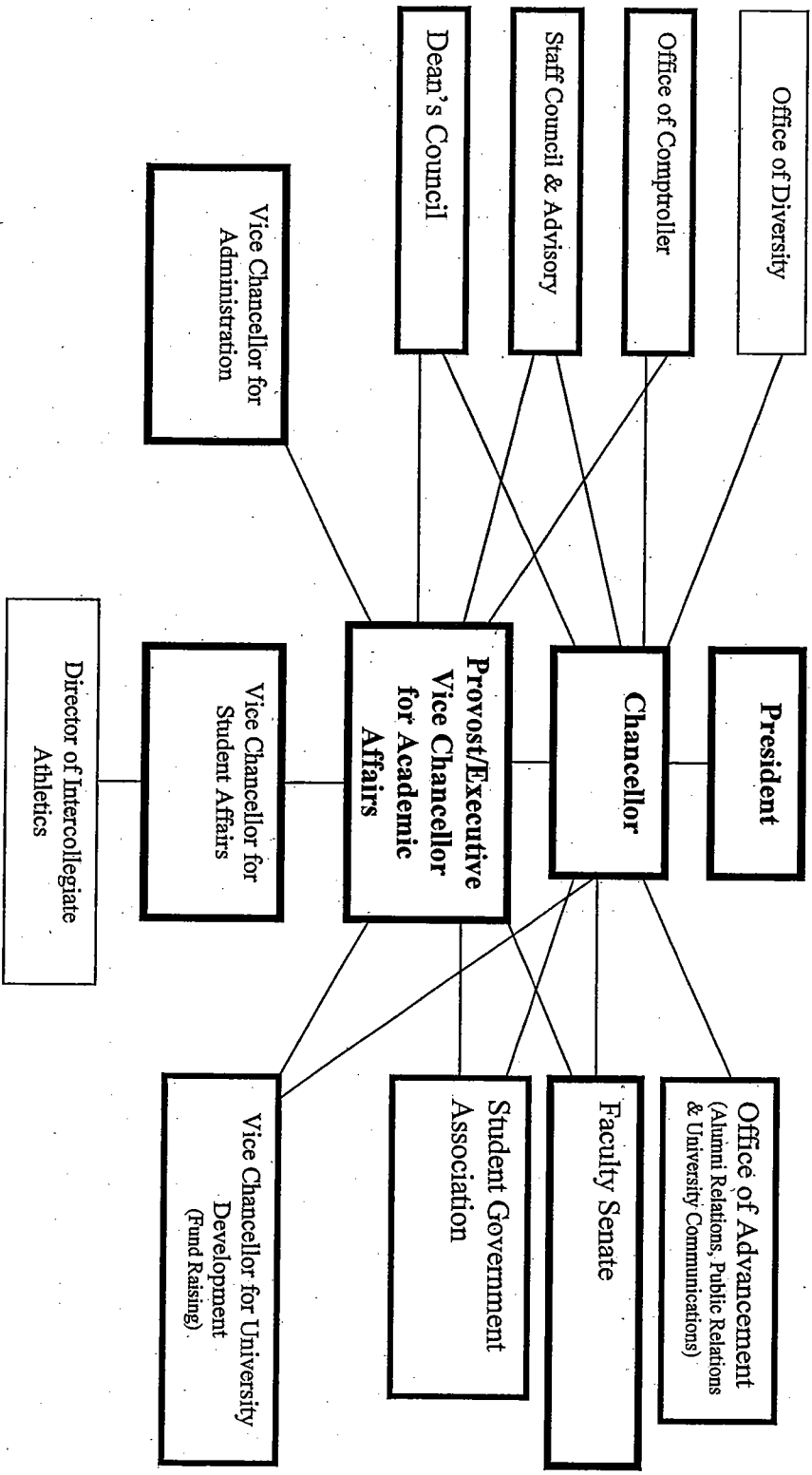


**UNIVERSITY OF MISSOURI-KANSAS CITY
(Proposed Organizations Model)**



- **Recommendation # 1**

The Provost as the Chief Operating Officer

Under the proposed organizational chart set forth above, the Provost and Vice Chancellor for Academic Affairs, is the Chief Operating Officer (COO) of the UMKC campus, second in command, immediately under the Chancellor, the Chief Executive Office (CEO). Under this proposed model, all other Vice Chancellor's (Administration, Student Affairs and Development) and the Office of the Comptroller (new office under the model) report to the Provost. When the Chancellor is unable to act (because of absence, illness, etc.) the Provost will be the acting CEO.

