

Proposal for an Emeritus College at the University of Missouri-Kansas City

Introduction

In November 2010, an Emeritus College Working Group was established by the Executive Vice Chancellor and Provost, Gail Hackett. The group was asked to “study Emeritus College (EC) models at other universities and to propose a model for UMKC that leverages the participation of Emeritus faculty in the intellectual life of our campus.” The working group was charged to examine models of Emeritus Colleges at other institutions, to articulate the benefits of an Emeritus College at UMKC and to prepare a written proposal for a UMKC Emeritus College. Dr. Hackett indicated that work of the Emeritus College Working Group would play a crucial role in transforming UMKC into a model urban research university. Establishing an Emeritus College at UMKC is a part of UMKC’s Strategic Plan.

Working Group

A number of emeriti/ae were invited by Dr. Hackett to become members of an Emeritus College Working Group. Several persons invited were unable to serve. The final working group members include the following:

1. Nancy Mills, Chairperson
2. Dale Neuman
3. Linda Edwards
4. Reaner Shannon
5. Merton Shatzkin
6. Charles Wurrey
7. Leon Robertson/Steve DeLurgio

Ex-officio members include:

1. Provost Hackett
2. Vice Provost for Faculty Affairs –Ronald MacQuarrie followed by Denis Medeiros
3. UMKC Retirees Association President or designee –Richard Hetherington followed by Dennis Schemmel

Staff support was provided by Juno Friedman, Larry Bunce and Troy Lillebo. The Emeritus College Working Group met approximately every two weeks beginning in January 2011.

Assessment Process

The Emeritus College Working Group explored Emeritus Colleges and Centers. Models were identified both through online searches as well as through the Association of Retirement Organizations in Higher Education (AROE). Fourteen of approximately 20 emeritus colleges/centers (Appendix 1) were examined to determine the models, organizational structure, missions, activities, resources, and bylaws of some of the well-established Emeritus Colleges. In some cases, persons involved in these colleges were contacted by telephone and interviewed to address questions the working group posed. In addition, the group met with approximately 20 UMKC constituent organizations (Appendix 1) to determine their missions and activities as well as to explore possible relationships between the Emeritus College and the groups.

A survey of UMKC emeritus faculty and selected retirement eligible faculty was conducted to determine interest in an Emeritus College and to determine activities of most interest if faculty were to become involved (surveys included in Appendix 2).

Meetings with the President of the UMKC Foundation, Murray Blackwelder, the Vice President of the UMKC Foundation, Jenea Oliver, the Vice Chancellor for Advancement, Curt Crespino, and the Assistant Vice Chancellor for Alumni and Constituent Relations, Lisen Tammeus, were held to explore options for funding the new college. A session was held with the Provost to determine resources available to support the Emeritus College. Possible space for College was explored with the Provost and the Associate Vice Chancellor for Administration, Robert Simmons.

Assessment Outcomes Emeritus Colleges and Constituents

Models and Missions

Four models of Emeritus colleges/centers were identified. One model is an intellectual home for emeritus faculty where they continue their research, teaching, scholarly or artistic endeavors. A second model is focused on life-long learning and enrichment for the emeritus faculty members and includes a social element. The third has a focus on enrichment and professional expertise efforts in the context of community outreach by the Emeritus College members. The fourth model is a hybrid of the first three models with elements varying in degree among various Emeritus College examples.

Organization, Administration and Governance

Those organizations titled 'Emeritus College' tend to be categorized by their respective universities as academic units that report to the Provost and are overseen by a dean or director and advisory councils. Some titled 'Emeritus Center' have a director and other administrative staff but aren't designated as an academic unit. Other Emeritus Centers are governed by volunteer officers and a volunteer board much like the UMKC Retirees Association. Some have paid administrators/staff and others use volunteers or a mix of volunteer and paid staff.

Activities

Scholarly and artistic/creative activities in the various Emeritus Colleges included faculty continuing with teaching, research, publishing, presenting art shows, musical and dance performance, colloquia, writing groups, annual symposia and interdisciplinary seminars. Examples of continued learning include brown bag readings, oral history projects, and an academy for continued learning. Service to the university or community is prominent through consultation/advisory roles, participation in retirement seminars, judging student research projects, and providing courses for community groups. Social events, regular weekly or monthly programs, mentoring faculty or students, communicating with emeriti/ae faculty through newsletters, annual reports and websites and fundraising were all reported as activities of Emeritus Colleges.

