



May 16, 2018

To the campus community:

Thank you to everyone for your continued engagement and patience as we worked through the academic program review. I am grateful to the 17-person Task Force on Academic Program Analysis, Enhancement and Opportunities that worked so diligently to begin the evaluation process for our academic programs. I also appreciate the deans, chairs, faculty and students who have all contributed to the process since the release of the report.

Today I am announcing three broad areas of changes that we will implement as a result of this effort: 1) inactivation of 12 programs; 2) the initiation of a process to establish a College of Interdisciplinary and Graduate Studies; and 3) approving 15 draft plans for improvement that were submitted.

Of the more than two dozen programs the task force recommended for inactivation, there are 12 programs that we plan to inactivate. This includes a host of programs and departments that are merging and the planned development of several new programs. (*Specific details of the changes in our programs are provided below.*) I want to emphasize that any student who is accepted to or enrolled in programs slated for inactivation will be able to complete their degree.

One critical theme that emerged through this program review effort was the need for a more robust graduate and interdisciplinary education infrastructure. Our goal is to promote greater collaboration not just across disciplines but within them. This is what makes the development of a College of Interdisciplinary and Graduate Studies so important.

The task force report – and subsequent discussions across campus – spurred exciting proposals for change in many programs and departments. The responses focused on strengthening our programs in ways that will benefit our students, encourage collaboration and, of course, increase our scholarship. We can better serve more students when we build strong programs and, ultimately, generate more resources.

Ideas like these are possible because of a willingness of our deans, department chairs, faculty and staff to think innovatively about the future of the University of Missouri.

Several of the proposals mentioned earlier result in programs and departments that are merging, enabling us to create interdisciplinary opportunities that better meet the needs of our students. For example, chemical engineering is merging with biological engineering. Similarly, the French and Italian programs in the Romance Languages department are developing a plan

to combine with German and Russian Studies to create the new Department of International Studies.

Other programs looked beyond our campus for ways to increase the quality of our offerings. For example, faculty leaders within Art History and Archaeology have proposed to collaborate with other University of Missouri System campuses on a potential system-wide master's program. They, like several others, are temporarily suspending admission into their doctoral program while they develop program plans.

This academic review process demonstrates our ability to be more nimble and to better meet the needs of our state and the world. We will make this level of innovation and analysis routine, not intermittent. With the help of the staff, faculty, chairs, deans and provost, we have a solid foundation that we will refine as we review our programs on a regular basis. We will work with faculty and campus leaders later this year to develop a routine mechanism that is consistent with our Collected Rules and Regulations.

The task force recommendations for growth areas and the innovative responses that we received inform us as we continue to work through our strategic planning process, identifying large-scale collaboration and investment opportunities.

An undertaking of this scale to review graduate education and research is remarkable. I am impressed by the thoughtfulness, collaboration and innovation that went into the official responses from programs as a result of the academic program review process, and that is reflected in my acceptance of many of those proposals. I am proud and excited to be the living laboratory that will redefine higher education for the future.

