The public session meeting will be held at the White River Conference Center, James River and Dogwood Canyon Halls, 600 W. Sunshine, Springfield, Missouri 65898 unless otherwise noted.

THURSDAY, JULY 26, 2018

12:00 P.M.  Lunch for meeting participants  
Location:  Sportsman’s Lodge, White River Conference Center

BOARD OF CURATORS DEVELOPMENT SESSION – PUBLIC MEETING

1:00 P.M.  Call to Order

General Business

Information
1.  Review Consent Agenda

Consent Agenda
1.  Sole Source, Decision Support and Continuous Improvement System, MUHC

General Business

1:10 P.M.  Facilitated Discussion with Consultant

Information
2.  Initial Briefing on the Task Force Report
3.  Review and Discussion of the Report
4.  Discussion, University of Missouri System Vision and Mission
Action  
1. Amendment, Foundational Policies  
   a. Amendment, Collected Rules and Regulations 20.010, General Organization  
   b. Amendment, Collected Rules and Regulations 20.030, Executive Philosophy  

Information  
5. Discussion, Guiding Principles for the University of Missouri System and Guidelines for  
   Proactive Leadership and Governance  

Recess meeting at 4:00 P.M.  

6:00 – 7:30 P.M. Reception for Southwest Missouri Community and University  
   Leaders with Development Session Participants  
   Location: Sportsman’s Lodge  

FRIDAY, JULY 27, 2018  

7:45 A.M. Breakfast for meeting participants  
   Location: Sportsman’s Lodge, White River Conference Center  

RECONVENE PUBLIC SESSION AT 8:30 A.M.  

General Business  

Information  
6. Continued Discussion of the Report  

Action  
2. Resolution, Task Force Report  
3. Resolution for Executive Session of the Board of Curators Meeting, July 26-27, 2018  

10:00 A.M. BOARD OF CURATORS MEETING -EXECUTIVE SESSION (time is  
   approximate)  
   Location: Sportsman’s Lodge, White River Conference Center  

The Board of Curators will hold an executive session of the July 26-27, 2018 meeting, pursuant  
to Sections 610.021(1), 610.021(2), 610.021(3), 610.021(12) and 610.021(13) RSMo, for  
consideration of certain confidential or privileged communications with University Counsel, real
estate, personnel, and contract items all as authorized by law and upon approval by resolution of the Board of Curators.

11:00 A.M.   Reconvene Public Session (time is approximate)

General Business

Information
7. Implementation and Next Steps
   a. Continuing Board oversight
   b. Revisions to Collected Rules and Regulations and other policies
   c. Holding leaders accountable to achieve
      i. Excellence in student success, research and engagement
      ii. Greater collaboration among institutions
      iii. Eliminating the system/campus divide
   d. Invest in innovation and entrepreneurship to grow revenue
   e. Create economies of scale through shared services
   f. Review and populate Initiative Matrix
   g. Others

Action
4. Adjourn the Board of Curators Meeting

12:45 P.M.   Luncheon for meeting participants
Location:  Sportsman’s Lodge

12:50 P.M.   Press Conference with Board Chair, Board Vice Chair and University Task Force Chair, University of Missouri System President (time is approximate)
Location:  Dogwood Canyon Hall
REVIEW CONSENT AGENDA

There are no materials for this information item.
CONSENT AGENDA
CONSENT

Recommended Action - Consent Agenda

It was endorsed by President Choi, moved by Curator ___________ and seconded by Curator ___________, that the following item be approved by consent agenda:

CONSENT AGENDA

Action
1. Sole Source, Decision Support and Continuous Improvement System, MUHC

Roll call vote of the Board:   YES  NO
Curator Brncic
Curator Chatman
Curator Farmer
Curator Graham
Curator Layman
Curator Phillips
Curator Snowden
Curator Steelman
Curator Sundvold

The motion __________________.
Sole Source Purchase
Decision Support and Continuous Improvement Systems
MUHC

In accordance with the Collected Rules and Regulations 80.010, MU Health Care (MUHC) requests approval for the sole source purchase of Decision Support and Continuous Improvement Systems from Strata Decision Technology (Strata), Chicago, Illinois, for $573,504 for one-time implementation fees and $602,127 annually for a total of $3,584,139 for a five-year term.

Continuation of the sound financial performance of MUHC will require more sophisticated decision support capabilities. These enhanced capabilities will support strategies such as reducing variation in care, value-based payer contracting, service line growth and performance, and other strategies to improve efficiencies and grow net patient revenue. The new systems will provide more accurate costs and margins across the continuum of care with Cost Accounting, Contract Analytics and Advanced Reporting and Analytics in the Decision Support module. Strata Decision Technology is the only vendor solution that offers a continuous improvement module. The Continuous Improvement module will allow MUHC to eliminate variation, waste and inefficiency on an on-going basis with Physician and Quality Variation, Staffing to Demand, Productivity and Cost Improvement Tracking tools.

The current Decision Support System (DSS) was contracted through MedAssets (subsequently Vizient) in June 2007. There have been no major enhancements to the system for over two years, and the underlying costing methodologies are dated and provide only a general approximation of costs and margins. The software was recently sold from Vizient to Harris Healthcare Group, and it is unclear if, when, and what enhancements will be made.

Purchasing the Strata systems will improve MUHC’s decision support capabilities. This will include improvements and additional capabilities key to future performance such as:

- More accurate operational data, revenues, costs and margins by services,
- More sophisticated modeling of payer contracts and insurance products,
- Identification of efficiency opportunities and tracking of improvement initiatives,
- Service line performance analysis and reporting, and
- The ability to report and analyze full episodes of care by incorporating both health system and physician practice data.

While these are new systems, annual fees for the Strata systems will be partially offset by cancellation of the existing contract between MUHC and Harris Healthcare Group. The total $3,584,139 expenditure will be paid from the MU Health Care Information Technology Business Applications operating fund.
Recommended Action - Sole Source – Decision Support and Continuous Improvement Systems, MUHC

It was recommended by Chancellor Cartwright, endorsed by President Choi, recommended by the Finance Committee, moved by Curator _________________ and seconded by Curator ________________, that the following action be approved:

that MUHC be authorized to purchase Decision Support and Continuous Improvement Systems from Strata Decision Technology, Chicago, Illinois, at a total cost of $3,584,139.

Funding is as follows:
MUHC IT Business Applications Operating Fund H2788 739800

Roll call vote Finance Committee YES NO
Curator Brncic
Curator Chatman
Curator Layman
Curator Snowden
Curator Sundvold

The motion ________________.

Roll call vote Full Board: YES NO
Curator Brncic
Curator Chatman
Curator Farmer
Curator Graham
Curator Layman
Curator Phillips
Curator Snowden
Curator Steelman
Curator Sundvold

The motion ________________.

