

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.

Exhibit A-1

UNIVERSITY OF MISSOURI-KANSAS CITY

University of Missouri

President
Eison S. Floyd

Chancellor
Vaasant

- Chief of Staff - Mary Larson-Dix
- Director of Operations - Nathan Shado
- Asst Vice Chancellor Institutional Effectiveness and Director of Institutional Research - Jennifer Spitzberg
- Faculty Senate, Staff Council, and Advisory Committees

Vice Chancellor for Administration & Finance - Larry Gates

Campus Procurement Services Manager - Cindy Baker
Accounts Payable Invoicing & Status Procurement

Asst. Vice Chancellor for Finance - Nancy Zinke
Budget Office Accounting Cashier & Collection

Exec. Director Diversity in Action - Vacant

Asst. Vice Chancellor for Administration - Rick Anderson
Business Services Campus Facilities Mgmt. Parking & Transportation Police Bookstore Procurement

Provost/Vice Chancellor for Academic Affairs - Bill Osborne

Chief of Staff - Jean Klotzeman

Manager Business/Fiscal Operations - Pamela Becker

Vice Provost for Undergrad. Affairs - Elise Chomwell

Director, Affirmative Action - Darlene Scott-Surry
Director, Human Resources - Deng Buchanan
Development/Grant Development/Research
Employee Relations
Employment/Training
Payroll
Medical Services

Senior Vice Provost for Research & Grad. Education - (open)

Dean, School of Graduate Studies - Ron MacQueen

Vice Provost for Interdisciplinary Research - Allison Alton

Associate Vice Chancellor for Research - Jeff Bauman

Director, Intergovernmental Activities - Bob Thomas

Director, Center for the City - Linda Taylor

Vice Provost for Faculty Affairs - Jeff Thomas
Asst. for Administrative Activities/Student Personnel

CUO & Vice Provost for Academic Programs - Mary Lou Hines
Int. Academic Services Int. Academic Programs

Asst. Vice Provost for Academic Planning - Steve Lakhani

Academic Deans and Directors
College of Arts & Sciences - Diana La Baux
Henry W. Booth School of Business and Public Administration - U. Sherif Eshook
School of Urban Education - Vacant
School of Biological Sciences - Lawrence A. Drygas
Conservatory of Music - Randy Parronot
School of Dentistry - Sara Reed
School of Education - Linda Edwards
School of Computing & Engineering - Maxwell Sobaty (Edward)
School of Law - Elean Sord
School of Medicine - Barry Diney
School of Nursing - Sara Vasey Hahn
School of Pharmacy - Bob Peppo
University Divides - Joan Dean (vacant)

Deputy Chancellor for Communications and Vice Chancellor for Student Affairs and Enrollment Management - Pat Long

Assistant to the Vice Chancellor for Student Affairs - Vacant

Assoc. Vice Chancellor, Enrollment Management - Matt Tyler
International Student Affairs
Office of Admissions
Financial Aid & Scholarship Office
Registrarship & Records
Academic Liaison
Career Services

Asst. Vice Chancellor, Student Development - Deb Lewis
Counseling, Health & Yarning
Minority Student Affairs
Residential Life
Student/In Office
Women's Center

Asst. Vice Chancellor, Auxiliary Services - Bill Phillips
Business and Fiscal Operations
Campus Food Service
Boo Print (Printing Service)
Security/Accession Center
University Center

Asst. Vice Chancellor, Univ. Communications - Sarah Morris
Creative Services
Electronic Communications
KQUM
Public Relations
Writing Team

Vice Chancellor for University Advancement - William French

Asst. Vice Chancellor - Alumni & Constituent Relations - Curtis J. Creepline

Asst. Vice Chancellor for Development, School Based and Individual - Terry Ward

Director, Events and Conferences Services - Joan Bulbarz

Deputy to Vice Chancellor - Kathy Dinn

Asst. Vice Chancellor - Community & Public Affairs - Mary Larson Dix

Asst. Vice Chancellor for Development, Major Gifts & Campaigns - Laurie Macdonald

