**UMKC Faculty Senate**

**Draft Minutes**

**Tuesday, November 6th, 2018**

**Administration Center, Plaza Room, 3:00-5:00pm**

**Present:** Stephen Dilks, Linda Mitchell, Anil Kumar, Jacob Marszalek, Anthony Shiu, Greg Vonnahme, Shannon Jackson, Sookhee Oh, Da-Ming Zhu, Erik Olsen, JoDee Davis, Sharon Simmons, Marilyn Taylor, Tara Allen, Deb Chatterjee, Ceki Halmen, Jack Nelson, Erik Gottman, Michelle Maher, Nancy Murdock, Ellen Suni, Jamila Jefferson, Jim Wooten, Jenifer Allsworth, Eduardo Abreu, Margaret Brommelsiek, Mark Patterson, Hari Bhat, Mardi Mahaffy, Jen Salvo-Eaton, Sybil Wyatt

**Also Present:** Barbara Bichelmeyer, Jess Magana, Jakob Waterborg, Kristen Abell, Andrew Bergerson, Brandon Henderson, Scott Curtis, Susan Hankins

**Excused:** Viviana Grieco, Dee Anna Hiett, Samuel Bouyain

**Absent:** Abdulmajeed Baba Ahmed

1. **Opening Business and Announcements [15 minutes] – Stephen Dilks**
2. **Call to Order**

Meeting called to order by Chairperson Dilks at 3pm.

1. **Approval of Draft Agenda**

Draft agenda approved with no abstentions.

1. **Approval of Minutes**

Minutes from the last meeting were approved as written with two abstentions.

1. **Announcements (FDD Liaisons update; Athletics Search Update; Deans' Evaluations – CAS, Honors, Libraries, SBS): 5 minutes -- Stephen Dilks**

Jeff Rydberg-Cox will serve the Data Governance Committee. There are Faculty Diversity Dialogue Liaisons from all schools with one more required from the College of Arts & Sciences. The Athletics Director candidates were on campus on October 22nd and 23rd and that process is still ongoing, and the chancellor should make an announcement in the next few weeks. The Deans’ Evaluations are currently underway. Dr. Floyd Wormley, a consultant from University of Texas-San Antonio was on campus last week and Chairperson Dilks participated in a conversation with him about research plans, F&A research, and research support. Chairperson Dilks also met with Ms. Mardi Mahaffy to discuss the state of the General Education Curriculum Committee (this group is a Faculty Senate committee).

1. **Reports and Updates, Part One.**
2. **Provost’s Office – [40 minutes plus 10 minutes for questions]. Provost Bichelmeyer.**

Provost Bichelmeyer informed about Project Unify, which is a part of a larger IT integration initiative among the four University of Missouri campuses. Mr. Andrew Goodenow (CIO) is the contact point for UMKC for project Unify. The deans have been briefed about the initiative and additional information relevant to a particular school can be obtained from the relevant Dean. Over the last year, there has been work done with PWC to work on better alignment, efficiencies and integration of HR, Finance, and IT across the UM System. The UM System has invested substantial resources in integrating IT across the four campuses in particular. Dr. Bichelmeyer has also informed that PeopleSoft student information system has experienced many hurdles even though it is used by all four campuses. In 2016, a taskforce was formed to analyze the PeopleSoft processes and align those processes in order to define information across all four universities, such as first-time students. President Choi has put out a directive that these alignments will be completed in the near future. SIS needs to be better aligned across institutions as well.

Provost Bichelmeyer also informed that PeopleSoft continues to reveal problems perhaps because we have not been able to update to the newest version. President Choi emphasized a need for integration of other platforms like Canvas and Starfish across the entire MU system. The Provost also mentioned that System IT has not provided enough support in integration of SLATE at UMKC and UMSL, and that continues to pose problems.

