

**Council of Chief Academic Officers
Meeting Minutes
April 15, 2015**

In Attendance

Brent Bates	State Fair Community College
Glenn Coltharp	Crowder College
Deborah Curtis	University of Central Missouri
Donna Dare	St. Louis Community College
Mindy Selsor	Jefferson College
Doug Dunham	Rockhurst University
Arlen Dykstra	Missouri Baptist University
Bill Eddleman	Southeast Missouri State University
Steven Graham	University of Missouri System
Vicki Schwinke	State Technical College of Missouri
Rusty Monhollon	MDHE
Elizabeth Valentine	MDHE
David Russell	MDHE
Greta Westerwald	MDHE

Absent

Dwyane Smith	Harris-Stowe State University
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I. Call to Order

Rusty called the meeting to order and thanked all for attending.

II. Updates and Reports

A. Minutes

Rusty announced that the January meeting minutes would be sent via email for comment.

B. Math Pathways Taskforce

Rusty mentioned that the Math Pathways Taskforce has been broken down into smaller workgroups to prepare a report to send to the CBHE in June. Missouri is continuing to work toward new math policies and pathways to obtaining a degree and on transferability of the math courses for students. At the same time, Rusty also aims to insure that students' academic needs are being met. The report will show that the courses which can be taken as substitutes for College Algebra will include some algebraic skills and will demonstrate rigor.

One barrier to statewide transferability of alternative math courses is that MU requires all students to take College Algebra. Rusty believes the decision regarding mathematics

requirements for graduation must be an institution-wide decision at MU, not a decision reached by MU's mathematics department. Rusty met with Garnett Stokes, the new Provost of MU-Columbia, and feels she is very interested in Math Pathways. He has scheduled a follow up call with her, a representative from the Charles A Dana Center, and Malcolm Adams from the University of Georgia. Rusty feels optimistic that MU will reconsider alternative pathways for students to earn their degrees without taking College Algebra.

The Taskforce will host a second Mathematics summit in September 2015 and diversify this summit by including representatives of liberal arts and humanities programs. The Math Pathways Taskforce will be planning committee for the summit.

Commissioner Russell asked what results the institutions had seen within the past 4 years regarding remedial math course enrollment.

The CCAO responded that, while the results were not unanimous, but also were not a 50-50 split regarding the goals of the Math Pathways Taskforce. Some faculty members are seeing the value in creating pathways. Rusty emphasized that the goal is for institutions to create opportunities to rethink math education and math courses are delivered. Also, a goal is to examine how Missouri institutions prepare math teachers for educating students. There have been many times Rusty has heard people say, "I was never good at math. I just can't do mathematics." Since students are leaving their classes feeling they were poor at math from the start, this is an opportunity to examine pedagogical approaches to teaching mathematics. He feels the taskforce can help teachers establish the import and relevance of math for students. Rusty thinks the commitment and interest among the math faculty who are working on this project is good. The faculty have been answering questions and finding solutions. He's very encouraged by the results the faculty has reported so far.

Bill Eddleman said that there were profound results from a pilot study conducted at Southeast Missouri State University. Before some students took five semesters to get through a course, now they are completing the remedial math course in one semester. It was mentioned that Paula Glover has also seen impressive results in the Moberly Area Community College's math remediation rates.

Commissioner Russell noted that Missouri college student remediation rates went down 5% in Missouri in the past year. Dr. Russell said that he is glad SEMO is continuing to remove barriers to student success. Now, MDHE needs to make the Coordinated Plan steering committee aware of SEMO's results. Dr. Russell would like to bring in national experts to make sure people understand the national context of math remediation.

Educator Preparation

Rusty addressed a case in which a SEMO student did not pass the PRAXIS exam, saying that MDHE is not there yet as far as the dates DESE sets for students to be prepared for testing and

entry. Rusty feels some students are being asked to take their PRAXIS exams too early; however, the exam dates are not controlled by MDHE. It is problematic for students that DESE coordinates all evaluation and certification of teachers, while MDHE approves teacher education programs at public institutions.

Steve Graham stated that MU had a system-wide faculty council of very accomplished faculty, who wrote a policy on faculty workload. At this point, MU is struggling to get the policy implemented because of so many academy-specific cultural impediments. Graham said he would gladly forward the policy to the CCAO for comments and suggestions. Other members of the CCAO agreed it appears faculty categories and older traditional models within academia need to be redefined. Different models are needed that will more accurately reflect current changes in academic trends.

