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INTRODUCTION

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HISTORY OF UNIVERSITY OF MISSOURI-KANSAS CITY [UNIVERSITY OF KANSAS CITY]

Hopes and Dreams for a Hometown University

On Oct. 2, 1933, after more than a dozen years of false starts and delicate negotiations, the civic leaders of Kansas City, Mo., launched an institute of higher learning, the University of Kansas City. The city, which had first taken root a century earlier as a tiny settlement at the convergence of two great rivers, the Kansas and the Missouri, was a natural crossroads for the nation's great western trails. By 1933, it had burgeoned into a dominant metropolitan hub for railroads, and later for aviation and the nation's interstate highway system.

Interest in establishing a hometown university had occupied the community and civic organizations since the end of World War I. Recognizing the necessity of building widespread and deeply rooted consensus, a committee appointed by the Chamber of Commerce Board of Directors spent several years developing a plan that would "crystallize sentiment and stimulate interest in the establishment of a real university in Kansas City."

By 1925, the chairman of the committee, A. Ross Hill, former president of the University of Missouri, issued a detailed blueprint for moving forward a recommendation to establish a city university.

Even before the committee's blueprint could be publicized, difficulties developed.

Lincoln and Lee University

Kate W. Hewitt, widow of the former President of the Kansas City Dental College, Dr. Calvin B. Hewitt, offered 147 acres of land to the Methodist Episcopal Church. Located at today's 75th Street and State Line Road on the Missouri side, the Hewitt land was then the site of the Meadow Lake Golf Club. Mrs. Hewitt placed several stipulations on her proposed gift: the establishment and maintenance on the land of an institute of higher learning devoted to Christian education; the campus educational buildings constructed at no less than \$500,000*; and a \$5,000 yearly annuity for herself. [*According to Consumer Price Index statistics from Historical Statistics of the United States, today's cost would be \$5,709,394.27.]

At a meeting on June 20, 1925, to discuss Hewitt's proposed gift and the future university, representatives of Kansas City's Methodist community determined to form an Organizational Committee and to invite the Chamber of Commerce to "have a substantial representation on the [University's] Board of Trustees." The meeting concluded with a decision to appoint six church representatives, whose names are listed in the minutes, to serve on a committee "chosen to look after the matter of attendance of colored students." No further reference was made to this subject in later minutes or in other documents related to the early establishment of the university.

By the start of 1926, the merged committees had met 22 times and made several major decisions. Minutes from those meetings reveal that committee members repeatedly pressed for two important objectives. One was to establish an institution that would qualify for the “Grade A” level of the North Central Association of Colleges and Secondary Schools. A second goal was to build strong alliances with local educational institutions, possibly forming reciprocally beneficial mergers.

As its first significant action, the combined committees adopted a Charter with 17 provisions and two amendments. A majority of committee members insisted on an amendment stating that no “religious tests shall ever be required as a qualification for any professor, teacher, student, or candidate for degree.” A second amendment changed the school’s proposed name “from the University of Kansas City to the Lincoln and Lee University of Kansas City.” The Charter was granted on Jan. 5, 1926.

The issue of financing the university also occupied much of the planners’ meetings, including a decision to hire a team of architects to advise about the campus layout and building design. Plans were also developed for launching a \$5 million capital campaign between January and June of 1926.



During the early years of UKC, a pond graced the back lawn of Scofield Hall, once known as the Dickey mansion. Prior to becoming the first building and the campus of Kansas City’s hometown university, the Dickey estate included the mansion, a carriage house, a greenhouse and a rock quarry. The latter was the site of the pond, which is now the grassy slope at the intersection of Rockhill Road and 51st Street.

Confidence ran high. In fact, officials of the Kansas City Western Dental College, founded in 1881, decided in the fall of 1926 to merge with the proposed Lincoln and Lee University. Diplomas, printed with the School of Dentistry, Lincoln and Lee University name, were issued to the College's 1927 graduating dentists.

By early 1928, however, lagging contributions to the capital campaign revealed underlying doubts about the project. Only \$800,000 had been raised, and the majority of that money was in pledges. Two other obstacles particularly diminished enthusiasm among potential backers: first, the proposed campus was too far from the city, and second, its mission, as stipulated by the terms of Mrs. Hewitt's bequest, was too sectarian.

University of Kansas City

Determined to overcome those obstacles, a new citizens group, the University Organization Committee of the Chamber of Commerce, signed a document, which became the foundation of the university's new charter. The "Essentials of Agreement" was signed by the committee's 124 members.

Thus unified, the committee wasted no time putting together an official charter for the University of Kansas City. It was granted on June 10, 1929. By the time the committee held its last meeting – Nov. 28, 1930 – plans for establishing Kansas City's public institution for higher learning were on a clear and undisputed path. The driving force behind this final push to launch the university was a man often referred to by contemporary journalists as "Mr. Anonymous."

William Volker was a wealthy businessman and philanthropist who shied away from the press. In 1930, he paid the estate of William Rockhill Nelson (founder of The Kansas City Star) \$100,000 in school bonds for 40 acres just south of the Nelson-Atkins Museum of Art, whose groundbreaking was on July 16, 1930. The following year, Volker purchased the William S. Dickey mansion and its 10-acre grounds adjacent to the Nelson acreage. UKC Trustees dubbed the newly acquired land the Volker campus.

Volker's generosity was the principal reason that the Trustees realistically hoped to open the university only two years after the acquisition of the Dickey mansion, but Volker's gift was only one reason. Luckily, the mansion required little remodeling to convert its interior to administrative offices, classrooms and a library. In addition, discussions to incorporate an existing school, the Horner Junior College, into UKC progressed quickly and successfully. Finally, in the midst of the nation's economic depression and the pursuant collapsed job market, the Trustees easily hired top qualified faculty.

UKC – The First Years

On Oct. 1, 1933, two thousand people assembled on the south lawn of the Dickey mansion for the formal dedication of the University of Kansas City. Besides the house, the university's buildings included the mansion's greenhouse (converted into a science building) and the carriage house (renovated as a gymnasium and power plant). The following day, a Monday, classes began with 260 students and 18 faculty members.



Shortly after returning from his honeymoon in 1911, the 52-year-old William Volker announced that he intended to give his new bride \$1 million and donate the rest of his considerable fortune to charity. Until his death on Nov. 4, 1947, Volker kept his word, granting \$10 million to philanthropy, much of it anonymously. The University of Kansas City, which received an estimated \$2 million from Volker, was one of the chief beneficiaries of a man known to most Kansas Citizens as “Mr. Anonymous.”