July 26-27, 2018
OPEN – CONSENT – 1-2
GENERAL BUSINESS

DAY ONE (continued)
Dear Chairman Steelman and Members of the University of Missouri Board of Curators:

As you know, in January 2018, the Board Chair appointed a task force to review, among other things, the UM System’s patterns of governance, leadership and operations (“Task Force”). In carrying out its charge, the Task Force reviewed information from other public university systems, the history of the UM System, and sought and received input from chancellors, provosts, vice presidents, faculty representatives, staff, students and other concerned stakeholders through a variety of media, including a university community input session at the Board meeting on June 22, 2018. As a result of these efforts, a Task Force Report was developed which I am forwarding to the full Board for its review and consideration. Also included in an Appendix to the Task Force Report is an initiative matrix that represents ideas generated by the Task Force to improve the UM System, and unique characteristics and top programs from each university within the UM System that will help guide the Board’s decision-making and strategy.

Let me take this opportunity to express my appreciation to the members of the Task Force: Curator Julia Brncic, Curator John Philips, President Mun Choi, Chancellor Mauli Agrawal, Interim Chancellor and Provost Barbara Bichelmeyer, Chancellor Alex Cartwright, Interim Chancellor Chris Maples, Vice President Ryan Rapp, General Counsel Steve Owens, and for the assistance of AGB Consultant Terry MacTaggart and Board Secretary Cindy Harmon.

We look forward to discussing the Report with you.

Sincerely,

Darryl M. Chatman, Chair
University Task Force
The University Task Force Report

Summary

The purpose of the meeting today and tomorrow is to encourage an engaged and robust discussion of the Report of the Governance Task Force. Specifically, this meeting will enable Curators to:

- Review the Report of the Governance Task Force,
- Discuss the recommendations in the Report with Task Force members and other University Leaders,
- Act upon the Report recommendations as the Curators see fit, and
- Discuss possible next steps in this process

The University of Missouri Governance Task Force set out to study, discuss and recommend positive changes in the UM System’s leadership and governance. The work of the Task Force began with its first meeting on January 24, 2018. In the following months, the group reviewed information from other public university systems, the history of the UM System, and received the advice of chancellors, general officers, provosts, faculty representatives, staff, students, the consultant from the Association of Governing Boards and other concerned stakeholders through a variety of media including a community input session at the Board meeting on June 22nd, 2018

This input and the group’s own deliberations led to the approaches to leadership and governance recommended in the Report. The Report calls for the energetic assertion of leadership on the part of the Board, President, Chancellors and their respective teams in collaboration with faculty, staff, students and other stakeholders. Coupled with decisive leadership is the equally important commitment to highly participatory governance wherein serious input is sought well in advance of decisions made. We seek this approach in order to advance this system of four research universities in an era when the public demands greater outcome, state support is diminishing and we face increasing competition in Missouri, as well as nationally and globally. Our goal is to emerge as a preeminent example of how a system of four distinctive research universities achieves excellence in teaching, research and engagement with Missourians, the nation and the world.

July 26-27, 2018

OPEN – GB – INFO 2-2
I. Foundational Policies

VISION  
(Approved by General Officers June 2018)

To be the preeminent system of public research and land grant universities dedicated to improving the quality of life for Missourians, the nation and the world.

MISSION  
(Approved December 2003)

The mission of the University of Missouri System, as a land-grant university and Missouri’s only public research and doctoral level institution, is to discover, disseminate, preserve, and apply knowledge. The university promotes learning by its students and lifelong learning by Missouri’s citizens, fosters innovation to support economic development, and advances the health, cultural and social interests of the people of Missouri, the nation, and the world.

GENERAL ORGANIZATION  
(Revised CRR 20.010)

The corporate body known as The Curators of the University of Missouri is organized as a university system. The University of Missouri System was formed in 1963 and consists of four universities: the University of Missouri-Columbia, the University of Missouri-Kansas City, the Missouri University of Science and Technology, the University of Missouri-St. Louis, and all of their component parts, including MU Health, MU Extension and UM Engagement (“University” or “UM System”). The University of Missouri Board of Curators (“Board”) reaffirms the value and importance of the University’s general organization as a university system and the basic concept that the University will be one university system. This one university system concept requires a centrally directed and unified administration and operation and the Board reaffirms the authority already granted to the President to direct the manner of implementation of this concept. The Board expects full cooperation of all UM System staff to carry out this general policy. The Board directs that in the consideration and drafting of proposed rules and regulations that such concept be followed.
EXECUTIVE PHILOSOPHY
(Revised CRR 20.030)

The UM System exists to promote excellence in teaching, research, engagement and economic development for the people of Missouri, the nation and the world.

The UM System is organized as a system to achieve more collectively than its component parts could achieve individually and this principle will guide decision makers in managing the affairs of the UM System, whether they be academic affairs or business affairs. The Constitution of Missouri vests the Board with governing authority for the UM System. The Board delegates decision-making authority to the President of the UM System, but governing responsibility always resides with the Board, which has the authority to change any decision at any time.

The President is delegated general power to act for and on behalf of the Board and the UM System subject only to the Bylaws, Board Rules and Regulations or specific instructions of the Board. The President is the chief executive and academic officer of the UM System and all faculty and other UM System employees shall be under his/her control and supervision, and he/she shall be in charge of all academic, public, business, financial and related affairs of the UM System and all constituent parts under the policies and general supervision of the Board.

The Chancellors of the UM System are appointed by and report to the President. The Chancellors are the chief academic and administrative officers charged with providing academic and administrative leadership and management on each of the four university campuses. The primary duty of the Chancellors is to attain excellence in academic and teaching programs to educate students of all ages, research, outreach to the citizens of Missouri through extension and other services, and the advancement of economic growth of Missouri and its citizens within the resources available to each campus as approved by the Board. The Chancellors will also grow their university advancement programs through private fundraising and other activities that increase community support for campuses and the UM System. With the approval of the President, the Chancellors may delegate some of their responsibilities to other university officials. In addition to their university responsibilities, the Chancellors serve as General Officers to advise the President on all matters affecting the UM System.

It is the fundamental responsibility of the Board, President, Chancellors and officers to seek and manage resources in the best interest of the citizens of Missouri. This fundamental responsibility compels all General Officers to look beyond individual universities and interests to enable the UM System to meet the needs of Missouri citizens.
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.

*****

In carrying out these responsibilities, the Board, the President and his/her staff, and the Chancellors and their leadership teams, recognize the importance of adhering to the Guiding Principles and Guidelines for Proactive Leadership and Governance set forth below.

