

# **Coordinating Board for Higher Education**

## **Agenda of Meeting**

**9:00 AM  
Thursday  
October 11, 2007**

**Sugg Conference Room  
Ketcham Center  
North Central Missouri College  
Trenton**

## **Driving Directions to North Central Missouri College**

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### **From the West (Kansas City/St. Joseph)**

- Take I-35 N toward DES MOINES
- Take the US-69 exit #61 toward WINSTON/GALLATIN
- Turn right onto US-69
- Stay straight onto MO-6
- Stay straight onto MAIN STREET
- Stay straight onto TINSMAN AVENUE
- Turn slightly left onto MABLE STREET
- End at KETCHAM COMMUNITY CENTER

### **From the South (Columbia/Jefferson City)**

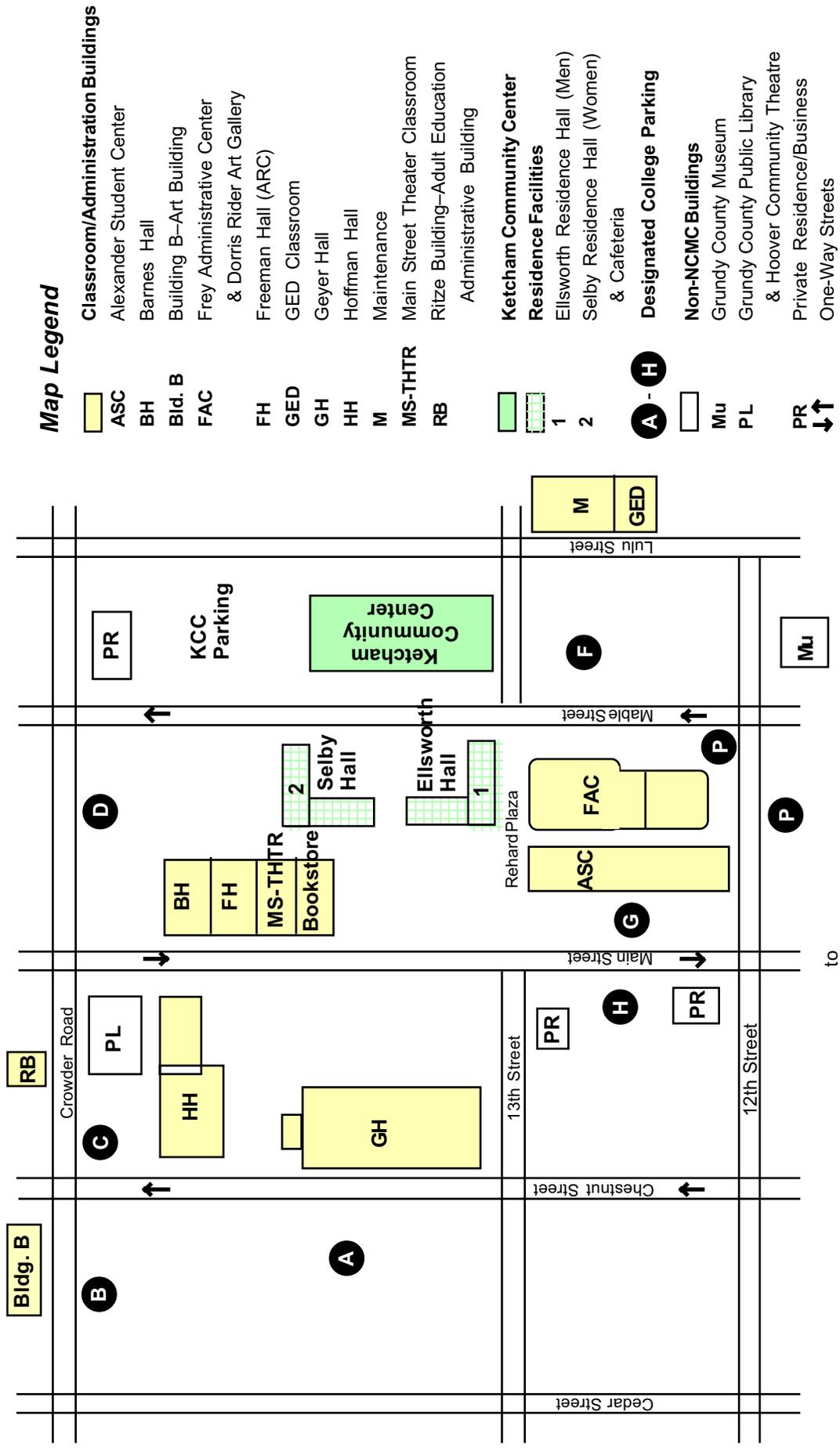
- Take I-70 W
- Merge onto US-65 N via exit #78B toward MARSHALL
- Take the MO-6 ramp
- Turn left onto MO-6/E 9<sup>th</sup> STREET. Continue to follow MO-6/E. 9<sup>th</sup> ST
- Turn right onto MAIN STREET
- Stay straight onto TINSMAN AVENUE
- Turn slightly left onto MABLE STREET
- Turn left onto E 14<sup>th</sup> STREET/CROWDER
- End at KETCHAM COMMUNITY CENTER

### **From the East (Hannibal)**

- Take US-36 W
- Take the US-65 exit toward CARROLLTON/CHILLICOTHE
- Turn right onto US-65 N/S WASHINGTON STREET. Continue to follow US-65 N
- Take the MO-6 ramp
- Turn left onto MO-6/E 9<sup>th</sup> STREET. Continue to follow MO-6/E. 9<sup>th</sup> ST
- Turn right onto MAIN STREET
- Stay straight onto TINSMAN AVENUE
- Turn slightly left onto MABLE STREET
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- End at KETCHAM COMMUNITY CENTER

## Campus Map

N  
 W + E  
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**COORDINATING BOARD FOR HIGHER EDUCATION**

**Kathryn F. Swan**, Chair, Cape Girardeau

**Gregory Upchurch**, Vice Chair, St. Louis

**Martha L. Boswell**, Columbia

**David Cole**, Cassville

**Lowell C. Kruse**, St. Joseph

**Jeanne Patterson**, Kansas City

**Duane Schreimann**, Jefferson City

TIME: 9:00 AM  
Thursday  
October 11, 2007

PLACE: Sugg Conference Room  
Ketcham Center  
North Central Missouri College  
Trenton

**Coordinating Board for Higher Education  
October 10 – 11, 2007  
North Central Missouri College  
Trenton  
Schedule of Events**

**WEDNESDAY, October 10**

- |                 |  |
|-----------------|--|
| 12:00 – 5:00 PM | CBHE Work Session<br>Sugg Conference Room, Ketcham Center<br>North Central Missouri College<br>Trenton |
| 6:00 PM         | Reception and Dinner<br>McJ's, Riverside Country Club<br>Trenton                                       |

**THURSDAY, October 11**

- |                    |   |
|--------------------|---|
| 9:00 AM – 12:00 PM | CBHE and Presidential Advisory Committee Meeting<br>Sugg Conference Room, Ketcham Center<br>North Central Missouri College<br>Trenton |
| 12:00 – 12:45 PM   | Lunch   |
| 1:00 PM            | Resume CBHE Meeting, if necessary   |

Portions of these meetings may be closed pursuant to Section 610.021 RSMo.

RSMo 610.021(1) relating to “legal actions, causes of action or litigation involving a public governmental body and any confidential or privileged communications between a public governmental body or its representatives and its attorneys.”

RSMo 610.021(3) relating to “hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded.”

Other matters that may be discussed in closed meetings, as set forth in RSMo 610.021.

Individuals needing special accommodations relating to a disability should contact Laura Vedenhaupt, at the Missouri Department of Higher Education, 3515 Amazonas Drive, Jefferson City, MO 65109 or at (573) 751-2361, at least three working days prior to the meeting.

**COORDINATING BOARD FOR HIGHER EDUCATION  
PRESIDENTIAL ADVISORY COMMITTEE**

**Representatives by Statute**

**Public Four-Year Universities**

Dr. Henry Givens, Jr.  
President  
Harris-Stowe State University  
3026 Laclede Avenue  
St. Louis 63103

Dr. Carolyn Mahoney  
President  
Lincoln University  
820 Chestnut  
Jefferson City 65101

Dr. Terri Agee  
Acting President  
Missouri Southern State University  
3950 East Newman Road  
Joplin 64801

Dr. Michael Nietzel  
President  
Missouri State University  
901 South National Avenue  
Springfield 65802

(COPHE President)

Dr. James Scanlon  
President  
Missouri Western State University  
4525 Downs Drive  
St. Joseph 64507

Dr. Dean Hubbard  
President  
Northwest Missouri State University  
800 University Drive  
Maryville 64468

Dr. Ken Dobbins  
President  
Southeast Missouri State University  
One University Plaza  
Cape Girardeau 63701

Dr. Barbara Dixon  
President  
Truman State University  
100 East Normal  
Kirksville 63501

Dr. Aaron Podolefsky  
President  
University of Central Missouri  
Administration 202  
Warrensburg 64093

Dr. Gordon Lamb  
Interim President  
University of Missouri  
321 University Hall  
Columbia 65211

Dr. Brady Deaton  
Chancellor  
University of Missouri-Columbia  
105 Jesse Hall  
Columbia 65211

Dr. Guy Bailey  
Chancellor  
University of Missouri-Kansas City  
5100 Rockhill Road  
Kansas City 64110

Dr. John Carney III  
Chancellor  
University of Missouri-Rolla  
206 Parker Hall  
Rolla 65401-0249

Dr. Thomas George  
Chancellor  
University of Missouri-St. Louis  
8001 Natural Bridge Road  
St. Louis 63121

**Public Two-year Colleges**

Dr. Alan Marble  
President  
Crowder College  
601 Laclede Avenue  
Neosho 64850

Dr. Edward Jackson  
President  
East Central College  
1964 Prairie Dell Road  
Union 63084

Dr. Wayne Watts  
President  
Jefferson College  
1000 Viking Drive  
Hillsboro 63050-1000

Dr. Jackie Snyder  
Chancellor  
Metropolitan Community Colleges  
3200 Broadway  
Kansas City 64111

Dr. Steven Kurtz  
President  
Mineral Area College  
5270 Flat River Road  
Park Hills 63601

Dr. Evelyn Jorgenson  
President  
Moberly Area Community College  
101 College Avenue  
Moberly 65270

Dr. Neil Nuttall  
President  
North Central Missouri College  
1301 Main Street  
Trenton 64683

Dr. Hal Higdon  
President  
Ozarks Technical Community College  
1417 North Jefferson  
Springfield 65801

Dr. John McGuire  
President  
St. Charles Community College  
4601 Mid Rivers Mall Drive  
St. Peters 63376

Dr. Zelema Harris  
Interim Chancellor  
St. Louis Community College  
300 South Broadway  
St. Louis 63110

Dr. Marsha Drennon  
President  
State Fair Community College  
3201 West 16<sup>th</sup> Street  
Sedalia 65301-2199

(MCCA President)

Dr. Larry Kimbrow  
Acting President  
Three Rivers Community College  
Three Rivers Boulevard  
Poplar Bluff 63901

**Public Two-year Technical College**

Dr. Donald Claycomb  
President  
Linn State Technical College  
One Technology Drive  
Linn 65051

**Independent Four-year Colleges and Universities**

Dr. Brian Nedwek  
Acting President  
Maryville University of St. Louis  
13550 Conway Road  
St. Louis 63131

Dr. Marianne Inman  
President  
Central Methodist University  
Church Street  
Fayette 65248

Dr. William L. Fox  
President  
Culver-Stockton College  
One College Hill  
Canton 63435-9989

Dr. Mark S. Wrighton  
Chancellor  
Washington University  
One Brookings Drive  
St. Louis 63130

**Independent Two-year Colleges**

Dr. Judy Robinson Rogers  
President  
Cottey College  
1000 West Austin  
Nevada 64772-1000

## COORDINATING BOARD FOR HIGHER EDUCATION

TIME: 9:00 AM  
Thursday  
October 11, 2007

PLACE: Sugg Conference Room  
Ketcham Center  
North Central Missouri College  
Trenton, MO

### AGENDA

	<u>Tab</u>	<u>Presentation by:</u>
<b>I. Introduction</b>		
A. Call to Order		Kathryn Swan, Chair
B. Confirm Quorum		Board Secretary
C. Welcome from North Central Missouri College President		Neil Nuttall
D. Committee Reports		
1. Audit Committee		
2. Student Loan/Financial Aid Committee		
3. Strategic Planning Committee		
<b>II. Presidential Advisory Committee</b>		
A. New Higher Education Funding Policies Update	A	Paul Wagner, Deputy Commissioner
B. Omnibus Bill Implementation Update *Curriculum Alignment *Rules on Consumer Information (see <i>Tab E</i> ) *Other	B	Zora AuBuchon, Assistant Commissioner and General Counsel
<b>III. Action Items</b>		
A. Minutes of the June 14, 2007 CBHE Meeting Minutes of the September 5 - 6, 2007 Retreat Minutes of the September 6, 2007 Joint Meeting		Kathryn Swan
B. Legislative Initiative: Revisions to Proprietary School Certification Statutes	C	Leroy Wade, Assistant Commissioner
C. Final Rules for Access Missouri	D	Leroy Wade
D. Rules on Consumer Information	E	Zora AuBuchon

	<u>Tab</u>	<u>Presentation by:</u>
E. FY 2009 Budget Overview	F	Paul Wagner
Recommendations for Adjustments to Public Institutions Operating Appropriations	G	Paul Wagner
Recommendations for MDHE Operating Appropriations	H	Paul Wagner
Recommendations for State Student Financial Assistance Programs	I	Paul Wagner
Recommendations for Capital Improvements	J	Paul Wagner
Recommendations for "Preparing to Care" Appropriations Request	K	Paul Wagner
<b>IV. Consent Calendar</b>		
A. Distribution of Community College Funds	L	Paul Wagner
B. LCDI Distribution	M	Paul Wagner
C. Cycle-6 Improving Teacher Quality Grant	N	Paul Wagner
D. Academic Program Actions	O	Paul Wagner
E. Proprietary School Certification Actions and Reviews	P	Leroy Wade
<b>V. Items for Discussion, Consideration, and Possible Vote</b>		
A. Campus Security Task Force	Q	Robert Stein, Commissioner
B. Coordinated Plan Update	R	Paul Wagner
C. Cape Girardeau Needs Analysis	S	Paul Wagner
D. P-20 Council Update		Kathryn Swan
E. Report of the Commissioner		Robert Stein

## **Executive Session**

RSMo 610.021(1) relating to “legal actions, causes of action or litigation involving a public governmental body and any confidential or privileged communications between a public governmental body or its representatives and its attorneys.”

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**COORDINATING BOARD FOR HIGHER EDUCATION  
MINUTES OF MEETING  
June 14, 2007**

The Coordinating Board for Higher Education (CBHE) met at 9:00 a.m. on Thursday, June 14, 2007 at Bryan College in Springfield.

Chair Kathryn Swan called the meeting to order. A list of guests is included as an attachment.

The presence of a quorum was established with the following roll call vote:

	Present	Absent
Martha Boswell		X
David Cole	X	
Lowell C. Kruse	X	
Jeanne Patterson		X
Duane Schreimann	X	
Kathryn Swan	X	
Gregory Upchurch	X	

Mr. Brian Stewart welcomed the CBHE, MDHE staff, and visitors to Bryan College. Mr. Stewart expressed appreciation to the Board for holding a meeting at a private career college and provided a brief history of Bryan College. Mr. Stewart introduced members of the Missouri Association of Private Career Colleges and Schools (MAPCCS) who were in attendance: Mr. George Holske of Metro Business College, Ms. Joan Ellison of Pinnacle College, and Ms. Michelle Holland of National American University.

Chair Swan thanked Mr. Stewart, his staff, and the MAPCCS members for their hospitality and stated that the opportunity to visit with MAPCCS members and to learn more about the proprietary sector was appreciated.

### **Committee Reports**

#### Audit Committee

Mr. Duane Schreimann reported that the committee had reviewed two audits. The BKD audit of the Missouri Student Loan Program for 2005-2006 held no findings or concerns. The second audit, conducted by the State Auditor on the Student Financial Assistance program, had four recommendations:

1. Seek legislation to revise the current methodology to determine need for the Gallagher program
2. Increase efforts to verify student eligibility
3. Review and improve policies on cut-off dates for determining eligibility, estimating funding, and returning funding from ineligible applicants
4. Improve the Financial Assistance for Missouri Undergraduate Students (FAMOUS) system

Mr. Schreimann advised that some of the recommendations would be more difficult to address due to funding and personnel issues. Commissioner Robert Stein commented that Recommendation 1 is moot due to the enactment of the new Access Missouri program. For Recommendation 2, the MDHE is working with institutions for assistance in determining eligibility through the use of internal auditors. Mr. Leroy Wade, Assistant Commissioner, will discuss policies regarding eligibility and funding estimates for the Access Missouri program during his presentation, and returning funding from ineligible applicants is detailed in the new law (SB 389). The MDHE is also on target for improvements to the FAMOUS system.

Mr. Lowell Kruse stated that the Board should record its concern that the MDHE is unable to carry out its responsibilities in regard to the audit findings due to lack of adequate resources. Commissioner Stein stated that the MDHE is committed to working with legislators and the Governor's Office on establishing the need for additional FTE and to communicating department needs early in the process. The department would appreciate support from Presidents and Chancellors on this initiative.

#### Student Loan/Financial Aid Committee

Chair Swan stated that Mr. Wade would cover information on this committee in his report.

#### Strategic Planning Committee

Commissioner Stein reported that the committee had postponed development of a new coordinated plan for higher education in Missouri. This decision was based on the need to focus on the legislative session and SB 389. With the session complete, the Board and the MDHE will re-establish an approach to the development of a coordinated plan.

### **Action Items**

#### Approval of Minutes

Mr. Schreimann moved that **the minutes of the April 12, 2007, CBHE meeting be approved as printed**. Mr. Kruse seconded the motion, and it passed unanimously.

#### Report of the CBHE Nominating Committee and Election of Officers

Mr. Kruse, Chair of the Nominating Committee, reported that, according to CBHE by-laws, the current Board officers were eligible to serve another term. Each officer was approached by a member of the Nominating Committee, and each agreed to serve for a second term. Chair Swan opened the floor to additional nominations for each position; no other nominations were received.

Mr. Kruse moved that Kathryn Swan, Greg Upchurch, and Duane Schreimann be elected to serve another term as Chair, Vice-Chair, and Secretary, respectively. Mr. David Cole seconded the motion, and it passed unanimously.

### 2007-2008 Committee Assignments

Chair Swan stated that the Board would review current committee assignments and would make final assignments prior to the August CBHE retreat.

### State Student Financial Aid Update

Mr. Wade updated the Board on the progress made on fast-track implementation for the Access Missouri program. The project is currently on schedule and within budget. Reprogramming of the electronic delivery system is nearly complete after which the testing phase will begin, and system implementation is anticipated by mid-August. However, the law will not go into effect until August 28, 2007, so disbursement of funds will not occur until the first week of September.

Mr. Wade commended the Information Technology Services Division, the MDHE staff, and the Tier Technologies staff for their support, dedication, and willingness to put in long hours to ensure this project is completed on time.

Preliminary projections for awards under the new program were forwarded to the financial aid community to assist in the development of aid packages for students. Mr. Wade stressed that the projections were preliminary in nature and that, as this is the first year of the Access Missouri program, award calculations were made using conservative estimates. As FAFSA and enrollment numbers are revised later this summer, the MDHE will re-evaluate the award projections and will set final award amounts in August.

Mr. Schreimann asked about the criticism from the state auditor that a significant amount of financial aid went to private rather than to public institutions.

Mr. Wade responded that the MDHE disburses funds based on statutory guidance. While the Gallagher and Guarantee programs used cost of attendance as a criterion to establish need, the Access Missouri program's provisions base aid on expected family contribution (EFC).

Commissioner Stein asked Mr. Wade to comment on the rationale of the Student Financial Aid Task Force in supporting this program.

Mr. Wade stated that in his opinion the task force saw two positives: a move away from cost of attendance and toward a process that is driven more by family need; in addition, the new program is easier to administer and for students and families to understand.

Mr. Upchurch asked if students who attend proprietary/private career colleges would be eligible for Access Missouri grants. Mr. Wade responded that proprietary schools are not included.

Mr. Wade explained that the two proposed rules in the board book require Board action because the next CBHE meeting would not be until October. The two rules relate to institutional and student eligibility and attempt to clarify expectations of institutions, the MDHE, and the CBHE. The second rule also defines full-time students and initial and renewal recipients.

Mr. Upchurch moved to **recommend that the Coordinating Board direct the Commissioner of Higher Education to file the attached Proposed Rulemakings as emergency rules as soon as possible after the effective date of the enabling legislation and to seek an effective date for those rules that is as early as possible under the related statutory provisions.** Mr. Schreimann seconded the motion, and it passed unanimously.

#### Community College Capital Funding Policy

Ms. Donna Imhoff, Assistant Commissioner, briefed the Board on the actions of the policy working group. The group reviewed community college capital processes in other states and agreed that Missouri statutes allow for capital funding at community colleges.

The working group proposed revisions to the current capital funding policy. The revisions include clarification that maintenance and repair funds are part of an institution's operating budget, that community college capital requests should be on a list separate from the public four-year and Linn State Technical College requests, and that the policy would apply to all public institutions.

Ms. Imhoff advised the Board of the working group's discussion on the requirement for matching funds. Some recommendations offered were to request 100% funding for capital projects, to request up to three times the local match or 50% funding, whichever is less, or to request a 25% match from community colleges. The group could not reach a consensus on this issue. As a compromise, section II(8) of the revised policy explains that customary matching funds requirements should be considered on capital funding request; however, an institution's ability to access local funds and the nature of the project should also be weighed. The revised policy would be applicable to capital requests beginning in FY 2009.

Chair Swan noted that the CBHE would appreciate knowing all funding sources for capital projects.

Mr. Paul Wagner, Deputy Commissioner, stated the working group had shared the proposed policy revisions with the Higher Education Funding (HEF) Policies Task Force. There is a possibility that recommendations from HEF to the board may change the capital funding policy beginning with the FY 2010 budget requests.

Dr. Don Doucette thanked the Commissioner and the CBHE for the Board's follow-through on its commitment to review the policy.

Mr. Cole moved that **the Coordinating Board for Higher Education adopt the revised Guidelines for Selecting Priorities for Capital Improvement Projects as recommended by the members of the community college working group. In addition, it is noted that for FY 2009 and subsequent years, community colleges along with all other public institutions will be invited to submit capital requests for consideration by the Coordinating Board for Higher Education.** Mr. Kruse seconded the motion, and it passed unanimously.

Commissioner Stein stated that the MDHE would put together a request to institutions to follow a standardized format for capital funding requests.

#### Off-Site Instructional Activity Surveys – Southeast Missouri State University and Three Rivers Community College

Mr. Wagner briefed the Board on FY 2005 and FY 2006 data received from the two institutions. Overall findings suggest that there continues to be demand for services at both institutions' off-site locations, that continued data collection is necessary to build trend lines, and that there is no indication that expenditures at these locations are unreasonable.

Mr. Schreimann moved that **the Coordinating Board commend both institutions for their cooperation in the collection and submission of comparable data detailing off-site/out-of-taxing district instructional activity in the region in FY 2005 and FY 2006. It is further recommended that the Coordinating Board adjust its initial reporting timeline, which directed that data be reported annually by July 1, to direct that annual reports for each fiscal year be provided and reported to the CBHE by November 1 beginning with November 1, 2007, for FY 2007 data; and encourage both institutions to continue to work to strengthen educational attainment in southeast Missouri, and to seek collaboration with each other and with other entities where possible.** Mr. Kruse seconded the motion, and it passed unanimously.

Mr. Schreimann departed at 10:30am.

#### **Consent Calendar**

Items on the consent calendar are recurring issues or are a routine part of the CBHE's and the MDHE's operations. Any or all items may be withdrawn from the consent calendar by any member of the board if further discussion is necessary. Chair Swan requested that Tabs B, C, and E be pulled from the consent calendar for discussion.

#### Academic Program Actions

Commissioner Stein announced that additional program changes for the University of Missouri – Kansas City were approved after the board book had been published. The approved changes are for the BBA, Business Administration degree and included inactivating the option in Computer Information Systems, reactivating the option in Marketing, and adding options in Entrepreneurship and Enterprise management. These changes will be added to the electronic board item on the MDHE website.

#### COTA Update

Mr. Wagner briefed the Board on the status of four-year signatories for the Associate of Arts in Teaching (AAT) degree. Currently, seven public and six independent four-year institutions have signed onto a statewide articulation agreement for this degree. The Committee on Transfer and

Articulation (COTA) continues to work with institutions to move forward to help address unresolved issues.

Dr. Doucette thanked everyone involved in the collaborative effort to launch this degree and articulation agreement. Dr. Doucette stated that the degree addresses a particular state crisis, which is the need to increase the number and quality of teachers in Missouri.

Dr. Evelyn Jorgenson, Chair of COTA, thanked the task force that worked on the AAT degree and articulation agreement and thanked participating institutions for their input and support.

Commissioner Stein stated that some institutions have not yet replied to the request for signatories. It would be helpful if questions and concerns raised by faculty and administrators in relation to this degree would send those concerns in writing to the department. COTA and the MDHE will work together to contact those institutions to address those concerns.

On behalf of the CBHE, Chair Swan commended the committee for its work and its focus on students and on meeting crucial needs of the state.

#### METS Coalition Update

Chair Swan advised the Board that planning for the next METS Summit is underway and that a media event may occur on October 4, 2007 in Jefferson City.

#### Other Consent Notes

Mr. Kruse moved **that items on the consent calendar be approved.** Mr. Cole seconded the motion and it passed unanimously.

#### **Presidential Advisory Committee**

Chair Swan acknowledged Dr. Jim Scanlon for his service to the CBHE and the Presidential Advisory Committee (PAC) during his tenure as Chair of PAC. The new Chair, Dr. John McGuire of St. Charles Community College, opened the PAC meeting.

#### New Higher Education Funding Policies Update

Commissioner Stein introduced Ms. Brenda Albright, independent consultant and former deputy director of higher education in Tennessee, who will provide a national context regarding higher education funding.

Ms. Albright began by outlining major national trends affecting higher education funding: political expectations, demand for services, cost to students, and state budgets.

Governors and legislators have increasing expectations of higher education especially in regard to accountability, performance, and collaboration. Accountability includes meeting the

development needs of the state, performance includes transfer and graduation rates, and collaboration includes strong working relationships with businesses and the community.

National enrollment projections show enrollments increasing by up to 20%, with many of these being first generation students. Politicians are expecting this increase to be handled through technology and efficiency of operations.

The cost to students for attending postsecondary institutions is increasing. There has been a major shift of who pays for higher education. Tuition has outpaced inflation by approximately 30 – 35%, and many families across the nation do not believe that higher education is within their financial reach.

States are also facing budgetary pressures including tax relief for citizens and demands on state resources, especially funding for health programs.

Kentucky is one state that is addressing educational needs with financing policies. An important component of Kentucky's approach is identifying five overarching questions that are designed to guide the state in achieving its goals. Kentucky has made a major investment in higher education; the legislature has even issued bonds to support institutional endowments as they believe their investments will result in a better life for all of their citizens.

Ohio is also making progress in funding to meet educational needs. Ohio had funded institutions by credit hours and has now moved to a more holistic funding view. Institutions were enrolling increasing numbers of students as enrollments drove funding, but graduation rates did not meet expectations. Ohio's higher education leadership signed an agreement to speak with one voice to the legislature and to support higher education proposals.

Ms. Albright stated that one of the most important characteristics of any higher education funding policy is that the policy has credibility with political leadership and with institutions. Credible policies are those that address the needs of the state, that are clear in purpose, take into account the mission of individual institutions, are fair and equitable, and are based on rational data and information.

Mr. Wagner updated the Board on the progress of the Higher Education Funding (HEF) task force. The task force is operating under a one-year timeline to complete a proposal for revised policies for the CBHE that may be used for the FY 2010 budget. The task force is interested in continuing to engage an external facilitator to make the best use of the time that remains.

Several issues received a general consensus. There is a need to recognize that at different times the task force will be faced with different audiences and that HEF must be able to communicate effectively with these audiences. To meet this requirement, HEF is developing a glossary of common terms in order to avoid misunderstandings.

Dr. Scanlon stated that the discussions thus far have been necessary and collegial, and he thanked Mr. Wagner and Ms. Imhoff for their efforts on behalf of HEF.

Dr. Albright shared some of her observations regarding Missouri's current direction in higher education funding. This is the right time for Missouri to be addressing these issues, and the opportunity should not be allowed to pass by. She is impressed with the task force's open communication and the empathy that members have shown to the challenges faced by other institutions. Dr. Albright encouraged the task force and higher education to speak with one voice, and stated that the first steps have been positive but that a year is not very long to complete this important work.

Dr. McGuire commended the task force for its work thus far and encouraged members to maintain focus during the significant challenges ahead.

### Omnibus Bill Implementation

Ms. Zora AuBuchon briefed the board on steps the department is taking to implement the provisions of SB 389. The matrix in the board book identifies the provisions, timelines, MDHE unit assignments, and the current status of implementation. The matrix will be placed on the MDHE website and will be kept current as tasks are achieved.

Mr. Upchurch asked if the MDHE had adequate staff to carry out the provisions of the law. Ms. AuBuchon replied that MDHE staff will do what needs to be done to implement the provisions. Commissioner Stein stated that the fiscal note related to SB 389 had requested five additional FTE and additional funding. Though the FTE and funding were not approved this legislative session, the MDHE and the CBHE will continue to work with legislators and the Governor's Office to address the needs of the department.

Dr. Scanlon asked what obligations institutions have regarding obligations such as placing consumer information on the website. Ms. AuBuchon stated that there are no deadlines for institutions until the department promulgates rules on applicable provisions.

Dr. McGuire stated that some institutions have policies that instructor evaluations or ratings are to be used solely for personnel and annual evaluations. Ms. AuBuchon stated that the law requires institutions to post faculty evaluations where feasible.

Commissioner Stein stated that this provision involves more than evaluations, and institutions should begin looking at ways to meet the requirements and make the information accessible to the public. In addition, the MDHE would appreciate any constructive suggestions regarding rules that may need to be promulgated for implementation of SB 389.

### Final Summary of Legislation – 94<sup>th</sup> General Assembly

Ms. AuBuchon stated that only two key higher education related bills passed this session, one of which is SB 389. The second bill is HB 327, the Economic Development Omnibus Bill. Language in this bill provides for the creation of vocational school districts in southeast Missouri. Should the bill be signed, the MDHE will assist in the form and content of an assessment survey of the educational needs of the area and ensure the most efficient use of resources.

A separate bill was passed that requires all new electronic video instructional materials to be either open or closed captioning. Dr. Dobbins asked if videos produced for internal use would be required to comply with this provision. Ms. AuBuchon replied that she did not know the answer.

Commissioner Stein thanked Ms. AuBuchon for her work this session and stated that she would be re-evaluating the MDHE's website postings of bills. The department welcomes any constructive sessions regarding bill tracking and organization.

### **Items for Discussion, Consideration, and Possible Vote**

#### Annual Report of the MDHE Proprietary School Program

Mr. Wade provided the Board with background information on proprietary school categories, structure, and oversight functions as well as the current performance of the proprietary certification program. For FY 2006, the MDHE certified 170 main and branch campuses to operate within the state and processed more than 1,100 program additions and revisions. During 2005, more than 76,000 students attended a certified proprietary institution and were enrolled in 2,052 programs. The estimated financial contribution of proprietary schools in 2005 was nearly \$300 million. Mr. Wade reminded the board the program is not fee-funded; fees from proprietary schools flow into the General Revenue fund. Recently fees accounted for approximately \$135,000.

Mr. Wade acknowledged the Proprietary Certification program staff: Rita French, Dory Hamburg, and Jessica Ash-Schulte. Mr. Wade also acknowledged the contributions of the Missouri Association of Private Career Colleges and Schools.

Mr. Wade advised the Board regarding issues facing the proprietary unit. First, the new Joint Committee on Education will examine the feasibility of allowing proprietary school students to become eligible for state financial assistance such as Access Missouri grants. In addition, effective July 1, 2008, out-of-state public institutions currently certified to operate will receive an exempt status. Those institutions will be transitioned into the program approval process used by in-state public institutions. Currently three institutions fall into this category.

The Proprietary Certification unit continues to urge schools to seek improvements in their overall performance regarding admissions and retention so that consumers have complete and accurate information with which to make enrollment decisions. Likewise, program staff continues to conduct reviews of new and revised programs to ensure quality standards are met and to avoid substandard or diploma mill degrees.

With the continued increase in the number of institutions seeking certification, recertification, or exemption, staffing of the program remains a concern.

#### Lender Inquiry Update

Mr. Wagner briefed the Board on the results of a survey developed in response to a request by Governor Blunt regarding lender relationships to institutions and financial aid offices. The results do not reveal any evidence of serious wrongdoing or patterns of unethical behavior that would necessitate detailed follow-up.

In addition to responses regarding preferred lender lists and conflicts of interest, the survey indicated several areas that would benefit from a best practices document. MDHE staff will work with institutions to compile statements of best practices in Missouri and the nation that will be shared with the Governor and with institutions.

