



University of Cambridge

ON JULY 27, 2018

CONTENTS

Preface to Task Force Repor

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The University Task Force Report
(July 19 , 2018)

Summar y

The purpose of the meeting today and tomorrow is to encourage an engaged and robust discussion of the Report of the Governance

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EXECUTIVE PHILOSOPHY
(Revised CRR 20.030)

The UM System exists to deliver 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

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 Recommendations for Proactive Leadership and Governance set forth below.

II. Guiding Principles and Recommendations 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 Missouri
- c. Speaks with one voice through the Chair, although a Curator may express his or her individual opinion

President

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President

- a. Commends General Officers and university 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. Respects 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
- d. Explore meaningful collaboration with other UM System universities

3. Exercising Central Authority to Optimize Institutional Strengths

Exercising central authority that recognizes and respects institutional distinctiveness, appropriate deference and accountability

Board

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

President

- a. Treats individual universities fairly and with respect for their distinctive strengths, differences and challenges
- b. Creates incentives for collaboration across UM System universities
- 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.

- 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

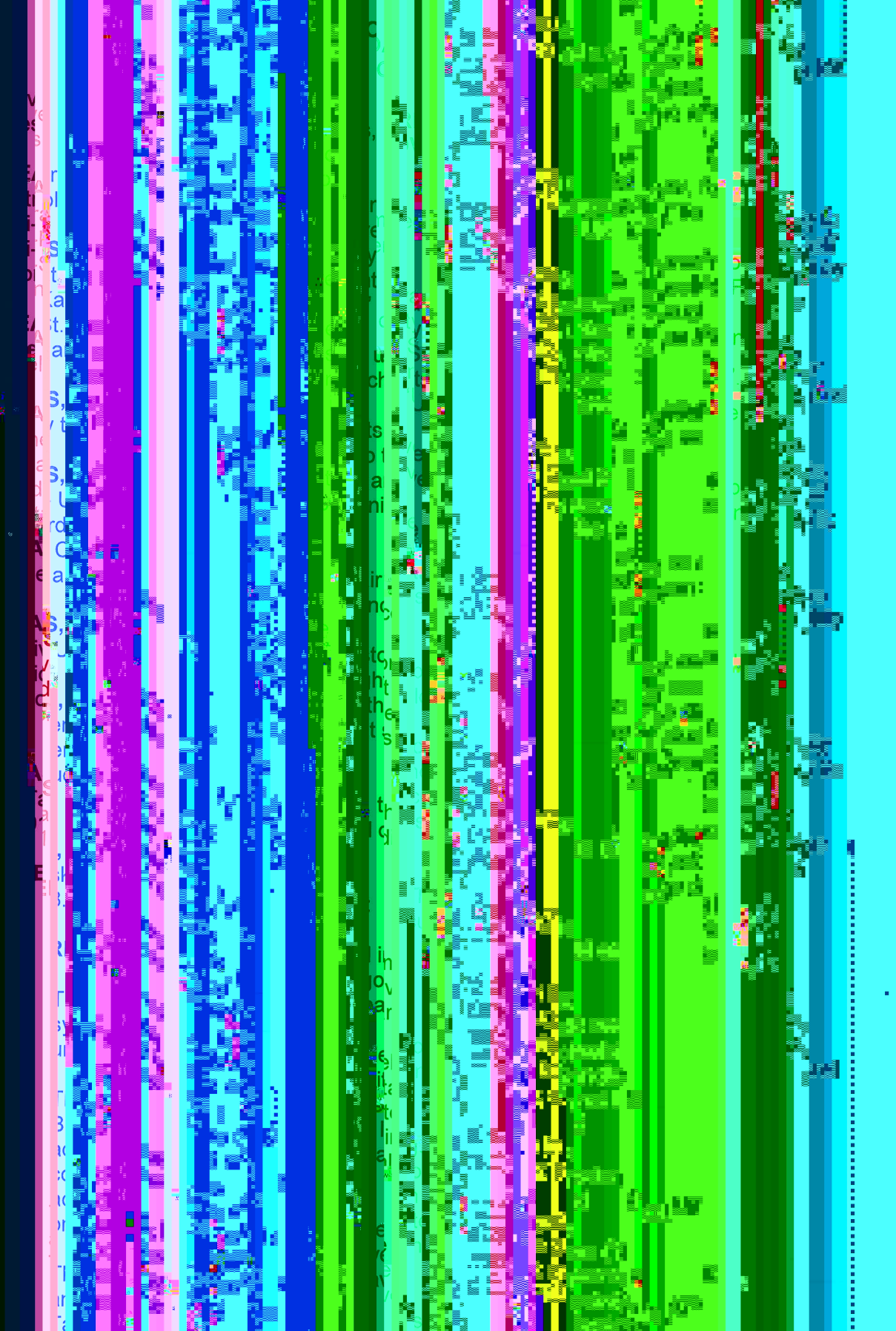
Chancellors

- a. Lead in developing/maintaining high-quality, relevant, affordable and accessible education that prepares our students for productive lives and careers; and lead in supporting and expanding meaningful research
- b. In dialogue with the President, develop criteria and process for an annual and comprehensive (4-5 year) performance evaluation
- c. Recognize both the importance of accountability, and the special challenges that accompany leadership
- d. Respect the President's input both positive and critical on the Chancellor's own performance
- e. Seek regular improvement for themselves and their team