II. Guiding Principles and Guidelines for Proactive Leadership and Governance

The System including the Board of Curators, the President, General Officers and their leadership teams contributed to the following Guiding Principles of System effectiveness in order to fulfill the vision and missions of the UM System. Acting in accordance with the Guiding Principles requires specific actions and behaviors from the Board, the President, the Chancellors and their respective teams. The guidelines for these specific actions and behaviors are listed after each Guiding Principle:

1. Leadership and Excellence

Courageous and proactive leadership that is articulate, unified, and committed to excellence in carrying out our existing core missions of teaching, research, engagement and economic development and in meeting the changing needs of the world and the state

Board

   a. Recognizes that the UM System is greater than the sum of its parts
   b. Advocates for all universities in accordance with strategic goals to meet the UM System’s obligation to the citizens of the state of Missouri
   c. Speaks with one voice through the Chair, although a Curator may express his or her individual opinion
President

a. Articulates and emphasizes a clear strategic vision for the UM System
b. Develops a trust relationship with the Board and university leaders
c. Defines roles and responsibilities including lines of authority for Chancellors to encourage engagement and empowerment to make decisions
d. Sets with Chancellors clear performance goals and holds them accountable for demonstrable outcomes

Chancellors

a. Recognize the roles, responsibilities and authority of the Curators and the President
b. Provide positive leadership both as UM System officers as well as university chief executives
c. Define roles and responsibilities, including lines of authority, for university leaders to encourage engagement and empowerment to make decisions
d. Set strategy in collaboration with other university leaders and in concert with faculty, staff and students
e. Engage in fundraising consistent with UM System strategic goals
f. Serve as leaders in their communities consistent with UM System priorities
g. Treat other universities as partners and their leaders as colleagues
h. Communicate the value of the University System to internal and external audiences

2. Collaboration and Mutuality

A collaborative environment in which UM System universities work together to achieve collective results that cannot be achieved individually and are committed to each other and our mutual success

Board

a. Supports, guides and appropriately challenges the President and the Chancellors
b. Works with the Chancellors through, and not around, the President
c. Takes on controversial issues in concert with UM System leaders
d. Shows confidence in UM System leaders, working primarily with the President when concerns over executive performance surface
President

a. Commends General Officers and campus leaders in public, deals with performance and communications concerns in private
b. Encourages positive relationships between the Board and the Chancellors
c. Supports and challenges General Officers, and conducts performance reviews no less than annually
d. Exercises care for the Chancellor’s authority in intervening in university affairs and communicating with individuals at the universities
e. Recognizes that the success of a President rests in part on the achievement of General Officers

Chancellors

a. Develop a mutually supportive, candid relationship with the President and Chancellors
b. Offer candid advice to the President
c. Support the President’s leadership and UM System initiatives especially when they are controversial
d. Explore meaningful collaboration with other universities

3. Balancing Central Authority with Institutional Distinction

Balance in exercising central authority that recognizes and respects institutional distinctiveness, appropriate deference and accountability

Board

a. Understands and respects institutional missions, regional obligations, programs, circumstances and distinctive strengths
b. Focuses their attention primarily on UM System policies and priorities
c. Respects campus governance cultures
d. Avoids micromanagement of the UM System and its universities

President

a. Treats individual universities fairly and with respect for their distinctive strengths, differences and challenges
b. Creates incentives for collaboration
c. Respects the different boundaries of authority that define the Board, the President and the Chancellors
d. Regularly uses the mechanisms of shared decision-making that foster candid communications within the UM System

e. Supports the Chancellors and is ready to “take the heat” for decisions that university communities find difficult
Chancellors

a. Recognize that the President is both a colleague and their administrative superior
b. Champion the distinctive strengths of their university while supporting University priorities
c. Assert vigorous leadership at their institutions, and play a constructive role in the leadership of the System as well

4. Collaborative Decision-Making

Informed decisions and actions based on collaboratively developed strategic directions and planning

Board

a. Participates in setting and oversees strategic directions for the UM System
b. Endorses implementation plans with timetables and measures as recommended by the President
c. Focuses on the top strategic directions and avoids being distracted by parochial or university-specific issues whenever possible
d. Ensures alignment between the needs of the citizens of Missouri and the University System’s strategic goals

President

a. Responsible for the development, articulation and evaluation of the UM System’s strategic plan working in concert with the Board and Chancellors
b. Champions the UM System’s strategic goals and works with Chancellors to develop university-specific goals
c. Leads in discussions of and changes to the University’s strategic plan as circumstances warrant
d. Is the prime spokesperson for the UM System’s strategic plan and its importance to the State of Missouri

Chancellors

a. Lead in overseeing and developing plans specific to his or her university to meet performance goals
b. Ensure that plans align with the UM System strategic plan and priorities, allowing for differentiation when endorsed by the President and Board
c. Seek to collaborate with other Chancellors
d. Seek appropriate input from faculty/students/staff to support shared governance

5. Core Values

Identify and promote system-wide core values, including respect for all people, transparency, accountability, stewardship, and purposeful self-assessment of performance

Board

a. Commits to the highest standards as fiduciaries and regularly review what those obligations entail
b. Sets high expectations for the President’s performance in achieving the UM System’s strategic goals
c. Ensures alignment between President and Chancellor evaluations and campus goals to meet the UM System’s strategy
d. Assess their own performance regularly and take steps to improve when necessary
e. Accepts the value of President's input both positive and critical on the Board’s own performance

President

a. In dialogue with individual Chancellors, develops criteria and processes for annual and comprehensive (4-5 year) evaluations
b. Recognizes both the importance of accountability, and the special challenges that accompany the assertion of institutional leadership
c. Accepts the value of Chancellors’ input both positive and critical on the President’s own performance
d. Adopts a reflective attitude toward their own performance and seeks regular improvement for the President and the team
e. Balances dedication to personal accountability with opportunities for rejuvenation

Chancellors

a. Lead in developing/maintaining high-quality, relevant, affordable and accessible education that values the life of the mind by preparing our students for productive lives and careers
b. In dialogue with the President, develop criteria and process for an annual and comprehensive (4-5 year) evaluation
c. Recognize both the importance of accountability, and the special challenges that accompany the assertion of leadership

d. Accept the value of President’s input both positive and critical on the Chancellor’s own performance

e. Adopt a reflective attitude toward their own performance and seek regular improvement for themselves and their team

f. Balance dedication to personal accountability with opportunities for rejuvenation
REVIEW AND DISCUSSION OF THE REPORT

There are no additional materials for this information item.
DISCUSSION, UNIVERSITY OF MISSOURI SYSTEM

VISION AND MISSION

There are no additional materials for this information item.
Summary

Amendment to Collected Rules and Regulations
Section 20.010 General Organization
UM

Attached is an amendment to Collected Rules and Regulations 20.010, General Organization, consistent with the University Task Force Report.
Recommended Action - Amendment to Collected Rules and Regulations Section
20.010 General Organization, UM

It was moved by Curator __________ and seconded by Curator __________, that
the following action be approved:

that Collected Rules and Regulations 20.010 General Organization be amended
as presented to the Board of Curators at their meeting July 26-27, 2018.

