



President's Bulletin

University of Missouri

Volume 2 Number 6

Dec. 14, 1971

Role and Scope

You will recall that procedures outlined in the President's Bulletin of 15 October 1971 (p. 4), stipulated that by now I would have drafted a tentative policy statement concerning the future role and scope of the campuses and University-wide units. Accordingly, this tentative version of the University's future design has been completed and has already received some circulation. So that everyone may have a chance to read this draft statement, I am including below its entire contents.

As the guidelines adopted by the Academic Planning Council indicated, this draft document is now being considered by each Chancellor. They will be discussing a final role and scope statement with me on 20-21 December. I know that the Chancellors join me in welcoming any helpful alternative ideas or proposals which may have come to mind since the campuses discussed their

futures earlier this autumn. Any such suggestions should be sent to the Chancellors immediately.

Let me repeat: what follows is a tentative version. It contains what I now believe to be the wisest course of this University hereafter to follow. It is important to stress that the implications of this proposed policy make all the more crucial the evaluation of every academic program.

I am looking forward to the responses which the Academic Planning Council will make to this version next week. I would also point out that whatever plan is finally determined will require several years to implement fully. This certainly means that graduate students in any significantly affected programs would have adequate opportunity to complete their degree requirements.

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THE UNIVERSITY OF MISSOURI:
ITS FUTURE

This policy statement has two purposes. First, it newly defines the role of each campus and certain University-wide units in the University's future. Second, it stipulates generally the range or scope of programs hereafter to be maintained on each campus. The policy emerged after much thought and discussion on the campus and University levels. It is necessarily an adjudication among many aspirations and relentless circumstances.

I Principles and Conditions

Assertions about the role and program scope of each campus and unit are timely. During 1970-71, the University took a long look at itself. It found a need to improve most teaching, research, and public service efforts. It found resources in faculty, staff, money, libraries, equipment, and buildings often so over-committed or so limited as to handicap severely the University's numerous current programs and to hamper the development of new offerings required by social and intellectual change. Finally, the self-appraisal found wide confusion over the nature of one university located on four campuses.

These and other reasons make it evident that a successful University of Missouri hereafter will require a more explicit and reasonable definition of the role and expectation placed upon each campus and unit. The policy which follows is only a first step in creating a stronger University of Missouri. It stipulates the future location in the University of Missouri of its many academic programs. Thus, this policy establishes where program emphases will occur, leaving the extent of continuing and new programs to await the evaluations taking place during 1971-74. Only through such clarification can the University more judiciously use its existing resources by diminishing program duplication and by enlarging inter-campus collaboration. The University of Missouri to come must arise from collaboration among the four campuses. A principle stated in the President's Bulletin of 15 October 1971, affirms that: "Only by making the four campuses partners in one university and by determining where and to what extent our various academic programs can hereafter best be offered, will the University of Missouri become a place where teaching, research, and service truly thrive." Upon this principle the following guides for the future University

of Missouri are built.

Limited funds and growing public expectations have made several imperatives obvious in establishing a new role and scope for each campus. Among these are needs to:

- * Strengthen undergraduate learning in all areas.
- * Concentrate and improve graduate and professional programs by assigning special responsibilities among campuses.
- * Seek on every campus to bring related fields of study more closely together.
- * Develop collaboration among campuses sharing certain program responsibilities. Advisory Committees will be established where needed for key graduate and professional areas. In these same areas, faculty members who qualify may participate in graduate and professional programs regardless of where these programs may be centered.
- * Recognize that, as some programs on every campus are relocated, reduced in scope, combined, or enlarged in character, this will have broad effect on many existing programs which must be carefully studied. For instance, service teaching requirements now imposed on certain departments may be diminished or increased as the changes inherent in this policy are implemented.
- * Realize that hereafter there will be a wider variety of significant faculty assignments. No longer should every University faculty member's role be uniformly distributed between teaching and research. A variety of assignments involving instruction, public service, or creative effort hereafter will be appropriate for University faculty and duly rewarded.
- * Reconsider the quality which the University hopes to achieve in its various endeavors. This has implications for the types and numbers of students to be admitted and retained, especially at the graduate and professional levels. The University must be mindful of the fact that it is unlikely ever to have the resources for placing all program opportunities on every campus where a need may exist. Nor will the University be able to provide in many programs a place for every student who seeks admission.
- * Understand that the University's plan for its future as well as for its academic and administrative endeavors should regularly be reviewed. Thus, this policy for the University's future will be carefully evaluated each decade. Academic and administrative programs will be studied at least every fifth year.

