Intercampus Faculty Council (IFC)
Report of Committee Activities
2012-2013 Academic Year

The IFC consisted of the following members for the 2012-2013 academic year:

Columbia:  Harry Tyrer, Kattesh Katti, and Dennis Miller
Kansas City:  Gary Ebersole, Carole McArthur, and Nancy Stancel
Rolla:  Bala Balakrishnan, Michael Davis, and Mark Fitch
St. Louis:  Susan Brownell, Steve Moehrle, and Chris Spilling

The Committee met monthly as follows:

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<td>2012</td>
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<td>September 24-25:</td>
<td>Osage Beach Missouri</td>
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<td>October 24:</td>
<td>Columbia</td>
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<td>November 14:</td>
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<td>December 12:</td>
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<td>2013</td>
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<td>January 2:</td>
<td>Conference Call</td>
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There were several key initiatives discussed during the academic year. These included:

- The budget
- Providing input on the development of the Faculty Accomplishment System
- Balancing faculty workload
- Best practices in faculty mentoring
- Cost of higher education
- Trimesters
- Sponsored dependent benefits
- The Vice-President for Academic Affairs search
- Faculty governance in practice
- National Council on Teacher Quality request for syllabi
- Collected Rules and Regulations
- University (endowment) funds to pay book publishing costs and textbook compensation
- Discussing the role of patents and technology transfer accomplishments in the tenure and promotion process
- Strategic planning updates
- UM Faculty Scholars Program
The Budget

Annually, the operating budget is an active topic of discussion for the IFC. This academic year was no exception. The IFC was pleased with the forthright nature of budget information provided by President Wolfe and Vice President Krawitz. The IFC did express concern with the new budgeting system that featured competition for a portion of annual operating budgets based on the accomplishment of goals identified in the strategic plan.

Providing Input on the Development of the Faculty Accomplishment System

Steve Graham discussed the status of the project to develop a new faculty accomplishment system. Focus groups are being conducted that involve viewpoints from all segments of the UM faculty population. The goal is to identify desirable attributes of the new faculty accomplishment system and then issue a request for proposals that details these desired attributes. The request for proposals will be made in the spring.

IFC members expressed appreciation for the project. Desirable characteristics identified by the IFC included that data from the existing system should feed into the new system and that standard UM reports for faculty evaluation should be readily printable from the system.

Balancing Faculty Workload

The IFC endorsed the importance of these issues and encouraged additional discussion. The IFC conducted an initial discussion about the matter. Themes in the discussion included:

- The typical faculty balance for tenured and tenure track faculty is 40% research / 40% teaching / 20% service. Meeting participants expressed that while this is traditionally analyzed on a person by person basis – it could be viewed by department such that more productive researchers would be able to spend more than 40% of their time on research, while faculty whose research productivity has waned somewhat could help the department by investing more time and efforts in teaching and/or research. Of course, it would be important for such a model to be self-implemented and imposed at the department level.

- Concerns about the departmental workload model described above were expressed including: (1) The human capital market can be a constraining factor for such models (i.e., newly hired faculty will have a conducive teaching load and asking more senior faculty to pick up some of the courses can cause the senior faculty to look to leave); (2) reward systems at the university might have to be adjusted for the model to work; (3) administrators (especially Deans and Chairs) would have to support and manage the model.
The IFC agreed that the discussion is important, but decided to table the matter pending additional information such as whether other universities have developed models for balancing workload that they have found to be successful.

Faculty Mentoring

Anecdotal evidence suggests that mentoring practices are variable across campuses and across units within campuses. To address this problem, the IFC agreed that a best practices document be produced that will provide departments with “best practices” guidance regarding mentoring faculty. It is hoped that, once completed, the document will minimize the possibility that faculty members across the system will feel that they did not receive adequate mentoring in their career – especially in their early career years. The IFC concluded that the best approach would be to have a working group of UM System experts and IFC members develop a document that the IFC and other stakeholder groups can discuss and ultimately approve. Many such documents exist at other universities so this is not viewed as an excessively onerous task for those asked to complete the initial draft.

Costs of Higher Education

According to the Missouri Department of Higher Education, Missouri remains among the nation’s leaders in keeping tuition increases low. For example, during the past three years, Missouri public four-year institutions’ tuition and fee increases were the lowest in the entire country; during the past three years, Missouri two-year institutions’ tuition and fee increases were the fourth lowest in the entire country; during the past five years, Missouri public four-year institutions’ tuition and fee increases were the fifth lowest in the entire country; during the past five years, Missouri two-year institutions’ tuition and fee increases were the second lowest in the entire country; and Missouri’s tuition rates are below the national average in all sectors: public two-year, public four-year and private nonprofit four-year.

