Present were:

IFC Members: Susan Brownell (Chair, UMSL), Mark Fitch (S&T), Viviana Grieco (UMKC), Camila Manrique (MU), Sahra Sedighsarvestani (S&T), Nancy Stancel (UMKC), Keith Stine (UMSL), Pamela Stuerke (UMSL), Ben Trachtenberg (MU), Bill Wiebold (MU), and Jerry Wyckoff (UMKC)

UM System Staff: Steve Graham and Marsha Fischer

The meeting began at 10:00am.

It was moved that the minutes for the February 24, 2017 meeting be accepted with the proposed changes. The motion passed unanimously.

10:05 – 10:30  IFC members discussion

IFC discussed questions to be addressed to President Choi and other items to be addressed with him.

10:30-11:10 Standards of Faculty Conduct  Jerry Wyckoff and Marsha Fischer (Attachment 1 & 2)

Jerry Wyckoff and Marsha Fischer reviewed the revisions to the document by General Counsel and in response to faculty concerns. It was moved to accept the document with the proposed changes and send it forward to the Board of Curators. The motion passed unanimously.

- Marsha Fischer was requested to send the final document to IFC for sharing with faculty.

11:10-11:20 Post-Tenure Review

Because it deals with workload, committees are now developing workload policies using the old CRR. It was clarified that these changes will be the new rule as soon as the Board of Curators passes it. The meeting is on April 27 and the final version of the document will be prepared and sent to them before the meeting. Perhaps it would be good to generate an FAQ document about the PTR policy as IFC did with the workload policy.

- It was requested that the final document for the post-tenure review CRR changes should be sent to IFC.
- Explanatory emails from Ben Trachtenberg to the MU Faculty and from MU Provost Garnett Stokes would be shared and could be circulated to the faculty.
- It was proposed that all of the recent IFC policy documents should be posted on the IFC webpage.

11:20 – 11:30 Executive Performance Incentive Program  Steve Graham

The Executive Performance Program had been implemented in 2008 under President Forsee and was part of his contract. The press release from the Board of Curators in response to the criticism of the program in
the audit by State Auditor Nicole Galloway did not include clarifying information that had been in the first draft. The Board requested that the clarifying information be pulled.

11:30 – 12:00 UM System Communication and Messaging Steve Knorr

In the past, the Board, president, and chancellors were all aligned on salary increases and internal cuts. The Board had to speak publicly. Have we shifted away from that?

SK distributed a handout, “University of Missouri System Issues Management Guidelines,” with the guidelines for crisis communications that were instituted in November 2015. He explained that the communications officers at the campuses, hospital, and extension get together by telepresence or in person to try to achieve better communication between them; there are about 40 people, 3-4 from each campus, including the chief of staff and liaisons. He has no solid reporting line to the campuses; they report to their chancellors. SK builds relationships with them, providing tools for better communications, giving advice, providing process, teaching people when to respond and when not to.

They hired Edelman (Chicago) Communications to help leaders communicate. Each campus, the hospital, and the system have used them. They have done media training, including with some Board members. They have not yet offered training to faculty leaders; they need to broaden into the faculty’s world.

SK explained that the moment between the release of the Galloway’s audit and the Board’s press release occurred just as President Choi was transitioning into office. When the president has been working more closely with the Board, it is possible to generate a stronger statement. SK is subordinate to the President, not the Board, but in this case the Board led the process.

SK explained that the policy on communications about race has not been to advise against talking about race; however, there must be a balance covering an A to Z perspective; they can’t talk only about race.

The point was made that multiple issues, including the recent rape case at UMKC, affect our enrollment and the UM System. Recent issues have not been addressed at a level that doesn’t appear to be hiding. At the previous meeting, IFC asked for a statement on the Olathe shooting and the desecration of the Jewish cemetery in University City, but there was no response. Campus responses could have been built on a system response.

SK did not remember the request for a statement at the previous meeting. Historically campuses own that community, not the System. There have been times when the President has made a statement. You can’t communicate your way out of bad behavior. What they are doing as a group is to improve our training in media relations and give the campuses resources. He can’t tell the chancellor what to do.

