



# 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.

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



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 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

## 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. Any 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 accordingly.

Tier 2 - Systemwide Shared Service Areas	
Procurement	Performance Management
Accounts Payable	Grievance Administration
Real Estate	Executive Recruiting
Government Relations	Shared Leave Management
System Academic Affairs	Enterprise Architecture & Information Technology Compliance
System Research	Emergency Alert
eLearning	Enterprise Software Licensing
Supervisory Training	Information Security Tools
Exit Surveys (Qualtrics)	Non-Enterprise Resource Planning Systemwide Applications
Leadership Development	Identity Management
Onboarding	Systemwide Communication Tools (email,

## Tier 3: University Shared Services

These services are provided by the UM System or one of the institutions and will be allocated to each institution based on consumption. The highest performing versions of these services may be leveraged across the enterprise.

**Cost Structure:** Costs for these optional services will be allocated based on the cost drivers for the services. For example, costs of sponsored programs may be allocated based on the collaborating institution's share

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	Information Security Services
Institutional Research/Institutional Effectiveness Campus Reporting	Information Technology Infrastructure and Facilities
Human Resources Core Administrative Processing Support	Other Information Technology Products, Services, and Applications as Identified

Tier 4: Local /College









- e. manage costs and their university's mission within these resources and financial constraints.

#### Setting Tuition

Each Chancellor will:

- a. have the ability to set tuition rates at levels deemed market competitive for their students, within the bounds of the Missouri Higher Education Student Funding Act (HESFA).
- 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.

The Board will approve all tuition and fees each spring.

#### Legislative Agenda

Each Chancellor will:

- a. work with all Chancellors to develop state legislative and federal priorities that foster meaningful collaborations and do not compete with priorities of the other universities.
- b. advocate collectively with the President and other Chancellors on state and federal legislative issues.
- c. fully disclose and discuss with the Council before advocating on specific state and federal legislative issues.

#### Crisis Management

Each Chancellor will manage large-scale incidents impacting their university.

#### Public Relations

Each Chancellor will:

- a. serve as the public face and manage the image for their university.
- b. actively participate in and enhance civic and community relationships in their region.
- c. gather input from various internal and external stakeholders of their university.

#### Fundraising

Each Chancellor will:

- a. be actively involved with cultivating donor relationships and serve as a champion for their university.
- b. improve the overall culture of philanthropy through pursuit of alumni engagement, participation in development and advancement, and promotion of corporate partnerships.

The Council will:

- a. focus on driving the success of the entire UM System.
- b. work together to develop relevant policy on issues that will impact all four universities including:
  - UM System, state, and federal legislative priorities;
  - academic missions;
  - centers of excellence that align with individual university strengths;
  - creating new initiatives;
  - and other matters as determined by the Board.
- c. ensure the policies and strategies governing all shared services and their operations are equitable for the four universities.
- d. develop and maintain effective and efficient academic and administrative processes that support the UM System's mission.
- e. discuss which UM System high-priority initiatives that seek state support, like NextGen, to pursue. Chancellors will bring such initiatives to the Council.
- f. review and recommend significant CRRs and revisions to existing CRRs.
- g. explore changing policies and practices if such changes can lead the universities to achieve excellence.
- h. create sub-committees of two Chancellors each to take on (h)ient 9 (iw Tw 0.83 c 0 Twt)2p6

report offers a summary of these policies, while the governing documents are the financial CRRs and resource allocation principles adopted by the Board.

- b. Conflicts of interest within the Council will be managed through effective collaboration among members and the defined roles of the President, Chancellors, and the Council.
  - c. If conflicts of interest cannot be managed through these avenues, concerns can be reported to the Board Chair.
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- a. The Council will establish a Campus Advisory Committee for the specific purpose of ensuring campus-specific voices are heard.
  - b. Members of this Committee will keep fully engaged with the external communities and stakeholders of their university.
  - c. The Committee will regularly advise on the perspectives of these external communities.
  - d. The Committee will decide how often to meet and will present a summary of its discussions to the Board.
  - e. Each Chancellor will recommend two committee representatives to the Council for consideration.
  - f. Committee members will be external and not university employees or students.
  - g. Each member will have a two-year term limit, which can be renewed by consensus decision of the Council.





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 of CRR 20.010 in which the corporate body is organized as a university system and consists of the system administration and four universities nor is any action provided for or taken herein intended to, nor does it, alter or change the general powers and authorities specifically granted to the University President as set out in CRR 20.020 and CRR 20.030 including that Chancellors of the UM System are appointed by and report to the President.

- (b) The Board hereby establishes the Council of Chancellors ("Council") consisting of the three Chancellors and chaired by the President, to develop clear decision-making processes that will enable systemwide strategic thinking, collaborative academic initiatives and integrated shared services by creating a forum to ensure that all four universities have an equal voice. The Council will meet monthly to confer, address mutual challenges and opportunities, and exchange information important to the System and to any and/or all the four campuses. Council meetings may be held in person or virtually via phone or web-enabled meetings, but if meetings are held in person, they will rotate among each of the four campuses. The Council will present a summary of its discussions to the Board with respect to specific matters involving UM System legislative priorities, federal appropriation requests, centers of excellence that align with individual campus strengths, tuition, academic missions, development of new initiatives, and other matters as determined by the Board.
- (c) The Council will establish a campus committee comprised of two external representatives from each campus serving year terms to support the Board in its broad mission and to ensure campus-specific voices across broad dimensions of regional, community, donor and alumni needs are being heard. The campus committee members will attend a minimum of two Board meetings per year and provide the Board a separate campus-specific report on the progress and outcomes of this new governance model.
- (d) The Board appoints Vice President for Finance and Chief Financial Officer Ryan Rapp to study, address and propose best practices to the Board for achieving innovative operational changes to increase administrative efficiencies, develop strategies to eliminate undesired duplicative services or programs, and to ultimately achieve operational excellence within the System and each of the four campuses while ensuring the highest quality research and academic standards. Mr. Rapp will report periodically to the Board and submit a final report on or before 120 days with input from the Chancellors, President, and appropriate representation from the System and each of the four campuses.
- (e) The Board believes in the role of President for effective UM System leadership but,



the spirit of shared governance, direct 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 therein?



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.

