

Missouri Western State University  
Provost's Response to  
Academic Review Board Report

April 3, 2020

Introductory Remarks

In accordance with the processes outlined in the Academic / Programmatic Retrenchment Policy, the Academic Review Board (ARB) has produced the attached report identifying a set of recommendations regarding program status, faculty positions, and strategies that can better position Missouri Western State University for future success. My sincere thanks to each member of the ARB for the significant investment of time and energy they have made in this process.

The work of the ARB was necessitated by the current financial state of the University and the clear consensus that reductions in academic offerings and faculty positions were the only remaining options. In that light, their work should not be viewed as a judgement of the value or contributions of any academic program. As noted in their report, "... the ARB is emphatic that its reviews and recommendations not be taken as indications of deficiencies in academic quality, rigor, or representations of the program's value; this is simply not the case. To the contrary, the ARB's work was driven solely by financial considerations which have necessitated a re-envisioning of the scope and scale of Missouri Western State University's programs." Their charge included the expectation to identify "reductions in annual expenditures totaling in excess of five (5) million dollars."

As we move forward in this process, it is essential that we reimagine Missouri Western. Historically, we have sought to serve a broad range of interests and to be "all things to all people" as a regional comprehensive institution. However, it is evident that this wide-ranging approach is no longer sustainable and that we must now focus upon serving the clearly articulated educational needs of our region through our applied learning mission as an open admissions institution. The recommendations in the ARB report and this response will be used to better align our academic offerings with regional expectations and to prepare us for future success.

General Comments Regarding the Report

I commend the ARB for the use of data to inform their deliberations and guide their recommendations. This included standard institutional data (e.g., student credit hours, head counts, enrollments, graduations, annual program reports, assessment reports, faculty counts) along with external data for employment opportunities and needs. The basic institutional data can be found here: [Academic Data](#) and the industry data can be viewed here: [Industry Data \(Jobs EQ\)](#). The ARB also gave consideration to qualitative factors, including community relationships, donor impact, and centrality to the institutional mission. Despite the complexity of this task and the limited timeframe for their

work, the ARB has provided reasoned guidance regarding our direction in ameliorating the financial crisis through academic and programmatic retrenchment.

### Strategic Recommendations

Included in the report are a number of recommendations intended to increase efficiencies, enhance effectiveness, increase revenues, and/or decrease costs. I find each of these recommendations to have merit and we will move forward on several of them, including academic reorganization, academic program review, Early College Academy, workload, online instruction, and enrollment management. Other recommendations warrant a broader discussion on campus in order to consider our path forward. I want to highlight three critical areas where we should move swiftly in order to make substantive change.

**Core 42** - The adoption of Core 42 for all students with an online option is a crucial strategy to consider. I ask that Faculty Senate take up this matter next fall with the goal of providing a recommendation during the spring 2021 semester. As a next step, I will recommend that all students be allowed to select Core 42 as their general education program beginning this next academic year.

**Undergraduate Curriculum Development and Review** – The rapid changes in our society require that we have the ability to modify existing curriculum and mount new programs quickly. Doing so will be crucial to our institutional future. Therefore, I encourage Faculty Senate to consider the recommendation of the ARB in this regard. In light of the sheer number of curricular changes that will be required next year as a consequence of academic retrenchment, I also ask that we craft a separate process for expedited curriculum review to be implemented in the fall.

**Honors Program** – We hold our Honors Program in high regard and its value is evident. However, financial constraints suggest that we may be unable to sustain it in the future, at least in its current form. I ask that our Honors Program Director and the Honors Committee initiate a review process this next fall that provides recommendations regarding reductions in costs vs. program elimination.

### Program and Position Recommendations

The ARB provided their recommendations regarding programs and positions in a table following the conclusion of their report. I have taken this same approach, providing a table at the conclusion of this document. In order to facilitate a comparison relative to those recommendations, I have modified the table to include columns with my recommendations on each of these matters.

It is vital that we effectively serve the students who are impacted by these difficult decisions. All students who have declared a major in any eliminated program will have an opportunity to complete that program through a teach-out arrangement. In most

programs this will involve partnerships with other Missouri public universities, enabling our students to complete their degree at Missouri Western.

The Board of Governors will make final determinations of the faculty positions which will be eliminated. Recommendations regarding faculty position eliminations will be guided by the following key principles, among others:

1. Primary teaching assignments and alignment of faculty expertise with anticipated teaching needs
2. Evidence of effectiveness in teaching, scholarship and service
3. Contributions to campus and community
4. Cost factors
5. Length of service to the University

### Conclusion

As the next step in this process, I invite you to submit your feedback in the form of written comments and recommendations to me at [davenport@missouriwestern.edu](mailto:davenport@missouriwestern.edu). All feedback should be submitted no later than Wednesday, April 15, 2020 at 4:30 p.m. Following that deadline I will review the feedback and make a final recommendation to the President for his consideration.

The steps we are taking in this process are difficult and unpleasant. However, I make these recommendations knowing that we must take decisive action at this time involving substantial reductions in programs and positions.