12:05 – 1:40 Lunch with President Choi

Susan Brownell expressed that IFC was excited to have a President who had been a faculty member. It had been a long time since the System had had such a President. The purpose of IFC is to provide input from the faculty and return information back to the faculty, and in this it plays an important role in providing transparency. The President may find that he is more insulated from real faculty than he is accustomed to, and meetings with IFC are his opportunity to get feedback from 12 faculty who are in touch with the four campuses. IFC can provide feedback before things go public. He can be honest with us and say things he can’t say publicly. IFC has a good record in maintaining confidentiality.

President Choi said that in his previous position he worked closely with his Senate Executive Committee and he felt that IFC would play a similar role at the System level in providing feedback before and after taking action. He understands that just sharing words about faculty governance is not enough – he must demonstrate it through actions to build trust and understanding.

President Choi explained his role in the budget cuts. The System will carefully consider the plans on the campuses, placing priority on growing research and scholarship, improving student outcomes, and
community engagement. All campus chancellors, provosts, and CFOs must buy in to the process. This should not be a top-down decision; the faculty must make it work. The campuses must have a discussion. The timeline to close programs is short; faculty must find homes in other departments. Permanent budget cuts of $24 million will require cuts in salaries, where most of the budget lies. We must be ready for another cut in FY18.

We must look at the record – not everyone is above average. Are we supporting programs contrary to our goals? Even strong programs will be cut eventually if we don’t prioritize. If we “peanut butter” we will wonder why our rankings haven’t improved much. MU has ranked 95-100 for decades; now it has dropped to 111. The right investment at the right time might have made a huge difference. He is saying to the chancellors that they should not just balance the budget – they should make strategic investments. We are not in a state of financial exigency; we have a high bond rating.

He had been asked in a press conference if there would be layoffs, and had answered that there would be. Perhaps he should have stated this to the faculty first. But how can there not be, with the size of the cuts we are facing?

He had a broad meeting with Curator Marcy Graham about topics of concern. The general officers and chancellors should vet ideas before they go to the Board. We need to give the Board the confidence that we have the leadership to run the university.

Some leaders make change for change’s sake when they enter a new position, but he will not. He wants to evaluate units. He comes from an organization with a different structure, but he doesn’t want that structure here; he will ask the System officers what changes they’d like to see. There will not necessarily be a complete overhaul; it could be one unit at a time. The changes will be cohesive with the campuses. They will explore how to consolidate activities at the System level, especially IT and HR, and the pre-award and post-award support system.

- When they make changes to the System he will discuss it with IFC. There will be important decisions that are confidential. He will communicate by email.

IFC proposed that faculty members could be on search committees to fill System positions.

- President Choi thought it was a good idea to include faculty members on System search committees – either an IFC member, or faculty recommended by IFC.

The budget process will be done in May. He is working with Hank Foley to provide direction, and he will approve the final budget cuts. Athletics budgets will be cut on all campuses. He will be meeting with all campuses to gain an initial understanding, and then will make suggestions.

The chairs of each Faculty Senate/Council provided updates about their respective campuses to President Middleton. Mark Fitch stood in for Tom Schuman (S&T).

Mark Fitch reported that the atmosphere at S&T after March 6 was good. There is concern that compensation issues might complicate the ex-Chancellor’s transition to her new job.

President Choi assured MF that she was leaving.

MF reported that three faculty had received career awards.

Ben Trachtenberg reported that the MU Chancellor search is proceeding. Many of the new deans are perceived as good hires with good ideas about what to do in the budget crisis. The $50 million hole in the budget is close to catastrophic. Good programs will be cut. People are slowly becoming aware of the seriousness. Increasing levels of panic will bubble up. People don’t realize that the legislature doesn’t have any money. There will be discontent about disparate levels of consultation – some deans consult
more than others. MU’s pro rata cut was in part due to lower enrollment for two consecutive years, which will be compounded out for four years, so it could get worse. MU’s reputation has suffered. Faculty with other options are taking them. They look worse than comparator institutions with respect to race relations. They are discussing what to do about it.

Pamela Stuerke reported that UMSL has budgeted for a 5% drop in enrollment year over year until we have clear evidence that it has reversed. The UMSL Day open house had record attendance. They are working on converting it into enrollment. Kristen Sobolik will start as Provost on May 1. The Dean of Arts & Sciences will retire in September, leaving two open Dean positions when added to the College of Education position. There is uncertainty over the budget and misunderstanding about the state audit. Shared governance is working. The non-partisan Campus Vote Project gave UMSL the designation of a “voter-friendly campus.” The graduates of the master’s degree in Accounting had the second highest pass rates in the state on the 2016 CPA exam and the highest pass rates in the UM system and the St. Louis metro region.