In the beginning, the Board of Trustees managed the University of Kansas City through an administrator or Executive Secretary, Ernest Newcomb, the former President of the Central College for Women in Lexington, Mo. Academic matters were assigned to Orin G. Sanford, the school’s Dean, who developed the curriculum and hired faculty. This organizational structure proved problematic, however, and before the close of its first academic year, the university faced its first internal crisis. When the Trustees decided not to renew the contracts of three popular faculty members, the students retaliated by waging a strike. In addition to the faculty dismissals, an underlying problem was the ongoing power-of-authority disputes between Newcomb and Sanford. The situation, which highlighted the need for organizational changes, led to a new appointment: A UKC President, who would serve as the university’s leader.

After the brief tenure of J. Duncan Spaeth, the Trustees appointed Clarence R. Decker as UKC's President. For 15 years, 1938-1953, Decker guided the institution through the longest term of office served by a UKC chief executive. Influenced by the ideas of Robert Maynard Hutchins, the young President of the University of Chicago and later the chairman of the Board of the Encyclopedia Britannica, President Decker believed institutes of higher learning should focus on liberal arts, eschewing specialization and vocational education. He successfully resisted calls for intercollegiate athletics and national Greek fraternities and sororities. Despite his strong beliefs, Decker remained popular with faculty, students and community leaders for most of his presidency, and the university continued to grow. Within four years of its opening, enrollment had risen from 260 to 700; by 1941, it was 1,280.



On the first day of class in Fall 1933, students waited to enter Dickey mansion, later called Scofield Hall. Through the years, many UKC/UMKC graduates and alumni have become famous in their fields. One of them was Illus Davis, who was in the first graduating class in 1933. Davis became mayor of Kansas City (1963-1971). Remembering his days at UKC, Davis wrote, "It was fun! It was exciting...We were there to receive an education and incidentally to do all of the things that had to be done to bring a university into being."

Although the humanities dominated UKC's curriculum in its early history, several area professional schools merged with the university during pre-World War II years. The Kansas City School of Law joined in 1938, and the Western Dental College in 1941. Two years later, UKC incorporated the city's School of Pharmacy.

A number of capital improvements coincided with the mergers. A new library, Newcomb Hall, opened in 1936; Haag Hall, endowed anonymously by a wealthy widow, in 1937; and Swinney Gymnasium, in 1941.

UKC – The Years of World War

World War II abruptly altered the course of the university. Enrollment growth, mergers and capital improvements ceased. During the second semester of AY1941-42, enrollment dropped 22 percent as a result of students enlisting in the military after the bombing of Pearl Harbor on Dec. 7, 1941.



When Eleanor Roosevelt spoke in UKC's Playhouse in 1955, President Harry Truman and his wife were among the standing-room-only crowd. Mrs. Roosevelt came after President Decker left, but it was President Decker who had established the tradition of bringing famous people as lecturers to campus. The photograph shows, left to right, President Truman, Eleanor Roosevelt, UKC President Earl McGrath (1953-1956), and Bess Truman.

Along with the entire nation, Kansas City and UKC geared up for war. Swinney Gymnasium became barracks for the Army Air Force, and Epperson House, at that time home of the School of Dentistry, served as the education center for the Army's Specialized Training Unit and the Navy's V12 program, which allowed students to finish baccalaureate degrees. Of the 900 UKC students who joined the military, 29 lost their lives by the end of the war in 1945.

With the sudden surge of returning veterans and with the help of the Servicemen's Readjustment Act of 1944 [the GI Bill], UKC, along with other schools across the country, experienced a sudden and dramatic leap in enrollment. In the Fall 1946 semester, UKC's enrollment increased 60 percent – to 3,350 students – compared to the previous academic year.

To ease the strain on housing, classrooms and laboratories caused by the enrollment surge, more faculty members were hired and class schedules were extended. In addition, five war-

surplus buildings were brought to campus. Three were used by the School of Pharmacy, first-year dental students and as general classrooms. Another became the student center. The fifth one, which had been the post theater at Camp Crowder in southwest Missouri, was converted into the 510-seat University Playhouse. Epperson House handled some of the overflow of student housing needs, but people in the neighborhood also helped, opening their homes to out-of-town students.



Built at the turn of the century, Epperson House was part of an exclusive Southwood Park residential district, which was comprised of fine mansions on large estates. Along with Epperson House, the district included the Dickey Mansion, Oxford Hall and the Linda Hall Library, which is today a nationally renowned science and technology research library independent of the University. The continual acquisition of these estates by UMKC and its Trustees produced, by today's standards, an unusual urban university, with expansive lawns, tree-lined streets, and a hilltop vista in the heart of the city.

The end of the war brought another major change. UMKC admitted its first African American students, with the enrollment of seven students in January 1948. Decker and the faculty had long supported the removal of the whites-only policy, and in 1947 the Trustees voted to open UMKC to all students, regardless of race, color or ethnicity.



Hazel Browne Williams, a Kansas City native, graduated from Lincoln High School in 1923 and later attended the University of Kansas. By 1929, she had earned her undergraduate and master's degrees in English and was elected into Phi Beta Kappa. She began her first teaching job in 1932 at the Louisville Municipal College in Kentucky, a black liberal arts school. After earning a master's degree in guidance and counseling from Columbia University, she received her Ph.D. from New York University in 1953. Three years later, she was a Fulbright exchange teacher and taught English in Vienna, Austria.

In 1958, she was offered an associate professorship at UMKC's School of Education. With this appointment, she not only became the first African American teacher at the university, but also the first full-time black female to receive such an appointment in Missouri, outside Lincoln University. Two years later, Dr. Williams became a full professor and taught for another 16 years. When she retired in 1976, she was granted emeritus status, the first black person given this honor at UMKC.

In her honor, UMKC created the Hazel Browne Williams Scholarship for degree-seeking students, with preference given to minorities. The scholarship was the first in the university's history created in recognition of an African American.

Dr. Williams died in 1986.

UMKC – Mid-Century

Despite these post-war improvements, President Decker's continued insistence that the university remain a small, liberal arts institution came under increasing attack by students and faculty, who favored the growing trend in higher education for serving a greater proportion of the general population and providing professional academic programs. When most of the Trustees continued to support the President, despite a faculty and student vote of no confidence, several members of the administration turned in their resignations. The Trustees refused to accept the resignations, but on Feb. 23, 1953, after almost two years of an embattled Presidency, the governing body did accept Decker's resignation.