Mr. Upchurch asked if there had been any consideration of sending a similar survey to major lenders. Mr. Wagner replied that the MDHE had followed the Governor's request for information from institutions. The institutions that responded were appreciative of the tone and professionalism of the MDHE survey, which was designed in conjunction with staff in the Missouri Student Loan program.

Chair Swan expressed appreciation for the MDHE's willingness to take on this additional responsibility.

#### FY 2008 Budget Update

Ms. Imhoff briefed the Board on the status of House bills related to higher education funding. House Bill 16 is the supplemental bill for FY 2007. This bill includes increases to the Gallagher and College Guarantee programs and was signed by the Governor on May 22, 2007. Capital projects, funded through the Lewis and Clark Discovery Initiative, were also included in this bill. However, as HB 16 funding expires at the end of the fiscal year, capital projects funds were also included in House Bill 17, which is a two-year re-appropriations bill. These funds would become available on July 1, 2007, and would not expire until June 30, 2009. This bill has not yet been signed by the Governor.

The higher education appropriations bill, HB 3, includes a cost of living raise for employees as well as increased funding to public institutions and to the GEAR UP program. This bill has not yet been signed by the Governor.

Dr. Brady Deaton asked the purpose of the funds for GEAR UP. Ms. Imhoff explained that although the GEAR UP program ends this year, those students who enrolled in the program will be attending postsecondary institutions in the fall and funds are needed for scholarships.

Dr. Doucette asked if any of the funding is in jeopardy as two of the bills have not been signed. Ms. Imhoff indicated that she was not aware of any concerns regarding the bills, but line item vetoes remain a possibility. Ms. Mary Beth Luna stated that the Governor is going through all budget bills over the next two weeks and decisions will be made before the July deadline.

#### MDHE Marketing Plan

Ms. Julie Meyer, Director of Marketing and Customer Assistance, briefed the board on the marketing plan for the MDHE. The department is launching a new logo and tagline that are to be incorporated into letterhead, promotional items, posters, and publications and were designed to be appropriate for use by all units within the department. Ms. Meyer explained that the models used for the publications covers are students at Missouri institutions. The images are owned by the MDHE.

Mr. Upchurch asked if the logo and tagline have been reviewed by a trademark attorney. Ms. Meyer responded that while the marketing staff performed a comprehensive search to ensure the logo and tagline were not infringing on another trademark, an attorney was not consulted.

Ms. Meyer advised that the new MDHE website is scheduled to go live on July 1, 2007, and provided CBHE and PAC members with a screen shot of the main web page. Dr. Julio Leon asked where information regarding items such as the core curriculum and college preparation would be housed. Ms. Meyer stated that the items available for viewing at this meeting do not offer a comprehensive view of the capabilities and arrangement of the web site.

Dr. Deaton and Dr. Alan Marble commended Ms. Meyer on her team's work.

#### Report of the Commissioner

Commissioner Stein reminded the Board that he has been Commissioner for nearly six months and that he continues to promote the goals of access, affordability, and accountability. SB 389 will assist the department in moving those goals forward.

One goal for the Commissioner was stability in the department. During the past six months, the department has had 34 personnel items, including title changes, new hires, and personnel reorganization. The Commissioner commended MDHE staff for their hard work and expressed deep appreciation for their efforts.

Commissioner Stein reported that he had been appointed as co-chair of the Campus Security Task Force, and that the task force will submit its report to the Governor in August. Institutions should expect to receive an email encouraging campuses to continue to speak out and share information through July 2. By July 12<sup>th</sup>, a draft report of recommendations will begin the vetting process. The Commissioner discussed several issues being considered by task force subcommittees and advised presidents and chancellors to send comments and suggestions to Mr. Adam Hanna at the MDHE.

Upcoming meetings include the P-20 Council on June 26<sup>th</sup>, a CBHE retreat in August, a joint meeting with the State Board of Education on September 6, and a joint meeting with MOHELA on December 6 in conjunction with the December CBHE meeting.

Commissioner Stein reminded Presidents and Chancellors regarding opportunities at the MDHE for faculty fellows as well as student interns.

Commissioner Stein, Chair Swan, and MDHE staff members participated in a meeting in Cape Girardeau regarding the needs and opportunities of the area and how education institutions and the business community can work together to provide programs that meet those needs and take advantage of those opportunities.

#### Adjournment

Chair Swan stated that Mr. Stewart has a video on Bryan College that will be played during lunch and invited Presidents and Chancellors to view the video before departing.

Due to the lack of a quorum, Chair Swan recommended adjournment upon consent of the board members present. The meeting adjourned at 12:30pm.

**Roster of Guests**  
**Coordinating Board for Higher Education**  
**June 14, 2007**

<b>Name</b>	<b>Affiliation</b>
Brenda Albright	Professional Consultant
Jessica Ash-Schulte	Missouri Department of Higher Education
Zora AuBuchon	Missouri Department of Higher Education
Wendy Baker	Missouri Department of Higher Education
Constance Bowman	Harris-Stowe State University
Ann Brand	St. Louis Community Colleges
Carla Chance	St. Louis Community Colleges
Cliff Davis	Ozarks Technical Community College
Rita French	Missouri Department of Higher Education
John Ganio	St. Louis Community Colleges
Charles Gooden	Harris-Stowe State University
Constance Gulley	Harris-Stowe State University
Dory Hamburg	Missouri Department of Higher Education
Donna Imhoff	Missouri Department of Higher Education
Brian Long	COPHE
James Kellerman	MCCA
Michael McManis	Truman State University
Ann Pearce	University of Central Missouri
Marcia Pfeiffer	STLCC – Florissant Valley
Greg Sandbothe	Missouri Department of Higher Education
Bill Shoehigh	University of Phoenix
Dwayne Smith	Harris-Stowe State University
Rochelle Tilghman	Harris-Stowe State University
Laura Vedenhaupt	Missouri Department of Higher Education
Leroy Wade	Missouri Department of Higher Education
Paul Wagner	Missouri Department of Higher Education

**COORDINATING BOARD FOR HIGHER EDUCATION  
MINUTES OF RETREAT  
September 5 – 6, 2007**

The Coordinating Board for Higher Education (CBHE) met at 12:00 pm on Wednesday, September 5, 2007, at the Missouri Department of Higher Education (MDHE) offices in Jefferson City. Board members in attendance were Martha Boswell, Lowell Kruse, Duane Schreimann, Kathryn Swan, and Gregory Upchurch. MDHE staff in attendance were Zora AuBuchon, Leanne Cardwell, Hillary Fuhrman, Jeremy Kintzel, Robert Stein, Laura Vedenhaupt, Leroy Wade, Paul Wagner, and Ken Winn.

**Committee Assignments, Roles, and Functions**

Chair Swan assigned CBHE members to the Audit, Financial Aid/Student Loan, and Strategic Planning Committees as follows:

Audit Committee\*

Duane Schreimann, Chair  
Gregory Upchurch

Student Loan/Financial Aid Committee\*

Martha Boswell, Chair  
Jeanne Patterson  
David Cole

Strategic Planning Committee\*

Jeanne Patterson, Chair  
Lowell Kruse  
Gregory Upchurch

*\*CBHE Chair is an Ex Officio member of all committees.*

**Update on Personnel**

Commissioner Robert Stein updated the board on MDHE personnel realignments and provided a copy of the most recent organizational chart.

**FY 2009 Budget**

Paul Wagner updated the board on the FY 2009 budget as well as options for potential budget increases and initiatives. The members requested more information regarding the “Preparing to Care for Missouri Citizens” health care initiative:

- What specifically is the funding paying for?
- What health care needs/professions are the most pressing?

The board expressed general support for this initiative. Questions were raised about the link of this initiative to the board's interest in ensuring seamless transfer. A suggestion was made that perhaps new money should require articulation agreements. Marc Smith, President of the Missouri Hospital Association (MHA), advised via telephone that MHA had been briefed on the initiative but had not been invited to partner. Dr. Smith stated that what Missouri health care education needs most is: 1) faculty; 2) infrastructure; and 3) preceptors at hospitals.

A brief discussion ensued surrounding capital budget requests for FY 2009. It was stated that the likelihood of success in funding capital is not great based on the sizeable capital appropriation in 2008 associated with the Lewis and Clark Discovery Fund. The development of two capital lists, one for small projects and one for large projects was described. The importance of sending capital requests forward even in years when funding is unlikely was emphasized as a way of ensuring policymakers and the public understand that capital needs of higher education are ongoing. Board members reinforced their belief that maintenance and repair should be given priority over new construction, and that assisting institutions with offering high-need academic programs is important.

### **Strategic Planning**

The board reviewed an initial draft of the new strategic plan and offered the following suggestions:

- Address employer workforce needs (particularly technology employer needs) and the use of technology in the classroom
- Recognize the importance of all fields, not just METS programs
- Focus on executable strategies
- Encourage action not only for us but for those who come after
- Be in alignment with new HEF policies
- Be adjustable for different audience groups
- Be ready for implementation by the end of June 2008

### **Update on Higher Education Funding (HEF) Task Force**

The board was advised that Brenda Albright has been hired by HEF to serve as facilitator and consultant for the duration of the project. Ms. Albright will assist with the development of materials, agenda, statistics, etc. and will attend all HEF meetings and associated CBHE meetings over the next ten months. The recommendations of the Task Force will undergo review by COPHE, MCCA, and Linn State prior to being shared with the CBHE Presidential Advisory Committee and forwarded to the CBHE for review and action.

### **Legislative Issues for Next Session**

Chair Swan, Mr. Upchurch, and Mr. Schreimann agreed to contact the Office of the Governor in order to arrange a meeting to discuss higher education needs. The board identified proprietary certification statutes, capital funding, and FTE as the key issues to be pursued in the next legislative session.

**Sunshine Law**

Ms. AuBuchon briefed the board on the requirements of the Sunshine Law.

**Missouri Student Loan Program Overview**

Ms. Cardwell briefed the board on the Missouri Student Loan Program and advised that she and Ms. AuBuchon will meet with the Missouri Congressional Delegation in Washington, DC in October.

**Updates**

Mr. Kintzel advised that the lawsuit between Southeast Missouri State University and Three Rivers Community College has been set for trial in February 2008.

The board discussed the data surveys currently submitted by these institutions and considered the following questions:

- Where do online students fit into the data?
- How will the River Campus and TRCC's intent to offer services in Cape skew the data?

**Board Meeting Logistics and Board Development**

Tabled for further discussion.

**Executive Session**

Duane Schreimann made a motion to enter into executive session per RSMO Section 610.021, Subsection (1) relating to "hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded" and Subsection (13) relating to "individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment." Mr. Greg Upchurch seconded the motion and it passed unanimously with the following vote:

Martha Boswell – Aye  
Lowell Kruse – Aye  
Duane Schreimann – Aye  
Kathryn Swan – Aye  
Greg Upchurch – Aye

Upon conclusion of the executive session, the CBHE reconvened in open session and adjourned the retreat at 9:30 am on September 6, 2007.

**COORDINATING BOARD FOR HIGHER EDUCATION  
MINUTES OF JOINT MEETING WITH STATE BOARD OF EDUCATION  
September 6, 2007**

The Coordinating Board for Higher Education (CBHE) met at 10:00 am on Thursday, September 6, 2007, at the Department of Elementary and Secondary Education (DESE) offices in Jefferson City.

**Missouri High School Feedback Report**

Mr. Kintzel briefed board members on highlights of the most recent performance report of graduates from public high schools who enrolled in public postsecondary institutions. Mr. Kintzel advised that examination of the data will provide trend data regarding the remediation of students from specific schools/districts.

Rev. Archie stated that it seems as if schools are rewarded for graduating students rather than preparing them for collegiate-level work. Mr. Herschend asked if this issue should be incorporated into the Missouri School Improvement Program.

Mr. Schreimann recommended a joint committee to work on remediation issues in order to ensure that high school students are prepared for postsecondary options. In particular, information should be better disseminated to schools and school boards.

Mr. Herschend stated that the agencies were dealing with imperfect data and that steps should be taken to do a better job of tracking students. Commissioner Stein agreed stating that historically, independent institutions, which enroll significant numbers of public high school graduates, do not participate in the Enhanced Missouri Student Achievement Study. Mr. Kruse asked if the agencies could work to design an ideal data system and determine the costs of development and implementation.

**P-20 Council**

Rob Nunn, Director of Workforce Development at the Department of Economic Development, briefed the joint meeting on the current work of the P-20 Council, specifically the Workforce 2025 initiative. In part, this initiative is intended to identify the future economic needs of the state and to counsel parents and students in educational pathways to meet those needs.

Debra Hollingsworth updated the joint boards on the work of the METS Coalition. Discussion focused on the improvement of METS curricula and assessments in conjunction with Strategy One, Recommendation One of the report *A Call to Action for Missouri*. Regional METS Summits will be held over the next months and a statewide METS Summit is being planned for spring, 2008.

**SB 389 Update**

Ms. AuBuchon briefed the boards on the status of implementation of elements of the omnibus higher education bill. Ms. Fuhrman provided information regarding efforts to meet the curriculum alignment requirements of the statute.

### **Teacher Preparation Program Accountability**

Teacher quality and student success are the foundation of many educational initiatives. Programs such as A+ and the Improving Teacher Quality Grant program continue to positively impact teacher quality. Discussion on this topic focused on what the state and institutions are doing to measure the effectiveness of teachers.

### **Information Items**

Ms. Cardwell provided information regarding the Missouri Student Loan Program's outreach efforts to high school counselors and students. Rev. Archie recommended contacting faith-based and community organizations to assist in these activities.

### **Adjournment**

The joint meeting adjourned at 2:00 pm.

## AGENDA ITEM SUMMARY

### AGENDA ITEM

New Higher Education Funding Policies Update  
Coordinating Board for Higher Education  
October 11, 2007

### DESCRIPTION

The Coordinating Board for Higher Education (CBHE) is committed to developing new funding policies that will be used to request appropriations for Missouri's public colleges and universities during the annual legislative budget process. This board item is intended as an update on this important initiative.

### Recent Developments

The Higher Education Funding (HEF) Task Force has met on a monthly basis and has focused on building a case statement and a set of supporting justifications and data communicating the importance of higher education to various audiences. Below is the current draft of the case statement, meant to concisely convey a simple message about the value of higher education.

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### **Missouri higher education benefits our people, our communities, and our economy**

#### **We do this by:**

**Increasing educational attainment.** Higher education gives Missouri's citizens the knowledge and training they need to keep the state competitive in today's global economy.

**Improving quality of life.** Missourians who receive education after high school earn more, are healthier, and give more to their communities. Higher education institutions themselves enrich communities by sponsoring cultural, athletic, and other events.

**Driving economic development.** Higher education institutions are sources of innovation and discovery, and they provide the educated workforce Missouri needs to attract and retain businesses.

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The task force is continuing to work on revising and crafting this statement to best communicate the most basic claims about higher education's value. The Council on Public Higher Education (COPHE) has convened a small group of their public relations professionals to assist in this process.

Coordinating Board for Higher Education  
October 11, 2007

In terms of supporting and illustrative data, the task force is reviewing and discussing data involving:

- the level of state support for public higher education in Missouri over the past decade, especially compared to other contiguous states and states in the region;
- Missouri's unemployment rates, personal income growth, and overall economic health, especially compared to other contiguous states and states in the region; and
- the link between public investment in higher education and improved economic health and development.

The task force intends to refine its message and reach out to a variety of external constituencies including those in the higher education community not directly involved in HEF such as legislators; the business community including state and local chambers of commerce; parents; students; and the general public.

Next steps include discussion of funding levels necessary for adequacy, funding framework options, the meaning of "FTE sensitivity", and issues of historical funding patterns. The next HEF task force meeting will take place on October 11, 2007 in Trenton, following the Coordinating Board meeting.

## **STATUTORY REFERENCE**

Chapter 173, RSMo, Chapter 33.210 – 33.290, Chapter 163.191, RSMo

## **RECOMMENDED ACTION**

This is an information item only.

## **ATTACHMENTS**

None

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Omnibus Bill Implementation Update  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

The MDHE continues to make progress on the implementation of the omnibus higher education bill passed during the 2007 legislative session, which became law on August 28, 2007. Significant accomplishments that have occurred since the September 2007 CBHE retreat include:

- Regulations have been drafted pertaining to the provision of the new law requiring public institutions to post information about faculty on their websites.
- Curriculum alignment workgroups have met, and the Curriculum Alignment Steering Committee has identified goals and set timelines for achieving those goals.
- The Access Missouri program is successfully being administered for fall, 2007 students.
- MOHELA made the first payment into the Lewis and Clark Discovery Fund.
- The Higher Education Funding Task Force has made progress toward identifying key issues to be considered in the development of higher education funding policies.

### **STATUTORY REFERENCE**

Section 173.005.2(7)(10), RSMo, Curriculum Alignment, Fines  
Section 173.125, RSMo, Dispute Resolution  
Section 173.360.2, RSMo, Lewis and Clark Discovery Fund  
Section 173.1003.5, Tuition Stabilization  
Section 173.1004, RSMo, Website Information  
Section 173.1101-1107, RSMo, Access Missouri  
Chapter 173, RSMo; Section 33.210-290, RSMo; Section 163.191, RSMo; Higher Education Funding Task Force

### **RECOMMENDED ACTION**

This is a discussion item only.

### **ATTACHMENT**

Omnibus Higher Education Bill Implementation Matrix

Coordinating Board for Higher Education  
October 11, 2007

**SENATE BILL 389  
IMPLEMENTATION MATRIX**

Program	Description	Implementation Timeline		MDHE Unit(s) Assigned	Current Status
Joint Committee on Education ("JCE")	The JCE's scope is expanded to include several components associated with higher education.	Immediate	MDHE will begin reporting to JCE on higher education issues	Commissioner	There are no current requests for information from the JCE.
Missouri Teaching Fellows Program	Creates the Missouri Teaching Fellows Program, which will offer loan forgiveness and stipends to individuals who teach in unaccredited school districts. The program will be administered by the MDHE with appropriations not to exceed \$1 million a year (CPI adjusted). The MDHE is responsible for recruitment of high school seniors to participate in the program, development of an agreement for participants to sign upon entry into the program, and development of regulations and contracts. The law requires the MDHE to maintain a Missouri Teaching Fellows Program coordinator position.	2007-08	First participants must be recruited	Financial Assistance, & Outreach, & Proprietary Certification and Fiscal Affairs	Senior staff is reviewing how to fulfill this obligation to publicize and recruit students into the program for fiscal year 2008 without the assignment of additional FTE or funding sources. We are requesting new funds in the FY 2009 budget process to include this new program and additional outreach activities.
MU Curators can close records	The MU Curators can close certain records relating to donors' financial information.	September 1, 2014	Program sunsets (unless reauthorized)		No need for MDHE action.
Transfer and articulation	Public institutions must work with the MDHE to establish agreed-upon competencies for all entry-level collegiate courses in key disciplines. The CBHE must establish policies to ensure transferability of core course credits.	August 28, 2007	Statute becomes effective	MDHE is not responsible for implementation Academic Affairs	Discipline workgroups have been created and had their first meetings. Workgroups include arts & humanities, English & communications, foreign languages, and engineering & technology. The Curriculum Alignment Steering Committee has also met, established its goals, and identified a timeline and strategy for timely completion of goals. A first draft of entry-level competencies will be completed October 31, 2007, and complete

Program	Description	Implementation Timeline	MDHE Unit(s) Assigned	Current Status
				<p>documentation of prioritized competencies will be delivered by April 15, 2008. The MDHE continues to welcome volunteers to participate in this process.</p> <p>MDHE staff are developing public relations documents and a website to facilitate communications and to allow public comment on draft competencies as they become available.</p>
Fines for non-compliance with CBHE rules and policies	Public institutions that willfully disregard CBHE policy can be fined up to 1% of their state appropriation. Rules, regulations and waiver procedures must be developed.	August 28, 2007	General Counsel and Fiscal Affairs	MDHE's General Counsel is researching this issue and seeking input from all in the Missouri public higher education community.
Out-of-state public institution standards	Out-of-state public institutions must be held to the same standards as Missouri institutions for program approval, data collection, cooperation, and resolution of disputes. The CBHE must promulgate rules.	July 1, 2008	Financial Assistance, Outreach, & Proprietary Certification and Academic Affairs	Out-of-state public institutions will be exempt from proprietary school certification effective on July 1, 2008. Out-of-state publics will not be required to seek recertification for the 2008-09 certification year and their certificates of approval will be allowed to lapse on June 30, 2008. Work on rules for out-of-state publics has not yet begun.
"No better than free"	No student shall receive need-based assistance that exceeds the student's cost of attendance. This does not include loans or merit-based aid.	August 28, 2007	Financial Assistance, Outreach, and Proprietary Certification	Work on guidance and related definitions to assist institutions with compliance has not yet begun.
Binding dispute resolution	In order to receive state funds, public institutions must agree to submit to binding dispute resolution to address grievances about jurisdictional boundaries or the use or expenditure of state resources. The Commissioner of Higher Education will be the arbitrator. The CBHE and MDHE must develop rules and waiver procedures.	August 28, 2007	General Counsel	MDHE's General Counsel is researching this issue and seeking input from all in the Missouri public higher education community.

Program	Description	Implementation Timeline		MDHE Unit(s) Assigned	Current Status
Higher Education Academic Scholarship Program ("Bright Flight")	The existing Bright Flight scholarship is revised to include students whose ACT/SAT scores are in the top 3% to 5% of all Missouri test-takers. Scholarships awards are increased to \$3,000 for those in the top 3% and established at \$1,000 for the 3% to 5% range. The MDHE's FAMOUS system must be reprogrammed and rules must be revised.	January 1, 2010	FAMOUS system changes must be completed	Financial Assistance, Outreach, & Proprietary Certification and Fiscal Affairs	Public materials (website and publications, etc.) have been revised to notify students of changes associated with Access Missouri program. Additional data queries are being developed to begin the process of estimating the number of students impacted and the potential cost. Analysis of whether an appropriation request will be needed to make the necessary changes to the FAMOUS system is under review. Work on rule changes and additional appropriation for program distribution has not yet begun.
MOHELA powers	Expands MOHELA's powers to include supporting capital projects (through the Lewis & Clark Discovery Fund), issuing bonds, participating in student grants and scholarships, and supporting the formation of the Missouri Technology Corporation. MOHELA will distribute a total of \$350 million over the next six years and a portion of the state ceiling will be allocated to MOHELA. In addition, MOHELA board members will not be personally liable for lawful votes or actions.	August 2010	New scholarship award amounts become effective	MOHELA Board, which includes the Commissioner and one CBHE member	MDHE staff has indicated to the Office of Administration and Department of Economic Development its commitment to collaborate with each agency as the Lewis & Clark Discovery Initiative projects move forward.
Lewis & Clark Discovery Fund ("L&CDF")	Creates a fund into which MOHELA distributions will be deposited. L&CDF may only be used for capital projects at public institutions or to support the Missouri Technology Corporation. Institutions that knowingly employ professors or instructors found guilty of certain crimes are ineligible to receive money through the L&CDF.	August 28, 2007	Statute becomes effective	MDHE will assist the Office of Administration in managing disbursements from the L&CDF	MOHELA made the initial \$230 million transfer to the L&CDF on September 15, 2007. Institutions may request reimbursement for expenses incurred on approved projects on a monthly basis with the first disbursements being made on October 15, 2007. MDHE will receive and approve reimbursement requests from institutions and provide relevant

Program	Description	Implementation Timeline	MDHE Unit(s) Assigned	Current Status
				<p>amounts to the Office of Administration on a monthly basis.</p> <p>According to the cash flow management schedule developed by the MDHE and the division of budget and planning, all projects under \$5 million may receive up to 100% reimbursement in FY 2007. For all other projects, reimbursements may total up to 80% of total appropriations between FY 2007 and 2008 combined, with an additional 10% available in FY 2010, and the last 10% available in FY 2011.</p>
General assembly faculty provision	<p>If an individual who has served for at least 8 years in the General Assembly applies for a teaching job at a public institution and has earned an undergraduate baccalaureate degree, the institution cannot reject the applicant solely because he or she does not have a graduate degree.</p>	<p>August 28, 2007</p>	<p>MDHE is not responsible for implementation</p>	<p>No need for MDHE action.</p>
Higher Education Student Funding Act (also known as tuition stabilization)	<p>Establishes limits on tuition increases based on each public institution's tuition in relation to the statewide average and CPI. Institutions exceeding the limits can be fined up to 5% of their state appropriation unless a waiver is sought and approved by the Commissioner of Higher Education. Community colleges are not subject to these limits unless their average tuition for out-of-district students exceeds the state average. The MDHE must develop rules and waiver procedures.</p>	<p>2008-09 academic year and each academic year in the future</p>	<p>Deputy Commissioner, Academic Affairs, and Fiscal Affairs</p>	<p>The Higher Education Funding (HEF) Task Force's discussions have included the identification of goals for the amount of resources needed to deliver high quality education to students. This segment of a new funding policy will have direct implications for granting waivers to tuition limitations.</p> <p>In addition, MDHE's General Counsel continues to seek input on a procedure for handling requests for waivers.</p>

Program	Description	Implementation Timeline	MDHE Unit(s) Assigned	Current Status
Consumer information	The CBHE must promulgate rules and regulations to ensure that public institutions post on their websites academic credentials of all faculty (adjunct, part-time, and full-time); course schedules; faculty assignments; and, where feasible, instructor ratings by students; as well as which instructors are teaching assistants.	August 28, 2007  Statute becomes effective	General Counsel	MDHE's General Counsel has provided a draft regulation to implement this section to student groups, faculty groups, and administrators in the public higher education community and will use feedback provided about that draft to develop a regulation that will be presented to the CBHE at its October 2007 meeting.
Performance measures	Institutions and the MDHE must develop institutional and statewide performance measures. The MDHE must report on progress developing statewide measures to the Joint Committee on Education at least twice a year. The MDHE must develop a procedure for reporting the effects of performance measures to the Joint Committee on Education in an appropriate timeframe for consideration in the appropriation process.	July 1, 2008  Performance measures must be established	Deputy Commissioner, Academic Affairs, and Fiscal Affairs	The HEF Task Force will make recommendations on performance funding, which will have direct implications for performance measures. This task force, which has met four times, has retained the services of nationally recognized higher education finance expert Brenda Albright. All sectors (Linn State, public two-year, and public four-year) have submitted initial draft recommendations of the types of elements to be included as performance measures. Work on procedures for reporting the effects of performance has not yet begun.
Access Missouri Financial Assistance Program	Establishes Access Missouri as the state's single need-based financial assistance program, to be administered by CBHE. Award ranges vary by institutional sector and expected family contribution ("EFC"). No student who is found or pleads guilty to certain criminal offenses while receiving financial aid is eligible for renewed assistance. In the event of budget shortfalls, the maximum award will be reduced across sectors; for surplus, the maximum EFC allowed will be raised. The CBHE must promulgate regulations for administering the	September 2007  Program must be administered and students will receive Access Missouri financial assistance  Award amounts may be adjusted to reflect inflation indicated by the CPI  August 2009 and every 3 years thereafter. Program will sunset at the end of FY 2013, unless reauthorized.	Financial Assistance, Outreach, & Proprietary Certification	Distribution of funds under the new Access Missouri program began on September 4, 2007. MDHE information materials about student financial assistance have been revised to include information about Access Missouri. The emergency administrative rule pertaining to Access Missouri is now in effect. The same rule has been filed using the standard promulgation process.

Program	Description	Implementation Timeline		MDHE Unit(s) Assigned	Current Status
Gaming funds	<p>Access Missouri program. Assistance provided to all applicants from any other student aid program, public or private, must be reported to the CBHE by the institution and the recipient.</p> <p>Transfers College Guarantee's portion of boarding fee to Access Missouri.</p>	August 28, 2007	Statute becomes effective	MDHE is not responsible for implementation	No need for MDHE action.
NMSU conveyance	Permits Northwest Missouri State University to sell a piece of land.	August 28, 2007	Statute becomes effective	MDHE is not responsible for implementation	No need for MDHE action.

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Curriculum Alignment Update  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

The Missouri Department of Higher Education has launched a major labor-intensive initiative on curriculum alignment for beginning college students. The agenda item provides the board with an update on the status of this initiative.

### **Background**

As part of the higher education omnibus bill, public colleges and universities are mandated to work with the commissioner of higher education in the development of competencies for entry-level college courses in key disciplines associated with general education. A two-tiered approach has been designed. First, voluntary disciplinary faculty work groups in seven areas (Mathematics, Science, English and Communications, Social Sciences, Foreign Languages, Engineering and Technology, and Arts and Humanities) have been formed. Each group is identifying the entry-level general education courses and associated entry-level competencies students should have that are important to their discipline and exist-level competencies for each course. Second, a Curriculum Alignment Steering Committee (CAS) has been appointed to coordinate the work of the faculty disciplinary groups and identify policies and procedures to ensure full implementation by public colleges and universities. (See Attachment A and B)

### **Current Status**

- Over 300 faculty are actively engaged in the statewide disciplinary work groups
- Faculty groups are forming on several campuses to provide input
- K-12 organizations and personnel have registered interest in this initiative; some have registered concern with the way the product will align with work underway at the secondary level
- Guiding principles for identification of entry-level collegiate courses include:
  - Lowest common entry course when a corresponding course is required of all high school graduates, college algebra in mathematics
  - When multiple entry points exist, e.g., in social science, dominant enrollment patterns of first-time freshmen will be used,
- Approximately 10 entry-level collegiate courses have been identified
- Competencies for entrance into beginning collegiate courses has been determined a first priority; course exit competencies will then follow

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October 11, 2007

- A broad array of constituent groups have been identified
- Members of the CAS will communicate regularly with assigned constituent groups
- A web page is under construction that will publicize this initiative and clarify any misunderstandings about processes and products
- October 31, 2007 has been set for a first draft for entry-level competencies; the completed product is targeted for April 15, 2008. (See Attachment C)

### **Conclusions**

The MDHE Curriculum Alignment Initiative has established its membership, goals, timelines, and strategies for moving forward to a timely completion. Additional updates, including information about draft entry-level competencies, will be reported at the December CBHE meeting.

### **STATUTORY REFERENCE**

Section 173.005.2(7), RSMo, Curriculum Alignment

### **RECOMMENDED ACTION**

This is a discussion item only.

### **ATTACHMENT(S)**

Attachment A: Curriculum Alignment Steering Committee Members

Attachment B: Commissioner Stein's charge to the Curriculum Alignment Steering Committee

Attachment C: Timeline for completion of competencies



## **Coordinating Board for Higher Education's Curriculum Alignment Steering Committee Members**

### **Administrative Members:**

Jeanie Crain, Missouri Western State University  
John Ganio, St. Louis Community College  
Mike Grelle, University of Central Missouri  
Fred Janzow, Southeast Missouri State University  
Jeff Lashley, Moberly Area Community College  
James Spain, University of Missouri-Columbia

### **DESE Members:**

Lin Everett, Department of Elementary and Secondary Education  
Connie Hurst-Bayless, Mehlville School District  
Kevin Lowery, Bolivar School District  
Brian McDonald, Grain Valley R-V School District  
Vickie Miller, Maryville R-II School District

### **Discipline Workgroup Liaison Members:**

#### Mathematics

Yungchen Cheng, Missouri State University  
Mary Shepherd, Northwest Missouri State University

#### Science

Deborah Allen, Jefferson College  
Chris McGowan, Southeast Missouri State University

#### English and Communications

Katricia Pierson, William Woods University  
2<sup>nd</sup> English and Communications Steering Committee Member

#### Social Sciences

Debra Greene/Roger Jungmeyer (shared), Lincoln University  
Richard Miller, Missouri Southern State University

#### Foreign Languages

Madeleine Kernen, Missouri State University  
David Smallwood, Southeast Missouri State University

#### Engineering and Technology

David Pope, Ozarks Technical Community College  
2<sup>nd</sup> Engineering Steering Committee Member

#### Arts and Humanities

1<sup>st</sup> Arts and Humanities Steering Committee Member  
2<sup>nd</sup> Arts and Humanities Steering Committee Member



## **Coordinating Board for Higher Education's Curriculum Alignment Steering Committee Charge**

The passing of Senate Bill 389 has mandated that in order to receive increases in state appropriations, all approved public two- and four-year institutions shall work with the commissioner of higher education to establish agreed-upon competencies for all entry-level collegiate courses in English, mathematics, foreign language, sciences and social sciences associated with an institution's general education core... Furthermore the Coordinating Board is charged with developing policies and procedures to ensure such courses are accepted in transfer among public institutions and treated as equivalent to similar courses at receiving institutions. Finally, the bill indicates that the department of elementary and secondary education shall align such competencies with their assessments.

While Senate Bill 389 has created an impetus for action, the Coordinating Board for Higher Education sees this mandate as an opportunity to create a comprehensive strategic approach to curriculum alignment and competencies articulation, smoothing transition and transfer pathways for students throughout the P-20 system. In order to create a unified initiative, two additional areas of areas of focus are included as part of this curriculum alignment work: arts and humanities, in order to acknowledge its inclusion in beginning general education courses; and engineering and technology, taking into account the statewide priority to align and promote math and science fields through the recommendations of the governor's METS Coalition.