- **Recommendation # 2**

Splitting the Finance Function from the Administrative Function

The committee recommends that the current department, consisting of Administration and Finance, be split into two distinct departments, namely Administration and the Office of the Comptroller. The Administration Department would report directly to the Provost (the COO). The Office of the Comptroller would report directly to the Provost and the Chancellor.

- **Recommendation # 3**

Major Restructuring of Advancement and Development

The committee recommends that the current department, "University Advancement," be separated into two separate and distinct departments, namely, the Office of Development, which will report directly to the Provost, and the Office of Advancement, which will be a direct support unit for the Office of the Chancellor. The Department head of the latter unit would not have Vice Chancellor status; instead, the person in charge would have a salary consistent with a middle manager (director level) or assistant Vice Chancellor.

- The Office of Development will be strictly confined to fund-raising with a small central administrative staff; most of the current staff should be in the Academic units primarily supervised by the Dean.
- Office of Advancement will report to the Chancellor and will be the public face of UMKC. It will have two divisions:
 - Alumni, Community and Public Affairs
 - University Communications (which will be moved from Student Affairs)

- **Recommendation # 4**

A shared-governance model, —faculty must be major contributors to budgeting and other policy decisions

Although all university constituencies should provide input into the preparation of the university budget, the principle of shared responsibility in university governance delineates a specific role for the faculty in financial decision making processes that is unique. For this reason, we recommend that the UMKC administration enter each year into a direct, bilateral dialog with the UMKC Faculty Senate in preparation for the university budget two years before it becomes effective.

Likewise, should the administration seek advice from committees, or task forces, or commissions, whose principal charge it is to make recommendations that will have a major impact of the finances of the university, then such recommendations must be evaluated independently and endorsed by the Faculty Senate in order to satisfy shared governance responsibility.

- **Recommendation # 5**

More faculty involvement in administrative hiring decisions

Hiring to fill any administrative position that includes within its title the word “provost” or “chancellor” must be filled through a formal search process, including the utilization of a search committee which includes significant representation from the UMKC faculty.

Recommendation #6

All current administrative positions at Oak Street that are classified at a level above that of Director (exclusive of the Vice Chancellors of the various UMKC departments) shall be re-titled to that of Director and absent special circumstances, the salaries for these various positions must be adjusted downward to correct excessive raises (usually accompanied by a new title) to several Oak Street administrators that occurred during the Gilliland administration.

Recommendation #7

Budget cuts from Central Administration and not from the Academic Units. See Sense of Faculty Resolution passed at the December 2005 Faculty Senate re: budget cuts at UMKC.

Advancement Recommendations

Recommendation Number 1

The Department of University Advancement should be reorganized into two separate and distinct departments, namely, the Department of Development and the Department of Advancement.

- The New Development Department (NDD) should be covered by as a small central staff at Oak Street. It will have two relatively small divisions: (a) Major Gifts and (b) Development Support for Academic Units.
- The current staff of University Advancement assigned to the various academic units will become part of the fund raising staff of the academic unit to which they are assigned, irrespective of what division within University Advancement to which they are currently assigned, and will report to the dean of the academic unit. Coordination between the fund-raising staff in the academic units with the staff of NDD is desired.

As noted above, a very important and critical function for a public university, especially in an era of flat or declining state appropriations, is private fund-raising. To achieve this end, all the employees in the NDD must be focused on increasing the level of private donations to UMKC. The Vice Chancellor for Development must be focused on this mission and should not be distracted by other functions which have been assigned to the Vice Chancellor for University Advancement in the past, such as community and public affairs, special events, and alumni and constituent relations.

