

# **IFC Retreat**

## **September 10-11, 2018**

1. Role of IFC
  - a. IFC is a liaison group to work with the President and General officers to help provide feedback
  - b. Dr. Camila Manrique is the chair this year, this role rotates through each of the universities
  - c. The group will meet monthly alternating between TelePresence and UM System in Columbia
  - d. IFC takes pride in the great work that they have done and the credibility that you have gained as it has tackled some of the larger issues that should be faculty driven.
  - e. Full vetting of all issues related to faculty will occur. This includes receiving input by IFC, UMAO (Provosts) and General Officers. This process allows for improvement along the way to ultimately have the best outcome.
  - f. Benefits to being on the IFC
    - i. Decisions are made from the ground up
    - ii. Learn more about what the system means, relationship with the state legislature, etc.
    - iii. Report back at the faculty council/senate meetings
    - iv. Gives you a chance to get to know others from each university and see what is important to them
2. Research and Economic Development – Dr. Mark McIntosh
  - a. Shared current data and projected trends through 2023 regarding research expenditures and research awards submitted and received.
  - b. Shared the “Compact for Research and Creative Works” and goals for increasing research expenditures for MU, UMKC, S&T, & UMSL (essentially the goal at each is to double by 2023).
    - i. Discussion occurred around other ways to quantify the data outside of expenditures
    - ii. With the work ongoing RED is looking to find the gaps and collect the data
  - c. Noted that a strategic plan for research went to all deans on September 7<sup>th</sup>; deans were asked to distribute to their faculty.
  - d. Every college has been charged with creating a “Research Growth Plan,” with a template draft due September 30<sup>th</sup> and a final due November 15<sup>th</sup>.
  - e. Referenced recent consultant report; UM system has ~\$5.4 billion impact on Missouri, with \$3.9 billion of this contributed by MU (see <https://economicdevelopment.missouri.edu/features/2017/consultant-reports-um-systems-state-economic-impact-is-5.4-billion-annually/index.php>)

- f. Referenced new data portal established by Extension:  
<https://allthingsmissouri.org/>
    - i. Economic development is currently \$13:1
  - g. Presented on progress of the Translational and Precision Medicine Complex (TPMC). The building is a \$250 million investment and the highest capital priority for the Board of Curators (BoC). The focus is on neurological, vascular, and cancer research. There will also be work on research, data analytics and interdisciplinary. There are working groups comprised of 42 faculty who are currently writing the strategic plan, governance structure, etc.
    - i. Discussion around the need for more communication to IFC and the Faculty Councils/Senates to ensure the message is relayed and importance of the project is reiterated.
    - ii. Also important to show the connections throughout the system to the project
  - h. Referenced “Core Facilities” for research  
<https://research.missouri.edu/about/cores>.
3. President Choi
- a. Shared the new UM System vision: “To advance the opportunities for success and well-being for Missouri, our nation and the world through transformative teaching, research, innovation, engagement and inclusion.”
  - b. Strategic plans are in progress – feedback was provided and final plans will be presented at the September Board of Curators meeting.
  - c. Government relations
    - i. 8 projects submitted – all are included in the bill
    - ii. We are working to provide some sample white papers of what is needed
    - iii. President Choi will meet with 4 chancellors to be sure we all know what is selected
  - d. Roundtables with the Board of Curators
    - i. Work on revamping the way we engage with the to get the most out of the time together
    - ii. President Choi asked IFC to create a proposal for his consideration of what this might look like
  - e. State of the University Address  
[https://www.umsystem.edu/president/sotu\\_2018](https://www.umsystem.edu/president/sotu_2018)
    - i. Shared highlights from upcoming UM System report, including planned investments. Report will be presented Friday, September 14, 10 am at the Missouri Theatre, and is followed by a reception.
  - f. Academic espionage
    - i. The National Institutes of Health director, FBI, and members of Congress are raising concerns nationally about academic espionage in higher education by foreign nationals, and contacting higher education administrators about this.