Donna Dare noted that St. Louis Community College's Academic Affairs is reorganizing in anticipation of the new chancellor coming. STLCC Academic Affairs is trying to define what it now means to have a "full-time faculty load." Librarians are now included as full-time faculty at St. Louis Community College. It is very much a culture change, as well as an acknowledgment that there are financial incentives for redefining faculty roles. Dare asked what the Higher Learning Commission stated regarding faculty roles and was enthusiastic for the CCAO to discuss redefining faculty roles in reference to the MU policy mentioned by Graham.

C. Coordinated Plan Public Hearings

The 7th hearing was held on Friday, April 10, in Kansas City. Rusty finds that these hearings are improving in quality and depth of conversations. The next Coordinated Plan hearing will be in Springfield on finding alternative ways of funding higher education, and alternate models for higher education. MDHE has not set a topic on teacher education or educator prep. In July there is meeting between the State Board of Education and the Coordinating Board for Higher Education. MDHE will present the draft of the new coordinated plan to the CBHE in December 2015.

Commissioner Russell mentioned he is thinking about creating a workgroup to help establish an independent foundation, which would be privately funded, and specifically for higher education. He asked the CCAO to talk to their institutions' presidents and chancellors regarding the establishment of such a foundation. He expressed a desire to find more people who understand how higher education and K-12 are interconnected, and who can help get legislation passed for higher education to become priority in the state of Missouri.

D. Principles of Best Practices/ "Replacement Policy"

The replacement policy will state that MDHE "shall require" institutions to use multiple measures to place students in remedial education. There should be acknowledgment on the part

of the colleges that students just in the cusp of an acceptable score for non-remedial education can be successful in a college-level course.

Rusty told the CCAO he would ask the Math Pathways Taskforce on April 17 what data should be collected in order to assess the success of the new policies regarding Best Practices in remedial education. Rusty will report the Taskforce's answers back to the CCAO on July 15. MDHE is required to report back to the General Assembly in December 2015 on the implementation of Best Practices in remedial education. Therefore Rusty, desires to collect data on the processes of how each institution places students, how many students are placed in remedial course, and how many in are placed in credit bearing courses? The CCAO asked if what the CBHE would do to correct the problem if it was discovered that a department chair was not following legislative directives. Rusty responded that he did not foresee non-compliance being a problem at this time.

G. SARA

Rusty reminded everyone that an application to MDHE should be submitted in order for an institution to become part of the SARA agreement. Dr. Russell anticipates that by December 35 states will have become SARA partners. Current SARA members are: Alaska, Washington, Oregon, Nevada, Arizona, Colorado, Idaho, Montana, North Dakota, South Dakota, Nebraska, Kansas, Minnesota, Louisiana, Indiana, Ohio, West Virginia, Virginia and New Hampshire. The Department of Higher Education will still review proposals from independent institutions, although the coordinating board cannot approve or reject a proposal for an independent institution.

III. Old Business

A. Dual Credit Policy Revision

Rusty announced that the current Dual Credit Policy revision provided by Dr. Liz Valentine was based upon feedback from public comments, and comments by the Early College Workgroup. He desires to present this policy to the CBHE for adoption at the June meeting.

Currently, item 7.2 on page 5 mirrors Higher Learning Commission language. There is some flexibility regarding transfer course instructors. 7.2 doesn't apply to transfer course instructors. HLC committee meeting that flexibility is NOT meant for the transfer course instructor that is for our technical programs. The Master's degree may be in anything, but with 18 grad hours in the field which the person desires to teach. Rusty asked the CCAO to note that the adjective "related" had been removed.

Regarding item 5.7, it was mentioned that the west side of the state has a differing fee structure from the east side of the state. Therefore, the CCAO cautioned against putting in place so many administrative duties regarding the fee structures. It was noted that MDHE doesn't have

statutory authority to monitor fees or impose sanctions regarding competitive fee structures among individual institutions who are dual credit providers. Rusty answered that MDHE does have the authority to make sure institutions comply with the Dual Credit Policy and can choose not to recommend certain institutions to DESE as a dual credit providers. The MDHE Dual Credit Policy statement does not establish a fee structure; rather, it establishes that dual credit providers aren't going to use fees to compete with each other as dual credit providers. What MDHE now has to create a voluntary system of accountability and a way to establish the quality of academic programs. Rusty emphasized that setting a fee structure to be reviewed, as part of a larger process in which consensus was reached regarding the fee structure policy, is not beyond MDHE authority. It was asked how this part of the policy could be voluntary if MDHE has authority to refuse to recommend an institution to DESE as a dual credit provider. Given the philosophical opposition to the last sentence in 5.7, and the variability in cost per credit hour at rural vs metro area institutions, Rusty agreed to strike through the last sentence.