Resources

In places where the Emeritus College is an academic unit or life-long learning unit, some funding is provided by the university to support deans, directors, and some expenses and equipment. In addition, the Emeritus College may be partially supported by an endowment fund and/or dues. Space is provided and supported by the university and includes offices, seminar rooms and gathering space. The university furnishes and equips the space. In a couple of instances, space, furnishings and operating funds from an

endowment have been provided by donors and included having the emeritus center named for the donor.

A survey of university faculty/staff retiree organizations and Emeritus Colleges, conducted by the AROHE reports that the major sources of funding for retiree organizations include mandatory dues, the provost or chancellor's office and the development office. Other reported sources are voluntary dues, Human Resources and fund raising. Dues ranged from no dues to over \$50 with the majority ranging from \$16 to \$25. Deans of those emeritus colleges not supported by an endowment or university budget did report the emeritus colleges were underfunded and relied on volunteer support.

When the Emeritus College or Center is less structured, there tends to be less university funding provided and it is supported by dues, endowments and in-kind contributions. Some programs and events may have charges that help support the organization and faculty involved. Some colleges offer modest funds for travel, research and attending conferences for the emeriti faculty.

Bylaws

Bylaws drawn up by a college are usually in place to regulate or guide organizational structure, membership, committees or centers, dues or member donations and decision making.

Constituent Relationships

The EC Working Group met with constituent groups including the UMKC Retirees Association (UMKCRA) to discuss differences in mission, membership and activities between the current UMKCRA and the proposed UMKC EC. The UMKCRA is "dedicated to promoting the general welfare of retirees" and to advocate for retirement benefits for UMKC retirees. It promotes communications between the university and its retirees. Activities include supporting goals of UMKC, providing social and educational events and reaching out through volunteering at UMKC and the community. Members include faculty and staff.

In contrast, an EC necessarily focuses more on maintaining the intellectual and creative engagement of retired emeriti/ae. Social engagement is an important element of many of the EC's examined. Membership includes emeritus faculty and librarians in most Emeritus Colleges. Most have membership categories that allow faculty from other four year universities to be involved with the EC. Some allow for a form of affiliation of spouses/significant others/partners of emeriti/ae as well.

The EC Working Group met with organizations that provide on-going professional development and education for either the university or larger community. Senior Peers Actively Renewing Knowledge (SPARK) located directly across Oak Street from UMKC, is an affiliate of the Elder Hostel network and is provided space by UMKC. Its mission is to promote expanded intellectual, cultural and social horizons for persons 55 years of age and older that may be members from the community. Examples of their functions include courses, lectures, book clubs and tours. Many of the programs are offered by UMKC faculty. Course attendees are required to have a SPARK membership and are charged a per course fee.

The UMKC Women's Center focus is on programming about women's and gender issues and violence prevention. The Center partners with academic units and other organizations to improve the inclusion of women in some fields of study and to promote human rights.

The past-president of the Cockefair Chair program, Betsy Beasley, related that the Cockefair program provides a curriculum primarily in the humanities. It offers courses and lectures on a regular basis.

Funding for speakers is provided by the Cockefair Endowment and fees charged for the lecture series. It partners with the Center for Practical Bioethics and the Truman Library in programming.

Because the Emeritus College Working Group is one of several committees established to implement the UMKC Strategic Plan, it was able to share with those committees the EC concept. Potential relationships with the University College, the Honors College and the Student Success Program were identified through this sharing.

Other constituents with which the Emeritus College Working Group or the chair of the group met with include the UMKC Faculty Senate, the UMKC Deans and Directors, the Miller Nichols library staff, the interim director of FaCET, Deborah Smith, and the new Director of FaCET, Peggy Ward-Smith. The UMKC Faculty Senate expressed interest in being involved with the Emeritus College when it is established.

In addition to informing the UMKC Deans about the EC and providing opportunity for input, it became clear that a system for keeping an accurate emeritus faculty listing is needed. Staff in the Office of the Provost and Human Resources will assist in keeping the list current.

The UMKC Dean of Libraries, Sharon Bostick, and Associate Dean, Bonnie Postlethwaite, shared ideas for space to house the Emeritus College and suggested partnerships between the Emeritus College and FaCET and the Writing Laboratory. Members of the EC Working Group met with the Interim Director of FaCET and the FaCET Board to discuss how the two groups might collaborate. Several suggestions were made such as mentoring new faculty and sharing of space. Concerns expressed by faculty members on the FaCET Board included that the EC might take students and student credit hours from their academic units, and that the faculty should have space provided for them to meet before an EC is put into place. There was a concern that staff might be provided for the EC while a staff member in the College of Arts and Sciences is removed. They were assured that the EC will not have students enrolled or produce student credit hours. The Director of the Writing Center attended the session with the FaCET Board and is another potential partner in activities of the Emeritus College.