Missouri Western State University stands at the crossroads. Now is the time to envision a new future for our institution – one that embraces our status as an open access university and our statewide mission of applied learning, while emphasizing our areas of strength and sharpening our focus in order to meet the needs of our region.

### Program Recommendations

Degree Minor Certificate	Program Major Concentration	CIP Code	ARB Recommend ation	Provost Recommendation	ARB Recommended Staffing Level	Provost Recommended Staffing Level
BFA	Graphic Design	50.0409	Maintain	Maintain	3	6
MINOR	Graphic Design	50.0409				
BFA	Digital Animation	10.0304	Phase Out	Maintain		
	Studio Art	50.0702				
BSE	Art	13.1302				
MINOR	Art History	50.0701		Phase Out		
	Ceramics	50.0711		Maintain		
	Digital Animation	10.0304		Phase Out		
	Drawing	50.0705				
	Illustration	50.0041				
	Painting	50.0708		Phase Out		
	Photography	50.0605				
	Printmaking	50.0071				
		Sculpture	50.0605			
MINOR	Music – MUSI	50.0901	Maintain	Maintain	4	5
BM	Music Performance & Industry	50.0901	Phase Out	Phase Out		
	Music Technology & Industry	50.0901				
BME	Music/Instrumental	13.1312		Maintain		
	Music/Vocal	13.1312		Maintain		
MINOR	Music Technology – MUTC	50.0901		Phase Out		
	Musical Theatre – MUST	50.0501				
MINOR	Cinema – CINE	50.0602		Maintain	Maintain	2
BA	Theatre and Cinema/Cinema	50.0501	Phase Out	Phase Out		
	Theatre and Cinema/Musical Theatre	50.0501				
	Theatre and Cinema/Theatre	50.0501				
BSE	Speech and Theatre	13.1399				
MINOR	Dance – DANC	50.0301				
	Speech & Theatre –SPC2	13.1399				
	Theatre-THEA	50.0501				

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BS	Biochemistry & Molecular Biology	26.0202	Maintain	Maintain	12	12	
BS	Biology/Health Science	26.0101					
BS	Wildlife Conservation and Management	03.0601					
MINOR	Biology – BIOL	26.0101					
BS	Biology/Botany	26.0101	Phase Out	Phase Out			
	Biology/General	26.0101					
	Biology/Zoology	26.0101					
	Biotechnology	26.1201					
	Natural Science –Biology	26.0101					
BS	Chemistry	40.0501	Phase Out	Phase Out or Redesign	5	7	
	Medical Laboratory Science * Med Tech	51.1005		Maintain			
	Natural Science – Chemistry/ChemBus	40.0501		Phase Out			Phase Out
	Natural Science – Chem/Education	40.0501					
	Natural Science – Chem/Forensic Science	40.0501					
	Natural Science – Chem/Health Professions	40.0501					
MINOR	Chemistry	40.0501					
BA	Speech Communication	09.0101	Phase Out	Phase Out	3	6	
BS	Convergent Journalism	09.0999		Maintain			
	Strategic Communication	09.0101		Phase Out			
	Speech Communication	09.0101					
Minor	Journalism	23.0101		Phase Out			Phase Out
	Speech Communication	09.0101					

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MINOR	Geography – GEOG	45.0701	Maintain	Maintain	1	1
BA	History	54.0101	Phase Out	Phase Out	3	3
	History/Teacher Cert	54.0101				
BS	History	54.0101				
	History/Teacher Cert	54.0101				
MINOR	General History –GENH	54.0101				
	History European –HISE	54.0103				
	History US-HISU	54.0102				
BA	Philosophy	38.0101	Phase Out	Phase Out	2	2
BS	Philosophy	38.0101				
	Philosophy/Religion	38.0101				
MINOR	Humanities – HUM	24.0103				
	Philosophy – PHIL	38.0101				
	Religion-RELG	38.9999				
BS	Computer Science/General	11.0101	Maintain	Maintain	4	4
MINOR	Computer Science – COMP	11.0101				
MS	Info. Technology Assurance Administration (Cyber)	11.1003				
BS	Applied Computer Technology	11.0103	Phase Out	Phase Out	4	4
	Computer Science/Computer Info Systems	11.0101				
MINOR	Applied Computer Technology – APCT	11.0103				
	Computer Information Systems – COMI	11.0101				

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BS	Mathematics	27.0101	Phase Out	Phase Out	7	7		
	Mathematics/Teacher Education	27.0101						
MINOR	Mathematics – MATH	27.0101						
MINOR	Physics – PHY2	40.0801	Phase Out	Phase Out	2	2		
MINOR	Spanish – SPA2	16.0905	Maintain	Phase Out	2	0		
BSE	English	13.1305	Phase Out	Phase Out				
	French	13.1325						
	Spanish	13.1330						
MINOR	French – FREN	16.0901						
	German – GERM	16.0501						
BA	English/Creative Writing & Publishing	23.0101					Phase Out	Phase Out
	English/Literature	23.0101						
	English/Technical Communications	23.0101						
	Modern Languages/ Language & Culture	16.0101						
	Modern Languages/ Professional Applications	16.0101						
GR Cert	Teaching of Writing	23.1304	Phase Out	Phase Out	7	7		
	Technical Communication – GTCO	23.1304						
MINOR	Creative Writing – ECRE	23.1302						
	English Education – ENGE	13.1305						
	English Studies – ENGS	23.0101						
	Literature – ENG2	23.0101						
	Technical Communication – ENGT	23.0101						