- The committee also recommends that the distinction between friend-raisers and fund-raisers be eliminated. Everyone in the current alumni constituent relations division and assigned to the various academic units should be fund-raisers, which by implication requires developing good relationships with potential donors. If they are not experienced fundraisers, efforts should be made to retrain such employees to expand their skill sets to include this function. Alternatively, those currently in alumni constituent relations and assigned to the academic units, should be trained to expand their duties to include support for the current fund-raising staff assigned to the various academic units.

Recommendation Number 2

The New Department of Advancement (NDA) should be assigned directly to the Chancellor's Office.

- Included within this NDA should be the following divisions of the current University Advancement Department: Community and Public Affairs, Special Events and a smaller scaled-down version of Alumni/Constituent relations. Alternatively, alumni/constituent relations could become part of Community and Public Affairs within the NDA.
- Moreover, the committee recommends that the University Communications Department, formerly part of the current Advancement Department and now part of the Department of Student Affairs, be assigned to the NDA.

- Whoever is appointed to manage this new NDA, may be able to find duplicative functions performed by three of these existing university departments (alumni and constituent relations, community and public affairs and university communications). Once reorganized, duplicative job positions should be eliminated.

Recommendation Number 3

For the most effective fund raising, we must have a decentralized model.

- Consequently, each academic unit should be assigned its own development officer, who must report primarily to the dean of the academic unit to which he or she are assigned. These persons would be employees of the academic units and not the NDD. This reporting model is necessary to avoid repeating the divided loyalty burden that has plagued development staff assigned to the various academic units in the past. Moreover, to accomplish this goal, all staff of the current University Advancement Department (regardless of whether assigned to alumni/constituent relations or to development) and assigned to an academic unit, must be assigned now solely to the dean of the unit as their sole supervisor. In addition, if any of these positions are currently being funded, in whole or in part, by the current university advancement department, then the funds supporting these positions should be transferred from the budgets of the current University Advancement department to the budgets of the respective academic units where the employees are located.

- Each fund raising department within the academic unit would have access to and coordinate with the Development Support Division and the Major Gifts Division of the NDD at Oak Street.

Recommendation Number 4

Access to the potential donor base must be more decentralized than in the past.

- While the committee recognizes the importance of controlling access to the potential donor base in order to avoid duplicate requests to potential donors, the academic units must have better access to the potential donor base so that fund raising can proceed at a viable pace. In this connection, the committee recognizes that much of the fundraising takes place in the academic units.
- Accordingly, absent special circumstances, each academic unit should have access to its own alumni.
- In addition, all of the UMKC staff involved in fund raising, both from the academic units and from the NDD, should meet on a periodic basis to examine the potential donor list and make their respective cases for access to the donor base.
- Major gifts, including access to Foundations, involve different considerations. As a general rule, access to Foundations should not be denied to an academic unit if the funding policies of the targeted Foundation fit the funding proposal of the respective academic unit.

- If the university has never made a request of the targeted Foundation in the past, the burden would be on the NDD to convince the Provost's office why access should be denied to the academic unit.
- Similarly, irrespective of past or current ties to the targeted Foundation, if a particular academic unit has strong connections to the targeted Foundation, the burden should be on the NDD to convince the Provost why access should be denied.
- Finally, each year the Provost's office should issue a request for proposals (RFP) to the academic units for the funding of proposals by the major foundations in the Kansas City area (e.g., the Hall Foundation, the Kauffmann Foundation, etc.). To encourage creativity and to foster cooperation between the various academic units, preference should be given by the Provost to interdisciplinary funding requests.

Recommendation Number 5

The COSCO recommends that a committee composed of faculty, deans and other administrators be formed to examine the Foundation Model for UMKC's fund raising efforts

- The details of the scope of this study will be offered at a later meeting with the Chancellor.

Recommendation Number 6

To correct the effects of title inflation during the Gilliland administration, all current University Advancement employees (exclusive of the Vice Chancellor) with a title classification greater than Director (i.e., assistant Vice Chancellors, associate Vice Chancellors, special assistants to the Vice Chancellor, etc.), shall have their positions re-titled to that of a Director; in addition, absent exceptional circumstances, each such employee's salary shall be adjusted downward to correct the effects of the afore-mentioned title inflation.

