

# THE UNIVERSITY OF MISSOURI

Duana Linville receives many greetings as she walks the corridors of the state capitol in Jefferson City. Most of the greeters know her by name; some only know why she is there every day the General Assembly is in session. She returns each greeting with one of her own, always accompanied by a big smile and sometimes by a touch on the arm.

"Good morning, Home Builders," she says to one passing woman.

"How are you, University?" the woman responds.

They know each other's name, but they greet each other by the name of the institutions they represent as lobbyists.

Linville is the University of Missouri in Jefferson City. She is the University's full-time visibility there, bringing flesh and blood to what many within the capitol have often seen as a remote, aloof, even cold colossus over which they have little control.

Such a presence in the halls of state government is something that President James Olson felt was missing when he took office. It was easy for legislators, whether friends or foes, to misunderstand what the University is all about. It seemed to many lawmakers that the University only showed up in Jeff City once each year — with its large hand extended for money.

If a legislator had a question about the University, he or she often was lost as to where to find the answer. And some legislators felt ill at ease, even inferior, when seeking information from highly educated academicians.

"Sometimes they [legislators] become suspicious because they don't know the inner workings of the University," says one long-time House member. "Other departments they can see, because they're here. They feel like they have to put their trust in the University. Is that trust well founded?"

Some negative feelings about the University among legislators also stem from regional considerations and personal, political and philosophical convictions.

It was to counteract and defuse all those types of feelings that President Olson sent Linville to Jeff City as assistant to the president for government relations.



# MISSOURI- JEFFERSON CITY

By Jay Anthony



Duana Linville is the University of Missouri's full-time representative at the state capital.

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person to ask. My job is to get the answers."

Some of the questions come from Rep. Annette Morgan (D-Kansas City) in front of the capitol building, Sen. John Scott (D-St. Louis) in the corridors and Henry Givens, president of Harris-Stowe State College in a hearing room.



"I'm the identifiable person in the hall to ask about the University," she says. "My job is to get answers. We're just misunderstood so we have to communicate. We're so large. I have to break it down so people can handle it."

The questions come in all shades and colorings.

"Hey, I need some tickets," says a legislator who stops Linville outside the Senate chamber, "for the Big Eight Tournament. I lost my order form."

"Well, I checked this morning," Linville answers, "and they're going to be hard to get. You'd be better off getting them direct in Kansas City."

"Oh, okay, I'll try that," he says, walking away with a smile and a wave.

But all the answers don't come that easy because many of the questions are tougher.

A veteran legislator, a strong supporter of the University, once asked Linville's help when a young constituent expressed interest in pursuing a doctorate in clinical psychology at UMC. Linville researched the situation and found that only six such slots open each year and there are about 200 applicants for them. It was after the young man found out he wasn't one of the six that the usually friendly lawmaker backed Linville into a corner for a good tongue lashing. She let him vent his steam and then arranged a meeting between the prospective student and the psychology department dean. Through that conversation, it was determined that for his goals the student would be better off pursuing a doctorate in counseling. At last report, he was passing with flying colors.



## A Network of Experts

When she began working in Jeff City fulltime in 1977, Linville visited the dean of each school or department on the four campuses to set up a network of experts to provide those answers. Now she can make one or two phone calls and get an answer to a legislator's question, usually the same day. Or if she feels it's necessary, she'll arrange for one of her experts to come to Jeff City to meet with an individual legislator or a group of lawmakers.

"The hardest part of the job is making bridges between University academicians and administrators and the people who represent 'the folks,'" she says.

Some of those bridges just can't be built, no matter

what Linville does. Some legislators want to burn their bridges to the University when they can't get their son or daughter, or the son or daughter of a favored constituent, into the law or medical schools just by asking. But Linville still tries, having administrators explain grade point averages, test scores, and the dangers to a school's reputation if student quality is diluted.

However, some legislators see such situations as examples of the University's being unresponsive, being too independent, even smug.

"We have very little or no input on students getting into med school or vet school," says one long-term representative. "I'm not saying we should, but our constituents don't understand that we can't do everything. We lose friends with things like that. They [University officials] don't consider that we get hollered at. They need to be more compassionate. They seem to ask but don't give in return."

While some legislators might like to have a greater say in what goes on in classrooms, most realize that the University must maintain academic autonomy. "The University should maintain something of an insulated image as far as academics," says Rep. David Christian (D-Kansas City), AB '70, JD '72. The problem is that many legislators don't really understand what a university is all about, he notes.

