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## PREFACE

On July 28, 2020, the University of Missouri 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. 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?

These questions guided weekly collaborative discussions among Council members and university leaders. Council members determined processes, expectations and a shared commitment to achieve systemwide strategic goals. This document details a proposed framework for the Council and uses the term “enterprise” to represent the UM System’s five institutions: four distinct public research universities and a health system. The full Board resolution creating this Council is on page 15 of this report.

### 1. ROLE OF THE UM SYSTEM AND SERVICES PROVIDED

Each Chancellor is committed to keeping their university as part of the UM System. In addition, each Chancellor will have more autonomy over their heir u21s-eo1(m)-3 p

### Key Financial Decisions

The Board will continue to approve all capital projects, debt issuance, and operating budgets. The Board will consider such approval when an institution has met its established financial performance expectations. If an institution does not meet performance expectations, institution leadership will build a plan, approved by the President and the Board, to reach the established targets. An accepted plan is needed before the Board will move forward with an approval process about projects, as well as transferring assets to an institution in need.

### System Resource Allocation

#### Investment Earnings

Each institution will receive a share of the UM System's general investment pool earnings comparable to its percentage of contribution toward the total liquidity of the enterprise.

Each Chancellor will submit a plan for Board approval describing the strategic use of these funds, which will also help direct their university's future funding.

To use the dividend, each institution will meet financial performanceD 8 >>BDC 0.004[(T)00

those already reporting to the Board of Curators: Office of the 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 dTw 122vncil.

## 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

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

Tier 3 - University Shared Service Areas	
Budget & Planning	Employee Assistance Program (EAP)
Research and Sponsored Programs Administration	Ombuds Program
Finance & Human Resources Transaction Processing	Mediation Services
Auxiliary Services	Wellness Program
Campus Operations	Employee Recognition Programs
Design & Construction	Executive Coaching Coordination and Contract Management
Cashiering	Recruitment Services
Business Services	Human Resources Leadership and Advising
Marketing & Communications	

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- develop and maintain effective and efficient academic and administrative processes that support the UM Sys



- g. develop and maintain effective and efficient academic and administrative processes that support their university's mission and create value for constituents.
- 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.
- m. conduct an annual evaluation of shared services performance experienced by their university.

Keeping with the current practice, concerns about a Chancellor can be reported to the President.

#### Student Success

Each Chancellor will build and maintain programs to:

- a. ensure the education provides the professional and personal development for students to succeed in their work and life.
- b. increase student retention and graduation rates overall and reduce performance disparities for first-generation, Pell Grant, and underrepresented minority students.
- c. maintain affordability, access, and opportunities.
- d. enhance educational delivery opportunities.
- e. increase experiential learning programs.
- f. increase student satisfaction.
- g. enhance graduate and professional educational programs.
- h. achieve scale and success of eLearning initiatives.

*The MU Chancellor is also responsible for improvements in AAU performance metrics for academic programs.*

#### Faculty and Staff Success

Each Chancellor will build and maintain programs to:

- a. attract, develop, support, and retain talented faculty, staff, and leaders who are engaged, productive, diverse, and committed to achieving their university's vision.
- b. set expectations of excellence and accountability for all faculty, staff, and leaders.





#### 4. ROLE, SCOPE , AND FUNCTION OF THE COUNCIL OF CHANCELLORS

The Council will:



# APPENDIX

OPEN

December 6, 2020





the spirit of shared governance directs the Council to



beyond individual universities and interests to enable the UM System to meet the needs of Missouri.

- x The basic principle that will be followed in leading and managing the UM System is that authority and accountability will be linked. Managerial authority to make decisions will be coupled with managers being held accountable for results. Outcomes achieved will be measured against goals.