Sincerely,  
Alexander N. Cartwright

## Current Programs Recommended for Inactivation

Degree program	Decision	Action Items	Rationale
Agricultural Education – PhD	Combine & Move to further review	<ul style="list-style-type: none"> <li>· PhD program is to be merged with other PhD programs in the Division of Applied Social Sciences</li> <li>· Closed 3 departments and merged into a single administrative division (January 2018)</li> <li>· Submit updated program plan in the spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan submitted by the chair should increase doctoral applicants and graduates</li> <li>· The draft plan should continue the programs with strong research production in grants and awards and the strong MS degree program</li> </ul>
Rural Sociology – MS, PhD	Combine & Move to further review	<ul style="list-style-type: none"> <li>· PhD program is to be merged with other PhD programs in the Division of Applied Social Sciences</li> <li>· MS program is to be merged with Agricultural &amp; Applied Economics in the Division of Applied Social Sciences</li> <li>· Closed 3 departments and merged into a single administrative division (January 2018)</li> <li>· Submit updated program plan (PhD) in the spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan submitted by the chair should increase doctoral applicants and graduates as well as master’s graduates</li> </ul>
Applied Mathematics – MS	Leave Active	<ul style="list-style-type: none"> <li>· None</li> </ul>	<ul style="list-style-type: none"> <li>· Applied Mathematics was clarified in relation to the other Mathematics Master’s degree</li> </ul>
Art History & Archaeology – MA, PhD	Combine, Temporarily suspend admissions & Move to further review	<ul style="list-style-type: none"> <li>· Departments moved into the School of Visual Studies</li> <li>· Temporarily suspend accepting PhD students</li> <li>· Continue developing a plan for a UM System-wide MA with UMSL and UMKC</li> <li>· Continue to work with the dean to refine the department strategic plan</li> <li>· Update program plans in the spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan submitted by the chair should increase the number of Masters and Doctoral graduates and applicants</li> <li>· That draft plan includes an exciting online direction with a system wide collaboration</li> </ul>
Classical Studies – MA, PhD	Move to further review	<ul style="list-style-type: none"> <li>· Continue MA and PhD programs</li> <li>· Continue to work with dean to refine the department strategic plan</li> <li>· Submit updated program plan (MA and PhD) in the spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan submitted by the chair should increase the number of Masters and Doctoral graduates and applicants.</li> <li>· The draft plan should decrease the years to degree</li> <li>· The plan should also increase research productivity</li> <li>· Significant, recent effort to restructure the department and consolidate degree programs at every level</li> </ul>

Degree program	Decision	Action Items	Rationale
Clinical and Diagnostic Sciences – MHS	Temporarily suspend admissions & Move to further review	<ul style="list-style-type: none"> <li>· Suspend admissions of MHS degree</li> <li>· Develop a new Master’s degree with a broader emphasis</li> <li>· Inactivate current program after three years or when new degree begins</li> <li>· Submit updated program plan in spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan submitted by the dean should increase the number of Masters graduates with a broader potential student pool</li> </ul>
Chemical Engineering – PhD	Combine & Move to further review	<ul style="list-style-type: none"> <li>· Combine Chemical Engineering and Biological Engineering Departments</li> <li>· Continue to work with deans to refine the department strategic plan</li> <li>· Submit program plan in the fall of 2018</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan to combine the departments should result in an increase in the number of doctoral graduates, increased research productivity and increased interdisciplinary collaboration</li> </ul>
Dispute Resolution – LLM	Move to further review	<ul style="list-style-type: none"> <li>· LLM program modifications to reduce cost</li> <li>· Exploring online options related to degree</li> <li>· Continue to work with dean to refine the department strategic plan</li> <li>· Submit updated program plan in the spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan submitted by the chair should increase the number of LLM graduates</li> <li>· That plan includes an exciting online direction</li> </ul>
Nuclear Engineering – MS, PhD	Inactivate		<ul style="list-style-type: none"> <li>· Department closed and program stopped admitting students two years ago</li> </ul>
Nuclear Safeguards Science and Technology – Graduate certificate	Inactivate		<ul style="list-style-type: none"> <li>· Department closed and program stopped admitting students two years ago</li> </ul>
Personal Financial Planning – Graduate certificate, MS, PhD, emphasis area within the HES degree program	Move to further review	<ul style="list-style-type: none"> <li>· Submit updated program plan in the spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· Ongoing efforts to improve numbers of program graduates and the interdisciplinary nature of the program</li> <li>· Excellent engagement-related activities in the program</li> </ul>