"I think we have a real dichotomy. Those who are alumni realize what is involved and are real supportive," says Christian. "The rest have little awareness of what is involved. They think of it as a sinkhole to pour money down."

That view remains, in part, from the pre-Olson/Linville days. "I have the impression," says Christian when asked how he feels the University was viewed by legislators in the past, "that the University had the attitude that legislators 'hold us in awe so we can go over and get all we want.'"

Veteran legislators say that's changed. "I think relations are probably better than they were 20 years ago," says Rep. Gene Copeland (D-New Madrid), who has been in the House 20 years. "Sending Duana has helped a lot."

"The University is a lot more accessible" since Duana arrived on the capitol scene, says Speaker of the House Bob Griffin (D-Cameron), BS BA '57, JD '59. "The personal contacts have been more effective. She's very personable. She has the ability to take someone who's maybe a little irritable and pretty soon she's got them laughing."

"She's thoughtful, intelligent, attractive, persistent, knowledgeable. All top qualities in a lobbyist," says Sen. Clifford Jones, a St. Louis Republican with 30 years in the House and Senate.

Linville doesn't fit the stereotype of the glad-handing, back-slapping, tab-paying lobbyist with money falling out of every pocket. She always has a smile and a kind word and she jokes and kids, but there's nothing superficial about it. And there's no arm around the shoulder and "let me buy you a drink."

"Why should the University have to buy booze for a legislator?" Linville asks. "It may work for some [lobbyists] to wine and dine, but it's not good for the University's posture. You don't pressure people to vote. You don't buy votes in Jeff City."



## An Open-Book Approach

That philosophy is why all of Linville's expenses in Jeff City — including rent on a small apartment she uses Monday through Thursday to avoid commuting from Columbia during the legislative sessions — are paid by the independent Alumni Alliance, a 32-person organization that draws eight alumni representatives from each of the four campuses. Linville's salary is paid by the University.

That clean-cut, open-book kind of approach is calculated and deliberate. It's a feeling that an academic institution should be sold on its merits, not on how many martinis are bought for lawmakers with University money.

Still, some legislators feel they get too much in the way of "perks" from the University. "Why should we get free football tickets?" asks Jones. "That's a lot of potential income lost. If I want to go to a football game, I can certainly afford to buy a ticket."

On the other hand, some legislators feel some state money is not being put to best use in the University system. They object to faculty members collecting personal fees by doing outside consulting work, trading on the University's reputation for their own gain, and, maybe, doing the work on University time using University equipment and materials.

While concern is strongest over how the University spends its money, there are some legislators who are just as concerned about the quality of the education it offers. Jones is among those.

A Princeton man, he has been known, when the

occasion warrants, to give the University a pat on the back or a boot in the pants. Overall, though, he feels the University is doing an excellent job and would like to see it do more.

"I expect more from the University than I can ever get" in terms of academic excellence, he says. "It's an excellent university, but it's not tops in the nation. I'd like to see it have a reputation as fine as Michigan's."

But Jones acknowledges that it is hard for a state university to foster a highly intellectual atmosphere because citizens expect it to do so many things, such as extension programs and community service projects.

Overall, the University enjoys a good standing with the majority of legislators, most of whom see it as an asset to the state.

"It's our University," says Copeland. "We're just as proud of it as a lot of the graduates are."

Even in this time of fiscal restraint in Jeff City, those good feelings help the University come appropriations time. Witness the Bond administration's recommendation that the University receive only a 3 percent cut in state funds while other departments are being trimmed by as much as 10 percent.

Linville is optimistic in the face of the budget restraints. "I think the relationships [in the legislature] we've built are very important. Our friends will realize what the situation is. I think our relationships will pay off. Not necessarily in big bucks, but in good feelings about the University, and that's going to generate non-state money."

She credits Olson's open-book policy with creating some of that feeling and notes that the University has been adjusting to the dire economic predictions of the past three years.

Olson receives a good share of applause from legislators, too, though some see him as aloof and too academic. To others, the latter is a virtue.

"I think he's on the right track," says Jones. "When he comes in, he's talking about academic programs. I'm very pleased with President Olson's stewardship."

For his part, the University's chief administrator says: "I would like to hope we are communicating effectively with the General Assembly. We try to be completely open and candid."

Much of the responsibility for that communication rests with Duana Linville. □