



President's Bulletin

University of Missouri

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TO: MEMBERS OF THE FACULTY, UNIVERSITY OF MISSOURI
FROM: C. BRICE RATCHFORD, PRESIDENT

C. Brice Ratchford

I am using this edition of the President's Bulletin to communicate to you three new sections of "The University of Missouri: Its Future," which have been added since the document was provided you in the President's Bulletin of April 28, 1972. These three sections deal with Doctoral Programs, Role and Scope, and Campus Academic Plans. Also included are the original, philosophical sections of "The University of Missouri: Its Future."

In keeping with past practice, I am making every effort to keep you informed at the earliest possible moment of all decisive moves in the Institutional Reappraisal. I want you to know precisely and directly what I am proposing to recommend for adoption at the January meeting of the Board of Curators. This document comes to you several weeks in advance of that meeting in order that you may have an opportunity to review it before final action is taken.

I want to summarize briefly the main steps in our Institutional Reappraisal up to this point. First, why was the Reappraisal considered necessary? This matter has been discussed in earlier documents provided the faculty and others, but let me briefly capsule some underlying considerations leading to the self-study. Higher education during the last two decades has been faced with unprecedented demands resulting from soaring enrollments and tremendous growth in knowledge and technology. More recently, these problems have been compounded by financial pressures. These are some of the factors which necessitated a long, careful consideration of the future of the University of Missouri. With the University's unique statewide obligations in teaching, extension, and research, the need for self-study became especially important.

Early in 1971, I invited the chancellors, academic leaders of the campuses, and some University-wide academic officials to develop procedures and plans for an Institutional Reappraisal. Also, five of the University's advisory councils received assignments involving a number of special concerns of the University faculty and administration, such as quality of undergraduate instruction,

doctoral programs, public service functions, improved library collections and services, and academic governance. The results of these discussions were summarized in Preface to Decision, distributed to faculty on each campus in September, 1971. From Preface to Decision emerged an "Agenda for Action," which contained ten specific areas for study and investigation by members of the University community. It was not realistic to expect us immediately and simultaneously to undertake ten projects of this magnitude. Among those selected are two areas included in this issue of the President's Bulletin: Role and Scope and doctoral education.

In the President's Bulletin of Oct. 15, 1971, were plans for developing the Role and Scope statements and for appraising the University's academic programs. The plans called for individual Role and Scope statements from chancellors and directors of University-wide units. These individual statements were based on two critical assumptions: (1) The University of Missouri will be a comprehensive institution of higher learning, but no individual campus will be; and (2) each campus will have programs ranging from the freshman year to the doctorate in some areas. Following receipt of these statements, a tentative Role and Scope document was drafted and released in the President's Bulletin of Dec. 14, 1971.

Since the release of that tentative, draft version of the Role and Scope document, I have received enormous input from hundreds of faculty and from all corners of the University community and from people throughout Missouri and other states. Committees, councils, departments, individual faculty members, students, alumni and other University friends all have provided me with a wealth of material. While it has not been possible or even advisable for me to try and respond in every instance, I want you to be certain that these suggestions have been generally helpful.

As many of you will recall, a document, "The University of Missouri: Its Future," was distributed to you in the President's Bulletin of April 28, 1972. It was approved by the Board of Curators

on May 26, 1972. That document included the first three sections which are reproduced again in this publication. They are the philosophical basis for the Institutional Reappraisal and are the rationale for the additional three sections.

Let me emphasize that "The University of Missouri: Its Future" is a blueprint for action. However, it should not be considered inflexible and unresponsive to changing conditions in the future.

The success or failure of the plan depends largely upon the enthusiasm and determination of those at the University who must carry out its intent. The implementation of the plan specifically and deliberately is dependent upon faculty involvement at every level. Certainly, the administration is ready to cooperate in any manner that it can. I am, therefore, calling on each and every one of you to approach this matter with an attitude that together we can improve the quality of education at the University of Missouri.

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 aca-

demical 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 budgetary and philosophical 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 student's ability to transfer or to move from campus to campus.

Where archaic and stereotyped educational concepts exist, they 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 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 an administrative structure which for a particular discipline will involve the qualified faculty of that discipline from each of the campuses. This concept is described in Part IV.

