



New Program Report

Date Submitted:

06/30/2023

Institution

University of Missouri-Kansas City

Site Information

Implementation Date:

1/1/2024 12:00:00 AM

Added Site(s):

Selected Site(s):

University of Missouri-Kansas City, 5100 Rockhill Road, Kansas City, MO, 64110

CIP Information

CIP Code:

220201

CIP Description:

An integrated or undifferentiated program in one or more of the legal research or advanced practice fields.

CIP Program Title:

Advanced Legal Research/Studies, General

Institution Program Title:

Master's in Legal Studies

Degree Level/Type

Degree Level:

Master Degree

Degree Type:

Master of Arts - Master of Science

Options Added:

Collaborative Program:

N

Mode of Delivery

Current Mode of Delivery

Online

Student Preparation

Special Admissions Procedure or Student Qualifications required:

The admissions process will be similar to other law-related programs in that it will ask about academic experience, seek academic performance metrics (such as GPA), ask for a personal statement and for a letter of recommendation. The main difference between the application process for the MLS and the JD degree is that the MLS does not require students to take the Law School Admissions Test (or the Graduate Record Examination).



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Specific Population Characteristics to be served:

n/a

Faculty Characteristics

Special Requirements for Assignment of Teaching for this Degree/Certificate:

Faculty members will have a terminal degree in law, which is a J.D. degree or its equivalent.

Estimate Percentage of Credit Hours that will be assigned to full time faculty:

Greater than 50% assigned for full time faculty.

Expectations for professional activities, special student contact, teaching/learning innovation:

This is an online program so faculty members will need to be certified as online teachers and their courses will need to be certified as appropriate for online instruction. Because of the online modality, faculty members will be expected to make regular contact with students in a one-on-one way, through electronic media and by giving student feedback on work and assessments. Specific innovation is not expected, but as the software changes and as faculty members become more proficient, teaching and learning innovation is likely.

Student Enrollment Projections Year One-Five

Year 1	Full Time: 0	Part Time: 25	
Year 2	Full Time: 0	Part Time: 91	
Year 3	Full Time: 0	Part Time: 120	Number of Graduates: 61
Year 4	Full Time: 0	Part Time: 112	
Year 5	Full Time: 0	Part Time: 117	Number of Graduates: 53

Percentage Statement:

n/a

Program Accreditation

Institutional Plans for Accreditation:

Because UMKC and the School of Law currently offer graduate degrees at the master's level, the creation of a new master's degree program is covered by UMKC's current accreditation with the Higher Learning Commission. The new degree program will need to be reported to the Higher Learning Commission, and it will be part of the accreditation review in the next review cycle.

The American Bar Association ("ABA") has accreditation authority over the JD program, but does not have accreditation authority over Master's level programs. However, in its capacity as the accreditation agency for the JD program, the ABA requires that the School of Law obtain ABA acquiescence for the MLS program with the primary objective of determining whether it will have an adverse impact on the JD program. The School of Law will seek ABA acquiescence in parallel with the review and approval process for the Board of Curators.

Program Structure

Total Credits:

30



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Residency Requirements:

n/a

General Education Total Credits:

0

Major Requirements Total Credits:

14

Course(s) Added

COURSE NUMBER	CREDITS	COURSE TITLE
XXXX	2	Professional Ethics
XXXX	2	Capstone Portfolio
XXXX	3	Professional Writing with Legal Issues
XXXX	1	Legal Research
XXXX	1	Learning from Practice Seminar
XXXX	3	Legal Methods
XXXX	2	US Legal Framework

Free Elective Credits:

16

Internship or other Capstone Experience:

N/A

Assurances

I certify that the program is clearly within the institution's CBHE-approved mission. The proposed new program must be consistent with the institutional mission, as well as the principal planning priorities of the public institution, as set forth in the public institution's approved plan or plan update.

I certify that the program will be offered within the proposing institution's main campus or CBHE-approved off-site location.

I certify that the program will not unnecessarily duplicate an existing program of another Missouri institution in accordance with 6 CSR 10-4.010, subsection (9)(C) Submission of Academic Information, Data and New Programs.

I certify that the program will build upon existing programs and faculty expertise.

I certify that the program can be launched with minimal expense and falls within the institution's current operating budget.

I certify that the institution has conducted research on the feasibility of the proposal and it is likely the program will be successful. Institutions' decision to implement a program shall be based upon demand and/or need for the program in terms of meeting present and future needs of the locale, state, and nation based upon societal needs, and/or student needs.

Contact Information

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Kent

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New Degree Proposal

FULL PROPOSAL

Basic Program Information

Sponsoring University: University of Missouri – Kansas City

College or School: School of Law

Department: Not applicable

Proposed Program Title: Master’s in Legal Studies

Degree Level/Type: Master’s Degree, Professional

Emphasis Areas: Health Law
Compliance Law
Human Resources Law

Program Modality: Fully online

If online component: Synchronous and Asynchronous

Program CIP Code¹: 22.0201 (Advanced Legal Research/Studies)

Implementation: January 2024

Expected Date of First Graduation: August 2025

Proposal Author(s): Jeffrey E. Thomas, Associate Dean for Strategic Initiatives and Graduate Programs

Name, phone, and email of person primarily responsible for the proposal:

Jeffrey E. Thomas, 816-235-2378, thomasje@umkc.edu

Individual(s) Responsible for Success of the Program

Jeffrey E. Thomas, Associate Dean for Strategic Initiatives and Graduate Programs, until a Director is hired, and then the Director of the Master’s in Legal Studies will be responsible for success of the program

¹ A selection of CIP codes can be viewed on the National Center for Education Statistics website: <https://nces.ed.gov/ipeds/cipcode/browse.aspx?y=55>

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Executive Summary

The Master's in Legal Studies (MLS) provides master's-level training for non-lawyers who work in jobs that would benefit from legal skills and a deeper understanding of law and the legal system but who do not want to make the commitment to obtain a three-year professional JD degree. The MLS program requires completion of 30 credit hours in a part-time, online modality completed over five semesters allowing students to maintain full-time employment.

An example of a typical MLS student is a human resources professional who would benefit from legal training to improve performance and better interact with lawyers. Such a person may not want to complete the JD degree because it is highly selective, requires three years of full-time study (91 credit hours), and is designed to prepare students for licensure as attorneys. The MLS program is one-third of the credit hours and provides knowledge and skills to help students perform better in their current jobs and to prepare for advancement and promotion within their current career track.

The MLS program will fill a market need in the Kansas City metropolitan area, with a larger draw from Kansas and Missouri more generally. Legal skills are in high demand in job postings for various non-lawyer positions that are growing. Although more than 80 law schools now offer an MLS-type² of degree, none of those programs target the Kansas City metropolitan area. Washington University in St. Louis offers an online MLS program, but at a much higher price-point (\$64,000 compared to approximately \$21,000 for the UMKC MLS) and focuses on a national market. Washburn University School of Law has a small (six students), in-residence Master of Studies in Law program in Topeka, Kansas.

Nationally, enrollment in online MLS programs has grown at a very rapid pace since 2013. Although data that segregates the MLS programs from LLM programs is not available, the vast majority of online non-JD programs are MLS-type programs. Enrollment in online non-JD programs has grown by 448% from 2013 to 2020, from 1,677 students in 2013 to 9,187 in 2020. Marketing research by prospective partners suggests that demand for UMKC's MLS program will be strong. One prospective partner projected enrollment of 85 students (incoming and returning) annually, another projected enrollment of 114, and Missouri Online projects 129 students annually.³

² There are a variety of names used for this program in addition to Master's in Legal Studies. See American Bar Association, Overview of Post-J.D. and Non-J.D. Programs (2023), available at https://www.americanbar.org/groups/legal_education/resources/llm-degrees_post_j_d_non_j_d/

³ In developing the MLS proposal, UMKC School of Law considered three possible outside partners: AllCampus, Carolina Academic Press, and Everspring. Each potential partner did its own market research and analysis and made a proposal to the School of Law. Some of their market research is relied upon in this proposal. Two proposals were revenue-sharing with up-front marketing costs borne by the partner. One was a fee-for-service proposal for marketing support. The School of Law also met with representatives of Missouri Online to evaluate the use of its services compared to the proposals received from prospective third-party partners, and with the input and support of the Provost at UMKC, the School of Law decided to work with Missouri Online rather than any of the prospective partners considered.

UMKC School of Law's resources and experience in training JD and LLM students makes the MLS program economically feasible. The law school will direct some time from current faculty to teach MLS students (as a part of their annual teaching load or in courses combining MLS and JD students) and will hire a full-time director of the program and some adjunct faculty to meet teaching needs. Marketing of the program through Missouri Online will be supported initially by the UMKC Provost Office and revenue from the program will cover those initial costs and future marketing expenses with 2 years. Under these circumstances, the program will produce a positive direct margin in its second year of operation and thereafter.

1. Introduction

The Master's in Legal Studies (MLS) provides master's-level legal training for non-lawyers. It requires completion of 30 credit hours in a part-time, online modality over five semesters. Students will be required to take five introductory courses (11 credit hours) and two required capstone courses (3 credit hours). The remaining 16 credits will be electives. In addition to a general MLS, students may choose an emphasis in compliance, health law, or human resources law, areas that are in high demand. To satisfy the emphasis, students must take at least 12 credits from approved emphasis courses. The required introductory classes will be for MLS students only modeled on courses currently offered to JD and LLM students. Elective classes will include some that combine JD/LLM and MLS enrollment. Classes will be taught by full-time faculty (tenure-track and non-tenure track), by a director of the program, and by some adjunct faculty.

The MLS is designed for those who are currently working in fields that require some legal knowledge and skills. The part-time, online modality allows students to maintain full-time employment. One of the capstone courses, the Learning from Practice Seminar, will allow students to reflect on their work experience with an academic framing. Students will typically proceed within their career path with improved knowledge and skills making them more effective and providing skills for promotion and advancement.

