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Where did all the furor go?

The Academic Plan for the University of Missouri—a result of the controversial Role and Scope, or evaluation, or Institutional Reappraisal as the program was variously called—was approved by the Board of Curators in August. Around Campus, the final version has generated little conversation.

Yet, two years ago a tentative Role and Scope proposal resulted in the largest faculty meeting ever held on the Columbia Campus. Some 1,000 persons jammed Jesse Auditorium to decry what they thought was to be the dismantling of the Columbia Campus. Later, the Faculty Council fought a Doctoral Center plan that would have moved some of the administration of existing doctoral programs away from Columbia. As late as this summer, faculty representatives met with the Alumni Association's Executive Committee to voice further concerns about some aspects of Role and Scope.

Although the *Missouri Alumnus* reported on the progress of Institutional Reappraisal from time to time, alumni never got very excited about it. And, as finally

approved, the “Academic Plan 1975-85” really doesn't seem to change things very much.

The Columbia Campus remains intact as the flagship campus of the University. It was not dismantled. There is a University-wide doctoral faculty, but there are no “doctoral centers” as such. Few new programs are indicated for Columbia, but in the face of the fiscal realities in Jefferson City, that would be true in any case. And, actually, “fiscal reality” was what Institutional Reappraisal was all about.

“This University needed to shift gears,” says President C. Brice Ratchford. “When I became president in 1970, we theoretically were operating under a long-range plan that was assuming skyrocketing enrollments and limitless funds.

“That, obviously, is not the case. We are now a ‘solid-state’ University. Enrollments have leveled off. There is considerable fluctuation in the number of students within disciplines—engineering is up, education is down, for example—but overall, we cannot expect much of an enrollment increase. And, of course, we aren't going to get a large amount of

money for new programs. We've asked the legislature for a \$20-million increase in appropriations for 1975-76. Very little of that can be used for program improvement. Inflation and other mandatory costs will take almost the entire amount.”

Studies across the country indicate that the public is tired of hearing and reading about the financial plight of higher education. After all, almost every business and every person have money problems of their own. But the financial plight is real and it's something University officials have to deal with every day. Ratchford believes that Institutional Reappraisal has helped the University change gears, that the Academic Plan has established parameters that all campuses will work within to establish priorities.

University administrators and members of the Board of Curators have repeatedly said that the Academic Plan is “not set in concrete,” that it will be reviewed and updated periodically. For example, each of the hundreds of degree programs offered on the four campuses was placed in one of four categories: I-A, a primary candidate for develop-

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ment, to III-A, a candidate for reduction. But this doesn't mean that a program in I-A will automatically get increased funding, or that one in III-A can't move upward. These categories aren't really that meaningful at this point.

On the Columbia Campus, Chancellor Herbert W. Schooling says that priorities will be identified largely on the basis of enrollment, market demand for graduates and the importance of the program to the overall Campus offerings. "It's possible," he says, "that a program now in III-A will be able to make a strong case for increased funding."

Paraphrasing a World War II army proverb, Ratchford says that, "The plan itself means little. Planning is everything." He means, of course, that the work in getting ready for the outside evaluating teams that looked at every degree program, as well as the gathering of data for the Academic Plan, forced faculty and administrators to take a hard look at themselves. And the result has been beneficial. Planning, therefore, is a continuous process.

There are still initial reappraisals to be

completed in the areas of research, extension, and administration. But the first phase of Institutional Reappraisal, covering the degree programs, is finished.

For the record, the Academic Plan sets forth the general role and scope of each campus as follows:

"The University of Missouri-Columbia (UMC) will continue to provide a broad spectrum of programs in the 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, Library and Information Science.

"The University of Missouri-Kansas City (UMKC), the primary source of university education in the Kansas City metropolitan area, 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 necessary related fields, the performing and fine arts, programs unique to a metropolitan campus.

UMKC will have the University's only Schools of Pharmacy and Dentistry.

"The University of Missouri-Rolla (UMR) will emphasize engineering and science-technology and be considered as the location for establishing selected technological programs. The arts and science program must complement engineering and provide opportunity for the baccalaureate degree in arts and sciences, as well as potential for an Associate of Arts degree.

"The University of Missouri-St. Louis (UMSL) will have a broad spectrum of programs in the arts and sciences, several professional schools and programs unique to a metropolitan campus."

Alumni and all Missourians can expect less duplication and more cooperation among the four campuses as the result of the Academic Plan—and this is good. It also seems good that Columbia remains a community of scholars with a wide range of interests and abilities. Miz-zou can better serve students and the people of Missouri by continuing to develop interdisciplinary opportunities for teaching and research. — *Steve Shinn*

our flag was still there"