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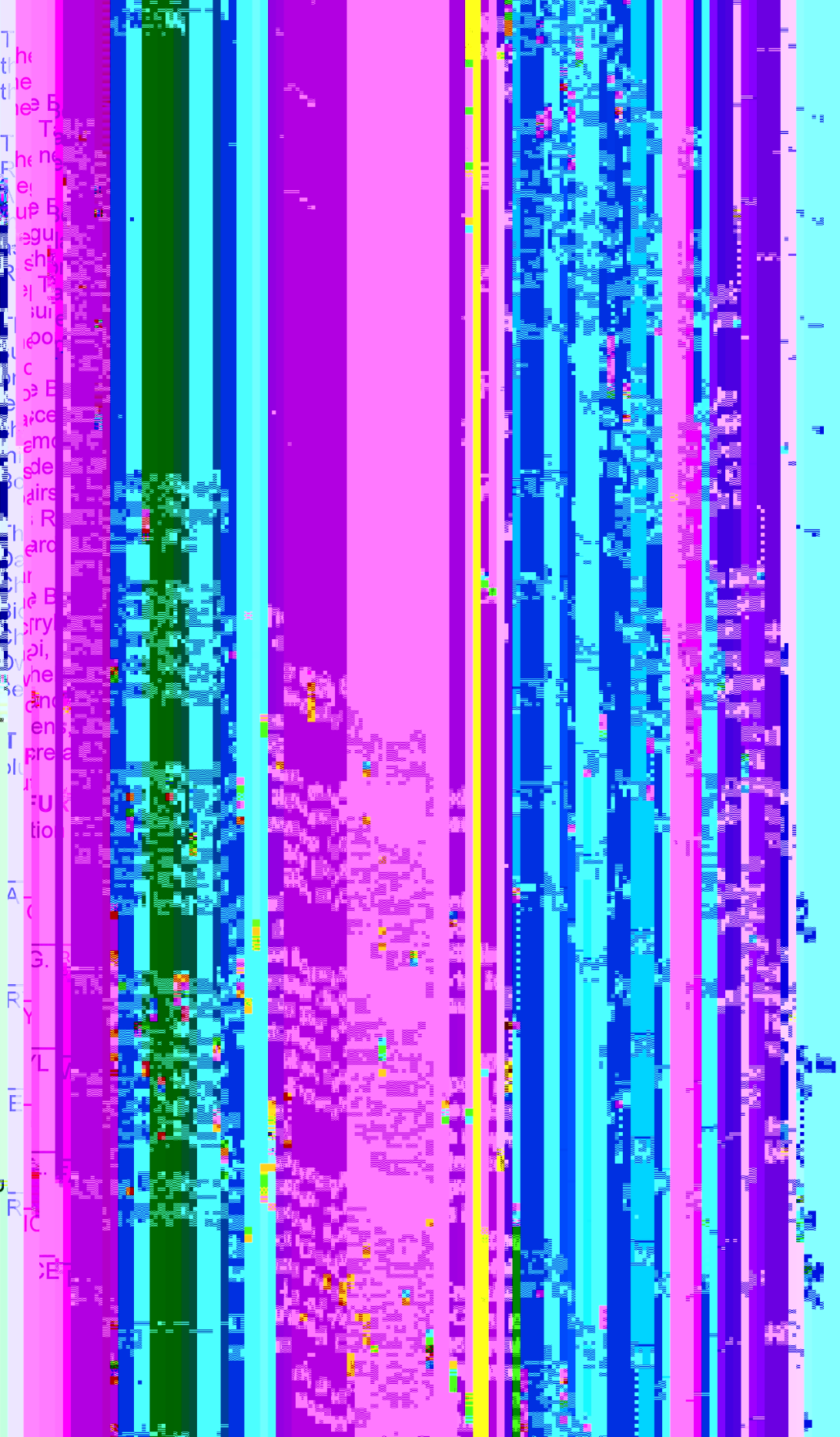
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Board of Curators

University of Missouri System

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www.umsystem.edu