

Greater campus responsibilities highlight changes

Approximately 170 UM employees may be affected by administrative realignments suggested in a report to UM President C. Peter Magrath detailing the recent assessment of the University's administrative functions.

The Committee to Improve the University of Missouri, chaired by Charles F. Knight, chairman and chief executive officer of Emerson Electric, recommended that a committee including Jim McGill, UM vice president for administrative affairs, along with the four campus administrative vice chancellors study and recommend changes in administrative services by March 1987.

The report assesses the service needs and the division of responsibilities in all administrative areas, among them fiscal operations, computing services, personnel administration and facilities operation.

The Knight report issued by the Committee to Improve the University of Missouri states: "... the campuses [should] provide their own administrative and support services, unless it can be clearly demonstrated that a central approach is significantly more efficient or is required by virtue of the president's corporate responsibility."

"The president has concurred with our recommendations, and our direction is set," McGill says. "We will be making a report to the Board of Curators at its March meeting, describing for them the changes to be made."

McGill and the vice chancellors established several principles to guide the evaluation:

- All administrative functions were to be considered, even though the Knight report recommended only four areas be evaluated.
- The size of a campus might be relevant in the assignment of a particular responsibility to a campus vs. to the system level.
- Changes should be sensitive to the human factors involved in the process of change.

Special attention is being given to provide for smooth transitions for the employees in the administrative areas affected, McGill says.

"In all instances, the University is being served well by talented, effective and dedicated people engaged in providing these supporting services," he says. "We are going to make every effort to retain these people."

As campuses identify personnel requirements, current employees will have preferential consideration for the campus assignments. The University will pay relocation costs for employees who move to another campus location.

In addressing the administrative areas under consideration, McGill and the committee considered a key question — "Who is served most directly by the activity, the president and the Board of Curators, or the chancellor and the campus?"

After the initial review of administrative functions, it was determined that further detailed work was needed in six administrative areas. Task forces in these areas issued reports to the committee.

"We took the recommendations from the six groups and folded much of them into our final report," McGill says.

Administrative Management

• Institutional planning must occur at both the campus and system level, but it is important that the two levels of management be coordinated.

• Long-range planning is the responsibility of the president and the general officers. Planning for curriculum, student environment,

Highlights of the report

• All project-specific activities associated with grants and contracts with outside agencies will move to the campuses. Remaining at the system level will be a few responsibilities such as negotiation of indirect costs and cash management.

• The student loan accounts receivable activity now at the system level will move to the campuses.

• Responsibility for training of staff will rest with the campuses. The remaining UM role will be restricted to a few activities that provide a common service.

• Central printing services and the archiving and management of records will move to the Columbia campus. UM-Columbia is currently the recipient of about 85 percent of these services, with UM constituting the major user of the other 15 percent.

• Most of the responsibility relating to design, construction, rehabilitation and remodeling of facilities will move to the campuses. UM will retain responsibility for hiring of design consultants and for management of the contracting processes. UM will also be responsible for the maintenance of University policies and practices and systemwide facilities data bases.

• Instruction and research computing are to be the responsibilities of the campuses. Responsibility for the development, maintenance and processing related to common, administrative computing systems will not change. However, the processes for the commitment of resources to administrative computing will be revamped so as to involve the general officers explicitly in such decision making.

research emphasis and space occurs on each campus.

• No changes are recommended for the current campus systems of space management. The report does indicate the need for a University data base on space use and condition.

• Responsibility for management information systems must be shared at the system and campus levels. Future considerations for enhanced management information systems will be the responsibility of the general officers and system committees.

• Central printing services will pass from the system level to the UM-Columbia campus.

• Insurance procurement and maintenance of self-insurance programs will remain at the system level. Each campus must be responsible for its own safety programs and risk management.

"I am totally confident that the campuses will be able to structure themselves administratively to absorb quickly these additional responsibilities and to exploit the opportunities to improve the overall administrative efficiency of the University."

—Magrath

• The administrative functions associated with obtaining grants and contracts with outside agencies that will be at the campus level are submission, negotiation and acceptance of a grant or contract; project management and financial monitoring; project activity reporting; and project financial reporting and billing. Some responsibilities for sponsored programs, including the development and negotiation of indirect cost rates and cash management of federal funds, will remain at the system level.