- No other issue affects the morale of the faculty and staff in the academic units more than the unfairness of the raises given to Oak Street administrators (frequently justified by providing the employee with a new title) during the Gilliland administration. Unless and until this salary inequity is corrected, it will be very difficult, if not impossible, to improve employee morale in the academic units.
- All savings by reason of these reclassifications shall be transferred to the Provost's office for reallocation to the various academic units.

Recommendation Number 7

The current gift counting method whereby UMKC counts (1) gifts that are received by non-UMKC entities (e.g., affiliate organizations) as gifts in UMKC's annual gift campaign, and (2), counts contributions to UMKC from that same group of non-UMKC entities as additional gifts, must be discontinued.

The accounting methodology should either:

- A. not count contributions received by non-UMKC entities (e.g., to affiliate organizations or FHIT organizations) for the ultimate benefit of UMKC in the UMKC fund raising campaign. Once funds are transferred to UMKC by such non-UMKC entities, the funds transferred will be counted as gifts; or, in the alternative,
 - B. count the contributions received by the non-UMKC entities (e.g., affiliate organizations) as gifts in UMKC's annual gift campaign but do not count any contributions by such entities to UMKC as a gift. Rather, such contributions would be treated as transfers of existing resources of the supporting entity to UMKC as if the non-UMKC entity was akin to a division of UMKC.
- As noted in the COSCO Findings report on Advancement, the current accounting method treats contributions to the affiliate organization like a gift to UMKC. However, it also treats contributions from such an affiliate to UMKC as an additional gift. This accounting method clearly distorts and misrepresents the true amount received by UMKC and its affiliates during a particular gift campaign and must be discontinued.