Chairperson Mills met with Peggy Ward-Smith when the latter became the permanent Director of FaCET in January. According to Ward-Smith, FaCET has two primary functions. One is to provide programs that assist new faculty in their teaching roles. The other is to assist faculty who have been in the classroom for some time in upgrading their teaching competencies. She suggested that FaCET is interested in developing a working relationship with the Emeritus College. Ideas discussed include sharing space, mentoring of new faculty by selected emeritus faculty, and sharing staff at some future time.

Through the conversations with the various constituents, it was determined that there are many opportunities for shared programming, service activities and space utilization possible. Likewise, the opportunity to serve on an EC Advisory Board was discussed to promote good communication between the groups, to avoid conflicts in program scheduling and to build on the synergy of the groups.

Assessment Outcomes Emeriti/ae Faculty and Pre-retirement Faculty

The working group charged with developing the proposed Emeritus College asked the Office of Institutional Research and Planning to conduct a survey of all current UMKC emeriti/ae faculty as well as current UMKC faculty age 55 and above to ascertain their level of interest in the proposed Emeritus College and its potential activities. The Office of Institutional Research provided leadership in the development of the surveys (Appendix 2), distribution of the surveys, data analysis and provided the EC Survey Report (Appendix 3). The methodology, major findings, and recommendations reported by Dr. Larry Bunce follow.

Methodology

Two versions of the survey were created. A paper version was created for current emeriti/ae faculty. The paper version was mailed to 275 emeriti/ae faculty on November 7th. One survey was returned by the postal service as undeliverable and eight surveys were returned uncompleted (three due to debilitating illnesses, two due to distance from Kansas City, and three due to lack of interest). A total of 70 completed paper surveys were returned for an adjusted response rate of 29%.

An on-line version was created for current UMKC faculty age 55 and above. An e-mail invitation was sent to 448 current UMKC faculty age 55 and above with titles that may lead to emeritus status sometime in the future. One recipient opted out of the on-line survey and 90 recipients completed the survey for an adjusted response rate of 20%. These response rates were deemed sufficient for statistical analysis.

Current emeriti/ae faculty were asked whether they were currently members of the UMKC Retiree Association and what year they retired from UMKC. Potential future emeriti/ae faculty were asked to indicate when they might possibly retire from UMKC. These demographic variables are displayed in Table 1 in Appendix A of the Emeritus College Survey Report found in Appendix 3 of this proposal.

A summary of the findings of the survey follows. Tables detailing results of the surveys are located in Appendix A of the Emeritus College Survey Report located in Appendix 3 of this proposal. A list of tables is provided at the beginning of the appendix to help facilitate location of specific data.

Survey Findings

The purpose of this survey was to ascertain the level of interest in the proposed Emeritus College and to better define its potential activities and services. It appears that an Emeritus College would serve an important role as a conduit between the university and emeriti/ae faculty who still want to make a contribution to the university and the community. Survey results are summarized below.

- **Participation in the Emeritus College:** Three-fourths of the current emeriti/ae faculty and more than 80% of the potential future emeriti/ae faculty who responded to the survey agreed that they would likely affiliate with an Emeritus College if one were established at UMKC.
- **Principal Activities of the Emeritus College:** A strong majority of the respondents likely to affiliate with the Emeritus College felt that 11 of the 12 potential functions should be primary functions of the Emeritus College. The respondents especially felt that enhancing the interaction between UMKC emeriti/ae and the university, providing opportunities for emeriti/ae to support the ongoing research, teaching and service missions of the university, promoting lifelong scholarship and research among its retired faculty, integrating emeriti/ae into the life of the university, providing expert service to the university, and serving as a vehicle through which the university could extend its intellectual reach into issues of current concern would be the most important functions of the Emeritus College.
- **Interest in Potential Emeritus College Activities:** At least half or more of the respondents from both groups reported they were not interested in giving campus tours, participating in fund raising activities, assisting in recruitment efforts, student advising during class registration, meeting with legislators at the behest of UMKC, or tutoring students. Interestingly, a noticeably higher percentage of potential future emeriti/ae faculty reported an interest in teaching courses, advising/mentoring honor students or graduate students, leading a seminar on an area

of personal interest, speaking at community, state, national or international functions, working on sponsored grants, and mentoring faculty.