* 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. THE OPERATION OF DOCTORAL PROGRAMS

The University of Missouri will offer as University degrees, through the University Doctoral Faculty, the Doctor of Philosophy, the Doctor of Education, the Doctor of Musical Arts, and the Doctor of Engineering.

In the organization and administration of its programs leading to the doctorate,

the University must seek to provide within the constraints of fiscal reality:

- (1) Maximum opportunity for students,
- (2) Maximum opportunity for faculty members, and
- (3) The highest quality.

Many students, administrators, faculty, and alumni suggest that the foregoing can best be achieved in some cases through a cooperative effort of two or more campuses. The initial effort will be in doctoral education, which is a unique function of the University of Missouri in public higher education in the State. Such education is the most expensive on a per student basis and is the area in which the University of Missouri competes nationally for highly qualified faculty and students. The operational plan for accomplishing our objectives enumerated in paragraph two of Part IV is outlined in the following sections:

A. University Doctoral Faculty

The University Doctoral Faculty shall be created, consisting of the four Campus Doctoral Faculties. A Campus Doctoral Faculty shall consist of faculty members qualified to direct doctoral dissertations in their disciplines in accordance with criteria to be established by the University Doctoral Council. These criteria will be administered by the existing campus review group charged with determining graduate faculty membership.

A faculty member who meets the qualification may become a member of the Campus Doctoral Faculty regardless of campus participation in a particular University doctoral program. Membership on a campus graduate faculty will not necessarily entitle the faculty to membership on the Campus Doctoral Faculty. The Campus Doctoral Faculty will maintain its membership according to the established criteria of the University Doctoral Council. The University Doctoral Faculty shall not meet and shall have no corporate legislative power.

B. University Doctoral Council

The University Doctoral Council--consisting of eight elected faculty members from the Doctoral Faculty plus the four graduate deans--shall be responsible for:

- (1) Monitoring the standards for membership in the University Doctoral Faculty,
- (2) Recommending procedures for correcting deficiencies and maintaining surveillance of all doctoral programs to insure that the objectives set forth in the introduction to Part IV are accomplished, and
- (3) Overseeing the establishment and operation of both the Discipline and Sector Coordinating Committees.

Initially, each campus shall elect one University Doctoral Council member to a one-year term and one member to a two-year term. Thereafter, each campus shall elect annually a member for a two-year term. The campus membership shall represent different disciplines. The University Doctoral Council shall elect its own chairman.

The University Doctoral Council, through the Vice President for Academic Affairs, shall report regularly to the faculties and to the Academic Planning Council.

In order to get the University Doctoral Faculty and University Doctoral Council established, an ad hoc University Doctoral Council shall be established. The ad hoc Council shall consist of the four graduate deans and two faculty members from each campus. Initially, faculty members on the ad hoc University Doctoral Council shall be appointed by the President upon nomination by their respective Chancellors. Each Chancellor shall seek faculty advice in making nominations. One of the major responsibilities of the ad hoc University Doctoral Council is to prepare criteria for membership on the Doctoral Faculty. The ad hoc University Doctoral Council shall seek advice from various disciplines in the formulation of criteria for membership in the University Doctoral Faculty. The ad hoc University Doctoral Council shall oversee the selection of the initial Doctoral Faculty. The procedure by which this selection will be accomplished is for each department to nominate faculty for membership to the appropriate campus faculty review group. The review group shall then certify faculty for membership to the University Doctoral Faculty, subject to the monitoring of the University Doctoral Council.

The Vice President for Academic Affairs shall serve as chairman of the ad hoc University Doctoral Council and shall transmit the proposed criteria with comments and recommendations to the Academic Planning Council for review and approval.

C. University Discipline or Sector Coordinating Committees

Under the general jurisdiction of the University Doctoral Council, there shall be formed for each discipline or sector in which the doctorate is offered a Coordinating Committee responsible for doctoral work in this discipline or sector. The method of selection, size, and composition of each committee shall be established by the University Doctoral Council, with the understanding that membership shall be limited to persons who are members of the University Doctoral Faculty. Each campus shall elect its representatives to the committee. Each campus having a Doctoral Faculty member in a discipline or sector shall have at least one member on the Coordi-

nating Committee for that discipline or sector.

