UMKC Faculty Senate

16 January 2018

Draft Minutes

**Present:** Linda Mitchell, Gerald Wyckoff, Stephen Dilks, Viviana Grieco, Jacob Marszalek, Tom Mardikes, Ken Novak, Greg Vonnahme, JoDee Davis, Dale Morehouse, Roger Pick, Tara Allen, Ed Gogol, Melanie Simmer-Beck, Eric Gottman, Michelle Maher, Christopher Holman, Irma Russell, Jenifer Allsworth, Ed Abreu, Margaret Brommelsiek, Hari Bhat, Valerie Ruether, Sandy Rodrigez, Jen Salvo-Eaton, Sybil Wyatt, Drew Rogers

**Also Present:** Barbara Bichelmeyer, Sheri Gormley, David VanHorn, Jakob Waterborg, Nathan Oyler, Laurel Watson, Jeffrey Price, Diane Mutti-Burke, James McKusick, Anne Spenner, Marilyn Yoder, Kathleen Kilway, Chris Brown, Wayne Vaught, Jenny Lundgren, Kristi Holsinger, John Herron, LaVerne Berkel, Johanna Nilsson, Jess Magana

**Absent:** DaMing Zhu, Deb Chatterjee, Ceki Halmen, Nancy Murdoch

**Excused:** Erik Olsen, Marilyn Taylor

**I. Opening Matters [5 minutes] (Mitchell)**

Meeting called to order at 3pm. The agenda for today’s meeting and the minutes from the last meeting are approved.

**II. Reports & Updates [15 minutes]**

Chairperson Mitchell shares that the Faculty Senate meeting in February will include more issues for presentation and discussion, but today we will mainly focus on the proposal for academic restructuring. With regards to the Administrative Review, the group has expanded to include representation across the System. A survey about the PWC report and how to centralize departments in System will be developed in the future.

IFC had a brief discussion about issues of compression for all the units. Compression is when new hires are paid more than those that are already here or when the differences between pay for junior, mid-level, and senior staff and faculty are significantly reduced. Addressing compression issues will be expensive but is necessary to improved morale.

The governor is looking for a tax cut; because the federal government has approved an increase in the standard deduction, then the state standard deduction is also increased, potentially cutting state taxes and reducing revenue.

Mediation is continuing with regards to guns being allowed on campus. The current proposal is to allow them in locked glove-boxes in locked vehicles in university parking lots/garages.

There has not been a legislative update because there have not been any formal sessions yet.

The lobbyist in Jefferson City has been formally introduced to the IFC. The breakfast with the Curators in St. Louis was positive. IFC met with the Board of Curators and the System President. Because it was such a productive exchange, the parties involved want to do this activity more frequently. The breakfast was an opportunity to voice faculty concerns/issues. The February Board of Curators meeting will be a more focused discussion.

Workload policies are being revised to address NTT issues. Also, evaluation of teaching is being reviewed. There is a possibility to go beyond bubble-sheet evaluation to better represent teaching experience. Candace Schlein and Diane Filion are on the committee and any feedback can be directed to them. Intensive work will be done in the spring and there will be more to report at the next Faculty Senate meeting.

**III. New Business [90 minutes]**

1. **University Reorganization: Opening Presentation and Discussion (Provost/Interim Chancellor Bichelmeyer)**

Provost/Interim Chancellor Bichelmeyer states that this is the opening of a conversation with the Faculty Senate; however, the core elements of the restructuring address issues we have been discussing as a university since the Provost was hired in 2015. It is crucial to acknowledge that any change made in one part of the university will impact other parts and that we need a comprehensive plan for restructuring that takes into account ALL the moving parts. This conversation comes in the context of a range of ongoing conversations with FSEC, Deans, Gen Ed committee, etc. and it initiates a process that must happen for a number of reasons, budgetary, pedagogical, scholarly, and administrative.

The reorganization document is a draft, and this is a first read designed to open a comprehensive discussion and process that will impact specific units but that will change how the entire university operates. We need to start the process, determine who is on the committee, and then move to a second read. This document gives a sense of the contours of the conversation but is subject to revision.