Rusty explained that intent on redoing the policy was to insure the quality of Missouri dual credit programs. Quality became MDHE's main priority. The second priority was to alleviate the complaints about institutions that appear to be undercutting others.

It was asked if the language in 7.2 should apply to career and tech programs. Would the current language be of concern to a high school principal? Should 7.2 be phrased as "career and technical programs"?

Regarding 10.4, Schwinke mentioned it seemed that MDHE was creating something more for the institutions to do in conducting self-monitoring. Her feeling was the NACEP accreditation was a quality assurance. Rusty responded that NACEP is not the only assurance of quality. He believes it is fair that in lieu of an institution's accreditation, there should be an approval or review process through the state. Commissioner Russell suggested gold, silver, and bronze stars from the CBHE regarding institutions as dual credit providers. If an institution follows 10 points of the MDHE Dual credit policy, CBHE can award them gold star designation. These are ideas the advisory board can develop further. If an institution is not going to apply for NACEP accreditation, then they should allow the CBHE advisory board to create a review committee for their institution.

If the Dual Credit policy is approved in June, the commissioner would like to appoint the advisory board for institutional review/approval, and make this policy fully functional in the Fall 2016. Commissioner Russell asked Rusty to add a section 12 in which the implementation date is stated. Rusty agreed the policy would become effective Fall 2016 and announced that public comment would close May 15, 2015. He asked the CCAO to share this policy with their institutions' presidents and chancellors. He also asked if the policy should be shared with the school districts. Commissioner Russell agreed the DESE commissioner should be aware of this policy.

IV. New Business

A. Institutional Mission Review

Rusty asked council what is the purpose of the mission review? Rusty believes there is a need to fulfill statutory requirements, update CBHE public policies and align the institutional missions with MDHE initiatives. It was mentioned that many institutions' missions need to be revised.

Commissioner Russell said that some legislators have expressed the perception that the CBHE has done little with respect to institutional mission reviews. MDHE is mandated to conduct these reviews every 5 years. There were many changes at institutions in the 1990s, such as name changes. Some institutions with new presidents would like to see changes in their mission statements. It has been challenged that the CBHE wasn't doing more to insure efficiency of higher education, and to insure there would be no excess of program duplication.

Rusty wants to know how to get every institution to work together to get the state's needs first and foremost, and put an end to territorial geographic issues. Steve Graham interjected that this is often a discussion about faculty work load, and getting faculty to do what they do best. We need to think about what this means for the state itself.

Brent Bates asked what the state's concrete goals for education are. This needs to be defined first before institutions can be charged to review their mission statements. Rusty responded that when the steering committee for the coordinated plan convenes in July, they will begin working on a taskforce established to create state directives regarding missions. Commissioner Russell has informed the Coordinated Plan steering committee that there will be a workgroup established to address missions.

Doug Dunham asked what do institutions need for the states' requirements based upon what is happening in each community that the institution serves. He believes it best to craft the plan for mission review from this approach rather than looking at it from "here is what the mission is now, how should we change it." MDHE must have clarity on what each sector is doing and why and clearly define the sectors in order to have a cohesive mission statement that reflects the states' needs and is still functional for the individual community needs. He recommends MDHE structure the mission reviews such that the CBHE takes into account the states' needs in the content of what needs must be met in each sector of the state. Rusty responded that MDHE needed to see the state's goals based upon the coordinated plan before MDHE begins to establish how the mission reviews can be best revised. Commissioner Russell mentioned that the inscrutable element is the independents. MDHE has few formal processes for establishing how the independents are approaching state goals. The following questions were raised regarding institutional mission reviews: How big should the taskforce on institutional mission reviews be? Who should serve on it? What is the role/import of state sectors? What would the ideal system look like? What is the projected student enrollment at each institution in the next 15 years? What is the projected state population in 15 years?

IV. Announcements

Rusty announced all upcoming meetings listed in the agenda. He also mentioned vacancies in the Taskforce for College and Career Readiness and Committee on Curriculum and Assessment. He asked for recommendations to fill these vacancies, and those of Donna Dare and Mindy Selsor on the CCAO.

V. Adjournment

Commissioner Russell thanked Donna Dare and Mindy Selsor, both of whom are retiring, for their years of service to MDHE. Rusty thanked everyone for attending and wished them a safe trip home.