For example, a human resources specialist currently works with many labor and employment law issues. The MLS will provide training to improve that person's understanding of the law and their skills in using it and will help the person interact more effectively with legal professionals. The MLS graduate will have skills to take on greater responsibilities within their current role and will be qualified for promotion to, for example, a Human Resources Manager and perhaps eventually to Vice President of Human Resources.

The MLS addresses a different market than the JD program, which is designed to prepare lawyers for legal practice. The MLS program will take less time and will be about one-third the cost of a JD degree. Students will choose the MLS program if they want improved legal knowledge and skills but do not want to become a practicing lawyer.

The School of Law became aware of the need for this kind of legal training some years ago through its continuing legal education program which serves non-lawyers as well as lawyers. A decline in JD enrollment that started in 2011 created an incentive for many law schools to explore serving this new market to diversify while using their existing expertise. In the past ten years, some eighty law schools nationally have developed and are offering an MLS program or its equivalent. UMKC's MLS program will be the first one in the Kansas City metropolitan area.

The person currently responsible for the program is Jeffrey E. Thomas, Associate Dean for Strategic Initiatives and Graduate Programs, thomasje@umkc.edu, 816-235-2378. Once the program is approved, the Provost of UMKC has authorized initial funding to hire a Director of the MLS. This person will have demonstrated expertise in online teaching, a masters or JD degree, experience with higher education program management, and teaching experience. Preferred qualifications include experience with law education, experience with MLS programs/students, teaching experience in law, and marketing or recruiting experience. After the first year, the program is projected to generate sufficient revenue to cover the salary and benefits for the director.

2. University Mission & Program Analysis

2.A. Alignment with University Mission & Goals

The University of Missouri System's mission includes the "dissemination . . . and application of knowledge." The MLS program will disseminate legal knowledge and legal skills to a new market segment, non-lawyers who work with the law.

The University of Missouri System also "promotes lifelong learning by Missouri's citizens" and advances "the educational . . . and economic interests to benefits the people of Missouri." The MLS program is directed to working professionals and provides training and an opportunity to engage in lifelong learning. It meets educational needs of non-lawyers who work with the law and promotes economic interests of the state by improving employee effectiveness and efficiency.

The MLS program aligns with the first and third principles of the Missouri Compacts for Achieving Excellence: Excellence in Student Success and Excellence in Engagement and Outreach.

The first principle of the Missouri Compacts, Excellence in Student Success, includes the objectives of increasing flexible paths to learning and degree completion and increasing professional development. The MLS supports both of these objectives. Because it is a part-time, online program designed for working professionals, it adds a new, more flexible pathway for law-related education to the current JD and LLM programs. It also enhances professional development by providing curriculum and a

degree option for professionals who work with law but who do not want to become lawyers.

As part of the third principle of the Missouri Compacts, Excellence in Engagement and Outreach, the UM System seeks to “develop effective programs for educational . . . outreach with local, state and global communities.” The MLS program, which in part is an outgrowth of UMKC’s continuing legal education program, will provide effective legal education for non-lawyers in the Kansas City Metropolitan area and in the State of Missouri. Because it is an online program, it can also reach a regional, national, and global audience.

The MLS Program Supports UMKC’s Strategic Plan

UMKC’s Strategic Plan is built around five pillars. The MLS proposal supports pillars one, three, and five: Provide exceptional student learning, success, and experience; Transform our community and region with impactful engagement, and Develop a strong and resilient people, process, and physical infrastructure.

The MLS proposal supports the first strategic pillar of student learning, success, and experience by providing a new degree program to reach a new segment of the student market, working professionals who need additional knowledge and skills about law but do not want to become lawyers. Goal 1.2 is to “increase enrollment in targeted areas to assist in meeting regional workforce needs.” One strategy for this goal is to “target enrollment growth in areas of market opportunity that meet regional, national and global workforce needs.” The MLS fits with this strategy. It will provide an opportunity for enrollment growth in a new market segment (non-lawyers) and will meet the needs of those who work with law but do not wish to become lawyers. The market demand for this program will be described more fully below, but no other program in the region provides this opportunity.

The MLS proposal also will help to meet Goal 1.4 of pillar one to “implement new academic programs and opportunities that embody academic quality and personalized, flexible, diverse and engaging learning experiences.” The MLS is a new degree program and is designed for working professionals. It uses an online delivery that allows for greater flexibility. The curriculum includes innovative courses modeled in JD and LLM courses that allow students to reflect on their work experience and to personalize their educational experience through the use of academic portfolios.

The MLS proposal supports UMKC’s third strategic pillar, to “Transform our community and region with impactful engagement.” This pillar recognizes that the “needs of the Greater Kansas City region are the utmost importance and driving what UMKC is doing. The university is a change agent and plays a vital role in economic development and workforce development.” Goal 3.1 is for UMKC to “Partner with Greater Kansas City employers to meet the region’s workforce needs, creating jobs and economic development opportunities for the region.”

The MLS program will serve professionals who work with law on a regular basis but who do not have optimal training and do not want to become lawyers. The MLS program will engage with these professionals to improve their knowledge and skills for workforce development to improve their productivity and prepare them for advancement within their current career path. Examples are those working in human resources, corporate compliance, health care management, and other management positions with significant legal responsibilities.

The MLS proposal also supports the fifth pillar, “Developing a strong and resilient people, process and physical infrastructure.” This pillar seeks to promote “being strategic with our time and resources.” It seeks to significantly increase student credit hour production. Goal 5.5 is to “Increase revenue to account for declining share of costs covered by state appropriations.”

The MLS program will support this pillar by providing a new degree program and a new revenue source for UMKC and the School of Law. Most of the resources at the law school are currently devoted to the JD program, which produces outstanding legal professionals for the region. This program will target a different market segment, those whose job responsibilities include law and legal issues but who do not want to become lawyers. The market for this degree program is substantial, and other schools that have adopted such programs have seen significant increases in enrollment and revenue (more on this below). While the new degree program will require new investment, the law school has also identified some resources in the JD program curriculum that can be used to support the MLS program. The law school offers a large number of upper-level specialty courses in which MLS students could enroll. In addition, some faculty have expressed willingness to teach an MLS course as part of their teaching package (the JD courses would still be taught but somewhat less frequently) or to restructure some courses to accommodate both JD and MLS students.

The MLS Program Supports the School of Law in Reaching its Goals

The MLS program supports the goals of the School of Law by diversifying the revenue stream that supports the school and by enlarging the audience and market for legal education. This builds on the School of Law’s strong reputation in the community for legal education, and on the successful Continuing Legal Education program that serves thousands of lawyers, as well as some non-lawyers, in the region. The School of Law leadership is fully committed to the proposal, and on multiple occasions it has been presented to the faculty, which also strongly supports the program.

The School of Law fully supports the MLS program. The Dean of the School of Law has made it a priority for her Deanship and the Faculty has formally voted to support the MLS program.

2.B. Duplication & Collaboration Within Campus, Across System

There are no MLS programs anywhere in the UM System. In the state the only similar program is offered by Washington University in St. Louis, but that is offered at a much higher price-point than UMKC's program (\$64,000 compared to \$21,000) and it has only a small presence in Western Missouri and Eastern Kansas.

UMKC's proposed MLS program has been discussed in regular meetings of the Deans of the UMKC School of Law and the University of Missouri – Columbia School of Law, and both Deans have supported the program. The program is being initiated by UMKC on its own at this point, in part because of a leadership transition underway at University of Missouri – Columbia School of Law and in part because the faculty there is less enthusiastic about online teaching than the faculty at UMKC School of Law. However, as the program develops the discussions between the schools will continue with the objective of exploring ways to share resources to support the program so that the schools can share revenue from the program. For example, University of Missouri – Columbia may be able to devote some faculty resources for the development of one or more courses taught in the program with an opportunity to share revenue generated by that course or courses. A letter of support for the UMKC MLS program from Interim Dean Paul Litton is included in Appendix 2.

3. Business-Related Criteria & Justification

3.A. Market Analysis

3.A.1. Rationale & Workforce Demand for the Program

Workforce demand for the knowledge and skills represented by the MLS degree is strong, but because it is a relatively new degree within the market, precise data on the degree program is difficult to obtain. Looking at the jobs in which legal skills are useful shows a strong demand for those jobs. The chart below is based on Burning Glass (now Lightcast) data (query: last twelve months, Missouri, Illinois, Iowa, Kansas, or Nebraska, and skill cluster family: legal) and was prepared by a potential partner, Everspring, Inc., a digital services company serving the Higher Education Market.⁴

⁴ With the input and support of the Provost at UMKC, the law school ultimately decided to work with Missouri Online rather than any of the prospective partners considered. See *supra* n. 3.

MSL/LLM/MJ Regional Labor Outlook

MSL/LLM/MJ Regional Labor Outlook					
Occupation	Number of job postings, TTM	Number Employed, 2020	Mean Salary, 2020	Projected Change in Employment, 2018-2028	New Jobs Added in Region by 2028
Managers, All Others	7,892	469,160	\$123,980	5.4%	25,335
Lawyers	7,192	658,120	\$148,910	7.0%	46,068
Registered Nurses	5,912	2,986,500	\$80,010	12.65	376,299
Paralegals and Legal Assistants	5,416	332,720	\$56,610	13.1%	43,586
First-Line Supervisors of Retail Sales Workers	4,974	1,063,110	\$47,300	-1.3%	(13,820)
Human Resources Specialists	4,816	647,810	\$69,430	5.5%	35,630
Computer Occupations, All Other	3,827	332,340	\$96,740	10.0%	33,234
Medical and Health Services Managers	3,819	402,540	\$118,800	14.0%	56,536
Compliance Officers	3,508	327,360	\$75,620	6.3%	20,624
Human Resources Managers	2,746	156,600	\$125,740	8.2%	12,841

This chart includes Lawyers, who earn the JD degree and are licensed as lawyers, for comparison. Projected growth for lawyers is strong, 7%, but it is even stronger for Medical and Health Services Managers (14%), Paralegals and Legal Assistants (13.1%), and Human Resources Managers (8.2%). While not as strong as the demand for lawyers, there is strong demand for Compliance Officers (6.3%), Human Resources Specialists (5.5%), and Managers, All Other (5.4%). Even though the demand for these positions is not as strong as for lawyers, these represent new markets for the law school and positive demand for the MLS.