In order to fulfill these mandates, the Commissioner of Higher Education, through the authority of the Coordinating Board for Higher Education (CBHE), has established the CBHE Curriculum Alignment Steering Committee (CAS) and seven faculty workgroups organized by the following academic disciplines: English and communications; mathematics; foreign languages; sciences; social sciences; arts and humanities; and engineering and technology. Each disciplinary workgroup has been charged with identifying the entry-level general education courses in the discipline and developing both entry-level competencies for each of the discipline areas and exit-level competencies for each course. The CAS is charged with coordinating the work of faculty disciplinary groups and identifying policies and procedures to ensure full implementation by public colleges and universities.

The following responsibilities are necessary to carrying out this charge:

1. Define scope of work and outcome goals for curriculum alignment work
2. Develop a time-line for completion of curriculum alignment mandates and goals
3. Develop and implement a communication plan to publicize, allow feedback, and build support at the secondary and postsecondary levels concerning curriculum alignment activities
4. Communicate with and coordinate the specific course-level work of the Discipline Workgroups
5. Compile the work of the Discipline Workgroups and develop curriculum policy recommendations for delivery to the Commissioner and the Coordinating Board
6. Define ramifications upon other Department of Higher Education policies and develop accompanying policy recommendations

Coordinating Board for Higher Education

October 11, 2007



Building Missouri's future...by degrees

### **Curriculum Alignment Initiative Timeline**

- September 13-October 2007
  - Discipline work groups develop entry-level competencies.
- October 31
  - Draft of entry-level competencies from each discipline workgroup due.
- November-December 2007
  - Discipline work groups develop exit-level competencies for prioritized courses.
  - Steering Committee discusses/reviews drafts of entry-level competencies and garners feedback from constituent groups.
- January 4, 2008
  - Draft of exit-level competencies for prioritized courses from each discipline workgroup due.
- January 2008 - February 2008
  - Discipline workgroups incorporate feedback from the Steering Committee and constituent groups into the entry-level competencies.
  - Steering Committee discusses/reviews of drafts of exit-level competencies for prioritized courses and garners feedback from various groups.
- February 4, 2008
  - Steering Committee meets to finalize entry competencies.
- February 2008 – March 2008
  - Discipline workgroups incorporate feedback from the Steering Committee and constituent groups into the exit-level competencies for prioritized courses.
- March 15, 2008
  - Steering Committee meets to finalize exit-competencies for prioritized courses.
- April 15, 2008
  - Final drafts of entry and exit-level competencies for prioritized courses due for submission to the Commissioner and Coordinating Board.

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Legislative Initiative – Revisions to Proprietary School Certification Statutes  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

This proposal to amend the statutes regulating proprietary schools is designed to strengthen the standards for establishing and operating a proprietary school in the state. This is intended to provide the department with additional tools to ensure the quality of all schools receiving certification to operate. In addition, the proposal would establish the act of using a substandard degree as an offense in the state of Missouri. A draft legislative proposal is attached.

### **Background**

The statutory sections that established the Proprietary School Certification Program (Sections 173.600 through 173.618, RSMo) were enacted in 1983. In 1991, a legislative proposal was developed by the department and introduced through the work of the Missouri Association of Private Career Colleges and Schools (MAPCCS) to strengthen several provisions of the statute and increase the certification fee. Since the adoption of those revisions, these statutory sections have remained unchanged.

While the current standards have been generally adequate, as other states have moved to strengthen and update their requirements, Missouri has become a place of increasing interest for some diploma mill suspect institutions. In addition, in the more than 15 years since the last statutory revision, organizations wishing to operate minimal or substandard levels have become increasingly adept at exploiting the gaps and weaknesses in our regulatory requirements. At this point, Missouri is consistently mentioned in national publications as having one of the weakest proprietary school certification laws in the country.

For several years, staff has recognized that the proprietary school certification statute contains only limited authorization for the Coordinating Board to address the issue of substandard degree programs. Recent challenges presented by several applications for certification to operate have again highlighted the challenges faced by the MDHE in this area.

The primary issue is that the statute does not include the specific authority for the department to approve new or revised programs of instruction. In instances where an institution desires to offer a degree level program, the absence of this authority makes the establishment of uniform and meaningful standards difficult. Such authority is critical in the department's efforts to prevent diploma mills from establishing or maintaining operations in the state. This revision would provide the department clear and complete authority to establish standards for such degrees. Included within that authorization is the explicit linking of the approval process with recognized

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accreditation. The proposed language would give the department the flexibility to require accreditation when appropriate and to impose other standards when it is not.

A contributing factor to the growth of degree mills and the use of the degrees they sell is the fact that there are virtually no legal consequences in Missouri for the use of such degrees. From a national perspective, in an attempt to dampen the demand for questionable degrees, a number of states have also begun to address this problem by prohibiting the use of substandard, diploma-mill degrees for employment or professional purposes. This legislative proposal would establish that such degrees cannot be used for employment or promotional purposes in the state, thereby deflating their value to prospective purchasers.

Finally, the proposal includes authorization to implement a limited system of late fees to assist the staff with the timely processing of applications and requests for action. In many instances, schools' failure to submit materials (recertification applications in particular) by established deadlines results in delays in reviews that impact all schools in the renewal process. At present the options for encouraging schools to submit materials in a timely manner are extremely limited.

### **Conclusion**

Neither state nor national data are collected regarding the number of individuals that receive and use substandard diploma mill degrees as part of their professional qualifications or for purposes of workplace advancement. Most experts agree the problem is substantial and some estimate the value of this business in the tens of millions of dollars.

Missouri's education institutions and their students would benefit by ensuring all degrees conferred in the state of Missouri meet MDHE established minimum standards before they are delivered. This proposal not only protects individuals that might enroll in low quality programs but also protects the general integrity of degrees conferred by all Missouri institutions.

### **STATUTORY REFERENCE**

Sections 173.600 through 173.618, RSMo, Regulation of Proprietary Schools

### **RECOMMENDED ACTION**

**It is recommended that the Coordinating Board for Higher Education establish the strengthening of the statute regulating proprietary schools as a legislative priority for the 2008 legislative session. It is further recommended that the Coordinating Board direct the Commissioner of Higher Education to work with the Missouri Association of Private Career Colleges and Schools and other interested constituencies to secure the introduction and passage of legislation to fulfill this priority.**

### **ATTACHMENT**

Proposed Bill Language

## Proposed Bill Language

Note: Proposed new language is indicated by **bold** text. Proposed language for deletion is indicated by ~~strike through~~ text enclosed in [brackets].

Sec. 173.608. Fee for certificate--disposition.--

1. The annual fee for a proprietary school certificate of approval shall be \$.001 per one dollar of net tuition and fees income (excluding refunds, books, tools and supplies), with a maximum of two thousand five hundred dollars and a minimum of two hundred fifty dollars per school. For a school having a certificate of approval for the sole purpose of recruiting students in Missouri, the net tuition used for this computation shall be only that paid to the school by students recruited from Missouri and the fee shall be two hundred fifty dollars plus the amount produced by the foundation calculation.

**2. Any school failing to submit renewal application materials within the timeframe established for such submissions may be assessed a reasonable late fee, as established by the coordinating board.**

[2-] **3.** Any school which operates at two or more locations, or has franchised schools as provided in section 173.606, may combine tuition and fees for all locations for the purpose of determining the annual fee payable under sections 173.600 to 173.618. All fees received shall be deposited in the state treasury to the credit of general revenue.

Sec. 173.611.

**1. It is unlawful for a person to knowingly use or attempt to use, in connection with admission to any institution of higher education or in connection with any business, employment, occupation, profession, trade, or public office:**

**(a) A false or misleading degree from any institution of higher education, regardless of whether that institution is located in Missouri and regardless of whether the institution has been issued a certificate of approval or temporary certificate of approval by the Board; or**

**(b) A degree from any institution of higher education in a false or misleading manner, regardless of whether that institution is located in Missouri and regardless of whether the institution has been issued a certificate of approval or temporary certificate of approval by the Board.**

**2. For the purposes of this section, a degree is false or misleading or is used in a false or misleading manner if it:**

**(a) States or suggests that the person named in the degree has completed the requirements of an academic or professional program of study in a particular field of**

endeavor beyond the secondary school level and the person has not, in fact, completed the requirements of the program of study;

(b) Is offered as his or her own by a person other than the person who completed the requirements of the program of study;

(c) Is awarded, bestowed, conferred, given, granted, conveyed, or sold in violation of this chapter.

Sec. 173.618. Unlawful practices--injunction, board action--penalty.--

1. Any act, method, or practice which violates the provisions of sections 173.600 to 173.618 shall be an unlawful practice within the meaning of section 407.020, RSMo, **and any action authorized in that section may be taken. In addition,** ~~and~~ the board may seek an injunction in the manner provided in chapter 407, RSMo. The board may exercise the authority granted in subdivision (2) of subsection 2 of section 173.612 without seeking injunction.

2. Any person convicted of operating a proprietary school without certificate of approval or a temporary certificate of approval, or of failure to file bond or security as required by sections 173.600 to 173.618 or of violating any other provision of sections 173.600 to 173.618 is guilty of a class A misdemeanor and upon conviction shall be punished in the manner provided by law.

Sec. 173.612. Coordinating board for higher education to administer law--powers and duties--rules and regulations, suspension and reinstatement.--

1. The board shall, through the department of higher education, administer, supervise, and enforce the provisions and policies of sections 173.600 to 173.618 and shall assign the personnel that are necessary to exercise its powers and duties.

2. The rules and regulations adopted by the board under sections 173.600 to 173.618, together with any amendments thereto, shall be filed with the office of the secretary of state. The board may:

(1) Issue proprietary school certificates of approval or temporary certificates of approval to applicants meeting the requirements of sections 173.600 to 173.618;

(2) Suspend or revoke certificates or temporary certificates of approval, or place certified schools on probation;

**(3) Approve new or revised programs of instruction offered by a school holding a certificate of approval. Such approval shall be based on standards established for this purpose by the coordinating board and may require accreditation by a USDE recognized accrediting agency as deemed appropriate by the board.**

~~(3)~~ **(4)** Require each proprietary school to file a security bond covering the school and its agents to indemnify any student, enrollee or parent, guardian, or sponsor of a student or enrollee

who suffers loss or damage because of a violation of sections 173.600 to 173.618 by the school, or because a student is unable to complete the course due to the school's ceasing operation or because a student does not receive a refund to which he is entitled. The bond or other security shall cover all the facilities and locations of a proprietary school and shall not be less than five thousand dollars or ten percent of the preceding year's gross tuition, whichever is greater, but in no case shall it exceed twenty-five thousand dollars. The bond shall clearly state that the school and the agents of the school are covered by it. The board may authorize the use of certificates of deposit, letters of credit, or other assets to be posted as security in lieu of this surety bond requirement;

~~[(4)]~~ (5) Collect data from certified proprietary schools appropriate to establish records and statistics necessary to provide evaluation and planning by the department of higher education;

~~[(5)]~~ (6) Administer sections 173.600 to 173.618 and initiate action to enforce it.

3. Any school which closes or whose certificate of approval is suspended, revoked, or not renewed shall, on the approval of the coordinating board, make partial or full refund of tuition and fees to the students enrolled, continue operation under a temporary certificate until students enrolled have completed the program for which they were enrolled, make arrangements for another school or schools to complete the instruction for which the students are enrolled, employ a combination of these methods in order to fulfill its obligations to the students, or implement other plans approved by the coordinating board.

4. Any rule or portion of a rule promulgated pursuant to sections 173.600 to 173.618 may be suspended by the joint house-senate committee on administrative rules until such time as the general assembly may by concurrent resolution signed by the governor reinstate such rule.

## AGENDA ITEM SUMMARY

### AGENDA ITEM

Final Rules for Access Missouri  
Coordinating Board for Higher Education  
October 11, 2007

### DESCRIPTION

Implementation of the Access Missouri Financial Assistance Program required the filing of emergency rules, which were approved by the Coordinating Board at the June 14, 2007 meeting. The intent of this board item is to share final rules for board review and action.

#### Background

The MDHE filed emergency administrative rules for the operation of the Access Missouri Program on August 28, 2007, with an effective date of September 9, the earliest date possible. Because emergency rules expire after 180 days, staff indicated final rules for the program's operation would be forthcoming for board review and action at the October meeting.

Overall, these proposed rules include only minor changes from the versions adopted as emergency rules. Those changes, which are indicated by bold underlined text for new language and bold strike-through text for deletions, have resulted from discussions among department staff and numerous conversations with members of the financial aid community.

The goals for these rules remain the same as for the emergency versions. First, the intent is to provide a smooth transition to this new program. Second, in looking toward the future, they represent the beginning of a process of standardization and modernization of the rules. Over time, the language in all other rules will be standardized based on these benchmarks.

### STATUTORY REFERENCE

Section 173.1103, (SS SCS SB 389, 94<sup>th</sup> General Assembly, First Regular Session (2007))  
Access Missouri Financial Assistance Program

### RECOMMENDED ACTION

**It is recommended that the Coordinating Board direct the Commissioner of Higher Education to take all actions necessary to ensure the attached Proposed Rulemakings become effective as administrative rules as soon as possible.**

#### ATTACHMENT(S)

Attachment A: Proposed Rulemaking 6 CSR 10-2.140 Institutional Eligibility for Student Participation  
Attachment B: Proposed Rulemaking 6 CSR 10-2.150 Student Eligibility and Application Procedures

Coordinating Board for Higher Education  
October 11, 2007

**Title 6 – Department of Higher Education  
Division 10 – Commissioner of Higher Education  
Chapter 2 – Student Financial Assistance Program**

**PROPOSED RULE**

**6 CSR 10- 2.140 Institutional Eligibility for Student Participation**

*PURPOSE: This rule sets forth policies and procedures of the Coordinating Board for Higher Education regarding the certification of public and private institutions of higher education so their full-time students may qualify for participation in the Access Missouri Financial Assistance program.*

(1) Definitions.

(A) Access Missouri shall mean the Access Missouri Financial Assistance Program set forth in sections 173.1101 - 173.1107, RSMo.

(B) Approved institution means any institution located in the state of Missouri that meets the requirements set forth in section 173.1102(2) or (3), RSMo, **and** that has been approved under 6 CSR 10-2.140, **and that has been approved to participate in the federal student financial assistance programs created in Title IV of the Higher Education Act of 1965, as amended.**

(C) Approved private institution means an educational institution as defined in section 173.1102(2), RSMo.

(D) Approved public institution means an educational institution as defined in section 173.1102(3), RSMo.

(E) CBHE means the Coordinating Board for Higher Education created by section 173.005, RSMo.

(F) Department means the Department of Higher Education created by section 173.005, RSMo.

(G) His, him, or he shall apply equally to the female as well as the male sex where applicable in this rule.

(H) Standard admission policies shall mean policies approved and published by the approved institution to admit special students and students with a certificate of graduation from high school or the equivalent of that certificate.

(2) Policy.

(A) The CBHE is charged by statute to promulgate reasonable rules and regulations to affect the purposes of the Access Missouri program. In establishing this rule of institutional eligibility, the CBHE is guided principally by the constitution of Missouri; the provisions of sections 173.1101 - 173.1107, RSMo; and decisions of the Missouri Supreme Court construing the laws of the state.

(B) The CBHE will administer the Access Missouri program as a need-based student financial assistance program to assist financially qualified full-time students enrolled in approved institutions of higher education.

(3) Institutional Eligibility.

(A) Only institutions certified by the CBHE as approved public or private institutions may participate in the Access Missouri program.

(B) Public and private institutions are eligible to participate in the Access Missouri program only if they permit faculty members to select textbooks without influence or pressure from any source in order to be approved institutions. This requirement is in addition to requirements set forth in sections 173.1102(2) and (3), RSMo, and elsewhere in this rule. Selection of textbooks within individual departments or schools by faculty curriculum committees shall not be considered inconsistent with this requirement.

(C) To be an approved private institution, an institution must be a nonprofit educational institution operating privately under the control of an independent board and not directly controlled or administered by any public agency or political subdivision. This requirement is in addition to requirements set forth in section 173.1102(2), RSMo, and elsewhere in this rule. For the purposes of this rule, an independent board is one that meets the following minimum criteria:

1. The governing instrument of the institution gives the governing board final decision making

authority for the institution;

2. The governing board is composed of a number of members as fixed or provided for in the governing instrument of the institution, who serve for terms of definite duration;

3. Each member of the governing board is free to exercise judgment independently in the interest of the institution without being controlled by any person or authority; and

4. The members of the governing board may not be removed by any authority during their respective terms, except for cause. For purposes of this criterion, "cause" shall not include any reason based upon religious affiliation, including failure to follow the directives of any purported superior authority, religious or otherwise.

(D) No institution offering a course of study leading only to a degree in theology or divinity shall be eligible for certification as an approved institution under this rule.

(4) The CBHE shall assign institutions to appropriate institutional groups based on length of program, institutional organization, and other criteria it considers applicable to such assignment.

(5) Institutional Responsibilities.

(A) Approved institutions shall--

1. Admit students based on the institution's standard admission policies;

2. Submit a copy of the institution's policy on satisfactory academic progress for the records of the CBHE;

3. Establish fair and equitable refund policies covering tuition, fees, and, where applicable, room and board charges. The refund policy shall be the same policy used by the institution for refunding all federal Title IV financial aid included in the Higher Education Act of 1965;

4. Systematically organize all student records (student financial aid, registrar, business office) pertaining to students who receive Access Missouri awards to be made readily available for review upon request by the CBHE; and

5. Verify each Access Missouri award recipient's eligibility by transmitting the student's record to the CBHE by the annual deadline published by the CBHE for the current academic year.

(B) When the approved institution receives the Access Missouri program funds for the awards made by the CBHE, the approved institution must--

1. Determine if the applicant is enrolled full-time and is making satisfactory progress in his course of study according to standards determined by the approved institution and 6 CSR 10-2.140;

2. Deliver the Access Missouri program funds to the Access Missouri award recipient in the amount determined by the CBHE using the institution's standard award delivery procedures, retaining the portion of the Access Missouri award that the applicant owes for education-related expenses (tuition, fees, room and board, and/or other education-related expenses) to that institution and promptly give the applicant any remaining funds;

3. Return the applicant's Access Missouri award to the CBHE within thirty (30) days of learning he is no longer eligible to receive an award, if this is determined prior to the delivery of funds to the applicant;

4. Be responsible for the repayment of any funds sent to it by the CBHE within thirty (30) days of learning either of the following:

A. The institution delivered Access Missouri funds to an applicant not eligible under the Access Missouri program if the award was based on erroneous, improper, or misleading information provided by the institution to the CBHE; or

B. The institution delivered the Access Missouri award funds to a person other than the one to whom the CBHE has directed the funds be delivered; and

5. Determine and calculate the amount of refunds to the CBHE based on the institution's refund formula for applicants who withdraw. The funds must be returned to the CBHE within thirty (30) days of the determination a withdrawal has occurred.

(C) The CBHE may refuse to make Access Missouri awards to applicants who attend institutions that fail to make timely refunds to the CBHE as provided above.

(6) Procedures.

(A) All institutions currently holding an approved institution status shall retain said status for a period of three (3) years from the effective date of this rule, unless that status is terminated in accordance with 6

CSR 10-2.140(3) or 6 CSR 10-2.140(6)(C).

(B) Any institution not designated an approved institution on the effective date of this rule shall make application to the CBHE to be certified as an approved institution in order for students attending the institution to be eligible to participate in the Access Missouri program. Applications for approved institution status shall be made on forms provided therefore by the CBHE. Upon certification of an institution as an approved institution by the CBHE, the status of an approved institution shall continue for a period of three (3) years from the date of certification unless earlier terminated for changes in operation specified in 6 CSR 10-2.140(3) or 6 CSR 10-2.140(6)(C).

(C) During a period in which an institution is certified as an approved institution, if a substantial change occurs in the institution's governing structure; in the institution's hiring policies pertaining to administration, faculty, and staff; in the institution's admissions policies; in the institution's textbook selection procedures; in the level of programs or degrees offered by the institution; in the institution's qualification for accreditation by the Higher Learning Commission or other United States Department of Education-recognized accrediting agency; in the institution's record of compliance with lawfully promulgated CBHE policies and procedures; or in any other matter affecting the criteria set forth in sections 173.205(2) or (3), RSMo, the CBHE may consider whether to terminate the institution's approved status because of such change. Institutions shall notify the CBHE in writing within thirty (30) days after any such change occurs. Before the CBHE makes a decision regarding the status of an approved institution, the CBHE may, at its own discretion, hold one (1) or more public hearing(s) under the procedures set forth in subsection (6)(G) of this rule.

(D) If any institution's approved institution status is terminated before the expiration of the three (3) year term, the institution may thereafter apply to the CBHE for recertification on forms provided by the CBHE.

(E) If an approved institution desires to continue its status as an approved institution, it may apply for renewal of its approved institution status by filing an application for recertification as an approved institution at least sixty (60) days before the date its certification would normally expire. An application for recertification as an approved institution shall be made to the CBHE on forms provided by the CBHE.

(F) Upon receipt of a completed institutional application form, the CBHE may certify or recertify the institution as an approved institution or deny certification as an approved institution. The CBHE may base its decision on the information submitted by the institution, on the institution's record of compliance with CBHE policies and procedures, and on any other information that the CBHE deems reliable. The CBHE, at its own discretion, may hold one (1) or more public hearing(s) regarding the merits of the application.

(G) In the event the CBHE requires a hearing, the CBHE shall so advise the institution within a reasonable amount of time. The advice to the institution shall state the time and place of the hearing and the issues of concern to the CBHE. The institution shall publish conspicuous notices of such hearing in its buildings and on its grounds, in areas accessible to staff, faculty, and students, and the notices shall set forth the fact that the hearing is to be held; its date, time, location, and purpose; the telephone number and mailing address of the commissioner of higher education at the department, and advice that comments concerning the issues identified by the CBHE may be communicated to the commissioner of higher education.

(H) The decision to certify, recertify, decertify, or reject initial certification of an institution as an approved institution shall rest solely within the discretion of the CBHE.

*Auth: Section 173.1103, RSMo*

**Title 6 – Department of Higher Education  
Division 10 – Commissioner of Higher Education  
Chapter 2 – Student Financial Assistance Program**

**PROPOSED RULE**

**6 CSR 10-2.150 Student Eligibility and Application Procedures**

*PURPOSE: This rule sets forth the policies of the Coordinating Board for Higher Education regarding student eligibility and application procedures for student financial assistance under the Access Missouri Financial Assistance program.*

(1) Definitions.

(A) Academic year shall be from July 1 of any year through June 30 of the following year.

(B) Access Missouri shall mean the Access Missouri Financial Assistance Program set forth in sections 173.1101 - 173.1107, RSMo.

(C) Access Missouri award means an amount of money paid by the state of Missouri to a qualified applicant under the Access Missouri program.

(D) Applicant means a student who has filed a complete and accurate application to receive an Access Missouri award as prescribed by the CBHE and who qualifies to receive such award under section 173.1104, RSMo.

(E) Approved institution means any institution located in the state of Missouri that meets the requirements set forth in sections 173.1102(2) or (3), RSMo, **and that has been approved to participate in the federal student financial assistance programs created in Title IV of the Higher Education Act of 1965, as amended.**

(F) Award year shall be from July 1 of any year through June 30 of the following year, excluding summer terms.

(G) CBHE means the Coordinating Board for Higher Education created by section 173.005, RSMo.

(H) Department means the Department of Higher Education created by section 173.005, RSMo.

(I) EFC means Expected Family Contribution, the amount of money a student and family should pay toward the cost of postsecondary education as calculated annually by the United States Department of Education as a result of an official federal need analysis based on the student's federal need-based aid application form.

(J) Full-time student means a student who is enrolled in at least twelve (12) semester hours, eight (8) quarter hours, or the equivalent in another measurement system, but not less than the respective number sufficient to secure the certificate or degree toward which the student is working in no more than the number of semesters or their equivalent normally required by the institution for the program in which the student is enrolled.

(K) His, him, or he shall apply equally to the female as well as the male sex where applicable in this rule.

(L) Initial recipient means a student who qualifies under section 173.1104, RSMo, has filed an accurate and complete application by the deadline established by the CBHE for the Access Missouri program, and has not received an Access Missouri award in any prior academic year.

(M) Increment group shall mean a group organized by EFC in five hundred dollar (\$500) increments into which all eligible applicants are placed.

(N) Renewal recipient means a student who received an Access Missouri award, who meets the requirements set forth in section 173.1104, RSMo, and who has filed an accurate and complete application by the deadline established by the CBHE for the Access Missouri program.

(O) Residency, for the purpose of this rule, shall be determined by reference to the standards set forth in the determination of student residency rule, 6 CSR 10-3.010.

(P) Satisfactory academic progress means that a student is successfully completing sufficient courses in his course of study to secure the certificate or degree toward which he is working in no more than the number of semesters or their equivalent normally required by the institution in which the student is enrolled

(2) Basic Eligibility Policy. To qualify for an Access Missouri award, an initial or a renewal recipient, at the time of his application and throughout the period during which he receives the award, must meet the requirements set forth in section 173.1104, RSMo.

(3) Application and Evaluation Policy.

(A) The CBHE shall annually prescribe the time and method for filing applications for financial assistance under the Access Missouri program. It shall make announcement of its action in these respects.

(B) Students shall apply annually for financial assistance under the Access Missouri program by completing and submitting the federal need-based aid application form as prescribed by the United States Department of Education.

(C) The department will evaluate each student's application for an Access Missouri award according to the student's EFC as calculated based on information provided in the student's federal need-based aid application form completed and submitted as prescribed by the United States Department of Education.

(D) Annual award amounts for renewal recipients may be increased or decreased based on a change in the financial condition of the applicant, the financial condition of the applicant's spouse or parents, or availability of funds for distribution during that award year.

(E) Exceptions to the department's procedures applicable to the Access Missouri program and reconsideration of applicants' need will take place only in unusual circumstances, such as death or disability of a wage earner, illness, or other economic reversal, and will be considered on an individual basis only upon written request, submitted to the Missouri Department of Higher Education, Access Missouri Program, 3515 Amazonas Drive, Jefferson City, Missouri 65109.

(4) Award Policy.

(A) Access Missouri awards shall be allotted for one (1) award year.

(B) A renewal recipient may continue to receive a grant under the Access Missouri program so long as the applicant:

1. Maintains a cumulative grade point average of at least two and five-tenths (2.5) on a four-point (4.0) scale, or the equivalent on another scale;
2. Meets the satisfactory academic progress requirements as determined by the approved institution in which he is enrolled and as applied to other students at the approved institution receiving assistance under Title IV financial aid programs included in the Higher Education Act of 1965, with the exception of grade point average;
3. Otherwise meets the criteria of the Access Missouri program; and
4. Has not exceeded-
  - a) Five (5) semesters at a two(2)-year institutions; or
  - b) **A total of** ten(10) semesters or fifteen (15) quarters at a four(4)-year institution **or any combination of institutions.**

(C) Initial and renewal recipients who meet the eligibility requirements set forth in sections 173.1101 through 173.1107, RSMo, and this rule shall be eligible for an Access Missouri award, with minimum and maximum annual award amounts as follows:

1. One thousand dollars (\$1,000) maximum and three hundred dollars (\$300) minimum for students attending institutions classified as part of the public two-year sector;
2. Two thousand one hundred fifty dollars (\$2,150) maximum and one thousand dollars (\$1,000) minimum for students attending institutions classified as part of the public four (4)-year sector, including Linn State Technical College; and
3. Four thousand six hundred dollars (\$4,600) maximum and two thousand dollars (\$2,000) minimum for students attending approved private institutions.

(D) All students with an EFC of twelve thousand dollars (\$12,000) or less shall receive at least the minimum annual award amount for his institution. Maximum annual award amounts for recipients with an EFC above seven thousand dollars (\$7,000) shall be reduced by ten percent of the maximum EFC for his increment group.

(E) Maximum annual award amounts will be reduced as provided in section 173.1105, RSMo, across all institutional groups in order to ensure the total funds awarded through the Access Missouri program do not exceed the funds appropriated. If sufficient funds are appropriated, the department shall increase the

number of recipients by raising the EFC cutoff **once the statutory maximum awards have been met.**

(F) A student who has been denied an Access Missouri award for lack of satisfactory academic progress or the grade point average requirement at 6 CSR 10-2.150(4)(B)1. may not receive another Access Missouri award until the enrollment period after the applicable standard has once again been met.

(G) No Access Missouri awards will be granted to a student after-

1. A baccalaureate degree has been granted to the student;
2. The required hours for a baccalaureate degree have been completed by a student; or
3. The student has completed one hundred fifty (150) semester hours or two hundred twenty-five

(225) quarter hours of coursework.

(H) Access Missouri awards will be made for use during the normal academic year, but no funds for Access Missouri awards will be granted for use for summer school.

(I) No Access Missouri award will be made retroactive to a previous academic year. An Access Missouri award will be made retroactive to a previous semester only upon the sole discretion of the department.

(J) Access Missouri awards will be issued only after certification of full-time attendance of the student by the institution. **For a student enrolled as part of a United States Department of Education approved consortium agreement between two participating institutions, the student must be considered to be enrolled full time at the home institution to be certified.**

(K) Only one-half the annual Access Missouri award will be issued in a semester of that award year.

(L) An applicant's failure to provide required information by the established deadlines may result in loss of the Access Missouri award.

(M) The CBHE has the discretion to withhold payments of any Access Missouri awards after initiating an inquiry into the eligibility or the continued eligibility of a student or into the approved status of an institution.

(N) A student may transfer the Access Missouri award from one approved public or private institution to another without losing eligibility for assistance, but the CBHE shall make any necessary adjustments in the amount of the award.

(5) Information Sharing Policy. All information on an individual's Access Missouri application will be shared with the financial aid office of the institution to which the individual has applied or is attending to permit verification of data submitted. Information may be shared with federal financial aid offices if necessary to verify data furnished by the state or federal governments as provided for in the Privacy Act of 1974, 5 U.S.C. sections 552, 552a.

*Auth: Section 173.1103, RSMo*

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Rules on Consumer Information  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

The MDHE's General Counsel will submit proposed regulations on consumer information for the CBHE's approval.

### **Background**

Under Senate Bill 389, which became law on August 28, 2007, the MDHE must promulgate rules requiring public higher education institutions to post certain "consumer information" on their websites.

This section of the new law has generated a great deal of interest and concern. In order to address those concerns, the MDHE has sought input from members of Missouri's higher education community about the content of the proposed regulations in the following ways:

- On August 7, 2007, an e-mail went to public institutions' presidents, chancellors, and chief academic officers asking for input by August 31, 2007. A follow-up e-mail reminding the same parties of the deadline was sent on August 23, 2007. Several institutions' representatives have provided information.
- MDHE representatives have met with the chief academic officers of two- and four-year institutions to discuss issues relating to this section of the law.
- On September 21, 2007, public institutions' presidents, chancellors, and chief academic officers were sent a draft of the regulations and were invited to submit comments by October 5, 2007. A second draft will be developed and distributed to COPHE, MCCA, and Linn State so they will have an opportunity to review the regulations prior to the October 11, 2007, CBHE meeting at North Central College in Trenton, Missouri.

### **Conclusions**

The proposed draft seeks to strike a reasonable balance between giving effect to the new law and making compliance as non-burdensome as possible for institutions.

### **STATUTORY REFERENCE**

Coordinating Board for Higher Education  
October 11, 2007

Section 173.1004, RSMo, Website Information

### **RECOMMENDED ACTION**

**It is recommended that the CBHE direct the Commissioner of Higher Education to file the Proposed Rulemaking on Consumer Regulations as soon as possible after this meeting and to seek the earliest possible effective date for those regulations.**

### **ATTACHMENTS**

Attachment A: Section 173.1004, RSMo

Attachment B: First Draft -- Proposed Rulemaking on Consumer Regulations (Please note that this attachment is only the first public draft of these rules. An additional draft will be distributed during or before the October 2007 CBHE meeting but is not included in this binder.)

**§ 173.1004, RSMO**

173.1004. The coordinating board shall promulgate rules and regulations to ensure that each approved public higher education institution shall post on its website the names of all faculty, including adjunct, part-time, and full-time faculty, who are given full or partial teaching assignments along with web links or other means of providing information about their academic credentials and, where feasible, instructor ratings by students. In addition, public institutions of higher education shall post course schedules on their websites that include the name of the instructor assigned to each course and, if applicable, each section of a course, as well as identifying those instructors who are teaching assistants, provided that the institution may modify and update the identity of instructors as courses and sections are added or cancelled.