The Provost expressed concern with Canvas because of the idea of “one-instance” with Canvas in the unification process. This will lead to a loss of autonomy on the UMKC campus. UMKC needs the right to flexibility with the learning management systems implemented by UM System. The provost said that these systems, once aligned, will provide information all across system (for example relevant courses), and will be expected to help with increase in student retention and graduation rates, minimize costs of operations etc. The provost asks that the Faculty Senate and the IFC representatives keep faculty informed and bring any concerns to representatives. Governance structure so all four universities’ voices can be heard regarding this matter is of extreme importance to the provost. Chairperson Dilks shared during the IFC, President Choi shared that by December 2018, the 46 steps in aligning the processes in the IT integration should be achieved. By October 2019, there should be one single operation of Canvas, SLATE, and Starfish.

The Provost asked Mr. Goodenow to further expand on IT integration and he informed that President Choi has made clear that local optimums will not be tolerated for Project Unify. Mr. Richard Baniak, the CFO at UMSL, is heading the Project Unify taskforce and will look at each of the individual systems (Canvas, SLATE, and Starfish) and attempt to understand the intricacies of the business processes, process differences between campuses, and possible solutions to align said processes by the October 2019 deadline. The reporting system will be changed so that the CIO will report to the Provost as well the VP IT of UM system (Mr. Gary Allen). The UM System group, EAS (Enterprise & Application Services) will be upgrading PeopleSoft for all students in March. President Choi will send an email later in the week to the entire UM System about a change in the organizational structure for IT. Gary Allen, the Vice-President of UM System IT, is leading the task in reidentifying how the governance structure will work on all four campuses and identify various areas in which campuses can collaborate (i.e. Networking, Help Desk, etc.). The chancellors and provosts of the four universities have given their input and would like to be involved in the governance structure. The taskforce is also determining financing of the structure over the four universities. This will go into effect in fiscal year 2020. Each of the campuses’ CFO will be working together to determine how the model will work on each campus. Also, there are new policies in place for storage options. Over the past couple years, the UM System has local academic unit data stored in various servers with diverse security policies. The UM System consolidation and IT services reorganization will hopefully streamline this storage process. UMKC encourages storage file sets or data in a data center, but if there are exceptions, services will be provided via the UM System. Additional information about storage options can be sent to the Faculty Senate for clarification purposes.

 The Provost shares that a matrix management system with one CIO reporting both directly to a campus and to UM System is a complex structure and emphasizes the ongoing needs for alignment. The charge to reorganize IT deals with efficiencies, student success, and faculty Support. Senators are encouraged to go back to their respective units and share feedback with the provost and Mr. Andrew Goodenow.

 The Provost next briefed the senate about the idea of bringing the Provost’s Office, Enrollment Management, and Vice-Chancellor of Student Affairs together, which will allow UMKC to better serve students. Revitalizing the Dean of the Students role has helped in discussions about student experience in order to ensure retention and completion in a timely manner. She said that an action plan has been crafted and tied into an APLU Transformation Cluster Initiative. UMKC is one of fourteen universities representing urban institutions. This initiative is a model of other change initiatives the Student Progression Model that looks at student experience across five phases (access, entry, progression, completion, and transition). UMKC is looking at good practices and where we are as a campus compared to other universities. UMKC is focusing on processes that drive success broadly, issues that need to be addressed urgently, high-priority issues, and processes in the implementation phase. UMKC will be starting a Student Wellness and Resilience Initiative which relates to student entry, progress, and completion. UMKC will do outreach with K-12. The chancellor will discuss his perspective in the State of the University speech.

 The focus of the model is recruitment and retention. UMKC has changed its guided tours and convocation, on-boarding experiences, and summer bridge programs. There will also be more training for students on handling finances. Revamping includes, new tuition rates and changing scholarshipping and financial aid policies. There is a Nudging Campaign using ClearScholar. UMKC is redefining the student experience and sense of belonging. The writing studio, undergraduate research, supplementary instruction will be scaled up. Students will have an opportunity through Career Services to create a portfolio as a platform for students, so they can capture the artifacts of their work over their undergraduate career. There also will be more opportunities for internships and connections with alumni groups.

