RESOLUTION

WHEREAS, the University of Missouri Board of Curators "Board" is committed to achieving excellence and to support the success of four distinct public research universities in Columbia, Kansas City, Rolla and St. Louis; and

WHEREAS, the Board recognizes the value of an adaptable and forward-thinking governance structure to address the unprecedented challenges facing public higher education; and

WHEREAS, the University of Missouri Board of Curators has engaged in an extensive review and examination of the organizational structures of the University of Missouri, including but not limited to obtaining a review and evaluation with recommendations from highly qualified and experienced consulting experts from the AGB; and

WHEREAS, the Board, with the research, advice and assistance of AGB has additionally conducted extensive informational meetings with important constituencies potentially affected by or directly having an interest in any operational or structural changes to be adopted or instituted by the Board; and

WHEREAS, the Board has carefully considered comments and information from a wide number of interested individuals and groups important to the University System and its four campuses, and

WHEREAS, the Board concludes that it is in the best interest of the System and its four campuses to implement specific actions for the purpose of strengthening academic and research quality, establishing greater mutually beneficial collaboration among the campuses and to identify areas where greater efficiencies can be realized, to eliminate unnecessary duplication and to take such other steps which will enhance administrative operational effectiveness, including cost efficiencies in carrying out the University's important research and academic mission and the specific goals and missions of each of the four campuses;

WHEREAS, the Board believes that a new governance structure can promote local campus uniqueness and brand identity; enhance the autonomy and entrepreneurial spirit of the four campuses; and elevate system-wide strategic thinking and inter-campus collaboration; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Curators does hereby adopt, direct, and authorize the following actions to be taken:

(a) After careful consideration the Board further directs that the current position of President of the University System be combined with the position of Chancellor of the Columbia campus so that one person shall serve in both capacities, that currently being Dr. Mun Choi. This action is in no way intended to change or amend the provisions of

CRR 20.010 in which the corporate body is organized as a university system and consists of the system administration and four universities nor is any action provided for or taken herein intended to, nor does it, alter or change the general powers and authority specifically granted to the University President as set out in CRR 20.020 and CRR 20.030 including that Chancellors of the UM System are appointed by and report to the President.

(b) The Board hereby establishes the Council of Chancellors "Council," consisting of the three Chancellors and chaired by the President, to develop clear decision-making processes that will enable system-wide strategic thinking, collaborative academic initiatives and integrated shared services by creating a forum to ensure that all four universities have an equal voice. The Council will meet monthly to confer, address mutual challenges and opportunities, and exchange information important to the System and to any and/or all of the four campuses. Council meetings may be held in person or virtually via phone or web-enabled meetings, but if meetings are held in person they will rotate among each of the four campuses. The Council will present its recommendations to the Board with respect to specific matters involving UM System legislative priorities, federal appropriation requests, centers of excellence that align with individual campus strengths, tuition, academic missions, development of new initiatives, and other matters as determined by the Board.

(c) The Council will establish a campus advisory committee comprised of two representatives from each campus to support the Board in its broad mission and to ensure campus-specific voices across broad dimensions of regional, community, donor and alumni needs are being heard. The campus committee members would attend a minimum of two Board meetings per year and provide the Board a separate campus-specific report on the progress and outcomes of this new governance model.

(d) The Board appoints Vice President for Finance and Chief Financial Officer Ryan Rapp to study, address and propose best practices to the Board for achieving innovative operational changes to increase administrative efficiencies, develop strategies to eliminate undesired duplicity of services or programs, and to ultimately achieve operational excellence within the System and each of the four campuses while ensuring the highest quality research and academic standards. Mr. Rapp will report periodically to the Board and submit a final report and recommendations on or before 120 days with input from the Chancellors, President and appropriate representation from the System and each of the four campuses.

(e) The Board believes in the role of President for effective UM System leadership but, in the spirit of shared governance, directs the Council to explore and report its findings to the Board in response to the following questions within 120 days:

a. What role and services should the UM System provide?
b. What should be the role of the President?
c. What should be the role of the Chancellors?
d. What will be the scope of the Council and how should it function within the parameters set forth herein?
e. What will the campus advisory committee advise on, how frequently will it meet with the Council, and who will serve on it?

(f) The Board further approves the engagement of AGB Senior Fellows and experts Terrance MacTaggart and Richard Novak to consult with the Council and Mr. Rapp, and to further assist in the efficient and productive implementation of the above actions taken by the Board.

(g) The Board does further acknowledge that the above actions will likely require additional and more detailed Board actions to accomplish the purpose, intent and implementation of the actions taken herein.

Roll call vote of the Board:

Curator Brncic voted yes.
Curator Chatman voted yes.
Curator Graham voted yes.
Curator Hoberock voted yes.
Curator Layman voted yes.
Curator Snowden voted yes.
Curator Steelman voted yes.
Curator Wenneker voted yes.
Curator Williams voted yes.

The motion carried.