



President's Bulletin

University of Missouri

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TO: THE FACULTIES OF THE UNIVERSITY OF MISSOURI
FROM: THE ACADEMIC PLANNING COUNCIL

(This issue of the President's Bulletin transmits on behalf of the Academic Planning Council a policy statement which helps to guide preparation of our University Academic Plan. The members of the Academic Planning Council are the Chancellors of the four campuses, plus the Vice Presidents for Academic Affairs, Administration, Extension and Research.)

The following is a statement for your information about the development of the University Academic Plan.

I. Introduction

This policy statement is intended to guide the creation during January-March 1974 of the first portion of the University Academic Plan. This first portion contains degree programs. Later sections will concern University-Wide Extension and University-Wide Research activities.

II. Purpose of Plan

The University Academic Plan shall be designed to foster general understanding among students, faculty, administrators, curators, and public of the University's long-term commitments to program change and improvement during the decade 1975-85. If the University is to strengthen its teaching, research, and service in a time of limited financing, it will require ever more judicious allocation

of resources, careful planning, and significant adjustments in program and campus expectations. The University Academic Plan must be a step toward diminishing the mystery about this process.

Thus, the University Academic Plan, subject to periodic review, will be the basis on which new resources are requested and assigned, and internal changes undertaken to release existing funds for reallocation. Only in such an orderly and widely perceived manner will the University be able to sustain and enlarge the quality of ongoing programs as well as permit change and growth.

What remains to be done in creating the University Academic Plan is difficult and challenging. Relationships among the campuses must be scrutinized for ways of heightening cooperation and avoiding needless duplication. Decisions must be reached concerning which program areas the University will first seek to develop

and where, which programs to sustain at present levels, and which to curtail or eliminate.

III. Content of Plan

The Academic Plan will include as an introduction a statement of the University's philosophy concerning mission and objectives. This statement will build upon philosophies suggested by the campuses in their proposed academic plans. Such an introduction should be a broad academic context from which the many programs can draw a sense of identity and mutual understanding. It shall also be specific about educational goals, so that individual programs, whatever their place in the Academic Plan, may derive direction. This introduction will generally indicate how campus roles and program status bore on the selection of disciplines for grouping within the Academic Plan.

The University Academic Plan will attempt to be concise and straightforward. It will organize the University's existing and anticipated degree programs into three parts, which are detailed later in this statement. The Plan is intended to show the future status of the degree programs included in the campus academic plans. The contents of the Plan will be periodically reviewed for continued appropriateness as well as fulfillment. These parts will be the guide when personnel and budget requests, decisions, and allocations are made. Thus, the University Academic Plan should reflect the importance of inter-campus collaboration and general academic coordination. Program assignments and emphases must be judiciously distributed among the campuses within the broad parameters of "Role and Scope."

Establishment of the three parts is based on several assumptions. First, the University is likely during 1975-85 to secure finances needed for only a portion of its mission. Second, the University should not deliberately continue any academic activity at whatever level or size without reasonably adequate support. Third, the University must avoid any unnecessary program duplication; the people of Missouri cannot expect to find on every campus the full range of programs.

A fourth assumption is that funds released by program reduction or termination will be an important element in implementing other phases of the Academic Plan. Fifth, the University Academic Plan shall not contain any quota for

each campus. Decisions on assignments among the Plan's parts will be made according to perceptions about institutional needs, quality, and anticipated success. The benefit-cost indices used in creating the campus academic plans will provide highly pertinent insights as final decisions are made about each program. Thought given to preparing the campus plans should prove generally helpful as the University Academic Plan is created.

Finally, the Academic Plan's three parts offer no invidious distinctions among the programs so grouped. Rather, the purpose is to have degree programs which can be supported adequately by available resources. Some programs will be more dynamic than others; some will have more complex missions than others. However, all programs to be carried forward will seek excellence within the scope of their charge. In some cases this will require realistic reestablishment of program responsibility so that faculty members will not face expectations which staff composition, funding, and physical assets cannot meet.

Following are the three parts, in addition to the statement of philosophy, which will constitute the University Academic Plan:

Part One

Existing or proposed degree programs, or portions thereof, which are candidates for new or additional University resources.

Category A. Degree programs, or portions thereof, which shall receive first consideration for new funds.

Category B. Degree programs, or portions thereof, which shall receive secondary consideration for new funds.

Part Two

Existing degree programs, or portions thereof, which are to be continued at the present level of funding.

Part Three

Existing degree programs, or portions thereof, which are candidates for reduced funding.

Category A. Degree programs, or portions thereof, which shall be reduced in scope.

Category B. Degree programs, or portions thereof, which shall be terminated.

IV. Preparation of Plan

The University Academic Plan will use as source material the campus academic plans prepared during Autumn 1973 and the reports of the evaluation teams visiting during 1972 and 1973. Important guidance is contained in the Board of Curators' policy statement, "The University of Missouri: Its Future." From these sources come campus estimates of degree program benefits and costs, anticipated changes in program size, the current quality of programs, and the way in which each campus suggests it should develop its assigned role within the University.

Important judgments must emerge during January-March 1974 when the President discusses the creation of the

University Academic Plan with such groups as the Intercampus Faculty Advisory Council, the Evaluation Steering Committee, the University-wide Committee on Academic Plans, the Administrative and Fiscal Council, and the Academic Planning Council. There will be several meetings before the President receives final advice from the Academic Planning Council. Each campus will be able to comment on the proposed University Academic Plan before it is presented by the President to the Board of Curators in the Spring of 1974. When a calendar for this process has been established, it will be distributed to the faculty.

The University's success in pursuing the implications of assignments in the Academic Plan should be appraised regularly. Therefore, the President shall report annually to the Board of Curators the accomplishments within each part of the Academic Plan.