

Cabinet Meeting re. APASP Recommendations – Minutes

Friday, December 8, 2017

Opening Remarks

President Stearns welcomed the public and gave an introduction to this special Cabinet meeting. She explained the structure and purpose of the President's Cabinet group, described the work the prioritization task force undertook, thanked the APASP task force members, and explained the procedure for the rest of the meeting.

President's Sector

President Stearns presented for the [President's Office, Equal Opportunity, Legal Counsel, Internal Audit, and Campus Compact](#). She explained that almost all areas in the President's sector were placed in category 2 (consider for development and/or modification). She said that she agrees with the recommendations that additional resources be allocated to the Legal Counsel and Equal Opportunity Offices. She also said that the President's Office will be restructuring in light of VSO-related changes and a new President. She indicated that most offices within the President's sector are down in budget and staffing and that she does not propose cuts to any of them.

Rena Scott presented for [Information Technology](#). She mentioned that a lack of metrics was a recurring theme in the feedback to their unit reports and that in response they will work to develop and track metrics. She also said that the OneIT recommendations will be adopted and that they will require collaboration from distributed IT and all deans and sector heads.

Kent Haslam presented for [Intercollegiate Athletics](#). He indicated that most programs were placed in category 2. He said that he is proud of the way the program operates. He also mentioned the possibility of are opportunities for more collaboration with the Adams Center.

Mario Schulzke presented for [Integrated Communications](#). He said that his recommendations and those from the APASP Task Force largely align. He said that Printing & Graphics is probably not a feasible operation to continue running on campus and recommended moving ahead with finding a community partner to take over the business. He suggested formally dissolving Integrated Communications and moving all units housed therein into President's Office. In addition, he suggested eliminating the Associate VP and Executive Director of Marketing & Outreach positions. He said that in the interim, all units should report to Paula Short, Director of Communications.

Public Comment on President's Sector & Integrated Communications

- A faculty member asked for clarification on the wording of category 2 – is it development or restructuring?
- A graduate student advocated no further cuts to the Diversity Advisory Council budget and also suggested considering creating a paid position to oversee the work of the group.
- A student asked why the APASP process isn't more in line with overall budget goals.
- A community member asked for further information about the Athletics budget and a recent story indicated that there was a possible shortfall.

Academic Affairs

Interim Provost Beverly Edmond presented on Academic Affairs and started her [remarks](#) by thanking the APASP Task Force and Ex-Officio members for their work. She indicated that she'd gone beyond the limits set by the Task Force with her [recommendations](#). She outlined several areas for growth and restructuring. She said that post-APASP implementation plans will be expected of deans for academic programs along with all stakeholders. Her overarching recommendation is to conduct an in-depth analysis of UM's current academic structure as she believes it is an opportune time to look at UM's administrative configuration. She said that a range of options should be applied by administrative leaders and deans involving units and stakeholders. All proposed actions must adhere to contractual and policy requirements. The general outline with timeline, benchmarks, etc. to be delivered to Seth Bodnar as he begins his UM presidency.

Public Comment on Academic Affairs

- A faculty member encouraged the Provost and others to involve faculty in any conversations about expanding and/or restructuring offerings on campus.
- A faculty member expressed concern about the timeline and that it does not align well with VSO.
- A student expressed some problems/concerns with APASP process including the timeline and lack of actionable goals.
- A faculty member reminded the Cabinet that many of the programs slated for restructuring are in the Humanities and that UM needs a strong Humanities program in order to offer a strong liberal arts education.
- An administrator expressed concern with the way the library was evaluated and asked that it be assessed as one unit in the future.
- A faculty member asked when the Provost's recommendations would be posted, how many academic programs will be asked to complete an implementation plan, and the timeline for these plans.
- An administrator asked for next steps for the Bitterroot College.

