

UNIVERSITY OF MISSOURI SYSTEM SPECTRUM

Hiring freeze enacted to reduce spending

In what he described as an exercise of "prudent management," President George A. Russell Sept. 30 issued an order to the vice presidents and chancellors of the University of Missouri System to cease all hiring, effective immediately.

He said the University was obliged to take any actions available to it to prepare for the possibility of a shortfall in revenue from the state.

"If Amendment 7 is passed, and the consequences are as some have predicted, there is every likelihood that the University of Missouri will see reductions in its state funding," Russell said.

"Although a hiring freeze is not an ideal way to reduce spending, it is far better than having to lay off our most recent hires immediately following Nov. 8."

In his letter to other administrators, Russell said that any exceptions to the freeze would require his approval. One week later, he indicated that part-time, temporary student positions could be filled, so long as no commitment was made beyond the current semester.

Temporary appointments are not an exception to the freeze, Russell said, but appointments which have fixed ending dates can be extended, assuming there are no other changes in the appointment, such as FTE. Internal promotions, transfers and reclassifications are allowed during the hiring freeze.

Russell said that turnover rates among faculty average about 4 percent annually and staff turnover runs about 7 percent. In a briefing session with media representatives, he said that the predicted consequences of the passage of Amendment 7 could result in the layoff of 1,000 or more employees of the University of Missouri.

"The University of Missouri will still be here if Amendment 7 passes," he said. "It has weathered several wars and depressions and it would survive the worst predictions of the impact of Amendment 7. We will continue to manage the University as wisely as we can, no matter what resources are available to us." It is possible, he said, that the University would have to become a narrower, smaller and more expensive institution. □

Medical education data presented

President George Russell, in a report to the October meeting of the Board of Curators, presented data indicating that sufficient medical doctors are being educated in Missouri, but that the practitioners are not evenly distributed throughout the state.

The report was made in response to an earlier request from Curator John Lichtenegger, of Jackson. He had asked the Board to examine the possibility of expanding enrollment in the University of Missouri's medical schools in an effort to better supply rural areas of the state with doctors.

President Russell noted that "there has been a long-standing problem of access to health care and physicians in rural areas. And there has been substantial activity focused on this problem, both nationally and in Missouri."

In spite of significant efforts over three decades — including increasing the number of medical schools from 91 to 141 and more than doubling the number of medical school graduates — shortages of physicians in rural areas have actually worsened in some states, including Missouri.

The number of medical school graduates doubled in 30 years in Missouri, Russell said, and he noted that the national average cost per medical student is about \$93,000. Costs in Missouri are considerably less, but "medical education is expensive," Russell noted.

Costs of medical education are paid from several sources, he said, and he lauded the physician-faculty members of the UMColumbia School of Medicine for generating 39 percent of the cost at UMC through their related practices. Tuition, Russell noted, accounts for 3 percent of the cost.

"There are several studies," he said, "arguing that the total number of U.S. physicians is more than adequate, even with no further expansion of the number of medical students or of the number of foreign-trained physicians admitted to practice in the U.S."

At least one study shows an oversupply of medical doctors — even primary care physicians — already in the educational "pipeline." The study predicts an overall 39 to 47 percent oversupply of physicians by the year 2000.

Lester Bryant, dean of the UMC Medical School, and Jim Mongan, Dean of the UMKansas City Medical School, discussed their special initiatives designed to help alleviate physician shortages in rural Missouri as well as in underserved inner-city environments.

Russell suggested that expansion of medical education could "bankrupt the University of Missouri" in a vain attempt to solve a social problem that is beyond the University's control. Curator Lichtenegger, following an extended discussion, asked that the matter be continued in another meeting and later asked that education trends in health-related professions also be reported at a future meeting. □

Minority enrollment up 6 percent in 1994

Minority student enrollment throughout the UM System increased six percent to 6,294 in fall semester 1994, up from 5,919 in fall semester 1993, according to the University System's Office of Planning and Budget. Total enrollment for the four campuses for fall semester 1994 increased only slightly to 53,197 from 53,175 last year.

Minority enrollment numbers do not include students who did not report ethnicity or nonresident aliens — students who are not citizens or nationals of the U.S. and who are in the country on a temporary basis. In fall 1994, there are 2,860 nonresident students enrolled at the University, compared with 2,874 in 1993.

As a percentage of the total student body, minority enrollment increased from 11.6 percent in 1993 to 12.5 percent in 1994.

Three of the four UM campuses reported increases in the number of minority students who enrolled in 1994. At UMColumbia, minority enrollment increased 14 percent to 1,891 from 1,665 in 1993. UMKansas City saw an increase of six percent, enrolling 1,455 minority students, compared with 1,369 last year and at UM-St. Louis, minority enrollment was up 3.1 percent, from 2,425 to 2,502. At UM-Rolla minority enrollment decreased 3 percent from 460 in 1993 to 446 in 1994.