• Responsibility for student financial aid will rest at each campus with the exception of the freshman Curators Scholarship Program and the development and support of common computerized student aid management systems. Management of student accounts receivable currently conducted at the system level will be moved to the campuses.

• Responsibility for recruitment, hiring and affirmative action will rest with the campuses.

• The University's common classification system for groups of employees other than faculty will be maintained; operational responsibility for reclassifications and assignments of personnel will remain a campus responsibility.

• Responsibility for benefit and salary structure will rest at the system level.

• Salary administration will be the responsibility of the campuses.

• Discussions with unions will occur at the system level; the University's position on bargaining issues will be determined in consultation with the campuses.

• Human resources training responsibilities will rest with the campuses. The exception will be development and conduct of certain common programs and maintenance of the computerized reporting and analysis of training programs.

Business Management

• Most purchasing authority will be delegated to the campuses.

• Responsibility for the University's capital planning and budget will remain with the president.

• Master planning is the fundamental responsibility of each campus.

• Design of new facilities or renovation of existing structures will be the responsibility of the campuses.

• The campuses will assume the responsibility for recommending the selection of planning and design firms for consideration by the president.

• Campuses will work with the architect and engineering firm to develop the necessary working drawings.

• A minimal staff at the University level will handle preparation of contract documents and bidding.

• The system level staff will maintain policies, procedures and facilities data.

Fiscal Management/Financial Accounting and Reporting

• No changes are recommended.

Computing Services

• Responsibility for instructional computing will remain at the campus level.

• Research computing will be the responsibility of the campuses unless cost dictates the need for a central or multi-campus resource.

• Administrative computing services common to the UM system will be provided centrally; campuses will be responsible for unique administrative services.

• The decision making process related to administrative data processing will be revamped to insure the allocations of resources for administrative computing are made at the level of the general officers.

• Although it will be done in consultation with the campuses, the primary responsibility for the design and planning of the multi-campus telecommunications network will remain at the system level.

• Planning of computing for the University of Missouri will be shared among the campuses and the system.

McGill says it's impossible to estimate the long-term savings of such reorganization at this time. However, he does state that after the new responsibilities are integrated into existing campus organizations, savings will accrue.

"The chancellors and vice chancellors on the four campuses are designing their new tables of organization to take into account the added responsibilities that they are going to have," McGill says.

Mangel lecture features Wharton

On Tuesday, March 10, Clifton Wharton, a speaker who is internationally known for his leadership in education, will speak on the UM-Columbia campus as part of the Mangel lecture series.

His topic will be "The University and the World Community." The speech will be at 8 p.m. in the Middlebush Hall auditorium.

Until recently, Wharton served as chancellor of the State University of New York, the nation's largest university system. Prior to that, he served as president of Michigan State University. He is now chief executive officer of the Teachers Insurance Annuity Association and College Retirement Equities Fund (TIAA-CREF). In addition, he served as chairman of the Board for International Food and Agricultural Development. He now serves as chairman of the Board of Directors of the Rockefeller Foundation.