Roll call vote Full Board: YES NO

Curator Brncic
Curator Chatman
Curator Farmer
Curator Graham
Curator Layman
Curator Phillips
Curator Snowden
Curator Steelman
Curator Sundvold

The motion ____________.
Collected Rules and Regulations
Administration
Chapter 20: Organization

20.010 General Organization
Bd. Min. 6-25-67, p. 33,423. (Proposed Revision)

A. The corporate body known as The Curators of the University of Missouri is organized as a university system. The University of Missouri System was formed in 1963 and consists of four universities: the University of Missouri-Columbia, the University of Missouri-Kansas City, the Missouri University of Science and Technology, the University of Missouri-St. Louis, and all of their component parts, including MU Health, MU Extension and UM Engagement ("University" or "UM System"). The University of Missouri Board Policy

1. Basic Concept — The Board reaffirms the value and importance of the University's general organization as a university system and the basic concept that the University of Missouri shall be one University, and

2. Central Administration — This one university system concept requires a centrally directed and unified administration and operation, and

3. Implementation — The Board reaffirms the authority already granted to the President to direct the manner of implementation of this concept, and

   a. The Board expects full cooperation of all University and campus UM System staff to carry out this general policy, and

Rules — The Board directs that in the consideration and drafting of proposed rules and regulations that such concept be followed.
The corporate body known as The Curators of the University of Missouri is organized as a university system. The University of Missouri System was formed in 1963 and consists of four universities: the University of Missouri-Columbia, the University of Missouri-Kansas City, the Missouri University of Science and Technology, the University of Missouri-St. Louis, and all of their component parts, including MU Health, MU Extension and UM Engagement (“University” or “UM System”). The University of Missouri Board of Curators ("Board") reaffirms the value and importance of the University’s general organization as a university system and the basic concept that the University will be one university system. This one university system concept requires a centrally directed and unified administration and operation and the Board reaffirms the authority already granted to the President to direct the manner of implementation of this concept. The Board expects full cooperation of all UM System staff to carry out this general policy. The Board directs that in the consideration and drafting of proposed rules and regulations that such concept be followed.
Summary

Amendment to Collected Rules and Regulations
Section 20.030 Executive Philosophy
UM

Attached is an amendment to Collected Rules and Regulations 20.030, Executive Philosophy, consistent with the University Task Force Report.
Recommended Action - Amendment to Collected Rules and Regulations Section 20.030 Executive Philosophy, UM

It was moved by Curator __________ and seconded by Curator __________, that the following action be approved:

that Collected Rules and Regulations 20.030 Executive Philosophy be amended as presented to the Board of Curators at their meeting July 26-27, 2018.

Roll call vote Full Board:   YES    NO

Curator Brncic
Curator Chatman
Curator Farmer
Curator Graham
Curator Layman
Curator Phillips
Curator Snowden
Curator Steelman
Curator Sundvold

The motion ________________.
20.030 Executive Philosophy

Executive Order No. 1, 2-15-68; Revised 4-5-73; Revised 3-3-76; Amended by Executive Order No. 13, 11-8-73; Revised 4-5-76; Revised 9-23-79; Revised 6-25-86; Revised 2-4-92; Revised 5-28-96; Revised 4-7-97; Revised 10-1-98; Revised 8-5-99; Revised 10-1-04; Revised 6-10-09. (Proposed Revision)

The University of Missouri [UM System] exists to educate students of all ages; to promote the life of the mind; excellence in teaching, research, engagement and to serve economic development for the people of Missouri, the nation and the world.

A—The UM System is organized as a system to achieve more collectively than its component parts could achieve individually and this principle will guide decision makers in managing the affairs of the UM System, whether they be academic affairs or business affairs, all of those making decisions within the University community should keep foremost in their minds the reason for the existence of the University.

The Constitution of Missouri specifies that the University of Missouri is governed by a Board of Curators composed of nine citizens appointed by the Governor and approved by the Senate. Although the Board of Curators with governing authority for the UM System, the Board delegates decision-making authority to certain officers—the President of the University, UM System, but governing responsibility always resides with the Curators, who have the authority to change any decision at any time.

The President is delegated general power to act for and on behalf of the Board and the UM System subject only to the Bylaws, Board Rules and Regulations or specific instructions of the Board. The President is the chief executive and academic officer of the UM System and all faculty and other UM System employees shall be under his/her control and supervision, and he/she shall be in charge of all academic, public, business, financial and related affairs of the UM System and all constituent parts under the policies and general supervision of the Board.

The Chancellors of the UM System are appointed by and report to the President. The Chancellors are the chief academic and administrative officers charged with providing academic and administrative leadership and management on each of the four university campuses. The primary duty of the Chancellors is to attain excellence in academic and teaching programs to educate students of all ages, research, outreach to the citizens of
Missouri through extension and other services, and the advancement of economic growth of Missouri and its citizens within the resources available to each campus as approved by the Board. The Chancellors will also grow their university advancement programs through private fundraising and other activities that increase community support for campuses and the UM System. With the approval of the President, the Chancellors may delegate some of their responsibilities to other university officials. In addition to their university responsibilities, the Chancellors serve as General Officers to advise the President on all matters affecting the UM System.

It is the fundamental responsibility of University, the Board, President, Chancellors and officers to seek and manage resources in the best interest of the citizens of Missouri. This fundamental responsibility compels all General Officers to look beyond individual campuses, universities and assigned areas of endeavor to consider interests to enable the UM System to meet the needs of the state and the resource base of the University in meeting their obligations to Missouri citizens.

B. The basic principle that will be followed in leading and managing the UM System is that authority and accountability will be linked. Accountability in management will be coupled with the authority necessary for effective decision making, and those persons with designated authority will be held accountable for the effectiveness of their decisions.

C. General Officers, Duties and Responsibilities — The General Officers of the University are as follows: President, Chancellors, Vice President for Academic Affairs, Vice President for Finance and Administration, Vice President for Government Relations, Vice President for Human Resources, Vice President for Information Technology, Vice President for Research and Economic Development, General Counsel, Senior Associate Vice President/Chief of Staff and Senior Associate Vice President for Academic Affairs.

Line of Authority and Management Philosophy — The President is the Chief Executive Officer of the University and is accountable to the Board on all matters. The other General Officers report to the President, who has final executive authority within the University. Under the leadership of the President, the General Officers must constitute a strong management team, capable of discussing important issues, weighing alternatives, and assisting the President in presenting unified recommendations to the Board, the University community, and the public.
The President is responsible for communications with the Board of Curators and for managing the University in accord with Board policy. Specific responsibilities reserved to the President are Board relationships; executive and legislative relations, both at the state and federal levels; and relationships with the Missouri Coordinating Board for Higher Education and other state and federal governmental entities involved in providing resources for Missouri higher education.

1. **The Chancellors of the** campuses are the chief academic and administrative officers charged with providing academic leadership and management on their campuses. The primary duty of the Chancellors is to strive to attain excellence of programs and offerings within the resources available to the campuses. The Chancellors will ensure that student services and support are provided to create appropriate learning environments, and the Chancellors are also responsible for campus advancement programs and private fundraising. In addition to their campus responsibilities, the Chancellors serve as general officers to advise the President on all matters affecting the University of Missouri.

