

Proposed University of Missouri Task Force on Academic Program Analysis, Enhancement, and Opportunities

Overview and Guiding Principles

On April 3, 2017, University of Missouri System President Dr. Mun Choi released a message to the University of Missouri campus detailing, among other issues, the need to carefully review and evaluate the programs offered by campus. This review is in part due to the budget situation faced by the campus, but it is also necessary to ensure that going forward we successfully fulfill our mission as one of the few AAU, land-grant institutions in the country. The goal of this review will be to help make the campus stronger in terms of promoting more high-impact research activity, attracting and retaining students to innovative degree programs, and engaging with the citizens of the state of Missouri.

To achieve these goals, the Office of the Provost will conduct a systematic review of all academic programs on campus. The scope of this review will include identifying areas for further investment, potential reorganization or consolidation, and, in some cases, discontinuance. The review will be guided by the following principles:

1. We will embrace shared governance, seeking input and feedback from a wide array of campus groups.
2. We will invest in programs where we can achieve research excellence and national prominence.
3. We will invest in programs that will be attractive to the next generation of students and prepare them for future success.
4. We will invest in programs that have clear direct or indirect benefits to the citizens of the state of Missouri.
5. We will invest in programs that are responsive to the changing landscape in higher education (e.g., more interest in interdisciplinary offerings, lifelong learning models).
6. As a comprehensive research institution, we will continue to offer an array of programs across diverse disciplines and professional degrees.

Evaluating Program Excellence

Metrics used to evaluate programs will include, but not necessarily be limited to:

1. Indices of Research Excellence
 - a. Publications, Presentations, Conference Proceedings, Exhibitions, Performances
 - b. Citations
 - c. Academic Analytics data that provide a measure of how a program compares to other programs in its field
 - d. Total and Federal grant dollars
 - e. Awards and other markers of program research excellence
2. Indices of Undergraduate Student Demand and Teaching Excellence
 - a. Number of majors
 - b. Number of graduates

- c. Number of student credit hours provided, both to majors and non-majors
- d. Awards and other markers of teaching excellence
- e. Results of the ongoing MDHE program review
- 3. Indices of Graduate Student Demand
 - a. Number of graduates
 - b. Placement of graduates
 - c. Completion/time to degree
- 4. Indices of engagement throughout the state
- 5. Indices that support commitment to diversity, equity, and inclusion
- 6. Indices that support the potential for program sustainability and/or growth
- 7. Program cost, efficiency, and markers of return on investment

Opportunities for Reorganization

We will also consider strategically reorganizing and/or consolidating programs across campus. The purpose of any reorganization or consolidation would be one or more of the following:

- 1. Enhancing research activity and opportunities for collaboration by combining programs engaging in conceptually similar and synergetic work
- 2. Creating more interdisciplinary, innovative opportunities for our students
- 3. Reducing administrative costs
- 4. Reducing program and curriculum duplication across schools/colleges

Process

- 1. The Provost will appoint a group of approximately 15 individuals, two of whom will be named co-chairs, to form a Program Review Task Force that will be charged with gathering and integrating relevant data and drafting an initial report. The focus of this initial report will be on synthesizing relevant data, identifying principles and guidelines that will inform additional discussions regarding strategic decisions related to our academic programs, and determining strategies to facilitate engagement with the broader campus community.
- 2. This initial report will first be shared with the Executive Leadership of the Faculty, Staff, and Student Councils and the Council of Deans for comment and response. The report and the responses will then be made available to the full campus community. Members of the Task Force will then schedule in-person meetings to obtain additional input, feedback, and recommendations from a number of campus groups, which will include, but not necessarily be limited to, Faculty Council, Chair's Council, Missouri Students Association, Graduate Student Association, Provost's Staff, Chancellor's Staff, Professional Staff Council, and the Alumni Association. Task Force Members will also accept invitations to meet with interested campus groups (e.g., individual colleges and/or sectors within colleges). Finally, the entire campus community will be invited to send written input directly to the Task Force.

3. The Task Force will integrate input from campus into a final report that will be submitted to the Provost and made public. Prior to completing this report, the Task Force may seek out additional information from individual departments and programs. A draft of this report will be submitted to the Executive Leadership of the Faculty, Staff, and Student Councils and the Council of Deans, who will have the opportunity to provide a response to the report. The Task Force will then consider this feedback in developing the final version of the report. This report will include specific recommendations regarding areas that should be a focus of future investments, possibilities for program consolidation and reorganization, and program discontinuance.

4. The Provost will work with the Faculty Council, Council of Deans, Chancellor, and System President on developing specific plans and actions based on findings and recommendations from the Task Force report.

Timeline

June 23	Task Force members will be identified
September 1	Task Force will complete initial report
September 1-December 15	Task Force will solicit feedback from campus constituents
January 15	Final Report will be submitted to Provost