**Consumer Information Regulations  
First Public Draft**

*Please note that a more refined draft will be provided after institutions have had an opportunity to offer feedback on this document. That second draft will be distributed before the October 2007 CBHE meeting.*

1. Definitions
  - a. The term “public higher education institution” shall mean an educational institution as defined in sections 173.205.2. or 173.205.3., RSMo.
  - b. The terms “faculty” and “faculty member” shall refer to all persons who teach courses at Missouri public institutions of higher education in exchange for financial compensation or academic credit and includes but is not limited to the following: all adjunct, part-time, and full-time teachers, instructors, and lecturers; graduate students and graduate assistants who teach part or all of any course.
  - c. The term “course” shall mean any regularly scheduled instructional activity
    - i. For which, upon successful completion thereof, enrolled students are given credit that can be applied to meet the requirements for achieving a degree, certificate, or similar academic award; or
    - ii. That concentrates on the acquisition of knowledge and skills at pre-college levels and for which students do not receive credit.
  - d. The term “instructor ratings by students” shall mean information provided by students enrolled in a course about the faculty member(s) who taught the course.
  - e. The term “section” shall mean
  - f. The term “teach” shall mean to lecture or direct a lab section of a course. All tenses of the word “teach” are included in this definition.
2. Each public higher education institution shall post the following on the portion of its website that is available to the general public without a login, user ID, or other password:
  - a. The names of all faculty;
  - b. Each faculty member’s credentials. “Credentials” includes degrees or certificates earned by the faculty member and the educational institution that issued each degree or certificate;
  - c. Where feasible, instructor ratings by students;

- d. No later than ten calendar days before the first day that any student may enroll for the next academic term, a schedule listing all courses to be offered during that term, all sections of each course, the name(s) of the faculty member(s) who will teach each class, and the time and location at which the course will be offered. If any of the foregoing is not available ten calendar days before the first day that any student may enroll for the next academic term, the approved public higher education institution shall post the information on its website as soon as it is available. If any of the foregoing changes at any time before the conclusion of the semester, such change will be made on the website.

DRAFT

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

FY 2009 Higher Education Appropriations Increase Overview  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

This item is intended to present an overview of the various appropriation increases recommended by the staff for FY 2009.

#### **Department Budget (Tab H)**

The staff is recommending the transfer of 5.5 FTE out of the expired GEAR UP grant administrative appropriation to support critical priority issues and statutory responsibilities elsewhere in the department. The request is for 4.0 FTE to be reallocated to add personnel to, among other things, enhance data collection and analysis, increase efforts to reduce the number of diploma mills operating in Missouri, help increase collaboration among institutions, begin administration of the Missouri Teaching Fellows Program, and support mission review. The additional general revenue support requested is \$497,657 and includes salaries and equipment for the 4.0 FTE and funds (\$300,000) to outsource and contract for additional services.

The request also includes the reallocation of 1.5 GEAR UP FTE to Loan Program Administration to improve service and marketing, ensure compliance with state and federal laws, and maintain market share in a competitive financial environment. No additional dollar appropriation authority is required to support this reallocated FTE.

#### **Student Financial Assistance Programs (Tab I)**

The staff is recommending the continuation of the \$25,000,000 appropriated to the Access Missouri program in the FY 2007 supplemental that does not automatically roll into the continuing core for FY 2009. No other increase for Access Missouri is requested this year since the program is new and its demand and capacity need to be judged after a full year of experience.

There is also a requested increase of \$8,000 for the Public Service Officer's Survivor Grant Program in the FY 2008 supplemental and the FY 2009 core budget to fund additional qualifying students.

#### **College and University Operating Budgets (Tabs G and K)**

The staff is recommending a two-part appropriations increase for FY 2009 for Missouri's public institutions of higher education.

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The first component represents the second year of a three-year commitment made by the Governor, and supported by the General Assembly, to implement the FY 2008 base operating budget recommendations of the Coordinating Board. The recommended increase is for a total of \$39.6 million, which represents, in total, a 4.3% increase over the FY 2008 base budget.

The second component is the "Preparing to Care" initiative designed to increase the number of graduates in professional health fields from Missouri public institutions of higher education. This request represents a collaborative effort of all institutions to address the serious workforce shortages in health professions facing the state of Missouri. The request is for a total of \$38.3 million to increase the number of graduates for these professions.

At this time based on limited state resources, the staff recommends these two items only--the base operating budget increase and the collaborative "Preparing to Care" health professional initiative. It should be noted that there were many other budgetary items that are worthy of funding that were brought forth by the institutions.

The staff is recommending that these additional items be acknowledge in the transmittal of the Higher Education FY 2009 budget request to the Governor and General Assembly.

### **University of Missouri-Related Items (Appendix to Tab G)**

The staff is recommending that the Board submit the requested strategic investments and cost-to-continue increases associated with the several programs contained in the University of Missouri-related category to the Governor and General Assembly.

### **College and University Capital Budgets (Tab J)**

Although the state, in fiscal year 2008, made a significant investment in capital improvements on college and university campuses there are still many pressing capital improvement needs. In recognition of the state's limited resources to support new decisions items for FY 2009, and the need for continued investment in the state's capital assets, the staff pursued and is recommending a two-part approach to the FY 2009 capital request.

- 1) A large projects list totaling \$506.7 million in major projects.
- 2) A small projects list totaling \$68.1 million in projects at less than \$2.5 million each in state funds.

In addition, the staff is recommending the FY 2008 supplemental appropriation of the final two projects associated with the Lewis and Clark Discovery Initiative, the Pharmacy/Nursing Building at the University of Missouri-Kansas City, and the Ellis Fischel Cancer Center project at the University of Missouri-Columbia. This recommendation is consistent with the Governor's stated intentions with regard to these two projects.

## **STATUTORY REFERENCE**

Sections 173.005(2), 173.030(7) RSMo

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT(S)**

None

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Recommendations for Public Institutions' Base Operating Appropriations  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

Fiscal year 2009 represents the second year of a three-year commitment made by the Governor, and supported by the General Assembly, to implement the FY 2008 base operating budget recommendations of the Coordinating Board. The FY 2009 recommendation for a base operating budget increase is \$39.6 million, which represents a 4.3% increase over the FY 2008 base budget. There is also a separate request for additional operating funds under Tab K for the "Preparing to Care" health care provider initiative.

This requested increase is necessary to assist in maintaining college and university programs and services at existing levels. This request will provide minimum cost-of-living increases for employees, address increases in benefit costs, and assist in meeting increased costs in library acquisitions, utilities, scholarships, and general equipment. This request also incorporates, from the original FY 2008 recommendation, limited funding to address distributive disparities between institutions. In addition the Appendix includes requests from the University of Missouri for UM-related items.

### **Background**

The Coordinating Board recommendation for FY 2008 represented \$110.7 million, or a 12.6% increase over the FY 2007 core. There have been conflicting interpretations between the institutions, the MDHE staff, and the Office of Administration - Division of Budget and Planning regarding what the commitment entailed for FY 2009. Some parties believed the commitment was for a set dollar amount over three years, others understood the commitment to mean successive percent increases equal to the percent increase from FY 2008, others have understood a variety of other possible scenarios.

There were other issues with regard to the original Governor's recommendation from FY 2008 that impact consideration for FY 2009. Of primary importance is the equitable treatment between the community colleges and the universities, collectively.

After extensive consultation with interested parties the staff recommends an increase for FY 2009 that is derived from the Board's FY 2008 recommendations, honors the Governor's and legislature's commitment, follows the same principles as were implemented in FY 2008, and has equivalent percent increases between the community colleges and the universities.

### **Description of the Methodology**

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For FY 2009 the recommendation is for each public four-year university to receive a base increase equal to one-third of the remaining balance from the FY 2008 request, or 4.2 percent, whichever is greater. This is the basic methodology that was used by the Governor to move from the Coordinating Board's one-year request to the first of a three-year request for FY 2008. MDHE staff is also recommending that Lincoln University's \$900,000 special line item for its federal 1890 land grant match requirements be maintained. This item was included as a separate line for Lincoln's on-going funding in the FY 2008 budget outside of the institution's core and should be rolled up into the core.

For the public four-year universities this yields a sector increase of \$33,240,204, or 4.3 percent, and a total base appropriation request of \$804,656,653.

This 4.3 percent increase was then applied to the community colleges as a sector, yielding an increase of \$6,111,329, and a total base appropriation request of \$148,235,292. Any equity adjustments between and among community colleges shall be agreed upon by MDHE and the community colleges. In addition, MDHE staff is recommending that the current categorical line-items in the community college budget – workforce preparation (underemployed/unemployed), out-of-district courses, workforce preparation, and Regional Technical Education Initiatives – be consolidated into a single line for distribution to community colleges.

For Linn State Technical College the same methodology yields an increase of \$292,132, or 5.9 percent, and a total base appropriation request of \$5,218,397.

The total base operating appropriation increase across all sectors is for \$39,643,665, to yield a total base operating request of \$958,110,342. The relevant amounts for each institution are shown on Attachment A.

### **Additional Items**

The total request for new decision items equaled \$134.7 million. Specific requests by institution are listed in Attachment B. The second third of the governor's commitment to increase operating budgets is included in this list as is the Preparing to Care request. In addition, there are several other budgetary items worthy of note covering a broad array of issues, including for example support for faculty compensation packages including at least one matching funds initiative, maintenance and repair, technology, programmatic initiatives for additional health-related programs and programs in other areas, and performance funding.

In developing the staff position on increases to institutional operating budgets, the condition of the state budget was considered resulting in a recommendation to prioritize the base operating budget increase based on the second third of the governor's three-year commitment and the collaborative "Preparing to Care" health professional initiative (under TAB K). At the same time, the staff believes that the other additional requests submitted by institutions should be acknowledged as the budget is sent forward to the governor and the General Assembly, so that if additional funds become available, it is clear that public higher education institutions have several initiatives worthy of consideration.

## **Conclusion**

Additional state resources are necessary for institutions to address fixed cost increases and maintain current programs and services. This request represents the second year of a three year commitment to increase institutional operating budgets to at least the FY 2001 appropriated level (not adjusted for inflation).

With the establishment of the Higher Education Student Funding Act within SB 389 (2006), which constrains institutions' ability to increase student fees, adequate annual state funding increases to address annual costs-to-continue are critical to maintaining current levels of quality and service in Missouri postsecondary education. Undoubtedly greater investment is needed in order to expand services to larger numbers of students, improve the quality of programs and services, and meet the strategic challenges of preparing a competitive workforce and an informed and engaged citizenry for the new global economy.

Consequently there is an accompanying item (Tab K) requesting strategic funding to address the state's critical shortage of workers in health related fields. In addition, the Board's Higher Education Funding (HEF) Task Force will continue its work in crafting a policy-driven framework to inform future appropriation requests.

## **STATUTORY REFERENCE**

Section 163.191, RSMo, CBHE statutory responsibility to develop an appropriations request for community colleges

Sections 173.005.2(2), 173.030(3), and 173.040(5), RSMo, CBHE statutory responsibility to establish guidelines for appropriations requests and to recommend a budget for each state-supported university

Section 173.005.2(7), RSMo, CBHE statutory responsibility for gathering data from state-supported institutions

## **RECOMMENDED ACTION**

**It is recommended that the Coordinating Board approve the FY 2009 base budget appropriation request, totaling \$958,110,342, which includes a \$33,240,204 increase for universities, a \$6,111,329 increase for community colleges, and a \$292,132 increase for Linn State Technical College, for submission to the Governor and General Assembly.**

**It is further recommended that the board direct the Commissioner of Higher Education to acknowledge the other budget requests submitted by institutions in the cover transmittal with the budget to ensure the Governor and the General Assembly are aware of other worthy projects should additional funding become available.**

## **ATTACHMENTS**

Attachment A: FY 2009 Base Operating Appropriations Request

Attachment B: FY 2009 Four-Year Budget Request Summary

**FY 2009 BASE OPERATING APPROPRIATION  
MDHE Staff Recommendation**

Institution	FY 09 Option A			FY 09 Option B			Option C			FY 2009 Staff Recommendation
	Balance of 3-Year Plan Divided by 2			Straight 4.2% Increase from FY 08 TAFP			Higher of A or B with CC % Match			
	FY 08 TAFP Appropriation	FY 09 \$ Increase	FY 09 % Increase	FY 09 \$ Increase	FY 09 % Increase	FY 09 \$ Increase	FY 09 % Increase	FY 09 \$ Increase	FY 09 % Increase	
Crowder College	4,749,542	184,093	3.9%	199,481	4.2%	204,230	4.3%	4,953,772		
East Central College	5,512,935	213,682	3.9%	231,543	4.2%	237,056	4.3%	5,749,991		
Jefferson College	8,088,956	313,529	3.9%	339,736	4.2%	347,825	4.3%	8,436,781		
Metropolitan Community College	33,605,472	1,302,551	3.9%	1,411,430	4.2%	1,445,035	4.3%	35,050,507		
Mineral Area College	5,299,730	205,418	3.9%	222,589	4.2%	227,888	4.3%	5,527,618		
Moberly Area Community College	5,256,876	203,757	3.9%	220,789	4.2%	226,046	4.3%	5,482,922		
North Central Missouri College	2,616,209	101,405	3.9%	109,881	4.2%	112,497	4.3%	2,728,706		
Ozarks Technical Community College	10,491,658	406,658	3.9%	440,650	4.2%	451,141	4.3%	10,942,799		
St. Charles Community College	7,944,935	307,946	3.9%	333,687	4.2%	341,632	4.3%	8,286,567		
St. Louis Community College	48,321,711	1,872,954	3.9%	2,029,512	4.2%	2,077,834	4.3%	50,399,545		
State Fair Community College	5,619,160	217,799	3.9%	236,005	4.2%	241,624	4.3%	5,860,784		
Three Rivers Community College	4,616,779	178,947	3.9%	193,905	4.2%	198,521	4.3%	4,815,300		
<b>Community College Subtotal</b>	<b>142,123,963</b>	<b>5,508,739</b>	<b>3.9%</b>	<b>5,969,206</b>	<b>4.2%</b>	<b>6,111,329</b>	<b>4.3%</b>	<b>148,235,292</b>		
<b>Linn State Technical College</b>	<b>4,926,265</b>	<b>292,132</b>	<b>5.9%</b>	<b>206,903</b>	<b>4.2%</b>	<b>292,132</b>	<b>5.9%</b>	<b>5,218,397</b>		
University of Central Missouri	57,271,668	2,251,777	3.9%	2,405,410	4.2%	2,405,410	4.2%	59,677,078		
Southeast Missouri State University	46,640,471	1,906,283	4.1%	1,958,900	4.2%	1,958,900	4.2%	48,599,371		
Missouri State University	86,371,614	3,077,855	3.6%	3,627,608	4.2%	3,627,608	4.2%	89,999,222		
Lincoln University	18,856,828	831,645	4.4%	791,987	4.2%	831,645	4.4%	19,688,473		
Truman State University	43,341,180	1,723,240	4.0%	1,820,330	4.2%	1,820,330	4.2%	45,161,510		
Northwest Missouri State University	31,764,802	884,050	2.8%	1,334,122	4.2%	1,334,122	4.2%	33,098,924		
Missouri Southern State University	23,436,308	1,563,305	6.7%	984,325	4.2%	1,563,305	6.7%	24,999,613		
Missouri Western State University	22,358,627	1,161,136	5.2%	939,062	4.2%	1,161,136	5.2%	23,519,763		
Harris-Stowe State University	10,438,132	410,559	3.9%	438,402	4.2%	438,402	4.2%	10,876,534		
University of Missouri	430,936,819	16,558,012	3.8%	18,099,346	4.2%	18,099,346	4.2%	449,036,165		
<b>Four Year Institution Subtotal</b>	<b>771,416,449</b>	<b>30,367,862</b>	<b>3.9%</b>	<b>32,399,491</b>	<b>4.2%</b>	<b>33,240,204</b>	<b>4.3%</b>	<b>804,656,653</b>		
<b>All Institutions Total</b>	<b>918,466,677</b>	<b>36,168,733</b>	<b>3.9%</b>	<b>38,575,600</b>	<b>4.2%</b>	<b>39,643,665</b>	<b>4.3%</b>	<b>958,110,342</b>		

### FY 2009 Four-Year Budget Request Summary by School

**Harris-Stowe State University**

1	Upgrade Institutional Research & Enhance Student Development	\$	359,100
2	Information Technology Infrastructure	\$	425,900
3	Maintenance and Repair	\$	660,000
4	COLA and Other Needed Salary Adjustments	\$	946,965
5	Equipment Replacement and E&E Inflation Increases	\$	229,505
6	Operation/Maintenance of the Business Administration Building	\$	401,808
7	Operation/Maintenance of Phys Ed & Performing Arts Center	\$	324,010
8	Improving Health Literacy	\$	511,500
TOTAL REQUEST		\$	3,858,788

**Lincoln University**

1	USDA Farm Bill Match Requirement	\$	1,262,068
2	Increase in Core for Second Year	\$	832,284
3	Preparing to Care for Missouri's Citizens	\$	771,760
TOTAL REQUEST		\$	2,866,112

**Missouri Southern State University**

1	Distance Dental Hygiene Education Programs Initiative	\$	921,404
2	Improving Health Care for Missouri Citizens	\$	1,052,592
3	Campus Technology Infrastructure	\$	1,401,000
4	Continuous Improvement Initiatives	\$	6,355,000
5	Repair and Maintenance	\$	2,436,368
TOTAL REQUEST		\$	12,166,364

**Missouri State University**

1	Maintenance of Current Programs	\$	3,627,608
2	Health Care for Missouri's Citizens	\$	2,102,240
3	Cooperative Engineering Program with UMR	\$	500,000
TOTAL REQUEST		\$	6,229,848

**Missouri Western State University**

1	Animal Health Development & Technology Research Center	\$	1,240,000
2	Equitable Per Student Funding	\$	2,123,421
3	On-Going Maintenance and Repair	\$	1,258,198
4	Improving Health Care for Missouri Citizens	\$	810,544
5	Additional Graduates - Other Health-related Fields	\$	341,000
TOTAL REQUEST		\$	5,773,163

**Northwest Missouri State University**

1	Center of Excellence for Plant Biologics	\$	2,347,775
2	Master of Science in Applied Health Sciences	\$	578,800
TOTAL REQUEST		\$	2,926,575

**Southeast Missouri State University**

1	Mandatory Increases	\$	15,959,000
2	Preparing to Care for Missouri's Citizens	\$	1,120,816
3	Matching for Need Based Financial Aid	\$	1,000,000
4	Funding for Results	\$	250,000
TOTAL REQUEST			\$ 18,329,816

**Truman State University**

1	Quality and Affordability: Cost to Continue	\$	5,811,617
2	Healthcare Professionals	\$	723,168
3	Performance Excellence Funding	\$	1,522,000
4	Maintenance and Repair Facilities	\$	1,384,100
5	Alternative MAT Program	\$	355,000
TOTAL REQUEST			\$ 9,795,885

**University of Central Missouri**

1	Improving Health Care for Missouri Citizens	\$	1,163,040
2	Missouri Institute for Math and Science Teacher Education	\$	1,500,000
3	Economic Development and Technology Transfer	\$	1,750,000
4	Bio-Technology Education Initiative	\$	1,672,000
5	Plant - Maintenance and Repair	\$	1,977,552
TOTAL REQUEST			\$ 8,062,592

**University of Missouri**

1	Increase to Core Budget	\$	21,100,000
2	Preparing to Care for Missouri's Citizens	\$	23,234,524
3	Sustaining Quality & Competitiveness (Maintenance & Repair)	\$	12,600,000
4	UM-Rolla Cooperative Engineering Program with MSU	\$	500,000
5	St. Louis Equity Adjustment	\$	2,600,000
TOTAL REQUEST			\$ 60,034,524

**Linn State Technical College**

1	Faculty Salary Parity/New Program Offerings	\$	1,433,000
2	Outreach/Increased Participation	\$	1,279,980
3	Market Demand and Increased Operating Costs	\$	1,016,246
4	Preparation in Using Distance Learning Technologies	\$	792,080
	Preparing to Care for Missouri Citizens	\$	147,400
TOTAL REQUEST			\$ 4,668,706

<b>GRAND TOTAL OF ALL DECISION ITEMS</b>			<b>\$ 134,712,373</b>
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## **UM-RELATED ITEMS**

There are several important programs and institutions funded in the higher education budget that appear as University of Missouri-related items for organizational purposes. MDHE staff is recommending that the Coordinating Board submit the requested strategic investments and cost-to-continue increases associated with the several programs contained in the University of Missouri-related category to the Governor and General Assembly.

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### **Missouri Telehealth Network**

**Core: \$420,000      Requested increase: \$437,640      FY 09 Request: \$857,640**

The Missouri Telehealth Network (MTN) currently has 144 sites statewide and University of Missouri Health Care providers conducted more than 2,300 clinical encounters in 19 medical specialties via telehealth. Missouri Telehealth Network sites include hospitals, federally qualified health centers, community mental health clinics, a state habilitation center, an army hospital, two schools of medicine, a school of nursing, the Missouri Department of Health and Senior Services and many other types of health care facilities.

MTN will use this core funding for vital staffing, necessary equipment upgrades and replacement, and network transmission costs associated with the network. MTN provides ongoing technical support, training, troubleshooting, maintenance and software upgrades for telehealth sites.

In order to sustain quality and service at current levels, the MTN will require funds to offset the effects of increased operation costs. An adjustment of 4.2 percent on the state appropriation base is requested in addition to a \$420,000 request to provide the other half of funding that was outlined as required to fully fund the program.

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### **MOBIUS**

**Core: \$0      Requested increase: \$2,500,000      FY 09 Request: \$2,500,000**

The Missouri Online Bibliographic Information User System (MOBIUS) was founded in 1998 with the primary mission to develop and manage a single-innovative, cost-effective statewide library system for Missouri colleges and universities, including public and private two- and four-year institutions. Initially, the creation and some on-going operations of MOBIUS were funded by the state.

The MOBIUS catalog has grown to include records of more than 20 million books, journals, videos, DVD's and state documents from 62 institutions, including the State Library, that serve more than 750,000 students and faculty, as well as thousands of citizens across Missouri.

This request is crafted to address two issues. 1) MOBIUS needs to make available to Missouri's students and faculty, new library software that provides simpler Internet searching for delivering a richer array of content and interactive capabilities that engage today's students. 2) When state

funding stopped during the fiscal crisis of 2005, some individual institutions paid for additional software for their institutions as local resources allowed, leaving students at less well funded institutions with fewer capabilities. This budget request will alleviate the current imbalance among MOBIUS member libraries and provide new searching software to enhance all users' abilities to mine the scholarly resources of MOBIUS libraries.

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### **MOREnet**

**Core: \$12,754,612    Requested increase: \$3,035,694    FY 09 Request: \$15,790,306**

The Missouri Research and Education Network (MOREnet) provides Internet access and telecommunications services to elementary, secondary, and higher education communities, public libraries, and state government. Increases in the cost of the goods and services MOREnet must buy to provide its network services and fulfill its mission should be funded for MOREnet to sustain quality service without increased member fees.

In addition, the increasing use of educational and administrative services delivered over the MOREnet network, including video, student information systems, online curriculum and testing tools, is causing a dramatic increase in network capacity demand, particularly demand from public schools and higher education. In FY 2007 the capacity of local member connections grew by 34 percent, with the trend continuing into FY 2008. Growth for public schools alone was 40 percent in FY 2007.

This request is based on an adjustment of 4.2 percent of the state appropriations base to offset the effects of increased costs of operation, and an additional \$2.5 million to support connectivity for public education, higher education, and the associated increase in demand on the Shared Network.

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### **University of Missouri Hospitals and Clinics**

**Core: \$13,185,079    Requested increase: \$5,553,773    FY 09 Request: \$18,738,852**

Through exceptional clinical service, University of Missouri Health Care supports the education and research missions of the University of Missouri. The University of Missouri Hospitals and Clinics has aggressively controlled costs and enhanced revenues over the past five years. However, the cost to deliver its services to the public continues to rise. There are fixed cost increases associated with utilities, medical equipment, pharmaceuticals, and supplies and services, as well as increased costs associated with staff salaries and benefits. Lack of additional funding impairs the ability of University Hospitals and Clinics to continue to provide the same level of services for the citizens of Missouri as currently provided. An adjustment of 4.2 percent on the state appropriation base is requested to help offset non-discretionary increases in the University Hospitals and Clinics budget.

In addition, this request includes an additional appropriation of \$5,000,000 for Children's Hospital. These funds are needed to assist with recruitment and retention of specialty physicians, pediatric research and teaching, and the expansion of pediatric specialty programs. There is also a need to recruit additional pediatric specialists, including intensivists, anesthesiologists, cardiologists, oncologists, geneticists and neonatologists. The recruitment of these key pediatric specialists and the expansion of pediatric specialty programs are critical to providing a comprehensive range of clinical services for children as well as supporting the teaching mission of the MU school of medicine.

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### **Alzheimer's Research Program**

**Core: \$0                      Requested increase: \$430,100                      FY 09 Request: \$430,100**

Senate Bill 200, passed in 1987, stipulates that the Board of Curators shall request annually an appropriation for Alzheimer's research of not less than \$200,000 adjusted for inflation. An advisory board will make research awards, consistent with the legislation, to investigators in public or private educational, health care, and research institutions and other voluntary health associations. The request for FY 2009 is \$430,100 based on \$200,000 and a projected Consumer Price Index of 195.5. The request for research funds is \$391,000, and the request for administrative funds is \$39,100, 10 percent of the research amount.

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### **Missouri Rehabilitation Center**

**Core: \$11,651,691      Requested increase: \$3,489,371      FY 09 Request: \$15,141,062**

The Missouri Rehabilitation Center (MRC) is a 115-bed long-term acute care hospital that provides an array of experts and programs for patients recovering from serious illnesses and injuries, especially traumatically brain-injured, spinal cord-injured or tuberculosis patients. Because many of these patients are Medicaid or indigent clients, MRC experienced operating losses in 2006 and is projecting an operating shortfall of approximately \$1.7 million in 2007 and a total shortfall of approximately \$3.6 million. MRC continues to experience increases in the cost of goods and services at a time when reimbursement for services declines due to serving a disproportionate share of Missouri's Medicaid and indigent clients.

To continue at the current level of operations in 2009 the Missouri Rehabilitation Center will require adjustments in state support to cover mandatory cost increases to sustain quality and service. An adjustment of 4.2 percent on the state appropriation base is requested along with additional funding in the amount of \$3,000,000 to sustain its current operational levels for the benefit of all Missourians requiring specialized acute care.

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### **Missouri Institute of Mental Health**

**Core: \$1,839,880      Requested increase: \$77,275      FY 09 Request: \$1,917,155**

The Missouri Institute of Mental Health (MIMH) is a collaborative enterprise between the University of Missouri-Columbia School of Medicine and the Missouri Department of Mental

Health (DMH). Its purpose is to conduct research and provide training to improve services for persons served by DMH. Since 2002 the Missouri Institute of Mental Health has had its core state appropriation reduced twice and has not had a request for mandatory cost increases approved since FY 01.

Because mandatory cost increase adjustments are used to offset increases in the cost of the goods and services MIMH must buy to fulfill its mission, failure to fund these increases results in an internal core reduction. Failure to fund an increase to sustain quality and service will put MIMH's activities at risk and could result in a decline in its level of operations. An adjustment of 4.2 percent on the state appropriation base is requested.

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### **Missouri Kidney Program**

**Core: \$4,016,774      Requested increase: \$168,705      FY 09 Request: \$4,185,479**

The Missouri Kidney Program's mission is to assist eligible Missouri residents who have chronic renal insufficiency or renal transplant to meet their medical, educational and psychosocial needs. The number of Missouri residents who qualify for assistance increases each year as does the cost of treatment. The Missouri Kidney Program has had its state appropriations reduced since FY 2002, and the Missouri Kidney Program has not had an increase for mandatory cost adjustments approved since FY 2001. The Missouri Kidney Program continues to incur higher costs to deliver its services to the public, including fixed cost increases associated with insurance, medical equipment and services, pharmaceuticals, information technology, and supplies and services, as well as increased costs associated with staff salaries and benefits. Lack of additional funding removes the ability of the Missouri Kidney Program to sustain the quality and the level of services for the citizens of Missouri as currently provided.

In order to sustain quality and service at current levels in the Missouri Kidney Program, an adjustment of 4.2 percent on the state appropriation base is requested.

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### **State Historical Society**

**Core: \$1,519,561      Requested increase: \$440,692      FY 09 Request: \$1,960,253**

The State Historical Society's mission is to collect, preserve, make accessible, and publish materials pertaining to the history of the state, the Middle West, and the West. The facilities comprise a reference library, a newspaper library; art, map, and photograph collections; and the Western Historical Manuscript Collection, a joint repository of the Society and the University of Missouri, with branches on all four campuses. In addition to assisting researchers, the Society provides public programming on historical and genealogical topics through art exhibitions, workshops, tours, lectures, and a speakers' bureau.

The Society continues to incur higher costs to deliver its services to the public and requests eleven specific additional items in its budget to sustain quality service and also improve services and outreach. These items include:

- \$68,745 to sustain quality and service;

- \$68,250 for part of a three year effort to make salaries competitive with the University of Missouri and state government;
- \$44,722 for a history day coordinator to administer the National History Day program in Missouri involving more than 3,000 Missouri students in grades 6-12 from more than 100 schools;
- \$10,000 for travel and honoraria to support five History Day workshops;
- \$15,000 to film more than 4,000 pieces of artwork in the collection;
- \$31,684 to transcribe tape recorded interviews with Missouri political leaders;
- \$43,679 to hire a full-time outreach employee;
- \$50,000 to purchase copies of primary source collections pertaining to Missouri history held by the National Archives and other such repositories;
- \$16,300 to upgrade computers for employees and purchase a scanner and microfilm reader;
- \$43,679 to hire a full-time specialist to process manuscripts not currently available to researchers; and
- \$48,633 to hire a Center for Missouri Studies Fellow to be devoted to researching Missouri history topics and make public presentations.

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**State Seminary Fund**

<b>Principle:</b>	<b>Core: \$3,000,000</b>	<b>Requested increase: \$0</b>	<b>FY 09 Request: \$2,900,000</b>
<b>Earnings:</b>	<b>Core: \$250,000</b>	<b>Requested increase: \$0</b>	<b>FY 09 Request: \$225,000</b>

The Seminary Fund was created for the support of the University of Missouri's College of Agriculture and the School of Mines and Metallurgy. This fund consists of proceeds from the sale of land donated to the State of Missouri, proceeds from the direct tax received from the United States, the James S. Rollins Scholarship Funds, etc. For FY 2009 the University is requesting \$2,900,000 in principal that will need to be reinvested during the fiscal year in Government Securities held in the Seminary Fund and \$225,000 in earnings from principal held in the Seminary Fund.

## AGENDA ITEM SUMMARY

### AGENDA ITEM

Recommendations for MDHE Operating Appropriations  
Coordinating Board for Higher Education  
October 11, 2007

### DESCRIPTION

Staff recommendations for the FY 2009 internal operating appropriation request for the Department of Higher Education are included in this section.

#### A. Coordination

##### 1. Administration

FY08 Core Appropriation	\$972,023 (18.58 FTE)
FY09 Request	\$1,469,680 (22.58 FTE)

The Department of Higher Education serves the state system of higher education through the public institutions, the independent colleges and universities, proprietary schools and more than 406,000 students. Primary responsibilities include statewide planning for postsecondary education, submission of a unified annual budget request, approval of new degree programs, administration of state and federal student financial assistance programs, working collaboratively with K-12 and the Department of Economic Development on P-20 initiatives, and administration of the proprietary school certification program.

Over the past several years the general revenue-supported staff has been drastically cut. In addition, there have been a plethora of additional duties and responsibilities placed upon the department, primarily via SB 389 (2006). Consequently, there is a new decision item requesting reassignment of 4 FTE currently vacant due to the expiration of the GEAR UP grant to coordination, with accompanying general revenue support to address statutory requirements and strategic issues such as:

- Holding schools accountable to existing statutes and the new requirements imposed by recent legislation.
- Developing a new model for higher education funding.
- Collecting and analyze the data that will drive new higher education funding model.
- Enhancing the efficient use of state resources by identifying and addressing unnecessary duplication and waste in higher education.
- Improving customer service for all MDHE-administered programs including student financial assistance and proprietary school certification.

The request is specifically for \$197,657 additional general revenue for the following:

- Two data analyst/information systems personnel to use and expand data systems for evaluation of institutional performance, identification of best practices to improve state goals, e.g., reduce remediation, increase college enrollment, retention, and success, and better prepared P-12 teachers.
- One FTE in proprietary certification to address Missouri's negative reputation as a safe haven for substandard institutions by reducing the number of diploma mills operating in Missouri.
- One FTE in Academic Affairs to help increase collaboration among institutions and with business and industry, to reduce unnecessary duplication in program delivery, to begin administration of the Missouri Teaching Fellows Program, develop institutional performance measures, and support mission review.

There is an additional request for \$300,000 of general revenue to outsource/contract for additional services related to data systems development and analysis supporting a variety of initiatives including: the development of performance measures; implementation of the Access Missouri Student Financial Assistance Program, establishment of improved linkages with other data systems.

This request has been carefully crafted to use existing FTE authority, new general revenue funding, and outsourcing to allow the MDHE to fulfill its responsibilities without increasing the state's total FTE.

## **2. Program Distribution**

### **a. Midwest Higher Education Commission**

FY08 Core Appropriation	\$90,000
FY09 Requested Core	\$95,000

Section 173.700, RSMo, authorizes Missouri's membership in the Midwestern Higher Education Compact (MHEC), naming the CBHE as the administrative agent. All of Missouri's public two- and four-year institutions and numerous independent institutions use the services of MHEC. As a member, Missouri participates in the Midwest Student Exchange Program. This program allows Missouri residents to enroll at participating out-of-state institutions at 150 percent of the resident student tuition rates. Other programs include joint purchasing of natural gas and property insurance through pooled arrangements involving member institutions. There is a new decision item for \$5,000 to cover increased dues for MHEC.