Restructuring has already begun in Student Affairs and Academic Affairs, where consolidation and logical changes in administrative relationships have been in process since Spring 2017.

The ongoing restructuring is necessary due to the changed financial situation, but it is also a direct and logical response to data-driven reports. We have questions that need to be answered. Many critical events and initiatives have occurred or are now occurring which make it necessary for us to consider academic reorganization at this time. We need to grow enrollments and promote our growth to become as attractive as possible. We also need to get barriers out of the way, including barriers that hamper opportunities and efficiencies in administrative services and academic programs. Financial model re-design is coming into effect and this requires us to think about how we can create an attractive MODERN university that serves students and the community, that is a great place to work for staff and faculty, and that has a solid future. At UMKC, interdisciplinarity and interprofessionalism are crucial to this future.

The most important reasons for this re-organization are highlighted below:

1. Our financial position has changed significantly, and we are in an unsustainable deficit situation. We MUST respond to an economic situation that is not changing for the better. We have been hit very hard financially. We are attempting to address a twenty-four million dollar gap. We must change due primarily to cuts in State appropriations. UMKC started FY18 with a budgeted deficit of $4.5 million, which almost immediately increased to an $8 million deficit due to lower fall semester enrollments than projected and scholarship allocations that were much higher than budgeted. This means that UMKC is currently funding operations by spending through our reserves, which is simply not sustainable. Currently we only have 63 days of reserves, when expected practice is that we have 90-120 days cash on hand. In the current structure, every day that goes by cuts our reserves.
2. Strategic initiatives: We are currently engaged in many strategic initiatives that require us to re-consider the structure of our academic organization, in order to make critical decisions that better position the university for success in the future. Each will be completed by the end of the spring semester and will inform the re-structuring: Academic Portfolio review; Administrative Services Review; Financial Model Redesign; New Strategic Plan. An additional note is that we are planning for HLC Reaccreditation; any changes will take place in the context of this external evaluation of our structure and services.
3. The five critical questions that have been presented since Fall 2015 are as follows:

* the need for a structure to support and grow interdisciplinary programs
* the need for a stand-alone School of Biological Sciences
* the need to revitalize the School of Education
* the need to find an appropriate home for General Education
* the need for staffing of Interprofessional Education in the Health Sciences

1. Over the past 18 months, the Office of the Provost has been heavily engaged in re-organization, with additional changes still forthcoming. These changes have downstream effects on academic units, and therefore we must consider whether changes in academic units are required in response. Office of Academic Affairs has already been restructured. There is work to be done, but the shifts we have already made necessitate further changes.

We have a great opportunity to distinguish ourselves. At UMKC, at this moment, standing still is not an option. Therefore, the Provost/I.C. asks faculty and academic leaders to join in considering how to better organize our academic structure to address the challenges we currently face, to radically improve our position as soon as possible, and to build a sustainable future for the university. We need to do this in a collaborative way that is respectful and productive. We do not want to re-organize for the sake of it. Ultimately, the purpose of any reorganization should be to strengthen the university, making it more likely for UMKC to achieve its vision, mission, and goals while sustaining its operations with a campus climate that is diverse and inclusive.

Eight specific reasons for academic reorganization and right-sizing are listed below. These factors must be considered as we determine what benefits are to be gained and what risks are to be minimized or avoided in any possible academic reorganization. We must look at reorganization against these eight factors:

**i. Sharpen strategic focus**

* + Improve alignment to structures and resources with mission, goals, priorities of UMKC
  + Better promote student access, engagement, retention, completion
  + Better promote productivity of faculty in discovery, research, and creative activity
  + Better promote community engagement and innovative service