Regarding state appropriations, the College Board analysis notes that nationwide the average share of revenue to institutions from state appropriations decreased and the average share of revenue coming from tuition and fees increased for all types of public institutions. Their findings show: total state appropriations for higher education in Missouri declined by 5 percent over the past five years and Missouri ranks 44th in terms of state appropriations for higher education per $1,000 of personal income.

Declines in state appropriations were accompanied by increases in the number of students enrolled in higher education, according to the College Board report. In Missouri, total fall enrollment at public degree-granting institutions in Missouri grew by 17.6 percent during the past five years and by 27.1 percent during the past 10 years; total fall enrollment at public two-year degree-granting institutions in Missouri grew by 28.6 percent during the past five years and 40.8 percent during the past 10 years; total fall enrollment at public four-year degree granting institutions grew by 10.4 percent during the past five years and 18.2 percent during the past 10 years.

The discussion of IFC members revolved around recognition of the need to be efficient to remain a top end research institution in this environment.

Trimesters

Periodically, the system considers the viability of a trimester system that would essentially place the summer academic activities on an even plane with those of the fall and
spring semesters. Data from earlier analyses at the University of Missouri as well as recent experiences from the University of Minnesota were read. The discussion of the IFC revolved around institutional challenges for trimesters at the UM System including the current cost allocation and revenue recognition models for summer activities. From the positive side, IFC members expressed that it would be nice if faculty members that wished to stack their teaching in the summer semester so that a fall or spring semester could be used for extensive research has this option available to them. The conclusion was that challenges exist, but the concept is intriguing. The Kansas City campus was especially interested in the concept. Hence, the IFC encouraged the Kansas City campus to explore the concept and adopt if they so choose. The council recognized that this could be valuable pilot test information for the system.

Sponsored Dependent Benefits

The IFC believes that offering benefits to domestic partners is crucial to be competitive in the higher education human capital market and is also the right thing to do. Hence, the IFC unanimously supports this issue and encouraged system administrators to convince the Board of Curators to add such benefits to the package of perquisites offered to University of Missouri employees. The IFC supported the dependent benefit model that was developed and was pleased to see this issue come to a favorable conclusion.

The Vice-President for Academic Affairs and Economic Development Search

The IFC was briefed on plans to conduct a search for a Vice-President for Academic Affairs and Economic Development. This search would culminate in the hiring of Henry (Hank) Foley. Steve Moehrle from IFC served on the search committee on behalf of IFC.

Faculty Governance in Practice

The UM System executives would like to have a clear understanding of the faculty governance system. In practice, they would like to more fully understand what issues should come to the faculty and what issues can be addressed without faculty vetting. Discussions on this mattered varied. The theme was that the most important aspect of shared governance is that all academic and curricular issues must involve faculty input or even decision making.

The council decided to form a task force to develop best practices to support the purposes and functions of the IFC per the UM Collected Rules and Regulations. The purposes and functions are the following:

*The IFC serves as a liaison committee between the President and his staff and the four campus faculties. It communicates to the President and his staff the views and concerns of the faculties. It advises the President on matters of University policy, including academic, financial, strategic, administrative and other matters and performs those functions or duties which are appropriate to an elected intercampus faculty body. It brings to the President and his staff representative issues and opinions of members of the several campus faculties and addresses such problems as the President wishes to bring to the IFC.*

Harry Tyrer agreed to head the task force examining this matter and the IFC agreed that a block of time will be allowed at the April meeting for additional discussion on this matter designed to inform the efforts of the task force.
Another stream of discussion involved perceived variance in the functioning of the shared governance system across the four campuses. The IFC agreed to continue to discuss this important question.

National Council on Teacher Quality Update
The IFC received a briefing from UM attorney Paul Maguffee regarding the request from the National Council on Teacher Quality to get course syllabi from professors in the Education schools across the system. Maguffee outlined the ramifications of providing and not providing the syllabi. The education faculty across the UM system have expressed differing views on the request. The discussion was more of an update on the proceedings rather than a request for a position from the IFC. A position on the matter will be announced shortly following the completion of discussions with the various potentially affected faculty members.

Collected Rules and Regulations
The Council discussed proposed changes in the following policies and procedures.

310.015: Procedures for Review of Faculty Performance
320.035: Policy and Procedures for Promotion and Tenure
320.090: Emeritus Designation

These changes are designed to address departments that do not have the critical mass of faculty at levels to which members are to be promoted and/or assessed. The changes were intended primarily to provide guidance in the promotion and tenure process for departments that lack adequate numbers of qualified faculty to comprise tenure and promotion committees. Council members sought input from their respective campuses and ultimately expressed support for the changes.