2. **The Vice Presidents** are responsible for assigned University-wide activities and for providing staff support to the President.

- The **Vice President for Academic Affairs** provides support and advice to the President on the fulfillment of the academic mission of the University related to student learning and academic planning and programming.

- The **Vice President for Finance and Administration** has responsibility for University budget development and planning, financial services, auditing services, business services, physical facilities, treasury functions and institutional research. The Vice President provides leadership in the development of policies and procedures in these areas.

- The **Vice President for Government Relations** is responsible for developing and overseeing all governmental relations activities at the federal, state and local levels that support the mission of the University of Missouri. This includes developing strategies for legislative initiatives and providing leadership for the development of federal and state legislative priorities each year.

- The **Vice President for Human Resources** is responsible for overseeing the University's
system-wide human resource programs and to provide leadership in the development and implementation of system-wide University policies and procedures including faculty and staff benefits, compensation, labor relations, leadership development, executive performance, and supporting HR systems.

- The **Vice President for Information Technology** is responsible for providing leadership in the planning and implementation of information technologies across the University and through Extension, extending the technologies throughout the state.

The **Vice President for Research and Economic Development** is responsible for linking research from the four University of Missouri campuses with emerging and existing firms across the state and around the world. The Vice President will serve as a conduit to local, state and federal agencies to ensure research results aid the growth of the Missouri economy.

3. The **University General Counsel** is the officer appointed by the Board to provide legal advice and counsel to the Board of Curators. The University Counsel also provides legal advice to the University administration and to the faculty and staff on all matters that affect the governance and operation of the University.

4. The **Senior Associate Vice President/Chief of Staff** has overall responsibility for the Offices of the President and Strategic Communications. This position provides direct staff support to the President, with the primary goal of assisting the President in implementing the President's vision and successfully achieving the University's mission. The Senior Associate Vice President/Chief of Staff also serves as the principal liaison between the UM System and state higher education agencies.

5. The **Senior Associate Vice President for Academic Affairs** will provide general leadership within Academic Affairs and is responsible for the vision and implementation of distance education and other academic initiatives. This position will also assist the Vice President for Academic Affairs in serving as a catalyst for change that promotes quality of and provides access to academic programs in an effective and efficient manner.
6.—The **General Officers** will seek opportunities for providing academic programs and administrative and support services more efficiently and effectively on a University-wide basis. The General Officers will actively monitor services and programs to determine which can best be provided on a contractual or University-wide basis.

**Evaluation of General Officers**—The President will establish criteria for the evaluation of the General Officers. Each General Officer will annually present to the President an evaluation of the performance of each executive-level person reporting to the General Officer and such other personnel as the President deems appropriate. The annual report will include recommended changes in personnel compensation. Outcomes achieved will be measured against goals.
Collected Rules and Regulations
Administration
Chapter 20: Organization

20.030 Executive Philosophy

Executive Order No. 1, 2-15-68; Revised 4-5-73; Revised 3-3-76; Amended by Executive Order No. 13, 11-8-73; Revised 4-5-76; Revised 9-23-79; Revised 6-25-86; Revised 2-4-92; Revised 5-28-96; Revised 4-7-97; Revised 10-1-98; Revised 8-5-99; Revised 10-1-04; Revised 6-10-09.

The UM System exists to promote excellence in teaching, research, engagement and economic development for the people of Missouri, the nation and the world.

The UM System is organized as a system to achieve more collectively than its component parts could achieve individually and this principle will guide decision makers in managing the affairs of the UM System, whether they be academic affairs or business affairs. The Constitution of Missouri vests the Board with governing authority for the UM System. The Board delegates decision-making authority to the President of the UM System, but governing responsibility always resides with the Board, which has the authority to change any decision at any time.

The President is delegated general power to act for and on behalf of the Board and the UM System subject only to the Bylaws, Board Rules and Regulations or specific instructions of the Board. The President is the chief executive and academic officer of the UM System and all faculty and other UM System employees shall be under his/her control and supervision, and he/she shall be in charge of all academic, public, business, financial and related affairs of the UM System and all constituent parts under the policies and general supervision of the Board.

The Chancellors of the UM System are appointed by and report to the President. The Chancellors are the chief academic and administrative officers charged with providing academic and administrative leadership and management on each of the four university campuses. The primary duty of the Chancellors is to attain excellence in academic and teaching programs to educate students of all ages, research, outreach to the citizens of Missouri through extension and other services, and the advancement of economic growth of Missouri and its citizens within the resources available to each campus as approved by the Board. The Chancellors will also grow their university advancement programs through private fundraising and other activities that increase community support for campuses and the UM System. With the approval of the President, the Chancellors may delegate some of their responsibilities to other university officials. In addition to their university responsibilities, the Chancellors serve as General Officers to advise the President on all matters affecting the UM System.
It is the fundamental responsibility of the Board, President, Chancellors and officers to seek and manage resources in the best interest of the citizens of Missouri. This fundamental responsibility compels all General Officers to look beyond individual universities and interests to enable the UM System to meet the needs of Missouri citizens.

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.
DISCUSSION, GUIDING PRINCIPLES FOR THE UNIVERSITY OF MISSOURI SYSTEM AND GUIDELINES FOR PROACTIVE LEADERSHIP AND GOVERNANCE

There are no additional materials for this information item.
GENERAL BUSINESS

DAY TWO
CONTINUED DISCUSSION OF THE REPORT

There are no additional materials for this information item.
RESOLUTION, TASK FORCE REPORT

Materials for this action item will be distributed prior to the meeting.
Recommended Action – Resolution for Executive Session of the Board of Curators
Development Session, July 26-27, 2018

It was moved by Curator _________ and seconded by Curator __________, that
there shall be an executive session with a closed record and closed vote of the Board of
Curators Development Session July 26-27, 2018 for consideration of:

- **Section 610.021(1), RSMo**, relating to matters identified in that provision, which
  include legal actions, causes of action or litigation, and confidential or privileged
  communications with counsel; and

- **Section 610.021(2), RSMo**, relating to matters identified in that provision, which
  include leasing, purchase, or sale of real estate; and

- **Section 610.021(3), RSMo**, relating to matters identified in that provision, which
  include hiring, firing, disciplining, or promoting of particular employees; and

- **Section 610.021(12), RSMo**, relating to matters identified in that provision, which
  include sealed bids and related documents and sealed proposals and related
  documents or documents related to a negotiated contract; and

- **Section 610.021 (13), RSMo**, relating to matters identified in that provision, which
  include individually identifiable personnel records, performance ratings, or records
  pertaining to employees or applicants for employment.

