

## Tab H

# Background on the Lincoln University/State Fair Community College Partnership

A board member asked department staff whether revenue-sharing had been part of the agreement between Lincoln University and State Fair Community College. Department records cannot answer that question definitively, but the following information will be helpful for board members to understand the department's/board's historic approach to a situation that has some similarities to the dispute between Mineral Area College and Southeast Missouri State University.

The documents on which the following summary is based will be uploaded to the [MAC-SEMO Dispute Resolution landing page](#). If any party has additional information or a different interpretation of these events, please contact DHEWD staff.

## BOTTOM LINE UP FRONT

- In the early 2000s, Lincoln University and State Fair Community College worked together to deliver career and technical education programs, including general education courses, in Jefferson City.
- The details of the institutions' partnership were memorialized in a series of agreements that identified roles for each institution and appear to have included some kind of financial agreements, as well as an arrangement in which both institutions worked together to deliver associate degrees.
- The partnership was ultimately unsuccessful. State Fair stopped offering programs in Jefferson City in or around 2004.
- Although the Lincoln/State Fair partnership was ultimately unsuccessful, there are positive examples across the state of community colleges working closely with a public university to provide comprehensive and well-aligned postsecondary educational offerings. All of the partnerships identified involve two institutions working together to support students who earn associate degrees at a community college and then go on to pursue a bachelor's degree at a public university, not two institutions partnering to offer an associate degree. The partnerships are detailed in the document titled "Overview of Current Community College/Public University Partnerships," which is in the updated Dispute Resolution Binder.

## DETAIL

- State Fair Community College is an open enrollment institution with its primary location in Sedalia. Jefferson City is in State Fair's voluntary service region.
- Lincoln University is an open enrollment institution located in Jefferson City.
- State Fair offered programs in Jefferson City beginning in the 1970s. Those programs were initially limited to career and technical education (CTE), including the general education portion of Associate of Applied Science degrees.
- In the late 1990s, Lincoln began to express concerns about the gradual expansion of State Fair in Jefferson City, including going beyond the authorization to offer a limited array of certificates and AAS degrees for students seeking technical degrees.
- Lincoln and State Fair negotiated a series of agreements regarding each institution's role in Jefferson City.
- Lincoln continued to raise concerns about State Fair's offerings in Jefferson City. Issues identified included:
  - The number of general education courses and sections offered by State Fair in Jefferson City.

- The fact that many students taking general education courses at State Fair did not intend to complete an AAS.
- The A+ program increased interest in local access to a greater array of community college services for Jefferson City.
- The Coordinating Board for Higher Education and then-Commissioner Kayla Stroup encouraged Lincoln and State Fair to work together. They emphasized the importance of not using public funds to promote unnecessary duplication within communities and a strong preference for collaborative solutions.
- In October 2001, Lincoln asked the department and/or the board to appoint a Chief Academic Officer Conflict Resolution Committee to help resolve the differences between Lincoln and State Fair.
- The Conflict Resolution Committee met with institution representatives in November 2001. They were unable to reach an agreement.
- The CBHE held a planning session in January 2002. Department staff have been unable to locate records of that meeting.
- At the CBHE's regular meeting in February 2002, the board received department staff recommendations:
  - To require State Fair to seek authorization to offer any course in Jefferson City on a semester-by-semester basis;
  - To instruct State Fair to take a minimalist approach in the number of courses requested to offer in Jefferson City;
  - To ask State Fair to review its advertising to ensure that it did not represent itself as a full-service community college in Jefferson City;
  - To give Lincoln the right of first refusal to teach all general education courses offered as State Fair courses; and
  - To direct the commissioner to reinforce the importance of promoting collaboration, avoiding unnecessary duplication, and resolving conflicts quickly.

The recommendation acknowledged that, "as a result of this board action, there will be a significant reduction in the number of courses (both type and sections) offered as State Fair Community College course in Jefferson City."

- The minutes of the February 2002 CBHE meeting do not specifically indicate whether the board accepted the staff recommendation, but they do say, "State Fair should be required to submit, for CBHE approval, all courses intended for delivery in Jefferson City." The minutes also indicate that then-Associate Commissioner for Academic Affairs and Planning Robert Stein noted that the "recommendation prepared for this situation is not meant as a solution for other two- and four-year institutions having similar discussions," and that the "recommended action emphasizes continued collaboration among Missouri's college and university presidents and chancellors."
- At the June 2002 CBHE meeting, department staff updated the board on negotiations between Lincoln and State Fair for a new or revised contract. Although DHEWD staff cannot locate copies of the contracts

themselves, the board item describes the terms of a draft agreement. The agreement identified roles for each institution in terms of instruction and program delivery.

The draft agreement appears to have included financial agreements, including “reimbursement arrangements between the two institutions, including the hiring of three full-time Lincoln faculty to teach the general education courses and the distribution of residual funds.”

The draft agreement also contemplates both institutions working together to deliver associate degrees.

- February and April 2004 board items indicate that State Fair was considering phasing out its Jefferson City programs because the arrangement negotiated with Lincoln was not financially viable. Lincoln indicated that it also lacked “financial resources to go beyond where it currently [was] in the scope of providing additional educational opportunities under the State Fair banner.” The phase-out began in or around 2004.
- The CBHE’s Public Policy Guidelines on Lower Division Coursework..., which have been part of the discussion in the MAC-SEMO dispute, were developed in 2003.

## RESOURCES

The information above is based on the following documents, which will be uploaded to the [MAC-SEMO Dispute Resolution landing page](#).

- February 2002 CBHE Board Item: Lincoln University/State Fair Community College Resolution
- February 2002 CBHE Meeting Summary (included in the April 2002 CBHE board book)
- February 2004 CBHE Board Item: Update on Issues Relating to Lincoln University and State Fair Community College
- February 2004 CBHE Meeting Minutes (excerpt -- included in the April 2004 CBHE board book)
- April 2004 CBHE Board Item: Update on State Fair Community College’s Programming Commitments in Jefferson City
- Overview of Current Community College/Public University Partnerships