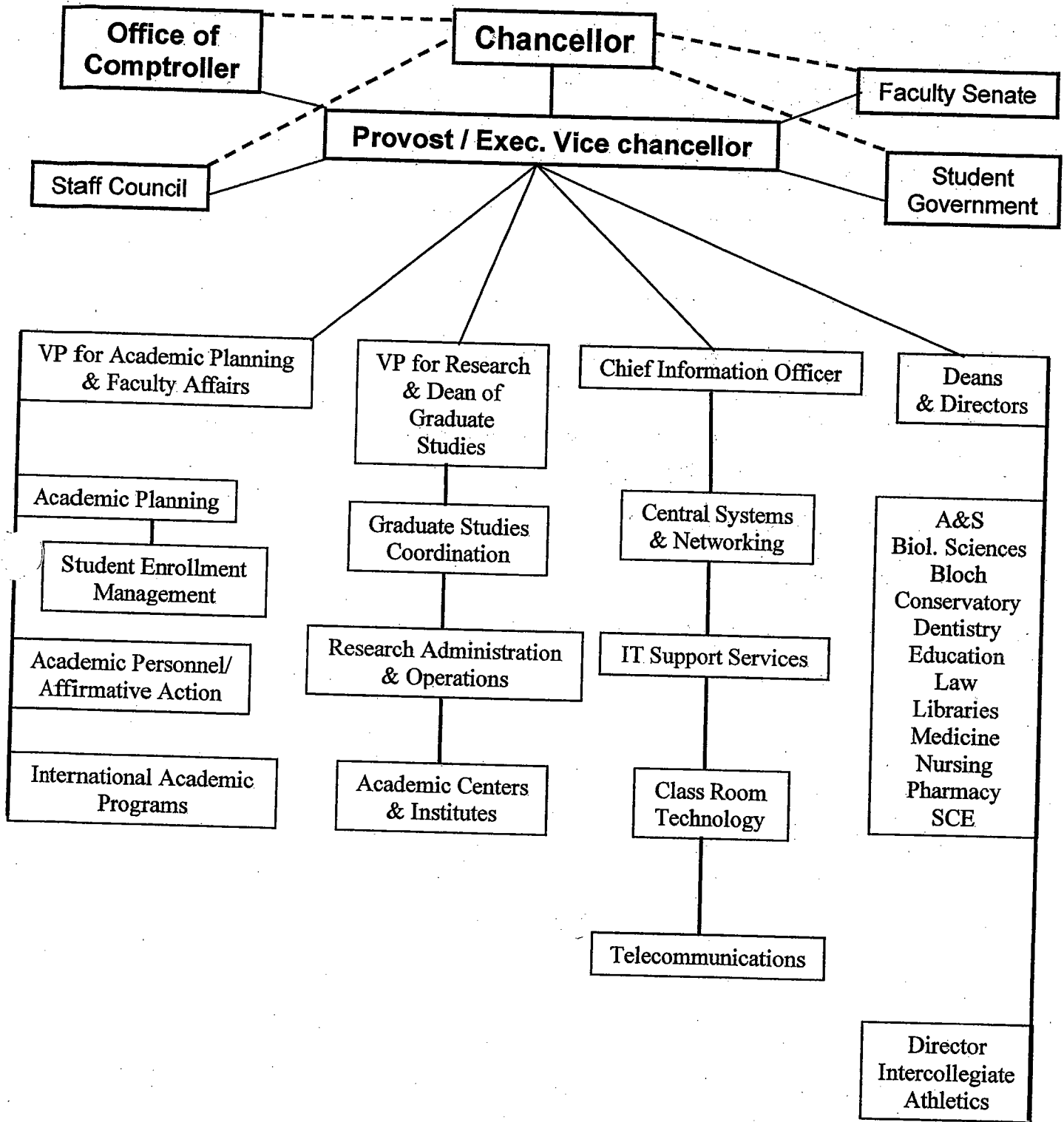
Recommendation Number 8

The budgets of the current University Advancement should be audited as soon as possible, preferably by an outside auditing firm.

- In the COSCO Findings Report on Advancement, several questions were raised concerning the various funding sources for the various Advancement fiscal accounts. Furthermore, other questions about Advancement's accounting method were raised. It is the opinion of COSCO, that a full audit is justified.

Proposed Provost Office Organization:

I. Proposed Organizational Chart:



II. Executive Summary

Recommendations:

1. *In addition to all deans and the director of intercollegiate athletics two Vice Provosts and one Director – the CIO – shall report to the Provost as a result of the elimination the offices of the Vice Provost for Undergraduate Affairs & Student Engagement and of the Vice Provost for Interdisciplinary Research, and by combining the Academic Affairs functions with those from Academic Planning and from Student Enrollment Management (currently in the VC for Student Affairs office) under a “Vice Provost for Academic Planning & Faculty Affairs”.*
2. *The Associate Vice Chancellor for Research shall become the Vice Provost for Research & Dean of Graduate Studies and*
3. *The position of Chief Information Officer shall be at the level of “Director”.*

III. Proposed Changes in current Personnel Assignments:

Recommendation:

In the future such position must not be filled without a national search and regular faculty must participate in the selection process.

(a) Vice Provost for Faculty Affairs

Recommendations:

1. *This office should assume further duties and personnel from other units within the provost’s office as detailed below and should be renamed “Vice Provost for Academic Planning & Faculty Affairs”. A national search for this newly created position should be initiated.*
2. *During recent years the VC has become the de facto chair of the “Campus Promotion & Tenure Advisory Committee”. Since the faculty has the sole responsibility to bestow academic titles, including professorial titles, and to develop academic criteria for advancement in professorial rank and achieving tenure it is important that a full-time faculty member chair this committee. The VC can be the convener and act as secretary to the committee but should not chair nor influence the deliberations of the committee.*

(b) Vice Provost for Undergraduate Affairs & Student Engagement.

Recommendation:

This office appears to be non-essential and its functions should be dispersed in the following way:

1. *Faculty development is the prerogative of the deans and chairs in the individual academic units and the Provost must hold these individuals accountable for fulfilling this important function.*
2. *Faculty orientation is a “seasonal” effort and could be handled by the staff in the VC for Faculty Affairs office.*

3. *General education issues involving students should be dealt with by the curriculum committees in the academic units or by the VC for Student Affairs.*

(c) Vice Provost for Interdisciplinary Research.