### **b. Improving Teacher Quality Grant (formerly known as the Eisenhower Program)**

FY09 Core Appropriation	\$1,780,557	(1 FTE)
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The core appropriation of \$1,778,746 in federal funds comes from a U.S. Department of Education grant to enhance teacher education in mathematics and science, as authorized by Title II of the Elementary and Secondary Education Act. These funds are allocated to projects designed by higher education institutions and qualifying nonprofit organizations to improve mathematics and science education in grades K-12. In FY 2009, the CBHE will utilize 1.0 FTE for this program.

**c. Proprietary School Regulation**

FY09 Core Appropriation - Proprietary School Bond \$100,000

Section 173.612, RSMo, requires each proprietary school to file a security deposit with the CBHE covering the school and its agents in order to indemnify any student, enrollee, parent, guardian or sponsor of a student or enrollee who suffers loss or damage because of certain actions of the school or for failure to deposit student records in an acceptable manner upon school closure. The CBHE holds a security deposit from each proprietary school ranging from a minimum of \$5,000 to a maximum of \$25,000. This appropriation is necessary to ensure the use of those monies for indemnification purposes in cases of malfeasance by a proprietary school.

**d. Federal and Donated Funds**

FY09 Core Appropriation \$2,000,000

This appropriation provides CBHE with spending authority for any private or federal grants received by the agency.

**B. Financial Assistance and Outreach**

**1. GEAR UP Early Awareness and Outreach**

**a. Administration**

FY08 Core Appropriation	\$773,630	(5.5 FTE)
FY09 Requested Core	\$0	(0.0 FTE)

**b. Program Distribution**

FY08 Core Appropriation	\$1,397,572
FY09 Requested Core	\$700,000 E

In September 2000, the Coordinating Board for Higher Education was notified that it received a five-year federal GEAR UP grant to increase the educational attainment of low-income middle and high school students by helping them complete high school, prepare for, and enroll in college. After two year-long extensions, this grant has now expired, thus there is no request for continued spending authority for administrative purposes. There are accompanying requests to reallocate these authorized FTE to coordination and loan program administration to address pressing department and state issues. There is also a request for continued authority for the GEAR UP scholarships to support those students who have moved through the program and have enrolled in a postsecondary institution.

**C. Missouri DHE Student Loan Program (Federal Funds)**

**1. Administration**

FY08 Core Appropriation	\$11,944,113 (50.59 FTE)
FY09 Requested Core	\$11,944,113 (52.09 FTE)

**2. Guaranty Functions**

**a. Student Loan Revolving Fund**

FY09 Core Appropriation	\$125,000,000
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Section 173.120, RSMo, establishes a revolving fund used solely to pay claims and administer the loan program. An appropriation granting authority to spend is required so that Guaranty Student Loan Program funds may be accessed. Disbursements include the purchase of defaulted loans, repurchases of defaulted loans by lenders, payments of accrued interest on defaulted loans, and federal reinsurance payments.

There is a new decision item requesting 1.5 FTE be reallocated from the GEAR UP appropriation to Loan Program administration to improve service and marketing, to ensure contractors comply with state and federal laws, and to maintain market share in this competitive financial environment. No additional dollar appropriation authority is required to support the reallocated FTE.

**b. Collection Agency Invoicing**

FY09 Core Appropriation	\$4,000,000
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The department requires that all collection agencies transmit all collections to DHE and then submit invoices for their fees. Continued authority in the amount of \$4,000,000 is needed for this purpose.

**c. Federal 48-hour Rule Reimbursement**

FY09 Core Appropriation	\$500,000
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A U.S. Department of Education regulation requires state guaranty agencies to deposit all revenues collected from defaulted borrowers into the state's federal fund within 48 hours of receipt. Authority in the amount of \$500,000 is needed to meet these requirements.

**d. Transfer Appropriations**

FY09 Core Appropriation	\$8,000,000
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Federal law requires certain transfers between the guaranty agency operating fund and the federal student loan reserve fund. These appropriations provide the necessary authority to meet these requirements.

**e. Tax Refund Offsets**

FY09 Core Appropriation	\$250,000
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Section 143.781, RSMo, gives state agencies the authority to make state tax refund offsets against debts owed to the state agency, including defaulted guaranteed student loans.

**STATUTORY REFERENCE**

Authority granted under Sections 173.005, RSMo, through 173.750

**RECOMMENDED ACTION**

**It is recommended the Board approve the CBHE FY 2009 internal appropriation request, as presented, for submission to the Governor and General Assembly.**

**ATTACHMENT(S)**

None

## AGENDA ITEM SUMMARY

### AGENDA ITEM

Recommendations for State Student Financial Assistance Programs  
Coordinating Board for Higher Education  
October 11, 2007

### DESCRIPTION

Staff recommendations for the FY 2009 Student Financial Assistance Programs appropriations are included in this section. With the consolidation of the Charles Gallagher and College Guarantee programs into Access Missouri, the Department of Higher Education now administers five state student financial assistance programs.

#### A. Program Distribution

##### 1. Academic Scholarship Program (Bright Flight)

FY08 Core Appropriation	\$16,359,000
FY09 Requested Core	\$16,359,000

The Missouri Higher Education Academic Scholarship Program (Bright Flight) provides scholarship benefits to students who have a composite score in the top 3 percent of all Missouri students taking either the American College Testing (ACT) Program Assessment or the Scholastic Aptitude Test (SAT) during their senior year of high school. The scholarship award is \$2,000 per academic year (\$1,000 for each semester of enrollment) until the first bachelor's degree is received, or ten semesters, whichever occurs first. This program has proved very successful in persuading many of Missouri's best and brightest high school scholars to remain in Missouri for their higher education experience.

##### 2. Charles Gallagher Student Financial Assistance Program

FY08 Core Appropriation	\$31,491,187
FY09 Requested Core	\$0

The Charles Gallagher Student Financial Assistance Program provided assistance to Missouri residents based on demonstrated financial need as determined by the Federal Needs Analysis Formula considering the cost of attendance at the Missouri institution where the applicant is enrolled. More than 80 percent of the funds in this program were awarded to students attending independent institutions. In FY 2008 a flexible appropriation was provided for this program or for the Access Missouri Financial Assistance program pending its passage by the General Assembly. In FY 2009 funding for this program will be moved to the Access Missouri Financial Assistance

Coordinating Board for Higher Education  
October 11, 2007

program in accordance with SB 389 passed during last year's legislative session.

**3. Missouri College Guarantee Grant Program**

FY08 Core Appropriation	\$15,612,249
FY09 Requested Core	\$0

The Missouri College Guarantee Grant Program provided assistance to students who demonstrate financial need and also meet the other statutory academic eligibility requirements for this scholarship. The amount of the scholarship could not exceed the current average cost of tuition and other fees at the campus of the University of Missouri having the largest total enrollment and a standard book cost determined by the MDHE. More than 75 percent of the funds in this program were awarded to students attending public colleges and universities. In FY 2008 a flexible appropriation was provided for this program or for the Access Missouri Financial Assistance program pending its passage by the General Assembly. In FY 2009 funding for this program will be moved to the Access Missouri Financial Assistance program in accordance with SB 389 passed during last year's legislative session.

**4. Access Missouri Financial Assistance Program**

FY08 Core Appropriation	\$47,103,436 E
FY09 Requested Core	\$72,103,436

The Access Missouri Financial Assistance Program provides assistance to students who demonstrate financial need based on an annual evaluation of the applicant's expected family contribution and also meet the other statutory academic eligibility requirements for this scholarship. In FY 2009 funding for the Missouri College Guarantee grant program and the Charles Gallagher Student Financial Assistance program will be moved to the Access Missouri Financial Assistance program in accordance with SB 389 passed during last year's legislative session. This request will provide average awards of \$1,700 to approximately 43,000 students.

The amount of the scholarship correlates to the type of institution attended:

- Public two-year sector: \$300 minimum and \$1,000 maximum
- Public four year sector including Linn State Technical College: \$1,000 minimum and \$2,150 maximum
- Private institutions: \$2,000 minimum and \$4,600 maximum

In FY 2007 supplemental appropriations totaling \$25 million was provided to fund the new Access Missouri Financial Assistance Program. Due to this funding, the actual amount of assistance provided to students in FY 2008 is expected to be the same as is being recommended for the FY 2009 requested core budget. Additional funding beyond this level is not being recommended in FY 2009 because the program is new and its demand and capacity need to be judged after a full year of experience.

**5. Marguerite Ross Barnett Memorial Scholarship Program**

FY08 Core Appropriation	\$425,000
FY09 Requested Core	\$425,000

The Marguerite Ross Barnett Memorial Scholarship Program is the only state-funded scholarship available for part-time students. The scholarship is especially important for individuals already in the workplace seeking to upgrade skills. The scholarship is need-based and is calculated using the Federal Needs Analysis Formula.

**6. Public Service Officer's Survivor Grant Program**

FY08 Core Appropriation	\$60,710
FY08 Supplemental	\$8,000
FY09 Requested Core	\$68,710

This grant provides educational assistance to the spouses and children of certain public employees who were killed or permanently and totally disabled in the line of duty. Dependents are eligible up to the age of 24 to receive a grant to enroll in any program leading to a certificate, associate degree or baccalaureate degree at an approved Missouri postsecondary institution. The maximum annual grant is the least of the tuition paid by a full-time undergraduate Missouri resident at the University of Missouri-Columbia, or the tuition paid at the institution which the student attends.

**7. The Vietnam Veteran Survivor Grant Program**

FY08 Core Appropriation	\$50,000
FY09 Requested Core	\$50,000

This program provides educational grants to eligible survivors of certain Vietnam veterans. To be eligible, an applicant must be a child or spouse of a deceased veteran who served in the military in Vietnam or the war zone in Southeast Asia and who was a Missouri resident when first entering military service and at the time of death. Grant recipients must enroll full-time in programs leading to a certificate, associate degree, or baccalaureate degree at an approved Missouri postsecondary institution. The maximum grant award is the lower of the actual tuition charged a full-time student at the approved institution where the eligible survivor is enrolled or the average amount of tuition charged for a full-time Missouri resident at the four regional institutions.

**STATUTORY REFERENCE**

Authority granted under Sections 173.005, RSMo, through 173.750

**RECOMMENDED ACTION**

**It is recommended the Board approve the CBHE FY 2009 Student Financial Assistance appropriation request, as presented, for submission to the Governor and General Assembly.**

**ATTACHMENT(S)**

None

## AGENDA ITEM SUMMARY

### AGENDA ITEM

Recommendations for State Student Financial Assistance Programs  
Coordinating Board for Higher Education  
October 11, 2007

### DESCRIPTION

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FY09 Requested Core	\$0

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October 11, 2007

program in accordance with SB 389 passed during last year's legislative session.

**3. Missouri College Guarantee Grant Program**

FY08 Core Appropriation	\$15,612,249
FY09 Requested Core	\$0

The Missouri College Guarantee Grant Program provided assistance to students who demonstrate financial need and also meet the other statutory academic eligibility requirements for this scholarship. The amount of the scholarship could not exceed the current average cost of tuition and other fees at the campus of the University of Missouri having the largest total enrollment and a standard book cost determined by the MDHE. More than 75 percent of the funds in this program were awarded to students attending public colleges and universities. In FY 2008 a flexible appropriation was provided for this program or for the Access Missouri Financial Assistance program pending its passage by the General Assembly. In FY 2009 funding for this program will be moved to the Access Missouri Financial Assistance program in accordance with SB 389 passed during last year's legislative session.

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FY08 Supplemental	\$8,000
FY09 Requested Core	\$68,710

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FY09 Requested Core	\$50,000

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**STATUTORY REFERENCE**

Authority granted under Sections 173.005, RSMo, through 173.750

**RECOMMENDED ACTION**

**It is recommended the Board approve the CBHE FY 2009 Student Financial Assistance appropriation request, as presented, for submission to the Governor and General Assembly.**

**ATTACHMENT(S)**

None

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Recommendations for FY 2008 Supplemental and FY 2009 Capital Improvement Budgets  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

The higher education community is very thankful that, for the first time in several years, the state, in fiscal year 2008, made a significant investment in capital improvements on college and university campuses. These projects, funded through the Lewis and Clark Discovery Initiative, address profound needs and will enhance the educational experiences of Missouri students.

However, there are still many pressing needs in terms of capital improvements on Missouri public higher education campuses. Although the state's budgetary and revenue situations caution against optimism for additional capital appropriations for FY 2009, it is the duty of the CBHE to communicate the capital needs of the institutions to the Governor and General Assembly on an annual basis.

In recognition of the reality of the state's fiscal outlook and the need for continued investment in the state's capital assets, the staff pursued and is recommending a two-part approach to requests for FY 2009, which includes both a small and a large projects list. Collectively these two lists will provide the Governor and the legislature with an understanding that higher education has significant ongoing capital needs (large projects list) while at the same time can put minimal resources to good use (small projects list) should only limited funds become available.

1. Large projects list - \$506.7 million in major projects requiring more than \$2.5 million each in state funds. The projects include major renovations and new construction of substantial new facilities across the state. The first priority as submitted by each institution is listed.
2. Small projects list – \$68.1 million in projects at less than \$2.5 million each in state funds but address areas of acute need on each campus. The projects include renovation, critical maintenance and repair, equipment replacement, and some new construction.

In addition, the staff is recommending the appropriation of the final two projects associated with the Lewis and Clark Discovery Initiative, the Pharmacy/Nursing Building at the University of Missouri-Kansas City, and the Ellis Fischel Cancer Center project at the University of Missouri-Columbia in the FY 2008 supplemental appropriations process. This recommendation is consistent with the Governor's stated intentions with regard to these two projects.

### **STATUTORY REFERENCE**

Coordinating Board for Higher Education  
October 11, 2007

Chapter 173, RSMo, and Chapter 33.210 – 33.290, RSMo  
Section 173.020, RSMo, CBHE statutory responsibility to plan systematically for the state  
higher  
education system

### **RECOMMENDED ACTION**

**It is recommended the Board approve the FY 2008 supplemental and FY 2009 capital improvement recommendations for the public four-year institutions, community colleges, and Linn State Technical College for submission to the Governor and General Assembly.**

### **ATTACHMENTS**

Attachment A: FY 2009 Capital Request – Small Projects  
Attachment B: FY 2009 Capital Request – Large Projects  
Attachment C: FY 2008 Supplemental Capital Request from Lewis and Clark Discovery  
Fund

### FY 2009 Capital Request - Small Projects

Insttution	Facility	FY 09 Request	Local match	Total project cost
UCM	W.C. Morris Science	\$ 2,500,000		\$ 2,500,000
HSSU	Vashon Community Center	\$ 2,499,217		\$ 2,499,217
Lincoln	New Maintenance Facility	\$ 2,444,360		\$ 2,444,360
MSSU	Kinesiology	\$ 2,100,000		\$ 2,100,000
MSU	Springfield, West Plains, Mt. Grove	\$ 2,500,000		\$ 2,500,000
MWSU	Chris Bond Science & Tech Incubator	\$ 2,499,935	\$ 2,500,000	\$ 4,999,935
NWMSU	Valk Hall	\$ 2,500,000	\$ 2,442,988	\$ 4,942,988
SEMO	Applied Science Complex	\$ 2,499,000		\$ 2,499,000
Truman	Power Infrastructure Phase I	\$ 2,481,812		\$ 2,481,812
UMC	Various Buildings	\$ 2,500,000		\$ 2,500,000
UMC	Engineering Equipment	\$ 372,000	\$ 372,000	\$ 744,000
UMKC	Various Buildings	\$ 2,500,000		\$ 2,500,000
UMKC	Engineering Equipment	\$ 55,200	\$ 55,200	\$ 110,400
UMR	Various Buildings	\$ 2,500,000		\$ 2,500,000
UMR	Engineering Equipment	\$ 604,800	\$ 604,800	\$ 1,209,600
UMSL	Various Buildings	\$ 2,500,000		\$ 2,500,000
UMSL	Engineering Equipment	\$ 39,600	\$ 39,600	\$ 79,200
		<b>\$ 33,095,924</b>	<b>\$ 6,014,588</b>	<b>\$ 39,110,512</b>

### FY 2009 Capital Request - Small Projects

Institution	Facility	FY 09 Request	Local match	Total project cost
LSTC	Classroom/Lab Maintenance	\$ 2,461,300		\$ 2,461,300
Crowder	McDonald County Center	\$ 2,000,000	\$ 2,000,000	\$ 4,000,000
East Central	Multipurpose and Classroom Building	\$ 1,200,000	\$ 1,200,000	\$ 2,400,000
Jefferson	Arts & Sciences I	\$ 160,925	\$ 160,925	\$ 321,850
Metro - B&T	Business and Technology	\$ 2,500,000		\$ 2,500,000
Metro - Blue River	Precision Driving Center Support Bldg.	\$ 2,453,073		\$ 2,453,073
Metro - Longview	High Technology Automotive	\$ 2,409,400		\$ 2,409,400
Metro - Maple Woods	Math Science Building	\$ 309,375		\$ 309,375
Metro - Penn Valley	Science and Technology	\$ 776,000		\$ 776,000
Mineral Area	Center for Career and Technical Education	\$ 2,000,000	\$ 16,000,000	\$ 18,000,000
Moberly	Main Building	\$ 962,500	\$ 962,500	\$ 1,925,000
North Central	Geyer	\$ 1,500,000	\$ 1,500,000	\$ 3,000,000
Ozarks Technical	Norman Myers Technical Ed Center	\$ 2,500,000	\$ 2,798,594	\$ 5,298,594
St. Charles	Underground water system	\$ 1,250,000	\$ 1,250,000	\$ 2,500,000
St. Louis	Land acquisition near Wildwood campus	\$ 2,500,000	\$ 2,500,000	\$ 5,000,000
St. Louis	Electronic Classrooms	\$ 2,500,000	\$ 2,500,000	\$ 5,000,000
St. Louis	Science Lab Renovation	\$ 2,500,000	\$ 2,500,000	\$ 5,000,000
St. Louis	Science Lab Renovation	\$ 2,500,000	\$ 2,500,000	\$ 5,000,000
State Fair	Automotive Technology Center	\$ 1,900,448		\$ 1,900,448
Three Rivers	Harry L. Crisp Sr. Technology Center	\$ 669,750	\$ 669,750	\$ 1,339,500
<b>COMMUNITY COLLEGE SUBTOTAL</b>		<b>\$ 32,591,471</b>	<b>\$ 36,541,769</b>	<b>\$ 69,133,240</b>
<b>GRAND TOTAL</b>		<b>\$ 68,148,695</b>	<b>\$ 42,556,357</b>	<b>\$ 110,705,052</b>

### FY 2009 Capital Request - Large Projects

Institution	Facility	FY 09 Request	Local match	Prior State Funding
UCM	W.C. Morris Science	\$ 2,715,390		\$ 220,000
HSSU	Business Admin./classroom	\$ 14,091,027		
Lincoln	Jason Hall Phase II	\$ 10,329,618	\$ 1,653,697	\$ 3,397,195
MSSU	McCune Brooks	\$ 30,649,625		
MSU	Ozarks Health & Life Science	\$ 47,426,873		
MWSU	Potter Hall	\$ 26,014,100		
NWMSU	Olive Deluce	\$ 18,701,059	\$ 2,714,702	\$ 930,100
SEMO	Applied Science Complex	\$ 37,000,000	\$ 2,000,000	
Truman	Ballwin Hall/McClain Hall	\$ 36,520,000	\$ 2,155,769	
UMC	Laffere Hall	\$ 47,804,000	\$ 11,951,000	
UMKC	Miller Nichols Library/Interactive Learning Center	\$ 34,007,000	\$ 45,000,000	
UMR	Schrenk Hall	\$ 60,422,000	\$ 15,106,000	
UMSL	Campus Development Phase I	\$ 27,000,000		
		<b>FOUR-YEAR SUBTOTAL</b>	<b>\$ 392,680,692</b>	<b>\$ 80,581,168</b>
				<b>\$ 4,547,295</b>

## FY 2009 Capital Request - Large Projects

Institution	Facility	FY 09 Request	Local match	Prior State Funding
LSTC	Vehicle and Power Center	\$ 13,982,169		\$ 5,000,000
Crowder	MARET center	\$ 4,500,000	\$ 5,000,000	
East Central	Library, Learning Center, Student Services	\$ 4,120,000	\$ 4,120,000	
Jefferson	Science/Public Health Center	\$ 5,100,000	\$ 5,100,000	
Metropolitan	Health Science Institute	\$ 51,074,165		
Mineral Area	Learning Resource Center	\$ 4,500,000		
Moberly	Columbia Higher Education Center	\$ 4,457,500	\$ 4,457,500	
North Central	Center for Performing Arts	\$ 1,850,000	\$ 2,500,000	
Ozarks Technical	Center for Bus Admin & adv Technology	\$ 5,187,500	\$ 8,312,500	
St. Charles	Life Sciences Facility	\$ 4,425,000	\$ 4,425,000	
St. Louis	Harrison Educational Center	\$ 5,000,000	\$ 5,000,000	
State Fair	Classroom/ Administration building	\$ 6,935,030	LAND	
Three Rivers	Center for Life Sciences	\$ 2,860,904	\$ 2,860,908	
<b>COMMUNITY COLLEGE SUBTOTAL</b>		<b>\$ 100,010,099</b>	<b>\$ 41,775,908</b>	<b>\$ -</b>
<b>GRAND TOTAL</b>		<b>\$ 506,672,960</b>	<b>\$ 122,357,076</b>	<b>\$ 9,547,295</b>

**FY 2008 Supplemental Capital Request  
from Lewis and Clark Discovery Fund**

<b>Institution</b>	<b>Facility</b>	<b>FY 08</b>		<b>Prior State Funding</b>
		<b>Supplemental Request</b>	<b>Local match</b>	
UMC	Ellis Fischel Cancer Center	\$ 31,182,000	\$ -	
UMKC	Pharmacy/Nursing Building	\$ 15,000,000	\$ 2,000,000	\$ 30,490,400
<b>TOTAL</b>		<b>\$ 46,182,000</b>	<b>\$ 2,000,000</b>	<b>\$ 30,490,400</b>

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Recommendations for “Preparing to Care” Appropriation Request  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

In addition to the recommendation for a base operating budget increase of \$39.6 million representing the second year of a three-year commitment from the Governor and located under Tab G, public institutions are requesting a new decision item, “Preparing to Care”.

### **Background**

Shortages in health care fields are being faced in Missouri and throughout the nation. In Missouri, 106 of 114 counties are considered dental shortage areas, 25 of which are considered Geographic Health Professional Shortage Areas by the federal Health Resources and Services Administration (HRSA). An additional 79 counties are considered Low-Income Health Professional Shortage Areas, and 4 urban counties have multiple service areas that are considered Low-Income Health Professional Shortage Areas. Missouri also suffers vacancy rates of 8 percent in pharmacy and nearly 10 percent in nursing. These shortages most severely impact access to health care for rural and low-income, urban Missourians.

Under the leadership of the University of Missouri, public institutions identified the need for additional graduates in health care fields as a major priority for additional funds. The “Preparing to Care” initiative is designed to address the serious challenge of shortages in health care fields in the most straightforward manner possible – by committing to increase graduates in existing professional health fields from Missouri public institutions of higher education.

As part of this coordinated effort, institutions shared information about employer needs and opportunities at each public campus for addressing the significant shortages of healthcare professionals including physicians, nurses, dentists, pharmacists, and therapists. Institutions with existing practitioner programs identified opportunities to serve more students in health-related fields. Three institutions without practitioner programs in health care fields identified the promotion of health literacy as part of this request.

All of Missouri’s public institutions serve as training facilities for the production of health professionals. As state-supported institutions, public colleges and universities have a responsibility to provide access to quality educational experiences for Missouri’s future health care providers. They serve as a major provider to Missouri’s workforce of physicians, nurses, dentists, optometrists, pharmacists, and an array of allied health professionals.

Coordinating Board for Higher Education  
October 11, 2007

Recent funding shortages have threatened these institutions' abilities to provide access to the next generation of Missouri's health care providers. The institutions stand ready to produce more health care professionals to address the current and future health care worker shortage. The goal is to gradually increase graduating class sizes by an average of 20 percent. The state's investment is necessary to make this goal a reality.

Under the current funding structure, Missouri's higher education institutions are unable to keep pace with the increasing demand for health care professionals, contributing to the considerable shortages of health care workers. The outlook worsens when considering significant retirements among active practitioners, changes in technology and practice, and the fact that the number of Missourians aged 65 and older is predicted to increase 44 percent by 2020.

This request is for a total of \$38,294,870 to increase production of these professionals. The details of each institution's commitment in terms of additional graduates, and the associated state funding request, are provided in the attachments.

### **STATUTORY REFERENCE**

Authority granted under Sections 173.005, RSMo, through 173.750

### **RECOMMENDED ACTION**

**It is recommended the Coordinating Board approve the FY 2009 "Preparing to Care" appropriation request, as presented, for submission to the Governor and General Assembly.**

### **ATTACHMENT(S)**

Attachment A: "Preparing to Care" Initiative – Four-Year Universities  
Attachment B: "Preparing to Care" Initiative – Linn State and Community Colleges

**"Preparing to Care" Initiative  
Four-Year Universities**

Total New Health Professions Graduates: 452  
Total State Contribution: \$32,001,684

TARGETED FIELDS	State Contribution Per Year, Per Student	Time to Complete	State Contribution for Each Graduate	Total New Graduates
Comm Disorders	\$8,552	4	\$34,208	13
Dental Hygiene (Bach)	\$9,408	4	\$37,632	6
Dentistry (D.D.S., D.M.D.)	\$30,000	4	\$120,000	17
Health, Diag	\$9,500	4	\$38,000	11
Health, Other	\$8,525	4	\$34,100	0
Medical Technology (Bach)	\$9,500	4	\$38,000	22
Medicine (M.D.)	\$90,000	4	\$360,000	31
Nursing (Bach Generic)	\$9,696	4	\$38,784	70
Nursing (BSN)	\$9,696	2	\$19,392	106
Nursing (Accelerated)	\$9,696	2	\$19,392	25
Nursing (Mast)	\$19,392	3	\$58,176	56
Nursing (Doct)	\$48,480	3	\$145,440	15
Optometry (O.D.)	\$30,000	4	\$120,000	6
Pharmacy	\$12,000	6	\$72,000	30
Physicians Ast (MSPAS)	\$12,000	2	\$24,000	6
Therapists/Rehab	\$11,000	4	\$44,000	38
				<b>452</b>

INSTITUTION	TARGETED FIELD	Cost for Each Seat	Additional New Seats	Total
Harris-Stowe State University	Health Literacy * not new seats	\$34,100	0	\$511,500
Lincoln University	Medical Technology (Bach)	\$38,000	5	\$190,000
	Nursing (BSN)	\$19,392	30	\$581,760
	<b>Lincoln University Total</b>		<b>35</b>	<b>\$771,760</b>
Missouri Southern State University	Dental Hygiene (Bach)	\$37,632	6	\$225,792
	Health, Diag	\$38,000	2	\$76,000
	Medical Technology (Bach)	\$38,000	2	\$76,000
	Nursing (Bach Generic)	\$38,784	10	\$387,840
	Nursing (BSN)	\$19,392	5	\$96,960
	Resp Therapy	\$38,000	5	\$190,000
<b>Missouri Southern State University Total</b>			<b>30</b>	<b>\$1,052,592</b>
Missouri State University	Comm Disorders	\$34,208	3	\$102,624
	Physician Ast (MSPAS)	\$24,000	6	\$144,000
	Nursing (Bach Generic)	\$38,784	10	\$387,840
	Nursing (BSN)	\$19,392	20	\$387,840
	Nursing (Mast)	\$58,176	11	\$639,936
	Physical Therapy	\$44,000	10	\$440,000
<b>Missouri State University with WP Total</b>			<b>60</b>	<b>\$2,102,240</b>

<b>INSTITUTION</b>	<b>TARGETED FIELD</b>	<b>Cost for Each Seat</b>	<b>Additional New Seats</b>	<b>Total</b>
<b>Missouri Western State University</b>	Medical Technology (Bach)	\$38,000	5	\$190,000
	Nursing (BSN)	\$19,392	2	\$38,784
	Nursing (Bach Generic)	\$38,784	15	\$581,760
	<b>Missouri Western State University Total</b>		<b>22</b>	<b>\$810,544</b>
<b>Northwest Missouri State University</b>	Health Literacy * not new seats	\$34,100	0	\$511,500
<b>Southeast Missouri State University</b>	Medical Technology (Bach)	\$38,000	5	\$190,000
	Nursing (BSN)	\$19,392	20	\$387,840
	Nursing (Accelerated)	\$19,392	10	\$193,920
	Nursing (Mast)	\$58,176	6	\$349,056
	<b>Southeast Missouri State University Total</b>		<b>41</b>	<b>\$1,120,816</b>
<b>Truman State University</b>	Comm Disorders	\$34,208	3	\$102,624
	Nursing (Bach)	\$38,784	15	\$581,760
	Nursing (BSN)	\$19,392	1	\$19,392
	Nursing (Accelerated)	\$19,392	1	\$19,392
<b>Truman State University Total</b>		<b>20</b>	<b>\$723,168</b>	
<b>University of Central Missouri</b>	Comm Disorders	\$34,208	4	\$136,832
	Medical Technology (Bach)	\$38,000	2	\$76,000
	Nursing (Bach Generic)	\$38,784	2	\$77,568
	Nursing (BSN)	\$19,392	18	\$349,056
	Nursing (Mast)	\$58,176	9	\$523,584
<b>University of Central Missouri Total</b>		<b>35</b>	<b>\$1,163,040</b>	
<b>University of Missouri Subtotal</b>			<b>209</b>	<b>\$23,234,524</b>
<b>University of Missouri-Columbia</b>	Comm Disorders	\$34,208	3	\$102,624
	Health, Diag (Bach - Ultra, Nuc, Rad)	\$38,000	9	\$342,000
	Medical Technology (Bach)	\$38,000	3	\$114,000
	Medicine (M.D.)	\$360,000	16	\$5,760,000
	Nursing (Bach Generic)	\$38,784	8	\$310,272
	Nursing (BSN)	\$19,392	2	\$38,784
	Nursing (Accelerated)	\$19,392	2	\$38,784
	Nursing (Doct)	\$145,440	5	\$727,200
	Nursing (Mast)	\$58,176	10	\$581,760
	Respiratory Therapy (Bach)	\$38,000	3	\$114,000
	Occupational Therapy (Bach)	\$44,000	10	\$440,000
	Physical Therapy (DPT)	\$44,000	10	\$440,000
	<b>University of Missouri-Columbia Total</b>		<b>81</b>	<b>\$9,009,424</b>

<b>INSTITUTION</b>	<b>TARGETED FIELD</b>	<b>Cost for Each Seat</b>	<b>Additional New Seats</b>	<b>Total</b>
<b>University of Missouri-Kansas City</b>	Dentistry (D.D.S., D.M.D.)	\$120,000	17	\$2,040,000
	Medicine (M.D.)	\$360,000	15	\$5,400,000
	Nursing (Bach Generic)	\$38,784	6	\$232,704
	Nursing (BSN)	\$19,392	4	\$77,568
	Nursing (Accelerated)	\$19,392	4	\$77,568
	Nursing (Doct)	\$145,440	5	\$727,200
	Nursing (Mast)	\$58,176	10	\$581,760
	Pharmacy	\$72,000	30	\$2,160,000
<b>University of Missouri-Kansas City Total</b>			<b>91</b>	<b>\$11,296,800</b>
<b>University of Missouri-Rolla</b>	Health Literacy * not new seats	\$34,100	0	\$511,500
<b>University of Missouri-St Louis</b>	Nursing (Bach Generic)	\$38,784	4	\$155,136
	Nursing (BSN)	\$19,392	4	\$77,568
	Nursing (Accelerated)	\$19,392	8	\$155,136
	Nursing (Doct)	\$145,440	5	\$727,200
	Nursing (Mast)	\$58,176	10	\$581,760
	Optometry (O.D.)	\$120,000	6	\$720,000
<b>University of Missouri-St Louis Total</b>			<b>37</b>	<b>\$2,416,800</b>
<b>Four-Year University Grand Total</b>			<b>452</b>	<b>\$32,001,684</b>

**"Preparing to Care" Initiative  
Linn State and Community Colleges**

Total New Health Professions Graduates: 438  
Total State Contribution: \$6,293,186

TARGETED FIELDS	State Contribution Per Year, Per Student	Time to Complete	State Contribution for Each Graduate	Total New Graduates
Dental Hygiene	\$6,303	2.0	\$12,606	13
Nursing (ADN / RN)	\$6,496	2.5	\$16,240	217
Radiologic Technology	\$6,365	2.2	\$14,003	51
Medical Technology	\$6,365	2.0	\$12,730	48
Respiratory Therapy	\$6,365	2.0	\$12,730	25
Surgical Tech	\$6,365	1.0	\$6,365	33
Occupational/Physical Therapy Asst	\$7,370	2.0	\$14,740	51
				438

INSTITUTION	TARGETED FIELD	State Contribution for Each Graduate	Additional New Graduates	Total
Linn State Technical College	Physical Therapy Asst	\$14,740	10	\$147,400
Crowder College	Nursing (RN)	\$16,240	8	\$129,920
East Central College	Nursing (RN)	\$16,240	6	\$97,440
	Physical Therapy Asst	\$14,740	5	\$73,700
	Radiologic Technology	\$14,003	5	\$70,015
	Respiratory Care	\$12,730	5	\$63,650
	<b>East Central College Total</b>			<b>21</b>
Jefferson College	Medical Technology	\$12,730	20	\$254,600
	Nursing (RN)	\$16,240	10	\$162,400
	<b>Jefferson College Total</b>		<b>30</b>	<b>\$417,000</b>
Metropolitan Community Colleges	Nursing (RN)	\$16,240	32	\$519,680
	Occupational Therapy Asst	\$14,740	5	\$73,700
	Physical Therapy Asst	\$14,740	5	\$73,700
	Radiologic Technology	\$14,003	15	\$210,045
	Surgical Technology	\$6,365	15	\$95,475
	<b>Metropolitan Community Colleges Total</b>			<b>72</b>
Mineral Area College	Nursing (ADN / RN)	\$16,240	20	\$324,800
Moberly Area Community College	Nursing (RN)	\$16,240	18	\$292,320
	Medical Technology	\$12,730	5	\$63,650
	<b>Moberly Area Community College Total</b>		<b>23</b>	<b>\$355,970</b>

<b>INSTITUTION</b>	<b>TARGETED FIELD</b>	<b>State Contribution for Each Graduate</b>	<b>Additional New Graduates</b>	<b>Total</b>
<b>North Central Missouri College</b>	Nursing (RN)	\$16,240	14	\$227,360
	Medical Technology	\$12,730	5	\$63,650
	<b>North Central Missouri College Total</b>		<b>19</b>	<b>\$291,010</b>
<b>Ozarks Technical Community College</b>	Dental Hygiene	\$12,606	3	\$37,818
	Nursing (ADN / RN)	\$16,240	15	\$243,600
	Occupational Therapy Asst	\$14,740	2	\$29,480
	Physical Therapy Asst	\$14,740	3	\$44,220
	Respiratory Therapy	\$12,730	5	\$63,650
	Surgical Technology	\$6,365	5	\$31,825
	<b>Ozarks Technical Community College Total</b>		<b>33</b>	<b>\$450,593</b>
<b>Saint Louis Community Colleges</b>	Nursing (RN)	\$16,240	36	\$584,640
	Dental Hygiene	\$12,606	10	\$126,060
	Occupational Therapy Asst	\$14,740	8	\$117,920
	Physical Therapy Asst	\$14,740	8	\$117,920
	Surgical Technology	\$6,365	10	\$63,650
	Radiologic Technology	\$14,003	16	\$224,048
	Respiratory Ther & Poly	\$12,730	15	\$190,950
	<b>Saint Louis Community Colleges Total</b>		<b>103</b>	<b>\$1,425,188</b>
<b>St Charles Community College</b>	Nursing (RN)	\$16,240	16	\$259,840
	Medical Technology	\$12,730	15	\$190,950
	Radiologic Technology	\$14,003	15	\$210,045
	Occupational Therapy Asst	\$14,740	5	\$73,700
	<b>St Charles Community Colleges Total</b>		<b>51</b>	<b>\$734,535</b>
<b>State Fair Community College</b>	Nursing (RN)	\$16,240	24	\$389,760
<b>Three Rivers Community College</b>	Nursing (RN)	\$16,240	18	\$292,320
	Medical Technology	\$12,730	3	\$38,190
	Surgical Technology	\$6,365	3	\$19,095
	<b>Three Rivers Community College Total</b>		<b>24</b>	<b>\$349,605</b>
<b>Community College Grand Total</b>			<b>438</b>	<b>6,293,186</b>

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Distribution of Community College Funds  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

The process for making state aid payments to community colleges in FY2008 will be monthly. All FY2008 state aid appropriations are subject to a three percent governor's reserve.