As indicated above, the Coordinating Committees shall be responsible for exercising leadership in the development and implementation of doctoral study in their respective disciplines or sectors. Specifically, the committees shall be concerned with:

- (1) Coordinating and cooperating in such areas as: maximum utilization of both faculty and equipment; student recruitment, admission, and transfer requirements; listing of qualified advisers; reporting of research activity; uniformity of requirements for identical degrees; conduct of seminars and course offerings; and cross-involvement in committee structure,
- (2) Maintaining review of the doctoral program, with particular attention to the need for change and quality improvement, and
- (3) Implementing needed academic changes within their own areas of responsibility and existing campus administrative structures.

Matters which cannot be resolved within the Coordinating Committees shall be referred through normal channels to the University Doctoral Council.

Each Coordinating Committee shall elect a chairman for an established term and shall create such rules of procedure as may seem appropriate, both subject to the approval of the University Doctoral Council. The chairman shall regularly report the committee's activities and plans to the University Doctoral Council. Certain Coordinating Committees shall have been established and shall have submitted their initial plans to the University Doctoral Council not later than July 1, 1973.

D. Administrative Procedures

Plans of Coordinating Committees, together with any recommendations of the University Doctoral Council, will be implemented through regular University channels, including departmental faculties, departmental chairmen, divisional deans, graduate deans, provosts, chancellors, and vice presidents.

Realization of the goals set forth above demands a high degree of cooperation. The machinery for such cooperation will exist in the Coordinating Committees, the University Doctoral Council, the Vice President for Academic Affairs, and the Academic Planning Council. The Chancellors, individually and as members of the Academic Planning Council, are expected to achieve, within the limits of the resources made available to them, effective participation in doctoral edu-

cation in accordance with the role and scope of their respective campuses.

The University of Missouri will maintain doctoral programs, along with its other programs, to serve the needs of the times. These plans for doctoral education, therefore, are not intended to continue the status quo or to inhibit change. Within the framework of fiscal reality all persons who have responsibility for doctoral education must remain alert to the changing requirements of higher education at the doctoral level, especially to the possible need for developing new disciplinary or interdisciplinary doctoral programs.

E. Doctoral Program Review

During the years 1973-75, the University shall offer work leading to degree programs at those campuses designated in Part V, (Role and Scope). Basic changes in these degree programs, however, will be initiated in these years as follows:

- (1) The development of specialized areas within a discipline,
- (2) The organization of interdisciplinary programs, and
- (3) The coordination of programs between several departments and schools on a single campus and among campuses.

The results of these changes shall be incorporated in the Campus Academic Plans and submitted as indicated in Part VI, (Campus Academic Plans).

The Vice President for Academic Affairs and the University Doctoral Council shall be responsible for submitting by November 1, 1974, a report to the Academic Planning Council on the progress of the Discipline or Sector Coordinating Committees in accomplishing their plans.

Each doctoral program shall be reviewed formally by November 1, 1975. The review report shall contain such specific recommendations as:

- (1) The advisability of continuing the program as then constituted,
- (2) The possibility of thoroughly revising the total program,
- (3) The advisability of a change in participating campuses,
- (4) The advisability of phasing out the program,
- (5) The ways by which economies can be realized, and
- (6) The means for enhancing program quality.

These formal program reviews shall be received by the University Doctoral Council which shall make recommendations through the Vice President for Academic Affairs. The Vice President then will

submit recommendations for action to the Academic Planning Council, which in turn will make recommendations to the President no later than December 31, 1975. These recommendations may ultimately result in changes in the Campus Academic Plans.

V. ROLE AND SCOPE

In this Part, which deals with academic programs, broad assignments are listed for each campus. Except where stated these assignments are permissive and not mandatory. Each campus must establish priorities within resources that can be made available to it. Further, it must be accepted that any program which is obsolete in terms of societal needs or which is unproductive will be phased out.

The major attention of Part V focuses on degree programs. It should be kept in mind, however, that the imperatives of a public land-grant university include extension and research.

There shall be maintained 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 the University's best programs and services to reach all parts of Missouri, it must also help discover for the University the concerns and needs of the citizens. Extension shall also provide the vehicle for many students to achieve their research, professional, or paraprofessional goals. Extended and continuing education must increasingly become a normal part of the activity carried on by most academic departments. The Extension Centers will remain part of the University-wide operation because they are the means for making the resources of the four campuses readily accessible to the people. The scope of the Centers' educational activities will not go beyond that of the University's academic programs.

