



Tab S Mission Review

Coordinating Board for Higher Education
March 8, 2018

BACKGROUND

The Coordinating Board for Higher Education is required by statute (RSMo 173.030) to conduct every five years a review of the missions for all Missouri public institutions of higher education. The CBHE delegates this responsibility to the Missouri Department of Higher Education (MDHE). The review, per statute, is based on the needs of the state's citizens, the requirements of business, industry, the professions, and government, and is intended to ensure higher education is responsive to state needs, is focused, balanced, and cost-effective, and provides high quality programs.

CURRENT STATUS

MDHE staff last conducted a complete review of institutional missions in 2010. The department prepared to review missions in 2015, but agreed to delay the work to devote resources to the development of the new coordinated plan. As part of the Higher Education System Review, the National Center for Higher Education Management Systems (NCHEMS) in 2016 and 2017 recommended revised missions for each institution. Those recommendations were the starting point for discussions between MDHE staff and institutional representatives to define each institution's role and scope within the state's system of higher education. Those conversations were, for several reasons, put on hold, but the time now has come to complete them.

NEXT STEPS

Completing mission review is one piece of addressing the strategic goal of developing a long-term plan for rational allocation of resources among public colleges and universities. (*Blueprint Goal 3.3*) With that in mind, MDHE staff propose using the following principles and guidelines to complete the review in 2018:

1. The review and its outcomes will meet the statutory expectations noted above.
2. The review will seek to identify and establish connections between mission fulfillment and state appropriations. Such elements could include selectivity, service areas, collaboration, and meeting specific needs identified by the state, to name a few.
3. The review will take into account not only the missions of individual institutions but also how each of those institutions comprises the state's system of public higher education as a whole
4. Essential to this process is identifying and prioritizing state needs, as well assessing the resources necessary to achieve those objectives.

We have an opportunity to forge a true system of higher education in Missouri, despite the lack of formal structure. In so doing, we can build a greater appreciation of higher education's value and economic impact, and increase awareness that Missouri's competitiveness in the global economy depends on a strong system of education. We can connect academic programs to workforce needs and demands, but also connect the workforce to academic programs. Higher education must understand the needs of industry, but industry must come to see the real value of education. Finally, we can demonstrate that we are accountable to the state for support, and the state in turn is accountable to provide resources to fulfill the educational mission.

MDHE staff will consult with the CBHE, legislators, and institutional representatives to prepare a formal plan of action, which will be completed no later than the end of March.

RECOMMENDATION

This is an information item only

NO ATTACHMENTS