 Senators share that they hope that upscaling the writing studio will provide students support all the way through graduate school and beyond (job applications, resumes, alumni connections, and careers). The writing studio has been under-resourced and under-used for quite some time now. Senators shared concerns about centralized advising considering that each academic unit knows its departmental curriculum the best. The Provost shares that the phrasing of “centralized advising” will be changed. That term has come from the chancellor and there is a model that the chancellor implemented when he was Provost at UTSA. The chancellor brought a consultant to campus a few weeks ago to review student success programs and services and to interact with advisors. UMKC needs to ensure that students are not getting mixed messages from faculty and advisors. Because there is a significant number of students that change their majors, UMKC needs to ensure that students do not suffer because of it. Professionalism and engagement in advising to help students with self-management are important as well. The load of advisor responsibility needs to be balanced across units.

The Provost shares that there is a Student Wellness taskforce. It is an important alignment with having a welcoming environment, campus climate, and retention and completion. UMKC’s former scholarshipping and financial aid strategies may have impeded retention and completion. Co-curricular services, such as supplemental services and undergraduate research need to be scaled up. We need more support for students, in terms of counseling, mental health, wellness, and resilience. There will be opportunities for faculty development, FaCET workshops, and conferences to help faculty address students in various difficult situations. The goals of the Student Wellness taskforce include: determining what campus preparation UMKC needs, benchmark good practices at other institutions, and recommendations for improvements.

 The Provost also updated the Faculty Senate regarding preparation for HLC accreditation is ongoing. Academic Council met yesterday with the deans and vice-provost about the next steps in addressing HLC accreditation needs. Two on-campus peer reviewers have done a mock review and UMKC is using this data to improve the quality of presentation and report. Suggestions include: removing outdated information from the website, restructuring/reformatting website to show important information easily (especially regarding retention and completion), etc. The home suite is undergoing redesign.

The peer reviewers stated that UMKC strategic planning was weak, although it was explained that the strategic plan is in the process of being revamped. The reviewers want to see the metrics that guide UMKC and the UM System are aligned with the units. At the Academic Council meeting, deans were requested to discuss what the process will be for updating unit strategic plans to align with both the UM System and UMKC Strategic Plans. The chancellor and his chiefs of staff will be meeting with the Academic Council in early December to discuss the implementation of the Strategic Plan. In early February, there will be an implementation workshop at the Academic Council meeting. There the deans can articulate the process by which they are updating their unit strategic plan. This information will be provided to the HLC accreditation reviewers in fall 2019. The deans will provide drafts of their strategic plans by the end of Spring 2019.

Students not being able to see clear pathways to graduation affects UMKC’s retention and completion rates. This problem can be fixed with major mapping on the MyDegree platform and having a projection of course availability. Fixing this problem is a priority for the deans and chairs of the academic units.

Senators share that a major criticism from HLC accreditation reviews of the past was UMKC’s poor communication. The provost explains that the communication issue can be repaired by investing in marketing and the aggressive growth targets charged by President Choi. UM Columbia spends about $1.4 million/year on advertising compared to UMKC spending no more than a couple of hundred thousand dollars a year. UMKC has a new content management system that allows the campus to improve its communication via web and social media to students. There will be an emphasis on branding to increase recruitment in the future. UMKC’s enrollment management enterprise has been reconstituted with Alice Arredondo as the new Director of Admissions and this should lead to more creative ways to recruit and retain students. The goal is to make UMKC marketing as competitive or more than its competitors in the area. Because of city division lines, UMKC will emphasize that it’s the university for the entire Kansas City metro in advertising. UMKC needs to gain traction by telling our story of what we are doing and how we are providing students with a highly personalized and engaging experience whether in research or a comprehensive learning institution. Any ideas regarding marketing can be shared with the provost.

