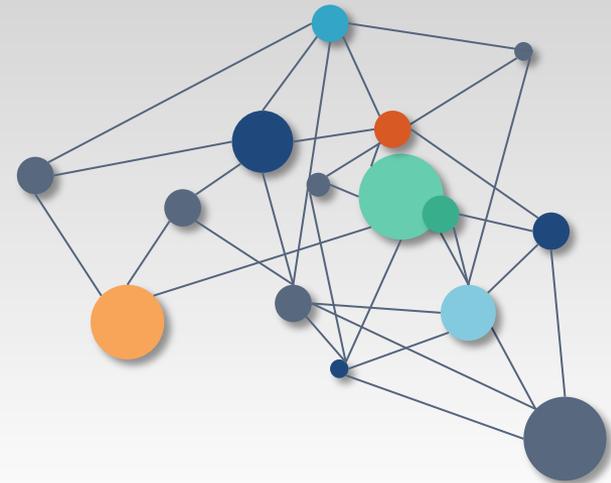


Role & Mission for Missouri Colleges and Universities



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Mission Statements and Program Approval

- Mission statements are a device
 - for articulating an institution's contribution to system capacity
 - Ensuring differentiated capacity, for example:
 - Nationally/globally competitive research
 - Responsiveness to regional workforce needs
 - Ensuring access and opportunity
 - In a way that keeps education affordable for the state and students
- Program approval is a process for making:
 - Incremental changes to mission
 - Declaring exceptions to mission constraints



Components of Mission

- Audiences to be served
 - Students
 - Geographic area
 - Academic preparation
 - Level
 - Employers/businesses
 - Disciplines
 - Economic development interests
 - Communities



Components of Mission (Continued)

- Services to be provided
 - Instruction
 - Field
 - Levels
 - Research
 - Basic
 - Applied
 - Problem solving/Public service
- Special Features/designations
 - Land grant
 - HBCU
 - Liberal arts
 - Public affairs
 - Ensuring that a specific region is served



Taking a Statewide Perspective

Mission decisions based on:

- Educational capacity required to meet needs of the state, regions, and individual citizens (in an effective and efficient way)
- Not only the aspirations of institutions



The Changing Landscape of Mission Statements and Program Approval

- In the Past: Students go to the provider of services
- Now: Students served where they are; content taken to students
- In order to make this work, has to be supported by:
 - Mission statements
 - Finance policy
 - Accountability (e.g., shared credit for completion)



What the Data Say About Capacity Needs

- Parts of the state have low college participation rates (=limited access capacity?)
- Data about regional workforce needs are less conclusive
- Missouri is underinvested in research capacity



Data Alone Are Not Sufficient to Make the Case for New Programs

- Data about current and projected demand are insufficient to make the case to support addition of programs
- Different approach for determining demand is required, for example: Initiating a program on a collaborative (cohort) basis to test sustainability



Issues Raised During the Interview Process

- First, what's NOT at issue
 - Ph.D. Programs and basic research should be done only at the University of Missouri institutions.
 - The majority of institutions are committed to and comfortable with their current missions, for example:
 - Degree level
 - Service to region
 - Special mission (Land-Grant, HBCU, liberals, public affairs)



What is at Issue

- Professional Doctorate Degrees
 - Allied health
 - Nursing
 - Education
 - Business
- Undergraduate engineering
- Four-year programs at community colleges
 - Allied health
 - Nursing
- Dual credit
- Tendency to develop independent programs in a geographical area without considering opportunities for collaboration.
 - No incentives for collaboration



Proposed Ground Rules Regarding Mission/Programs Changes

1. The focus of MDHE should be on changes or exceptions in mission – not on approval of new programs within existing missions
 - All proposed new programs reviewed by MDHE to determine whether they fit within existing mission
 - If yes, no further review is necessary
 - If no, change in mission becomes basis of determination
2. This means, for example, that
 - Community colleges are free to add occupational certificate and associate programs within their service areas as they see fit
 - Four-year institutions can add
 - Undergrad Arts & Sciences programs
 - Specialties within professional fields in programs and at levels already within mission



Proposed Ground Rules Regarding Mission/Programs Changes (continued)

3. Addition of programs within mission
 - If initiated by institution will not be accompanied by additional state resources
 - If initiated by state in response to a priority need may be accompanied by additional state resources
4. If the level of education in a field required for accreditation, licensure, or employment is increased
 - Institutions offering that program may be granted approval to provide education at the newly required level
 - On a case-by-case basis
 - Without implying an approved change in mission
 - For example, a community college may seek, and be granted approval, to offer a baccalaureate degree in a specific allied health field where it has existing capacity at the associate level and relevant baccalaureate capacity is available
 - This approval does not imply approval for offering baccalaureate programs in any other fields



Proposed Ground Rules Regarding Mission/Programs Changes (continued)

5. At four-year institutions with a regional mission, offering programs in a “new” professional field should be done in collaboration with an institution having existing capacity in that field. This general rule should also apply when the request is to offer professional doctorate programs
 - There are good examples
 - S&T Engineering at MSU
 - UM-C EdD at MSU
 - UMKC Pharmacy at UM-C
 - Regional employer contribution in the form of guaranteed internships should be a consideration



Proposed Ground Rules Regarding Mission/Programs Changes (continued)

6. The primary issue areas

- ADN to BSN programs at community colleges
- Professional Doctorates in Education
- UG Engineering

7. The importance of finance in promoting collaboration

- Both institutions get credit in performance funding calculations
- Separate pool of funds allocated on basis of participation in collaborative programs

8. Name of institution on diploma a lesser issue

- Successful ways to share credit have been found