University (endowment) funds to pay book publishing costs and textbook compensation
Some publishers are charging significant sums of money (e.g., one to 2 thousand in history and three to seven thousand in some other areas) to publish works. The UM system is debating whether endowment-related funds (e.g., funds from endowed professorships) should be used for such payments. One consideration is whether this would place faculty without access to such funds at a competitive disadvantage. Another consideration is whether, if payment is made, the faculty member is considered to have a contingent liability to the University that would be repaid should the faculty member receive publisher-provided proceeds and compensation from the work. Subsequent discussion demonstrated diversity of practice currently across campus. Steve Graham indicated that these decisions are currently left to the individual campuses.

Strategic Planning Updates
Nikki Krawitz provided monthly updates on the strategic planning process. The IFC was provided with the materials from each campus that set forth their strategies. The emphasis was
to understand how the campuses are responding two four questions: (1) what emerging trends and forces in the education environment have greatest influence on your strategy and why? (2) What specific elements of your strategy involve new or innovative means of embracing trends? (3) What will your strategy require your campus to do that is different than you are doing now? What will you do more? What will you do less? (4) Where will you be best in class? In what ways will your strategy help your campus become better or remain best in class?

Drafts of the campus strategy statements were provided and are shown below. These statements were as of January 2013 and subject to revision.

**MU**
Consistent with its role as both a comprehensive research university with membership in the elite Association of American Universities (AAU) and a public, land-grant university with a mission to discover and disseminate knowledge throughout Missouri and beyond, MU will, by 2018, enhance its academic stature, as defined by a set of publicly available metrics, by strengthening its interdisciplinary research and teaching, as epitomized by Mizzou Advantage.

**UMKC**
By 2020 we will grow enrollment to 20,000 and increase graduation rates 10% by ensuring student success through a small-college experience within Kansas City’s community-engaged urban research university.

**Missouri S&T**
As an innovative technological research university that provides extraordinary access to renowned expertise, services and applied learning, Missouri S&T aims to increase return on investment for students and education and research partners seeking STEM-focused solutions that advance lifelong learning, knowledge creation and entrepreneurship.

**UMSL**
By 2018, UMSL will attain an enrollment of 18,000 (13,000 degree-seeking) students by adding recruitment of degree-completion, recruit-back, online, and non-resident students, and by retaining students to achieve a six-year graduation rate of 70% through high-impact educational experiences consisting of engagement in faculty research, innovative teaching and learning, and community relationships to maintain UMSL’s reputation for the region’s best-prepared graduates.

**UM Faculty Scholars**
The IFC was updated on the revived UM Faculty Scholars program. This development program for early career faculty had been discontinued as a cost saving measure about five years ago. During discussions with faculty across the system, President Wolfe learned that the program had a very positive impact. As a result, he asked that it be revived. The IFC expressed appreciation that it is back and agreed to encourage their campus colleagues to nominate candidates for the program’s 2013-2014 cohort.

**Non-tenure Track Faculty Participation in the Governance Process**
A minor revision to the Collected Rules and Regulations was approved related to the clinical department faculty at the hospitals in Columbia and Kansas City. Wording was approved to add clinical faculty as qualifying for certain rights under the Non-tenure track designation per section 310.035 of the Collected Rules and Regulations. The changes were discussed and unanimously approved.

Patents and Commercialization in the Tenure and Promotion Process
The UM system administrators and faculty have been discussing the appropriate role of patent and commercial successes in the tenure and promotion process. Mike Nichols joined IFC to discuss his perspective on the matter. It is his opinion (and this opinion is shared by several administrators) that such successes are currently underweighted in the promotion and tenure process to the potential detriment of the University. Initial discussion on the matter was held. IFC members expressed an understanding of the matter but also concerns about putting the policy into practice. IFC members decided that they would conduct discussions on their respective campuses regarding the matter and then discuss it more at an upcoming meeting.

Ultimately, IFC members emphasized the need to keep the issue relatively open using wording such as “these accomplishments may be considered.” UMSL representatives expressed that the issue was raised at a recent Faculty Senate meeting and no negative feedback was offered. Columbia IFC members expressed that there is some opposition to the concept there – especially as it relates to the lack of a reliable review process regarding patents. Kansas City members expressed that they largely have the practice in place already and encouraged the system not to make a “top-down” order regarding the matter. In the end, the general consensus is that such successes are appropriate for consideration for tenure and promotion, but probably not adequate absent peer-reviewed journal articles in respectable academic journals.