- g. TPMC
    - i. Elizabeth Loba is the newly-appointed Vice Chancellor for Strategic Partnerships
      - 1. Plans to ask her to meet with all the schools and/or have a listening session to communicate about this initiative.
    - ii. Develop a strategic plan while engaging the universities and external partners
      - 1. Make sure everyone understands it is a system wide effort (reminder since summer just passed)
  - h. Next Steps: Communication
    - i. President Choi will have IFC added to the 3D list for updates regarding TPMC
    - ii. Determine the appropriate topics that arise in the President's staff meeting to share with IFC
    - iii. After IFC meeting send highlights to the faculty councils/senates with a link and dates for approved minutes to be posted
    - iv. November 10<sup>th</sup> football game
4. Human Resources – Marsha Fischer
- a. Presented regarding the work of the Total Rewards Advisory Committee (TRAC), e.g., medical premiums for the upcoming year, retirement packages for new hires.)
    - i. Question raised: Can someone choose to be part of the new retirement option if they are an existing employee?
  - b. Briefly discussed plans for “Faculty Dashboard” to support search, recruitment, hiring, diversity.
    - i. Mitchell McKinney to review this with IFC
  - c. Developing competency models/support systems for department chairs and deans regarding HR concerns (e.g., progressive discipline, FMLA, etc.)
    - i. Use data analytics to see trends
    - ii. HR to work with Academic Affairs
    - iii. Allowing HR to help with certain functions to better utilize provosts, deans, chairs and faculty time
5. Information Technology – Gary Allen
- a. Shared annual report regarding IT access to faculty emails (in cases of separation or death and a specific need, e.g., a coauthor needs access to a paper). There is a process for these requests and it appears it happens relatively infrequently.
  - b. Discussed system policy regarding PIN code on employee personal devices used to access university data/email and IT ability to “brick” a phone in the event it is lost or stolen. There is no current policy to describe parameters of when/how this capacity may be used by IT; IFC members suggested this would be useful.

- c. Noted that IT is centralized at each university, with a Chief Information Officer, and funded differently depending on the university, presenting some challenges to system-level collaboration.
    - i. High performance computing available to everyone upon request
    - ii. Prioritize critical IT support items
    - iii. This year IT is working on a new organizational and governance structure
    - iv. IT strategic plan
      - 1. Active directory - Simplify domain but retain unique email address
        - a. This will result in savings of \$300K per year
        - b. Cost recovery is going to be immediate
      - 2. Single integrations of software
  - d. Noted that spam/phishing emails employees see in their inboxes represents some 2% of the total attempts made; IT eliminates approximately 98%. There are “constant attempts” to spam/phish or hack the system.
6. IFC Topics for the year
  - a. Round table
    - i. Focus on specific issues
      - 1. Things that make you light up
      - 2. Informational
      - 3. Strategic implementation
    - ii. Get to know each other – Additional opportunities at football games or dinners
    - iii. Meetings less frequent but continue meeting 2 times a year for IFC meeting
  - b. Mid-career faculty development
    - i. What can be done to promote early and mid-career faculty, connect to:
      - 1. Research
      - 2. Improving teaching effectiveness
    - ii. Potential areas to address
      - 1. Variable workload
      - 2. Lack of mentoring
      - 3. Excessive service
    - iii. Charge to ask a group of faculty to work on this
      - 1. Collect data
      - 2. Identify the gaps
      - 3. Identify best practices
    - iv. Involve tenure and promotion committees that are in charge with setting the standards
  - c. Salary inequity
    - i. Are there mechanisms to address it?