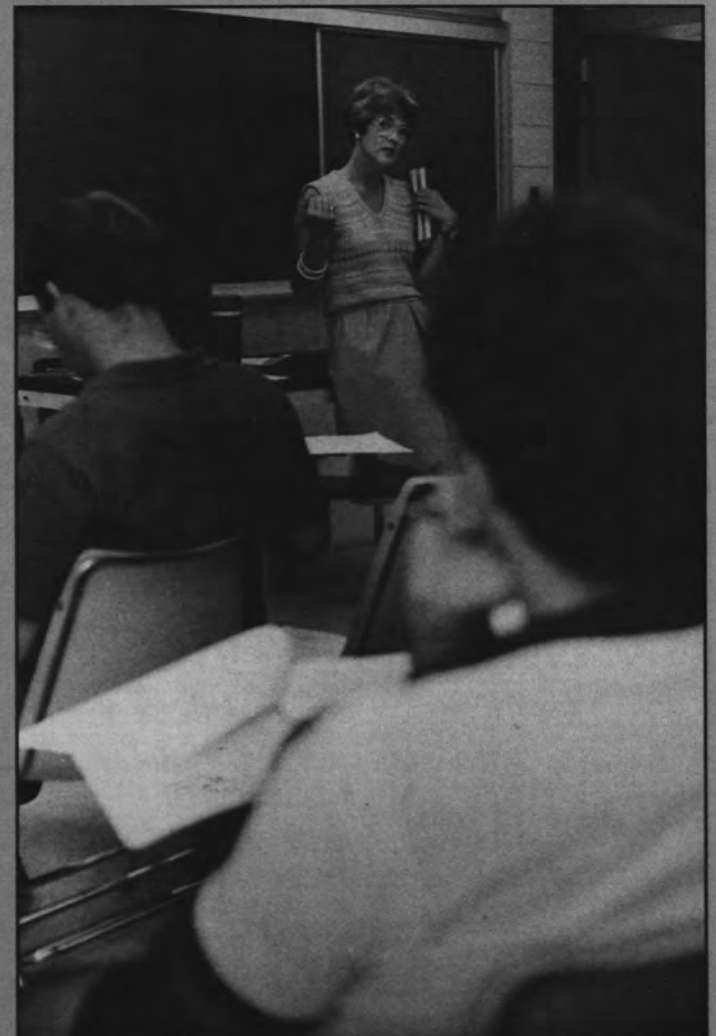
"I am delighted that Dr. Wharton has agreed to be here under the auspices of the Mangel Lecture Fund," says UM President C. Peter Magrath. "This year the Mangel lecture is one of the 1987 events celebrating the Hatch Act Centennial, the legislation founding the agricultural experiment stations."

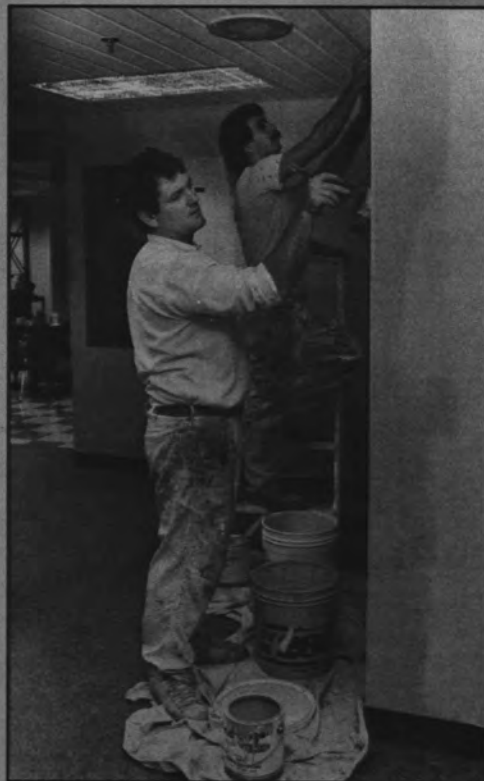
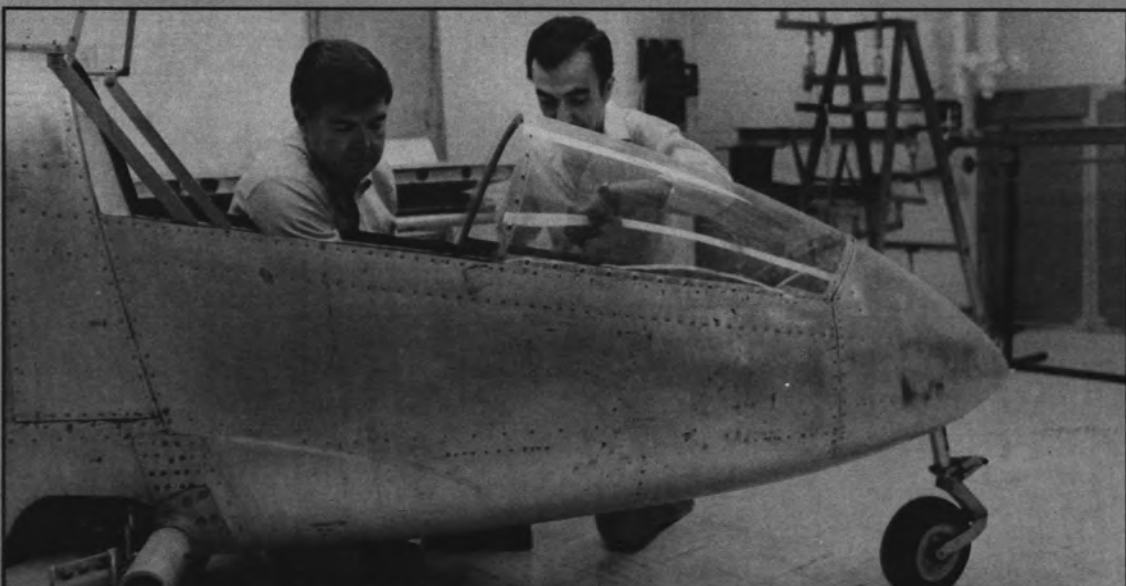
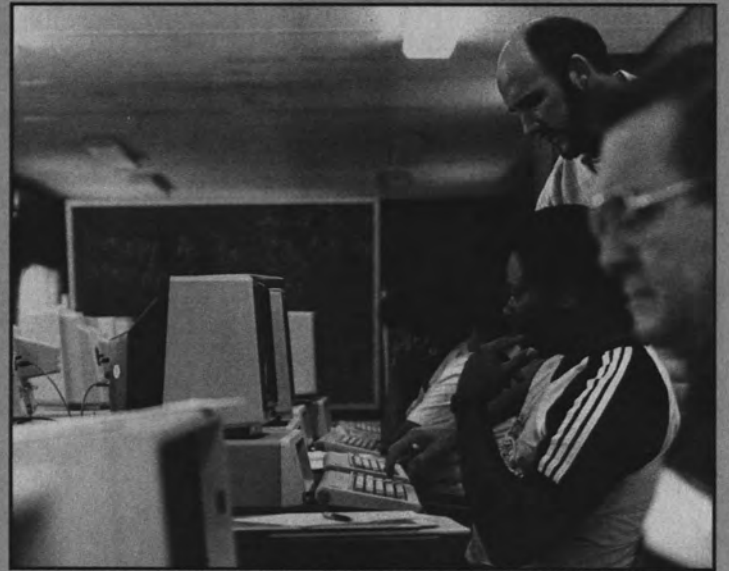
The lecture is also sponsored in conjunction with the Mid-America International Agricultural Consortium, the Center for International Programs and Studies and the Missouri Students Association.

