

Observations and Recommendations on Missouri Missions

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Based on the comparison of behavioral missions and the missions established by policy/statute, NCHEMS makes the following observations and recommendations.

1. Missouri should continue the policy of focusing doctoral-level program capacity at a limited number of universities coupled with increased emphasis on collaboration as the means to ensure accessibility to these programs in all regions. Following these points, NCHEMS recommends that:
 - The University of Missouri must enhance its status as the state’s primary public research university and granter of research doctorates.
 - The statutory degree-granting authority for Missouri State University should include the ability to offer independent professional doctorate programs as approved on a case-by-case basis by the Coordinating Board for Higher Education.
 - The statutory degree-granting authority of the following universities should include the authority to provide professional doctoral programs outside their missions through collaboration with other institutions: Central Missouri, Missouri Southern, Missouri Western, Northwest Missouri, and Southeast Missouri.
 - The Department of Higher Education should be proactive in facilitating collaboration and proposing modifications to finance policy necessary to make these relationships work for participating universities and students.
2. Missouri should continue the policy of focusing the degree-granting authority of community colleges at the associate degree and certificate levels. The Coordinating Board for Higher Education should approve the authority of a community college to grant bachelor’s degrees only on a case-by-case basis with a clear indication that this exception does not mean a general authorization to grant bachelor’s degrees.
3. Missouri should continue the policy of focusing capacity in high-cost undergraduate and master’s level professional programs such as engineering at a limited number of universities coupled with increased emphasis on collaboration as the means to ensure accessibility to these programs in all regions. As in the case of doctoral programs, the Department of Higher Education should be proactive in facilitating collaboration and propose modifications to finance policy necessary to make these relationships work for participating universities and students. Following these points, NCHEMS recommends that the following universities continue to offer professional baccalaureate and master’s degrees in programs outside their degree-granting authority through collaboration with other institutions: Central Missouri, Harris-Stowe, Lincoln, Missouri Southern, Missouri State, Missouri Western, Northwest Missouri, and Southeast Missouri.
4. Missouri should consider instituting the concept of “responsibility areas” for public universities to ensure that all regions of the state are served. In the current demographic and economic environment, the historic definition of a service area as region in which an institution has exclusive right to deliver academic programs is no longer practicable. In contrast, a “responsibility area” is an area for which an institution is responsible for ensuring

that a population is served. The institution can fulfill this responsibility by either providing programs itself or collaborating with other institutions to deliver programs in the region. The data presented by NCHEMS show that most Missouri public universities draw students from their immediate regions as well as from throughout the state (especially the major metropolitan areas). Two or more public universities often compete to serve the same region. At the same time, some regions are under-served at the baccalaureate level (e.g., the northeast and south-central regions). In this market-driven environment, state policy can play an important role to:

- Ensure services to all regions of the state, including currently under-served regions
- Provide incentives for institutions to broker access to needed services through collaboration with other institutions
- Create an expectation that institutions coordinate and share services with other institutions serving the same region or metropolitan area (e.g., Kansas City and Saint Louis)

NCHEMS recommends that the Department of Higher Education:

- Create an expectation that:
 - Northwest Missouri State be responsible for serving the northern portion of the state –the region of the state that was formerly assigned to Truman.
 - Missouri State University be responsible for serving those counties in South Central Missouri that were identified NCHEMS analyses as being underserved by 4-year institutions.
 - Create an expectation that institutions engage in collaborative activities and broker programs from other institutions if needs of their regions require programs they don't offer.
 - Pursue modifications in the funding model to provide the necessary incentives for collaboration.
 - Take a proactive leadership role in facilitating coordination and collaboration among institutions serving the same geographic area, especially Kansas City and Saint Louis Metropolitan areas.
5. As the NCHEMS data analysis shows, most public universities with the principal exceptions of Truman and Missouri S & T draw a significant portion of their students from home and contiguous counties. In this respect, NCHEMS recommends that the Department Higher Education have an expectation that:
- Lincoln University be responsible not only for carrying out its statewide mission as an 1890 Land-Grant institution but also for serving its home and contiguous counties.
 - The State Technical College be responsible not only for its statewide mission but also for serving its home and contiguous counties