

# COUNCIL OF CHANCELLORS

NOVEMBER 12, 2020

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**Role of the University of Missouri System and Services** R59341o3 F1 11.04 Tf1 0 0

## PREFACE

On July 28, 2020, the Board of Curators established a Council of Chancellors (Council) and directed its members to explore these five questions while shaping a decision-making forum with an equal voice for all four universities.

1. What role and services should the University of Missouri System (UM System) provide?
2. What should be the role of the President?
3. What should be the role of the Chancellors?
- 4.



those already reporting to the Board of Curators: Office of General Counsel, Secretary to the Board, and Compliance and Audit.

**Performance Evaluation:** Each university will offer feedback on the performance of these services as part of an annual evaluation. The leaders of the respective Systemwide Central Services will review the annual feedback, develop plans to address issues, and share such plans with the Council.

**Cost Structure:** The cost for these services will be allocated to each university based on its share of total operating expense or other cost drivers for specific services. Any percent annual cost growth will be capped at percent revenue growth for the enterprise. The President could override this cap as needed in consultation with the enterprise. If one institution rapidly grows revenue, the costs allocated from the UM System will increase accordingly for the institution driving the growth. Other institutions will not pay the increase. If an institution's revenue decreased, its share of the allocated costs will decrease accordingly.

<b>Systemwide Central Service Areas</b>	
Office of General Counsel Compliance & Audit	Union Negotiations and Management

## **Tier 2: Systemwide Shared Services**

These services represent common administrative support functions for the enterprise and will remain the same until otherwise justified. The President, with shared oversight of the Chancellors, will direct these services.

**Performance Evaluation:** Each university will offer feedback on the performance of these services as part of an annual evaluation. The leaders of the respective Systemwide Shared Services will review the annual feedback, develop plans to address issues, and share such plans with the Council.

**Cost Structure:** The cost for these services will be allocated to each institution based on its share of total operating expense or other cost drivers for specific services. Percent annual cost growth will be capped at percent revenue growth for the enterprise. The Council could override this cap as needed. If an institution rapidly grows revenue, the costs allocated from the UM System will increase accordingly for the institution driving the growth. Other institutions will not pay the increase. If an institution's revenue decreased, its share of the allocated costs will decrease

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of sponsored expenditures for the year. A formal agreement among the collaborating universities will outline such a distribution.

<b>University Shared Service Areas</b>	
Budget & Planning	Employee Assistance Program (EAP)
Research and Sponsored Programs Administration	Ombuds Program
Finance & Human Resources Transaction Processing	Mediation Services
Auxiliary Services	Wellness Program

- develop and maintain effective and efficient academic and administrative processes that support the U M



- h. leverage successful academic and research programs to improve enrollment, private/public partnerships, and a national reputation.
- i. be responsible for creating an environment that includes and welcomes individuals with diverse backgrounds, experiences, and perspectives to deepen their university's commitment to inclusion.
- j. be responsible for generating revenue through innovative academic programs, philanthropy, industrial and government partnerships, and regional economic development.
- k. hire and supervise Vice Chancellors and other members of their leadership team and work to increase hiring of faculty and staff members from underrepresented groups.
- l. serve as a key advocate to articulate the vision, mission, and value of their university to the state of Missouri.

## **Research & Creative Works**

Each Chancellor will:

- a. lead their university's efforts in the NextGen Precision Health initiative and future high priority initiatives.
- b. work to increase research and scholarship through proposals, awards, expenditures, and scholarly works.
- c. expand sponsored research opportunities while emphasizing interdisciplinary collaboration, reviewing overhead rates, and assessing distribution policies.
- d. work to drive innovation and entrepreneurship through:
  - industry partnerships, new company formation, patents, and licensing.
  - entrepreneurship training programs for students and faculty.

*The MU Chancellor is also responsible for improvements in AAU performance metrics in research, scholarship, and creative works.*

## **Engagement:**

Each Chancellor is responsible for the quality, breadth, and depth of engagement programs to improve the educational, health, and economic well-being of their local community and the state of Missouri.

*The MU Chancellor is also*

- b. have the ability to seek a tuition increase waiver from the Missouri Department of Higher Education upon Board approval.
- c. have the freedom to design their relevant tuition strategy under applicable state statute with final approval by the Board.
- d. manage financial aid from all sources — federal, state, gift, and institutional — relative to tuition and student demographics to maintain financial access and affordability.

- UM System, state, and federal legislative priorities;
- academic missions;
- centers of excellence that align with individual university strengths;
- creating new initiatives;
-



I. BOARD OF CURATORS RESOLUTION

**RESOLUTION**

(Revised and Approved on September 24, 2020)

**WHEREAS**, the University of Missouri Board of Curators “Board” is committed to achieving

campus so that one person shall serve in both capacities, that currently being Dr. Mun Choi. *This action is in no way intended to change or amend the provisions*

the spirit of shared governance, directs the Council to explore and report its findings to the Board in response to the following questions within 120 days:

1. What role and services should the UM System provide?
  2. What should be the role of the President?
  3. What should be the role of the Chancellors?
  4. What will be the scope of the Council and how should it function within the parameters set forth herein?
  5. What will the campus committee review, how frequently will it meet with the Council, and who will serve on it?
- (f) The Board further approves the engagement of AGB Senior Fellows and experts Terrance MacTaggart and Richard Novak to consult with the Council and Mr. Rapp, and to further assist in the efficient and productive implementation of the above actions taken by the Board.
- (g) The Board does further acknowledge that the above actions will likely require additional and more detailed Board actions to accomplish the purpose, intent and implementation of the actions taken herein.

Roll call vote of the Board:

Curator Brncic  
Curator Chatman  
Curator Graham  
Curator Hoberock  
Curator Layman  
Curator Snowden  
Curator Steelman  
Curator Wenneker  
Curator Williams

The motion carried.



## II. COLLECTED RULES AND REGULATIONS - PRESIDENT AND CHANCELLOR ROLES

*Below are parts of the Collected Rules and Regulations under the Administration category relevant to both the President and the Chancellor roles.*

### **20.020 PRESIDENT OF THE UNIVERSITY** (revised 9.24.10)

**A.1. General Power** -- The President is hereby delegated the general power to act for and on behalf of the Board of Curators and The Curators of the University of Missouri subject only to the Bylaws, Board Rules and Regulations or specific instructions of the Board. The President shall be the chief executive and academic officer of the University and all faculty and other University employees shall be under his/her control and supervision, and he/she shall be in charge of all academic, public, business, financial and related affairs of the University under the policies and general supervision of the Board.

### **20.030 EXECUTIVE PHILOSOPHY** (revised 1.13.20)

The President is delegated general power to act for and on behalf of the Board and the UM System subject only to the Bylaws, Board Rules and Regulations or specific instructions of the Board. The President is the chief executive and academic officer of the UM System and all faculty and staff shall be under their direction and authority, and they shall be in charge of all academic, public, business, financial and related affairs of the UM System under the policies and general supervision of the Board.

The Chancellors of the UM System are appointed by and report to the President.



# COUNCIL OF CHANCELLORS



University of Missouri