Under the leadership of the university's next president, Earl J. McGrath, who had recently resigned as President Eisenhower's Commissioner of Education, having also served under President Truman, UMKC's academic mission quickly expanded from its former emphasis on arts and humanities:

- Within a few months of Decker's resignation, two new schools were established at UMKC: Business Administration and Education.
- Several new programs – science, home economics and medical technology – were also added to the College of Liberal Arts, which changed its name in 1957 to College of Liberal Arts and Sciences.
- New graduate level programs included master's degrees in theater, city planning and public administration.
- An Evening Division, changed to Division for Continuing Education in 1958, was launched, which offered non-credit courses for the city's working adults.

In 1955, UMKC opened a four-story brick dormitory, which President McGrath predicted would "fundamentally change" the university and campus life. Additional student-focused initiatives continued to broaden the university's appeal to potential students. National Greek-letter organizations formed chapters on campus; a debate team was formed; and an intercollegiate athletics program was organized, beginning with a men's basketball team.

This transformation coincided with UMKC's 25th anniversary. The official appointment of the university's fourth chief executive, Richard Drake, was part of the 1958 anniversary commemoration ceremonies. Now titled Chancellor, after a decision by the Trustees, Drake's inauguration ceremony was unprecedented. Conducted privately for faculty and Trustees, the event was broadcast live on six regional television stations and was seen by more than four million people. The year continued with celebrations that included lectures, symposia, concerts and theatrical productions.

The decade ended with one of the university's most important mergers when the Kansas City Conservatory of Music, an institution founded in 1906, joined UMKC in 1959.

From Private to Public – From UMKC to UMKC

Despite the enduring benefits to UMKC of the Conservatory merger, any visitor to the campus in the early 1960s could see that the university was going through a difficult time. Faculty salaries remained among the worst in the country. Facilities throughout the campus were

UM System Curators:

The University of Missouri Board of Curators is the governing body of the University system. The following statement is found on the Curators' Web site: The University of Missouri, which refers to the institution, in all of its parts, persons, property and relationships wherever situated, owned, operated, controlled, managed or otherwise regulated, is under the supervision or direction of The Board of Curators of the University of Missouri.

The Board of Curators, the governing body of the University of Missouri, consists of nine members, who are appointed by the governor, by and with the advice and consent of the senate. Not more than one person shall be appointed from the same congressional district, and no person shall be appointed a curator who shall not be a citizen of the United States, and who shall not have been a resident of the state of Missouri two years next prior to his appointment. Not more than five curators shall belong to any one political party. The term of service of the curators shall be six years, the terms of three expiring every two years. Curators, while attending the meetings of the board, shall receive their actual expenses, which shall be paid out of the University's ordinary revenues.

in disrepair. The new residence hall was half full. Evidence of the mounting budgetary crisis soon became apparent to everyone when UMKC leaders voted in 1961 to abolish collegiate athletics and to close KCUR-FM, an NPR affiliate founded in 1957.

Before the end of the year, President Richard Drake resigned and the Trustees appointed the university's Vice President for Academic Affairs, Carleton Scofield, as the new Chancellor. Not intending to take the job permanently, Scofield accepted the position on two conditions: first, that an active search be launched for a permanent president, and second, that the necessary funds (\$12,375) be paid to bring back KCUR. The Trustees agreed.

For years, community leaders had tried to raise an endowment sufficient to sustain UMKC as a private university. Along with Scofield, the Trustees recognized the unlikelihood and impracticality of this solution. One option, which had long been discussed, was to merge with the University of Missouri. Shortly after taking office as acting president, Scofield left for Columbia to talk with Elmer Ellis, the University of Missouri president. Although Ellis favored the idea of creating a university system that would include campuses in both of Missouri's largest cities, St. Louis and Kansas City, negotiations for the merger were complex and often difficult and involved securing approval and funding from the state's legislature.

Finally at noon on Tuesday, July 23, 1963, the University of Kansas City became the University of Missouri-Kansas City.

The late 1960s brought widespread anti-Vietnam War protests to many U.S. campuses. Although UMKC experienced a few protest rallies and sit-ins, the fact that the student body mostly comprised older-than-average students who commuted to campus rather than living in university housing reduced the opportunities for the extended anti-war organizing prevalent at other universities in the region. Nevertheless, UMKC's student newspaper, University News [UNews], which had once primarily included articles about social and sports events, turned increasingly political. By 1963, UNews regularly featured an editorial by nationally syndicated columnist Eric Sevareid, and also a student-written column called "Washington Window," with updates on the war. One annual UMKC tradition originated during those times of national political unrest: the Robert F. Kennedy Memorial Symposium. Begun in honor of Sen. Kennedy, who was assassinated in 1968, the first RFK Symposium in February 1969 focused on the theme, "Dissent,"

and featured many of the country's best known anti-war activists. Despite widespread criticism in the city, the Curators allowed the Symposium to proceed, which it did with much publicity but with no confrontations.

During the 1960s, the nation's college campuses also saw a burgeoning interest in many social justice and civil rights issues. By the early 1970s, for example, the "Women's Movement" dominated on- and off-campus discourse, especially regarding such matters as women's education, birth control, housework, marriage, sexuality, child rearing and scholarship about women. The changing role of women in society became the impetus for the establishment of UMKC's Women's Resource Center in 1971.

In 1972, as an indication of UMKC's broadening vision of community engagement, a delegation of physicians from the People's Republic of China, the first to visit the U.S. since the Chinese Cultural Revolution, toured the university. Nine years later, in 1981, UMKC established its first formal international exchange agreement with the Shanghai Second University of Medicine and Medical Sciences in the People's Republic of China.

Earnest efforts to create a school of medicine in Kansas City started in the 1950s when plans began to restructure the University of Missouri's two-year medical school into an M.D.-granting, four-year institute. Leaders in Kansas City, who had hopes of establishing a medical school in their hometown, argued that Missouri's next medical school should be built in the state's second largest metropolitan area and not in Columbia. The ensuing battle was fierce and political, ending in a temporary setback for Kansas City. In 1967 and 1968, however, Kansas City's medical school aspirations took two giant steps forward. The first step was a \$14 million bond issue overwhelmingly approved by Jackson County voters for the construction of a new teaching hospital. The second was the 1968 publication of a report called "A Survey of Physician Manpower in Missouri," which was produced for the Missouri Commission on Higher Education and described the state's critical shortage of doctors, especially in rural areas. The response among Missourians was swift and consequential. Within weeks the Board of Curators sanctioned the creation of a school of medicine at UMKC.