- **Potential Emeritus College Services:** At least half of the respondents indicated they would like to have internet access/email account, continued access to UMKC software licenses, travel funds for active involvement in academic meetings or conferences, and a shared office space. Conversely, there was strong agreement among the respondents that they did not see much need for laboratory space, employing a research assistant with grant support, or shared access to a computer.

A majority of the respondents indicated they would prefer periodic events over regularly scheduled activities. This became more evident when ascertaining their interest in various activities. Interest was highest for activities like serving as a guest lecturer, learning about new areas of interest, engaging in collegial activities, collaborating in research activities, and volunteering in the community. Interestingly, it appears that interest in participating in research and serving in the classroom decreases the longer a faculty member has been retired.

Given the respondents' desire to remain involved in research and the classroom, it is not surprising that they would like to have access to an office space, e-mail, UMKC software licenses, and travel funds. This was especially true for emeriti/ae faculty who had been retired for five years or less and for potential future emeriti/ae faculty. These faculty also desired access to a computer and to venues to present their work.

Finally, there will obviously be financial costs associated with the establishment of an Emeritus College and the amount of funding available may have a large impact on the make-up of the college. Participants were asked to indicate how much they would be willing to contribute annually to support the Emeritus College. Unfortunately, there was no clear consensus. There did appear to be some moderate support for an amount of \$100 or less.

The findings of the surveys have been considered by the Emeritus College Working Group in recommendations for the activities and functions of the proposed Emeritus College at UMKC.

Recommendations

The Emeritus College Working Group recommends the establishment of an Emeritus College at UMKC with the following mission, benefits, organizational structure, and resources.

Mission

The UMKC Emeritus College is a partnership with the University that enables its members to continue contributing their creative, intellectual and scholarly talents to the mutual benefit of the University, the members of the Emeritus College and the community. The Emeritus College will promote social relationships among emeriti/ae faculty and enhance the intellectual growth of its members.

Benefits of the Emeritus College for members, UMKC and the Community

For the Emeritus College members, benefits include the opportunity to:

1. continue their relationships with students through teaching, research and mentoring;
2. continue professional enrichment/development;
3. continue to be recognized for their faculty careers;

4. have access to small research grants relative to their expertise through a competitive process when funds are available;
5. share research expertise with other faculty;
6. provide community service;
7. participate in social activities that promote on-going relationships among Emeritus College colleagues and non-retired faculty;
8. provide input into the UM/UMKC policies relating to the criteria and processes that lead to the designation of “emeritus” status; and
9. dialogue with intellectual peers and practitioners from different fields.

For UMKC, benefits include the opportunity to:

1. maintain the intellectual expertise and artistic talents of the Emeritus College members;
2. foster mentoring opportunities between Emeritus College members and new or junior faculty;
3. link the Emeritus College members and resources to other programs at UMKC such as the Student Success Center, the University College, the Honors College, and the Cockefair Programs;
4. provide support for current academic programs; and
5. attract retired senior scholars, national or international, to the UMKC campus.

For the community, benefits include opportunity to:

1. engage faculty in problem solving of issues of community concern;
2. hear about significant research and scholarly activities of the emeritus faculty;
3. have access to programs of interest to various constituents in the area; and
4. serve as a resource for community service organizations.

Model and Organizational Structure

The Emeritus College Working Group recommends that the UMKC Emeritus College be established as an academic unit reporting to the Office of the Provost (Appendix 4). Further, it recommends that the Emeritus College be administered by an academic dean appointed from the emeritus faculty by the Provost for a period of two years. Following the first two years, the Emeritus Faculty should be involved in selection of the new dean or reappointment of the person in the position. The dean might have a 0.49 % FTE with compensation determined by an agreement with the Provost.

An initial Emeritus College Advisory Board should be appointed by the Provost with members to include the dean, with a majority from emeriti/ae faculty, and other members from key constituent groups such as FaCET, Cockefair Chair program director, Faculty Senate and others (Appendix 5). Input from the emeriti/ae faculty about membership of the Board is important. Chairs of committees serving the Board should be members of the Board. Roles and functions of the leadership should be clearly identified. After the term of the initial Emeritus College Board is complete, the Board should be elected by the Emeritus Faculty with input from the dean.