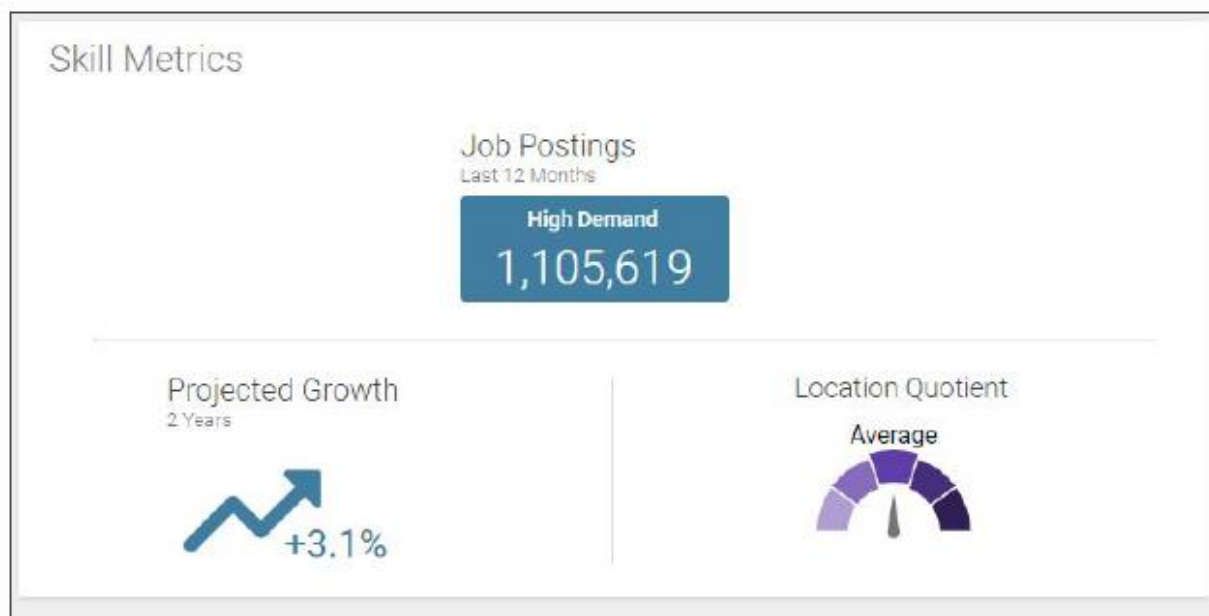
Registered Nurses are also in very high demand (12.6% projected increase), and while many nurses are providing care to patients, those in supervisory positions often have a need for legal knowledge and skills (as indicated by the skill cluster in the search).

The mean salaries also show the appeal of the MLS degree. While lawyers' mean salary is the highest, \$148,000, to qualify as a lawyer requires a JD degree, which takes three years of full-time study and an investment of nearly \$125,000 (using UMKC School of Law cost of attendance for 2022-23). The MLS will be considerably less expensive, in part because it is shorter and in part because students can continue to work while completing the degree. Cost of attendance is likely to be around \$25,000, which is a good investment compared to the cost of the JD and can support employment in Human Resources Management (\$125,740), Managers, All Other (\$123,980), Medical and Health Services Managers (\$118,800), and Compliance Officers (\$75,620).

Another analysis of Burning Glass (now Lightcast) data was conducted by another potential partner, AllCampus, an online program management services provider for universities.⁵ This chart shows overall demand for law-related skill metrics:

⁵ UMKC School of Law received a proposal from AllCampus to provide marketing in exchange for revenue sharing, but ultimately decided to use the services of Missouri Online. See *supra* n. 3.

Demand for Law-Related Skills



The MLS program is designed around the development of law-related skills. Students will obtain broad background knowledge of the law and training in analysis and legal writing through the required curriculum (U.S. Legal Framework, Legal Method, Professional Writing with Legal Issues, and Legal Research). Legal education is very skills oriented, so advanced classes will include both knowledge of particular areas of law and application of that knowledge. Examples of advanced courses that will include knowledge and skills include: Equal Employment Opportunity Compliance, Law, Health Law, and Insurance Law. In addition, some advance courses will focus on specific legal skills that will benefit MLS students such as Contract Drafting, Compliance Drafting and Fundamentals of Legal Investigations.

Another way to measure workforce demand is based on internet searches. The charts below were created by AllCampus based on data from Google analytics and use the emphasis areas of Health Law and Human Resources as examples.

Market Trends by Search Volume – Master of Legal Studies

General Keywords			
Field	Key Term	Search Volume	Total
Heath Law	hipaa compliance	19,000	30,560
	hipaa regulations	6,280	
	healthcare law	1,500	
	health law	1,300	
	medical law	600	
	medicare regulations	550	
	mental health law	450	
	healthcare regulations	380	
	health insurance law	200	
	medicare compliance	150	
	healthcare law and ethics	150	

General Keywords			
Field	Key Term	Search Volume	Total
Employment Law	Employment Law	2,600	2,630
	Employment Law Compliance	30	
HR Law	HR Compliance	1,200	1,960
	HR Law	600	
	Human Resources Law	100	
	Human Resources Compliance	60	

The School of Law, with the assistance of an outside consultant, also prepared and administered a market survey in the Kansas City metro area. Although the number of responses was low (the response rate was a respectable 15% or so), 50% of respondents said that the training offered by the MLS program would be extremely useful to employees in the respondent's organization. Another 35% responded that it would be somewhat or moderately useful. Only 7% of respondents said that the training from the MLS would not be useful for employees in their organization. The survey also asked about the economic value of the training represented by the MLS degree. Respondents indicated that an MLS degree could justify an increase in salary by as much as 60%, with the mean increase in salary of 23.58%. The Survey Data is included in Appendix 1.

Letters of support also show market demand for the MLS and for the various emphasis areas planned for the program. For example, Lischen Reeves Gibson, Corporate Counsel at Oracle Cerner, reported that she was excited that the MLS program would allow employees "to advance their knowledge and skillset applicable to highly regulated industries." She reported that she had "worked with many employees who have some responsibilities that would benefit from the kind of training being offered in the MLS program." She gave numerous examples of responsibilities related to data and other privacy regulations that would benefit from MLS training.

Similarly, Dana Drieier, a partner with a national firm of Certified Public Accountants, reported that she had worked with many employees” who would benefit “from the kind of training that is being offered by the MLS program.” She provided the example of “employees in human resources whose responsibilities include reviewing employment offers, temporary employee contracts, remote employee work arrangements and various other types of employment contracts.” She predicted that once the degree becomes established, “employess who have earned an MLS degree with be in greater demand and will earn higher salaries.”

Michelle Wimes, a Senior Vice President at Children’s Mercy, wrote that the MLS would provide “a much-needed avenue of education and for employees and employers in the greater KC area and beyond.” She said that with the training from the MLS degree, “employees would be better equipped to carry out” responsibilities in human resources, legal compliance, and healthcare policy. This training will offer employees “opportunities for advancement in their caeers,” and other employers beyond Children’s Mercy “would also find the MLS to be valuable for their employees.”

Joy Roberts, Interim Dean at the UMKC School of Nursing and Health Studies, reported that “many of our nursing graduates and our health sciences graduates enter administrative positions that require them to have a deep understanding of legal regulations.” The MLS would help these employees “be better equipped for their positions and even more valuable to their employing institutions.” She concluded that employers “will value the MLS degree and [she anticipated that] employees with the degree will be in greater demand and earn higher salaries.”

Andrew Talbert, managing partner at ELUX Capital Management, said that his team included people “whose responsibilites include needing more than a basic understanding of the legal process” as they “take land through the entitlement process, receive approvals, and ultimately develop properties.” He reported that he was “not aware of other schools yet offering the MLS program in the Kansas City area, so this seems like a great opportunity for UMKC to take a leap of leadership forward . . . to better equip students with a legal background in the business world.”

Finally, a letter of support from law professor Joel Friedman who has been working in the MLS area for some years now, confirms our assessment of market demand and the value of the degree. He reported having “received scores of unsolicited emails from students detailing how the [MLS] program had changed their life, both personally and professionally. So many of them recounted how they had received either raises, promotions, or new and better jobs because of (a) the skills they obtained in the programs; and (b) the presense of a Masters degree from a law school on their resume.” He said that his MLS program in Labor and Employment Law at Tulane Law School was so successful that Tulane asked him “to create additional programs” in the “areas of Energy Law, Environmental Law, and Title IX compliance.”

Copies of these letters of support are included as Appendix 2.

3.A.2. Student Demand for the Program

Nationally, student demand for the MLS degree is strong. This can be seen in overall trends in law school enrollments in programs that are non-JD programs. While this includes some LLM programs (which typically have the same CIP codes), nearly all of the online non-JD enrollment is in MLS programs. This table provides the aggregate annual enrollment in Non-JD programs and Non-JD online programs for all ABA accredited law school in the US.