1. **Clarify unique value and competitive distinction**
   * Simplify students’ and constituents’ experiences of the organization
   * Eliminate confusion of potential students and constituents about the organization
   * Improve the perceived value of the organization by students and constituents
   * Improve interactions with students and align structures to better meet their needs
   * Clarify distinctiveness of UMKC program as compared to peers and competitors
   * Make UMKC programs, services and tuition more competitive in Greater KC Region
   * Provide more and better opportunities for students to engage in research with faculty
   * Create more opportunities for interdisciplinary programs and research
2. **Improve quality**
   * Foster a culture of caring through supportive communication and timely responses to students
   * Become more attractive to students by designing experiences to match their needs and interests
   * Improve learning experience by creating highly engaging curricular and co-curricular activities
   * Provide engaging and supportive experiences for alumni to build ongoing connection to UMKC
   * Honor donors with appreciation and recognition of donor intent
3. **Improve the work experience and bring out the “better” in faculty and staff**
   * Foster a greater sense of personal impact on success of our students and success of the university
   * Wisely allocate people for better use of time and talent to improve likelihood of job success
   * Improve communication, teamwork, engagement, responsiveness, transparency
   * Provide clear expectations about responsibilities and regular feedback for accountability
   * Improve opportunities for faculty productivity in research
4. **Empower academic leaders by providing greater support and accountability**
   * Right-size span of control so leader can provide sufficient attention and improve communications
   * Clarify and align authority and decision-making responsibilities to advance strategic priorities
   * Align leader interests with university and unit success, and ensure attention to core operations
   * Improve control and monitoring of finances, operations and results
   * Improve unit reporting to produce better feedback
5. **Improve operational efficiencies**
   * Remove inefficient policies and systems, reduce waste, eliminating unnecessary processes, eliminate duplication of work to reduce costs of programs, services and administration
   * Develop economies of scale and opportunities to scale up programs and services to more effectively use resources.
   * Share resources for similar programs, services, and administrative operations
6. **Take advantage of new ways to learn, teach and work**
   * Organize work differently to better align with changing needs and expectations of students for more flexible options for programs and services outside of the traditional workday, work week, and semester cycle
   * Provide faculty and staff opportunities to take advantage of more flexible work arrangements (flexible reporting relationships, shared services, part-time roles, technology-enabled processes and other innovations)
   * Utilize new technologies and teaching methods to provide more personalized and highly engaging learning experiences
   * Ensure clear communication of expectations for achieving learning outcomes and work results, and emphasize good practices of performance management
7. **Take advantage of new opportunities for knowledge creation and knowledge dissemination**
   * Develop programs to address needs for new kinds of knowledge creation and dissemination
   * Develop programs to address new workforce needs and develop new competencies
   * Develop programs to take advantage of new interdisciplinary opportunities
   * Create opportunities to grow value-added programming that better link similar programs that have opportunities for synergy and collaboration
   * Increase opportunities for innovation

We have an approved Faculty Senate process for re-structuring in place and will use this to guide the process. Reorganization is at the discretion of the Chancellor, but it needs to be accomplished with full faculty input by those who will be impacted by any changes being made.

The Provost/Interim Chancellor will work with the Faculty Senate Executive Committee to determine committee structure and personnel and to develop a systematic and logical plan for re-organization. The focus should be on the qualitative elements, on elements with the potential to improve teaching, scholarship, campus climate, community relations, and sustainable growth. Voting will be by Tenured faculty who are directly impacted by the specific restructuring.

If the need for voting at all levels is strong, then the Chancellor will look at the recommendations and make decisions as necessary. We cannot afford a three-year process: the process will be expedited based on target dates, with a first report by the Reorganization Study Committee due by the end of Spring semester 2018.

Since late Fall 2015, Provost/Interim Chancellor Bichelmeyer has been engaged with the deans and faculty in a variety of discussions about how to better organize the academic structure of UMKC to address challenges and take advantage of opportunities. The possible directions outlined below have been the subject of numerous discussions, including with faculty of the School of Biological Sciences and the Departments of Chemistry, Geosciences and Physics in the College, with Faculty Senate, Faculty Senate Executive Committee, academic leaders of impacted units, the General Education 2.0 task force, department chairs in the College of Arts and Sciences, and with the Academic Council. The Provost/interim Chancellor has attempted to ensure that no one who has responsibility for units included in any of the possible moves outlined below would be surprised by their inclusion in the restructuring process.

1) Merge Department of Chemistry into the School of Biological Sciences. This move relates to all 8 considerations listed above. Change name to the “School of Natural Sciences.”