Role of the Dean

The dean should be responsible for day to day operations of the EC, providing leadership in developing a strategic plan, developing and overseeing the college budget and resources and fostering collaboration between the EC and constituent groups. The dean should be a member of the Council of Deans at UMKC to assure active engagement of the EC with UMKC units and departments.

Role of the Emeritus College Board

The EC Board should provide input into activities of the EC, membership, allocation of resources and programming. The initial Board will play an important role with the dean in implementing the Emeritus College. It is proposed that members of the Board chair the various committees established such as bylaws development, communications and programming (Appendix 6).

Emeritus College Staff

It is recommended that the dean have an administrative assistant with at least a 50 percent appointment during the first two years of the Emeritus College establishment. The appointment should be increased as needed to support activities of the EC.

Other staff support needed includes the following:

1. Computing support and website development and support.
2. Institutional Research support for data collection, analysis and planning purposes.
3. Human resources to support the development and maintenance of the emeritus faculty listing.
4. Accounting support for collection of dues and or donations and administering grants when needed.
5. Support from University Communications and marketing offices to make the EC known in the community.
6. Support from development/UMKC Foundation personnel for fundraising.

Bylaws/Operating Procedures

The Working Group recommends the development of Emeritus College Bylaws to define procedures for governance and operation of the College. It is recommended that the bylaws be drafted by a committee appointed by the Board and chaired by a Board member. The Bylaws should be approved by the EC Dean, Advisory Board and the Provost.

Membership Categories

It is recommended that membership in the Emeritus College include emeriti/ae faculty from UMKC and librarians. An associate membership category should be in place to allow faculty with interest in certain activities of an EC member (such as research) should be available through an application process and approval of the EC Board. Emeritus faculty from other four-year institutions of higher learning with a strong professional record may be considered for an associate membership by the EC Board.

Emeritus College Activities:

Based on the surveys of emeritus faculty and retirement eligible faculty, the following activities for the Emeritus College are suggested.

Intellectual Involvement:

1. Maintain a Speakers Bureau for the University and the community
2. Offer enrichment programs of interest to the Emeriti/ae faculty
3. Promote multidisciplinary dialogue through Colloquia or luncheon programs
4. Encourage emeriti/ae faculty to maintain their research and scholarly activities

Creative and artistic programs:

1. Foster the ongoing showing of art and musical performance of Emeriti/ae faculty
2. Support continued creative development such as writing workshops

Mentoring Faculty and students:

1. Participate in faculty development programs with FaCET
2. Participate in reviewing student research through SEARCH

Service to the University and Community:

1. Engage with the community in problem solving issues
2. Share research and scholarly activities of the faculty in the community

Social Activities:

1. Provide opportunities for social events
2. Collaborate with UMKCRA on selected social activities

Funding and Resources

Goal: To have the UMKC Emeritus College fully funded within ten years.

Strategies:

1. Scaled member donation plan:
 - Annual Member \$40
 - Lifetime Member \$400
 - Founding Member \$600
 - Sustaining Member \$800
 - Endowed Member/donor \$1000
2. Secure \$50,000 rate funding by 2020 (staged over 8 years)
3. Build an endowment to provide \$125,000 per year within 7-10years
4. Secure sponsors for selected events
5. Attract college founding donors
6. Solicit In-kind donations
7. Negotiate for computer replacement every four to five- years through university plan.
8. Charge for selected events/programs.

Membership categories could include different donations/dues as well as different benefits of membership. Founding, Sustaining and Endowed members would be lifetime memberships as well as the category Lifetime member. The difference could be in commitment to the EC. Founding membership might be for those individuals becoming members during the first two years of the Emeritus College existence. Names could be placed on a plaque in the EC space. Sustaining members might be for those interested in supporting the EC in its infancy years through a higher membership contribution. Endowed

member could be those who wish to promote the building of the endowment fund which would provide operating funds in future years when the endowment is funded well. Benefits differences for membership categories should be considered in consultation with UMKC Advancement .