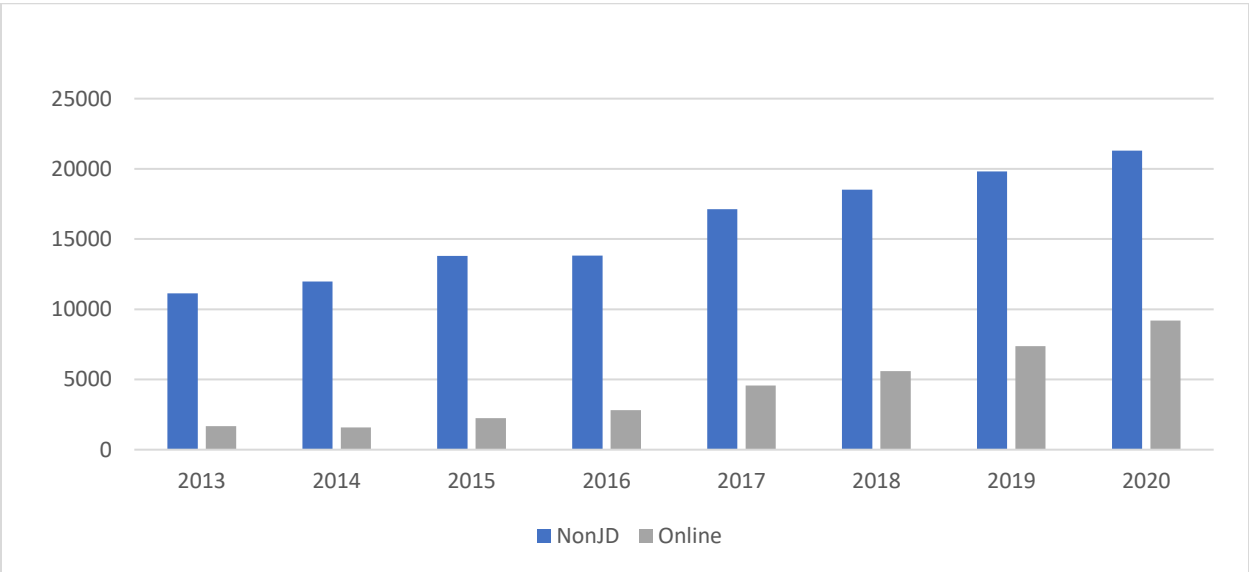
National Law School Non-JD and Non-JD Online Enrollment

	2013	2014	2015	2016	2017	2018	2019	2020
NonJD	11132	11974	13806	13826	17117	18523	19819	21292
Online	1677	1590	2239	2820	4558	5588	7378	9187

From 2013 to 2020, the total Non-JD enrollment has grown by 10,155 student or 91% (from 11,137 to 21,292). The online growth is even more dramatic, with growth of 448% from 2013 to 2020 (from 1,677 students to 9,187, an increase of 7,510 students).

The following chart provides a visual presentation of the national enrollment growth.

National Enrollment in Non-JD programs and Non-JD Online programs (ABA data)

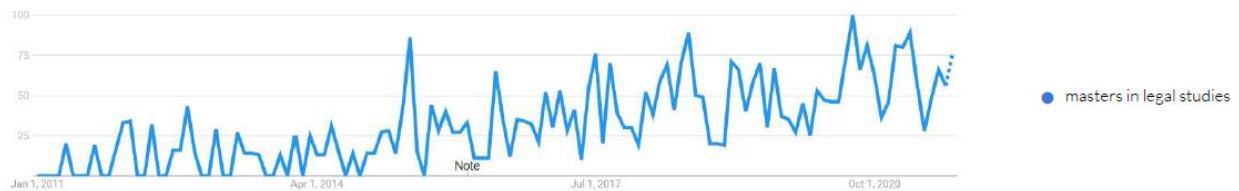


Internet search data confirms the strong demand for the MLS program. The following chart was developed by AllCampus and shows the average monthly searches for the MLS degree (or its equivalent). It also shows the number who are seeking online degree options and is based on data provided by Google Ads Keyword Planner.

MLS – Average Monthly Internet Searches

General Key Term	Avg. Monthly Searches	"Online" Qualified Search Volume
master of legal studies	1,600	720
mls degree	1,600	270
legal studies degree	590	320
mls programs	480	390
msl degree	390	40
master of science in law	260	30
master of studies in law	260	50
ms law	260	0
masters degree in legal studies	170	70
masters in law without law degree	110	0
ma in law	90	0
ms mls	90	0
mls masters	70	0
msl program	70	0
msls degree	70	0
Total	6,110	1,890

The searches for the MLS programs are trending upward over time, as can be seen in the following chart (also based on Google Ads Keyword Planner) that covers 2011-2021.



A final indication of market demand for the program is that Carolina Academic Press, AllCampus, and Everspring are willing to partner with the School of Law in developing and promoting the MLS program. These third parties are willing to invest hundreds of thousands of dollars into the partnership with the School of Law because their research and experience shows that there is a meaningful market for the MLS program and that UMKC is well situated for that market.

Table 1a. Student Enrollment Projections – First Ten Semesters (Spring start)

Semester:	1	2	3	4	5	6	7	8	9	10
New students	25	0	45	23	0	39	20	0	39	20
Continuing students	0	23	23	64	85	62	97	74	53	90
Total	25	23	68	87	85	101	117	74	92	110

These enrollment projections show total number of students enrolled in the program during the first ten semesters following implementation. New cohorts will start in both Spring and Fall semesters, but not in the Summer. All students are part-time; the program is designed for people who are working full-time. All students are new to the University because students will come from people currently working, not those who are currently students. The model used for projections assumes a 10% attrition rate after the first semester which, based on prior experience at the law school, is higher than what is likely to be the case. Because the program lasts five semesters, students graduate at different times, including after summer term, resulting in an uneven number of continuing students. The model presumes students will take summer school until they graduate.

Table 1b. Projected Number of Degrees Awarded Per Cohort

Cohort:	1	2	3	4	5	6	7	8	9	10
# of Degrees Awarded	23	41	21	35	18	35	18	39	19	41

Degrees awarded are projected by cohort because cohorts start in both the Spring and Fall semesters. The projections assume the 10% attrition assumption used above. The program will take five semesters (counting Summer term as a semester), so Spring matriculants are expected to graduate after the Spring semester the second year. Fall starters will graduate after the Summer semester of the second year. Of course, students may slow down the pace of their studies or choose not to enroll in Summer term and could graduate later than their cohort.

Table 1c. Projected Number of Degrees Awarded Per Academic Year

Year:	1	2	3	4	5	6	7	8	9	10
# of Degrees Awarded	0	23	41	56	53	57	60	61	61	61

Because the program will take five semesters to complete, and because the program will start in Spring 2024, the first cohort will graduate in Summer of 2025. No students will graduate in the first year. The second cohort, starting in Fall 2024, will graduate in Spring of 2026, year 3. Cohorts three and four will graduate in the fourth year of the program (Summer and Spring), and so on. As with the other projections, these numbers assume a 10% attrition rate, which likely to be higher than actual attrition.

3.B. Financial Projections

Financial projections for the MLS program were developed assuming the program would use Missouri Online for marketing. Enrollment projections came from Missouri Online based on their experience with other masters-level online degree programs in the Missouri Online portfolio and with the marketing investment included in the financial projections. Marketing costs in the first two years will be advanced by the Provost's

Office as an investment in the program, but that advance will be repaid through revenues generated in the first two years of the program.

The financial projections show that by the end of the second year, the program revenue will cover all of the direct costs associated with the program and will generate a positive net revenue of more than \$500,000. This will be sufficient to repay the marketing funds advanced in the startup phase of the program (years 0 and 1) and will produce nearly \$400,000 of cumulative net revenue after accounting for campus overhead. In years 3 through 7, the program will generate a net margin of between \$730,000 and \$875,000 depending on enrollment. By year 7, the cumulative net revenue to the campus after overhead will be more than \$4,000,000.

The details about the financial projections are included in the pro forma attached as Appendix 3.

3.B.1. Additional Resources Needed

Although the School of Law has expertise that can be used for the MLS program, launching the degree program requires investment in teaching resources, program administration, and marketing.

Teaching and Program Administration

After surveying the faculty and studying the teaching needs for the JD program, we determined that five courses for the MLS program could be taught by existing full-time faculty at the School of Law. This is possible in three ways: First, some faculty are willing and able to teach MLS students in courses that are currently being taught to JD students. While not all courses are suitable for this use, the School of Law has similar experience with courses taught to a combination of JD and LLM students and courses taught to JD students and graduate students from business, engineering, and other academic units. Second, some faculty members teach some small-enrollment courses that can be offered somewhat less often to make room for teaching an MLS course. Third, some faculty with administrative responsibilities who have been reduced teaching responsibilities are willing to take on an MLS course as part of their teaching package. The Associate Dean for Strategic Initiatives and Graduate Programs has an opening for a course and will teach in the MLS program. The Dean, who will be stepping down at the end of the 2023 academic year, will teach an MLS course when she returns to the faculty. In addition to a portion of the faculty salary and benefits attributable to the MLS courses (10% of the average faculty salary per course, plus benefits), the proposal includes three course development grants for full-time faculty.

The second source of teaching resources is the director of the MLS program, which will also have administrative responsibilities for the program. This position will be a full-time, non-tenure track position with a five-course teaching package and administrative responsibilities for oversight of the MLS program. Administrative responsibilities include supervising marketing and recruitment, supervision of adjuncts, advising students, and

working with the Dean and Associate Deans to ensure sufficient course offerings and coverage. The Provost has agreed to invest in the MLS program by providing salary for the director for the first year. By the second year the revenue from the program will cover the cost of the director.

The third source of teaching resources will be adjunct faculty. The School of Law has a robust program with adjunct faculty who are lawyers that bring practical and professional perspectives to the JD program. A similar model will be used for the MLS faculty in that adjuncts will be recruited from the professional ranks of those working with the professionals who can benefit from the MLS program. One difference, however, is that while the JD adjuncts volunteer their time to teach, the MLS adjuncts will be compensated as they will need to have training and develop online teaching skills to teach in the program. Based on market research of what other MLS programs are paying adjunct faculty, we plan to pay them \$5000 per course. In addition, the financial projections include ten stipends of \$5000 each for course development.

Marketing Resources

Marketing will be provided by Missouri Online, which has experience marketing UM System online programs. Missouri Online also works with an established digital marketing company, Carnegie, that has significant experience in marketing online academic programs. Missouri Online will help to develop marketing content and will work with Carnegie to optimize that content for use in the digital promotion of the program. The budget used for financial projections includes \$75,000 for marketing in year 0 and year 1, the startup phase of the program, and then reduces the marketing budget somewhat in the following years as revenue grows to support moving the budget back to \$75,000 per year. The Provost Office has agreed to advance funds as needed during this startup phase with the understanding that as revenues grow, the startup marketing costs will be repaid.