Jerry Wyckoff reported that UMKC had some rough weeks. From the faculty perspective, things were done wrong and then there was not enough transparency or speed in reacting to the mistakes. The assessment of the faculty was downplayed. Communications were executed poorly. They feel that administrative issues need to be addressed before the budget cuts. The athletics budget should be cut.

- President Choi stated that he had asked for a report on the rape incident, and would share it with other campus leaders to show how they can avoid similar problems.

IFC discussed with President Choi how to make the faculty realize the scope of the cuts without creating too much anxiety. A message from the System could lead to consistency. UM has never had a situation where programs got cut; we’ve had cuts in the past, but there was always enough wiggle room that they were merely annoying.

President Choi emphasized that cutting programs is only one element. If the SCHs, student: faculty ratio, and scholarship are low, and adjunct and NTT faculty are covering additional capacity – some NTT will have to be let go. It was brought up that when NTT were let go in the past, there had been occasions when they were given little notice and were not treated respectfully. The NTT Standing Committee at MU could give advice about the process.

President Choi emphasized that

- We should have a more human process for terminating NTT faculty. He asked Interim CFO Ryan Rapp to ensure that we have a consistent message. They have a presentation they have not taken to the faculty yet; it must convey empathy.
- It could be good to send a message stating that we expect Deans and Chairs to have meetings with their faculty about the cuts.
- Ryan Rapp is wrapping up preliminary meetings for the campuses. The System can plan some meetings.

IFC asked the status of the tuition increase, and whether we can increase fees for strategic priorities. President Choi stated that there is no final decision on tuition. The Governor is keen on affordable education; this year it will be difficult to get an increase above CPI. We want the funding restored to our core, not a tuition increase. Parents don’t care whether the increase is due to tuition or fees.

President Choi assured the System staff present in the room that they had his full support.
Jill Pollock mentioned that SEIU had filed a lawsuit naming three faculty members as plaintiffs objecting to the procedure from the Curators for voting on a union. In the State of Missouri, public institutions are exempt from NRB rules and the responsibility is on the employer to define the voting process. Outside counsel is handling it.

- She will send an email to Ben Trachtenberg about the open position for a faculty member on the TRAC committee.

They are over the 80% response rate on dependent verification, ahead of schedule. They will examine tuition assistance for a person who retires and has a child in a program. Policy could be crafted so the student is eligible for assistance until s/he completes the degree or 5 years, whichever is less.

She had sent an email to SB answering questions from the last meeting. SB will forward it to IFC.

1:50 – 2:00  Increasing salary adjustment for faculty promoted to “professor”  Steve Graham

The Leadership Development Program produced the suggestion to address salary compression by implementing a $10,000 bonus for promotion to professor. Now it is about $5000. Or it could be 10% of salary, but no less than $10,000.

There has been a positive reaction to the post-tenure review salary adjustment. President Choi liked it and had asked RR to find the money.

He proposed exploring a special designation for outstanding TT teaching faculty in lieu of promotion to professor rank, for faculty who will not be promoted to professor on the basis of research.

2:00-2:30  Kevin McDonald  UM System Inclusive Excellence Framework

In conversation with the CDOs, they had wanted a System framework plus differentiation on the campuses. This draft was an attempt to develop a baseline. The campuses will develop their own frameworks. UMKC already had a framework in place. He wants to be a good fiscal steward of the funds provided by the Board. He also wants indicators, and an advisory council on each campus to decide how to distribute the funding to the campuses. The framework ends in 2018 with the end of the System’s strategic plan.

- Pamela Stuerke requested a communication with Deborah Burris stating that the document should go through the Faculty Senate with enough time ahead of the meeting, and not as an information item presented at the meeting.

It was moved that IFC endorse the Inclusive Excellence Framework as provided. The motion passed unanimously.

2:30  Adjourn

Informational Items:

Sign Certificate of Resolution for former President Middleton

Attachments:

Attachment 1: Standard of Faculty Conduct March 2017 - GJW comments
Attachment 2: Standard of Faculty Conduct March 2017 (00088273-3xA12DC)