## 2) Rename the remaining related programs in the College into an appropriate unit. Formally recognize Astronomy, Geosciences, Math and Physics as the “Physical and Computational Sciences." Administrative move to be voted on by tenure-line faculty from affected units.

3) Merge Department of Counseling Psychology into Department of Psychology. This move relates to considerations 1, 2, 4, 6, 8 listed above. Both programs are APA-accredited. Move creates synergies for teaching. Move creates synergies for clinical experiences.

4) Move School of Social Work and Department of Criminal Justice and Criminology into School of Education and rename to School of Education and Social Justice. Move relates to all 8 considerations listed above. Move removes professional programs from College, which clarifies focus of academic programs. Move creates unique opportunities to highlight and focus on Social Justice in human development.

5) Move Department of Theatre into Conservatory and rename to Conservatory of Music, Dance and Theatre. Move relates to all 8 considerations listed above. Move removes professional program from College, which clarifies focus of academic programs. Move removes confusion of prospective students and constituents.

6) The name of the College of Arts and Sciences will be changed to include “Humanities.” The title of the Dean of College will be changed to “Executive Dean” to establish the foundational place of Humanities, Arts and Sciences within the academic structure of the university. Administrative move to be voted on by all tenure-line faculty from the College.

7) All interdisciplinary programs, including those in the College of Arts and Sciences and the interprofessional education program in Health Sciences will be brought into the School of Interdisciplinary Studies. The creation of the School of Interdiscplinary Studies is an administrative move. But the Provost/interim Chancellor will ask for a vote from Academic Council and Faculty Senate.

**Senators and visitors q&a session:**

Senator asks for clarity on the relationship between “interprofessional” and “interdisciplinary.” The Provost/interim Chancellor states that “interprofessional” is under the umbrella of interdisciplinary, but is unique to Health Sciences. Clearly defining interdisciplinary programs will allow UMKC to promote programs better.

Senators also share concerns about whether the reorganization will impact jobs. According to the Provost/Interim Chancellor, tenure line will not be touched. We are solving for $24 million within a budget of $350 million. We must grow out of this situation rather than cut. Although there are cost controls in place, we can grow our enrollments with better academic programming. There is a plan being announced in two weeks about ways to grow and how to market UMKC to the community. We need to make moves that make sense with loss of people as the last option. The reports give us guidance on ways to go forward without loss of jobs. We will implement consequences for overspending budgets, but will plan for success by developing viable and sustainable budget models.

The Provost/interim Chancellor shares that any decisions on Athletics cannot be made until a permanent chancellor is placed to act on the report. Deciding on Athletics will not be an easy fix because we need to determine what students, alumni, and community will support. In addition, any changes in division or level involve multi-year processes.

The Provost/Interim Chancellor and the Faculty Senate Executive Committee will determine committee size, parameters, and goals. Conversations regarding committee organization must be collective and must be both democratic and thorough. Those who are impacted the most are the ones who will vote, but final decisions will be made by the Chancellor.

Senators suggest having one reorganization committee with subcommittees. It is essential to get report back and get feedback to units and constituents. The document will be distributed as a draft before the next meeting, but we need procedural feedback first. By Fall 2018 we should have a good idea of the kinds of administrative issues that need to be addressed so that by Spring 2019 we can budget for this and have it in place by Spring 2020. Any further questions can be directed to the Provost/interim Chancellor and Chairperson Mitchell.

A visitor asks how the financial structure will incentivize people to follow interdisciplinary programs. Provost/Interim Chancellor Bichelmeyer shares that we are working on revenue sharing and that we also need memos of agreement.

Departments still need to continue with their strategic plans.

With regards to the Dean of Conservatory: we should have a sense of where we are in three weeks and we should be able to go ahead with hiring. The Strategic Plan timelines are coming up in February and March and we will get a schedule organized soon. The Strategic Plan will be presented at the first Faculty Senate meeting in March. General Education 2.0 will be in School of Interdisciplinary Studies (SIS) or Provost’s Office. SIS will be a purely administrative structured school.

**IV. Adjournment**

Meeting adjourned at 4:50 pm