- An administrator encouraged everyone on campus to treat the implementation plans as urgent tasks; he also thanked Provost Edmond for her service to UM.
- An administrator said that she sees the next steps as a phenomenal opportunity for UM to evaluate and restructure
- President Stearns took the opportunity to describe how transition with new President Bodnar will take place during the first 2 weeks of January. For 1st week, President Bodnar will shadow President Stearns, and for the 2nd week, President Bodnar will be the “main President” and President Stearns the “auxiliary President”.

Enrollment and Student Affairs

Tom Crady presented for Enrollment and Student Affairs. He said that budget cuts over the past several years have forced the sector to work more collaboratively and efficiently. He said that he believes the waivers budget should be increased rather than cut as waivers are essential for recruiting. He indicated that cutting waivers would negatively impact diversity recruiting and in-state recruiting.

Research and Creative Scholarship; Graduate School

Scott Mills presented for Research & Creative Scholarship and the Graduate School. In his [remarks](#), he talked about the strong performance from UM faculty and how they are recognized nationally and internationally. He indicated that connecting Research with the Graduate School has been a smooth transition. He indicated that grad programs provide world-class opportunities for students and help to attract undergrads by extension and reminded everyone that UM’s grad school is largest in the state. His [recommendations](#) including continuing the interdisciplinary graduate program and the UM Press, and re-evaluating the funding model for the O’Connor Center.

Public Comment on Enrollment and Student Affairs & Research and Creative Scholarship/Graduate School

- An administrator talked about how vitality important BIG and SpectrUM are to UM’s research and outreach missions.
- A student asked that future gift agreements that require state funding in addition to private funding be carefully considered, citing the O’Connor Center as a past example.
- An administrator asked for more information on how the top students in Montana are being recruited.
- A faculty member asked that research in the humanities areas be celebrated even if it doesn’t bring in large grants the way the sciences do.

- A faculty member followed-up on this comment by mentioned the Humanities Institute, run out of the College of Humanities and Sciences and funded by the Research office.
- An administrator compliment the enrollment office for the changes they've made; he said that his daughter has received more materials and contacts from UM than either of his sons did a few years ago.

Administration and Finance

Rosi Keller presented for [Administration and Finance](#). She indicated that she concurs with the recommendations from the APASP task force. She and her team will assess the units and look at ways to reorganize. She also indicated that she supports the recommendations for additional funding for software in HR and supporting professional development for staff. She recommended consolidating DSS and ADA and this will provide cost savings and better services. She also recommended exploring a model of shared services. In addition, she recommended combining the various event management offices on campus to streamline services. Finally, she suggested exploring the possibility of combining ASUM transportation and UM parking services.

Maria Mangold voiced her support of funding training and development opportunities for staff especially now that many will need to take on more tasks post-VSO. She said that she also supports combining ADA and DSS but wants to make sure they get some additional resources to maintain high-level of service.

Braden Fitzgerald indicated that conversations have started about combining UM parking and ASUM transportation and that he is supportive. He encouraged VP Keller to include ADSUM in conversations about combing ADA and DSS.

Kent Haslam said that Athletics stands ready to work on collaborations/consolidations of events management and said that they're already doing some of this.

Public Comment on Administration and Finance

A staff member indicated that HR is already working to implement additional software.

A staff member encouraged VP Keller to include the UC events office in the conversation about consolidating event management as they already work with these other entities. She also said that the UC supports keeping Campus Quick Copy in the UC even if changes are made to Printing & Graphics

A staff member said that in light of the recommendations and the changes due to VSO, it seems like a good time to bring back the administrative associate for staff senate and the professional development staff member.

A faculty member indicated that he is supportive of additional investment in facilities so that projects can be completed in a timelier manner.

Public Comment on All Draft Phase I Decisions

- A faculty member indicated strong support for higher pay for our staff; she said that they're doing highly skilled jobs for very little pay
- A student expressed some concerns about customer service and long waits at various offices on campus and is concerned that it's negatively impacting retention rates
- A community member asked for clarification on the letters that were sent to lecturers and then rescinded. He also asked for more information about the staffing implications as a result of VSO.

Closing Remarks

President Stearns closed the meeting by saying that she welcomes additional advice and comments over the weekend and that she will release her report to the campus on Monday.