Although other obstacles were ahead for the school's founders, UMKC's School of Medicine opened in Fall 1970 with 40 students. Four years later, a \$13.25 million building was completed on Hospital Hill adjacent to two of the school's teaching hospitals,

UMKC Trustees:

UMKC Trustees' Mission Statement is, "To promote excellence in programs at the University of Missouri–Kansas City, over and above those standards which the Curators of the University of Missouri are otherwise liable to maintain."

The origin of the UMKC Trustees began at the founding of the University of Kansas City, the institution that preceded UMKC prior to UKC's merger with the state university system. In 1925 a group of Kansas Citians associated with the Chamber of Commerce joined forces to establish the city's first institution of higher learning. After several months of meetings by Chamber members, a Board of Trustees, comprised of 75 people, was elected to develop plans for launching a capital campaign to finance the proposed university. Shortly after a charter was granted on Jan. 5, 1926, the Board met to initiate a practical timeline for creating the university and to adopt by-laws to govern the university's management.

Although today's Board of Trustees does not have official governing power, the business owners, UMKC alumni, political representatives and residents on the Board are among the most active and influential people in the Greater Kansas

City area. Because they live in the metropolitan region, the Board members have a unique perspective on the University and of its place in the community. Their opinions, recommendations and support are important to UMKC's success.

During Fall 1963, after joining the UM System, enrollment equalled 4,394. Cost was \$22 per credit hour for part-time students and \$310 for students enrolled in 15 or more hours.

Truman Medical Center (formerly Kansas City General Hospital) and Children's Mercy Hospital.

UMKC's School of Dentistry [SOD] joined the School of Medicine on Hospital Hill with the dedication of the nearby SOD building in March 1970. With space for 600 dental students, 100 dental hygiene students and 100 graduate students, the school's new \$7.5 million building was the largest dental school in the country. Although nursing degrees had been offered for several years through the UMKC graduate studies program, the school itself was not founded until 1979, when it joined UMKC's two other health sciences schools on Hospital Hill. UMKC's fourth and oldest health sciences school, the School of Pharmacy, began in 1885 as a stand-alone institution called the Kansas City College of Pharmacy, merging with UKC in 1943. Twenty years later, when UKC was incorporated into the University of Missouri System, the School of Pharmacy became the only state-supported pharmacy school in Missouri. The school remained on the Volker campus until 2007, when it joined the other three Hospital Hill schools after the completion of the Health Sciences Building, home to both the pharmacy and nursing schools.



Aerial photograph of Hospital Hill before UMKC's four health care schools — Dentistry, Medicine, Nursing and Pharmacy — were all located on that campus.

The 1970s saw a construction boom at UMKC. In addition to the schools of Medicine and Dentistry, the University's School of Education building was also completed in the early 1970s.

Dedicated in 1973, it was the University's first building-wide use of a closed-circuit television system and computer-assisted instruction center. The building represented an emerging interest in computer technology among universities other than vocational schools. Six years later, the technically advanced, \$7 million School of Law building was completed. In 1983, researchers at United Telecom provided \$2.5 million to establish an agreement — unusual for the time — between business and academia, jointly hiring scientists as teachers in a new computer science and telecommunications program and as researchers of United Telecom.

http://www.umkc.edu/accreditation/docs/administration/IS_Timeline_Improvements_1980-2009.pdf

UMKC's expanding partnerships with area businesses also resulted in a \$1 million grant from the Hallmark Foundation in 1981, given to the Department of Theatre to attract outstanding faculty and create scholarships for students. At the end of the year, the Missouri Repertory Company mounted its first performance of Dickens' "A Christmas Carol."

For more than 40 years, UMKC and the Kansas City Repertory Theatre [The Rep] have been partners in theatre and education. Founded in 1964, The Rep was originally a part of the University's Department of Theatre. It became a self-governing not-for-profit professional theatre in 1979, and today functions as the professional theatre-in-residence at UMKC. The Rep, which operates mostly in University facilities, continues to train our theatre students by providing colloquia with its leading professionals and opportunities to work alongside, assist or understudy Rep artists.

Coinciding with the University's 50th anniversary in 1983, the Trustees launched the New Horizons Campaign. The largest capital campaign in the University's history, New Horizons, ended a year earlier than planned having raised nearly \$3 million more than its goal of \$18.8 million.

At the close of its first half century, UMKC had 750 faculty and 11,500 students. The University offered 47 undergraduate degree programs, 47 master's programs and eight doctoral programs. The makeup of the student population was also changing. Until 1980, male students at UMKC outnumbered female students. The trend slowly reversed after that year, and by 1991, females outnumbered males 56 percent to 44 percent, and by 2001 the figure was 58 percent to 42 percent.

A focal point for health care in Kansas City, Hospital Hill's importance increased significantly with the completion in 1908 of General Hospital, which had replaced City Hospital built in 1895. Although a college providing medical training for women was also established in 1895, the city had difficulty maintaining a viable and accredited medical school. Between 1915 and 1929, two such schools had opened and closed on Hospital Hill. In 1925, Kansas City voters approved a \$1.2 million bond issue for building a new health care facility for African Americans next to the old City Hospital, which had been converted into a training center for African-American physicians and nurses in 1911.

Among the educational and research subjects pursued by UMKC scholars, University scientists interested in the study of aging received significant support in 1987 from the Kellogg Foundation, with \$1.7 million to establish the National Center for Extensive Gerontology to study the problems of rural elderly and explore ways to provide care for them. Three years later, in 1990, the Marion Merrell Dow Foundation contributed \$10 million to develop in partnership with UMKC and the University of Kansas, a regional center of excellence in health science education and research related to diseases of the aging.

In the late 1980s, UMKC's Board of Trustees, in conjunction with the University's advancement/development office, oversaw another campaign. This time it was the "UMKC Image Survey," conducted by the Lawrence-Leiter Company. From March to July 1988, more than 1,500 people, on and off campus, were interviewed. The survey's overall findings showed that most people considered UMKC a commuter college for people who were employed in Kansas City. Although respondents ranked the University among the region's good schools, its graduate programs and social life for students were rated poorly. Respondents also expressed concern about UMKC's potential for positive change, citing the fact that 50 percent of its faculty and staff were retiring by 1995.

Also in 1988, the Women's Center conducted a survey of 527 undergraduate, graduate and professional women. The survey respondents reported several areas of concern: that professors treated women differently than men and that women did not hold positions of power, either among the faculty or the administration. Women also said that they felt disconnected from life on campus, noting that events and services were not planned for their convenience or interests.

The results of these surveys, as well as the powerful forces of technological advancements, expanding numbers of the region's high school students opting to attend college, and declining resources from the state, helped to shape the direction UMKC would take during the next decade and into the 21st century.