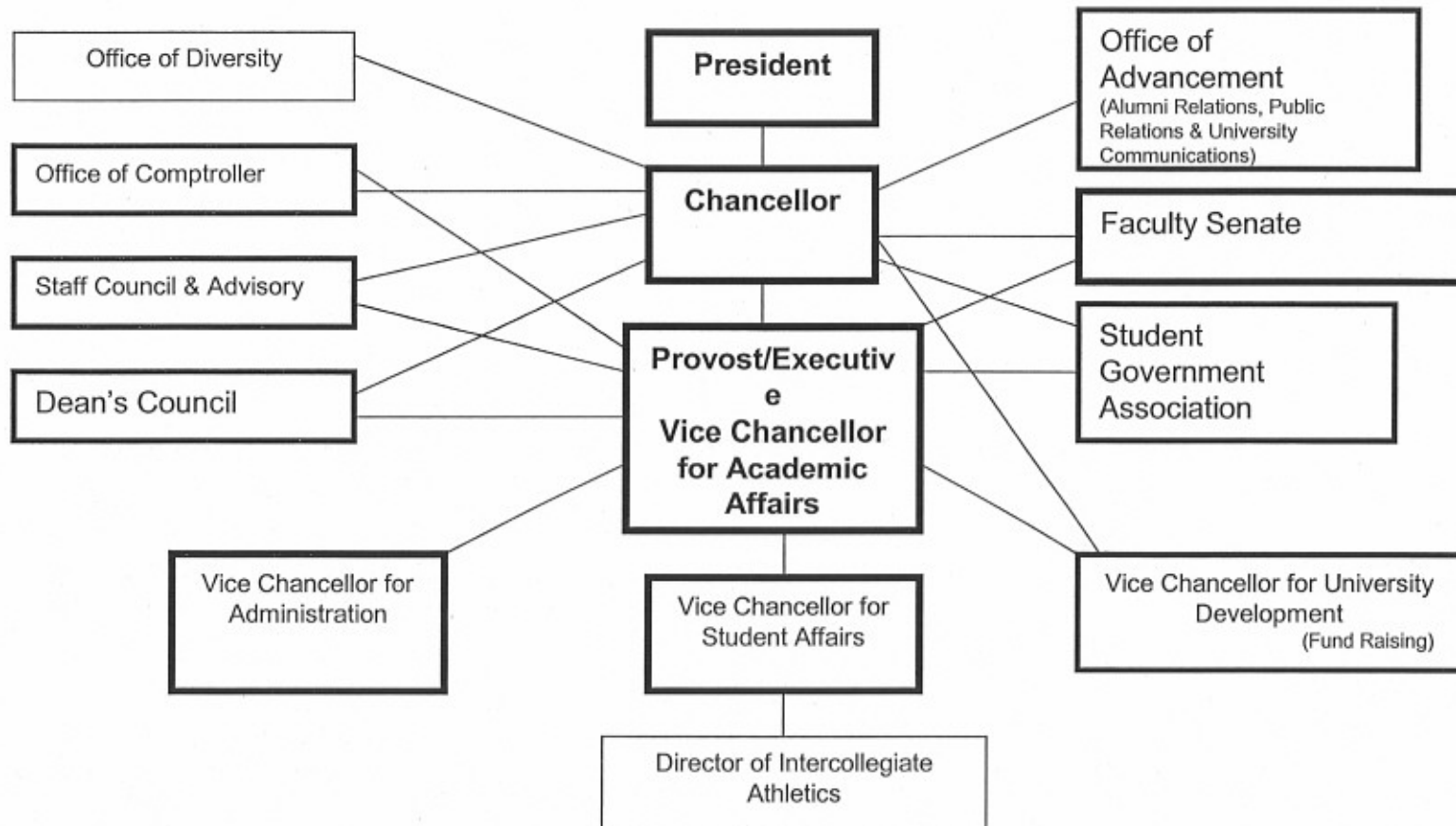
Findings and Observations

- 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



**Top UMKC Advancement Department Positions
at Oak Street by Salary Level
Salary as of November 2005**

Position	2000	2001	2002	2003	2004	2005
Vice Chancellor University Advancement	\$150,000	\$150,000	\$156,499.99	\$164,730	\$168,020.04	
Assistant Vice Chancellor University Advancement for Major Gifts & Campaign [1]	\$58,225 (MGR)	\$60,554 (MGR)	\$62,00.04 (DIR)	\$72,000 (DIR)	\$105,000 (Asst VC)	\$107,350 (Asst VC)
Assistant Vice Chancellor University Advancement for Annual Fund and School-based Giving					\$105,000	\$107,350
Assistant Vice Chancellor Alumni Constituent Relations [2]	\$57,311 (MGR)	\$64,000 (DIR)	\$80,000.04 (Asst VC)	\$80,000.04 (Asst VC)	\$90,000 (Asst VC)	\$105,500
Special Assistant to the Vice Chancellor [3]	\$62,300 (DIR)	\$65,500 (DIR)	\$75,000 (SA)	\$80,000.04 (SA)	\$90,000 (SA)	\$97,300
Assistant Vice Chancellor Community & Public Affairs [4]		\$70,500 (DIR)	\$70,500 (DIR)	\$85,000.08 (Asst VC)		\$105,700
Director Development (Advancement Services/Donor Relations)	\$52,170 (DIR)	\$59,682 (DIR)	\$59,682 (DIR)	\$65,000.04 (DIR)	\$74,200.08 (DIR)	\$74,200.08 (DIR)

[1] Change of job title from Director of Development to Assistant Vice Chancellor in 2004.

[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.