The Affordable Care Act
Kelley Stuck provided an update on the Health Care Reform cost impact to the University. In 2014, the individual mandate and employer mandate take effect. Significant penalties will be levied for noncompliance with these requirements. The university appears to have systems in place to avoid any potential penalties for lack of compliance. There is a transitional reinsurance fee that will cost the University $2.4 million and a patient quality research initiative of $1 per member ($43,623 for the system).

In 2014, the “thirty hour” rule is in force. If an employee averages “thirty hours,” he/she will qualify for medical-only benefits. The following benefit eligibility determinations will be recommended to the Board of Curators:

- UM Benefit eligible (all benefits): Based on primary job and 75% time or greater (with at least 9-month appointment)
- Medical benefit eligible (new): All concurrent jobs considered; 30 hours per week or more; no minimum appointment period, but count average of total hours during measurement period to determine eligibility.

Beginning in 2015, the University will be required to enroll eligible employees into the plan. The employees will have to actively waive coverage to not incur the costs. The University will work to educate the employees on the processes necessary to avoid these costs.
In 2018, an excise tax will take effect for “high cost” plans (40%). At this time, the University is on a trajectory that would result in it qualifying as a “high cost” health plan subject to this large excise tax. The University will likely be changing the benefits to avoid this excise tax. There is a significant risk of non-compliance. The system is mandated to offer coverage to at least 95% of employees that average 30 hours per week or more. The University could face a penalty of $2,000 per benefit eligible employee for non-compliance. Based on the University’s benefit eligible headcount this penalty may be as much as $39 million. Employees can express compliance concerns to the Department of Labor (DOL). The subsequent audit by the DOL could lead to additional exposure. The IFC suggested that the University establish an internal advocacy group that employees can call upon as a first step so that the employees feel they have a resource available to them other than a direct call to the DOL.

University Relations Updates
Steve Knorr provided periodic updates to the IFC regarding university and governmental relations. He reported that President Wolfe conducted a Show-Me Value speaking/listening tour to emphasize the importance of higher education in Missouri. Participants continue to find the sessions productive and valuable for the citizens and for the University-related participants. The IFC expressed very positive views of this project.
Of course, he also reported monthly on legislative events in Jefferson City and Washington D.C.

Grade Replacement Policy
UM-Columbia allows an undergraduate student to replace a grade received in an additional attempt of a course that was taken at any of the UM campuses. At the other three campuses, a grade may only be replaced if the course was taken and then retaken at that campus. This issue was brought to the attention of Bob Schwartz by a student that is currently matriculating at UMSL and wishes to replace a grade received at UM-C. The discussion revolved around whether the campuses should revisit this policy and/or should the system have a uniform policy. The consensus of the Council is that the matter should be discussed by the individual campuses. The campuses should then be left to adopt the policy that they think believe is most prudent.

Information Security Issues
Audits repeatedly conclude that several UM information technology breaches occur each year because of insufficiently trained employees. UM faculty and staff store tremendous amounts of sensitive data and technology around the system. The IT Professionals in the system strongly urge their colleagues to engage in periodic IT security training. Other Universities have implemented such training as the result of major security breaches (e.g., University of Texas). The system’s information security officers are asking that faculty support periodic training for all employees to minimize the likelihood of information security breaches. The IFC agreed that this is an important initiative. The key is for the training to be minimally onerous for faculty and staff. The officers understand this and believe that they can design a fine but short training
regimen to this end. The IFC encouraged the IT group to produce a case in favor of periodic training (e.g., annual or biannual) for distribution to faculty.

Pension Plan Financial Update

Betsy Rodriguez provided an update on the UM pension plan. The actuarial assumptions were recently revisited. Members are living longer, turnover in the system has decreased, and investment returns are low. These are all factors that have increased the overall cost of providing defined pension benefits. Factors reducing net costs are that people are retiring later and salary escalation has been less than expected. The expected UM contribution has increased as a result of revised actuarial assumptions. For employees hired before 10/1/12, the contribution is now 11.38% of salary up from 10.78%. For employees hired after 10/1/12, the expected contribution is now 7.31% of salary, up from 6.77%.

The University has maintained a policy of funding the plan fully based on the actuarial assumptions. However, the plan is currently underfunded by approximately $500 million ($3.3 billion estimated liability based on current assumptions with $2.8 billion of assets) because of adverse outcomes relative to the ex ante actuarial estimates.

The IFC agreed that reports on the financial position of the pension plan should become a semi-annual agenda item for IFC.

Gary Ebersole Recognition:

Gary Ebersole’s has served on IFC for several years. Bala Balakrishnan offered a motion to commend Gary Ebersole for his eight years of service on IFC including two stints as Chairman. His leadership and wisdom have been a tremendous asset to the IFC, to UMKC, and to the UM system. Carole McArthur seconded the motion and the IFC unanimously approved the motion.