Degree program	Decision	Action Items	Rationale
Religious Studies – MA	Inactivate	<ul style="list-style-type: none"> <li>· Inactivate MA program</li> <li>· Continue to work with dean to refine the department strategic plan moving forward</li> </ul>	<ul style="list-style-type: none"> <li>· The plan submitted by the chair does not project to solve issues with low average number of Masters graduates and applicants</li> </ul>
Romance Languages – PhD	Combine & Move to further review	<ul style="list-style-type: none"> <li>· Begin process with dean to combine French and Italian with German and Russian Studies to create a new Department of International Studies</li> <li>· Continue collecting more information about the current PhD. program</li> <li>· Consider placement of the Teaching of Language in a single group in the Department of International Studies</li> <li>· Continue to work with dean to refine the department strategic plan for remaining faculty</li> <li>· Submit plan in fall 2018</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan submitted by the chair to develop an International Studies department has the potential to increase overall applicants and graduates as well as increase research productivity</li> <li>· Need a more detailed plan in regard to developing a future direction for the remaining faculty</li> </ul>
School of Medicine – PhD Programs (Biochemistry, Medical Pharmacology and Physiology, Molecular Microbiology and Immunology, Nutrition, and Pathobiology)	Combine, Inactivate & Move to further review	<ul style="list-style-type: none"> <li>· Develop a single interdisciplinary degree program</li> <li>· Inactivate the individual PhD programs once the interdisciplinary degree program is approved and in operation</li> <li>· Retain Biochemistry as a separate program, which has always been administered through CAFNR</li> <li>· Submit updated program plan in the spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· This combined degree should improve research, student enrollment and provide new opportunities for collaboration between basic science and clinical departments</li> </ul>
Interdisciplinary graduate certificate programs (Center for the Digital Globe, Gerontology, Lifespan Development)	Move to further review	<ul style="list-style-type: none"> <li>· Begin the process to develop a College of Interdisciplinary and Graduate Studies</li> <li>· Initiate a process to support and evaluate all interdisciplinary work in fall of 2018</li> </ul>	<ul style="list-style-type: none"> <li>· Strong support to provide a home to support interdisciplinary programs</li> <li>· Strong support across campus for interdisciplinary work</li> </ul>

### Data definitions for the decision category

*Leave Active* – Make no changes to current program.

*Inactivate* – Suspend admissions and close the program.

*Temporarily suspend admissions* – Program will not accept students for a defined period of time while they develop a new program.

*Combine* – Program has developed a plan to merge with other programs and develop a new single program.

*Move to further review* – Program will develop a continuous improvement plan on a yearly cycle until identified weaknesses have been resolved.

## Current Programs Recommended for Further Review

Degree program	Decision	Action Items	Rationale
American Law – LLM	Further review	<ul style="list-style-type: none"> <li>· Continue to work with dean to refine the department strategic plan</li> <li>· Submit program plan in the fall of 2018</li> </ul>	<ul style="list-style-type: none"> <li>· A plan needs to be developed to increase number of graduates</li> </ul>
Biological Engineering – PhD	Combine & Further review	<ul style="list-style-type: none"> <li>· Combine Chemical Engineering and Biological Engineering Departments</li> <li>· Continue to work with deans to refine the department strategic plan</li> <li>· Continue to review annually</li> <li>· Submit program plan in the fall of 2018</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan to combine the departments should result in an increase in the number of doctoral graduates, increased research productivity and increased interdisciplinary collaboration</li> </ul>
Industrial Engineering – PhD	Further review	<ul style="list-style-type: none"> <li>· Continue to work with dean to refine the department strategic plan</li> <li>· Submit program plan in the fall of 2018</li> </ul>	<ul style="list-style-type: none"> <li>· Develop a plan focused on strategic vision and increased research production</li> </ul>
Food Sciences – PhD	Further review	<ul style="list-style-type: none"> <li>· Continue to work with dean to refine the department strategic plan</li> <li>· Submit program plan in the fall of 2018</li> </ul>	<ul style="list-style-type: none"> <li>· Develop a plan focused on strategic vision and increased research production</li> </ul>
Genetics Area Program – PhD	Further review	<ul style="list-style-type: none"> <li>· Begin the process to develop a College of Interdisciplinary and Graduate Studies</li> <li>· Initiate a process to support and evaluate all interdisciplinary work in fall of 2018</li> </ul>	<ul style="list-style-type: none"> <li>· Strong support to provide a home to support interdisciplinary programs.</li> <li>· Strong support across campus for interdisciplinary work</li> </ul>
Neuroscience – MS, PhD	Further review	<ul style="list-style-type: none"> <li>· Begin the process to develop a College of Interdisciplinary and Graduate Studies</li> <li>· Initiate a process to support and evaluate all interdisciplinary work in fall of 2018</li> </ul>	<ul style="list-style-type: none"> <li>· Strong support to provide a home to support interdisciplinary programs</li> <li>· Strong support across campus for interdisciplinary work</li> </ul>
Geological Sciences – BA, BS, PhD	Further review	<ul style="list-style-type: none"> <li>· Continue to work with dean to refine the department strategic plan</li> <li>· Submit updated program plan (BA and PhD) in the spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan submitted by the chair should address the average number of BA and PhD graduates</li> </ul>