The lecture is free and open to the public.



Whether it's teaching, research or service, University of Missouri employees take the lead in performance and dedication. The whole of the University is made up of many parts and many people, each devoted to furthering the cause of education and the University's place in the state, nation and world. So often we lose sight of the many components of the big picture that is the University of Missouri. On these pages, you'll meet just a few of the players who represent the best the University has to offer—its people.





Long-range plan calls for benefit review

A new objective added this year, to the University's long-range plan could mean some changes in UM's employee benefit program.

As part of the strategy to meet that objective, UM will enlist the aid of an outside firm to do a benefit analysis and will seek input from employees on how best to use compensation dollars.

"Our goal for the next three or four months is to gather the data, do the analyses, formulate alternatives and assess the pros and cons of each," says Jim McGill, UM vice president for administrative affairs. "We seek ideas from employees on the objectives and framework, as well as thoughts on possible improvements. It's critical to hear from employees."

The long-range plan objective reads: "During 1987, the vice president for administrative affairs will conduct a review of the University's compensation programs and policies to determine the best use of personnel-related expenditures in the recruitment and retention of the highest quality faculty." The plan includes an identical objective for staff.

McGill says the objective calls for an answer to the question of where money for compensation can best serve the interests of employees. Should those dollars be utilized in improved salary or in employee benefits?

In addressing that objective, McGill says, UM already knows how its salary levels compare with other Big Eight and Big Ten universities. However, some comparative research needs to be done in the area of employee benefits, and that research has begun.

"It is a tough analytical question to measure how our benefits stack up against the benefits of other institutions," McGill says. "But there are ways to construct indices to compare, for example, our medical benefit program to one at another university. We can also compare overall benefit structure to overall benefit structure."

To do that comparative study, UM has enlisted the services of Hewitt and Associates, a firm that specializes in benefit analyses.

McGill estimates that by April UM administrators will have the results of that study and more information on how its benefit package compares than ever before.