As part of the development of the MLS proposal, UMKC School of Law met with three third-party providers who work in the online marketing area: AllCampus, Carolina Academic Press, and Everspring. Two proposals were submitted for marketing in exchange for a 35% profit sharing agreement, and one proposal was submitted using a fee-for-service model. After discussions with Campus leadership and with Missouri Online, it was determined that the optimum balance of cost and risk-bearing was to use Missouri Online for marketing the MLS program.

3.B.2. Revenue

The revenue for the program will be generated by educational fees. New student enrollment is projected to start with 25 students in the Spring semester of year 1, growing to 91 in year two, and 120 year three. By year six, the program will regularly have more than 120 students. Because this is a part-time program, students will be enrolled for five semesters (including summer term), so that total head count includes both new and continuing students. The enrollment projections assume a 10% attrition

rate, which is likely to be higher than actual attrition. The School of Law has attrition well below 5% in both its JD and LLM programs.

Based on these enrollment projections assuming an educational fee of \$695 per hour and scholarship allowances of 10% of revenue, the program will generate \$234,563 in revenue in year one, more than \$850,000 of revenue in year two, and by the third year and thereafter will produce more than \$1,000,000 in revenue per year.

3.B.3. Net Revenue

By the second year the MLS program will produce enough revenue to cover all of its costs and leave direct margin of more than \$500,000. The cumulative direct margin by the second year will be more than \$470,000, and the cumulative margin after campus overhead will be nearly \$400,000. Thus, by the second year the program will be producing significant net revenue and covering all of its costs, including the startup costs for marketing. By year seven, the net revenue is consistently greater than \$700,000, and the cumulative marginal net revenue to the campus is more than \$4.4 million, with cumulative marginal net revenue after overhead above \$4 million.

Detailed projections and expenses are included in the pro forma attached as Appendix 3. A year-by-year summary for the first five years of the program after launch is provided in Table 2, below.

Table 2. Financial Projections for Proposed Program for Years 1 Through 5.

	Year 1	Year 2	Year 3	Year 4	Year 5
1. Expenses per year					
A. One-time					
<i>New/Renovated Space</i>					
<i>Equipment</i>	2500				
<i>Library</i>					
<i>Consultants</i>					
<i>Other- Course Dev. Grants (4)</i>	21,530	21,530	21,530		
Total one-time	24,030	21,530	21,530	0	0
B. Recurring					
<i>Faculty</i>	111,100	149,900	173,298	197,572	201,523
<i>Staff</i>					
<i>Benefits</i>	39,442	49,061	51,303	53,621	54,394
<i>Supplies</i>	250	255	260	265	271
<i>Library</i>					
<i>Other - Marketing</i>	75,000	65,000	65,000	70,000	75,000
Total recurring	225,792	264,216	289,861	321,458	331,188
Total expenses (A+B)	249,822	285,746	311,391	321,458	331,458

2. Revenue per year					
<i>Tuition/Fees</i>	234,563	853,808	1,125,900	1,050,840	1,097,753
<i>Institutional Resources</i>					
<i>State Aid -- CBHE</i>					
<i>State Aid -- Other</i>					
Total revenue	234,563	853,808	1,125,900	1,050,840	1,097,753
3. Net revenue (loss) per year	(15,259)	568,062	814,509	729,382	766,295
4. Cumulative revenue (loss)	(15,259)	552,803	1,367,312	2,096,694	2,862,989

3.B.4. Academic and Financial Viability

Academic and financial viability numbers are provided below. The UMKC School of Law has most of the resources it needs to create a vibrant, active learning environment. For student enrollment to be academically viable, cohorts should have at least eight students entering in the Spring and Fall Semesters. Because the program is part-time over five semesters, in a two-year cycle there would be four cohorts starting, for total enrollment of 32 students.

To reach break-even at year five, the enrollment would need to be somewhat higher, 36 students (although with a smaller enrollment it is likely that fewer adjuncts would be needed, thereby reducing costs). With enrollment of 36 students the program would generate \$337,000 in revenue which would cover the \$331,000 in costs.

For both academic and financial viability, the program needs to reach enrollment of 36 students (with the assumptions for scholarship discounting and without any reduction in anticipated expenses).

The academic and financial viability numbers are reported in Table 3, below.

Table 3. Enrollment for Academic and Financial Viability

Viability	Minimum Enrollment
Academic	32
Financial	36
Overall	36

3.C. Business Plan: Marketing, Student Success, Transition & Exit Strategies

3.C.1. Marketing Plan

The UMKC School of Law will work with Missouri Online to develop and implement a specific marketing plan. Although much of this work will be done after the program is approved, Missouri Online has reported that it has more than adequate marketing expertise, and resources to prepare a digital marketing campaign. Missouri Online uses Carnegie, a marketing company, to assist with development of the plan and placement of digital advertising. Both Missouri Online and Carnegie have experience with, and will use, Search Engine Optimization. The MLS program will have a dedicated webpage and marketing will use digital advertising to drive traffic to the website. UMKC plans to opt into the Missouri Online Student Lifecycle Support services so that dedicated Missouri Online student services professionals will help in recruitment and assist students with applying to the program.

The proposed budget includes an initial \$75,000 for marketing in year 0 to prepare the website and other materials and to start recruitment for the first cohort of MLS students. This budget continues in year 1, but then is reduced somewhat in years 2 and 3 to conserve resources and help to ensure profitability. As enrollment grows and revenue increases, additional funds are invested in marketing starting in year four and thereafter.

Missouri Online projects that enrollment will grow quickly with this marketing plan and budget, with incoming enrollment growing to 68 students in year two with total enrollment of 90 students. By year 3 Missouri Online predicts enrollment of 120 students.

3.C.2. Student Success Plan

The UMKC School of Law has very low attrition rates in the JD and LLM programs. Last year, the attrition in the JD program was 5 students for non-academic reasons and 6 for academic reasons out of a total of 438 students for an overall attrition rate of 2.5% and an academic attrition rate of only 1.4%. The LLM program is smaller but also has very low attrition rates. The financial projections were made assuming an attrition rate of 10%, but the School of Law, based on its experience in the JD and LLM programs, expects that it will retain more than 90% of matriculating students through graduation.

The UMKC School of Law's high retention is in part because of the very strong sense of community it has developed that supports students and shows them that they are valued. In addition, the School of Law has been providing outstanding academic support for at-risk students for over 30 years and has been using a supplemental instruction model for nearly that long. The culture of support will benefit MLS students as it has JD and LLM students. The academic support program will be available to at-risk MLS students. While this program was originally designed for the JD students, as the LLM enrollment increased and as the need for academic support for international LLM

students became apparent, academic support programming and individual coaching was extended to LLM students. As the School of Law gains experience with the MLS students, it will extend academic support to MLS students and optimize the manner in which it is provided, including academic support programming, individual coaching, and possible use of supplemental instruction.

Missouri Online also will provide support for student success through the Student Lifecycle Support services provided to UMKC online students, including those in the MLS program. Although UMKC did not initially opt for these services, the Provost has made a commitment that UMKC will opt into those services as part of the Campus support for the MLS program.

3.C.3. Transition Plan

The individual primarily responsible for the program at inception will be Jeffrey E. Thomas, Associate Dean for Strategic Initiatives and Graduate Programs. Once the MLS program is approved, the School of Law will hire a director for the program and that person will become the person primarily responsible for it. Should Associate Dean Thomas leave the University, Dean Barbara Glesner Fines, who is stepping down from the Deanship at the end of academic year 2023, would be the ideal person to take over responsibility for the program until the director is in a position to do so. Dean Glesner Fines has been intimately involved in the development of the program and is planning to teach the required Professional Ethics course in the program. Alternatively, two experienced faculty members, Professors Rana Lehr-Lehnardt and Michael Tripp, have been significantly involved in the development of the program and could be asked to assist in its implementation if Associate Dean Thomas and Dean Glesner Fines were unavailable.

3.C.4. Exit Strategy

The UMKC School of Law will carefully monitor enrollments and expenses associated with the MLS program. If enrollment substantially underperforms expectations, it will evaluate the program to determine the optimal response. As the program starts, there are possible expenses that could be reduced or avoided, such as the hiring of adjunct faculty. The level of market demand for the different emphasis areas will be evaluated and if an emphasis area is not in sufficient demand, it may be suspended or discontinued, with resources from that emphasis area being reallocated to an emphasis area of greater demand.

The UMKC School of Law will also carefully monitor the effectiveness of the marketing campaign, and if it is not successful, will consider alternatives. In the course of developing the MLS program the UMKC School of Law reviewed and considered marketing proposals from All Campus, Carolina Academic Press, and Everspring, and should marketing efforts by Missouri Online underperform expectations, the School of Law may consider proposals from those, or other, vendors.

Should the program underperform to the extent that after five years it is operating at a deficit, or if it were to so underperform that it had a substantial deficit prior to the five-year mark, the School of Law, after developing a teach-out plan for MLS students, would discontinue the program and focus on other revenue-generating initiatives. One of the primary reasons for developing the MLS program was to develop a new stream of revenue for the law school; if that does not happen then the law school would discontinue it.

4. Institutional Capacity

The UMKC School of Law has expertise, a strong brand, and some capacity to support the MLS program. The School of Law has had a small LLM program since the 1950s, and in 2007, restructured that program to meet the needs of students whose first degree in law was earned outside of the United States. To support that restructuring, several required LLM classes were developed with elective classes being offered from the JD curriculum. Although the MLS model is not exactly the same, it has some similarities in that a core of required MLS classes are being developed and that some (although not all) elective classes will be offered to both JD and MLS students. The experience with the LLM has helped build institutional capacity for developing the MLS program.