Changes and Challenges for an Urban University

In 1990, Dr. George Russell, who became UMKC Chancellor in 1977, set as a goal the establishment of the University's first 10 endowed chairs before the end of the decade. The next year, UMKC's first fully endowed chair was announced: the Dively Chair in Orthopaedic Surgery. The same year, Curators' Professor J. David Eick received a \$4.4 million grant, the largest grant to a UMKC faculty member. The grant focused on continued research on new dental adhesives and non-shrinking polymers.

In 1992, after Dr. Russell became President of the UM System, Dr. Eleanor Schwartz was named Chancellor. During the 30 years prior to Chancellor's Schwartz's appointment, UMKC's enrollment had grown dramatically, increasing from 3,409 to 11,159 between 1961 and 1991 and peaking at 11,983 in 1975. One of the new administration's first initiatives was to develop a comprehensive Enrollment Management Plan, which focused particularly on

strengthening the pipeline between the University and Kansas City's high schools. The number of UMKC's first-time college students had peaked in 1968 with 1,332, but afterwards declined steadily, reaching 531 by 1991. According to the 1993 Plan, the University particularly hoped to enroll more minority students, a group that represented 12 percent of the city's 1994 high school graduates, which included a total of 33,458 who identified themselves as college-bound.

UMKC's minority enrollment statistics were not gathered until 1977, when 921 minority students were counted, with the largest number (392) being Asian/Pacific Islanders. By 1991, the minority student population rose to 1,344. During that same period, 1977 to 1991, international student enrollment more than tripled, from 174 to 604.

Race and ethnicity among UMKC's highest executive and administrative staff was also being tracked annually. Of the 55 senior leaders in 1985, one was African American and one was Native American. Nine years later, the percentage remained relatively the same. Of the 59 total, two were African American, with one Asian/Pacific Islander and two Hispanic.

Beginning in 1995, Chancellor Schwartz, shortly after initiating the enrollment plan, launched a strategic planning process, which culminated in 2000 with a final report listing five long-range goals:

- Raise the quality of instruction and research;
- Increase UMKC's engagement with the community;
- Enrich the diversity of the University community;
- Build and employ more modern computing and communications technologies; and
- Improve institutional efficiency, effectiveness and accountability.

One of the biggest challenges facing Chancellor Schwartz was external — UMKC's declining popularity with its surrounding neighborhoods. In 1998, angered by news that UMKC planned to expand through the acquisition of more residential properties, residents began displaying yard signs that read, "UMKC Kills Our Homes." Local radio and television stations picked up the story of the growing rift between the University and its neighbors.

In response, UMKC eventually revised its Master Plan, forming an advisory group comprised of civic, business and surrounding community leaders. In addition, the university created a partnership with representatives from the neighborhoods in order to foster understanding of respective neighborhood and University issues and to develop mutually beneficial solutions.

Those partnerships were still being formed in 1999 when Chancellor Schwartz resigned, replaced by Gordon Lamb, an administrator from the UM System. Dr. Lamb served briefly as Interim Chancellor until the selection of Dr. Martha Gilliland, who took over as Chancellor in 2000.

Even before officially assuming the chancellorship, Dr. Gilliland scheduled meetings with UMKC students, faculty, staff and neighbors, as well as community, business and political leaders. She also organized an advisory group of 80 volunteers, selecting people inside

and outside the University, who would be responsible for drafting a vision statement for UMKC. After more than 60 open forum and discussion sessions, the advisory group created a document called “Blueprint for the Future,” which established a vision for UMKC to become:

- A Community of Learners
- Committed to Academic Excellence
- A Campus Without Borders
- An Environment That Unleashes Human Potential.

The advisory group also identified several “Breakthrough Projects” designed to turn the vision into action. In early 2001, to help carry out those projects, Chancellor Gilliland invited faculty, staff and students to volunteer to serve on an Extended Cabinet, comprised of 50 faculty, 50 staff and 20 student volunteers. The Cabinet’s purpose was to help advance the Blueprint process and the projects by sharing information throughout the campus, receiving campus feedback and advising the University’s administration. [More detailed descriptions relating to the studies about UMKC, including the “Blueprint for the Future,” are in the Criterion chapters.]

During the next three years, Chancellor Gilliland received harsh criticism from many faculty members who expressed concern over issues of shared governance regarding budget allotments and leadership appointments. The Chancellor’s critics also believed that her decisions relied too heavily on the advice of outside consultants and the interests of local civic leaders. As the Fall 2004 semester came to a close, faculty in four academic units – College of Arts and Sciences, Henry W. Bloch School of Business and Public Administration, School of Law and School of Biological Sciences – voted “no confidence” in her administration. Although Chancellor Gilliland received strong support from the UMKC Trustees and the Student Government Association, which, during its last meeting of the semester, passed a resolution in support of the administration and a disapproval of the faculty’s no-confidence vote, Chancellor Gilliland announced her resignation, effective Dec. 31, 2004. Despite the turbulent conclusion of her time in office, UMKC had achieved several milestones during her four-year administration, including completion of the Oak Street Residence Hall and groundbreaking of the Health Sciences Building on the Hospital Hill campus. UMKC also became the UM System’s most diverse campus, and its relationship with surrounding neighborhoods had notably improved during those four years.

An Assured Course to the Future

Following Dr. Gilliland’s departure, UM System President Elson Floyd served briefly as Interim Chancellor before appointing Dr. Steven Lehmkuhle, Vice President of Academic Affairs at UM System, as Interim Chancellor. In January, Dr. Guy Bailey, the Provost from the University of Texas-San Antonio, was selected as UMKC Chancellor. During his two and a half years at UMKC, Chancellor Bailey oversaw the completion of a \$200 million capital campaign, begun during Dr. Gilliland’s administration, and he created nearly \$10 million in administrative savings that was put into the core academic mission of the University, including raising salaries to attract and retain faculty. Also during Chancellor Bailey’s tenure, about \$175 million in new construction was approved, using primarily public/private funding partnerships.

In the summer of 2008, the University once again experienced a change in leadership when Dr. Bailey took a new post as President of Texas Tech University and Leo Morton was appointed by UM President Gary Forsee as Interim and then as UMKC's permanent Chancellor. Unlike his two predecessors, Chancellor Morton was no stranger to UMKC and Kansas City. In 1994, he had joined the Kansas City-based company, Aquila, Inc., an electricity and natural gas distribution network. In 2000, he was named senior vice president and chief administrative officer at Aquila. Morton's connection to UMKC was also well established. Having served as a UMKC Trustee since 2000, he was appointed in his third year as chairman of the Board of Trustees.