In comparing campuses by the number of minority students as a percentage of total student enrollment, (headcount, rather than full-time equivalent count), UM-St. Louis has the largest percentage at 17 percent in 1994. At UMKansas City, minority students make up 15.6 percent of the student body, at UMColumbia 8.8 percent, and at UM-Rolla 8.5 percent. □

Curator Horne says first priority to promote diversity

Malaika Horne, the newest member of the UM System Board of Curators, is well qualified to serve the state of Missouri. She is an expert in public policy — both by training and practice — and she holds four degrees as proof of her abiding interest and belief in the value of education.

Horne, who grew up in St. Louis, said her motivation to pursue as much education as possible was instilled in her by her parents, and particularly by her mother, who taught Horne and her five siblings to value education and to plan for the future.

"Mother was futuristic," Horne said. "Even when we were five or six years old, she would ask us what we were going to be when we grew up. We knew when we were little kids that we would have some kind of professional occupation."

Apparently, her mother's encouragement paid off. Horne's family includes a sister who is a professor at Wooster College in Ohio, a brother who is a judge in Dayton, a younger brother who heads the African-American studies department at the University of California-Santa Barbara, a sister who holds a master's degree in social work and a brother who is a jazz musician.

"With that kind of background, you can't help but have an interest in higher education," Horne said. "Growing up, we talked about education, and we talk about it now."

"I believe that education should not just be what they call 'a begging bowl,' it's not just to make a living. Education should build character and expand horizons. If you look at it only as commerce, then you lose the humanity that should come as part of a complete education."

Horne, who has a history of balancing multiple commitments, worked hard to achieve her education. She earned a bachelor's degree in sociology from the University of Missouri-St. Louis while working for the Division of Family Services as a case worker. While continuing to work full time, Horne went on to earn a master's degree in urban affairs and a doctorate in public policy analysis and administration from St. Louis University, and was a post-doctorate fellow in psychiatric epidemiology at Washington University Medical School.

Psychiatric epidemiology, Horne said, is aimed at finding ways to prevent mental illness, thereby reducing the problem. "My research at Washington University focused on drug abuse and AIDS. The study looked at attitudes and behaviors of people which result in the spread of the disease and how they change over time."

Horne started working as a counselor at Narcotics Service Council, Inc., a drug abuse treatment center in north St. Louis in 1974. After two years she was promoted to program coordinator, a position which evolved into the managing director title she now holds. The treatment center provides a 90-day program to approximately 1,500 clients each year. Because the center currently receives most of its funding from the State Department of Mental Health and the Department of Corrections, the program is available only to prisoners on probation or parole who have a history of drug abuse. The two most-abused drugs — alcohol and marijuana — remain constant over time, Horne said. It is the third that varies based on the trends and fads going on across the country. Right now, crack cocaine is the third.



Malaika Horne

"I believe that education should not just be what they call 'a begging bowl,' it's not just to make a living."

"The rationale of the treatment center is to treat the drug problem first," Horne said. "Then perhaps we can get at the criminal problem. The center's philosophy of how to help hard-core inner-city people with anti-social behavior is to have really high expectations of them and to force certain types of behavior; and our clients rise to the occasion. It's a down-to-earth but also empirically-based scientific approach."

Horne said charting the center's success depends on how one defines it. The center's goal is to not only help clients live a drug-free life, but also to remain out of jail, to secure employment and to support their families.

"We have a two-prong view of success," Horne said. "If there is a relapse to drug use, that is not necessarily a failure, if a former client is able to maintain a job, take care of his or her family and stay out of trouble. In those terms, about 70 percent stay on the right track, which is relatively high compared to how difficult this problem is, and the fact that most people fail over and over again."

Horne serves as chair of the state's African-American Task Force for Mental Health, which oversees mental health concerns for African-Americans in the state. She also teaches a course in American cultural pluralism at Webster University. She is a regular contributor to the St. Louis *Argus*; *The Crisis* magazine, published by the NAACP; and the St. Louis *Black Pages*; a directory of black-owned businesses.

Turning her attention to the University of Missouri System, Horne says she considers it to be very established and well-run. She said her background in public policy has taught her one must know the organization for which one is making policy.

"The University has a lot of different programs, and it will take me years to learn how it works," she said. "A public policy person is proactive. I

intend to approach my service on the board slowly, because slow is permanent, and eventually I will be able to make the contribution I want to make."

