

Chief Academic Officer Conflict Resolution Committee Mediation Report – State Fair Community College and Lincoln University December 24, 2001

The CAO Conflict Resolution Committee, composed of two representatives each from the two-year and four-year sectors, met on November 14 at the CBHE office to mediate issues between State Fair Community College and Lincoln University. The Committee understood its role to be that of a mediator, working with both institutions to help them resolve their conflict and impasse in finding a solution that would be mutually agreeable. Dr. Robert Stein, Associate Commissioner of the CBHE, provided resource and perspective to the meeting about questions and issues of state policy and procedure.

Following introductory statements by Dr. Lehmkuhle and Dr. Larson expressing the hope to help both institutions reach a successful conclusion, the Committee reviewed and discussed nine working assumptions with the participating institutions:

1. Both Lincoln and State Fair desire to resolve the issues underlying disagreements about the delivery of courses and programs in Jefferson City.
2. Both Lincoln and State Fair are open-enrollment institutions expected to operate within their approved missions.
3. Both Lincoln and State Fair agree that they will operate within the policy and statutory authority vested in the CBHE.
4. Lincoln, which is an 1890 Land Grant University located in Jefferson City, has a commitment to provide a wide range of courses and programs in Jefferson City.
5. State Fair has been providing courses in Jefferson City since the 1970s and was given a charge to develop and deliver technical programs in Jefferson City through the State Plan for Technical Education.
6. Associate of Applied Science technical degrees require approximately 25 percent of their courses to be in general education. The actual requirements for each program are identified clearly in the college catalog.
7. Access should be provided to technical education for students from A+ schools.
8. Based on the current agreement signed between Lincoln and State Fair, general education classes will be taught by Lincoln faculty except for employment in the Fall 2001 semester of two State Fair instructors who teach development education classes and some mathematics courses.
9. The agreement between State Fair and Lincoln would be for an academic year.

Five major issues were identified through the review and discussion of the working assumptions:

1. Markets
2. Overlap of technical programs
3. Scope and magnitude of general education offerings
4. Interpretation of CBHE policies
5. Need for a multi-year agreement

Subsequent discussion clarified and elaborated these issues, with State Fair and Lincoln responding with their own perspectives. The specific topics discussed included:

1. Limiting of the number of hours of general education offered by State Fair in Jefferson City, yet providing an appropriate range of general education courses to satisfy the curricular requirements for students in technical education.
2. Clean definition of technical courses and programs so students understand better the nature of the programs being offered by State Fair.
3. Alternative price structure for general education in contrast to technical courses that recognizes the unique mission of technical education by State Fair, and that State Fair is offering both technical and general education courses out-of-district. This included a discussion about how to accommodate A+ students.
4. Differentiating the markets between two open-enrollment institutions, which was deemed to be problematical.
5. Cross-utilization of facilities, especially with capacity at Lincoln to offer general education courses to students who wish to attend an open-enrollment institution.
6. Development of strong articulation programs for CIS and AAS degree students between State Fair and Lincoln.

Based on the discussions described above, the CAO Conflict Resolution Committee developed the following options as a framework for further discussion between the two institutions:

- Lincoln offers all the general education courses on its campus at Lincoln prices. State Fair offers all the technical education courses at a separate site at State Fair prices.
- Lincoln offers only a limited number of general education courses for State Fair at State Fair prices. The location could be either on the Lincoln campus or at an alternative Jefferson City site. State Fair would reimburse Lincoln. All other general education offered by Lincoln will be on the Lincoln campus at Lincoln prices.
- State Fair offers a limited number of general education courses at State Fair prices. Lincoln would offer all other general education at Lincoln prices. Location would be negotiable.

An option to pursue open competition, whereby each institution designs its own schedule and lets market conditions drive prices, was discussed. However, Dr. Stein indicated that this approach would be inconsistent with CBHE policy designed to prevent “unnecessary duplication” of courses [see assumption #3].

Although no accord was reached during the meeting, several issues were raised and a framework was developed that could guide further productive conversations between both institutions. Both State Fair and Lincoln agreed to continue the conversation, with each president to be involved personally. The Committee indicated its willingness to hold another meeting if the two institutions continue to move toward a resolution. In the absence of such movement, the Committee indicated its desire not to be involved in further discussions.

Chief Academic Officer Conflict Resolution Committee:

Dr. Daniel Larson – St. Charles Community College
Dr. Stephen Lehmkuhle – University of Missouri System
Dr. John Rucker – Crowder College
Dr. Jane Stephens – Southeast Missouri State University