There is a search underway for an Associate Vice-Provost for Academic Innovation. The position is a half-time job. Faculty Affairs have been separated from Graduate Studies. Faculty Affairs did not hire back Devin Cancilla (or the title of Vice-Provost of UMKC Online) to eliminate the separation between online and on-campus education. The group that previously worked in that space has been renamed Instructional Design & Technology Services and their job is to help support faculty regardless of what platform one is teaching in. Student experience needs to be engaging in online, on-campus, and hybrid courses. Furthermore, the online bootcamp will be more collaborative, developmental, and helpful for faculty. The bootcamp will partner with faculty to develop highly engaging courses. UMKC is creating an Academic Program Council with two sub-committees: Curricular Leadership and Implementation. Curriculum Leadership is an academic planning group made up of associate deans from each unit that will propose new ideas, review market data and interdisciplinary opportunities, and possibly take funds generated from the online fee for program seeding. The Implementation sub-committee will work on implementing programs by HLC standards, write assessments, provide support for course development, and add courses to the course catalog. The job of the Associate Vice-Provost of Academic Innovation will be the secretary of the Academic Program Council to ensure program term and appropriately tracking programs. The position entails working diligently on the program approval process, developing meaningful curricular ideas, and linking curricular plans to the appropriate supports, such as IT, instructional design, etc. The provost wants the Faculty Senate to hold her accountable once every quarter to discuss new academic programs to be implemented.

1. **Inter-Campus Faculty Council report from meeting in CoMo on Nov 2nd [10 + 5 minutes for questions] -- Jacob Marszalek**

Dr. Dilks mentioned that Dr. Grieco was out of country and he would assist Dr. Marszalek in report. IFC meeting was last Friday and covered five broad topics: legislative updates, Promotion & Tenure, HR, President Choi meeting, and NTT faculty.

 Legislative updates: UM System is requesting $416 million for next year’s state allocations in line with last year’s funding. Seventy-five million will be requested for the Translational Precision Medical Center in Columbia, MO and $50 million for the UMKC Conservatory. A withhold of funds is not anticipated from the governor’s office this year, but next year may be different. There has been a proposed change to Bright Fight scholarships and that may affect student recruitment. Bright Flight helps keep high-achieving high school students in state for college (keeping talent home). The proposed change is to not give the scholarship upfront but give the money after students graduate to ensure that they stay in Missouri schools. House Bill 2408 relates to the Bright Flight Scholarship proposed changes. Feedback about this matter has been negative because there are already problems with recruitment and retention without adding the change in Bright Flight scholarships.

 IFC has a taskforce that is looking at Promotion & Tenure processes and policies. Feedback on improving policies and processes at the UM System and UMKC level can be shared with IFC representatives Greico and Marszalek and Chairperson Dilks. Laurie Holt and Virginia Blanton are the UMKC representatives on the Promotion & Tenure taskforce.

 HR gave a presentation on the Employee Value Proposition Program. This program will be used as a basis for recruitment and retention of faculty and staff. There are five pillars of UM System employees: transform lives; work in a safe, inclusive, and transparent environment; be supported, valued, and empowered; will collaborate with others to achieve mutual success; and learn, discover, and innovate each day. Programs are listed under each of the five pillars and what employees do to support these pillars. Feedback can be sent to the IFC representatives.

 NTT contracts were discussed. IFC has an ongoing taskforce to review NTT issues. Last year, IFC proposed NTTs be granted rolling contracts to help stabilize their employment situation. Currently, NTT faculty are hired on a year by year basis and universities are not required to notify them that their contracts will not be renewed any earlier than 90 days. With only 90 days’ notice, NTTs have limited time to find another job. IFC proposed that NTTs are hired on a three-year contract that can be automatically be renewed on a rolling basis. The proposal stalled out last year because of some discomfort at various levels about tying up resources for a long time period. IFC has had many discussions about revisiting this issue and are still working hard to give NTT faculty stability in their contracts. Last year the IFC approved this proposal that was not a CRR change and that taskforce last year decided to move it toward a process embedded in HR rather than a CRR. The current language is now two-year contracts with no guarantee of automatic renewal. Unfortunately, some NTT faculty and Library staff did not receive their contracts until two weeks ago. IFC hopes to implement a graduated system based on how long a NTT faculty has worked for the university and rank. IFC is also reviewing the length of notification if contract will or will not be renewed.

