

**Subject: Re: Articles on "lower producing programs"**  
**Date:** Tuesday, October 12, 2010 3:46 PM  
**From:** Sudarshan K. Loyalka <LoyalkaS@missouri.edu>  
**Reply-To:** AAUP-MU <AAUP-MU@PO.MISSOURI.EDU>  
**To:** "AAUP-MU@PO.MISSOURI.EDU" <AAUP-MU@PO.MISSOURI.EDU>

Dear Colleagues:

With respect to the ongoing reviews, I have attached four documents, all from the University System websites. These include UM enrollments, degrees granted (I had emailed it before also), the 2011 University Budget, and Centers-Institutes criteria. As the ongoing discussions and Provost Foster's email & attachments indicate program review is a very complicated process. In my view, we should be cognizant of:

1. MU is about 80% undergrad. It does not make sense to expect 10 BS, 5 MS, 3 PhD 's average each year from a unit (a 10/8 UG-Grad split). I have attached the current UM enrollment data for all campuses (from the system website), and I think the situation is similar or worse on other campuses.
2. Especially wrt PhD degrees, it seems that the School of Education produces by far the most (about 75-80 per year) as the expenses/resources needed are more manageable. If we take Ed out-I think it may be great or that not great anywhere on per faculty basis depending on your point of view. And may be there are very good reasons that it is so, and the units may not be at that much fault. Looking at the Provost's data, there may not be that much evidence that a larger unit has a greater per faculty productivity than a smaller unit, and it will be important to think about any mergers etc with great care as in some cases the smaller units may be much better than larger units. We also need to look here at the investments that have been made (under niche, enhancement, or other programs), as well as lack of them before reaching at conclusions.
3. The focus at this point seems to be almost entirely on academic units, and none on administration, and also none on centers with large GO expense tags. The centers generally produce no degrees, and the only criterion for success seems to be that they should have revenues 3 times (from whatever activity) of the GO. Shouldn't then a academic unit be also exempt from any review, regardless of degree production, if its extramural funding is at some multiple of the GO funding?

I am sure there are many other issues that would warrant our consideration, and there will be different viewpoints on the above issues also. Full, extended and constructive discussions are nevertheless likely to be most fruitful as the issues are indeed very complex, and we must strive for our best effort at all levels and be fully engaged.

Sudarshan

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APPENDIX TO THE 2009-10 REPORT OF DEGREES AWARDED BY THE UNIVERSITY OF MISSOURI  
DEPARTMENT DETAIL SECTION

IR&P 2010, Report 2, Appendix

Randy Sade  
Assistant Research Analyst

Office of Institutional Research and Planning  
717 Lewis Hall  
University of Missouri System

September 2010

<http://www.umwsystem.edu/ums/departments/ir/p/irmain/>

**University of Missouri System**  
**Centers and Institutes**  
**Criteria for Reductions**

According to Chapter 50 of the University of Missouri *Collected Rules and Regulations*, an official center or institute "is a formally organized unit within the university addressed primarily, but not exclusively, to the conduct of multidisciplinary research, teaching, extension, or service." It must meet several criteria:

- Have "a separately identifiable budget;"
- Have "professional staff representing more than one academic department or discipline." These staff "shall hold full-time or fractional appointments to the center, which may provide a portion or all of their salaries."
- Have an "appointed director who has a defined task as administrative head of the center."

The titles of "center" or "institute" are not exclusive to Chapter 50 organized centers; there may be other entities with the name "center" including those that refer to a building or place, e.g., the Millennium Student Center at UMSL, the Reynolds Alumni Center at MU, computer centers on all campuses, etc. These "centers" are not the subject of Chapter 50, and are not included in this analysis. Similarly, some Chapter 50 organized units may have other titles, as identified in Chapter 50, such as "unit, institute, consortium, program, organization," or other synonyms to "center." The criteria discussed here are proposed to apply to units that meet, or are attempting to meet, the criteria of chapter 50, regardless of name.

**Teaching Centers**

Centers and institutes serve a variety of purposes, one of the most important of which is to support the research and teaching programs of the university. To the extent that a center or institute is primarily a teaching unit, supported by general operating funds to offer undergraduate majors or minors, graduate degrees, or undergraduate or undergraduate certificate programs, it should be evaluated as a teaching unit similar to an academic department. Generally, when a center is a teaching unit, it offers interdisciplinary degrees or certificates and acts like an academic department, except that its faculty tends to be comprised of faculty members who hold appointments both in the center and in an academic department. In these cases, like the budget of an academic department, the center budget tends to include mostly the salaries, benefits and other costs of instruction of the academic program. The first criterion proposed for center review for budget reductions is the following:

For a center identified primarily as a teaching unit with a budget consisting primarily of full or fractional salaries of faculty who teach in the academic programs, it should be treated as an academic program for budget evaluation purposes.

Using program audit criteria, the center should be evaluated on the basis of cost of instruction relative to the number of students enrolled in its classes, the number of student majors, the number of student minors, and/or the number of certificate students, where applicable. These centers would be expected to be supported mostly or entirely by general operating funds. In most cases, if the cost of instruction is reasonable in relation to the number of majors according

*The*  
**UNIVERSITY of**  
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**SYSTEM**



*Fiscal Year* **2011**  
*Operating Budget*