Emeritus College Income Plan

*insert excel spread sheet

Expenditures Years I and II

Year I	Cost Estimates
1. Remodeling	\$60,750
2. Furniture	\$38,355
3. Computers	\$33,355
4. Printer	\$
5. Copier	\$
6. Telephone	\$6,150
7. Keys and Locks	\$750
8. Card Access to EC space	\$6000
9. Signage	\$2500
10. Email	\$
11. Website	\$ 0
12. Office supplies	\$1800 estimate
13. Postage	\$1200 estimate
14. Launching event	\$4000 estimate
15. Announcements	\$500
16. Letterhead, envelopes & labels	\$220
17. Brochure	\$750
18. Recruitment Dean	
19. Recruitment Staff member	
20. Salary or Stipends for the dean and staff	TBD

Year II TBD

1. Salaries/stipends
2. Office supplies
3. Postage
4. Printing/Production
5. Maintenance, telephone, email, website
6. Newsletter
7. Reception for new emeritus faculty
8. Donor recognition event

9. Plaques for donor recognition

Implementation Plan Fall 2012

1. Establish Administration and Governance

- Provost appoints implementation team (may be the founding dean and advisory board)
- Recruit Dean or Director

- Select Emeritus College Board members
- Recruit staff support person
- Draft and approve Bylaws (membership/board/dean/Provost)
- Develop and oversee the budget
- Create committees appropriate for activities
- Draft strategic plan
- Negotiate for a representative of EC to attend UM retiree sessions

2. Announce and Market Emeritus College:

- Send announcement to all emeritus faculty & UMKC Community
- Hold launching event & invite the current emeritus faculty and others as space and funds permit
- Announce the opening of the Emeritus College on KCUR
- Create Website
- Hold a welcome reception for new emeritus faculty on an annual basis
- Develop a brochure and newsletter

3. Remodel and furnish EC space:

- Complete design and remodel of space
- Secure furniture
- Purchase computers, copy machine and printer
- Develop signage
- Install telephone
- Negotiate sharing seminar rooms with FaCET

4. Develop Database:

- Work with Provost's staff and Human Resource to identify emeritus faculty
- Update contact information
- Establish process for maintaining accurate database

5. Begin fund raising:

- Work with Retirees Capital Campaign Committee to develop plan
- Develop donor materials
- Determine dues or donation levels
- Explore options for grants

Space, Furniture, and Equipment Needs

The Emeritus College is to be housed in space in the Miller Nichols Library on the second floor next to the FaCET Suite. It is recommended that the space be remodeled, furnished and equipped by the University to provide a distinct Office Suite for the EC. It is further recommended that the Emeritus College share meeting room space with FaCET since the Emeritus College space does not have adequate room for larger meetings. Cost of the remodeling, furnishing and equipping the EC space is estimated to be \$ 162,000. Appendix 7 includes copies of the floor plan and cost estimates to complete the work.

Space Design

There is one private office in the EC space earmarked for the Dean of the EC. Just inside the door should be a desk for a staff member who will greet faculty or guests entering the area. Work space should be designed for faculty to work at a provided desktop or Apple computer. Space and connectivity is recommended for individuals with laptops. A small gathering area should be designated for faculty to meet socially. Larger gatherings or presentations may be scheduled in the iX Theatre by the café on the first floor. It is desirable to have two private offices in the Emeritus College area for private meetings with students or research teams. Other work areas will be in cubicles that provide a desk, computer, chair and a file cabinet. Desks and file cabinets will have locks.

It is recommended that there be two phones in the space--one for the dean and one for the staff member. One shared printer and copy machine should be located near the staff member

Signs to direct people to the Emeritus College in the library should be planned.

Marketing/Publicity

It is recommended that an announcement about the UMKC Emeritus College be sent to current emeriti/ae faculty and the UMKC Community when the physical space is completed. If possible, an open house or reception should be held in the space. Announcements through KCUR and the Kansas City Star would reach the Kansas City community.

Further publicity about the UMKC Emeritus College can be through a website, newsletter and brochures when the Communications Committee is formed.

Website

Two options for creating a website for the College exist. The first is within Academic Affairs and is managed by Alia Herrman. There is no cost for the development of the site but staff does not maintain the website when it is developed. Someone in the Emeritus College would have to be trained to keep the site current. The second option is through the Advancement Department. The UMKC Retirees Association has a website through the Alumni Association Website hosted by I Modules. Kathryn

Houston led the development of that website. There is a charge of about \$45 per year for the separate address but the site is maintained by Kim Rudolph. It would have to be determined who would manage the website for the Emeritus College.

Evaluation

It is recommended that an evaluation plan be in place based on achievement of the Emeritus College goals and member satisfaction with the functions provided by the Emeritus College. Evaluation of personnel should be included as well. The evaluation should be conducted by the dean and the EC Board based on achievement of the strategic plan and a report sent to the Provost annually.