- 1. If find out it is inadequate what are the steps forward?
    - ii. Provide the bump status throughout the system from assistant to associate and associate to full
  - d. Promotion & Tenure
    - i. Value of tenure
    - ii. Service component
    - iii. Recognizing teaching
    - iv. Who on the committee – are they trained
    - v. External reference
    - vi. Interuniversity collaboration – will that be seen in the P&T process
    - vii. Circulate the report at MU – if we think there is the same issue then we can have a taskforce look into it – **revisit during the October meeting**
  - e. Evaluating Teaching
    - i. The policy paper was well received by everyone that received it. Implementation is very important so keep reminding deans, chairs, etc.
    - ii. Incentivize professors – worked out really well (see example what Jon is doing at UMSL)
  - f. NTT
    - i. Determine the status of the committee
      - 1. Items left to address
      - 2. Determine the status of the rolling contracts
      - 3. Look at CR&R related to NTT
  - g. Grievance policy – **Get information from General Counsel’s office as to what types of issues are covered under grievance policy.**
- 7. Finance – Ryan Rapp
  - a. Discussed changing business model of higher education nationwide related to flat to decreasing state investments, enrollment, and tuition; results in a significant gap between revenues and expenditures by 2023. In order to make up for that gap we must work in all four of the areas below:
    - i. Academic Excellence
    - ii. Revenue Enhancement
    - iii. Financial Performance
    - iv. Operational Excellence
  - b. Discussed progress of administrative review (see <https://www.umsystem.edu/president/adminreviewfy18>). Goals are to drive resources towards academics, create opportunities and career paths for staff, deliver higher and better levels of service, including a focus on reducing the amount of time faculty and other end users spend on administrative tasks. Review began in 2017; 2018 will deliver a conceptual model for how finance, HR, and IT will deliver services in the future. Will also result in ~\$20-30 million in reduced administrative costs.
- 8. Curator Phil Snowden

- a. Discussed the University Taskforce work
    - i. All Curators agree this is a system and there are 4 universities that all have different strengths and work to support each in their mission and their particular area
    - ii. Stop competing against each other and instead do this together as a team effort
  - b. Discussed the great work of President Choi
  - c. Roundtables
    - i. BOC find this helpful, continue to have topics of discussion
      - 1. It is helpful to hear concerns and things you go through on day to day basis
    - ii. Frequency of meetings was up for discussion but the interaction is helpful
    - iii. Any IFC member has the right to reach out to a Curator but you should also talk with your supervisor
  - d. Curator Steelman's term is up at the end of this year
  - e. Curator Darryl Chatman was in charge of the taskforce – owe a lot to him for this
9. University Taskforce - Steve Owens
- a. Discussed work and report of University Task Force, charged with examining the structural model of the UM System: [https://www.umsystem.edu/curators/university\\_task\\_force](https://www.umsystem.edu/curators/university_task_force) (report available here);
    - i. Reaffirmed delegation from the Board of Curators to the President (except a few situations)
    - ii. New vision statement for UM System
    - iii. Delineates the roles of “four separate, connected, but independent universities,” spells out principles of “systemness,” core values, and governance
    - iv. Guiding principles
      - 1. Clarifies roles and authority of President and Chancellors.
      - 2. Collaboration – system greater than the whole of its part through collaboration and mutual respect
      - 3. Collaborative decision making
    - v. The Board of Curators approved the report and added that orientation would be done from President through department chair
  - b. Reviewed status of legal claim against UM System regarding guns on campus ([https://www.columbiamissourian.com/news/local/judge-rules-mu-s-gun-ban-does-not-violate-state/article\\_54b91ec2-b201-11e8-a27a-176c1aa60c4a.html](https://www.columbiamissourian.com/news/local/judge-rules-mu-s-gun-ban-does-not-violate-state/article_54b91ec2-b201-11e8-a27a-176c1aa60c4a.html))
10. Next steps
- a. Honorary degrees

- i. Move the committee membership over to the CR&R and make more generic of the groups it should represent and drawing from all four universities
  - ii. IFC agreed to vote electronically once the changes are incorporated
- b. IFC NTT committee – check into the status and items remaining to be addressed
- c. P&T process – everyone look to see if this is something helpful to review as a system or if it should be reviewed as a university
  - i. Revisit in October to determine next steps
- d. Mid-career faculty development
  - i. Potential items to cover:
    - 1. collect data of what is being done
    - 2. where is the gap
    - 3. what are some best practices that could be incorporated i.e., service, salary
  - ii. IFC members to bring a list of items to address to the October meeting
- e. Grievance policy – Ask General Council if there is an Administrator code of conduct
- f. Salary – Follow up with HR on the questions posed by the group