

**University of Central Missouri**  
**Board of Governors**  
**Work Session**  
**April 26, 2018**

The University of Central Missouri's (UCM) Board of Governors convened in Work Session on Thursday, April 26, 2018, at 12:45 p.m. in Union 237A on UCM's main campus in Warrensburg, Missouri. Presiding over the meeting was Board President Gus Wetzel II. Other Board members present were Mary Dandurand, Marvin E. Wright, Mary Long, Weldon Brady, John Collier, Walter Hicklin, and Mathew Martinez. University President Charles Ambrose, General Counsel Hayley Hanson, Assistant Secretary to the Board Monica Huffman, Executive Vice President Roger Best, and Interim Provost Mike Godard were also present.

**Call to Order**

Dr. Wetzel called the meeting to order and determined a quorum was present to conduct business. He asked President Ambrose to present the following agenda item.

**Sustainability, Academic Performance, and Student Success** – Agenda Item No. 1

President Ambrose provided an overview of budget challenges UCM has experienced over the past two years including a loss of state appropriations for higher education and a significant decline in international student enrollment due to changes in immigration law. Mr. Collier, Chair of the Board's Finance and Administration Committee, restated the Board's direction to UCM's Administration to prepare a three-year sustainable budget that does not rely on reserves or carryforward funds. He expressed the Board's appreciation to staff for all their efforts to do so.

With decreasing state appropriations, President Ambrose agreed it is important and necessary to prepare a sustainable budget. He reviewed planning tools the University has used over the past eight years – Strategic Governance for Student Success Model, Strategic Resource Model, and the Strategic Resource Allocation Model –an accumulation of efforts that have successfully brought the University to where it is today.

President Ambrose discussed the fundamental principles for coming out of a recession; a fiscal reset in FY 2012; and consolidation and elimination of academic programs. He reviewed the four priorities of resource allocation, UCM's KPIs, and limitations for increasing tuition related to CPI.

President Ambrose stated strategies for FY 2019 would provide a sustainable platform for UCM. President Ambrose, Dr. Best and Dr. Godard presented the Fiscal Year 2019+ strategies (Attachment).

First, Dr. Godard presented a "Department to School Restructuring Plan" that retains the four-college model and consolidates some departments into a school model. This plan will reduce the number of department chairs from approximately 27 to 17 and allow each of the colleges to retain their identity. The expected cost savings is \$500,000 to \$600,000 per year. Dr. Godard shared there were a number of meetings and forums held to share information with faculty, staff and students and to receive feedback and input. These meetings did not include a number of one-on-one meetings held.

Dr. Godard also discussed the Student Success Continuum that includes holistic intentional success advising with emphasis on a dedicated success advisor, personalized attention, frequent contact, facilitated connection to support services, and basic skills coaching for students. Dr. Godard shared that two-thirds of UCM students are first generation, Pell Grant eligible, or come from a historically underrepresented group. The objective of this new advising model is to close the achievement gap for these students through intrusive advising and predictive modeling, and to meet the needs of every student. Peer mentoring is also a component of the program.

This new model creates a career ladder for advisors that includes a Director for Academic Advising, three senior advisors and the reassignment of staff to Academic Success Advisors. The Director position was posted April 18; the three Senior Advisor positions will be posted May 4; and staff will be reassigned to Academic Success Advisors by June 1. Dr. Godard noted the current ratio of students to advisor is 1:700 students. Under the new model, advisor loads are approximately 1:300, which allows for enhanced services to students.

Questions asked by the Board included –

- *What is the number of academic advisors under the current advising center in comparison to what it will be under the new model?* Dr. Godard answered there are currently 26 advisors, which will remain the same under the new model.
- *Will current advisors be considered for senior advisor positions?* Dr. Godard responded that all postings for the positions are internal.
- *Is additional funding required for this new advising model?* Dr. Godard answered that no additional funding is required.
- It was previously noted that faculty would assume an advisor role with upperclassmen. The question was asked, *when would students' first encounter for advising occur with faculty?* Dr. Godard responded that many faculty are already serving in this role; but, officially, once a student achieves 90 credit hours, they would transition to faculty advising if it has not already occurred. Mr. Wright expressed concern that this should occur sooner than completion of 90 credit hours, so they do not reach the half-way point of degree completion only to discover they are not on track for completing on time. Dr. Godard explained faculty can and often are involved prior to a student completing 90 credit hours, and that student success advisors are monitoring things closely to ensure students are meeting each milestone as they should be. Under the new model, advisors will be assigned certain disciplines so they are knowledgeable about the requirements for specific degrees. President Ambrose added advisors would have access to other non-academic information to aid in persistence.
- *Will UCM's Advantage Program continue to have a role in student success?* Dr. Godard said the program would be incorporated into the caseload of academic student advisors.
- *Will Title IX positions be located in the Center?* These positions will be located elsewhere and not in the Center. *What about MAPPS?* Dr. Godard responded this training will be incorporated into the Academic Advising Center, and if it's determined this service needs to be elevated, it will be done through Student Experience and Engagement.

- *How will academic student advisors be trained in new areas?* Dr. Godard stated that Dr. Karen Goos will oversee training for advisors and a number of campus resources will assist in training this group.

Ms. Dandurand expressed concern about expending funds for renovation of space for a Student Advising Center, when cuts are occurring across campus. She asked if it is possible to implement the new model with staff remaining in their current locations. President Ambrose explained the relationship between the Student Success Continuum and the FY 2019 budget, and how student persistence will help generate more revenue. Every student retained through this enhanced model helps to sustain the University. Similarly, the investment of dollars for renovations to the University Union is expected to do the same. Both initiatives will continue moving UCM forward and help retain viability in the future. Mr. Wright added advising is at the heart of what we do for students and if they do not persist by receiving the assistance they require, we have not done our jobs.

Dr. Best reviewed the proposed FY 2019 budget the Board will be asked to approve at Friday's Plenary Session. Included with his presentation was a summary of actions taken in an effort to address the budget challenges of FY 2019 including the elimination of some faculty and staff positions, many of which were already vacant.

Mr. Brady stated his concerns about retaining quality of education for our students when the State continues to decrease funding for higher education and places restrictions for increasing tuition. Dr. Wetzel asked if the University is anticipating any decrease in enrollment. Dr. Best acknowledged the loss of international students and said he anticipates another drop in international enrollment next year before it returns to a more "normal" number.

Dr. Wetzel noted a reduced cost for The Missouri Innovation Campus lease in the FY 2019 budget. Dr. Best said the construction costs was \$7 million less than originally anticipated and Ms. Butler, Director of Procurement, did an exemplary job in the purchase of furnishings and equipment for the facility that contributed to the reduced costs.

**Other** – Agenda Item No. 2

There was no other business to discuss.

**Request for Closed Session – April 26, 2018** – Agenda Item No. 3

There being no further business to discuss, *Dr. Long moved pursuant to Missouri Revised Statutes, Section 610.021, that the UCM Board of Governors meet in closed meeting, with closed record and closed vote, for the purpose of considering real estate matters, legal actions and personnel matters. The motion was seconded by Mr. Collier and carried with the following roll call vote:*

<i>Weldon Brady</i>	<i>aye</i>	<i>John Collier</i>	<i>aye</i>
<i>Mary Long</i>	<i>aye</i>	<i>Mary Dandurand</i>	<i>aye</i>
<i>Marvin E. Wright</i>	<i>aye</i>	<i>Gus Wetzel II</i>	<i>aye</i>
<i>Walter Hicklin</i>	<i>aye</i>		

The meeting concluded at 2:30 p.m.