



President's Bulletin

University of Missouri

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Institutional Reappraisal

I am using this issue of the President's Bulletin to bring you up to date on certain phases of the University's Institutional Reappraisal. I am including a joint statement by Mrs. Tucker and me made at the April 21 Board of Curators meeting in Rolla. In addition, I am transmitting, as promised in that joint statement, the product of countless hours of discussion and innumerable written communications stemming from the tentative version of role and scope. This revised statement, "The University of Missouri: Its Future," is the result of substantial review and

input from faculty, students, and the Board of Curators.

I anticipate the Board of Curators at its May 26 meeting in Columbia will formally adopt this document, which offers direction for the future of the University of Missouri.

President

JOINT STATEMENT
MRS. WILLIAM C. TUCKER, PRESIDENT, BOARD OF CURATORS
AND
C. BRICE RATCHFORD, UNIVERSITY PRESIDENT
DELIVERED AT THE APRIL 21, 1972, BOARD MEETING IN ROLLA

This is in the nature of a progress report on the development of the statement, "The University of Missouri: Its Future."

Since last December the Board of Curators has spent considerable time with the President of the University in workshop-type sessions discussing all aspects of this matter. At this point the Curators virtually have completed their review of that part of the document dealing with basic policies and the guidelines for academic planning which represent the input of various faculty, administrative and student groups. A report reflecting these decisions will be forthcoming relatively

soon. (The report is included in this publication.)

The Board recognizes that the portion of the statement dealing with the role and scope of programs is obviously the most sensitive as well as the most complex. On the basis of present evidence judgments on certain of these matters might now be made with reasonable validity. However, it has been determined by the Board and President Ratchford that final decisions will not be made concerning the future of specific existing academic programs until after additional information is available through the program evaluation process which provides for an appraisal from both internal and external sources.

This does not mean in any sense that the goals and objectives of Institutional Reappraisal, including role and scope, have been altered in any way. The Board expects all phases of this effort to proceed with utmost dispatch. It is concerned,

however, that the establishment of rigid deadlines not interfere with the absolute necessity for reaching final decisions based on the availability and use of complete and thorough insights both from within and without the University.

THE UNIVERSITY OF MISSOURI: ITS FUTURE

PROLOGUE

The basic policy of the University of Missouri, as stated by the Board of Curators on many occasions, is: "The University of Missouri is a single institution with four campuses, each of which is a component of the whole."

I. THE UNIQUE RESPONSIBILITIES OF THE UNIVERSITY

The University of Missouri is a single, public-supported University which offers baccalaureate, professional, and graduate degrees in most academic disciplines and professional fields. In the public sector of Missouri higher education, the University is the only institution offering doctoral programs and a wide range of professional education.

As a land-grant university, it should continue to subscribe to the basic land-grant philosophy, that is, to provide quality programs for Missouri students who have the academic ability and motivation to profit from a university-level education, regardless of their economic status.

In addition to the teaching function, the University is charged by federal and state statutes with the additional functions of research and extension.

Another important function of the University is the performance of many varied services for all Missourians, including health care, community surveys, and advice and counseling for business and industry.

These functions constitute the unique responsibilities of the University and, while changing in detail, will continue as its general charges.

II. BASIC ACADEMIC POLICIES

Only by making the four campuses a single University and by determining where and to what extent various academic programs can hereafter best be offered will the University of Missouri continue to be a place where teaching, research, and extension truly thrive.

The University will be comprehensive and each campus shall have some unique University responsibilities, especially at the advanced professional and doctoral levels. Each will have a range of programs, but it is not intended that each campus will be comprehensive in scope. This policy and its rigorous implementation are intended to enhance the University's quality as well as its ability to handle an enlarged mission.

Improvement in the quality of its offerings and programs is a major and continuing responsibility of the University. Quality of the institution must be a prime consideration in all decisions.

The University of Missouri must strive to meet the expectations and needs of Missouri's citizens and of the scholarly world within budget and philosophic realities. Available funds, staff, and facilities must be used in the most efficient manner.

Consideration for students will have a major effect on academic decisions. Programs will be made as accessible to the students as possible. The University intends to eliminate barriers that restrict the students' ability to transfer or to move from campus to campus.