Roll call vote of the Board:    YES  NO
Curator Brncic
Curator Chatman
Curator Farmer
Curator Graham
Curator Layman
Curator Phillips
Curator Snowden
Curator Steelman
Curator Sundvold

The motion ________________.
IMPLEMENTATION AND NEXT STEPS

There are no additional materials for this information item.
APPENDIX
# 2018 Board of Curators System Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Partners</th>
<th>Leadership</th>
<th>Status Report</th>
<th>Next Step(s)</th>
<th>Projected Completion</th>
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<tbody>
<tr>
<td>Onboarding/Orientation for New Staff and Faculty highlighting the culture and guiding principles</td>
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<td>Online Excellence (TBD with input from the Online Education Task Force)</td>
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<td>Review of Collected Rules and Regulations Regarding Promotion and Tenure</td>
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<td>Review of Collected Rules that Work Contrary to Being a System</td>
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<td>Review of Collected Rules and Regulations Chapter 30 regarding Development and amend as appropriate</td>
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<td>Orientation for Students to ensure they know what System Resources are Available (i.e. transfer credits, shared courses, international and study abroad centers)</td>
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<td>Professional Development - Individual, Campus and System Responsibilities</td>
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<td>Online Repository for Collaboration (i.e., myVita, Brag Sheet, Info about Research Equipment and Capabilities)</td>
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<td>System Research and Teaching Forums</td>
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<td>System Open House Events with Industry Held at Each Campus</td>
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<td>Incentives for Collaboration - monetary, curator awards, campus matching funds, elimination/modification of existing programs</td>
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<td>Establish Unique Features and Top Programs on Each Campus</td>
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<td>Review Campus Mission Statements for any Needed Updates (in conjunction with approval of new strategic plan in September)</td>
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<td>Increase Opportunities for NTT and Adjunct Faculty teaching at the four campuses to interact, collaborate and share expertise with students across the System</td>
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<td>Faculty, Student and Staff leaders have a seat at the table (i.e., System-wide project teams, participate in Chancellor staff meetings)</td>
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<td>Consider use of Ombudsmen for faculty and staff on all campuses</td>
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UNIVERSITY MISSION AND VISION,
UNIQUE CHARACTERISTICS
AND
TOP PROGRAMS
Mission Statement
Our distinct mission, as Missouri's only state-supported member of the Association of American Universities, is to provide all Missourians the benefits of a world-class research university. We are stewards and builders of a priceless state resource, a unique physical infrastructure and scholarly environment in which our tightly interlocked missions of teaching, research, service and economic development work together on behalf of all citizens. Students work side by side with some of the world's best faculty to advance the arts and humanities, the sciences and the professions. Scholarship and teaching are daily driven by a commitment to public service — the obligation to produce and disseminate knowledge that will improve the quality of life in the state, the nation and the world. (Published at missouri.edu/about/mission)

Statement of Values
The University of Missouri, as the state's major land-grant university, honors the public trust placed in it and accepts the associated accountability to the people of Missouri for its stewardship of that trust. Our duty is to acquire, create, transmit and preserve knowledge and to promote understanding. We the students, faculty and staff of MU hold the following values to be the foundation of our identity as a community. We pledge ourselves to act, in the totality of our life together, in accord with these values.

Respect | Respect for one's self and for others is the foundation of honor and the basis of integrity. A hallmark of our community is respect — for the process by which we seek truths and for those who engage in that process. Such respect is essential for nurturing the free and open discourse, exploration and creative expression that characterize a university. Respect results in dedication to individual as well as collective expressions of truth and honesty. Respect is demonstrated by a commitment to act ethically, to welcome difference, and to engage in open exchange about both ideas and decisions.

Responsibility | A sense of responsibility requires careful reflection on one's moral obligations. Being responsible imposes the duty on us and our university to make decisions by acknowledging the context and considering consequences, both intended and unintended, of any course of action. Being responsible requires us to be thoughtful stewards of resources — accountable to ourselves, each other and the publics we serve.

Discovery | Learning requires trust in the process of discovery. Discovery often fractures existing world views and requires acceptance of uncertainty and ambiguity. Therefore, the university must support all its members in this lifelong process that is both challenging and rewarding. As we seek greater understanding and wisdom, we also recognize that knowledge itself has boundaries. What we know is not all that is.

Excellence | We aspire to an excellence that is approached through diligent effort, both individual and collective. Pursuing excellence means being satisfied with no less than the highest goals we can envision. Pursuing excellence involves being informed by regional, national and global standards, as well as our personal expectations. We recognize and accept the sacrifices, risks and responsibilities involved in pursuing excellence, and so we celebrate each other's successes. We commit ourselves to this process in an ethical and moral manner.

These statements are mere words until we integrate them as values in our individual lives and reflect them in our institutional policies and practices. We pledge ourselves to make them effective in the very fabric of our lives, our community, and all our relationships with others, thereby enhancing the development of individuals and the well-being of society. (Published at missouri.edu/about/statement-of-values)
Unique features for Mizzou

1. The University of Missouri is the only state-supported member of the Association of American Universities, a prestigious group of 62 public and private research institutions in the U.S. and Canada.
2. As the state’s major land-grant university, Mizzou scholars translate research into practical knowledge for Missourians.
3. Mizzou is comprehensive overall, but particularly unique with strong programs in agriculture, veterinary medicine, medicine, engineering, nursing, health professions, education and journalism all at one university (this differs from land-grant, comprehensive research institutions in many other states).
4. As part of the state’s premier academic health center, MU Health Care offers a full spectrum of care, ranging from primary care to highly specialized, multidisciplinary treatment for patients with the most severe illnesses and injuries. MU Health Care is comprised of five hospitals and 58 outpatient clinics and serves patients from each county in the state.
5. The Missouri Method and the value of hands-on learning was born out of the School of Journalism through the value of learning on the job while producing news stories through print, broadcast and radio. That Missouri Method permeates the rest of the campus, bringing the value of applied learning to disciplines across the university.
6. As a member of the nation’s premier conference, the SEC, Mizzou’s intercollegiate athletics program maintains a 91% graduation success rate and has ranked among the nation’s top 35 in the Learfield Directors’ Cup all-sports standings each of the past two seasons.
7. Campus without borders: Throughout Missouri and beyond, MU Extension and Engagement improves lives, businesses and communities by fostering university engagement with people and communities in all 114 Missouri counties and the City of St. Louis by extending practical research-based information.
8. World-class research centers including the Christopher S. Bond Life Sciences Center, Dalton Cardiovascular Research Center, Donald W. Reynolds Journalism Institute, Food and Agricultural Policy Research Institute, eMINTS National Center, Missouri Prevention Center, Thompson Center for Autism and Neurodevelopmental Disorders, Kinder Institute for Constitutional Democracy and the 17 agricultural research centers across the state, among other facilities.
9. The University of Missouri Research Reactor (MURR), a 10-megawatt facility, is the most powerful research reactor on any college campus in the nation.
10. Mizzou graduates an exceptional number of global leaders. In fact, the university is among the top 10 schools that produce the most chief executives among S&P 500 companies, according to Bloomberg Businessweek.
11. Ellis Library on Mizzou’s campus is the only public member of the Association of Research Libraries in Missouri, with over 5 million books, journals and online resources. The library is also the largest lender of materials in the state-wide MOBIUS network.
12. The quality of faculty at Mizzou means the research here is constantly evolving as our scholars reinvent themselves during their research careers. This behavior keeps Mizzou on the forefront of discovery and technology, making sure the institution continually evolves to meet society’s changing needs.
13. Mizzou’s Stewardship Model and the more than 30-year master planning effort adheres to a sustainability mindset (social, environmental and economic impacts) when meeting today’s academic needs by renovating, replacing or removing buildings, and contributes to the beauty of the entirety of campus, a designated botanic garden.
Examples of programs of excellence