She does know her first interest is to improve and promote diversity within the University. Horne supports policies that would make the University more open and provide access to "smart and talented people who work to pursue their education."

To improve minority enrollment, Horne said it is the curators' role to urge every individual in the system to be receptive to people from all backgrounds. "To attract good people, you have to be sure there are not any policies that present double standards or block access," she says.

Horne knows whereof she speaks. She owns a small business, Fully Realized Characters, Inc., that provides cultural sensitivity training. "Basically, I teach people to be nice to everyone," she said. "That is the key to cultural diversity."

"We have a very important institution in the state that people can take advantage of and they may not know about it. They may not realize all the things that the University has to offer. And the University needs to reach out to all the talent in the state it may not have reached out to. To me, the way to advance the state is to advance the people, and I mean a critical mass of people." □

Board President McHugh criticizes Amendment 7

President James McHugh, in his report to the Board of Curators at its October meeting, described 1994 as an extraordinarily successful year for the University of Missouri System, but warned, "All else aside, 1994 will be remembered by this final quarter — for good or for ill" because of the Nov. 8 referendum on Amendment 7.

"We have," he said, "to a great degree mastered successfully the art of managing institutional change by understanding the function and role of board and administration. We have adopted clear policies addressing orderly change."

The University's process of necessary and

orderly change, he said, "is now threatened by those who believe that a massive cut in financial support by a single act of the electorate will bring about instant institutional reform without irreparable damage."

The threat, embodied in Amendment 7, "must not prevail," he said.

"The dedication, commitment, sacrifice and collective will of thousands of our predecessors created this great university. Our most important responsibility in the coming months is to insure that this orderly change...and the integrity of this institution are preserved." □

University employees and retirees give to United Way

University of Missouri retirees raised 63 percent of their \$25,300 goal in the first two weeks of the 1994 Columbia Area United Way campaign and employees in the University of Missouri System raised 45 percent of their \$23,000 goal in the same two-week period.

The University of Missouri System, UM-Columbia and area retirees are challenged to raise \$230,000 of the \$1,468,713 objective of the 1994 campaign.

The formal campaign is scheduled to end early in November, but gifts will be received by United Way until the end of the calendar year. □

Teams study management changes

Three teams comprising faculty and staff members will submit recommendations to UM System President George Russell next month on ways to improve the management of staff in administrative and academic units. The teams focused on performance management, training and development, and pay administration and job evaluation.

"One of my continuing priorities is to attract and retain the very best people," Russell said, "because the best people make good things happen. If we are to get and keep such talent, we must provide an environment that fosters growth, satisfaction and commitment. And, we must do so with limited resources."



Study team members discuss management issues

Russell appointed the 17-member teams, which include academic and staff administrators from the four campuses, the UMC Hospital and Clinics, extension and system administration, during the summer. Campus representatives were nominated by the chancellors.

Human resource services personnel from the campuses and central administration, led by Ken Hutchinson, UM System associate vice president for Human Resource Services, provided staff support. Blake Danuser and Ray Mura of the UM System's Human Resource Services office provided special content staffing. A management consultant facilitated team meetings.

Although their concerns are closely related and interdependent, each team has a unique focus.

The pay administration and job evaluation team is charged with recommending ways the University can:

- Compete more wisely and successfully in the relevant job markets.
- Strengthen the ties among performance, pay and organizational success.
- Reinforce the values and behaviors that are crucial to the University's success.
- Provide more flexibility for managers by giving them the tools needed to motivate and reward outstanding performance.
- Evaluate jobs quickly and credibly based on competencies related to the University's mission.

"We're trying to suggest approaches that offer the greatest rewards to those who make the greatest contributions," said team member Deborah Robison, assistant vice provost for management services/extension administration, at UMC. "And we want to make sure that everyone has an equal chance to be recognized, regardless of title or position."

The performance management and outcomes team is looking at how performance management can:

- Generate outcomes directly connected to the University's mission, goals and values at all levels.
- Ensure that meaningful performance

feedback occurs to support accountability, productivity, professional growth and development.

- Provide a clear link between performance and pay, reward and other recognition mechanisms.

"Performance management involves much more than an occasional evaluation by your boss," said Dr. Andrew Glassberg, associate professor of political science and public policy administration at UM-St. Louis, a member of the team. "It should be an ongoing process placing primary emphasis on team performance. It requires regular measurement of customer satisfaction, and ongoing dialogue between supervisors and team members."

The training and development team is examining ways to:

- Identify the key management competencies needed by administrators at various levels.
- Promote a stronger linkage between demonstrated learning and job performance.
- Make training of managers, as well as training by managers, an important and continual part of every manager's job.
- Raise the overall level of management capacity throughout the University.