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BA	Political Science	45.1001	Phase Out	Phase Out	1	1
BS	Political Science	45.1001				
MINOR	Political Science (Am Gov) – POL2	45.1001				
	Political Science (Int Affairs) – POL5	45.0901				
	Political Science – POLS	45.1001				
BS	Sociology	45.1101			2	2
MINOR	Sociology – SOC	45.1101				
BS	Economics	45.0601				
MINOR	Economics – ECON	45.0601	Maintain	Maintain	8	
BS	Psychology/General	42.0101				
MINOR	Cognitive Sciences – COGS	42.0101				
	Psych – PSYC	42.0101				
BS	Psychology – PSYC Org Leadership	42.0101	Phase Out	Phase Out	7	7
AS	Criminal Justice	43.0107	Maintain	Maintain		
		Legal Assistant				
BS	Criminal Justice/Law Enforcement	43.0104				
	Criminal Justice/Legal Studies	43.0104				
Cert	Legal Assistant	22.0302				
MAS	Forensic Investigations	43.0106				
MINOR	Criminal Justice – CJ	43.0107				
	Legal Studies – LEGS	22.0302				
BS	Criminal Justice/Corrections	43.0104				
		Criminal Justice/Juvenile Justice			43.0104	
GR Cert	Forensic Investigations	43.0106	Maintain	Maintain	3	3
BSW	Social Work	44.0701				



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BSE	Early Childhood Education	13.1210	Maintain	Maintain	11	11
	Elementary Education	13.1202				
GR Cert	TESOL	13.1401				
MAS	Assessment, Differentiated Instruction	13.0601				
	Assessment/K-12 Cross- Categorical Special Ed. – GSPE	13.0601				
	Assessment/TESOL	13.0601				
BS	Physical Education/Personal & Commercial Fitness	31.0501	Maintain	Maintain	5	5
	Recreation Sports Management/Sport Management	31.0301				
	Physical Education/Health & Exercise Science	31.0501				
MAS	Applied Science/Sport & Fitness Management	30.9999				
MINOR	Athletic Coaching – ATHC	31.0501				
BS	Physical Education/Teacher Education	31.0501	Phase Out	Phase Out		
	Recreation Sports Mgmt/Recreation Management	31.0301				
	Physical Education/General	31.0501				
MINOR	Recreation Sport Management – RESM	31.0301				
	Wellness – WELL	31.0505				

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AAS	Physical Therapist Assistant	51.0806	Maintain	Maintain	18	18
BS	Population Health Management	51.2201				
BSN	Nursing	51.3801				
GR Cert	Nurse Educator	51.3802				
MSN	Health Care Leadership	51.3802				
	Nurse Educator	51.3802				
BS	Health Information Management	51.0706	Phase Out	Phase Out		
Cert	Health Information Technology	51.0707				
MINOR	Health Informatics & Information Mgmt. – HLTH	51.0706				
BSBA	Accounting	52.0301	Maintain	Maintain	17	17
	Finance	52.0081				
	Management	52.0201				
	Management/Human Resources	52.0201				
	Marketing	52.1401				
Supply Chain Management	52.0203					
MBA	Business Administration/General Business	52.0201				
	Forensic Accounting – GFAC	52.0201				
MBA + MSN	MBA + Nursing	51.3801				
MINOR	Entrepreneurship –ENTR	52.0701				
	Finance – FINA	52.0801				
	General Business –GENB	52.0201				

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AAS	Manufacturing Engineering Technology	15.0613	Maintain	Maintain	6	6
BS	Construction Engineering Technology	15.1001				
	Manufacturing Engineering Technology	15.0613				
MINOR	Construction Management – CONM	52.2001				
	Manufacturing Technology – MANU	15.0613				
MAS	Applied Science/Engineering Technology Mgmt	15.1501	Phase Out	Phase Out		
MINOR	Gender and Power Studies – GEND	30.2601	Inactivate	Phase Out or Redesign	N/A	N/A
	Leadership – LEAD	30.9999				
	Peace and Conflict Studies – PEAC	30.0501				
BGS	General Studies	30.9999	Maintain	Maintain		
BST	Custom Major	30.9999				
MINOR	Childhood Studies – CHL4 & CHLD	30.9999				
BA	International Studies	30.2001	Phase Out	Phase Out		
GR Cert	Leadership Studies	30.9999				
	Professional Skills	52.0010				
MINOR	International Studies – INTL	30.2001				