 A proposed structure is that the first five years, NTT faculty will be reviewed annually with 90-day notice. After five years, NTTs can get a one-year contract renewal and one-year notice and if promoted to associate (two-year contract). Once promoted to full, NTTs can have a three-year contract with a one-year notice. If the contract ends during the third year (of a three-year contract), a NTT faculty will receive a complete year. For severance, HR proposed a complicated process. There is a policy for every year of service, one could receive about a month of severance with a maximum of 15 months. There are no policies for unranked NTTs because that requires a CRR change. The stall in the process last year was partially due to the NTT contracts looking like tenure ones, which may be a motivation for legislation to abolish tenure.

President Choi discussed standardizing the process of external hiring department chairs. There are differential policies and the president would like the policies to be more streamlined across the UM System. President Choi also discussed Project Unify and a $ 40 million state proposal called MO Excels. MO Excels is a comprehensive online platform to meet Missouri’s workforce needs in order to get greater consistency in the online offerings at the four universities. The proposal is not trying to duplicate good online programs already in existence, but take the good ideas found throughout the UM System and scale them up. There will be faculty incentives to help expand online offerings. Moreover, President Choi discussed academic espionage as related to the UM System email sent out yesterday. There are concerns at the UM System level that talent programs from foreign governments to recruit faculty are smoke screens for identification of critical individuals and academic idea theft. The China-based 1000 Talents Program has been identified by the FBI. Faculty and staff need to be aware because this can lead to genomic, healthcare, electronic, and commercial application threats. All NIH principal investigators have been sent a letter from the NIH about academic espionage.

1. **Reports and Updates, Part Two.**
2. **Open Textbooks Program [10 minutes including time for questions] – Scott Curtis**

The presentation is currently on the Faculty Senate website. Last June, President Choi launched The UM System Affordable & Open Educational Resources (A&OER) initiative. This initiative works to enhance the use of affordable and open educational resources at the university. A&OER provide students immediate and unlimited access to course materials, enhance learning by providing up-to-date and interactive resources, and lead to greater retention and graduation. Additionally, they help to lower the cost of education. The UMKC Affordable & Open Educational Resources (A&OER) Committee Mission Statement is to enhance student academic success through advocating and supporting faculty use of affordable, accessible and open educational resources at the university. Through building university awareness and increasing faculty engagement, the committee strives to provide comprehensive faculty support for the creation and use of A&OER content. Data has shown that if students are to purchase their own textbooks, they often wait to the last minute to purchase.

 While administratively the UM System Initiative is focused on a student-centric goal of lowering the cost of course materials for students, the campus A&OER Committees recognize that faculty have the opportunity and academic freedom to choose among many strategies and methods to achieve this cost reduction, including (but not limited to):

* AutoAccess and publisher partnerships through UMKC Bookstore
* Linking to UMKC Library-provided resources as course materials
* Adopting an existing OER textbook through OpenStax, Open Textbook Network, etc.
* Adopting, adapting, or creating other kinds of OER resources that aren’t textbooks for a class but that students had to purchase (e.g. lab notebooks, workbooks, etc.)

UMKC OER mirrors that of Ohio (OhioLINK). Specific Activities of UMKC A&OER Committee are:

* ***Support UM System Grants***- Publicize application dates and deadlines, review grants, support faculty awardees.
* ***Engage faculty with OER*** - Present Open Textbook Library workshops for faculty to review an OER textbook and receive a Textbook Review stipend for doing so. Foster networking events and other faculty-to-faculty conversations about experiences with AutoAccess and OER.
* ***Build awareness among faculty, students and campus community*** - Presentations by UMKC Bookstore and UMKC Libraries to campus stakeholders about AutoAccess and OER. Articles written in UMatters and UMKC Online Newsletter, as well as through student publications like UNews. Collaboration and involvement with SGA and ASUM.
* ***Gather data and report progress*** - Through UMKC Bookstore, measure student savings through both AutoAccess and OER use and adoption. Data are reported through UM System as well as institutional partnerships like OpenStax and SPARC.
* ***Facilitate access and storage of faculty-created OER*** - Work with faculty to place faculty-created OER where they can be shared with the Open Education community.

OER are teaching, learning, and research resources that reside in the public domain or have been released under an intellectual property license that permits their free use and re-purposing. OER usually recognizable by Creative Commons licensing. OER leads to more academic freedom for faculty, such as copy, share, edit, etc. Any questions about OER can be directed to Scott Curtis.

