Report to the UMKC Faculty Senate of the Examination of UMKC’s Administrative Structure

By the Committee on Organizational Structure & Community Outreach “COSCO”
September 19, 2005
Purpose of COSCO

➢ Whereas i) shared governance between faculty and administrators and
  ii) Community Outreach by the UMKC campus, are two goals shared by the Faculty
    Senate and President Floyd and his staff from the University system wide office in
    Columbia;
➢ Whereas achieving these goals requires a thorough understanding of the activities that each of
  the various participating groups undertake in their day to day work;
➢ Whereas transparent information exchanges (financial and otherwise) between the faculty and the
  administration is absolutely essential to create a climate of trust that will lead to the most effective
  shared governance between faculty and administration;
➢ Whereas free and open information exchanges can be impeded by overlapping and duplicative
  functions within any organizations;
➢ Whereas a climate of trust between UMKC and the Greater Kansas City Community can be
  achieved if the faculty and members of the Greater Kansas City Community understand each
  other;
➢ Now therefore the UMKC Faculty Senate does hereby establish a new committee “The
  Committee on Organizational Structure and Community Outreach”
➢ Whose charge, with the above recitals in mind, is to examine the internal relationships as they
  exist on this campus as well as the various relationships between the campus and the Greater
  Kansas City Community and then to report to the full Senate its findings and recommendations.
Committee Members

- **Edwin T. Hood** - School of Law, Ruby M. Hulen Professor of Law, 36 years of service.
- **Gary Ebersole** - College of Arts & Sciences, Professor of History and Religious Studies, 10 years of service.
- **Karen Bame** - School of Biological Sciences, Associate Professor, 16 years of service.
- **Alfred Esser** - School of Biological Sciences, Division of Cell Biology & Biophysics, Marion Merrell Dow Professor, 14 years of service.
- **Randy Gardner** - Bloch School of Business, Professor of Accountancy, 22 years of service.
- **Steven Driever** - Department of Geosciences, Professor of Geosciences, 28 years of service.
- **Jerry Knopp** - School of Computing & Engineering, Associate Professor of Computer Science and Electrical Engineering.
- **Tom Mardikes** - College of Arts & Sciences, Chair & Associate Professor of Theatre, 24 years of service.
- **Jim Durig** - College of Arts & Sciences, Curator’s Professor of Chemistry, 13 years of service.
Findings and Observations

- The most glaring deficiency in the current organizational model (See Exhibit A and Exhibit A-1) is the equal status given all four UMKC administrative departments (Academic Affairs, Administration and Finance, Advancement and Student Affairs), despite the fact that UMKC is an academic institution.
- In the committee’s view, the model has led to inefficiencies, a dysfunctional organization, excessive salary levels in the administration, and disproportionate power by the support departments, especially Administration and Finance.
- Examples of problem areas include Advancement, response to Diversity, creations of split-funded positions between departments creating divided loyalty problems, excessive salary levels for administration units when compared to academic units, duplication of functions, turf protection and the disproportionate power of the support units, especially the Department of Administration and Finance.
- Upper level administrative appointments have been made without formal search processes.
Recommendations

- **Recommendation #1**: The Provost as the Chief Operating Officer
- **Recommendation #2**: Splitting the Finance Function from the Administrative Function
- **Recommendation #3**: Major Restructuring of Advancement and Development
- **Recommendation #4**: A shared-governance model, —faculty must be major contributors to budgeting and other policy decisions
- **Recommendation #5**: More faculty involvement in administrative hiring decisions
- **Recommendation #6**: Reclassification of Administrative positions and Salary Readjustments
- **Recommendation #7**: Budget cuts from Central Administration and not from the Academic Units.
Proposed Organizational Chart

Office of Diversity
Office of Comptroller
Staff Council & Advisory
Dean's Council

President

Chancellor

Provost/Executive Vice Chancellor for Academic Affairs
- Vice Chancellor for Administration
- Vice Chancellor for Student Affairs
- Director of Intercollegiate Athletics

Office of Advancement
(Alumni Relations, Public Relations & University Communications)

Faculty Senate

Student Government Association

Vice Chancellor for University Development
(Fund Raising)
## Top UMKC Advancement Department Positions
### at Oak Street by Salary Level
#### Salary as of November 2005

<table>
<thead>
<tr>
<th>Position</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice Chancellor University Advancement</td>
<td>$150,000</td>
<td>$150,000</td>
<td>$156,499.99</td>
<td>$164,730</td>
<td>$168,020.04</td>
<td></td>
</tr>
<tr>
<td>Assistant Vice Chancellor University Advancement for Major Gifts &amp; Campaign [1]</td>
<td>$58,225 (MGR)</td>
<td>$60,554 (MGR)</td>
<td>$62,000.04 (DIR)</td>
<td>$72,000 (DIR)</td>
<td>$105,000 (Asst VC)</td>
<td>$107,350 (Asst VC)</td>
</tr>
<tr>
<td>Assistant Vice Chancellor University Advancement for Annual Fund and School-based Giving</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$105,000</td>
<td>$107,350</td>
</tr>
<tr>
<td>Assistant Vice Chancellor Alumni Constituent Relations [2]</td>
<td>$57,311 (MGR)</td>
<td>$64,000 (DIR)</td>
<td>$80,000.04 (Asst VC)</td>
<td>$80,000.04 (Asst VC)</td>
<td>$90,000 (Asst VC)</td>
<td>$105,500</td>
</tr>
<tr>
<td>Special Assistant to the Vice Chancellor [3]</td>
<td>$62,300 (DIR)</td>
<td>$65,500 (DIR)</td>
<td>$75,000 (SA)</td>
<td>$80,000.04 (SA)</td>
<td>$90,000 (SA)</td>
<td>$97,300</td>
</tr>
<tr>
<td>Assistant Vice Chancellor Community &amp; Public Affairs [4]</td>
<td></td>
<td>$70,500 (DIR)</td>
<td>$70,500 (DIR)</td>
<td>$85,000.08 (Asst VC)</td>
<td></td>
<td>$105,700</td>
</tr>
<tr>
<td>Director Development (Advancement Services/Donor Relations)</td>
<td>$52,170 (DIR)</td>
<td>$59,682 (DIR)</td>
<td>$59,682 (DIR)</td>
<td>$65,000.04 (DIR)</td>
<td>$74,200.08 (DIR)</td>
<td>$74,200.08 (DIR)</td>
</tr>
</tbody>
</table>

### Notes:
- [2] In 2002, changed job title from Manager of Alumni Affairs to Assistant Vice Chancellor of Alumni Affairs.
- [3] In 2002, change of job title from Director of Development to Special Assistant to the Vice Chancellor.
- [4] In 2003, change of job title to Assistant Vice Chancellor for Community Affairs.