Recommendation:

The position and title should be eliminated but if future administrations want to foster more interdisciplinary or translational research then such assignments should be given to the office of the VP for Research.

(d) Associate Vice Chancellor for Research & Chief Research Officer.

Recommendations:

1. *As the current organizational chart indicates the head of this office does not report directly to the Chancellor but to the Provost and therefore should and not be an "Associate Vice Chancellor". Because of the interdependence of research and graduate studies this Vice Provost all graduate studies matters should be coordinated by this office and the title should be "Vice Provost for Research and Dean of Graduate Studies".*
2. *Transferring CBARS to the VC for Administration & Finance reverses a decision made by Chancellor Schwartz upon recommendation of a faculty-led committee in 1992. At that time the precursor of CBARS was under the control of the VC for Administration, but lax environmental oversight – perhaps encouraged by financial exigency – resulted in heavy fines against UMKC where fiscal issues override again environmental and scientific concerns. However, should the financial functions within the VC for Administration office be transferred to a Comptroller's office, as recommended by this committee, then the committee is less concerned by the lack of academic oversight for CBARS.*
3. *Under current orders ORS was not allowed to charge UMKC-affiliated research organizations that maintain research space within UMKC the full cost for animal facilities and CBARS related services. The committee recommends that research organizations whose grant applications are not submitted through UMKC's research office (therefore eliminating any indirect cost recovery when funded) be charged the full cost for such services.*
4. *Under the current formula about 50% of the indirect cost recovery dollars are returned to the units and investigators that generated the funds and about 17% are used by ORS to cover some of its costs. The remaining 33% are transferred to the chancellor's budget although the current Interim Chancellor has no evidence for this. Since the committee was unable to solve this discrepancy it is recommended that in the future the 33% of the indirect cost recovery be transferred to the Provost's budget with the obligation that these funds be used to improve the research infrastructure of the campus.*
5. *This office should assume oversight of UMKC's academic centers and institutes. The VP shall be accountable that these centers and institutes follow and adhere to the University of Missouri CRR 50.010 that govern such entities. Specifically such Centers must have a separately identifiable budget with at least one fund code number assigned exclusively to it and the Center Director must responsible for the budget. Centers must have an estimated budget for the first*

year of operation, with projections to cover each of the additional years in the first five-year period. Such Centers must be largely self-supporting in subsequent years.

6. This office shall be responsible for coordinating – but not supervising - all graduate studies programs that participate in the Interdisciplinary Ph.D. (IPhD) program. All policy decisions concerning the IPhD must be ratified by the deans' council, the faculty senate, and approved by the Provost.

(d) Vice Chancellor for Academic Planning and Chief Information Officer

Recommendations:

1. The academic functions currently assigned to this office shall be transferred to the VP for Faculty Affairs and only the IT functions shall remain in this office. The CIO position should be filled at the Director level.

2. Ancillary services that are currently administered by this office shall be transferred to more appropriate offices, e.g. Multimedia Services to Public Relations and/or appropriate academic units, and Support Services that deal only with installation of cables and hardware could be combined with Building Services under the VC for Administration. In the future all services for installation of hardware must be open to outside bidding and most importantly the fees charged should be based on a thorough cost analysis performed by outside auditors.

3. Several IS accounts indicate very steep increases – sometimes more than 10-fold - between 2001 and 2003 in spending for telecommunication costs, cell phones, travel and training that are difficult to rationalize. Because of the opaque accounting used by these units the committee strongly recommends that these accounts be subject of a detailed and thorough audit.

4. In the future, each unit within this office must have a single budget and all personnel costs in a given unit should be encumbered within such a single budget. Just like academic units, IS units also must justify their personnel and other costs in a more transparent manner.

4. Fees paid by students in support of IT should be used predominantly for services and installations that foster student learning, e.g. classroom technology. A significant portion, that is not less than 33% of such fees, should be distributed to academic units in support of unit-specific teaching assistance.

