our partners and with national and international research teams (per the NIH roadmap).

Build and implement a local, state, and federal strategy to secure resources and build UMKC recognition in the area of life and health sciences.

Oversee the development of communications and marketing materials, including the website on life and health sciences.

Coordinate the educational missions of the Schools as appropriate.

15. This might weaken the Graduate School since it might have no real power to effect the two Divisions.

Response Ideas Provided

- a. Have a third division for Graduate Education

16. Is this the first step toward dismantling the School of Biological Sciences?

Response Ideas Provided:

- a. From the Chancellor: No it is not.