UMKC's turnovers in leadership – six Chancellors and seven Provosts within eight years – belie the basic continuity of UMKC's mission, which has created a strong and enduring foundation. In the final analysis, the success of our institution, whose history of accomplishments is described throughout this self study, has been measured by our ability to maintain a clear and steady sense of purpose, while adapting to the challenges of our community and the changing needs of our students. We are an urban University, founded on the hopes and dreams of the people we live among. Our mission, which arises from our city's vision of a hometown University, has clearly helped shape our past. It is, however, our ability to assess current needs, anticipate challenges and recalibrate our mission that have allowed our University, for more than 75 years, to navigate an assured course to the future.

[Photographs for the History section were provided by UMKC's University Archives and the Western Historical Manuscript Collection.]

Accreditation – Then and now

1999 Accreditation and the Decade Following

During the current self study process for HLC accreditation, UMKC identified marked improvement in several areas since the last site visit 10 years ago. In 1999, the HLC team recommended that UMKC “consider the benefits of establishing an independent [engineering] program,” as opposed to the cooperative program then in existence with the University of Missouri-Columbia. Now, UMKC has a well-established School of Computing and Engineering.

Immediately following receipt of the 1999 report, and in response to that report and following its recommendations, UMKC reorganized its administrative structure. The chief academic officer of UMKC now is the Provost/Executive Vice Chancellor for Academic Affairs. An Office of Institutional Research also has been established, with a Director who reports to the Provost, and is fully operational. A Chief Information Officer is now the senior officer in charge of UMKC's information technology, and a Vice Chancellor for Administrative Services now oversees UMKC's finances and other administrative services.

Strategic planning has been implemented for the institution, along with program evaluation, and comprehensive academic assessment. Over the past four years, UMKC has increased its assessment efforts through engaging faculty and taking action related to course- and

program-level student learning outcomes. These efforts include articulating the philosophy and purposes of assessment; developing campus level goals for student learning; creating a University assessment plan; participating in the HLC's Academy for Assessment of Student Learning; and establishing new leadership by the Director of Academic Assessment to change how assessment is viewed – moving from exit examinations and external accountability to a model that embraces learning and shared responsibility. An Assessment Task Force [ATF], established in 2005, identified three major areas of focus. They were: 1) why assessment should be done; 2) what should be assessed; and 3) how assessment should be carried out organizationally. A three-phase approach was implemented. Phase 1 was launched in 2006 and targeted undergraduate majors in the College of Arts and Sciences; Phase 2 launched in 2008 and focused on undergraduate student-learning outcomes of general education; and Phase 3, which will serve to strengthen assessment and evaluation linkages with planning and resource allocation, will launch in Fall 2009.

Collaborative partnerships now are routine between UMKC and community groups, and also with other institutions. Through more focused engagement, UMKC continues to strengthen and enhance its collaboration and partnerships. UMKC's Institute for Human Development [IHD] exemplifies UMKC's goal of academic excellence and urban outreach by conducting a variety of collaborative applied research projects to develop, implement and evaluate new ideas and practices that support healthy, inclusive communities. Through its Serve 2 Learn program, the IHD established a web-based project management system for supporting service learning between community-based organizations and UMKC. It is designed as an outlet to recruit and manage students, faculty, staff and alumni as volunteers. In 2008, the Corporation for National and Community Service honored UMKC with the presidential Award for Service to Youth from Disadvantaged Circumstances, the highest federal recognition a college or university can receive for its commitment to service learning and community engagement. It was also the third straight year that UMKC has been recognized by the President's Higher Education in Community Service Honor Roll.

UMKC has had a special emphasis on interdisciplinarity at the doctoral level since 1990 when the interdisciplinary Ph.D. program was established. Based on the belief that the workplace of the future will require individuals to span disciplinary boundaries, students completing the program must fulfill the degree requirements in two or more disciplines under the guidance of an interdisciplinary supervisory committee. The structure of the program is intended to encourage independent research that integrates two or more academic disciplines and methodologies, with a focus on collaboration, problem-solving, innovation and academic excellence — all necessary qualities in a changing and pluralistic society. Many students have taken advantage of the program's flexibility to develop a truly interdisciplinary doctoral research project, although the program may be more appropriately called integrative because of its emphasis on different learning methods in the disciplines selected by the students. This emphasis on flexibility and integration has led to the development of doctoral dissertations that range from truly interdisciplinary and spanning intellectual boundaries to those that are narrowly focused within a single discipline.

Graduates of the Interdisciplinary Ph.D. program have expressed a high degree of satisfaction as documented in surveys conducted by the School of Graduate Studies. In addition, the national Survey of Earned Doctorates shows strong similarities between UMKC alumni and those of comparator universities. For example, a majority of the UMKC respondents list teaching as their primary work area, with research and development as the other major occupation. Other graduates have gone on to assume important leadership positions. An example of a successful graduate is Dr. Joseph Seabrooks, an Urban Leadership and Policies Studies and Education major who now serves as President of the Blue River campus of the Metropolitan Community College in Kansas City. Another prominent leader in Kansas City, Mo., is Mayor Mark Funkhouser, whose disciplines were Public Administration and Sociology.

In the past 10 years, the Interdisciplinary Ph.D. program has grown in 2008-09 to nearly 400 students, from 250 students in 1999. Financial resources have grown proportionately since that time. For example, financial support has been added for McNair Scholars (\$34,000), Minority Doctoral students (\$57,000), Preparing Future Faculty (\$161,000), and Deans' Doctoral Scholars (\$45,000), and now all nonresident fees are paid by the school for doctoral students. Another important source of support for doctoral education and research has been the greatly expanded access to journals and documents in the libraries. New acquisitions and the participation of our University Libraries (see Core Component 3d) has greatly expanded the ability of faculty and students to access the educational and research sources that they need to conduct research. In addition, travel funds for both faculty and doctoral students have also increased significantly over the past decade.

In 2004, the Faculty Center for Excellence in Teaching [FaCET] was established, offering seminars and workshops focusing on interdisciplinary curriculum development and collaboration for faculty from across the University. Efforts to improve interdisciplinary offerings to our students continue, with many of the academic deans and faculty members making concerted efforts to create opportunities for students to work collaboratively at both the graduate and undergraduate levels. The Institute for Entrepreneurship and Innovation [IEI], which provides interdisciplinary course work at both the undergraduate and graduate levels, is one example.