5. The composition of the Information Technology Council that exists to assist the provost – not the CIO – in formulating IT-related policy must have better representation of faculty and staff knowledgeable in IT issues. For example, it appears that none of the current unit IT liaison officers are members of this council. Membership based simply on equal representation may not be in the best interest of the university.

V. Summary & Recommendations

COSCO believes that the preceding findings warrant further investigation by the Provost into the leadership of UMKC's theater-producing and training operations. Special attention should be paid to how the costs of those operations borne by UMKC are justified in relation to the value received in contributions to the following:

- UMKC's educational mission;
- UMKC's reputation in the community;
- UMKC's 40-year continuing contribution to the establishment, growth and development of live professional theater in a region that stretches for over a 150-mile radius; and
- The growth, development, and reputation of UMKC's Department of Theatre.

The committee believes it is valuable to have a professional theater of Kansas City Repertory Theatre's caliber operating on UMKC's campus, particularly if it is deeply and meaningfully engaged in the University's educational mission as well as its community service mission.

COSCO also believes that our findings raise serious questions about how UMKC's financial resources, physical assets, and human resources are currently being directed by the people who are responsible for the leadership of the Kansas City Repertory Theatre. As University employees these individuals owe a fiduciary duty to UMKC and the University of Missouri system. At this time, and without question, they fall under the supervisory authority of the Provost.

With this in mind, we entreat the Provost to ensure that the substantial resources being allocated to the activities of the Kansas City Repertory Theatre are appropriate and in accordance with the long-held understanding that the Rep exists for the dual purposes of community service and integral connection to the Department of Theatre's educational mission.

However, if the Rep's leadership is no longer interested or they are unwilling to commit themselves to UMKC's educational mission in the creation and teaching of live professional theater, then a serious redirection of the resources being allocated in support of Kansas City Repertory Theatre needs to be made. Moreover, in light of the events of the past five years, the committee believes consideration of a serious analysis and a possible redirection of those resources is in order anyway.

COSCO's inquiry leads us to recommend that the Provost exercise appropriate authority over the Producing Artistic Director of the Kansas City Repertory Theatre, ensuring that the policies and procedures that are designed and implemented under his supervision are in the best interests of UMKC's educational and community service missions. As leaders of an institution that was created by UMKC and supported by UMKC in a critical manner over the life of the institution, UMKC's Chancellor, Provost, Dean of the College of Arts and Sciences, the Chairman of the Department of Theatre and the Producing Artistic

Director of Kansas City Repertory Theatre will serve both the community and the University by preserving and developing the Rep and the Department of Theatre in a manner that always inspires pride in members of the community and generates recognition for its excellence from artists and educators in the field of theater.

This will be a difficult challenge with the personalities currently involved. After completion of the COPE report, a Task Force, a Shared Future Facilitation and a NAST reaccreditation, the Theatre faculty is very reluctant to undertake further negotiations with the PAD. They believe there is little value in creating more lists of "who does what" and "who is acknowledged where" in an effort to establish minimum criteria. The Theatre faculty has articulated that they are only interested in a relationship with the Rep that combines respect and trust. This was expressed to Interim Provost Bubacz in a Theatre Faculty meeting on Oct 3, 2005.

At this time COSCO recommends the following be implemented to better establish a working relationship between UMKC, Theatre and the Rep:

(a) UMKC/Rep Contract

A study of all past contracts between UMKC and the Rep should be initiated. The committee believes the Rep has drafted the contracts signed by the university over the years with little input from UMKC administrators and with no Theatre faculty participation. These contracts have therefore consistently favored the Rep's position. This must change. The committee recommends a return to the spirit of the original 1980 document to begin a renegotiation. The Theatre Department must not be excluded from future contract negotiations. It is also recommended that the Chair of Theatre sign said contracts along with UMKC's administrative officers and the Rep's trustees.

(b) Ownership of Assets

A study, consulting with UM System legal, should evaluate the transfer of theatre properties from the university to the Rep. Regardless, contract language and operational procedures must guarantee open access to all theatre properties, costumes and scenic elements to the academic mission.