The total FY2008 state aid appropriation for community colleges is \$142,123,963. The amount available to be distributed (appropriation less the three percent governor's reserve) is \$137,860,244.

The payment schedule for July through September 2007 state aid distributions is summarized below.

State Aid (excluding M&R) – GR portion	\$ 22,164,783
State Aid – lottery portion	1,484,133
Workforce Preparation – GR portion	3,628,149
Workforce Preparation – lottery portion	323,097
Out-of-District Programs	285,177
Technical Education	4,958,715
Workforce Preparation for TANF Recipients	398,691
Maintenance and Repair	<u>101,595</u>
TOTAL	\$ 33,344,340

The total distribution of state higher education funds to community colleges during this period is \$33,344,340. The total FY2008 distribution to date is \$33,344,340.

### **STATUTORY REFERENCE**

Section 163.191, RSMo

### **RECOMMENDED ACTION**

Assigned to Consent Calendar

### **ATTACHMENT(S)**

None

Coordinating Board for Higher Education  
October 11, 2007

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Lewis and Clark Discovery Initiative Distribution  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

This item is an update with regard to the management and distribution, in cooperation with the Office of Administration, Division of Budget and Planning (OA-B&P), of the Lewis and Clark Discovery Initiative (LCDI) Fund.

The Missouri Department of Higher Education (MDHE) staff collected information from institutions on construction spending plans and shared this information with OA-B&P. Analysis of cash flow demonstrated the need to develop a plan to match the revenue stream available and the time frame of planned construction. Based on the provisions of SB 389, the transfers come from MOHELA into the LCDI fund over a six-year period. According to the data reported by institutions, planned construction is not expected to extend beyond three and a half years for any of the projects.

Several options were considered in seeking the best and fairest way to distribute funds based on available cash. The following LCDI distribution plan was arrived at following extensive analysis of the options. This plan has sound logic behind its approach, as it allows several projects to be completed within the first year, and all approved projects will receive up to 80% of their funding within the first two years.

### **LCDI Cash Flow Allocation Plan**

All LCDI institutional projects that are under \$5 million per project will have 100 percent of their approved funds available for draw down in FY 08. These include:

- 1) Community College funding
- 2) Lincoln University – Jason Hall
- 3) Southeast Missouri State/Missouri Southern – Distance Dental Hygiene Program
- 4) Southeast Missouri State – Business Incubator
- 5) Southeast Missouri State – Autism Center
- 6) UMC – Greenley Learning and Discovery Park
- 7) UMC – Delta Center Greenhouse
- 8) UMC – Southwest Center
- 9) UMC – Graves-Chapple Farm
- 10) UMC – Horticulture & Agroforestry Research Center
- 11) UMC – Hundley-Whaley Research Center
- 12) UMC – Thompson Farm

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- 13) UMC – Wurdack Farm
- 14) UMC – South Farm
- 15) UMC – McCredie Farm
- 16) UMKC – Dental School Equipment

All remaining LCDI capital projects will be funded according to the following schedule:

- 70% available in FY 2008
- 10% available in FY 2009
- 10% available in FY 2010
- 10% available in FY 2011

These projects include:

- 1) UCM – Morrow/Garrison renovation
- 2) Harris-Stowe – Early Childhood and Parent Education Center
- 3) Linn State – Vehicle and Power Center
- 4) Missouri Southern – Health Sciences Building
- 5) Missouri State – Facilities Reutilization Plan
- 6) Missouri State – Business Incubator
- 7) Missouri Western – Agenstein Science and Math Building
- 8) Northwest Missouri State – Center for Plant Biologics
- 9) Southeast Missouri State – River Campus
- 10) Truman State – Pershing Building
- 11) UMC – Plant Science Research Center
- 12) UMR – Toomey Hall
- 13) UMSL – Benton/Stadler Halls

Any requests for deviation from this schedule must be submitted to the OA-B&P for approval. As a reminder, four-year institutions and Linn State can draw down LCDI funds only for expenditures that have already occurred.

The MDHE staff will continue to work with institutions to ensure that OA-B&P has the most accurate and current spending plan for each institution, so the State Treasurer can maximize interest earnings on behalf of MOHELA.

## **STATUTORY REFERENCE**

Section 173.360.2, RSMo, Lewis and Clark Discovery Fund

## **RECOMMENDED ACTION**

Assigned to Consent Calendar

## **ATTACHMENT(S)**

None

## AGENDA ITEM SUMMARY

### AGENDA ITEM

Cycle-6 Improving Teacher Quality Grant  
Coordinating Board for Higher Education  
October 11, 2007

### DESCRIPTION

Each year the MDHE receives funds from the federal government to administer a competitive grants program for high need K-12/higher education partnerships dedicated to professional development for teachers, administrators, paraprofessionals, and pre-service teachers in core academic subjects. The intent of this board item is to provide information about Cycle-6 of the *Improving Teacher Quality Grant* program.

### Background

- No Child Left Behind (NCLB) Act of 2001 signed into law in January 2002
- Title II Part A of the NCLB provides the MDHE with approximately \$1.2 million per year to support professional development activities in core academic subjects
- Five state objectives:
  - Improve student achievement in targeted mathematics and/or science content areas
  - Increase teachers' content knowledge
  - Improve teachers' instructional practices in inquiry-based instruction
  - Enhance teachers' use of assessment results to improve instruction
  - Improve preparation of pre-service teachers at partner institutions of higher education

### Cycle-6 Request for Proposals (RFP)

- RFP posted on August 22, 2007, to the MDHE website (<http://www.dhe.mo.gov/teacherquality.shtml>)
- Major changes from Cycle-5 RFP:
  - Single and multi-year projects available for the entire state
  - Expanded grade level eligibility (K - 12)
  - Requires teacher participants to complete a minimum of 80 contact hours per project and a minimum of 5% of the contact hours must be follow-up hours
  - Requires projects to have no fewer than 20 teacher participants
- The MDHE conducted a technical assistance workshop on September 25, 2006, in Jefferson City, MO and will conduct three additional workshops during October and November. The purpose of these workshops is to provide a public venue to explore potential partnerships. In addition, workshop attendees will have an opportunity to receive technical assistance

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concerning the Cycle-6 RFP. All interested applicants that did not attend the Jefferson City workshop, are encouraged to attend at least one of the remaining workshops:

October 16	University of Central Missouri	Warrensburg
October 30	Missouri State University	Springfield
November 6	St. Charles Community College	St. Charles

### **External Evaluation**

The MDHE anticipates continued federal funding in support of high need K-12/higher education partnerships for professional development of K-12 teachers. A major goal is to ensure highly focused, data-driven professional development that will be guided and designed around effective program evaluation. Dr. Sandra Abell, Director of the MU Science Education Center at the University of Missouri – Columbia, leads a team of external evaluators who received a multi-year contract for evaluation services on behalf of project directors.

Dr. Abell's team has provided evaluation services in all previous cycles of the *Improving Teacher Quality Grant* program. The final evaluation report for Cycle-3 is available on the evaluation team website ([http://www.pdeval.missouri.edu/results\\_3.html](http://www.pdeval.missouri.edu/results_3.html)). Evaluation results for Cycle-4 are due by November 5, 2007. Dr. Abell and her team will present an oral report of these findings in central Missouri on December 7, 2007.

### **Conclusions**

Missouri's colleges and universities are encouraged to continue fostering strong partnerships with K-12 schools to assist and support improvement in the quality and effectiveness of elementary and secondary teaching and learning. In order to ensure that the *Improving Teacher Quality Grant* projects are accomplishing these goals, an external evaluation team is used to measure the effects of these partnerships on student performance, best teaching practices, and the design of pre-service programs.

### **STATUTORY REFERENCE**

Section 173.050(2), RSMo, Statutory requirements regarding the CBHE's authority to receive and dispense federal funds for educational programs  
Public Law 107-110, Title II of the Elementary and Secondary Education Act: The No Child Left Behind Act of 2001

### **RECOMMENDED ACTION**

Assigned to Consent Calendar

### **ATTACHMENT(S)**

None

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## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Academic Program Actions  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

All program actions that have occurred since the June 14, 2007, Coordinating Board meeting are reported in this consent calendar item.

### **STATUTORY REFERENCE**

Sections 173.005.2(1), 173.005.2(7), 173.030(1), and 173.030(2), RSMo, Statutory requirements regarding CBHE approval of new degree programs

### **RECOMMENDED ACTION**

Assigned to Consent Calendar

### **ATTACHMENT**

Academic Program Actions

## ACADEMIC PROGRAM ACTIONS

### I. Programs Discontinued

#### Northwest Missouri State University

Current Program:

MS, Counseling Psychology (delivered at NWSU's campus in Maryville and off-site at MWSU in St. Joseph)

Approved Change:

Delete program at both locations

Program as Changed:

MS, Counseling Psychology (Deleted from both locations)

### II. Programs and Options Placed on Inactive Status

#### North Central Missouri College

Current Programs:

AAS, Human Services

AAS, Therapeutic Riding Instruction

C1, Therapeutic Riding Instruction

AAS, Manufacturing Technology

AAS, Manufacturing Technology (off-site at Northwest Technical School in Maryville)

Approved Changes:

Inactivate all programs

Program as Changed:

AAS, Human Services (Inactive)

AAS, Therapeutic Riding Instruction (Inactive)

C1, Therapeutic Riding Instruction (Inactive)

AAS, Manufacturing Technology (Inactive)

AAS, Manufacturing Technology (off-site at Northwest Technical School in Maryville) (Inactive)

### III. Approved Changes in Academic Programs

#### Metropolitan Community College – Blue River

1. Current Program:

AAS, Computer Science & Information Systems  
Database Management  
Game Programming  
Interactive Digital Media  
Networking  
Programming  
Technical Support  
C0, Database Management with SQL Server  
C1, Database Management II  
C1, Database Management (Access)  
C1, Database Management (Oracle)

Approved Change:

Delete C0, Database Management with SQL Server and C1, Database Management II

Program as Changed:

AAS, Computer Science & Information Systems  
Database Management  
Game Programming  
Interactive Digital Media  
Networking  
Programming  
Technical Support  
C0, Database Management with SQL Server (Deleted)  
C1, Database Management II (Deleted)  
C1, Database Management (Access)  
C1, Database Management (Oracle)

2. Current Program:

AAS, Business  
Accounting  
Logistics Management  
Management  
Office Management

Approved Change:

Add one-year certificate (C1) in Financial Services.

Program as Changed:

AAS, Business  
Accounting  
Logistics Management  
Management  
Office Management  
C1, Financial Services

**Metropolitan Community College – Business and Technology**

Current Program:

AAS, Manufacturing Technology  
C0, Manufacturing Career  
C1, Manufacturing Computer Numerical Control Operator  
C1, Manufacturing Technology  
C1, Manufacturing Technology CNC  
C1, Manufacturing Technology Pre-Apprenticeship

Approved Changes:

Delete C1, Manufacturing Technology CNC.  
Delete C1, Manufacturing Technology Pre-Apprenticeship.  
Change title of C0, Manufacturing Career to Manufacturing Technology Career.  
Change title of C1, Manufacturing Computer Numerical Control Operator to Manufacturing Technology Computer Numerical Control Operator.

Program as Changed:

AAS, Manufacturing Technology  
C0, Manufacturing Technology Career  
C1, Manufacturing Technology  
C1, Manufacturing Technology Computer Numerical Control Operator  
C1, Manufacturing Technology CNC (Deleted)  
C1, Manufacturing Technology Pre-Apprenticeship (Deleted)

**Metropolitan Community College – Longview**

1. Current Program:

AAS, Computer Science & Information Systems  
Database Management  
Game Programming  
Interactive Digital Media  
Networking  
Programming  
Technical Support  
C0, Database Management I  
C0, Database Management for Web-Based Applications

C1, Database Management (Access)  
C1, Database Management (Oracle)

Approved Change:

Delete C0, Database Management I and C0, Database Management for Web-Based Applications

Program as Changed:

AAS, Computer Science & Information Systems  
Database Management  
Game Programming  
Interactive Digital Media  
Networking  
Programming  
Technical Support  
C0, Database Management I (Deleted)  
C0, Database Management for Web-Based Applications (Deleted)  
C1, Database Management (Access)  
C1, Database Management (Oracle)

2. Current Program:

AAS, Business  
Accounting  
Logistics Management  
Management  
Office Management

Approved Change:

Add one-year certificate (C1) in Financial Services.

Program as Changed:

AAS, Business  
Accounting  
Logistics Management  
Management  
Office Management  
C1, Financial Services

**Metropolitan Community College – Maple Woods**

1. Current Program:

AAS, Computer Science & Information Systems  
Database Management  
Game Programming  
Interactive Digital Media  
Networking

Programming  
Technical Support  
C0, Database Management for Web-Based Applications  
C1, Database Management II  
C1, Database Management (Access)  
C1, Database Management (Oracle)

Approved Change:

Delete C1, Database Management II and C0, Database Management for Web-Based Applications

Program as Changed:

AAS, Computer Science & Information Systems  
Database Management  
Game Programming  
Interactive Digital Media  
Networking  
Programming  
Technical Support  
C0, Database Management for Web-Based Applications (Deleted)  
C1, Database Management II (Deleted)  
C1, Database Management (Access)  
C1, Database Management (Oracle)

2. Current Program:

AAS, Business  
Accounting  
Logistics Management  
Management  
Office Management

Approved Change:

Add one-year certificate (C1) in Financial Services.

Program as Changed:

AAS, Business  
Accounting  
Logistics Management  
Management  
Office Management  
C1, Financial Services

**Metropolitan Community College – Penn Valley**

1. Current Program:

AAS, Paralegal Practice  
C1, Paralegal Practice

Approved Change:

Delete C1, Paralegal Practice

Program as Changed:

AAS, Paralegal Practice  
C1, Paralegal Practice (Deleted)

2. Current Program:

AAS, Computer Science & Information Systems  
Database Management  
Game Programming  
Interactive Digital Media  
Networking  
Programming  
Technical Support  
C0, Database Management I  
C1, Database Management II  
C1, Database Management (Access)  
C1, Database Management (Oracle)

Approved Change:

Delete C0, Database Management I and C1, Database Management II

Program as Changed:

AAS, Computer Science & Information Systems  
Database Management  
Game Programming  
Interactive Digital Media  
Networking  
Programming  
Technical Support  
C0, Database Management I (Deleted)  
C1, Database Management II (Deleted)  
C1, Database Management (Access)  
C1, Database Management (Oracle)

3. Current Program:

AAS, Business  
Accounting  
Logistics Management

Management  
Office Management

Approved Change:

Add one-year certificate (C1) in Financial Services.

Program as Changed:

AAS, Business  
Accounting  
Logistics Management  
Management  
Office Management  
C1, Financial Services

**Missouri State University**

1. Current Program:

BS, Management  
Administrative Management  
Entrepreneurship  
Human Resources Management  
International Business Administration  
Production and Operations Management

Approved Change(s):

Change title of option in Production and Operations Management to Operations Management.

Program as Changed:

BS, Management  
Administrative Management  
Entrepreneurship  
Human Resources Management  
International Business Administration  
Operations Management

2. Current Program:

MS, Psychology  
General Psychology  
Clinical Psychology  
Industrial/Organizational Psychology

Approved Change(s):

Change title of option in General Psychology to Experimental Psychology.

Program as Changed:

MS, Psychology  
Clinical Psychology  
Experimental Psychology  
Industrial/Organizational Psychology

3. Current Program:

BA, Theatre  
Directing  
Dramaturgy  
Performance Studies  
Stage Management  
Youth People's Theatre

Approved Change(s):

Change program title to Theatre and Performance Studies.  
Delete all options.

Program as Changed:

BA, Theatre and Performance Studies  
Directing (Deleted)  
Dramaturgy (Deleted)  
Performance Studies (Deleted)  
Stage Management (Deleted)  
Youth People's Theatre (Deleted)

4. Current Program:

BFA, Theatre  
Performance  
Design/Technology

Approved Change(s):

Change title of option in Performance to Acting.

Program as Changed:

BFA, Theatre  
Acting  
Design/Technology

5. Current Program:

BS, Recreation and Leisure Studies  
Community Relations  
Outdoor Recreation and Natural Resource Management  
Private/Commercial Recreation  
Therapeutic Recreation  
Senior Adult

Wellness

Approved Change(s):

Change title of option in Wellness to Health and Wellness Promotions.  
Delete option in Senior Adult.

Program as Changed:

BS, Recreation and Leisure Studies  
Community Relations  
Health and Wellness Promotions  
Outdoor Recreation and Natural Resource Management  
Private/Commercial Recreation  
Therapeutic Recreation  
Senior Adult (Deleted)

6. Current Program:

BS, Marketing  
Advertising and Promotion  
Logistics and Transportation  
Marketing Management  
Marketing Research  
Retailing/Merchandising  
Sales/Sales Management

Approved Change(s):

Delete option in Logistics and Transportation.

Program as Changed:

BS, Marketing  
Advertising and Promotion  
Logistics and Transportation (Deleted)  
Marketing Management  
Marketing Research  
Retailing/Merchandising  
Sales/Sales Management

7. Current Program:

BA, Philosophy

Approved Change(s):

Change degree nomenclature to BA/BS.

Program as Changed:

BA/BS Philosophy

8. Current Program:  
BS, General Agriculture
- Approved Change(s):  
Change degree nomenclature to BS/BAS.
- Program as Changed:  
BS/BAS General Agriculture
9. Current Program:  
Courses offered by the Department of Defense and Strategic Studies.
- Approved Change(s):  
Add graduate certificate (GRCT) in Defense and Strategic Studies.
- Program as Changed:  
GRCT, Defense and Strategic Studies
10. Current Program:  
BS, Mass Media  
Film Studies  
Media Operations  
Production
- Approved Change(s):  
Change title of option in Production to Media Production.  
Add options in Digital Film Production and Media Studies.
- Program as Changed:  
BS, Mass Media  
Digital Film Production  
Film Studies  
Media Operations  
Media Production  
Media Studies
11. Current Program:  
BS, Industrial Management  
Construction Management Technology  
Manufacturing Systems Management Technology
- Approved Change(s):  
Delete options in Construction Management Technology and Manufacturing Systems Management Technology.  
Add options in CAD Management, Distribution, Food Processing, Production, and Quality Control.

Program as Changed:

BS, Industrial Management  
CAD Management  
Construction Management Technology (Deleted)  
Distribution  
Food Processing  
Manufacturing Systems Management Technology (Deleted)  
Production  
Quality Control

12. Current Program:

BS, Agricultural Business  
Agricultural Finance and Marketing  
Agricultural Marketing and Sales

Approved Change(s):

Add option in Agricultural Enterprise Management.\

Program as Changed:

BS, Agricultural Business  
Agricultural Enterprise Management  
Agricultural Finance and Marketing  
Agricultural Marketing and Sales

13. Current Program:

BFA, Design  
Graphic Design  
Illustration

Approved Change(s):

Add option in Graphic Design and Illustration.

Program as Changed:

BFA, Design  
Graphic Design  
Graphic Design and Illustration  
Illustration

14. Current Program:

BA, Mass Media  
Film Studies  
Media Studies

Approved Change(s):

Add option in Media Operations

Program as Changed:

BA, Mass Media  
Film Studies  
Media Operations  
Media Studies

**North Central Missouri College**

1. Current Program:

AAS, Agriculture  
Agribusiness  
Chemical Application  
Equine Management  
Farm Management  
C1, Agribusiness  
C1, Chemical Application  
C1, Equine Management  
C1, Farm Management

Approved Changes:

Change title of AAS, Agriculture to Agriculture and Natural Resources  
Delete options in Agribusiness, Chemical Application, and Farm Management  
Delete one-year (C1) certificates in Agribusiness, Chemical Application, and Farm Management.  
Add one-year (C1) certificate in Agriculture and Natural Resources

Program as Changed:

AAS, Agriculture and Natural Resources  
Agribusiness (Deleted)  
Chemical Application (Deleted)  
Equine Management  
Farm Management (Deleted)  
C1, Agribusiness (Deleted)  
C1, Agriculture and Natural Resources  
C1, Chemical Application (Deleted)  
C1, Equine Management  
C1, Farm Management (Deleted)

2. Current Program:

AAS, Office Systems Technology  
C1, Office Systems Technology

Approved Changes:

Change title of AAS and C1 to Business Technology.

Program as Changed:

AAS, Business Technology  
C1, Business Technology

**Northwest Missouri State University**

1. Current Programs Delivered at Missouri Western State University:

EDS, Elementary School Principal  
EDS, Secondary School Principal  
EDS, Superintendent  
MBA, Business Administration  
MSED, Educational Leadership  
    Elementary  
    Secondary  
MSED, Guidance and Counseling  
MSED, Teaching Instructional Technology  
MSED, Teaching Middle School

Approved Change:

Relocate all programs from Missouri Western State University to the St. Joseph Center, 706 Felix St, St. Joseph, MO 64501

Programs Relocated to St. Joseph Center:

EDS, Elementary School Principal  
EDS, Secondary School Principal  
EDS, Superintendent  
MBA, Business Administration  
MSED, Educational Leadership  
    Elementary  
    Secondary  
MSED, Guidance and Counseling  
MSED, Teaching Instructional Technology  
MSED, Teaching Middle School

2. Current Programs Delivered at the Liberty Administration Building:

EDS, Superintendent  
MSED, Elementary Education-Self-Contained  
MSED, Reading  
MSED, Special Education

Approved Change:

Relocate all programs from Liberty Administration Building to Blue Jay Tower, 8 Victory Lane, Liberty, MO 64068.

Programs Relocated to Blue Jay Tower:

EDS, Superintendent  
MSED, Elementary Education-Self-Contained  
MSED, Reading  
MSED, Special Education

3. Current Program:

MSED, Teaching Secondary  
Agriculture  
English  
History  
Individually Prescribed Program  
Instructional Technology  
Mathematics  
Music  
Science Education

Approved Change:

Change program names to Teaching Secondary Agricultural Education, Teaching History, Teaching Instructional Technology, Teaching Mathematics, Teaching Music, and Teaching Science.  
Inactivate option in Individually Prescribed Program.

Program as Changed:

MSED, Teaching Secondary  
Teaching Secondary Agricultural Education  
English  
Teaching History  
Individually Prescribed Program (Inactive)  
Teaching Instructional Technology  
Teaching Mathematics  
Teaching Music  
Teaching Science

**Three Rivers Community College**

Current Program:

AAS, Industrial Technology  
Automated Manufacturing Systems  
Civil and Construction Technology  
Drafting and Manufacturing Technology  
Industrial Maintenance

Approved Change:

Add option in Power Plant

Program as Changed:

AAS, Industrial Technology  
Automated Manufacturing Systems  
Civil and Construction Technology  
Drafting and Manufacturing Technology  
Industrial Maintenance  
Power Plant

**Truman State University**

1. Current Program:

BA, Communication  
Communication Arts  
Communication Science  
Journalism

Approved Changes:

Delete option in Communication Arts and Communication Science. Add options in Communication Studies and Public Communication

Program as Changed:

BA, Communication  
Communication Arts (Deleted)  
Communication Science (Deleted)  
Communication Studies  
Journalism  
Public Communication

2. Current Program:

BS, English

Approved Change:

Change title to Linguistics

Program as Changed:

BS, Linguistics

**University of Central Missouri**

1. Current Program:

BSE, Secondary Education  
Biology (functional major)  
Business Education (major)  
Business Education (functional major)  
Chemistry (functional)  
Earth Science (functional)

English (functional major)  
English (major)  
Mathematics (functional major)  
Mathematics (major)  
Physics  
Social Studies (functional major)  
Speech Communication & Theater  
Technology Education  
Vocational Agricultural Education  
Vocational Family and Consumer Science

Approved Changes:

Change title of Business Education (major) and Business Education (functional major) to Business Teach Education (major) and Business Teacher Education (functional major), respectively.

Program as Changed:

BSE, Secondary Education  
Biology (functional major)  
Business Teacher Education (major)  
Business Teacher Education (functional major)  
Chemistry (functional)  
Earth Science (functional)  
English (functional major)  
English (major)  
Mathematics (functional major)  
Mathematics (major)  
Physics  
Social Studies (functional major)  
Speech Communication & Theater  
Technology Education  
Vocational Agricultural Education  
Vocational Family and Consumer Science

2. Current Program:  
BS, Physical Education

Approved Changes:

Add options in Corporate Fitness, Exercise Science, and K-12 Certification

Program as Changed:

BS, Physical Education  
Corporate Fitness  
Exercise Science  
K-12 Certification

3. Current Program:  
BSBA, Marketing

Approved Changes:  
Add PGA approved option in Professional Golf Management

Program as Changed:  
BSBA, Marketing  
Professional Golf Management

**University of Missouri – Columbia**

1. Current Programs:  
MA, Educational Leadership and Policy Analysis  
Higher and Continuing Education  
Ph.D., Educational Leadership and Policy Analysis  
Educational Administration  
Educational Policy Studies  
Higher and Continuing Education

Approved Change(s):  
Add Graduate Certificate (GRCT) in Higher and Continuing Education  
Administration

Programs as Changed:  
MA, Educational Leadership and Policy Analysis  
Higher and Continuing Education  
Ph.D., Educational Leadership and Policy Analysis  
Educational Administration  
Educational Policy Studies  
Higher and Continuing Education  
GRCT, Higher and Continuing Education Administration

2. Current Program:  
MS, Food Science

Approved Change(s):  
Add Graduate Certificate (GRCT) in Food Safety and Defense

Program as Changed:  
MS, Food Science  
GRCT, Food Safety and Defense

3. Current Program:

BS, Plant Sciences  
Crop Management  
Landscape Horticulture  
Ornamental Plant Production & Operations Management  
Plant Biology  
Plant Breeding, Genetics, and Biotechnology  
Plant Protection  
Precision Agriculture  
Turfgrass Management

Approved Change:

Add PGA approved option in Professional Golf Management

Program as Changed:

BS, Plant Sciences  
Crop Management  
Landscape Horticulture  
Ornamental Plant Production & Operations Management  
Plant Biology  
Plant Breeding, Genetics, and Biotechnology  
Plant Protection  
Precision Agriculture  
Professional Golf Management  
Turfgrass Management

**University of Missouri – Rolla**

1. Current Programs

MS, Aerospace Engineering  
MS, Mechanical Engineering  
PhD, Aerospace Engineering  
DE, Mechanical Engineering  
PhD, Mechanical Engineering

Approved Changes

Add two Graduate Certificates (GRCT) in Control Systems and Manufacturing Automation

Programs as Changed

MS, Aerospace Engineering  
MS, Mechanical Engineering  
Ph.D., Aerospace Engineering  
DE, Mechanical Engineering  
Ph.D., Mechanical Engineering  
GRCT, Control Systems

GRCT, Manufacturing Automation

2. Current Programs
  - ME, Mining Engineering
  - MS, Mining Engineering
  - DE, Mining Engineering
  - Ph.D., Mining Engineering

Approved Change

Add Graduate Certificate (GRCT) in Mining Engineering

Programs as Changed

ME, Mining Engineering  
MS, Mining Engineering  
DE, Mining Engineering  
Ph.D., Mining Engineering  
GRCT, Mining Engineering

3. Current Programs
  - MS, Computer Engineering
  - MS, Computer Science

Approved Change

Add Graduate Certificate (GRCT) in Information Assurance and Security Officer Essentials (Interdepartmental)

Programs as Changed

MS, Computer Engineering  
MS, Computer Science  
GRCT, Information Assurance and Security Officer Essentials (Interdepartmental)

**University of Missouri – St. Louis**

1. Current Program:
  - MS, Information Systems
  - GRCT, Telecommunications Management

Approved Change(s):

Delete Program

Program as Changed:

MS, Information Systems  
GRCT, Telecommunications Management (Deleted)

2. Current Program:

MED, Secondary Education  
Curriculum and Instruction  
Middle Level Education  
Reading

Approved Change(s):

Add a General option in Secondary Education and an option in Teaching English to Speakers of Other Languages

Program as Changed:

MED, Secondary Education  
General  
Curriculum and Instruction  
Middle Level Education  
Reading  
Teaching English to Speakers of Other Languages

**IV. Received and Reviewed Changes in Programs (Independent Colleges and Universities)**

**Lindenwood University**

1. Current Program:

BA, Human Service Agency Management  
Criminal Justice

Approved Change:

Change program title to Nonprofit Administration

Program as Changed:

BA, Nonprofit Administration  
Criminal Justice

2. Current Program:

MA, Human Service Agency Management

Approved Change:

Change program title to Nonprofit Administration

Program as Changed:

MA, Nonprofit Administration

3. Current Program:  
MS, Human Service Agency Management  
  
Approved Change:  
Delete Program  
  
Program as Changed:  
MS, Human Service Agency Management (Deleted)
4. Current Program:  
BA, Information Technology  
  
Approved Change:  
Add a one-year certificate (C1) in Information Technology  
  
Program as Changed:  
BA, Information Technology  
C1, Information Technology
5. Current Program:  
MBA, Business Administration  
Accounting  
Finance  
International Business  
Management  
Management Information Systems  
Marketing  
  
Approved Change:  
Add options in Entrepreneurial Studies and Managing Information  
Technology  
  
Program as Changed:  
MBA, Business Administration  
Accounting  
Entrepreneurial Studies  
Finance  
International Business  
Management  
Management Information Systems  
Managing Information Technology  
Marketing

## **V. Program Changes Requested and Not Approved**

No actions of this type have been taken since the last board meeting.