- Accountancy
- Advanced Manufacturing
- Animal Sciences
- Autonomous Materials
- Cardiology: Combination of vascular sciences in School of Medicine, College of Veterinary Medicine, Dalton, College of Engineering
- Chemistry
- Communications
- Cybersecurity
- Dispute Resolution
- Economics
- Educational Leadership
- Educational, School and Counseling Psychology
- English
- Finance
- German and Russian Studies
- Health Sciences
- Informatics
- Journalism
- Marketing
- Molecular Microbiology
- Nursing
- Physical and Occupational Therapy
- Plant Sciences
- Political Science
- Psychological Sciences
- Quantitative Methodology/Statistics: Big data analytics across campus including College of Engineering, School of Medicine, College of Arts & Sciences, College of Education, College of Veterinary Medicine, University of Missouri College of Agriculture, Food and Natural Resources, MU Informatics Institute
- Social Work
- Teacher Education
- Textile and Apparel Management
- Veterans Clinic (School of Law)
- And many more
MISSION
As a modern urban research university, the mission of the University of Missouri Kansas City (UMKC) is to discover, preserve, and disseminate knowledge of public value across a broad spectrum of disciplines and fields of study. Celebrating the individual and embodying inclusion and diversity, UMKC pursues the intertwining of these goals with innovation to enable transformational societal impact, which brings cultural, social, health and economic prosperity for the local and global communities it serves.

VISION:
UMKC aspires to be an exemplary modern urban research university of the 21st century, pursuing excellence as a learning and discovery community, human centric, fostering equity, diversity and inclusion to enrich the lives of the people and regions it serves.

UMKC’s Unique Characteristics and Programs of Excellence

1. UMKC is the only public urban research university in Kansas City, with responsibilities to address the city’s needs and priorities for workforce development, clinical and translational research, internships and service learning.

2. UMKC is the only public university in Missouri to have academic programs in Dentistry, Pharmacy, and a Conservatory of Music and Dance, while also maintaining undergraduate and graduate-level programs with comprehensive curricula and research in all traditional academic disciplines – including Arts & Sciences, Education, Engineering, Law, Management, Medicine and Nursing.

3. The UMKC campus is located in one of the most exciting and vibrant urban environments in the Midwest, with more cultural and entertain values per capita than New York City. The Conservatory of Dance and Music is one of the oldest in the country, having been formed one year after Juilliard in 1906, and has been the founder of many of the major performing arts organizations in Kansas City.

4. The UMKC Health Sciences District and Corridor incorporates our schools of Medicine, Health Sciences, Nursing, Dentistry, and Pharmacy, as well as partner teaching hospitals such as Truman Medical Center, Children’s Mercy, Saint Luke’s, and the VA Hospital, with complete medical and health coverage as well as translational/outcomes research.

5. UMKC’s two campuses are located in the cultural heart of Kansas City, with the health sciences campus near Crown Center, the Power & Light District, the Crossroads, and the plaza campus located in the mega not-for-profit center of Kansas City with Stowers Institute, The Kauffman Foundation, Midwest Research Institute, The Nelson-Atkins and Kemper Museums, The Kansas City Art Institute, and Saint Luke’s.
6. UMKC is known for its historical commitment and dedication to equity, diversity, inclusiveness and social justice and community service, with faculty and students heavily involved in initiatives such as the Innocence Project, the Urban Education Research Center and the Institute for Urban Education, the Center for Neighborhoods, Smart Cities, and many other programs.

7. UMKC convenes more than 60 community affiliate groups, including the African American Leaders Council, the Hispanic Advisory Board, the Women's Council, and LGBTQIA Leadership Council.

8. UMKC has close affiliations with the Kauffman Foundation in its two areas of emphasis - in entrepreneurship through the Bloch School of Business and the KC Innovation Center, and in the Foundation’s emphasis on urban education through the School of Education and sponsorship of charter schools.

9. UMKC has been selected by the Carnegie Foundation for the Advancement of Teaching for the foundation’s coveted Community Engagement Classification. In support of the community, the University Library houses the Marr Sound Archives, which is one of the larger sound archives in the US with over 400,000 recordings, the fast growing Gay and Lesbian Archives (GLAMA), the Edgar Snow Papers Archive, and the Law School’s CLE department is the largest provider of CLE in Kansas and the second/third largest in Missouri.

10. UMKC’s unique academic programs and programs of distinction include:
   a. 6-year medical program and clinical medical librarianship
   b. Founder of supplemental instruction
   c. Comprehensive co-located health sciences (Medical, Dental, Pharmacy, Nursing & Health Studies)
   d. Conservatory and Theatre programs, with campus holding UMS-designation as campus of visual and performing arts
   e. KC-led focus on entrepreneurship and innovation
   f. Bloch School of Management (NOT a School of Business)
   g. Law School’s historic strengths in trial and advocacy, and growing national presence in law and technology
   h. Growing engineering program to meet KC workforce needs
Missouri S&T Mission:
Missouri S&T integrates education, research and application to create and convey knowledge that serves our state and helps solve the world’s great challenges.

Missouri S&T Vision:
Missouri S&T will be the leading public technological research university for discovery, creativity and innovation. We will cultivate curiosity, creativity and confidence in our graduates. We will be the institution of choice for partners around the world seeking a highly qualified, talented and entrepreneurial workforce; innovative research; relevant educational programs, products and services; and technology and ideas to solve the great challenges of our time.

Missouri S&T, founded in 1870, was one of the first technological institutions and the first mining university west of the Mississippi. Located in Rolla at the northern edge of the Ozark Mountains, S&T has built a heritage of discovery, creativity, and innovation in a rural setting to inspire today’s students to meet the global challenges of tomorrow. The uniqueness of S&T within the University of Missouri System lies in our focus on research and education in the broad range of STEM disciplines, which increasingly is complimented by growing excellence in the arts, humanities, social sciences, and business.

Engineering
S&T is the largest, most diverse engineering college in Missouri. We have distinctive, nationally recognized programs in Explosives Engineering, Mining Engineering, Nuclear Engineering, and Ceramics Engineering, including novel use of glass beads/fibers and plastics, among other more mainstream engineering programs.