(c) Faculty Participation

Faculty must be allowed to be more actively involved in the operation of the professional theatre. The committee recommends that four faculty members join the Rep trustees as voting members. The committee recommends that faculty membership be balanced with board membership on any future search committee for new leadership. Finally, the faculty must be consulted and informed of any and all contractual elements with any future artistic leader.

(d) New Mission Statement

The Rep's mission statement should be revised to acknowledge its association with and dependence upon UMKC and the Theatre Department.

(e) Leadership Adjustment

In order to re-establish a proper balance between the professional and academic missions, and in order to continue to develop the excellence of both the Rep and the Theatre Department, the committee recommends that with eventual new leadership for both the Rep and Theatre Department, that the Chair be titled as Executive Director of the Rep and be the direct supervisor of the Rep artistic leader, that position returning to the title of Artistic Director. The committee strongly recommends that the Rep leadership report directly to the Chair, not the Provost or Dean.

set up as profit centers, with the users paying for services. A scenario with the SSCs in place might be that a professor submitting a travel voucher would do this through an SSC that would process the claim and then charge the professor's unit a processing fee. The academic units would have to receive additional funds to cover the costs of using the services of the SSCs or face further erosion of their limited resources.

Recommendations

1. There should be tables of organization, complete with job responsibility descriptions, down to the sub-department level. This need is most acute for Campus Facilities Management, which as of the census of 10/31/04 had 221 employees.
2. Affirmative Action and Diversity in Action offices should be combined with the Office of Diversity, which should be directly under the Chancellor.
3. Rental properties of the Curators and the UMKC Trustees are interspersed with privately-owned homes. The University should try to complete the acquisition of privately-owned properties between 53rd St. and 55th St. and Holmes St. and Troost Ave. as quickly and quietly as possible.
4. All positions above the level of director, with the exception of that of the Vice Chancellor, should be reclassified as director positions with commensurate salaries, which should entail salary reductions in most cases.
5. Internal recharges are listed at over \$6 million in the budget for FY2006. Campus Facility Management services for which academic units are charged should be bid, with competitive bids from private outside contractors allowed.
6. Parking on campus is problematic, as always. The Parking Fund has a carry-over balance that has grown far faster than the revenues of original operating funds. The belief, whether correct or not, is that the carry-over is building up from fines given to individuals who park in places not permitted by their stickers. Faculty and Staff who pay monthly for parking stickers should be able to park at least at parking meter sites (which tend to be underutilized anyway) when spaces requiring stickers are not free. Or Administration and Finance could begin to control entrance into parking sticker lots and stop selling more parking stickers than there are spaces available at any given time for cars with such stickers.
7. The comparison cohort for Administration and Finance is 38 universities. Most of these are located in states with better tax support of public education. Let's have a realistic and small cohort that cannot be cherry-picked for a particular comparison.

8. Consulting contracts should require special approval at the highest Campus administrative level. There should be bids for contracts that are public. More thought should be given to using in-house talent for paid consulting.
9. Divide the current Division of Administration and Finance into an Administrative Division and a Comptroller's Office. The current large division controls most of the jobs in administration and the financial information. The possibilities for conflict of interests are too great and there are too few opportunities for reallocation of funds to academic units.
10. We are concerned about the oversight of university property sold off.

RECOMMENDATIONS CONCERNING STUDENT AFFAIRS

1. Move Enrollment Management (Records, Admissions, etc.) to the Provost's Office in order to enhance strategic planning.
2. Move the University Communications operation to the new Office of Advancement under the supervision of the Chancellor's Office.
3. Transfer the Center for Academic Development to the Provost's Office and the Institute for Professional Preparation to the Medical School.
4. All positions in Student Affairs, as in other Vice-Chancellor-directed units, above Director should be re-titled as Directors and their salaries readjusted to a level commensurate with their duties.
5. Have the Vice-Chancellor for Student Affairs concentrate on Student Affairs in order to address the problems associated with "responsibility creep."
6. Appoint a committee of faculty, students, and administrators to review current practices regarding the setting, collection, and use of student fees and to develop a transparent system of collecting and distributing student fees to their announced purposes.
7. Reallocate SA funds currently used for promoting diversity and curricular innovation to academic units and put these funds under faculty control.