**VI. New Programs Approved**

**Missouri State University**

1. BS, Information Technology Service Management
2. MS, Applied Anthropology

**Missouri Western State University**

1. MAA, Integrated Media  
Convergent Media  
Integrated Media
2. MAS, Assessment  
Learning Improvement  
Writing

**Northwest Missouri State University**

MS, Higher Education Leadership

**Ozarks Technical Community College**

1. AAS, Manufacturing Technology  
C1, Manufacturing Technology, Level 1  
C1, Manufacturing Technology, Level 2  
C1, Manufacturing Technology, Level 3
2. ASN, Nursing

**Southeast Missouri State University**

BA, Global Studies

**Truman State University**

1. BS, Athletic Training
2. BA, Romance Language

**University of Missouri – Columbia**

1. MAG, Agriculture (Individually Designed Program)
2. MNR, Natural Resources (Individually Designed Program)

**VII. New Programs Received and Reviewed (Independent Colleges and Universities)**

**Fontbonne University**

1. BA, Corporate Communication
2. BA, Applied Sociology

**Lindenwood University**

1. BA, Entrepreneurial Studies
2. BS, Exercise Science
3. MS, Managing Information Technology
4. Ed.D., Educational Administration
5. Ed.D., Instructional Leadership

**VIII. Programs Withdrawn**

No actions of this type have been taken since the last board meeting.

**IX. New Programs Not Approved**

No actions of this type have been taken since the last board meeting.

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Proprietary School Certification Actions and Reviews  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

All program actions that have occurred since the June 14, 2007, Coordinating Board meeting are reported in this consent item. In addition, the report includes information concerning anticipated actions on applications to establish new postsecondary education institutions and exemptions from the department's certification requirements.

### **STATUTORY REFERENCE**

Sections 173.600 through 173.618, RSMo, Regulation of Proprietary Schools

### **RECOMMENDED ACTION**

Assigned to Consent Calendar

### **ATTACHMENT**

Proprietary School Certification Program Actions and Reviews

## **Coordinating Board for Higher Education**

### **Proprietary School Certification Program Actions and Reviews**

#### ***Certificates of Approval Issued (Authorization for Instructional Delivery)***

Guadalupe Culinary Arts Institute  
Kansas City, Missouri

This not-for-profit school will offer a 12 week nondegree program in culinary arts. The school is operated by the Guadalupe Centers, Inc., using classroom and instructional kitchen facilities at its Culinary, Cultural, and Seniors Center Building. The program is designed “to develop basic classical culinary skills” and to orient individuals “to the demands as well as the rewards of a career in the hospitality industry.” This school is not accredited.

Missouri Montessori Teacher Education Program  
Chesterfield, Missouri

This not-for-profit institution is accredited by the Montessori Accreditation Council for Teacher Education (MACTE). The institution is “committed to providing excellent training for Montessori early childhood teachers in the St. Louis area and beyond.” According to catalog materials, the institution sustains its research components through use of the UM-St. Louis library and interdepartmental staff resources. Undergraduate and graduate level credit is offered to Montessori education program students that enroll in programs at UM-St. Louis.

Careers in Court Reporting  
Independence, Missouri

This for-profit, single proprietor school will offer a 130 week nondegree program in court reporting. The school “is dedicated to training court reporters to be experts in their fields, whether it be freelance court reporting, official court reporting, closed captioning, real time or CART” (Communication Access Realtime Translation). This school is not accredited.

#### ***Certificates of Approval Issued (Authorization Only to Recruit Students in Missouri)***

None

***Applications Pending Approval (Authorization for Instructional Delivery)***

Alliant International University  
Nevada, Missouri

This not-for-profit, regionally accredited institution (Western Association of Schools and Colleges) is proposing to offer a 130 week postdoctoral Master of Science program in Clinical Psychopharmacology. This program is designed to target “the need to educate practicing psychologists in the scientific foundations and clinical applications of pharmacological management of mental disorders.” The school is headquartered in California and operates multiple campuses, both domestic and foreign.

Compliance First Solutions  
Kansas City, Missouri

This for-profit, single proprietor school will offer a 15 week nondegree program in Professional Medical Coding. The school “will prepare the student to sit for the Professional Medical Coding Examination.” This school is not accredited.

Dental Career Studio’s Dental Assistant Training  
O’Fallon, Missouri

This for-profit, single proprietor school will offer a 10 week nondegree program titled Introduction to Dental Assisting. Students in this program will “be given the opportunity to take what they have learned and apply it to a dental assistant internship as part of their training.” This school is not accredited.

Applied Scholastics  
St. Louis, Missouri

This not-for-profit school will offer nondegree professional development programs for classroom teachers ranging from one week to thirteen weeks in length. This school, which operates under the corporate entity ABLE (Association for Better Living and Education) International, will serve associate members of Applied Scholastics International through instruction relating to better teaching practices “in many different disciplines, at all levels of education and in all manner of institutions.” This school is not accredited.

Gateway Career College  
Union, Missouri

This for-profit, single proprietor school will offer a 48 week nondegree program in medical insurance billing and coding. This program will “provide the community and surrounding area with a pool of trained entry-level Medical Insurance & Coding Specialists prepared for lifelong learning in the 21<sup>st</sup> Century.” This school is not accredited.

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***Applications Pending Approval (Authorization Only to Recruit Students)***

None

***Exemptions Granted***

Homestead Academy  
Republic, Missouri

This for-profit fine arts academy offers instruction integrating theatre, creative writing, and visual arts. Each term, students display the work they have completed through gallery exhibits and recitals open to the community. Exemption was granted as “a school which offers instruction only in subject areas which are primarily for avocational or recreational purposes as distinct from courses to teach employable, marketable knowledge or skills, which does not advertise occupational objectives and which does not grant degrees.” This school is not accredited.

Together Each Achieves More  
St. Louis, Missouri

This for-profit organization will offer personal development classes to help individuals identify their strengths and weaknesses. The program assists students in developing a road map to accomplish goals. Exemption was granted as “a school which offers instruction only in subject areas which are primarily for avocational or recreational purposes as distinct from courses to teach employable, marketable knowledge or skills, which does not advertise occupational objectives and which does not grant degrees.” This school is not accredited.

Corporate Therapeutic Services  
Joplin, Missouri

This for-profit organization will offer self-care massage for couples and families. The program aims to enhance overall wellness in general and safe massage techniques. Exemption was granted as “a school which offers instruction only in subject areas which are primarily for avocational or recreational purposes as distinct from courses to teach employable, marketable knowledge or skills, which does not advertise occupational objectives and which does not grant degrees.” This school is not accredited.

***Schools Closed***

None

## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Campus Security Task Force  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

The Governor's Campus Security Task Force was charged with examining the safety and security of Missouri's higher education institutions and with recommending initiatives to improve safety standards and security within buildings and facilities on campus. The intent of this board item is to share the findings and recommendations of the Task Force report, *Securing our Future: Making Colleges and Universities Safe Places to Learn and Grow* with the Coordinating Board.

### **Background**

On April 17, 2007, after the tragedy on the Virginia Tech campus, Governor Matt Blunt created Missouri's Campus Security Task Force. The Task Force, under the direction of co-chairs Robert Stein, Commissioner of Higher Education, and Mark James, Director of Public Safety, was comprised of members from higher education, community-based organizations, and law enforcement communities from around the state.

The Task Force reviewed current campus emergency crisis plans, discussed security concerns with representatives from Homeland Security and Virginia Tech, and held meetings to receive public testimony regarding campus safety. Six guiding principles were developed as a foundation for the 34 recommendations contained in the report. Recommendations are organized around the following major themes: Dedicated Leadership, State-of-the-Art Resources, a Preparedness Culture, Consistent Protocols, Responder Support, and Governmental Actions.

The final report was presented to the Governor on August 21, 2007. The intent of the report is to serve as a call to action for more engaged partnerships within each campus and between the campus and its surrounding community. While there is not a one size fits all, every campus, regardless of shape, size, and situation can benefit from increased attention to an all-hazards emergency plan that is kept current.

### **Conclusions**

While Missouri campuses are relatively safe, the Virginia Tech tragedy was a reminder of the importance to plan for future emergencies that may descend on college campuses whether from natural disasters or acts of violence. The report is intended to serve as a catalyst for future initiatives by identifying key resources, suggesting approaches that involve a team effort,

Coordinating Board for Higher Education  
October 11, 2007

recommending an intentional structure to keep the issue of campus security an ongoing priority, and stipulating additional study that would be beneficial.

**STATUTORY REFERENCE**

None

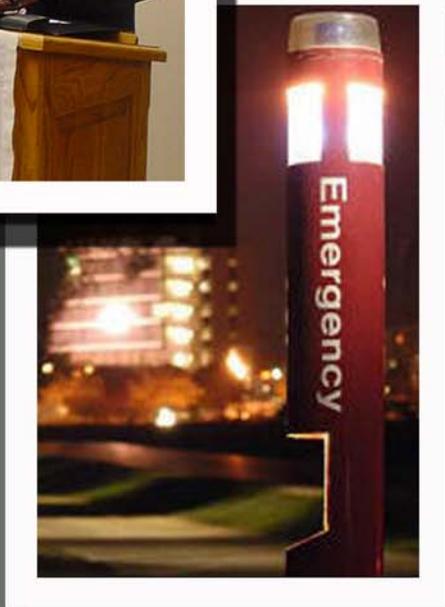
**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT**

Campus Security Task Force Report

# **Securing Our Future:** **Making colleges and universities** **safe places to learn and grow**



**Report on  
Findings and  
Recommendations  
August 21, 2007  
Submitted to  
Governor Matt Blunt**

# **Missouri Campus Security Task Force**

# TASK FORCE MEMBERSHIP

- Michael Boxler - Special Agent in Charge, Kansas City Field Division, Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Lee's Summit
- Kyle Brenneman - Dean of Student Development, Hannibal LaGrange College, Hannibal
- Nancy Bush - Center for Emergency Response and Terrorism Director, Missouri Department of Health and Senior Services, Jefferson City
- Lynn Carter - Deputy Director, Missouri Department of Mental Health, Jefferson City
- David Fedder - Partner, Bryan Cave LLP Law Firm; Commissioned Reserve Police Officer, Chesterfield Police Department, St. Louis
- Paul Fennewald - Homeland Security Coordinator, Missouri Department of Public Safety, Jefferson City
- Kevin French - Director of Safety and Security, Drury University, Springfield
- Henry Givens - President, Harris-Stowe State University, St. Louis
- Van Godsey - Director, Missouri Information Analysis Center, Jefferson City
- Clarence Green - Director of Campus Safety, Northwest Missouri State University, Maryville
- Matthew Headrick - Student, University of Central Missouri, Warrensburg
- James Hughes - Chief of Kirksville Police Department, Kirksville
- Mark James – Director, Department of Public Safety (Co-Chair), Jefferson City
- John Jordan - Cape Girardeau County Sheriff, Jackson
- James Keathley - Superintendent, Missouri State Highway Patrol, Jefferson City
- John Kraemer - Associate Professor, Southeast Missouri State University, Cape Girardeau
- Thomas Malecek - Director of Corporate Security, Brown Shoe Company, Town & Country
- Ron Olinger - Vice President of Financial Planning and Administration, Missouri Western State University, St. Joseph
- Mark Potratz - Director of Public Safety, Mineral Area College, Park Hills
- Gary Snavely - Director of Safety and Transportation, Missouri State University, Springfield
- Robert Stein – Commissioner, Department of Higher Education (Co-Chair), Jefferson City
- Brian Stewart – CEO, Bryan College, Springfield
- Don Strom - Chief of Police for Washington University, St. Louis
- Rod Surber - Director of Public Information, Missouri Southern State University, Joplin
- Al Tunis – Vice Chancellor, Metropolitan Community College, Kansas City
- Dorla Watkins - Vice President for Finance and Administration, Park University, Parkville
- Jack Watring - Director of University Police, University of Missouri - Columbia, Columbia
- Greg White - Cole County Sheriff, Jefferson City
- Chuck Witt - Assistant Fire Chief, Columbia Fire Department, Columbia



**Visit the Campus Security Task Force website:  
<http://www.dps.mo.gov/CampusSafety/index.htm>**

*Staff support provided by Terri Durdaller, Wendy Baker, Adam Hanna, Sara Turley, Margi Bilyeu and Kristi Cable.*



## Campus Security Task Force

STATE OF MISSOURI

While college and university campuses are relatively safe, in the wake of a crisis pointed questions are raised. Why here? Why now? What should leaders have done to prevent and prepare for the tragedy? But after a period of time the questions subside, routines resume, and inertia overcomes the needed action to improve campus preparedness.

Administrators, in collaboration with the public safety community, must ensure that campus safety remains a priority in the calm between incidents. Threats to the safety of campuses are always present. From natural disasters to acts of violence, risks can be reduced through coordinated planning and preparation of faculty, staff, and students, but never eliminated completely. While large-scale disasters capture our attention, we must also be conscious of the alcohol- and drug-fueled violence that plagues colleges and universities.

Recognizing that the privilege to move freely and unfettered about campus is treasured, this report identifies recommendations for improving campus safety without abandoning that open academic culture.

As Co-Chairs of Governor Matt Blunt's Task Force on Campus Security, we had the honor of working with a cross-section of dedicated professionals representing law enforcement, fire safety, health and mental health, campus public safety, faculty, law, business, students, administrators, and homeland security. In the aftermath of the Virginia Tech tragedy we made a commitment to identify best practices and make recommendations for ways to ensure that college campuses throughout our state will be as safe as possible. Through collection of data, vibrant debate, and careful deliberation, the task force has successfully met its goal. We are pleased to present this report, *Securing Our Future: Making Colleges and Universities Safe Places to Learn and Grow*, to Governor Matt Blunt for his consideration.

Sincerely,

Robert B. Stein, Ph.D.  
Commissioner  
Department of Higher Education

Mark S. James  
Director  
Department of Public Safety



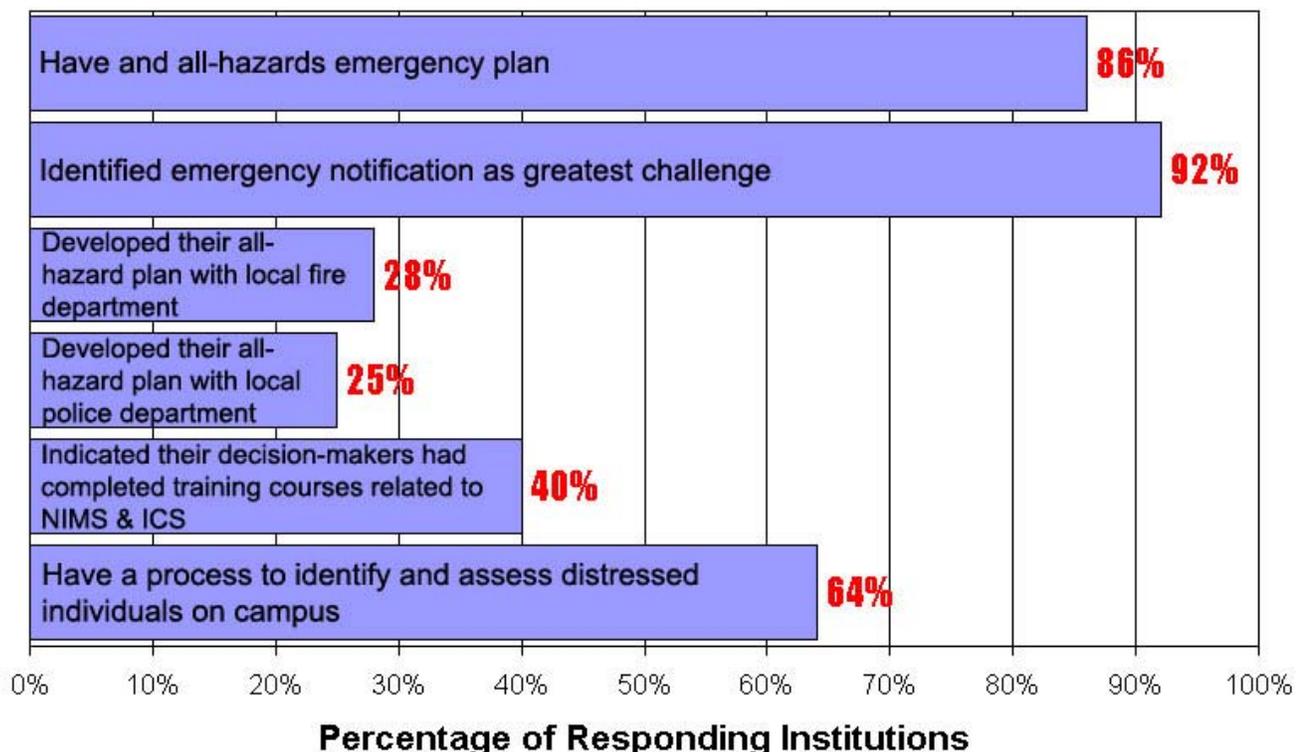
# PROCESS

The process adopted by the task force was designed to draw upon the knowledge and experience of its members as well as that of concerned individuals throughout the state and beyond. In all, five meetings were held.

During meetings, task force members discussed the issues, obstacles, and resources associated with college campus emergency preparedness and response. In preparation for developing a broad-based report, a survey was distributed to colleges and universities in Missouri. Thirty-six institutions responded. The findings revealed that:

- 86% have developed an all-hazard emergency plan.
- 92% identified emergency notification as the greatest challenge they face
- Disturbingly, only 28% coordinated development of their all-hazard emergency plans with local police; only 25% included their local fire departments.
- Fewer than 40% indicated that their decision-makers had completed training courses related to the National Incident Management System (NIMS) or the Incident Command System (ICS).
- Approximately 2/3 currently have a process to identify and assess distressed individuals on campus.

## Responses to Campus Security Survey



## PROCESS (CONTINUED)

The Task Force was organized into three working subgroups to carry out its substantive work:

- Communication and Rapid Response
- Planning and Prevention
- Risk Mitigation and Recovery

Each working group was tasked with drafting a report<sup>1</sup> to summarize, among other matters, the primary issues presented by its particular areas of focus. The working groups' findings form the basis of this report.

Public hearings convened in St. Louis and Independence provided a wealth of information. Through their testimony, students, educators, counselors, public safety professionals and other concerned members of the community helped shape and focus the task force's inquiry and analysis. The public at large was also invited to submit written materials to the task force in lieu of public testimony. In all, 24 community members shared their insight and perspective with the task force, either through testimony or written submission.

At its May 24<sup>th</sup> meeting, the task force was briefed by Virginia State Police and the Bureau of Alcohol, Tobacco, Firearms & Explosives representatives who were involved in the response to the Virginia Tech tragedy and subsequent investigation. The speakers offered invaluable insight regarding the incident, what preceded it, the law enforcement response, and its aftermath. It is an understatement, to say the least, that there are many important lessons to be learned from this horrific event.

The Campus Security Task Force operated on a consensus-driven model. Differences of opinion or controversy were not dealt with by direct up-or-down vote, but rather by discussion. Any member with a dissenting opinion was invited to submit a formal dissent for inclusion with this report.

*"The Task Force will be charged with enhancing our ongoing efforts to make every school campus in Missouri a safe learning environment." - Governor Matt Blunt*

### Missouri Campus Security Task Force 2007



<sup>1</sup> Subcommittee reports available on Campus Security Task Force website. See <http://www.dps.mo.gov/CampusSafety/index.htm> for more information.

# GUIDING PRINCIPLES

During meetings of the task force, it became clear that an unspoken set of principles were guiding the discussions. While these principles may seem elementary, they form the basis for how the group chose recommendations for inclusion in the report.

## **1. While campuses are relatively safe, coordinated planning ensures preparation for all future crises.**

The incidences of violent crime on our campuses are relatively low. We must, however, not be lulled into complacency or inaction by a “we have had no problems here” attitude. Prevention through planning is essential and achievable to reduce future risk and tragedy.

## **2. A one size fits all approach will not work.**

Missouri’s college and university campuses are as diverse as the students who populate them. Our higher education system comprises many types of institutions, from land-grant universities with hundreds of campus buildings, to small technical schools housed under a single roof.

Clearly, a research institution housing a nuclear reactor has vastly different security needs as compared to a small liberal arts school in rural Missouri. Broad-based general security-related recommendations will, necessarily, vary in their degree of relevance or applicability when applied to specific campuses.

## **3. There is no quick fix.**

While we can never eliminate the threats posed to our campuses by crime or disaster, natural or person-caused, we can and must mitigate impact through effective all-hazard emergency preparedness. A layered approach to campus safety and security helps to ensure comprehensive, fail-safe systems and procedures, which, among other considerations, account for the inherent likelihood of human and technological error.

**Higher education applauds Governor Blunt for making safety on our campuses a priority of his administration. By appointing persons with experience in several professions, our Task Force will be well positioned to design a statewide approach adaptive to all locations that will ensure rapid response to any future threats.**  
- Dr. Robert Stein



Dr. Robert Stein (Left) and Governor Matt Blunt (Right) at the Campus Security Task Force press announcement in Jefferson City

## GUIDING PRINCIPLES (CONTINUED)



Public Safety Director Mark James gathers group input during the task force's third meeting, in Jefferson City.

**Our vision for the task force is to simply evaluate every aspect of campus safety to ensure a safe environment. We hope to develop new safety measures to complement the security efforts that have been underway on Missouri campuses over the past several years.”**

**- Director Mark James**

### **4. Financial resources, while necessary, are limited.**

Money is limited and budgets are tight. By carefully considering the financial implications of safety and security enhancement plans, as well as the funding sources to support them, colleges and universities can maximize limited resources. Many of the “state of the art” available campus security tools are costly. Cost, however, is not necessarily a reliable measure of efficacy. Some procedures cost little or nothing to implement; others will, undoubtedly, be costly. Meaningful cost-benefit analysis is essential.

### **5. The entire campus and surrounding community has a role to play.**

Each member of the campus community must take an active role in the process of making college campuses as safe as is reasonably possible. Community-based organizations within the geographic area of the campus should also be included. Regardless of location, out-of-the-ordinary behavior should be timely communicated to the appropriate authorities. Risks may be further reduced if the individuals to whom such information is reported have a clear understanding regarding what is to be done next as it relates to further reporting and intervention.

**Each member of the campus community must take an active role in the process of making college campuses as safe as possible.**

### **6. Plans must balance security against function and privacy.**

Necessarily, the stricter the controls on personal freedom, the greater the possibility of creating a risk-free campus environment. We should make meaningful attempts to minimize risks while maintaining, to the greatest extent possible, the openness of our campuses. An appropriate degree of personal inconvenience must be tolerated by our campus community if heightened protection is to be achieved.

# THEMES & RECOMMENDATIONS

This report is intended to capture the most essential issues and related recommendations that developed through the Task Force's proceedings. Categorized into six themes, the recommendations identify the best practices for resolving major challenges and deficiencies that were identified by the Campus Security Task Force.

## Dedicated Leadership

The development and implementation of planning and prevention methods is a shared responsibility within the entire campus community, requiring each postsecondary institution, as well as the State, to provide strong leadership on these issues. Presidents, chancellors and other campus leaders must become actively engaged in evaluating their preparation for critical incidents. Likewise, State leaders should partner with postsecondary institutions to provide assistance for their preparation.

Tools and resources are in place to help educate college and university senior executives regarding emergency planning and response. The Missouri Office of Homeland Security has made a comprehensive web-based tool, the Emergency Response Information Program (ERIP)<sup>2</sup> available to postsecondary institutions. The Federal Emergency Management Agency also offers courses in the National Incident Management System (NIMS) and the Incident Command System (ICS)<sup>3</sup>. Unfortunately, these resources often go untapped by senior executives who will be required to serve as incident commanders in a crisis.

### Recommendations:

- Each campus should designate an individual to coordinate emergency and homeland security operations. This individual should serve as the campus point of contact with the Missouri Office of Homeland Security and the local first-responder community and should have access to alerts through the statewide notification network. This individual should report to the institution's chief executive officer and have access to the executive staff.
- The coordinator mentioned above should also be responsible for ensuring that each institution's senior staff is trained in and familiar with NIMS and ICS.



<sup>2</sup> See <http://www.dps.mo.gov/HomelandSecurity/ERIPMaterial.pdf> for more information

<sup>3</sup> See <http://training.fema.gov> for more information

## THEMES & RECOMMENDATIONS (CONTINUED)

- The chief executive officer of each institution should ensure that an all-hazard emergency response plan is in place. The plan should be developed by an interdisciplinary team in concert with local emergency responders, and should be reviewed and rehearsed regularly. Coordinating agencies should establish mutual-aid agreements incorporating a unified command structure in accordance with NIMS/ICS. Roles and expectations should be clearly defined in advance.

### State-of-the-Art Resources

Recent events continue to demonstrate how technology can effectively help reduce crime, provide communication with potential victims when crime is occurring, and facilitate authorities' ability to investigate crimes after they occur. Without proper planning, preparedness, and coordination, however, even the most state of the art technology won't achieve maximum effectiveness in enhancing campus safety.

*Technological solutions should be developed considering the worst case scenario.*

Technological solutions should be developed considering the worst case scenario. All resources should be supported by back-up systems to ensure continued operation through unexpected circumstances such as power outages or intentional damage to equipment.

### Recommendations:

- Colleges and universities should utilize failsafe systems to notify the entire campus community in the event of a crisis. Systems should use the best available technology to reach all stakeholders quickly (e.g. media alerts, public address systems, text messaging, e-mail, or sirens).
- Where practicable, colleges and universities should implement physical access control mechanisms (ranging from interior locks on classroom doors to controlled-access locks on dormitories) and policies for non-public buildings and after-hours access to public buildings.
- Surveillance cameras should be installed in areas where they will provide optimal effectiveness.
- Design of new and remodeled buildings should incorporate the principles of Crime Prevention Through Environmental Design (CPTED)<sup>4</sup>.
- High-traffic areas of campus, indoor and outdoor, should be well lit and be within reasonable proximity of an emergency phone.
- Each institution should thoroughly evaluate the viability and appropriateness of using assessment tools (e.g. MOSAIC)<sup>5</sup> designed to identify individuals with the potential for violent behavior.
- The Emergency Response Information Program (ERIP) web-based tool, offered by the Office of Homeland Security, should be used in developing emergency response plans and providing tactical response information to community first responders. Emergency plans should include policies and procedures for utilization of state-of-the-art resources.

<sup>4</sup> See <http://www.thecptedpage.wsu.edu/> for more information

<sup>5</sup> See <http://www.mosaicsystem.com/> for more information

## THEMES & RECOMMENDATIONS (CONTINUED)

### Preparedness Culture

Educating the campus community about safety and security can be a daunting task, but campus leaders must make it a priority. The challenge is amplified since campuses experience significant turnover each year as students and employees come and go. Colleges and universities are heavily populated by persons who, in many cases, view themselves as somewhat invulnerable to crime and other risks. Campuses are viewed as relatively safe places, causing occupants to feel as though they are in a “bubble” where they are immune from bad things happening. Students, despite their new-found independence, often operate under the erroneous assumption that someone else is looking out for them. Part of the challenge becomes involving all members of the community in sharing responsibility for their own and overall campus safety and security.

All too often, our campuses are decentralized operations where decisions about the time or resources dedicated to safety and security education are left to compete with other academic or orientation issues. The task force learned that some campuses afford as little as only a few minutes of time to these important topics during a general orientation while others provide a full semester of programs. Clearly, given the diverse nature of our campuses, there is no one-size-fits-all answer. An organized safety and security education program unique to the special needs of each campus is of key importance.

While there is a general consensus that information sharing is important, concern and confusion abound regarding obstacles and potential liability presented by the requirements of the Family Educational Rights and Privacy Act (FERPA) and the Health Insurance Portability and Accountability Act (HIPAA), among others. This uncertainty within the higher education community necessarily inhibits the flow of essential information.

***A communication void between campus police/security, judicial affairs, residence life departments and counselors is dangerous and unnecessary.***

A recent federal report on campus security<sup>6</sup> reported the existence of “information silos” among the higher education community. It is common for numerous groups to hold valuable intelligence about troubled students, but refuse to share it out of fear based on common misinformation about privacy laws. A communication void between campus police/security, judicial affairs, residence life departments and counselors is dangerous and unnecessary.

Finally, colleges and universities must challenge the prevailing social norms of college students that frown upon seeking help. Too often, students are discouraged from accessing mental health services by the fear of stigmatization. What’s more, mental health services are frequently only available during business hours. Unfortunately, emotional crises often happen at inconvenient times, when students and other members of the campus community lack access to high-quality mental health services.

<sup>6</sup> See <http://www.hhs.gov/vtreport.html> for more information

## THEMES & RECOMMENDATIONS (CONTINUED)

### **Recommendations:**

- All students, faculty, and staff should receive regular training on the campus emergency procedures from early recognition through response. New students should receive a detailed explanation during orientation.
- Course syllabi should include building-specific instructions for reacting during an emergency situation. Faculty members should discuss the plan on the first day of class every semester.
- Emergency plan information should be distributed in student and employee handbooks and on the institution's website.
- Students and other members of the campus community should have access to on-campus, licensed mental health services 24 hours per day, 7 days per week.
- On-campus mental health providers should establish consultation and referral relationships with public and private facilities that accept civil commitments.
- Every campus should establish a multidisciplinary (academic, law enforcement, mental health) team who share and review information about members of the campus community who are perceived as exhibiting behavior that has caused concern.
- The multidisciplinary team should work collaboratively to develop intervention strategies for individuals who potentially pose a risk to themselves or others.



- ◇ Early intervention efforts should also include prevention programs to address alcohol and drug abuse and related violence.
- ◇ Prevention programs should ensure that consistent messages and interventions are delivered throughout the campus.
- In light of the reality of financial limitations, institutions of higher education should share useful safety and security programs freely. A lack of funding is not a valid justification to do nothing to enhance campus security.

## THEMES & RECOMMENDATIONS (CONTINUED)

### Consistent Protocols

While colleges and universities should maintain their autonomy in choosing how to address safety and security risks, certain consistent protocols are essential for making campuses safer.

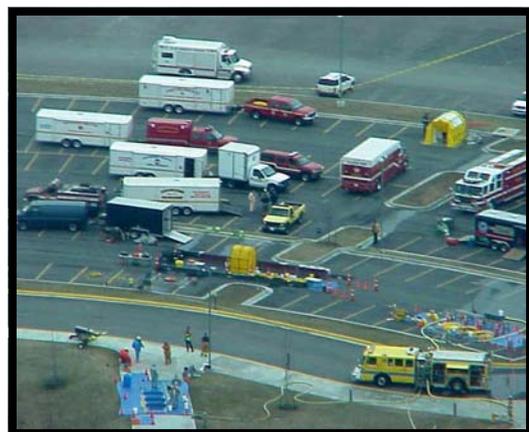
Since critical incident preparedness is as important as the actual response, college and university chief executive officers should require that planning and coordination between their institutions and responding public safety agencies is a top priority. Ultimately, the president or chancellor sets the tone and agenda for the entire campus and can ensure that an orientation toward campus safety and security is maintained.

#### **Recommendations:**

- All colleges and universities should use the Emergency Response Information Program (ERIP) web-based tool to construct their all-hazard plan. FY 2009 should be the pilot year for higher education participation, with institutions providing feedback to the higher education subgroup of the Homeland Security Advisory Council<sup>7</sup>.
- Campus law enforcement agencies should seek and obtain accreditation through programs offered by the International Association of Campus Law Enforcement Administrators (IACLEA)<sup>8</sup>, the Commission on Accreditation for Law Enforcement Agencies (CALEA)<sup>9</sup>, or other recognized accreditation organizations.
- As a condition of transfer, students should be required to provide waivers allowing access to disciplinary records at previously attended institutions.

### Responder Support

Today's college and university campuses are far more similar to small cities than they are to elementary or secondary schools. Many have full-time residential populations that function on a 24-hour clock, operate academic and business functions throughout the day, and host numerous public events that include visitors to their facilities. Understandably, members of the campus community have high expectations as to how security and police personnel should respond during a crisis. These high expectations, however, may not be realistic considering the widely varying levels of authority, training and equipment available to campus first responders.



<sup>7</sup> See "Government Action" section of this report

<sup>8</sup> See <http://www.iaclea.org> for more information

<sup>9</sup> See <http://www.calea.org> for more information

## THEMES & RECOMMENDATIONS (CONTINUED)

Fully commissioned, POST-certified (Peace Officer Standards and Training)<sup>10</sup>, armed police officers provide the best level of first response in any critical campus incident. Police officers have more extensive and comprehensive basic and ongoing training, direct access to law enforcement and intelligence records, and garner a higher level of respect and confidence from the community than their non-commissioned counterparts.

### **Recommendations:**

- Colleges and universities should ensure that adequately armed, POST-certified police protection is available for its premises. Institutions not statutorily authorized to establish commissioned police departments should consider staffing arrangements with local law enforcement agencies<sup>11</sup>.
- Campus and local police should receive specialized training in recognized and accepted law enforcement protocols with specific applicability to the campus environment including, but not limited to, active shooter response and crisis intervention teams.
- Emergency plans should include appropriate crisis-specific mental health responses, protocols and recovery functions including:
  - ◇ Evidence-based mental health practices for responding to mental health needs of individuals directly or indirectly exposed to violence or trauma.
  - ◇ Agreements involving mental health as a function of the emergency operations plan or available to incident command staff for decision making, planning, and support of responders.