There shall be maintained a research program which not only is a part of graduate instruction but which also carries forward the state university and land-grant tradition of developing information and presenting it in such a manner as to help achieve the goals of the institution and of the people of the State. Research activities that involve in an organized way more than one campus will be administered by the University-wide offices.

Every academic unit is expected to participate in both the extension and research functions, although the proportion of time devoted to these will vary, partially as a result of the availability of outside funds.

A. Generalized Description of Mission

University of Missouri - Columbia (UMC)

This campus will continue to have a broad spectrum of programs in arts and sciences and a number of professional schools, including the Schools of Medicine, Law, and Nursing. UMC will have the University's only College of Agriculture and Schools of Forestry, Home Economics, Journalism, Veterinary Medicine, and Library and Information Science.

University of Missouri - Rolla (UMR)

The main thrust of this campus will be engineering and science-technology. An arts and science program must complement the engineering program and provide an opportunity for a baccalaureate degree in arts and science. Consideration should also be given in the Campus Plan to establishing selected technological programs. UMR will have the University's only programs in mines and metallurgy.

University of Missouri - Kansas City (UMKC)

This campus is the primary source of university education in the Kansas City metropolitan area. It will provide a broad spectrum of programs in the arts and sciences and have a number of professional schools, including the Schools of Law and Medicine. It will emphasize the health sciences and the necessary related fields, the performing and fine arts, and the programs unique to a metropolitan campus. UMKC will have the University's only Schools of Pharmacy and Dentistry.

University of Missouri - St. Louis (UMSL)

This campus will have a broad spectrum of programs in the arts and sciences, several professional schools, and the programs unique to a metropolitan campus. UMSL will have the University's only degree program in administration of justice. As the Campus Plan is drawn, consideration should be given the need and feasibility of starting programs in nursing and allied health fields and of serving unmet needs unique to the institution's urban location.

In the foregoing assignments, certain programs are designated as the responsibility of a single campus. These programs should articulate with other campuses and contribute to the others where possible and encourage scientists and scholars of other campuses to contribute to them. This relationship becomes critical at the doctoral level.

B. Campus Assignment by Subject Areas

The purpose of this section is to describe the dimensions within which each campus will develop its plans for the foreseeable future. This section covers all academic degrees.

The terms "shall" and "may" are used throughout this section. "Shall" is defined as a mandatory assignment until the end of calendar year 1975 by which time all doctoral programs shall have been formally reviewed and the necessary changes incorporated into the Campus Plan. "May" is defined as a permissive designation to continue or develop a program. The role of the individual campuses, taking into consideration any recommendations of the University Doctoral Council and Coordinating Committees, shall be to recommend to the Academic Planning Council:

- (1) Whether the "shall" designation is changed to "may",
- (2) Whether a certain campus given the "may" designation will participate in assigned areas, and
- (3) Whether the program should be phased out.

The term "participant campus" is used hereafter in connection with all doctoral programs, although in some cases only a single campus may be assigned the role of "participant." This useage is deliberate and emphasizes that a faculty member who meets the criteria for membership, regardless of physical location or present academic assignment, may be a member of the doctoral faculty of a discipline or sector if that person measures up to the established criteria for that field. A campus, to qualify as a "participant," must have the strength or must have made the commitment to secure the strength or must have made arrangements to provide through exchange with other campuses the faculty and other resources necessary to offer a substantial part of the course requirements for a doctorate on that campus.

Several important distinctions between this, Part V, and the preceding Part IV should be mentioned. First, this Part relates to all degrees and not just doctoral programs. Second, the right to be a member of the Doctoral Faculty depends upon the ability of an individual faculty member to qualify and is in no way related to the campus mission. Faculty members of non-participating campuses who qualify as members of the Doctoral Faculty are encouraged to be used by "participating" campuses as lecturers, visiting professors, and dissertation supervisors.

1. ENGINEERING

The plan outlined is based on the assumption that the declining engineering enrollment trend soon will be reversed and that enrollments will reach new peaks. If first-year enrollments do not begin to increase soon at the entry years, the plan must be sharply revised.

University of Missouri - Rolla

UMR will have a comprehensive program of engineering and mines and metallurgy from the undergraduate through the doctoral levels. It shall serve as a participant campus for doctoral programs in mines and metallurgy and in those engineering fields not in operation on the Columbia campus and may serve as a participant campus in all other doctoral programs in engineering with UMC. Within this assignment, the Campus Plan should call for combinations of existing programs which make sense academically and which create efficiency.