Since the inception of the benefit plans in the 1950s, there has been a continuing internal review of UM's programs, and improvements have been made over the years.

"We continually need to reassess these programs," McGill says. "To do so, we need a framework or a set of principles to guide our study."

In 1980, the University Retirement and Staff Benefits Committee undertook such a study. The committee did a thorough review of the benefit programs in place at that time and drew some qualitative conclusions about them.

"The 1980 report was first class," McGill says. "The committee stepped back and said, 'What are the general principles that should underlie the construction of a benefit program for employees of this university?' The committee developed a framework that could still be workable today."

The 1980 study suggested the following objectives for evaluating a plan. Those objectives were to:

- provide high-quality protection against the major risks faced by UM faculty and staff on a cost-effective group insurance basis;

- provide freedom of choice among the programs, consistent with sound underwriting principles;

- recognize the advantages of tax sheltering through employer contributions;

- deal as effectively as possible with inflation and its impact on benefit programs;

- maximize equity in the design and administration of benefit programs throughout the University;

- utilize available resources in such a way as to serve the greatest number of University faculty and staff;

- adapt the programs to demographic, cultural and legal developments;

- offer a benefit program that is competitive with that of similar educational institutions, such as those in the Big Eight and Big Ten;

- assure maximum efficiency of the resources used in present benefit programs; and

- maintain financial and actuarial integrity of all programs.

The 1980 committee also offered some historical background on the development of UM benefits. The group noted that employee benefit programs at the University had been greatly improved in the past 30 years.

In 1950 the University offered a TIAA-CREF retirement plan, medical insurance provided by Blue Cross-Blue Shield and a modest declining term life insurance plan. The TIAA-CREF plan was soon voted out by the faculty. A University retirement plan was inaugurated in 1958, a long-term disability plan was established in 1966, an accidental death and dismemberment plan was added in 1967 and a self-funded medical benefits program was developed in 1970. Through the years, coverages in the plan have been improved.

"We know it would be nice if our benefit plans were more generous. But considering the current dollars available, where do we put them — salaries or benefits?"

—McGill

McGill says that at the same time Hewitt and Associates is conducting its comparative study, the University will be deciding on a set of objectives against which to evaluate UM's current benefit program. The 1980 objectives, perhaps with some modification, will serve as a guidepost.

McGill identified some items in UM's retirement plan as examples of the kind of issues that will be discussed.

"One matter we need to address is how the plan calculates faculty retirement benefits for nine-month appointments, 11-month appointments and summer service," McGill says.

"Also, the first \$4,800 of the highest five salaries of the last 10 years is partially discounted in calculating an employee's retirement benefit. The method is a holdover from years ago when the University was required to integrate its retirement plan with Social Security. This is a feature we may want to change."

Another issue in the retirement plan is that of portability.

"Suppose an employee works at the University for five years, is vested and then leaves," McGill says. "The employee goes to work for 25 years somewhere else. That

employee does not lose the retirement credit he or she earned while at the University, but the ultimate retirement benefit is calculated based on the salary of the individual while at the University.

"During the time the employee worked 25 years somewhere else, his or her salary increased. If the employee had worked those 25 years at the University, his or her salary also would have increased and the employee would have received credit for the years worked at the University at the higher salary rate.

"Most major public universities have taken care of this issue by making some of all of their plans portable. We are out of synch with that. We are assessing means and costs of providing some portability in our retirement plan."

While the outside consultant works to evaluate UM's benefit package against others in the Big Eight and Big Ten, UM officials will be doing internal work to determine how to assess current benefits and what changes might need to be made. Employee input is an important part of that process.

"Changes such as these cost money," McGill notes. "With our salaries behind what they should be, we must ask how we can best spend the dollars we have," McGill says. "We know it would be nice if our benefit plans were more generous. But considering the current dollars available, where do we put them — salaries or benefits?"

Bates names board committees

UM Board of Curators President W.H. "Bert" Bates has appointed the following board committees for 1987:

- **Academic Affairs:** Eva Louise Frazer, chairwoman; Jeanne V. Epple and Tom K. Smith Jr.

- **Finance:** Edwin S. Turner, chairman; Peter H. Raven and Doug Russell.

- **Physical Facilities:** John R. Lichtenegger, chairman; James S. Anderson and Bates.

