This report is submitted to Provost Hackett for consideration in the implementation of UMKC’s new University College. The creation of the University College Advisory Council and formation of the University College were the result of the 2010-2020 UMKC Strategic Planning process which included hundreds of faculty, staff, students, administrators and external constituents. The resulting Goal 1: Placing Student Success at the Center – To provide the optimal learning environment for all students: outstanding academic programs and experiences, seamless student support and a vibrant campus community was identified and an implementation plan was developed. A strategic part of the implementation plan included the creation of a University College with the purpose of supporting our undergraduate students and their successful and timely completion of an undergraduate degree (Student Success Sub-Committee report, Goal 2, Objective 2.5., page 28, http://www.umkc.edu/provost/strategic-planning-process/documents/student-success-3-2-2009.pdf).

A University College will create an academic home with relevant support services for our undeclared/exploratory students and students in transition.

Committee charge:

- Survey University College models at other universities
- Propose a plan for the creation of a University College at UMKC and identify the relevant business processes affected by a change in how undeclared/exploratory students are served by the University
- Develop a communication plan for promoting a University College to faculty, staff and students

Membership on the committee included the following individuals:

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<th>Member</th>
<th>Representation</th>
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<tr>
<td>Drew, Andrea</td>
<td>A&amp;S Chemistry</td>
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<td>Hall, Eric</td>
<td>A&amp;S Mathematics</td>
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<td>Hernandez, Erica</td>
<td>Education</td>
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<td>Hoffman, Erica</td>
<td>Bloch</td>
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<td>MacDonald, Pat</td>
<td>Greater KC Community Foundation</td>
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<td>Martens, Brad</td>
<td>Education</td>
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<td>Pemberton, Cindy</td>
<td>Provost Office, Chair</td>
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<td>Traiger, Jeff</td>
<td>Student Affairs</td>
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<td>Watson, Amy</td>
<td>Ex-Officio/Provost Office</td>
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<td>Reed, Aaron</td>
<td>SBS</td>
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<td>White, Connie</td>
<td>Dentistry</td>
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Summary of Committee Work
Multiple models of university colleges, division of undergraduate education, etc. were reviewed and institutional websites consulted during the initial stages of the committee work. The names, titles and structures of these units designed to support undergraduate student success vary from institution to institution. Websites for our benchmark and aspirational peers were reviewed to determine programming and administrative structures to support undeclared/exploratory students (see meeting notes/agendas for details). National model programs were reviewed. Selected institutions were identified and committee members presented key aspects of programs, services and structures from those institutions. The committee spent considerable time reviewing the publication by Evenbeck, S. E., Jackson, B., Smith, M., Ward, D. & Associates, (2010), entitled “Organizing for Student Success: The University College Model.” This publication was based on a national survey of institutions (N=58 responders included in analyses) serving new undergraduate students with defined institutional structures using a single administrative unit for oversight of programming and policy administration. Based on this work, a grid of potential services and programs found in University College structures was developed to use as a template summary of our report recommendations and is found in Appendix A.

As the committee continued its work, we also reviewed existing UMKC university services and programs that may be directly or indirectly related to the future UMKC University College. To gain increased insight into some of these programs and services, representatives gave presentations to and conducted question and answer sessions with the committee including: Supplemental Instruction/Video Supplemental Instruction, COACH program, APP program, CAD (Center for Academic Development). See Appendix C for meeting notes and agendas for details regarding these presentations.

Vice Chancellor Tyler presented the initial plans for the renovation of the university center and proposed design for the Student Success Center which will serve as the primary location for the UMKC University College support staff and programming - http://info.umkc.edu/leadership/files/2010/12/UMKC_SD-Concept-Plan-Pres-4.20.11.pdf.

Some members of the committee also made campus visits to IUPUI (Connie White/Cindy Pemberton) and to Penn State University (Jeff Traiger/Eric Hall) to learn about the units on each of these campuses and to help inform the final recommendations. The summary reports and support materials from those campus visits are available in Appendix B.

Meeting notes, agendas and additional support documents and information reviewed by the committee are found in Appendix C. (Also found on the University College Advisory Council Website: http://info.umkc.edu/universitycollege/)

Final Recommendations (summarized in Appendix A)
Based on this work the committee is making the following recommendations:

Students served by University College: The UMKC University College should serve all undergraduate undeclared/exploratory students, all students in transition (leaving a major but undecided about what major to declare), and serve as a transition for transfer students particularly those who are undecided on a major. The goal is for students to matriculate to an academic unit with a declared major prior to completing 60 hours of coursework. The University College will encourage and support students in the decision making process associated with a career path and the declaration of a major. This deliberative process will decrease the chances of students changing their major at a later date and decrease attrition rates to degree completion when compared with student peers who do not begin in the University College. Undeclared/exploratory students will begin entering the University College in the Fall, 2012.
Programs and services provided by University College: The UMKC University College should provide primary advising for all undeclared/exploratory and transitioning students. Transfer student advising should be initially provided in the university college for undeclared/exploratory students. For transfer students who are ready to declare a major, advising will take place in the appropriate academic unit and the University College will provide the students with additional transitional support.