Additional Improvements

- The last decade has seen enormous expansion of residential accommodations for students, with several new residence facilities now in use, and others under construction.
- A substantial expansion of UMKC's library facilities is now underway.
- A new state-of-the-art Health Sciences Building on our Hospital Hill Campus provides a great expansion of classroom and research facilities, and has permitted all of the health sciences schools to be located together on Hospital Hill.
- Flarsheim Hall, a science and technology building, offering classroom and research facilities, opened on the Volker Campus shortly after the 1999 report.
- UMKC's budgetary policies have been revised to enable academic programs to have greater participation in developing budgets and to benefit from improvements that they employ.

- An invigorated Faculty Senate reflects a greater emphasis on shared governance at UMKC.
- The instability that has characterized the administrative structure at UMKC in the recent past appears to have been corrected. The current administration now is competent, well-approved by UMKC's constituents, and committed to long service to UMKC.

2009 Accreditation

The Process for Completion of the 2009 Self Study for HLC

The last accreditation of the University of Missouri-Kansas City took place in 1999. Since that time, the University has engaged in numerous planning activities that, taken together, constitute a continuous, and evolutionary, planning process with a goal of continual improvement.

The specific process to develop the intensive self study that is essential for UMKC to achieve re-accreditation from the Higher Learning Commission [HLC] began in early 2007, and was announced to the faculty and staff by letter in August of that year. From the outset, we considered the self study to be directly related to the University's varied planning activities, and determined to use it to further our planning efforts.

This process for conducting the self study and producing the document was carefully designed to represent all of UMKC's constituents — faculty, staff, and students from all segments of campus and from all programs — and to engage the community as well. At the heart of that process was a Steering Committee with a faculty chair and a full-time staff coordinator. The committee was broadly representative in every respect.

Five "Criterion Committees" were created, one for each Criterion specified by HLC. Each committee was broadly representative, and the chairs and co-chairs of these committees were members of the Steering Committee.

Ultimately, the total membership of the committees involved more than 100 people from the UMKC community, each volunteering time to the accreditation process. The goal was to engage everyone, at least indirectly. Toward that end, the Steering Committee oversaw several types of campus- and community-wide communications, including e-mail announcements, letters and postcards from UMKC's leaders and the Steering Committee chair; speeches and presentations by UMKC leaders; presentations by Steering Committee members to departments throughout the University; news releases to campus and local news media; several articles and announcements in *UMatters*, an e-newsletter for UMKC faculty and staff; and widely distributed informational bookmarks. *UNews*, the student newspaper, published an extensive, two-page article on the self study. The Steering Committee also created an HLC Institutional Accreditation Self Study Web site, which offered information about the process; names of committees and their members; resources used to create the self study; drafts of the self study; and interactive opportunities for comments.

The proposed organizational structure was sound, and has continued to be the basis for the self study effort. Nevertheless, some obstacles arose at the very beginning.

The faculty member first appointed to head the Steering Committee did begin the process, but quickly had to retreat entirely from the self study because of serious health difficulties that required major surgery and a lengthy convalescence. The current Steering Committee chair replaced him in August 2007, and proceeded to ensure that all committees were staffed. Ultimately, co-chairs were appointed for all Criterion committees to help lessen the burden on committee leaders.

The Provost who was in office during the initial planning for the self study process resigned and was replaced. The Interim Provost was in office as the process began. She was thoroughly involved, and worked with the new Steering Committee chair to ensure that all of the committees were broadly representative. Her replacement, our current Provost, who took office in March 2008, immediately committed herself to the self study and has since continued to give her full support.

We initially considered ourselves fortunate that the chair of the Faculty Senate agreed to chair the Criterion 1 committee, and thus could ensure that the Senate would be continuously involved in the process. That situation did not last, because the chair of the Department of History suddenly had to step down for health reasons, and the Senate chair stepped into that position. Although he could no longer devote sufficient time to the Criterion committee as its chair, he did agree to continue to serve on that committee as a member. Moreover, several other members of the Senate or Senate committees have contributed to the accreditation process. Thus, the Faculty Senate has remained represented.

A new chair stepped into the Criterion 1 committee to fill the vacuum. (He was also a Department chair, but did not have the added duties of chairing the Senate.) To assist him, a co-chair joined the committee. The co-chair was an Assistant Vice Chancellor for Student Development, who lost his position as a result of the University's severe budgetary situation in early 2009, but he was able to serve through the initial draft of the Criterion 1 committee report.

In the early stages of the self study, the chair of the Criterion 3 committee resigned from the committee for personal reasons. We were fortunate that a professor from the School of Pharmacy and the Dean of Graduate Studies both stepped forward to assume leadership of that committee as co-chairs.

Similarly, to assist the Criterion 2 committee, the Director of Institutional Research accepted the position of co-chair.

The Chancellor, who was originally in office when the self study began, had indicated strong commitment to the process, but was frequently away from campus. To ensure support from his office, the Steering Committee included two members from his staff. Unfortunately, these members had schedules that rarely permitted them to attend meetings, and there was little evidence of involvement at the Chancellor's level. The chair of the Steering Committee, for example, although working closely with the Provost's Office, never had a meeting with that Chancellor.

The situation changed abruptly when the Chancellor suddenly departed to accept another position. The relationship between the new Chancellor's Office and the self study process immediately reflected a dramatic improvement. Leo Morton, the chair of the UMKC Board of Trustees (a group of strong community supporters, not a governing board of the University) had been serving as co-chair of the Criterion 5 committee, along with Director of the Center for Creative Studies, and had been intimately involved with the self study process. Mr. Morton was named Interim Chancellor, and appointed as his Chief of Staff, Margaret Brommelsiek, who had been his co-chair of the Criterion 5 committee. Both Chancellor Morton and Dr. Brommelsiek agreed to continue as co-chairs of the Criterion committee, and both remain in those positions even though Mr. Morton has been appointed Chancellor, and is no longer interim. Thus, the UMKC Chancellor and his Chief of Staff are co-chairs of a Criterion committee and members of the Steering Committee. This represents a powerful commitment to the self study from the highest levels of UMKC's administration.

Carroll Bennett and Jane Hunter came to campus in October 2007 as institutional accreditation consultants. Dr. Hunter is Dean Emerita, Western Nebraska Community College, and formerly was with the North Central Association in Chicago. Mr. Bennett brought wide experience as a higher education administrator and as a consultant regarding accreditation. They conducted seminars about organizing and overseeing a successful self study for members of the Steering Committee and others involved in the UMKC process.