What follows, therefore, is a concept to guide the University of Missouri in the

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period 1975-1985. The interval preceding 1975 will be needed to make the appropriate adjustments, to complete the program evaluations, and to generate a wide understanding of the University's changing character and operation.

II The University of Missouri-1975

By 1975 the academic organization of the University shall consist of the following features:

- * Four campuses. Three of these, at Columbia, Kansas City, and St. Louis, shall be broadly designed, but each shall have special responsibilities at the graduate and professional levels. The fourth campus, at Rolla, shall have a more limited mission, largely that of serving as the University's center for programs in basic engineering and in some of the sciences. Together these shared and unique roles among the four campuses constitute the University. No campus shall be complete unto itself. The University must be a genuine association among all campuses if it is to attain stature as a modern scholarly institution.
 - * An Extension program whose scope is the breadth of the University itself, as well as that of the state. Not only must Extension arrange for contribution from the University's best programs and services to reach all parts of Missouri, but it must also help discover for the University the concerns of the citizens. Extension shall also provide a setting for many students' research, professional, or para-professional work.
 - * A University Research Office which centrally coordinates research beyond the individual and departmental levels. Its concern shall be for the broad research mission of the University, with particular attention to those unusual responsibilities and agencies which cannot be assigned to any campus.
 - * The President's Academic Planning Council shall oversee the proper development of the University in its new design. It shall be advised by Program Committees for those academic areas where special responsibility is assigned to more than one campus.
- To attain this character by 1975, the University must do the following:
- * Implement the revised role and program scope for each campus.
 - * Determine the future extent of all programs, aided by the evaluations going on during 1971-74. This shall be guided by the knowledge that all programs, including faculties and other resources, belong to the University, and are not the sole possession of any campus. No

program's current status necessarily assures that such status will be continued.

- * Begin adjustments at once in the fiscal and building plans for each campus. These adjustments will have major impact upon legislative budget requests as well as on the preparation of operating budgets. Such an impact should be apparent well before 1975.
- * Begin consideration of new programs and services made possible or necessary by the changes outlined below.

III Prospectus For Each Campus

Following are the revised roles and program responsibilities of each campus. Within these, the continuation and extent of specific academic disciplines are matters which await results of the program appraisals during 1971-74. However, this prospectus for each campus shall immediately become the basis for planning and decisions by campus and University leadership. This prospectus assumes that except for rare instances in disciplines where doctoral work is to be continued or begun, only one such program shall exist. Collaborating campuses should share such a program when feasible.

A. The campus at Columbia

1. To offer a broad range of undergraduate studies in the liberal arts. Many of these shall lead to the baccalaureate degree. In the various areas these studies may include:

Physical, Biological, and
Mathematical Sciences

Biology	Mathematics
Chemistry	Physics
Computer Science	Statistics
Geology	

Social Sciences

Anthropology	Political Science
Economics	Psychology
Geography	Sociology

Humanities

Art	Foreign Languages
Art History & Archeology	History
Classical Languages	Linguistics
Dramatic Arts	Music
English	Philosophy

2. To be the University's center for undergraduate and advanced work appropriate for the communication arts and professions. This shall include the areas of:

Journalism	Radio-Television-Film
Library & Information Science	Speech

3. To be the University's center for

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undergraduate and advanced programs in Agriculture. The future design and philosophy of this broad academic area await the impending program appraisal.

4. To provide at the undergraduate and master's level offerings in business and public administration. These may include the specialties of:

Accounting	Management
Business Administration	Marketing
Finance	Public Administration

Such programs shall comport with the related advanced study opportunities at the Kansas City and St. Louis campuses.

5. To provide the basic undergraduate and master's level professional work in Education. Advanced graduate training in this area will be offered in collaboration with the Schools of Education on the Kansas City and St. Louis campuses. Details as to special assignments await the findings of the program evaluation now underway. A Committee on Professional Education will advise the Academic Planning Council on all development in this area.