The Associate Dean for Strategic Initiatives and Graduate Programs was the person responsible for restructuring of the LLM program and promoting its growth to 20-30 students. He continues to have oversight responsibility for the program. In addition, the Associate Dean for Strategic Initiatives and Graduate Programs is responsible for developing the MLS program, will teach in the MLS program, and will have oversight responsibility for it. During the pandemic, the Associate Dean for Strategic Initiatives was certified as an online teacher and provided training and mentoring for the law faculty to become certified as well. Nearly all of the law faculty were certified as online teachers in 2020.

The Associate Dean for Strategic Initiatives will be assisted by a Director of the MLS program who will be hired in the first year of the MLS program. This will be a full-time, non-tenure track position. The position will have administrative responsibilities for direct oversight and management of the program and responsibility for teaching five courses in the program. The person will have demonstrated expertise in online teaching, a masters or JD degree, experience with higher education program management and teaching experience. Preferred qualifications for this person include experience in legal education, experience with MLS programs or students, teaching experience in law, and marketing or recruiting experience.

The current curriculum at the School of Law includes a number of courses that would be appropriate for MLS students. For example, Health Law I and Health Law II would be appropriate for an MLS student with an emphasis in Health Law. These two courses have been offered in the past few years in an online modality and will be made available for MLS students to enroll alongside JD students. While this introduces some challenges because their backgrounds are different, the School of Law faculty has

addressed similar challenges with LLM students whose background is different from the JD students. On the other hand, this offers a richer learning environment for the JD students because the MLS students will come from the health care field which will provide an opportunity for interaction between them and law students. We expect that five to as many as ten courses can be offered in conjunction with JD students, or by those who teach in the JD program offering an MLS course within their course package (by putting a JD course into a multi-year rotation with other course offerings).

The School of Law also has some capacity in existing faculty and administration. The Associate Dean for Strategic Initiatives and Graduate Programs has an opening for a new course in his teaching package and the current Dean, who will be stepping down from the Deanship at the end of the academic year, plans to teach and MLS course as part of her teaching package upon her return to the full-time faculty.

The full-time faculty and the Director of the MLS program will be supplemented by hiring of adjunct faculty. Although the School of Law uses unpaid adjuncts in the JD program, the school plans to hire and pay adjuncts who teach in the MLS program because of the online modality. The budget includes development grants for both full-time and adjunct faculty to develop online courses for the MLS program. Adjunct faculty will be trained and certified as online teachers and their courses will be certified. Using adjunct faculty in the early years requires less capital investment, reduces financial risk, and makes the program more scalable and flexible. Once enrollment is sufficient and consistent, the School of Law plans to aggregate adjunct positions into one or more full-time faculty positions.

5. Program Characteristics

5.A. Program Outcomes

The program outcomes for the MLS are similar to those for the JD program tailored to the needs of working professionals working with legal issues who are not trained to be lawyers and are not qualified to be licensed as practicing attorneys. The program outcomes for the MLS program are as follows:

1. Knowledge. To demonstrate mastery of core doctrinal knowledge relevant to the delivery of legal services in industry settings.
2. Legal analysis. To demonstrate competency in objective legal analysis.
3. Legal research. To demonstrate competency in effective legal research.
4. Legal writing. To demonstrate competency in professional writing involving legal issues in industry settings.
5. Professional work environment. To demonstrate the ability to work with people in a professional environment; in particular, the ability to recognize the need for attorney assistance and the ability to work effectively with attorneys and regulators.

6. Professional ethics. To demonstrate the ability to identify ethical constraints in the delivery of legal services by non-lawyer professionals.

The expectation is that many students in the program will have work experience with legal issues and consequently will have varying levels of knowledge and skills at the time of entry. The objectives of the program are to improve all students' knowledge and skills and to reach mastery of knowledge in the core areas for that student's career path and to competency (or better) in skills of legal analysis, legal research and legal writing. These legal skills are the most impactful for graduates as most will have had relatively little training specific to these skills. Additionally, the program will enhance professional's abilities to engage with attorneys and regulators and appreciate and observe ethical boundaries in these interactions.

5.B. Program Design & Content

Design process.

The MLS program was designed as an adaptation of the JD and LLM programs for a broader audience. The JD program, which is a long-established, three-year program at UMKC School of Law and is subject to rigorous accreditation review by the American Bar Association (under a delegation of authority from the U.S. Department of Education), prepares students for professional licensure as attorneys at law. The LLM program at UMKC School of Law, which is a one-year master's program, has been offered since 1956, and in 2007 was adapted to meet the needs of international students who had already received a first degree in law. Both programs teach U.S. law and legal skills to students using a highly engaged pedagogy. The MLS program builds on the success of these programs and is designed to reach similar objectives.

In addition to the current degree programs, UMKC School of Law provides hundreds of hours of continuing legal education to lawyers and other professionals. Those involved in the continuing legal education programs have provided useful input in the program design for the MLS. In addition, faculty members at the School of Law who teach in the target subject areas, several of whom have many years of practice experience in those areas, were involved in the program design.

Finally, in designing the MLS program, the School of Law has reviewed the curricular offerings at other law schools for similar programs.

The MLS program will be a 30-credit-hour master's degree program offered in an online and hybrid modality to accommodate those who maintain full-time jobs. The typical semester load will be approximately 6 credit hours. The program will be offered in Fall, Spring, and Summer and designed so that a student can complete the program in five semesters (counting summer as a semester). Twelve credit hours will be required, and eighteen credits will be elective. Emphasis sub-degrees will require 12 credits of the 18 elective credits to be within an emphasis area.

Like the JD and the LLM programs, the MLS program will require that students earn a 2.0 grade point average to qualify for graduation. If the student's GPA falls below 2.0, the student will be provided additional academic support and put on probation with an opportunity to bring the GPA back up to 2.0 by the end of the next semester. If the student cannot bring the GPA back to 2.0 in the next semester, the student will be dismissed. Like the JD and LLM programs, the student can seek readmission after dismissal by petitioning the Student Affairs Committee.

The MLS program is designed to be independent from the JD program even though in some instances MLS students may be in classes with JD students. Credits earned in the MLS program will not transfer to the JD program, and we do not expect students to move from one program to the other, though that may happen in some cases where a student in the MLS program desires more intensive legal training and licensure as a lawyer, or where a student in the JD program decides to leave that program but enters the MLS program to pursue a career path that involves some legal training and expertise but does not require licensure.

Required Courses

The MLS program has three categories of required courses, foundational, advanced, and capstone, for a total of 14 credits. The introductory courses are designed to build a foundation of understanding and skills to prepare students for elective courses. The JD and the LLM programs have similar introductory required courses (e.g., the JD degree requires LAW 8531 Lawyering Skills I and LAW 8432 Lawyering Skills II while the LLM degree requires LAW 8730I Introduction to the American Law and Culture; and LAW 8531I Common Law, Legal Analysis & Writing). The introductory required courses for the MLS are:

1. U.S. Legal Framework (2 credits)
2. Legal Method (3 credits)
3. Professional Writing with Legal Issues (3 credits)
4. Legal Research (1 credit)

The advanced required course is Professional Ethics (2 credits). Although this course is labeled as an advanced required course, that is primarily to distinguish it from foundational courses. Although most students will take the course after the foundational courses are completed, it may be offered to some students still enrolled in foundational required courses. The Professional Ethics course is modeled on the required Professional Responsibility course for JD students, adapted to the needs and perspectives of MLS students.

The capstone courses are designed to provide all students with capstone experiences for their studies. Students in the MLS program are likely to be working in a field that handles some legal issues. The LAW 8749 Learning from Practice course is currently offered in the JD program as a means to provide an academic framework to help capture and reflect on the learning that comes from an internship experience. A similar

course will be offered to MLS students to provide a framework to help capture and reflect on learning in the students' work environments.

Similar to the graduation requirement for the LLM degree (LAW 8743F LLM Capstone Portfolio), the Capstone Portfolio course requires the MLS student to assemble a portfolio reflecting the knowledge and skills they have developed during the MLS program. This portfolio provides a mechanism for reflection and is presented to a committee that includes faculty and professionals in the fields served by the MLS.

The capstone required courses are:

1. Learning from Practice Seminar (1 credit)
2. Capstone Portfolio (2 credits)

Elective Courses

The elective courses allow students to specialize in one area or to take a more generalized approach. Some courses will be designed specifically for MLS students, but some will be offered to MLS students to take with JD and/or LLM students. Courses from the current School of Law catalog that could be used for elective credit are listed below. Those that are in **bold** type are already online. Those that are underlined are in the process of moving online. Other courses will need to be adapted to an online format. Others may be provided as in-person or hybrid electives for interested MLS students. The need for specialized upper-level courses to support the JD program, along with a trend toward smaller enrollments nationwide and at UMKC, means that some law school courses have excess capacity that could be used for the MLS program. A robust volunteer adjunct faculty, who enthusiastically provide specialized courses capitalizing on their expertise, permits the School of Law to provide these small courses with no impact on our compensation budget. While core adjunct faculty in the MLS program will be paid to support their development of online coursework, we anticipate that many of our volunteer adjunct faculty would welcome MLS students with experience in their fields into their upper-level courses.