In March 2008, Dr. Mary Breslin, from HLC, spent two days on campus to provide assistance with the self study. Her sessions were well-attended and helpful to us as we began to pull our resources together. Following her visit, a number of administrators and faculty members from the Steering Committee attended the pre-convention workshops and the 2008 HLC annual meeting in Chicago. (Several of our Steering Committee members also attended the annual meeting in 2007.) We had intended to attend this year also, but financial considerations made the trip unfeasible, especially in view of the fact that we had accumulated so much valuable information from previous meetings, and would be able to gain more online this year.

As each Criterion committee completed its draft, an editorial group from the Steering Committee reviewed it carefully. The Criterion committees considered the suggestions and produced manuscripts that incorporated improvements and eliminated duplications. The editorial groups reviewed the re-submitted drafts, and the Steering Committee as a whole reviewed and approved the final document. Then, Jami Parkison, a staff writer from the Department of Public Relations, copy edited the entire report, to put it into final form, at which time outside readers looked at the whole from a fresh perspective. These drafts were also made available online at our HLC Institutional Accreditation Self Study Web site.

The final draft, then, is a Steering Committee product, submitted to the Provost and the Chancellor. With their approval, it proceeds to HLC.

In general, the process progressed smoothly, despite the obstacles mentioned earlier. We had to revise our timeline occasionally, but generally remained close to our anticipated goals. Four of the five Criterion committees completed their initial drafts in good time, and we

worked diligently with the remaining one to complete the self study. We believe that our process has been an open one, and that the result reflects the reality of our programs and our service to our students, our community and state, and to higher education in America.

We hope that our self study will not be a one-time report, completed for a review process and then set aside in some unused archive. Rather, we hope it will serve as a living document, which is one of the reasons that each Criterion chapter ends with a summary called “Opportunities for Improvement.” In addition to its purpose as an accreditation report, our self study was written as a comprehensive and practical roadmap of where we want to go and the guideposts for measuring our continual improvement.

Everyone who has worked on the self study believes that it sets forth compelling evidence that UMKC meets all five Criteria for accreditation and addresses the Criteria’s Core Components of North Central Association’s Higher Learning Commission. On behalf of UMKC, all of us who have contributed to this process request that HLC grant renewal of accreditation for a full 10-year period.

Steering Committee for HLC Self Study

Max J. Skidmore, Steering Committee Chair, Curators’ Professor, Political Science
Marita Barkis, Director, Counseling and Placement Center, Student Affairs and Enrollment Management
Margaret Brommelsiek, Chief of Staff, Chancellor’s Office
Larry Bunce, Director, Institutional Research
Peter Eaton, Associate Professor, Economics; Director, Center for Economic Information
Barbara Glesner Fines, Associate Dean for Faculty, School of Law
Mary Lou Hines Fritts, CIO, Vice Provost, Academic Programs
Marcus Iszard, Associate Professor, School of Pharmacy
Troy Lillebo, Special Assistant, Chancellor’s Office
Ronald MacQuarrie, Vice Provost and Dean, School of Graduate Studies
Leo Morton, Chancellor
Nancy Murdock, Professor and Chair of Counseling and Educational Psychology
Jami Parkison, Project Administrator/Writer, Office of Public Relations
G. Thomas Poe, Associate Professor, Communication Studies
William Truog, Professor of Pediatrics, School of Medicine
Jakob H. Waterborg, Associate Professor, Cell Biology and Biophysics
Charles Wurrey, Curators’ Teaching Professor, Chemistry
Teresa Crew, HLC Coordinator, Academic Affairs
Romana Krycak, staff support, Graduate Research Assistant, Institutional Research, Academic Affairs
David Atkinson, past chair, Curators’ Teaching Professor, Political Science
Paul Shang, former member, former Assistant Vice-Chancellor, Student Affairs and Enrollment Management
Joan Dean, former member, Curators’ Teaching Professor, English Language and Literature
Mary Larson Diaz, former member, former Deputy Chancellor for External Affairs

Rick Axelson, former member, former Director, Assessment and Planning,
Institutional Research
Rico Drake, former staff support, Graduate Research Assistant, Counseling and
Educational Psychology
Lori Laster, former staff support, former Administrative Associate, Provost's Office

Co-chairs of Criterion Committees:

C1, Dr. G. Thomas Poe, Communication Studies and Dr. Paul Shang, Assistant Vice
Chancellor for Student Development (no longer with UMKC);
C2, Prof. Barbara Glesner Fines, School of Law, and Dr. Larry Bunce, Director of
Institutional Research;
C3, Dr. Marcus Iszard, School of Pharmacy and Dr. Ronald MacQuarrie, Dean of Graduate
Studies;
C4, Dr. William Truog, School of Medicine and Dr. Peter Eaton, Department of Economics;
and
C5, Chancellor Leo Morton (previously President, UMKC Board of Trustees), and Dr.
Margaret Brommelsiek, Chancellor's Chief of Staff

**Members of Faculty Senate or Senate Committees contributing to the self
study process:**

Gary Ebersole, Faculty Senate chair
Brenda Bethman
Daniel Hopkins
Tony Luppino
Sabrina Madison-Cannon
Peggy Ward-Smith



Letter from Chancellor Leo E. Morton

First and foremost, it is with pleasure that I welcome the Higher Learning Commission/ North Central Association of Colleges and Schools Visiting Review Team to the University of Missouri-Kansas City (UMKC). Established by the community for the community, UMKC continues to be an engaged urban university – from orientation to graduation – by preparing the next generation of entrepreneurs, addressing community needs in health and urban education, and providing the workforce of tomorrow.

Since 1938, the University has maintained its accreditation with the North Central Association. Prepared over the past two years, the accompanying 2009 self study is the result of faculty, staff, and student volunteers from across UMKC's two campuses. Engaged in a complex, yet rewarding process, five teams were charged with examining the University and providing recommendations for ways in which UMKC can improve its essential functions, to live its mission, plan for its future, educate its students, conduct scholarly research, and engage with its constituents through service.

As is evident in the self study, UMKC has accomplished a great deal over the past decade:

- An increase in our student body.
- Implementation of a strategic plan addressing campus and community needs.
- A comprehensive assessment of our academic programs.
- New residential facilities for our students.
- Broader involvement of our faculty in the budgeting process and allocation of resources.
- Expansion of the Miller Nichols Library and new construction of a student union and soccer field.
- Stability in administrative leadership.

Each of these initiatives will serve to move UMKC forward and to continue to meet the growing needs of our students and our community.

UMKC is proud of the progress it has made over the past decade and the steps being taken to ensure continued success. We appreciate the time you will be taking to get to know UMKC better when you conduct your site review between October 12-14. We hope you enjoy your visit.

Leo E. Morton
Chancellor
University of Missouri-Kansas City