### **Governmental Actions**

While individual institutions are primarily responsible for the safety and security of their campuses, the State can also provide specialized assistance in this area, in that state agencies are often gatekeepers for access to important tools and organizations.

For example, the Emergency Response Information Program (ERIP), discussed previously in “Dedicated Leadership” and “Consistent Protocols,” is a valuable resource that is available to postsecondary institutions. This web-based system is structured to make true, customized emergency planning available to all campuses, regardless of size or configuration.

Moreover, existing groups, such as the Homeland Security Advisory Council, study a variety of security-related issues and could provide valuable insight to colleges and universities. Higher education is not currently represented in this group, which may leave colleges and universities uninformed of recent homeland security developments.

Since Missouri’s colleges and universities house some of the state’s most valuable strategic assets, the government has a profound interest in maximizing their safety and security.

***Since Missouri’s colleges and universities house some of the state’s most valuable strategic assets, the government has a profound interest in maximizing their safety and security.***

<sup>10</sup> See <http://www.dps.mo.gov/POST/Main/> for more information

<sup>11</sup> These arrangements range from municipal police department substations on campus to campus police departments staffed with officers commissioned through local agencies.

## THEMES & RECOMMENDATIONS (CONTINUED)

### ***Recommendations:***

- A statewide official representing postsecondary education should be appointed to the Missouri Homeland Security Advisory Council (HSAC).
- A higher education subcommittee of Missouri's Homeland Security Advisory Council should be formed.
- The higher education subcommittee of the Homeland Security Advisory Council should design a method for a needs analysis and fiscal impact study of campus security enhancements to be completed by postsecondary institutions.
- The higher education subcommittee of the HSAC should, in consultation with institutions, establish the amount of new resources needed to support campus security enhancements.
- The higher education subcommittee of the HSAC should identify multiple funding sources, including state appropriations, institutional reallocations, gifts, bequests, and grants, to assist in defraying the costs associated with filling gaps in campus security.
- Consideration should be given to designing a competitive grants program for distribution of funds raised. Potential initiatives eligible for funding should include projects narrowly focused on campus security and include expected results.
- The Department of Public Safety should work with the higher education subcommittee of the Homeland Security Advisory Council to identify resources and training opportunities related to safety and security for college and university personnel.
- The Department of Higher Education and the Department of Public Safety should collaborate on the identification of skill sets necessary to prepare students for careers in emergency preparedness and response. Institutions should develop or modify degree programs to meet these identified needs.
- The higher education subcommittee of the HSAC should analyze the rationales for and against allowing private postsecondary institutions to establish police departments staffed by POST-certified police officers. Based on that analysis, the subcommittee should determine whether legislation authorizing private institutions to establish police departments is necessary and appropriate.
- The State Emergency Management Agency (SEMA) should ensure that adequate involvement from mental health professionals is included in response and recovery efforts for all crises, including those affecting postsecondary institutions.

# CONCLUSION

Ensuring that Missouri's colleges and universities remain safe environments is a task that cannot be taken lightly. Even when institutions take all the right steps, the possibility of crisis still looms. To effectively mitigate risks, campuses must consider preparedness to be a top priority that is continuously evaluated and improved. Stagnant plans that fail to respond to new threats will not be effective. As emphasized repeatedly in this document, each institution's chief executive officer is responsible for making emergency preparedness a highly visible priority. This point cannot be overemphasized.

While every recommendation in this report is essential, certain points have emerged as particularly striking. The establishment of multidisciplinary teams has gained the attention of many administrators. Ensuring that adequate police protection is available to campuses has struck a chord with law enforcement officers. Collaboration between campus and local emergency responders in the development and rehearsal of emergency plans has also gained attention. We find these three items to be foundation on which our other recommendations rely.

We, the Campus Security Task Force, hope that this report serves as a call to action for partnerships between campus officials and community first responders. A team approach is certainly the most effective way to implement the practices we have recommended. The days of silos of information and authority should end with the issuance of this report. Our bold optimism, we hope, will inspire this shift.



## **AGENDA ITEM SUMMARY**

### **AGENDA ITEM**

Coordinated Plan Update  
Coordinating Board for Higher Education  
October 11, 2007

### **DESCRIPTION**

A good coordinated plan clarifies priorities, sets goals, and describes how progress toward meeting those goals will be measured. Missouri law makes the CBHE responsible for designing a coordinated plan for higher education in the state. The intent of this agenda item is to provide an update on the board's fulfillment of this requirement.

### **Background**

Over the decades, higher education coordinated plans have varied in shape, size, scope, and effectiveness. In June 2006, the board deemed its most recent plan dated and in need of replacement based on major changes and new challenges affecting higher education both within the state and nationally. The board, accordingly, authorized an ambitious strategic planning effort with the expectation that it would become internalized as a regular ongoing activity rather than simply a bureaucratic response to a statutory responsibility. To that end, it established a standing strategic planning committee to help ensure visibility, sustainability, relevance, and effectiveness of existing and future coordinated plans. In order to increase widespread support for its work, the board charged the standing committee to regularly seek advice and counsel from Missouri's higher education community throughout the process of developing and adopting a new coordinated plan.

In early fall 2006, planning efforts began in earnest. However, as the reinvigorated planning effort built momentum, the board, department, and institutions experienced turnover in key leadership positions that coincided with a major legislative initiative. This initiative proposed increased responsibilities for CBHE, limits on institutions' ability to raise tuition and fees, a completely redesigned state need-based financial aid program, along with several other significant alterations to the Missouri higher education landscape. The board responded by postponing its planning efforts to focus full attention on helping shape the sweeping changes contained in the higher education omnibus bill (Senate Bill 389), which became law on August 28, 2007. Many of the changes in the new law have increased the visibility and authority of the CBHE – changes that represent both tremendous opportunity and tremendous challenge for the board.

Once again there is the need to focus attention on development of a new coordinated plan for higher education. The plan will serve as a foundation for the work of the Board and its

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administrative arm, the Missouri Department of Higher Education, including the Board's new and expanded statutory responsibilities. As envisioned, a new coordinated plan for Missouri higher education should also serve as a guide for institutions as they balance individual aspirations with collective contributions in support of a strong postsecondary educational system that is responsive to statewide goals and educational needs.

MDHE staff developed the attached draft coordinated plan to jump-start the process. In addition to proposing vision, mission, and value statements, the draft plan is organized around the following six strategic issues: access, transparency, educational innovation, workforce development, regionalism, and technology. A rationale for each strategic issue, an overarching goal statement, and suggested action strategies are also presented.

MDHE staff considered the demands of the global economy and analyzed numerous documents including previous Missouri plans and reports, the governor's priorities, and other states' plans to help inform the development of this draft, which is intended to spark discussion among stakeholders.

### **Next Steps**

To be useful, the coordinated plan must be a dynamic document that provides a basis for prioritizing everyday work. While many of the ideas contained in the framework are not new and represent concepts, challenges, and ideals that have been discussed previously, the current draft is written and organized to attract more focused attention and engagement by educational leaders and policymakers throughout the state.

The framework in the attached draft is intended to establish a solid foundation from which to identify operational measures, baseline data, target goals, timelines, and assigned responsibilities – all of which are essential for the success of a coordinated plan. Presidents and chancellors of Missouri's colleges and universities are encouraged to review the attached document to determine if it is compelling enough to affect positive change and to provide feedback during the CBHE meeting in Trenton, Missouri.

### **Conclusion**

The lack of a viable coordinated plan that enjoys the widespread support of the higher education community has proven a major shortcoming of Missouri's system. Adoption of the draft document or some revised document based on feedback provided by presidents and chancellors will provide an agreed-upon foundation for developing the operational segments of the plan.

## **STATUTORY REFERENCE**

Section 173.020 (4), RSMo. Responsibilities of the coordinating board to identify higher education needs in the state and design a coordinated plan for higher education.

## **RECOMMENDED ACTION**

**It is recommended that the Coordinating Board adopt the draft coordinated plan for Missouri Higher Education as a foundation for further work in establishing a fully developed coordinated plan.**

**It is further recommended that the Coordinating Board direct the Commissioner of Higher Education to work with the CBHE Strategic Planning Committee and with the presidents and chancellors of Missouri's public colleges and universities in the development of draft operational measures, baseline data, target goals, timelines, and assigned responsibilities for review and action by the board.**

## **ATTACHMENT**

Coordinated Plan Draft

**Coordinated Plan —Draft  
October 4, 2007**

***Higher Education: Projecting Who We Wish to Be***

Higher Education is a screen upon which we project the kind of society we hope to evolve. Educational aspirations are as diverse as our people, and as old as Athens and Sparta. Over the centuries, education has been used to create better workers and a better citizenry. The value of higher education in our new knowledge-based economy is rapidly growing. Finding the resources, innovative skills, and the will to grow a higher education system that protects the future security of individuals, the state, and the nation, is one of the most important challenges of our day. Indeed, it is one of the most important challenges of the twenty-first century.

Because the challenge is so complex, it is neither easily nor quickly solved. Establishment of a coordinated plan (“The Plan”) with broad-based support throughout the state is intended to serve as a foundation for prioritizing goals, allocating limited resources, and using effective strategies to produce a globally competitive, engaged, citizenry. The Plan that follows is stair-stepped. It rests on the premise that the interests of the Coordinating Board of Higher Education (CBHE), its administrative arm, the Missouri Department of Higher Education (MDHE), and the higher education institutions are intertwined and indivisible, and that these three entities hold the same basic values and share the same goals.

The Plan is, thus, the beginning of a major effort to identify a series of immediate challenges and long-term goals to be addressed in collaborative partnerships.

A backdrop for The Plan involves a need to implement and institutionalize the landmark higher education omnibus bill (SB 389), which formally became law on August 28, 2007, along with the previous year’s SB 580, which emphasizes student and workforce readiness through the creation of a P-20 Council. The ambitious goals set forth in both laws are included below, along with some additional thoughts on regionalism and technology. As part of The Plan, the CBHE will issue a regular “report card” to benchmark progress on each issue listed below. The Plan will also be periodically updated to reflect changing circumstances.

Each step of The Plan is intended to be informed by the following Vision, Mission, and Value Statements.

**Vision Statements:**

1. Missouri’s public higher education system will be a source of pride to all Missouri citizens.
2. Working together, the higher education community will create a seamless system of postsecondary educational institutions that provides value for students, the state, and the nation.

3. Missouri will be a national leader in METS graduates (Math, Engineering, Technology, and Science).
4. No external barrier shall prevent interested persons from pursuing higher education.
5. Missouri public institutions of higher education will economically, civically, and culturally invigorate the regions in which they reside.
6. Missouri public higher education will become a national model in its use of technology to enhance quality teaching, and increase educational accessibility.

**Mission Statement for Missouri Higher Education System:**

To deliver an affordable, quality, coordinated, postsecondary education system and increase successful participation, benefiting all Missourians.

**Value Statements:**

The Missouri higher education community values the inherent worth of all students, and is dedicated to helping each student realize his or her full potential to become a productive, engaged citizen.

Postsecondary institutions are valued as fonts of new cultural and economic innovation. They are the custodians of our common heritage, and the transmitters of skill and knowledge to each succeeding generation.

Missouri taxpayers are valued for their support of Missouri's higher education system. They are owed the wise stewardship of the public resources they provide to postsecondary institutions.

**Issues**

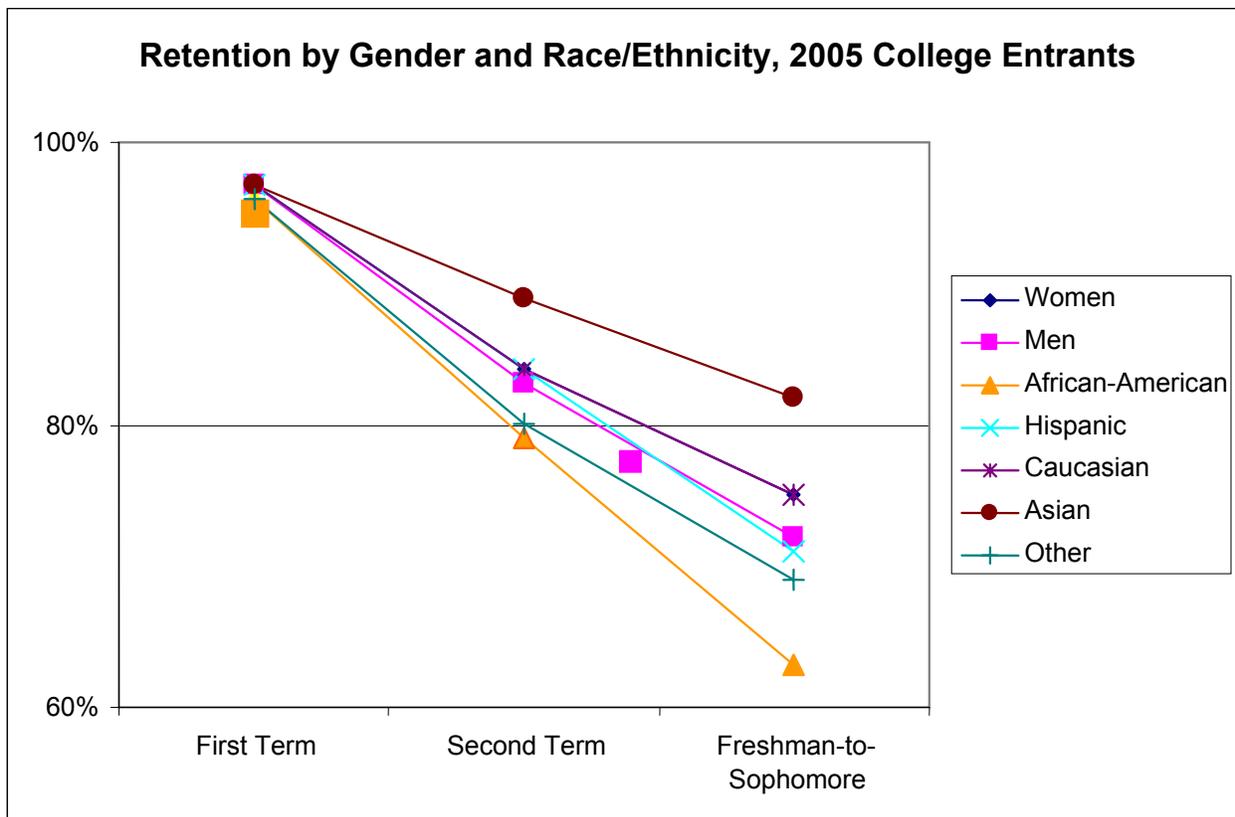
Six issues are identified in The Plan: (1) Accessibility; (2) Transparency; (3) Educational Innovation; (4) Workforce Development; (5) Regionalism; and (6) Technology. Many of these are familiar and embodied in legislative mandates. The last two issues place a new emphasis on smaller geographic units as an analytic lens and a stronger didactic emphasis on the opportunities available to expand the systems overall impact due to technological innovation.

The overriding goals of The Plan are to help ensure that secondary school students have the proper educational foundation for successful collegiate work; that access to postsecondary education for high school graduates and GED holders of any age is not blocked, whether from a want of fiscal resources or academic preparation; that students at all educational levels are offered the highest quality faculty, employing the most effective methods; that college students will successfully complete certificate and degree programs; and that college graduates will acquire the sufficient skill and intellectual resources to become productive workers and engaged citizens.

**Issue I: Accessibility (Preparation and Affordability)**

College should be easily accessible to everyone who wishes to attend. Collegiate education across the country is adjusting to the educational needs of the contemporary generation. Missouri, too, should be part of this transformation to stay competitive and relevant.

Two issues prominently affect accessibility: academic preparation and affordability. Many students who wish to attend a postsecondary school are daunted by their own lack of adequate academic preparation or by escalating costs. Over a third of Missouri’s college students require remedial education before they can begin true collegiate level work. The percentage of Missouri’s historically dispossessed ethnic minorities and rural students who do not even begin college is unknown, although these figures are assumed to be quite high. Students from African-American backgrounds, in particular, are less likely to persist to graduation than their peers. These persistent differences threaten to widen the socioeconomic gap between whites and African-Americans as the demand for a more educated workforce rapidly increases. The following table from the annual Missouri High School Graduates Performance Report illustrates differences in retention across gender and racial/ethnic groups at Missouri’s public colleges and universities:



Affordability is another key precursor to access. SB 389 will enable MHDE to better accommodate the needs of contemporary students. The Access Missouri Financial Assistance Program has streamlined and increased need-based scholarship funding for students. In an attempt to make tuition and fee decisions more transparent and carefully considered, the Higher

Education Student Funding Act contained within SB 389 ties tuition increases to a consumer price index-based formula. SB 389 also created the Missouri Teaching Fellows Program, which offers strong financial incentives to teachers who choose to work in struggling school districts.

In addition, the MDHE is the state-designated student loan guaranty agency in Missouri and operates on behalf of the U.S. Department of Education in the Federal Family Education Loan Program (FFELP). Besides helping to ensure access to low-cost student loans, the MDHE loan program provides funding for the administration of state financial aid programs.

**Potential Goal:** Reduce the number of students requiring remedial education prior to beginning collegiate level work.

*Potential Strategies:*

- Work with postsecondary institutions and other stakeholders to set clear expectations regarding academic preparation for success in higher education by establishing competencies for entry-level coursework, as mandated by SB 389.
- Work with the Department of Elementary and Secondary Education to determine demographic analysis and trends in matriculation rates.
- Devise specific strategies to increase successful participation in higher education across all demographic groups, including those historically underrepresented in higher education:
  - Racial/ethnic minority populations, particularly African Americans
  - Students from lower income/socioeconomic groups
  - Non-traditionally aged students
  - Students from rural areas

**Operational Measures, baseline data, target goals, timelines and assigned responsibility to be developed.**

**Potential Goal:** Remove financial barriers for qualified students who wish to attend college.

*Potential Strategies:*

- Implement policy guidelines governing tuition review and potential fines for public institutions, as required by SB 389.
- Work with policymakers, postsecondary institutions, and others to ensure proper financial support for qualified students.
- Strengthen the outreach efforts informing the public of the availability of state and federal financial aid.

**Operational measures, baseline data, target goals, timelines and assigned responsibility to be developed.**

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## **Issue 2: Transparency**

Postsecondary education is expensive. Choosing to pursue a college education is one of the most significant economic decisions a student or parent will ever make. Missouri citizens, as

consumers, should have confidence that state resources are employed as efficiently and productively as possible.

Educators, too, have a vested interest in ensuring that their institutions' funds are wisely spent. As long as the public, the business community, or legislators remain skeptical of educational institutions' use of public funding, resources will be given sparingly. Once, however, a postsecondary institution establishes and adheres to appropriate transparency measures, Missouri taxpayers should have a willingness to invest the public funds required to ensure student education and faculty research at a level commensurate with the best nationally comparable schools.

**Potential Goals:** Establish clear and useful information upon which policymakers and consumers can base educational and financial decisions.

*Potential Strategies:*

- Promulgate rules mandating the online publication of faculty credentials, course evaluation summaries, and whether or not the instructor is a teaching assistant, as required by SB 389.
- Set policies that require better data collection to ensure transparency.
  - Develop measures to help determine institutional cost-effectiveness.
- Publish data collected from postsecondary institutions in a reader-friendly format.
- Examine the efficient use of resources by Missouri public institutions through mission review.
- Develop and implement a marketing/communication plan to communicate to the public the important work being done by public higher education in the state.
  - Included in this would be a campaign to publicize the chosen performance measures in a public Educational Excellence Report and additional resources needed linked to desired results.

**Operational measures, baseline data, target goals, timelines and assigned responsibility to be developed.**

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### **Issue 3: Educational Innovation**

After painstaking research the management of the Coca-Cola Company decided to alter the formula of "Coke," sweetening it in imitation of their chief soft drink rival's product, "Pepsi." The result was a business disaster. Loyal Coke drinkers staged nationwide protests and the negative publicity was widespread. Remarkably, none of the executives responsible for this decision were fired or demoted - the board of Coca-Cola recognized that progress in business relies on risk and innovation and that punitive measures would make their institutional climate hostile to innovative thinking. Progress in education is no different.

Responsible risk-taking should be encouraged. Institutions, faculty, and administrators who are innovative in both teaching and research should be supported with funding and recognition. Obstacles that inhibit innovative initiatives, such as needless state regulations, internal institutional rules, and evaluation systems that have no accommodation for failure, should be

removed. Interdisciplinary research and strategic partnerships between colleges and the broader community should be regarded as essential agents for progressive change. Pure research, whether in science or the arts, serves as an incubator for the new realities of tomorrow and should be supported.

**Potential Goal:** Provide support for an educational environment that fosters creativity and innovation.

*Potential Strategies:*

- Set aside funds to underwrite special projects that create new intercollegiate or community partnerships.
- Incorporate and weigh innovative projects and initiatives in the performance reporting required by SB 389.
- Use the Higher Education Task Force (HEF) task force to establish appropriate funding policies for higher education that result in high quality innovative teaching and research.

**Operational measures, baseline data, target goals, timelines and assigned responsibility to be developed.**

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#### **Issue 4: Workforce Development**

“We are making progress, but so is everybody else... This is like a race and we’re at the back of the pack, and everyone else ahead of us is picking up speed. We have to take extraordinary steps if we are going to enhance our competitive position.”

--Kris Kimmel, President, Kentucky Science, and Technology Corporation

Missouri is not producing sufficient numbers of students with the skills most critical to its future economic needs. According to the 2000 census, as analyzed in a 2004 study by University of Missouri economics professor Michael Podgursky and Mr. Ryan Monroe, Missouri had attracted slightly less graduate and post-graduate degree holders that left the state during the previous five years. This decline comes just as the clamor for a more educated economic workforce grows loud.

**Potential Goal:** Create an educated competitive workforce adequate to meet Missouri’s needs.

*Potential Strategies:*

- Work with the Department of Economic Development and other interested stakeholders to analyze and project gaps in degree/certification production as linked to statewide and regional employment projections; provide added value to the P-20 Workforce 2025 initiative.
- Enlist foundational support for Missouri’s economic future through the METS educational initiative.
- Provide incentives to public colleges and universities to cultivate special teaching and research areas that attract high quality out-of-state students.
- Create policies that encourage at-risk students to persist to graduation.

- Help ensure a rigorous college curriculum by establishing carefully defined competency standards.
- Work with the State Board of Education to create incentives to attract talented students into teaching, and retain high quality teachers for our neediest children.

**Operational measures, baseline data, target goals, timelines and assigned responsibility to be developed.**

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### **Issue 5: Regionalism**

In 1972 United Nations environmental advisor Rene Dubos coined the phrase “Think globally, act locally.” This is an excellent recommendation to our postsecondary institutions. These institutions are not only educating their students to become part of a global community, but they are also significant economic and cultural resources within their own communities. Many faculty members apply their knowledge to local economic and social issues, filling important public roles.

Postsecondary institutions also serve as major civic and cultural centers within their region, bringing theater, libraries, sports, exhibits, lectures, and other events that enhance the quality of life. These enhancements are among the first things sought by well-educated people and their employers before relocating to an area, and are often utilized by people who have no other connection with a college. These interactions, in addition to enriching the community, can encourage ongoing relationships, such as continuing education or charitable giving.

**Potential Goal:** Use Missouri’s college and universities to strengthen regional economy, civic culture, and the quality of life.

*Potential Strategies:*

- Develop policies that stimulate collaborations between universities and community organizations to build regional strengths, work on local problems, and enhance the quality of life. Examples would include:
  - Establishing regional development centers dedicated to METS-focused economic development under leadership of the Missouri Department of Economic Development.
  - Rewarding innovative faculty who engage in creative collaborations within their local communities and regions through performance review rewards.
  - Encouraging students to become involved in local business and cultural institutions by rounding out their education through experiential and service learning activities such as work-study, internships, or civic volunteerism.

**Operational measures, baseline data, target goals, timelines and assigned responsibility to be developed.**

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**Issue 6: Technology**

A decade ago America's enthusiasm for digital technology could not have burned brighter as politicians as diverse as President Bill Clinton and House of Representatives Speaker Newt Gingrich trumpeted the new knowledge-based society. More recently, in *The World is Flat*, Thomas Friedman influentially warned that our knowledge-based society not only rides on the back of new technology, but that those who fail to keep pace with technological change will be socially and economically marginalized.

In education, technology is a powerful tool that can enhance good quality teaching. Postsecondary institutions have begun making better use of technology as a tool, but this growth has come with limited direction or planning. Improper technological applications can be extremely costly. In 2000 MDHE made a beginning with the promulgation of its, "Principles of Good Practice for Distance Learning," but much remains to be done.

Missouri's postsecondary faculty members have traditionally worked in their own "silos." While interdisciplinary classes are common at many institutions, no single faculty possesses the talent pool of a state-wide system. Increased use of technology allows teachers with similar or complementary skills at different colleges to cooperate more easily even if they never set foot on each other's campuses. Technology could provide students with academic expertise lacking on their own campuses at minimal cost.

The growth of didactic uses of technology is inevitable. Smart control of this growth is not. As Missouri's educational Internet infrastructure, the Missouri Research and Education Network (MOREnet), and the University of Missouri currently plan for the implementation of the next-generation fiber network, CBHE/MDHE can play a key role in encouraging the educational use of technology by public postsecondary institutions to ensure that it is used in high quality instruction.

**Potential Goal:** Missouri higher education will have adequate technological resources and training to take advantage of the educational possibilities created by the new digital-technological revolution.

*Potential Strategies:*

- Seek and encourage additional state investment in MOREnet, and Missouri Bibliographic Information User System (MOBIUS), Missouri's successful academic electronic library catalogue.
- Update and institutionalize policies governing the efficient and effective use of distance education.
- Promote the revival of the Missouri Learners Network (MLN) as a resource to facilitate Missouri online learning opportunities to meet Missourians' lifelong educational needs.
- Collect and publish "best practices" by postsecondary faculty, administrators, staff, and students regarding creative use of technology and distance learning.

- Assist public postsecondary institutions in taking greater advantage of technology for administrative purposes with initiatives such as the “e-transcripts” system, which allows for the rapid transmittal of transcripts to students, potential employers, and other academic institutions.
- Establish and implement policies regarding distance learning designed to minimize geographical barriers to post-secondary education.

**Operational measures, baseline data, target goals, timelines and assigned responsibility to be developed.**

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**Conclusion**

It is commonly understood that Missouri is now part of the global economy. Failure to come to terms with this new reality is to consign those who come after us to a substandard living with the untenable result that our state’s most prosperous days will belong to our parents not our children.

The successful implementation of The Plan will require actions by CBHE, MDHE, and institutions. By working collectively to realize lofty goals, Missouri’s higher education system will provide students of all backgrounds greater access to quality educational opportunities at an affordable cost, giving them the skill to be productive workers, and the knowledge to enrich the quality of their lives. In addition, The Plan is intended to underscore the importance of growing a stronger educational system that has adequate resources to support world class institutions known for quality teaching and research. In so doing, we will collectively move Missouri forward and enrich the lives of all of us, as well the lives of those that follow. An investment in higher education is an investment in our collective future.

## AGENDA ITEM SUMMARY

### AGENDA ITEM

Cape Girardeau Needs Analysis  
Coordinating Board for Higher Education  
October 11, 2007

### DESCRIPTION

Three Rivers Community College (TRCC) has notified the Missouri Department of Higher Education (MDHE) of its intention to develop a Residence Center proposal for delivery of educational services in Cape Girardeau County. The intent of this board item is to describe the public policy framework for establishing a Residence Center and outline the form and method for conducting the required needs analysis that is expected to be part of any residence center proposal.

### Background

Any decision regarding the establishment of a residence center is subject to the approval of the Coordinating Board (Section 173.005.2(4), RSMo). This brief directive is further developed in regulation 6 CSR 10-6.020, "Standards for Establishing Residence Centers." By regulation, a residence center is defined as:

- a site separate from the "established existing campus" of the parent institution
- having a "continuing administrative presence, defined as at least one full or part-time administrator based at the site
- offering courses every semester (but not necessarily complete programs)
- not requiring ownership of the site by the parent institution

Finally, any programs and services to be offered at the site should be those which are offered on the parent campus, although they will require separate approval by the Coordinating Board through its program approval process. Some structural changes compared to on-campus programs are permitted at a residence center, provided that the changes in program structure are identified along with the instructional methods and support services necessary to accommodate the clientele of the residence center.

In addition to meeting these requirements / characteristics, approval of a residence center is also contingent on a formal analysis of educational need in the area, as well as on the ability of the parent institution to demonstrate compatibility with its current institutional mission, as well as statewide goals and policy established by the CBHE, including the *Policy for the Review of Academic Program Proposals* and the *Public Policy Guidelines on Lower Division Coursework, Lower Division Certificate, and Associate Degree Delivery*. The survey should include

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information regarding any probable local cost, including student fees, local tax, or other funding necessary to support a center. Furthermore, the survey should address:

- the educational interests of prospective students (including courses, programs as well as likelihood of attendance)
- the educational and training needs of prospective employers
- the extent of the local support for services to be offered
- the barriers to current enrollment in postsecondary education

### **Demographic Information**

The needs analysis should include additional demographic information to help substantiate the need for a center. Recent trend data on the following measures would be desirable, as well as five-year projected data, and current statewide data for comparison where available:

- age, gender, race/ethnicity, and household income of county residents (e.g. U.S. Census or American Community Survey data)
- educational attainment of county residents, by degree
- percentage of employment overall and by economic sector (e.g. U.S. Census, U.S. Department of Labor, or Missouri Department of Economic Development data)
- secondary student preparation, including graduation rates, graduate follow-up survey data (including job placement), overall enrollment, AP and dual credit participation, GED attainment, and remediation by high school, disaggregated by demographic measures where available, and overall (e.g. Missouri Department of Elementary and Secondary Education and MDHE data)

### **Current Postsecondary Instructional Services**

The needs analysis should also include information on available postsecondary instructional services, including:

- information on current postsecondary course and program delivery in the region, as well as any collaborative ventures among existing institutions
- available data on enrollments and completion of postsecondary education in the region, including available data on area vocational technical schools and UM extension
- present and past trend data on postsecondary enrollment in other regions from identified counties

Based on preliminary inquiries by MDHE staff, cost estimates for a needs analysis conducted by an independent contractor that includes the above characteristics would vary from \$45,000 - \$80,000, dependent on the elements included in the analysis. Cost of the needs analysis, whether contracted externally or conducted by Three Rivers Community College, would be the responsibility of the institution(s) proposing to operate a residence center, including any other local partners that might choose to participate.

In addition to the needs analysis, a **formal proposal** is required. The proposal would address a number of other issues defined by regulation, including:

- the relationship between the planned programs and courses and the needs assessment
- the potential for duplication of the offerings of other institutions in the area
- planned staffing and academic administration
- faculty information, including the planned ratio of full-time and part-time faculty at the center, as well as to what extent full-time on-campus faculty will teach at the center within their normal course load or as overload
- whether programs will be administered under the same academic units that administer similar on-campus programs, and by what means instructional quality will be ensured under any other administrative structure(s)
- five years' projected revenues and expenditures for the site, including "anticipated revenues by source, including student fees, local support and allocation from the parent institution; planned operating expenditures by standard program classification categories; and planned expenditures for physical facilities acquisition, maintenance and operation" as well as information detailing fixed vs. variable revenues and expenditures
- availability, adequacy, and location of facilities
- clear evidence of local support to ensure financial access and quality of programming
- description of procedures for evaluation of the center after three years of operation, including responsible staff, timeframes for evaluation, and minimum and desirable levels of performance, defining:
  - student enrollment
  - student retention rates in degree programs
  - revenues by source
  - physical facilities and support services offered

### **Conclusions**

Any formal proposal from Three Rivers Community College to establish a permanent residence center in Cape Girardeau County would of course impact, and be impacted by, interests from other entities in meeting the postsecondary educational needs of the county's residents. In addition to the interest expressed by Three Rivers Community College in establishing a residence center in Cape Girardeau County, other groups have suggested additional structures to enlarge services in Cape Girardeau County, e.g., the creation of a separate community college taxing district, the expansion of collaborative delivery structures by existing partners, or development of a branch campus of a four-year institution.

Any of these plans would benefit from a fully developed needs analysis as justification for a particular approach. Should more than one institution prove interested in expanding existing services in Cape Girardeau County, the pooling resources would help support a more sophisticated needs analysis that could be performed by an external organization. Three Rivers has expressed a willingness to work toward this end with others, or if there is not a general interest, to proceed singly. Regardless, if a residence center proposal is forthcoming, it is expected that the proposal will be developed, either internally or with the assistance of an independent consultant, and that it must include a draft survey, needs analysis, and formal

proposal that will incorporate the above guidelines, as well as any other relevant directives set forth in 6 CSR 10-6.020. Three Rivers staff and leadership as well as any other entities engaging in the implementation of a needs analysis in Cape Girardeau County are encouraged to share draft frameworks of the survey, needs analysis, and proposal with MDHE staff prior to its administration / completion, to ensure that all prescribed elements are included.

**STATUTORY REFERENCE**

Section 173.005.2 (4), RSMo, Statutory Authority for Approval of Proposed Residence Centers

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT(S)**

None