UMR shall continue the graduate engineering program in St. Louis in cooperation with the St. Louis campus and shall offer degrees, where enrollments justify, in all fields in which UMR provides the baccalaureate. In fields where UMC does not offer a baccalaureate on its campus, UMR may offer those degrees in Kansas City in cooperation with UMKC providing enrollments will justify each offering. The word "cooperation" should be interpreted literally, with UMSL and UMKC having a full voice in planning the programs and in offering as much of the course work as possible.

University of Missouri - Columbia

UMC will have an engineering school which will, in effect, be the experimental, educational engineering unit of the University. The school will be designed to take advantage of the great possibilities on the campus for multidisciplinary work and new concepts in engineering education. It will also provide engineering expertise for other schools on the campus.

This campus shall continue to offer undergraduate and masters' degrees in all present areas except aerospace engineering, which should be phased out. As an example of new concepts in engineering education, there should be continued movement to a common curriculum for all engineering fields except for the minimum number of courses that accrediting agencies require for an option in a particular field.

The Columbia campus shall be a participant campus for doctoral work in industrial, agricultural, and new multidisci-

plinary programs such as bioengineering and graphic communication and may be a participant campus with UMR in other fields of engineering.

UMC shall continue its graduate engineering program in Kansas City in cooperation with the Kansas City campus and shall offer degrees, where enrollments justify, in all fields in which the UMC campus provides the baccalaureate. In fields where UMR does not offer a baccalaureate on its campus, UMC may offer those degrees in St. Louis in cooperation with UMSL providing enrollments will justify each offering. The same definition of "cooperation" in this instance applies as previously defined for UMR.

University of Missouri - Kansas City

UMKC shall phase out the baccalaureate engineering program and shall concentrate on a prebaccalaureate program which is designed to facilitate transfer to UMR or UMC enabling completion of the baccalaureate degree in a minimum amount of time.

The campus should cooperate with UMR or UMC in the graduate engineering programs and help relate the programs to the urban environment and its problems.

University of Missouri - St. Louis

UMSL shall offer a prebaccalaureate engineering program designed to facilitate transfer to the baccalaureate programs at UMR or UMC enabling completion of the degree in a minimum amount of time.

The campus should cooperate with UMR and UMC in the graduate engineering programs and help relate the programs to the urban environment and its problems.

2. PROFESSIONAL EDUCATION

While the demand for teachers may decrease, the demand for graduate and continuing education will increase. The three Colleges of Education have large enrollments at the graduate level.

The Colleges of Education at UMC, UMSL, and UMKC will continue to have extensive programs at the baccalaureate and master's levels and shall be participants in the doctoral programs. The faculties of these colleges need to plan for diversity and for specialization among campuses considering appropriate needs of students and society, current strengths and weaknesses, and Campus Plans. UMKC and UMSL should address themselves particularly to the needs of their metropolitan communities.

The cooperative baccalaureate in science education between UMR and UMC shall be continued.

3. PHYSICAL SCIENCES

Geology

UMC shall offer the baccalaureate and master's and shall be a participant campus in the doctoral program for geology.

UMR shall offer baccalaureate and masters' degrees in geology and geophysics and may be a participant in the doctoral program for geology. The Campus Plan should address itself to the most effective organization of these related programs.

UMKC shall have a baccalaureate and may have a master's degree in urban environmental geology.

UMSL shall offer such courses in geology as will enhance a liberal education.

Chemistry

Chemistry is important to the State and relates to many other programs within the University. The University has made a major investment in the field of chemistry with modern facilities on all campuses and with at least adequate facilities on each campus.

Each campus shall offer baccalaureate and masters' degrees. Further, each campus may be a participant in the doctoral program. One of the tasks facing each faculty and campus is to determine areas of specialization and their location.

Physics

Physics is a basic science, and there must be strong departments on every campus.

UMR shall offer a baccalaureate and master's and shall be a participant in the doctoral program.

UMC shall offer a baccalaureate and master's and may be a participant in the doctoral program.

UMKC shall offer a baccalaureate and may offer a master's.

UMSL shall offer a baccalaureate and may offer a master's.