1. **Home Suite Redesign [15 minutes including time for questions] – Kristen Abell**

Chairperson Dilks attended a home suite redesign meeting last week. The home suite will be launched December 3rd. The new home suite has been presented to faculty, staff, students, admissions recruiters, prospective students etc. The homepage has a primary audience of prospective students. The redesign team analyzed data from peer universities and website analytics. The redesign team will continue to take suggestions on how to better the homepage. Edits are now easier to make as compared to past years.

 The homepage has a new header and a more user-friendly and accessible navigation. Content is targeting prospective students and can include information on the FAFSA and scholarships. The homepage can contain background video or pictures as well that will be accessible and not distracting. Academic programming searching is in the process of being more streamlined and accessible on the homepage. The program finder will be launched in the future. Current and prospective students want to see themselves as a part of the UMKC community and that is why there is a storytelling feature. Senators are encouraged to send mentorship stories as well.

Strategic initiatives may change, but they currently include: diversity& inclusion, visual & performing arts, our home in Kansas City, and research & innovation. Events have a main feature on the page. Featured stories may be pulled from various magazine articles about UMKC. The newsfeed may include stats and social media content about UMKC in a creative and vibrant way. User testing for the study abroad section will happen in the next few weeks. User volunteers can email Kristen Abell.

 Senators voice concerns about the homepage being convoluted, the accuracy of student: faculty ratios, and the homepage not accurately representing local students. Senators thank Abell and her team for her hard work. The homepage will be tested after its launch and every semester to ensure that UMKC is representing itself in its best light. Faculty input is needed for audience pages.

 The provost encourages Senators to review the websites to ensure that they are updated which will help with HLC accreditation. Financial aid information needs to be very visible on the homepage since that is a main deciding factor for recruitment and retention. We now have three tiers of scholarships, as well as other opportunities.

1. **Emeritus College [5 minutes including time for questions] – Jakob Waterborg**

The document is currently on the Faculty Senate website. 25% of the emeriti are active members in the Emeritus College. The Emeritus College is organized on volunteer basis. The Emeritus College, via dues and donations have acquired about $25,000. In half a year, the funds have been converted into an active endowment. The Emeritus College has selected one UMKC need to alleviate: non-availability of travel funds for early career faculty. This year, the college is only able to give two grants worth $500 each. In the next weeks, the Emeritus College will send out a campaign letter targeted to retiree and active faculty. The goal is to grow the endowment from $25,000 to $75,000.

1. **Scholarly Discourse on Campus [10 minutes including time for questions] -- Drew Bergerson**

Dr. Bergerson briefed the faculty senate on his work scholarly discourse. The document is currently on the Faculty Senate website. Scholarly discourse stands at the heart of UMKC’s mission as a research and teaching university. It is the foundational standard against which academic institutions evaluate the quality of new, original works of discovery, creativity, and research, as well as the quality of teaching informed by the latest research. Scholarly discourse sets a very high standard for communication. Scholars engage sincerely in dialogue with other scholars in the pursuit of answers to profound and important questions. This statement was authored collaboratively in the Spring Semester of 2018 by members of the UMKC faculty and staff from departments, offices, and units across UMKC who participated in a series of Faculty Diversity Dialogues at the Faculty Center for Excellence in Teaching and the Health Sciences Building, sponsored by FaCET and the Office of Diversity and Inclusion. This document has been edited and revised with hope in making it a university approved document. Feedback can be sent to Andrew Bergerson. The document can relate to the Values Statement and can placed on a poster. The document can act as a guidance, but not as rules/law. Operating procedures can be proposed in the future.

1. **Last Ten Minutes**

Senators propose to move the Last Ten Minutes to the beginning of the meeting because usually last 10 minute is taken by preceding agenda items. Senators share concern about the speed limit on perimeter streets. There is a food pantry for student, staff, and those in the committee. The pantry is under-stocked, and senators are encouraged to donate food and money and also to encourage students as well.

1. **Adjournment**

Meeting adjourned at 5:03 pm.