Archaic and stereotyped educational concepts must be replaced by those that are innovative and flexible. Provisions must be made for improvement of counseling and advisement, opportunities for

independent study, the freedom to receive credit through examination, and other means for achieving advanced placement.

The University must offer the opportunity for faculty to have a satisfactory career and to serve a variety of roles. Many different combinations of instruction, research, and extension efforts are appropriate for faculty members. The opportunity to engage in interdisciplinary programs, as well as to cooperate with colleagues in other departments and other divisions on all campuses, will be encouraged.

Every effort must be made for better use of technological assistance in bridging the distance between classrooms and campuses.

The presence of specialized facilities will continue to influence the contribution expected from each campus.

The University will take into consideration the offerings of other institutions of higher education as it develops its total program.

III. GUIDELINES FOR ACADEMIC PLANNING

The enlarged success for the University requires definition of the contribution by each campus and university-wide unit. These particular definitions herein are identified as Academic Plans. These several individual Plans shall constitute the University Academic Plan. The guidelines which follow are established to help determine appropriate academic emphasis for all parts of the University.

* Within its designated role, each campus shall propose an Academic Plan for carrying out its responsibilities. The academic organization for carrying out program objectives may be non-traditional.

* A major concern is quality of instruction at both the undergraduate and graduate levels.

* It is imperative that each campus, division, and department work jointly in devising new teaching-load policies.

* Although the University must provide students with wide opportunities for baccalaureate and appropriate masters' degrees, the offering of doctoral programs will be more limited. The nature of the programs, the availability of resources, and the general needs of society will determine the number and design of the doctoral programs.

* As programs are initiated, enlarged, terminated, combined, or reduced, other programs may be affected and appropriate adjustments made. For example, service-teaching requirements now imposed on certain departments may be diminished or increased as a consequence of new policy.

* As each campus creates its Academic Plan, programs which have proven national distinction for excellence and for which there remains a significant justification will be recommended for continuation even if they are peripheral to the assigned responsibility of that campus.

* The Academic Plan of each campus shall embody the principle of combining or integrating similar programs.

* Interdisciplinary programs which now exist through cooperation of departments on a single campus should be more broadly developed.

* Interdisciplinary programs involving cooperation among departments or divisions on different campuses also are encouraged.

* The need for specialized facilities must be taken into account as the Academic Plan for each campus is developed.

* Doctoral programs will be offered through a new and innovative administrative structure which for a particular discipline will involve the qualified faculty of that discipline from each of the campuses. This concept will broaden opportunities for student and faculty participation and conserve resources. One campus will be selected as an administrative center for a particular discipline or a speciality within a discipline. While there normally will be a single center for each discipline, there may be more than one if there is sufficient justification.

* In the creation of doctoral administrative centers the Academic Planning Council shall be responsible for designing and recommending a plan of operation which includes selection of faculty, faculty responsibility, academic and fiscal management, and quality control of programs. The Academic Planning Council consists of the four Chancellors and the Vice Presidents for Academic Affairs, Administration, Extension, and Research.

* Every campus and university-wide unit will be assisted in finding ways to use existing funds more effectively. This objective may best be achieved by reducing programs in which there is inefficiency or by eliminating those programs and services which may not be crucial to the University Academic Plan or which have low priority in light of current and prospective needs of society. Funds retrieved in this manner, along with added monies, shall be used in the improvement of the University's academic programs.

* The Academic Planning Council will be the major advisory group to the President in the implementation of the University Academic Plan. The Inter-campus Faculty Advisory Council will serve as the University faculty advisory group on these matters. This group consists of three faculty members elected from each campus. Also, at the

discretion of the President, an inter-campus student advisory group may be established for purposes of consultation.

These broad guidelines for the University's future academic planning are only a beginning. If the University is better to fulfill its mission in the last quarter of the twentieth century and beyond, it must always be consciously shaping its development and evaluating its efforts. This process applies to the Academic Plans prepared by each campus, to the role and program assignments, and to all services and administrative programs.

IV. ROLE AND SCOPE

Roles and program responsibilities will be determined for each campus and university-wide unit. These will be broad assignments and subject to modification in the years ahead.

Decisions have not yet been made concerning the future of specific, existing, academic programs. These determinations will be made as soon as there is adequate information available from internal and external sources for making sound decisions.