4. BIOLOGICAL SCIENCES

Some biology shall be offered on all campuses, but it is critical on the two campuses with professional health science programs.

UMC shall offer the baccalaureate and master's degree and shall be a participant in the doctoral program.

UMKC shall offer the baccalaureate and master's degree and shall be a participant in the doctoral program.

UMSL shall offer the baccalaureate and may offer a master's.

UMR shall offer courses appropriate to a liberal education.

The Campus Plan of UMC should address itself to the coordination of the many and diverse biological programs and their relationship to agriculture and to the health sciences programs, including veterinary medicine.

The Campus Plan of UMKC must provide coordination of the biological sciences with the health sciences.

5. MATHEMATICAL SCIENCES

Computer Science

Some knowledge of computing is essential in almost every field; hence, every campus shall offer some courses in computing.

The Campus Plans of UMC, UMKC, and UMSL should indicate how the programs can be so arranged to best serve the needs of the student body. The campuses then may proceed to the baccalaureate degree, provided that demand exists on the part of students and employers and provided that the offerings needed to serve the general student body are such that a baccalaureate in the speciality can be offered with only minor course additions or with modifications of existing courses.

UMR shall offer the baccalaureate and master's degree and may be a participant in the doctoral program.

Statistics

Statistics is a basic tool for those involved in research, and every campus shall offer some courses in the field. On several campuses the subject is now taught in a number of departments. Each Campus Plan should address itself to the extent that statistics is needed and how it will be organized. UMC shall offer the baccalaureate and master's and may be a participant in the doctoral program. A baccalaureate degree may be considered at UMKC, UMR, and UMSL if such a speciality can be organized from courses that serve the general campus needs with only minor course additions or modifications. Under the same conditions, masters' degrees may be considered at these same campuses.

Mathematics

Each campus must have a strong department of mathematics because mathematics is becoming increasingly important as a science and as a necessary tool for other disciplines. Each campus shall offer a baccalaureate and master's degree. Each campus may be a participant in the

doctoral program with appropriate specialization being developed for the participating campuses.

The University Sector Coordinating Committee in the mathematical sciences is charged with developing a plan which avoids needless duplication. The campuses participating in doctoral programs in this sector should tailor their curriculum to complement the general campus mission.

6. PSYCHOLOGY

This is an expanding field and the University has a major investment in facilities, equipment, and faculty.

UMC shall offer the baccalaureate and master's and shall be a participant in the doctoral program.

UMKC shall offer the baccalaureate and master's degree and may be a participant in the doctoral program.

UMSL shall offer the baccalaureate and master's degree and may be a participant in the doctoral program.

UMR shall offer the baccalaureate and may offer the master's degree.

7. HEALTH PROFESSIONS

The demand for all types of health care professionals is growing.

UMC shall continue and expand the programs in medicine, nursing, and veterinary medicine as funds and facilities permit. A school of allied health professions may be established. The present interdivisional programs involving the School of Medicine with the areas of education, home economics, agriculture, veterinary medicine, some of the allied health professions, dietetics, and nutrition shall be continued.

UMKC shall continue and expand, as resources permit, the Schools of Medicine, Dentistry, and Pharmacy. A graduate nursing program may be added as funds permit. Additional allied health professionals need to be trained and the Campus Plan should address itself to this need. There should be a high degree of articulation between UMC and UMKC in this area.

UMSL may consider in its Campus Plan the need for and feasibility of baccalaureate programs in nursing and allied health fields.

8. LEGAL EDUCATION

UMC and UMKC shall have the only law schools. There should be a high degree of articulation to enhance the strength of each. The evaluation, which is yet to be made by external sources, and the

Campus Plans should indicate possibilities for cooperation and coordination.

9. JOURNALISM, SPEECH AND HEARING SCIENCES, AND RADIO, TV, AND FILM

Journalism

UMC shall have a comprehensive School of Journalism offering the baccalaureate and master's degree and shall be a participant in the doctoral program. While only UMC shall offer degrees in journalism, a small number of courses are needed on every campus to help enrich a liberal education and to assist professionals in other fields. The Columbia campus is urged to expand its present cooperative program with UMSL to the other campuses, taking into account such courses as may be in existence.

Speech and Hearing Sciences

UMC shall offer the appropriate baccalaureate and master's and shall be a participant in the appropriate doctoral programs.