The University College lead administrator (Associate Vice Provost for the University College) and the University College support staff should take the institutional lead on developing a model advising system for implementation in the University College, developing an initial advisor training program, and a model staff/faculty advisor training program based on recommendations from NACADA. The Associate Vice Provost for the University College should take the leadership role in the campus coordination of advising (see recommendation of Advising Task Force).

The University College should serve as the coordinating unit for all transfer students and provide programming to ensure functional transitions for these students. This will involve oversight of a student transfer center and coordination with all academic units across campus. The development of programs and services to support these students will require outreach to other higher education institutions, monitoring of articulation agreements, and other processes associated with student transfer.

The University College, under the leadership of the Associate Vice Provost for the University College, should develop a model First Year Experience (FYE) course following the demonstrated effective approaches from John Gardner and colleagues. This should be a mandatory experience for all undeclared/exploratory students in the University College. A second course on career exploration should be a mandatory experience for students who stay beyond the first semester in the University College and who have not yet declared a major. The Associate Vice Provost for the University College should lead the development of learning communities and, in partnership with Student Affairs, living learning communities that focus on supporting students in the University College.

It is recommended that the Writing Center begin reporting to the Associate Vice Provost for the University College in order to ensure direct support for the University College student population as well as the UMKC general student population. The committee was split on recommendations regarding the roles and responsibilities associated with activities currently being carried out by Supplemental Instruction and CAD which focuses on academic support services. Some members of the committee had strong recommendations that all existing academic support services should be included in the University College, reporting to the Associate Vice Provost for the University College and other members strongly recommended that the units providing those services remain within their existing reporting structure, with the recommendation that they work very closely with the University College staff to provide the necessary programs to support University College students. Career Services should also work closely with the University College staff to provide University College students the services they need to make early career decisions and appropriate associated major choices.

Staff and budget: The committee recommends that the administrative structure of the University College be limited to support the programs and services being delivered in the University College. There will be an Associate Vice Provost for the University College reporting to the Provost via the Deputy Provost position. There should be one administrative assistant and, initially, 2-3 University College advisors (depending on the number of undeclared/exploratory students with the target goal of 250:1 student advisor ratio based on NACADA recommendations, with additional advising systems in place to support advising undeclared/exploratory students – e.g., advising portal). University College advisors should be required to have, at a minimum, a master’s degree with demonstrated skills, knowledge and
abilities to serve the needs of the undeclared/exploratory student. These cross college advising positions require different skills and knowledge than the typical professional advisor in order to serve students exploring careers and majors. There should also be a transfer advisor position to specialize in assisting transfer students and to oversee a transfer center with programming to serve students (see Transfer Student Task Force Report). The budget for the University College should be adequate to cover staff salaries/benefits, a small operating budget, stipends for instructors involved with courses, programming and services costs and annual budget review and adjustment based on demonstrated need. The initial University College costs should be supported through strategic plan allocations and institution wide budget support should be phased so that it does not impact other units immediately.

Communication Strategy: The Associate Vice Provost for the University College should create an advisory group to provide continuous input on the services and programming within the University College. This group should also serve as “ambassadors” to the rest of the campus community and would be a communication resource for campus constituents. It will be critical to develop materials, electronic and print, for internal and external groups regarding programs and services for undeclared/exploratory students, transfer students and transitioning students. The current “advisor forum”, deans/chairs/directors groups, student affairs and SGA should be updated regularly about the programs/services in the University College and their effectiveness. Developing a web presence could be a first step in the communications process. The Associate Vice Provost for the University College and staff in the University College should be visible and active participants in campus visit days, in new student orientation and in transfer student orientation. A communications strategy should include materials being developed for students interested in UMKC and those materials could be used in visiting community colleges and high schools. The Associate Vice Provost for the University College should work with University Communications to develop a communications plan for our external constituent groups and should also have discussions with the University Foundation and our development unit.

All programming and support units within the University College should identify metrics that will be tracked on a regular basis to provide information regarding program effectiveness and will be used for ongoing decision making and program revisions. The unit must have collaboration as a high priority with critical partners including Student Affairs and all undergraduate academic units across campus. Communication must be continual with all internal and external constituent groups. In summary, additional new services and programs should be developed based on identified student needs in support of undergraduate student success.
APPENDICES

Appendix A

Final University College Recommendations

Appendix B

Campus Visit Reports

Appendix C

University College Advisory Council Charge

Meeting Agendas & Notes

Quarterly Reports