Courses Currently Offered by School of Law

1. **LAW 8764 Administrative Law** (3 credits)
2. LAW 8643T Advanced Legal Research: Transactional Law (1-2 credits)
3. **LAW 8605 Antitrust and Fair Competition Law** (2-3 credits)
4. LAW 8643C Competitive Business Intelligence and Transactional Research (1 Credit)
5. LAW 8707B Advanced Legal Writing: Business Contract Drafting (3 credits)
6. LAW 8707J Advanced Legal Writing: Compliance Drafting (3 credits)
7. LAW 8912 Client Interviewing (1-3 credits)
8. LAW 8532I Introduction to American Legal Skills (counseling, negotiation, adr) (2-3 credits)

9. LAW 8815R Disabilities and the Law (2-3 credits)
10. LAW 8813 Employment Discrimination Law (2 credits)
11. LAW 8814R Employment Law (2-3 credits)
12. LAW 8773C Environmental Compliance Auditing and Permitting (3 credits)
13. LAW 8903 Fundamentals of Legal Investigations (2 credits)
14. **LAW 8793A Health Law I: Liability and Quality Issues in Health Care** (2-3 credits)
15. **LAW 8793B Health Law II: Regulation, Organization and Finance** (2-3 credits)
16. **LAW 8746R Independent Study** (1-3 credits)
17. **LAW 8760 Insurance Law** (2 credits)
18. LAW 8639 Legal Practice Technology Skills (1 credit)
19. **LAW 8639B Legal Tech-Competency Training** (1 credit)
20. LAW 8902 Topics and Cases Related to In-House Counsel (1 credit)
21. LAW 8921 Selected Projects in Law, Technology and Public Policy (1-6 credits)

New Courses

To support the MLS program, the following new courses are being developed. Those in **bold** are first priority for development, those that are underlined are second priority, and those in regular typeface are third priority:

1. **Corporate Compliance** (3 credits)
2. Drafting Policies and Procedures (1 credit)
3. Employment Dispute Investigation and Mediation (2 units)
4. Health Care Compliance (2 credits)
5. **Professional Ethics** (2 credits)
6. **Fraud and Abuse** (2 credits)
7. **Health Information Management** (2 credits)
8. **EEO Compliance** (2 credits)
9. Public Health Care Management (2 credits)
10. **Privacy Regulation** (2 credits)
11. Regulatory Compliance (2 credits)

Course Sequencing and Offering

The MLS program and its emphasis areas will be phased in over time. By year three, the full curriculum should be developed and offered. Each year additional courses (identified in **bold type**) will be added to the curriculum. Many of these courses are pre-existing courses (as noted above).

Year One

- Fall semester:
 - U.S. Legal Framework (2 credits)
 - Legal Method (3 credits)
 - Electives
 - Legal Tech-Competency Training (1 credit)
 - Insurance Law (2 credits)
- Spring semester
 - Professional Writing with Legal Issues (3 credits)
 - Legal Research (1 credit)
 - Electives
 - Antitrust and Fair Competition (2-3 credits)
 - Health Law II (Regulation, Organization & Finance) (2-3 credits)
 - Legal Tech-Competency Training (1 credit)
 - EEO Compliance (2 credits)
- Summer (all electives)
 - Professional Ethics (2 credits)
 - Legal Tech-Competency Training (1 credit)
 - Privacy Regulation (2 credits)
 - Corporate Compliance (3 credits)

Year Two

- Fall semester
 - U.S. Legal Framework (2 credits)
 - Legal Method (3 credits)
 - Electives
 - Legal Tech-Competency Training (1 credit)
 - Insurance Law (2 credits)
 - **Administrative Law (3 credits)**
 - **Health Law I (Liability and Quality) (2-3 credits)**
 - **Health information Management (2 credits)**
 - **Employment Discrimination Law (2 credits)**
 - **Compliance Drafting (3 credits)**
 - **Interviewing and Counseling (2 credits)**
 - **Introduction to Legal Skills (2 credits)**
 - Learning from Practice Seminar (1 credit)
- Spring semester
 - Professional Writing with Legal Issues (3 credits)
 - Legal Research (1 credit)
 - Electives
 - Antitrust and Fair Competition (2-3 credits)
 - Health Law II (Regulation, Organization & Finance) (2-3 credits)

- Legal Tech-Competency Training (1 credit)
 - Human Resources Compliance (2 credits)
 - **Environmental Compliance, Auditing and Permitting (3 credits)**
 - **Fraud and Abuse (2 credits)**
 - **Health Care Compliance (2 credits)**
 - **Drafting Policies and Procedures (1 credit)**
 - **Employment Dispute Investigation and Mediation (2 credits)**
- Capstone Portfolio (2 credits)
- Summer (all electives)
 - Professional Ethics (2 credits)
 - Legal Tech-Competency Training (1 credit)
 - Privacy Regulation (2 credits)
 - Corporate Compliance (3 credits)
 - **Regulatory Compliance (2 credits)**
 - **Public Health Care Management (2 credits)**

Year Three

- Fall semester
 - U.S. Legal Framework (2 credits)
 - Legal Method (3 credits)
 - Electives
 - Legal Tech-Competency Training (1 credit)
 - Insurance Law (2 credits)
 - Health Law I (2-3 credits)
 - Health information Management (2 credits)
 - Employment Discrimination Law (2 credits)
 - Compliance Drafting (3 credits)
 - Interviewing and Counseling (2 credits)
 - Introduction to Legal Skills (2 credits)
 - **Employment Law (2-3 credits)**
 - **Competitive Business Intelligence and Transactional Research (1 credit)**
 - Learning from Practice Seminar (1 credit)
- Spring semester
 - Professional Writing with Legal Issues (3 credits)
 - Legal Research (1 credit)
 - Electives
 - Antitrust and Fair Competition (2-3 credits)
 - Health Law II (2-3 credits)
 - Legal Tech-Competency Training (1 credit)
 - Human Resources Compliance (2 credits)

- Environmental Compliance, Auditing and Permitting (3 credits)
 - Health Care Compliance (2 credits)
 - Drafting Policies and Procedures (1 credit)
 - Employment Dispute Investigation and Mediation (2 credits)
 - **Advanced Legal Writing: Contract Drafting (3 credits)**
 - **Disabilities and the Law (2-3 credits)**
 - **Fundamentals of Investigations (2 credits)**
- Capstone Portfolio (2 credits)
- Summer (all electives)
 - Professional Ethics (2 credits)
 - Legal Tech-Competency Training (1 credit)
 - Privacy Regulation (2 credits)
 - Corporate Compliance (3 credits)
 - Regulatory Compliance (2 credits)
 - Public Health Care Management (2 credits)
 - **Advanced Legal Research: Transactional Law (1-2 credits)**
 - **Topics and Cases Related to In-House Counsel (1 credit)**

Year Four

- Fall semester
 - U.S. Legal Framework (2 credits)
 - Legal Method (3 credits)
 - Electives
 - Legal Tech-Competency Training (1 credit)
 - Insurance Law (2 credits)
 - Health Law I (2-3 credits)
 - Health information Management (2 credits)
 - Employment Discrimination Law (2 credits)
 - Compliance Drafting (3 credits)
 - Interviewing and Counseling (2 credits)
 - Introduction to Legal Skills (2 credits)
 - Employment Law (2-3 credits)
 - Competitive Business Intelligence and Transactional Research (1 credit)
 - Learning from Practice Seminar (1 credit)
- Spring semester
 - Professional Writing with Legal Issues (3 credits)
 - Legal Research (1 credit)
 - Electives
 - Antitrust and Fair Competition (2-3 credits)
 - Health Law II (2-3 credits)

- Legal Tech-Competency Training (1 credit)
- Human Resources Compliance (2 credits)
- Environmental Compliance, Auditing and Permitting (3 credits)
- Health Care Compliance (2 credits)
- Drafting Policies and Procedures (1 credit)
- Employment Dispute Investigation and Mediation (2 credits)
- Contract Drafting (3 credits)
- Disabilities and the Law (2-3 credits)
- Fundamentals of Investigations (2 credits)
- Capstone Portfolio (2 credits)
- Summer (all electives)
 - Professional Ethics (2 credits)
 - Legal Tech-Competency Training (1 credit)
 - Privacy Regulation (2 credits)
 - Corporate Compliance (3 credits)
 - Regulatory Compliance (2 credits)
 - Public Health Care Management (2 credits)
 - Advanced Legal Research: Transactional Law (1-2 credits)
 - Topics and Cases Related to In-House Counsel (1 credit)

5.C. Program Structure

The MLS program is a part-time, online, 30 credit hour program. It will be offered with Spring and Fall starts and students are expected to take six credit hours per semester and to complete the degree in five semesters (counting summer term as a semester).

The program has fourteen required credits. Nine of those credits are in foundational courses: U.S. Legal Framework (2 credits), Legal Method (3 credits), Professional Writing with Legal Issues (3 credits), and Legal Research (1 credit). Two credits are associated with the advanced requirement of Professional Ethics (2 credits). Three credits are earned in capstone courses: Learning from Practice Seminar (1 credit) and the Capstone Portfolio (2 credits).

The following table shows sample course sequences for students with different emphases based on the curriculum in year two. There will likely be greater variety in year three with more course offerings. Courses that are in shaded cells are electives. Some courses, such as Insurance Law and the Professional Ethics can satisfy more than one emphasis area.

General MLS	Health	Human Resources	Compliance
Fall 1	Fall 1	Fall 1	Fall 1
US Legal (2)	US Legal (2)	US Legal (2)	US Legal (2)
Legal Method (3)	Legal Method (3)	Legal Method (3)	Legal Method (3)
Insurance Law (2)	Insurance Law (2)	Insurance Law (2)	Insurance Law (2)
Spring 1	Spring 1	Spring 1	Spring 1
Prof Writing (3)	Prof Writing (3)	Prof Writing (3)	Prof Writing (3)
Leg Res (1)	Leg Res (1)	Leg Res (1)	Leg Res (1)
Antitrust (2-3)	Health II (2-3)	HR Compl (2)	Antitrust (2-3)
Summer 1	Summer 1	Summer 1	Summer 1
Professional Ethics (2)	Professional Ethics (2)	Professional Ethics (2)	Corp Compl (3)
Priv Reg (2)	Priv Reg (2)	Priv Reg (2)	Tech Comp (1)
Fall 2	Fall 2	Fall 2	Fall 2
Employ Discrim (2)	Health Law I (2-3)	Employ Discrim (2)	Employ Discrim (2)
Compl Drafting (2)	Health Info Mgmt (2)	Compl Drafting (2)	Compl Drafting (2)
Couns, Interv (2)	Couns, Interv (2)	Couns, Interv (2)	Couns, Interv (2)
Learning from Pra (1)	Learning from Pra (1)	Learning from Pra (1)	Learning from Pra (1)
Spring 2	Spring 2	Spring 2	Spring 2
Capstone Portf (2)	Capstone Portf (2)	Capstone Portf (2)	Capstone Portf (2)
Drafting Policies (1)	Health Compl (2)	Emp Dispute (2)	Envir Compl (3)
Employ Dispute (2)	Drafting Policies (1)	Drafting Policies (1)	Drafting Policies (1)
Tech Comp (1)	Tech Comp (1)	Tech Comp (1)	

5.C.1. Program Structure Form

1. **Total Credits Required for Graduation:** 30
2. **Residence requirements, if any:** None
3. **General education**
 - a. Total general education credits: Not applicable

4. Major/Degree Requirements

- a. Total credits specific to degree: 11 credits

Courses (specific course or distribution area and credit hours):

Course	Hrs	Course	Hrs	Course	Hrs
US Legal Framework	2	Legal Method	3	Professional Writing	3
Legal Research	1	Professional Ethics	2		

5. Free elective credits

- a. Total free elective credits: 16 credits

6. Requirement for thesis, internship or other capstone experience:

Learning from Practice Seminar (1 credit); Capstone Portfolio (2 credits)

7. Any unique features such as interdepartmental cooperation:

No, although at some point the University of Missouri – Columbia School of Law may participate.