UMKC shall offer the appropriate baccalaureate and may go to the master's and may be a participant in the doctoral programs.

UMSL may offer the baccalaureate.

UMR shall have the courses necessary for supplementing a liberal education.

Radio - TV - Film

UMC now offers the baccalaureate and master's through the combined efforts of the School of Journalism and the Department of Speech. This thrust shall be continued, and the Campus Plan should address itself to the organizational pattern which produces the best results.

UMKC may continue its baccalaureate and may proceed to a master's degree.

UMR and UMSL shall offer courses to support a liberal education and to assist professionals in other fields.

10. LIBRARY AND INFORMATION SCIENCE

This program is still to be evaluated by an external group. Such degrees as may be offered will be at UMC.

11. ANTHROPOLOGY, GEOGRAPHY, SOCIOLOGY

Anthropology

UMC shall offer the baccalaureate and master's and shall be a participant in the doctoral program.

UMSL shall offer the baccalaureate.

UMKC shall offer courses in the subject and may offer the baccalaureate.

UMR shall offer courses which may enhance a liberal education.

Geography

UMC shall offer the baccalaureate and may offer the master's.

UMKC shall offer the baccalaureate and may offer the master's.

UMR and UMSL shall offer the courses supportive of a liberal education.

The University will not offer a doctorate in geography.

Sociology

UMC shall offer the baccalaureate and master's and shall be a participant in the doctoral program.

UMKC shall offer the baccalaureate and master's and may be a participant in the doctoral program.

UMSL shall offer the baccalaureate and master's and may be a participant in the doctoral program.

UMR shall offer the baccalaureate.

If UMKC and UMSL do become participants in the doctoral program these campuses shall concentrate on urban affairs, with the UMC program remaining generalized except for particular attention to rural and health related problems. Note should be taken of the strength at UMC by combining the efforts of rural and general sociologists.

12. POLITICAL SCIENCE AND ECONOMICS

Political Science

UMC shall offer the baccalaureate and master's and shall be a participant in the doctoral program.

UMSL shall offer the baccalaureate and master's and shall be a participant in the doctoral program.

UMKC shall offer the baccalaureate and master's and may be a participant in the doctoral program.

UMR should offer such courses as augment a liberal education.

The participating campuses shall develop an appropriate division of specialization at the doctoral level.

Economics

UMC shall offer the baccalaureate and master's and shall be a participant in the doctoral program.

UMKC shall offer the baccalaureate and master's and may be a participant in the doctoral program.

UMSL shall offer the baccalaureate and master's and may be a participant in the doctoral program.

UMR shall offer the baccalaureate.

If UMKC and UMSL are participants in the doctoral program with UMC, an appropriate division of responsibility shall be developed among the campuses, with the urban campuses concentrating on problems relating to their environment. The UMC Campus Plan should address itself to having economics and agricultural economics complement each other to achieve greater quality and efficiency.

13. HISTORY AND PHILOSOPHY

History

UMC shall offer the baccalaureate and master's and shall be a participant in the doctoral program.

UMSL shall offer the baccalaureate and master's and may be a participant in the doctoral program.

UMKC shall offer the baccalaureate and shall offer the master's.

UMR shall offer the baccalaureate.

If more than one campus becomes a participant in the doctoral program, appropriate specialization shall be developed.

Philosophy

UMC shall offer the baccalaureate and master's and shall be a participant in the doctoral program.

UMKC shall offer the baccalaureate and may offer the master's.

UMSL may offer the baccalaureate.

UMR may offer the baccalaureate.

14. MODERN LANGUAGES AND LITERATURE

Foreign Languages

UMC shall offer the baccalaureate and master's and may be a participant in the doctoral program.

UMKC shall offer the baccalaureate and may offer the master's as it relates to teacher education.

UMSL shall offer the baccalaureate and may offer the master's as it relates to teacher education.

UMR shall offer service courses.

English

UMC shall offer the baccalaureate

and master's and shall be a participant in the doctoral program.

UMKC shall offer the baccalaureate and master's.

UMSL shall offer the baccalaureate and master's.

UMR shall offer the baccalaureate and may offer the master's.

15. PERFORMING AND FINE ARTS, CLASSICAL STUDIES AND ARCHAEOLOGY

Theatre

UMC shall offer the appropriate baccalaureate and master's and may be a participant in the doctoral program.