6. To be the University's center for graduate study in the Humanities. This may include doctoral programs in these areas:

Art History & Archeology	Foreign Languages
Classical Languages & Studies	History
English	Philosophy

7. In partnership with the Kansas City campus, to be the center for advanced scholarship and professional studies in the Health Sciences, Allied Health Professions, and Biological Science areas. The extent of these programs awaits the results of current appraisals. In due course advisory committees on these program areas will be established by the Academic Planning Council.

8. To be the University's center for work in Veterinary Medicine.

9. In partnership with the Kansas City campus, to provide professional training in the field of law.

10. To offer selected graduate programs to the master's level in the Social Sciences, the Mathematical Sciences, and the Physical Sciences. These programs shall be designed to comport with the related doctoral programs assigned to centers of graduate study. Carrying forward this concept will depend upon the results of impending program appraisals.

11. Final decision on the future of

Engineering on the Columbia campus shall be deferred to mid-1972 when this discipline's evaluation shall be complete.

12. To take steps better to serve the immediate region as a community college, giving consideration to certain needed associate of arts degrees.

B. The campus at Kansas City

1. To offer a broad range of undergraduate studies in the liberal arts. Many of these shall lead to the baccalaureate degree. In the various areas these studies may include:

Physical, Biological, and Mathematical Sciences	
Biology	Mathematics
Chemistry	Physics
Computer Science	Statistics
Geology	

Social Sciences	
Anthropology	Political Science
Economics	Psychology
Geography	Sociology

Humanities	
English	Philosophy
Foreign Languages	Speech
History	

2. To be the University's center for general and professional studies in the performing and visual arts. This responsibility shall include all appropriate advanced degrees in these fields:

Art Music Theatre

3. In partnership with the St. Louis campus, to develop programs in Urban Studies. These may proceed to the doctoral level. A Committee on Urban Studies will advise the Academic Planning Council on the growth of this field of study.

4. To provide undergraduate and master's level offerings in business and public administration. In partnership with the St. Louis campus, to be the center for advanced graduate and professional work in these fields:

Accounting	Management
Business Administration	Marketing
Finance	Public Administration

A Committee on this broad area will advise the Academic Planning Council.

5. To provide the basic undergraduate and master's level professional work in Education. Advanced graduate training in this area will be offered in collaboration with the Schools of

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2. To be the University's center for training in the Social Work and Community Service professions. This responsibility shall be for all degrees, basic and advanced, which the evaluation of this area suggests are needed.

3. In partnership with the Kansas City campus, to develop programs in Urban Studies. These may proceed to the doctoral level. A Committee on Urban Studies will advise the Academic Planning Council on the growth of this field of study.

4. To provide undergraduate and master's level offerings in business and public administration. In partnership with the Kansas City campus, to be the center for graduate and professional work in these fields:

Accounting	Management
Business Administration	Marketing
Finance	Public Administration

A Committee on this broad area will advise the Academic Planning Council.

5. To provide the basic undergraduate and master's level professional work in Education. Advanced graduate training in this area will be offered in collaboration with the School of Education on the Columbia and Kansas City campuses. Details as to special assignments await the findings of the program evaluation now underway. A Committee on Professional Education will advise the Academic Planning Council on all developments in this area.

6. In partnership with the Kansas City campus, to be the University's center for graduate study in the Social Sciences. Eventually a Committee on the Social Sciences will advise the Academic Planning Council on development in this area. While the extent

of these doctoral programs depends upon the approaching appraisals, the fields involved are:

Economics	Psychology
Political Science	Sociology

A special area of responsibility will be in the field of Administration of Justice.

7. In partnership with the Rolla campus, to be the University's center for graduate study in the Physical Sciences. The emphasis at UMSL will be on theoretical phases of these disciplines. Eventually a Committee on the Physical Sciences will advise the Academic Planning Council on development of this area. UMSL will participate with UMR in maintaining a Graduate Center for Engineering and Physical Science on the St. Louis campus.

8. In partnership with the Rolla campus, to be the University's center for graduate work in the Mathematical Sciences. The emphasis at UMSL will be on basic phases of these disciplines. Here the scope of responsibility should become clear after program appraisals are completed. A Committee on the Mathematical Sciences will advise the Academic Planning Council on this area's development.

9. To be the University's center for scholarship and service activity in International Studies.

10. To offer selected graduate programs to the master's level in the Humanities, the Biological Sciences, and the Allied Health professions. These programs shall be designed to comport with the related doctoral programs assigned to centers of graduate study. Carrying forward this concept shall depend upon the results of impending program appraisals.