5.D. Program Goals and Assessment

The goals for the MLS program are:

1. To provide knowledge and skills related to law that will improve students' performance in their jobs in which they interact with law and legal issues.
2. To provide knowledge and skills related to law that will prepare students to advance in a career path in which they interact with law and legal issues but do not function as lawyers.

To achieve these two goals, the MLS program has the following student learning outcomes. All six outcomes are related to both goals.

1. Knowledge. To demonstrate mastery of core doctrinal knowledge relevant to the delivery of legal services in industry settings.
2. Legal analysis. To demonstrate competency in objective legal analysis.
3. Legal research. To demonstrate competency in effective legal research.
4. Legal writing. To demonstrate competency in professional writing involving legal issues in industry settings.

5. Professional work environment. To demonstrate the ability to work with people in a professional environment; in particular, the ability to recognize the need for attorney assistance and the ability to work effectively with attorneys and regulators.
6. Professional ethics. To demonstrate the ability to identify ethical constraints in the delivery of legal services by non-lawyer professionals.

On an annual basis, the person with supervisory responsibility (Associate Dean or director) will meet with a committee of faculty members who teach in the MLS program to consider how well the program reaches its goals and the student learning outcomes. This annual assessment may include review of particular courses, emphasis areas, or a specific goal or learning outcome. This annual assessment will be used to produce an annual assessment report for UMKC's assessment program.

In addition to data from courses and from the capstone portfolio process (in which students demonstrate how their learning experiences have met the learning outcomes), the MLS program will conduct an annual graduate survey to get student feedback on the program's achievement of the goals and the learning outcomes. The program will also conduct an employer survey every third year to get employer perspective on the goals and the learning outcomes. Finally, in addition to a survey upon graduation, alumni in the program will be surveyed every other year to assess the impact of the program over a longer time-horizon.

The success of the program will be measured by student success in the courses, through student reflection in the Learning from Practice Seminar, student presentations and reflection in their individual portfolios and presentations, and from the surveys.

Students will not seek licensure, although in some cases (e.g. human resources) students may qualify to take certain specialization examinations. The goal for retention is 90% or more (the financial projections assume 90% retention) and that all retained students will graduate. Because this program is designed for those working in fields that would benefit from the MLS and students can keep their jobs, the expectation is that students will typically keep the job that they have and, when appropriate, seek promotion within that field.

5.E. Student Preparation

The MLS program is designed for working professionals who would benefit from greater knowledge of law and from improved legal skills. Such professionals should have an undergraduate degree in any discipline, and some work experience in a field in which they deal with law or law-related issues.

The admissions process will be similar to other law-related programs in that it will ask about academic experience, seek academic performance metrics (such as GPA), ask for a personal statement and for a letter of recommendation. The main difference

between the application process for the MLS and the JD degree is that the MLS does not require students to take the Law School Admissions Test (or the Graduate Record Examination).

To be successful, students should have good analytical skills as well as good research and writing skills. The demands of the MLS are not as rigorous as the JD program, but still require skills that are reflected by strong academic performance.

5.F. Faculty and Administration

The person with primary responsibility for supervision and success of the program will be Jeffrey E. Thomas, Associate Dean for Strategic Initiatives and Graduate Studies. In addition, a full-time director will be hired who will have day-to-day administrative responsibilities for the MLS program and will teach five courses in the program. The Director will devote 100% of his or her time to the program, and Associate Dean Thomas is expected to devote 25% of his time to the program.

The instructional needs will be met by a combination of full-time faculty, the director, and adjunct teaching. Full-time law school faculty will teach in the program as part of their teaching load. Some will teach MLS courses in place of a JD course that will be taught in a rotation in their current load. Others will teach courses for a combination of MLS and JD students. The current planning is that five or more courses will be covered by full-time faculty. The Director of the MLS program will teach five courses in the program. Additional courses will be taught by adjuncts phased in over time. The current plan is to add two adjuncts in the second year of the program, four more in the third year, and four in the fourth year.

The following faculty have expressed a willingness to teach in the program. Percentage of time devoted depends on what other work responsibilities are included in the portfolio, whether the faculty member also has research responsibilities, and whether the course is taught solely to MLS students or if it is a course that combines MLS and JD students. The typical teaching package for a full-time, tenured or tenure-track faculty member is four courses. Such faculty members also have research and service responsibilities. A course taught by a full-time, tenured or tenure-track faculty member represents 10% of that faculty member's time if the course is for MLS students only, or if the course is combined JD/MLS students it represents 2% of the faculty time. Full-time non-tenure track faculty generally teach five courses and typically teach one or more writing-intensive or clinical courses. An MLS course taught by a full-time, non-tenure track faculty represent approximately 16% of that faculty member's time, or if the course is combined JD/MLS approximately 4% of that faculty member's time.

From the group working on program design, the teaching expectations are as follows:

Jeffrey E. Thomas, Associate Dean for Strategic Initiatives and Professor of Law (1
MLS course, 1 combined MLS/JD course) 12%
Ann Marie Marciarille, Emeritus Professor of Law (2 combined courses) 4%

Rana Lehr-Lehnardt, Associate Teaching Professor of Law (1 course) 16%
Irma Russell, Edward A. Smith/Missouri Chair in Law, The Constitution and Society and
Professor of Law (1 combined course) 2%
Michael Tripp, Clinical Professor of Law (1 course) 16%

From the group not directly involved in the program design who expressed a willingness to teach in the program:

Edward Cantu, Associate Professor of Law (1 course) 10%
Barbara Glesner Fines, Dean and Rubey M. Hulen Professor of Law (1 course) 10%
Chris Holman, Professor of Law (1 combined course JD) 2%
Nancy Levit, Associate Dean for Faculty, Curator's Professor, and Edward D. Ellison
Professor of Law (1 course, co-taught) 5%
Danielle Merrick, Clinical Professor and Director of the Entrepreneurial Legal Services
Clinic (1 combined course) 4%
Sean O'Brien, Professor of Law (1 combined course) 2%
John W. Ragsdale, Jr., Emeritus Professor of Law (1 combined course) 2%
Mikah K. Thompson, Associate Dean of Diversity, Equity & Inclusion and Associate
Professor of Law (1 course, co-taught) 5%

Five additional courses will be taught by the Director of the program, which will account for 50% of the director's time.

Adjuncts are expected to teach a single course on a part-time basis. Like the JD program, adjuncts for the MLS program will be recruited from the professional workforce and will bring valuable real-world perspective to the classroom. However, unlike the JD program where the adjuncts are volunteers who teach without compensation, adjuncts in the MLS program will be paid because they will be teaching in an online environment that requires additional training and will be more time-intensive than the face-to-face classroom teaching. For planning purposes, the financial projections have used the figure of \$5000 per course for adjunct faculty. It is expected that no more than 50% of the credit hours will be provided by adjunct-taught courses. Once enrollment is large enough and consistent enough, adjunct positions may be combined and used to help fund a full-time faculty position to support the program.

Advising will be provided by the Director once that person has been hired. Prior to that time, advising will be shared by faculty teaching the required courses. The School of Law faculty current provide advising for approximately 400 JD and LLM students.

5.G. Alumni and Employer Survey

The UMKC School of Law had strong and enduring relationships with employers of graduates of the JD program. It would develop similar relationships with employers of MLS students. This has begun with the solicitation of letters of support from employers. As with the JD program, the School of Law will build informal relationships with employers through their participation in career development programming for MLS

students. In particular, the MLS students will need to present their portfolio to a panel as part of their capstone experience. Panelists will include supervisors from employers who have MLS students or who support the MLS program. The portfolio presentations will help to inform the employers of the details of what MLS students have learned and how it applies to their career objectives. At the same time, the portfolio presentations will provide an opportunity for employers to interact with faculty members and the director of the program providing an opportunity for informal feedback.

In addition, the School of Law will initiate alumni and employer surveys to be administered the year after graduation, three years after graduation, and five years after graduation. These surveys will evaluate the level of satisfaction that employers have with the program and will provide a more formal opportunity for employers to make suggestions for program improvement. Our goal is that in excess of 75% of alumni and employers will be satisfied or very satisfied with the outcomes from the MLS program.

5.H. Program Accreditation

Because UMKC and the School of Law currently offer graduate degrees at the master's level, the creation of a new master's degree program is covered by UMKC's current accreditation with the Higher Learning Commission. The new degree program will need to be reported to the Higher Learning Commission, and it will be part of the accreditation review in the next review cycle.

The American Bar Association ("ABA") has accreditation authority over the JD program, but does not have accreditation authority over Master's level programs. However, in its capacity as the accreditation agency for the JD program, the ABA requires that the School of Law obtain ABA acquiescence for the MLS program with the primary objective of determining whether it will have an adverse impact on the JD program. The School of Law will seek ABA acquiescence in parallel with the review and approval process for the Board of Curators.

6. Appendices

Appendix 1: Marketing Study

Appendix 2: Letters of Support

Appendix 3: Pro Forma Financial Projections