- **Long-Range Planning:** Epple, chairwoman; Raven and Smith.

- **Executive:** Bates and Epple, co-chairs; Lichtenegger and Turner.

Correction

In the Feb. 5 issue of *Spectrum*, we stated that the equity issue surrounding summer compensation for faculty had been resolved and that faculty members working in the summer as either a teacher or researcher can now realize the same retirement benefits as does an administrator with an 11-month appointment.

We were in error.

That issue has yet to be resolved, but according to UM Vice President for Administrative Affairs Jim McGill, it may be an issue addressed during an evaluative study of UM's benefit structure later this year.

We apologize for the error.

Jobs

The following administrative/professional and academic vacancies were listed with *Spectrum* as of Feb. 20. Anyone interested in a position should contact the appropriate department or personnel office.

UMC: vice provost for research and graduate dean; instructor, child and family development, food science and nutrition; asst./assoc. professor of economics/director of Missouri Council on Economic Education; asst. professor, accountancy, obstetrics and gynecology, child and family development; asst./assoc. professor, curriculum and instruction, veterinary medicine and surgery (2), computer science, health and physical education, pulmonary medicine, psychology, physics and astronomy, social work; assoc. professor, special education, child health (2); instructor/asst./assoc. professor, business administration; asst./assoc./full professor, mechanical and aerospace engineering, industrial engineering; professor and department chair, educational and counseling psychology; instructor/asst./assoc./full professor, nursing (4); postdoctoral research fellow, biological sciences, biological sciences/medicine; postdoctoral fellow, Missouri Institute for Psychiatry (2); clinical instructor/emergency room physician, surgery/emergency center (4); assoc./full professor, biological sciences (2); research/extension associate, agronomy; program director and lecturer, extension and continuing education-library and informational science; director, veterinary medical diagnostic laboratory; research specialist (4); information specialist, development; administrative associate I; director, procurement/materials control-purchasing, development, special events and projects-University Relations; coordinator, facilities analysis; asst. director, campus dining services; manager-food services, Memorial Union/Brady Commons; asst. manager-food services, Memorial Union/Brady Commons; marketing representative, purchasing; grant and contract assistant; supervisor, Missouri Testing and Evaluation Services; coordinator-menu/quality control, campus dining services; coordinator, statewide testing and evaluation; asst. director, admissions (2), development; coordinator,

identification card system, learning lab; radio producer, FM station; computer programmer analyst I; computer programmer/analyst II; sr. telecommunications technician. **UM:** computer project manager.

UMCHC: asst. division director, marketing; asst. manager, patient admissions; child life activity therapist; management analyst; physical therapist (2); manager, hospital education and training, hospital accounting, hospital computer center, telecommunications; staff chaplain; risk/liability coordinator.

UMKC: asst./assoc. professor, basic medical sciences, dental hygiene, oral diagnosis (2), periodontics, pediatric dentistry, accounting; asst. dean, School of Business and Public Administration; professor and chair, department of pediatric dentistry; visiting professor, theater; asst. professor, mathematics, biology, pharmacology; assoc. professor and director of teacher education; instructor/asst. professor, communication studies; theater assistant (10); visiting research associate, physics; research associate, Institute for Human Development, computer science; lecturer, business and public administration, engineering, administration of justice, history, geography, earth sciences, geology, Chinese, public administration; assoc./full professor, music education, pharmacy; adjunct faculty, biology; clinical faculty, dentistry; visiting asst./assoc./full professor, computer science; asst./assoc./full professor, computer science; research aide, Institute for Human Development (2); coordinator, athletics and promotions.

UMR: vice chancellor for student affairs; assoc. director, developmental fund.

UMSL: dean, School of Education; asst. professor, marketing, statistics, behavioral management (2); asst./assoc. professor, computer science; visiting asst. professor, sociology (2); asst./assoc./full professor, accounting, finance, management science/information systems; asst. director, archaeological survey; executive assistant to the chancellor; director, university police; academic adviser; director of clinics, optometry; contact lens resident; project development specialist; radio news director.

SPECTRUM

is published 20 times a year, approximately every other week during the school year and monthly during the summer, by UM University Relations, 828 Lewis Hall, Columbia, in cooperation with the Columbia, Kansas City, Rolla and St. Louis information offices.

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