UMKC shall offer the appropriate baccalaureate and master's and may be a participant in the doctoral program.

UMR and UMSL shall offer courses to help enrich a liberal education and to serve the University community.

Music

UMKC shall offer the appropriate baccalaureate and master's and shall be a participant in the appropriate doctoral program.

UMC shall offer the appropriate baccalaureate and master's.

UMSL shall offer the baccalaureate.

UMR shall offer courses to support a liberal education and to serve the University community.

Studio Art

UMC shall offer the appropriate baccalaureate and may offer the master's.

UMKC shall offer the appropriate baccalaureate and may offer the master's.

UMSL and UMR shall offer courses to heighten liberal education and to serve the University community.

Classical Studies

UMC may offer the baccalaureate and master's and may be a participant in the doctoral program.

The other campuses shall offer courses to supplement a liberal education.

Art History

UMC shall offer the baccalaureate and master's and may be a participant in the doctoral program.

UMKC shall offer the baccalaureate and master's and may be a participant in the doctoral program.

UMSL shall offer the baccalaureate.

UMR shall offer courses which may enrich a liberal education.

Archaeology

UMC shall offer the baccalaureate and master's and may be a participant in the doctoral program. The other campuses shall offer courses supporting a liberal education

16. BUSINESS AND PUBLIC ADMINISTRATION

UMC, UMKC, and UMSL shall offer the appropriate baccalaureate and master's and may be participants in the doctoral programs, with appropriate specialization at the doctoral level.

UMR shall offer the master's in engineering management to provide engineers the necessary training to move into management.

17. SOCIAL WORK, COMMUNITY DEVELOPMENT, AND RECREATION

No decision will be made regarding location or academic level until evaluations are completed.

18. AGRICULTURE AND FORESTRY

The degrees that are appropriate shall be awarded by UMC. The final decisions as to specific degrees are awaiting evaluations and the Campus Plan.

As the UMC College of Agriculture broadens its concerns to include environmental problems and rural development, it should seek ways to assist and to use resources on other campuses of the University.

19. HOME ECONOMICS

The degrees that are appropriate shall be awarded by UMC, with the final decision as to specific degrees awaiting evaluation and the Campus Plan.

The School of Home Economics should seek in cooperation with UMSL and UMKC to serve the training needs of home economists in the metropolitan areas similar to the model established in engineering.

20. VETERINARY MEDICINE

The degrees that are appropriate shall be awarded by UMC. The Campus Plan should consider additional coordination with related fields.

21. ADMINISTRATION OF JUSTICE

Administration of justice is multi-disciplinary and of universal concern, and UMSL should develop the lead in involving all campuses.

Such degrees that are appropriate shall be awarded by UMSL. The final

decision regarding specific degrees awaits evaluations and the Campus Plan.

While urban programs are often mentioned in this document, their exact identification in academic terms still needs further study and research. It is imperative, therefore, that the two urban campuses in Kansas City and St. Louis be charged with the responsibility for defining and recommending urban programs within the framework of their Campus Plans.

A disciplinary approach has been used in Part V, Section B, because this is still the predominant organizational pattern in higher education. However, academic institutions and society have for years cited the desirability of interdisciplinary or area programs. A few are in existence and should be given serious consideration for continuance in the Campus Plans. Arrangements for evaluation of these programs will be made. Proposals of new interdisciplinary programs involving one or more campuses are strongly encouraged. Each suggestion will be considered through regularly established channels for approval of new programs.

VI. CAMPUS ACADEMIC PLANS

Specific guidelines for the development of Campus Academic Plans will be adopted by the Academic Planning Council early in 1973. The campuses shall prepare Academic Plans based upon the mission and program potential assigned to each of them in Part V.

These plans may be proposed in phases or sections, but each campus' total plan shall be submitted to the Academic Planning Council by November 1, 1973. These plans shall be presented to the Academic Planning Council by the Vice President for Academic Affairs with that officer's comments and recommendations.

The Academic Plan for each campus shall generally indicate:

- (1) The extent the campus proposes to be active in each academic discipline,
- (2) The time span for accomplishing program development or enrichment, and
- (3) The importance of each program by priority listing.

These plans for the comprehensive academic prospects of the University shall be integrated by the Academic Planning Council by January 15, 1974, and transmitted to the President for consideration and for presentation to the Board of Curators.