Degree program	Decision	Action Items	Rationale
History – PhD	Further review	<ul style="list-style-type: none"> <li>· Continue to work with dean to refine the department strategic plan</li> <li>· Submit updated program plan in the spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· Develop an updated plan focused on strategic vision to increase doctoral graduates and decrease years to degree</li> </ul>
Learning, Teaching, and Curriculum – MEd, PhD	Further review	<ul style="list-style-type: none"> <li>· Continue to work with dean to refine the department strategic plan</li> <li>· Submit program plan (MEd and PhD) in the fall of 2018</li> </ul>	<ul style="list-style-type: none"> <li>· Develop a plan focused on strategic vision in relation to multiple emphasis areas in the PhD and MEd programs and build on the strong research production and large number of PhD graduates</li> </ul>
Sociology – PhD	Further review	<ul style="list-style-type: none"> <li>· Continue to work with dean to refine the department strategic plan</li> <li>· Submit updated program plan in the spring of 2019</li> </ul>	<ul style="list-style-type: none"> <li>· The draft plan submitted by the chair should increase research production</li> </ul>
Truman School of Public Affairs – Graduate certificates in Public Management and Organizational Change	Further review	<ul style="list-style-type: none"> <li>· Continue to work with dean to refine the department strategic plan</li> <li>· Submit program plans in the fall of 2018</li> </ul>	<ul style="list-style-type: none"> <li>· Develop plans focused on strategic vision in relation to multiple emphasis areas</li> </ul>

### Recommendations for Combination and Consolidation

Degree programs	Action Items
Educational, School, and Counseling Psychology (College of Education); Health Psychology (School of Health Professions); Psychological Sciences (College of Arts and Science)	<ul style="list-style-type: none"> <li>· Programs have developed a cross department committee to enhance communication and collaboration</li> </ul>
German and Russian Studies (College of Arts & Science); Romance Languages and Literatures (College of Arts & Science)	<ul style="list-style-type: none"> <li>· Part of Romance Languages and Literatures (French and Italian) are merging with German and Russian Studies to create the Department of International Studies</li> </ul>
Management	<ul style="list-style-type: none"> <li>· Consider pathways in upcoming strategic planning process</li> </ul>
Policy Studies	<ul style="list-style-type: none"> <li>· Consider pathways in upcoming strategic planning process</li> </ul>

## Recommendations for Strategic Investments

Area	Action Items
Big Data Analytics	· Consider pathways in upcoming strategic planning process
Center for Teaching and Learning	· Multiple current investments in progress or under consideration · Currently interviewing for the founding director
Coordinated and Integrated Health Research	· Multiple current investments in progress or under consideration
Diversity, Equity and Inclusion	· Multiple current investments in progress or under consideration
Interdisciplinary Degree Programs	· Consider pathways in upcoming strategic planning process
Interdisciplinary Research Programs	· Consider pathways in upcoming strategic planning process
Sustainability and Security	· Consider pathways in upcoming strategic planning process

## Recommendations for Additional Improvements

Recommendation	Action Items
Engage in developing a broader strategic plan for MU	· Campus strategic plan is in progress
Consider MU and State priorities in annual review process.	· All future program review will include a focus on this topic
Develop a budget model that incentivizes interdisciplinary activities consistent with campus strategic priorities	· Budget model development is in progress
Examine the academic, curricular, and financial complexities associated with offering the most effective undergraduate education on our campus	· Program review of undergraduate programs will begin in Fall 2018
Review and consider the relevance of course duplications on campus and across system	· All future program review will include a focus on this topic
Campus should restructure the way it organizes, manages, and shares institutional data if it wants to engage in serious data-driven decision making	· System Institutional Research plan is under consideration · Campus Institutional Effectiveness/Research plan under development
Processes should be put in place to facilitate a more systematic and consequential examination of academic program performance	· Multi-tiered model of annual program review is currently being developed