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Subj: MUSOP Committee Meeting Report – July 2, 2014

To: Faculty Council

The MUSOP Committee met on July 2 with Provost Dean and representatives from Mizzou Advantage. Doug Wakefield and Jung Ha-Brookshire also represented council at the meeting.

1. Chancellor Loftin's presentation to the Board of Curators last month on our progress under strategic planning provides a basic overview on recent activities and key plans.
2. The majority of the committee meeting was spent discussing the second of four themes of our strategic plan-- "Recruit, develop, and retain faculty and staff in order to promote MU's strategic goals". A key action item for this goal is 20 senior hires of new tenured faculty, with an additional 80 other faculty members hired in affiliated areas to the senior hire. Based on Chancellor Loftin's presentation, the hires will be as follows, five in medicine, two in health sciences, four in physical sciences, four in life/plant sciences, four in engineering and one in journalism/new media. Specific emphasis areas (e.g., the type of researchers within physical sciences) are described in the Chancellor's presentation.

Under the strategic plan, these new hires must be people that will 1) "move" our AAU metrics (e.g., grant funding, citations and academy memberships), 2) enhance existing strengths on campus and 3) do research that are interdisciplinary in nature. MUSOP committees challenged Provost Dean about 1) the procedures that will be followed for these strategic hires, 2) how and when the success of these hires will be evaluated, and 3) consequences for hired individuals that are not as productive as expected. These are significant concerns that ought to be defined by the Chancellor *a priori*, considering the resources to be devoted to these hires (approximately \$21.5M in recurring costs and \$50M in one-time costs) at the expense of other areas on campus.

Also, the degree of flexibility in the emphasis areas is unclear. For example, will the Chancellor give these funds to a program in an area outside those currently dedicated when a unique opportunity develops? How many "degrees of freedom" will the Chancellor give away from the plan? How do we prevent ourselves from using the reallocated funds to chase the newest "shiny object", which could prevent us from building clear "areas of excellence"?

3. The next MUSOP report to UM System (to be submitted the week of July 7; however, not yet reviewed by the MUSOP committee) will incorporate the activities by Mizzou Advantage to demonstrate that our campus is meeting its goals. These include Mizzou Advantage's activities to sponsor undergraduate research and conferences, to foster collaborative research programs, and to make key faculty hires.

Several MUSOP committee members were unclear on the integration between MUSOP and Mizzou Advantage. Does Mizzou Advantage "epitomize" the collaborative research described in the MUSOP and how might (or will) the management of Mizzou Advantage activities be modified to better fit with the Chancellor's plans under MUSOP?

4. Targeted raises, such as the mid-year raises administered in the winter, were not discussed in detail at the meeting. This is another key part of the second theme of our plan. A significant portion of the MUSOP budget is focused on increasing salary competitiveness for faculty who perform at high levels in comparison to their peers (\$10.2M recurring costs), on maintaining salary position (\$52.9M recurring costs) and on salary adjustments for academic promotion (\$2.6M recurring costs). As with the other items in the MUSOP, faculty need to be sure to have a voice on the reallocations, cuts and additions of new revenue required within divisions to fund salaries and raises.