Interdisciplinary Research
• As Missouri’s leading public university with a primary focus on science, technology, engineering, and mathematics (STEM), S&T focuses on Missouri’s foremost areas of need, including electrical cyber systems, energy, the environment, manufacturing, materials, and civil infrastructure. S&T’s four signature research areas (Advanced Manufacturing, Advanced Materials for Sustainable Infrastructure, Enabling Materials for Extreme Environments, and Smart Living) were chosen to leverage our strengths and elevate the stature of the university and state in areas of urgent national need.
• Since 1998, S&T has had a continuous USDOT (FHWA) funded University Transportation Center (funding has ranged from $1.4M to $3.1M per year).
• S&T is home to the Peaslee Steel Manufacturing Center (about $1M per year now) and substantial strength in the growing area of the science and engineering additive manufacturing.
• S&T is among the first universities in the country to be designated by the National Security Agency (NSA) and the Department of Homeland Security as a National Center of Academic Excellence in Information Assurance Research (CAE-R) and Education (CAEIAE).
• Site of Missouri’s first NSA-designated university for cyber security education (established in 2007, designation offered jointly by the NSA and DHS)
• S&T is home to one of the nation’s most comprehensive geothermal heat-exchange systems. Online since 2015, the system has reduced energy usage by over 50 percent. We are also home to the Solar Village and EcoVillage—student-designed and student-constructed solar houses that took part in the US Department of Energy's Solar Decathlon and now serve as real-world laboratories for sustainable living.

**Hands-on Student Focus**
S&T is home to ~20 student design teams, which provide experiential learning and give students the opportunity to develop their problem-solving, teamwork, and business skills while designing and building racecars, robots, rockets, rovers, autonomous vehicles, and more. Our Mars Rover Design Team was the World Champion of the 2017 University Rover Challenge and second in the world (first in the Americas) in 2018.

**Arts, Sciences, and Business**
• History (research program that is among the best in the country based on per-capita faculty productivity of books published by highly reputable publishing houses).
• Business and Information Technology—AACSB-accredited; highly ranked in many areas:
  #1 Highest Proportion of Women Among Ranked Full-time MBA Programs.
  #2 Best MBA Salary to Debt Ratio.
  #13 Best Online Graduate Business Programs (Public Institutions).
  #40 Best Online MBA Programs (Public Institutions).
Mission * (as of July 2018)
We transform lives.

Vision * (as of July 2018)
The University of Missouri–St. Louis will be a beacon of hope, a force for good, and a leader in the pursuit of excellence in education, impactful research and community service. We boldly assert that education is for everyone who is willing and able to seek it out. We honor the duties inherent in our land-grant beginnings by positioning ourselves as partners in the search for knowledge, progress and positive change for ourselves, our communities, our world.

Values *
Integrity: Our foundation
Inclusion: Our guiding principle
Innovation: Our driving force for transformation
Access: Our challenge and our promise
Success: Our greatest commitment
Engagement: Our consistent, steadfast action

* Subject to approval of the strategic plan by the Board of Curators

UMSL Unique Characteristics:
- Unique founding with the UM System formed at the same time as UMSL, unlike the other three universities which are much older.
- Saturated market for higher education in St. Louis, with UMSL's niche as the only public research university in the region.
- UMSL provides access to a high-quality education at an affordable price; Serious Education, Serious Value.
- Outstanding programs in criminology/criminal justice, psychology, cybersecurity, biochemistry, biotechnology and business – all areas that fit the needs of the St. Louis region.
- Only College of Optometry in the state of Missouri.
- Highest transfer student population, where 75% of first-time undergraduates are transfers.
- Older student population (average age is 28 overall, and 24 for undergraduates).
- Heavily a commuter campus, although with goals of becoming more residential.
- Given its youth, UMSL tends to be more flexible and able to seize on opportunities; one example is landing the headquarters and IT operations of Express Scripts on the campus, which provides a unique model nationally for an academic-corporate partnership.
- UMSL is a major player in the entrepreneur/innovation scene in the region, such as being a founding partner of CORTEX and establishing UMSL Accelerator.
- Strong alumni base with a heavy presence in the St. Louis region – we educate and provide the workforce for St. Louis far more than any other institution!
UMSL Leading Academic/Research Programs:

Founded in 1963, UMSL is a relatively young university with ten schools and colleges, including the only College of Optometry in Missouri. In addition to UMSL's accreditation by the Higher Learning Commission, the programs provided by all six professional colleges and schools hold separate accreditation, as do other programs within the College of Arts and Sciences. Further, a number of programs listed below have attained national recognition for their quality and research:

- **Business Administration** – A dual accreditation by AACSB (Association to Advance Collegiate Schools of Business) in business and accounting places our College of Business Administration in the top 2% internationally.
- **International Business** – UMSL's international undergraduate business program has been ranked in the top 25 nationally by *U.S. News & World Report* for 15 consecutive years.
- **Criminology/Criminal Justice** – *U.S. News & World Report* has consistently and currently ranked UMSL's doctoral program in criminology and criminal justice among the top five in the nation.
- **Nursing** – *Value Colleges* and *Top RN to BSN* both rank UMSL’s nursing online RN to BSN program among the top 50 nationally.
- **Ecology** – UMSL's Whitney Harris World Ecology Center is the nation's largest and most diverse program in biology conservation. Academic and research partners include the Missouri Botanical Garden and Saint Louis Zoo.
- **Cybersecurity** – UMSL is one of only two institutions in Missouri with the National Security Agency/Department of Homeland Security designation as a National Center of Academic Excellence in Cyber Defense Education.
- **Mental Health** – The Missouri Institute of Mental Health, located on UMSL’s campus and integrated with various academic programs like psychology, is a national leader in theoretical and applied research on various aspects of mental health, including the application of data science to predict and improve neurological outcomes.
- **Teacher Education** – UMSL's teacher prep programs have received top ratings on the Missouri Department of Education's Annual Performance Report.
- **Community Engagement** – UMSL is extremely engaged in the external community and is among only 6% of higher educational institutions in the nation selected for the Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching.
- **Bridge Program** – College preparation services for underrepresented students and parents, with 100% success rate in enrolling in college.
- **Diversity and Inclusion** – UMSL boasts a most diverse and involved faculty, staff, students and alums, and is a three-time recipient of the Higher Education Excellence in Diversity Award from *Insight into Diversity* (Magazine).
No. 4

Recommended Action - Adjourn the Board of Curators Meeting, July 26-27, 2018

It was moved by Curator __________ and seconded by Curator __________, that the Board of Curators meeting, July 26-27, 2018, be adjourned.

Roll call vote: YES NO
Curator Brncic
Curator Chatman
Curator Farmer
Curator Graham
Curator Layman
Curator Phillips
Curator Snowden
Curator Steelman
Curator Sundvold

The motion ________________.

Time: ________________________ Date: ________________________

July 26-27, 2018

OPEN – GB – 4-1