Common to all teams is an emphasis on a structured training and development program.

"A good management development program must recognize the unique strengths of each person, regardless of the job. Then, by developing those unique talents we can really advance the best interests of both the individual and the University," said Dr. Oliver Manuel, chair of UMR's chemistry department.

Study team participants:

Performance Management and Outcomes Initiative Team: Dr. Debra Robinson, Team Chair, UMR; Dr. Ronald Powers, UM System; Tom Murray UMCHC; Carol Nierling, UMCHC; Dr. John David, UMC; Robert Smith, UMC; John Humlicek, UMC; Dr. Agapito Mendoza, UMKC; Dr. Karl Johnson, UMKC; Janet Stratton, UMKC; Janet Turkovic, UMR; Dr. Keith Stanek, UMR; Dr. Gary Burger, UMSL; Clark Hickman, UMSL; Dr. Andrew Glassberg, UMSL; Mary Sapp, UM System; Linsey Williams, UM System.

Training and Development Initiative Team: Donna Otto, Team Chair, UMCHC; Barbara Froke, UM System; Larry Windmoeller, UMCHC; Dr. John Bullion, UMC; Pauletta King, UMC; Julaine Kiehn, UMC; Ellen Suni, UMKC; Anna Larkin, UMKC; Harry Hylander, UMKC; Norma Harris, UMR; Janice Buhlinger, UMR; Dr. Oliver Manuel, UMR; Dr. Larry Friedman, UMSL; Dr. Angelo Puricelli, UMSL; Dr. George Yard, UMSL; Darold Buescher, UM System; Robert Mullen, UM System.

Pay Administration and Job Evaluation Initiatives Team: Dr. Tom DiLorenzo, Team Chair UMC; James Ollar, UM System; Patsy Hart, UMCHC; John Brothers, UMCHC; Robert Swanson, UMC; Deborah Robison, UMC; Dr. Jack Ward, UMKC; Thomas Fichtner, UMKC; Carol Reed, UMKC; Joan Singley, UMR; Sue Williams, UMR; Bassem Armaly, UMR; Dr. Michael Harris, UMSL; Dr. David Klostermann, UMSL; Dr. Stephen Lehmkuhle, UMSL; David Sheahan, UM System; Susan Burns, UM System

Campus Human Resource Directors: Barbara Carroll, UMSL; John Molchan, UMR; Jane Peterson, UMKC; Jatha Sadowski, UMC; Dick White, UMCHC.

Support Staff: Ken Hutchinson, UM System; Blake Danuser, UM System; Ray Mura, UM System; Cindy Cover, UM System; Mary Sheller, UM System. □

Campuses plan to focus on instructional technology

The University's information technology plans have resulted in millions of dollars of savings across the UM System, President George Russell told the Board of Curators Oct. 21, and now the administration is increasingly turning its focus toward the implementation of instructional technology.

Russell said that during Fiscal Year 1994, mainframe computing operations in Columbia were consolidated from three centers to two. This and other moves, he said, have allowed the University to pare its FY95 budget by \$383,000 below FY94.

"When I first reported on our plans in July 1993, we were looking at ways to save about \$2.4 million on our information technology budget throughout the five-year plan. We have achieved around \$2.2 million through Fiscal Year 1994 and expect to exceed our target by at least \$100,000 with further consolidation this year," Russell said. "I would like to thank the hard work of the team on the Columbia campus under Bill Plummer (UMC director of campus computing) and Ralph Caruso (UM System chief information officer) for their work in bringing down our costs in mainframe computing."

As the system works to decrease the amount of money spent, it also aims to speed the use of information technology in instruction. Russell said he has asked the chancellors to prepare information technology plans that:

- **Complete the computer network on each campus by this fall.** "Rolla met the guideline in June, and Columbia made substantial progress during the past year," Russell said. "Kansas City has begun its network implementation and expects to be finished by the end of this fiscal year. St. Louis has identified campus funds and is requesting additional resources to upgrade and complete the campus network by the fall of 1995." The University has requested \$4.6 million in one-time funds from the state to complete campus networks.

- **Integrate technology in instruction.** "Each campus is working on the general and degree-specific skills that students will need to be competitive in the future," Russell told the board. The University has requested \$5.8 million from the state to help it reach its goals over the next two years.

- **Meet faculty research needs.** While only the Rolla campus had requested specific funds for numerically intensive computing, Russell noted, "completing our network and upgrading faculty desktop technology will assist our research capabilities."

- **Improve library technology.** Russell said he has approved the money necessary to begin the implementation of the system's library technology plan. The first step will be an electronic data base for magazine and journal articles. Also, library directors are close to a decision on a system to replace LUMIN, the electronic catalog system. Russell said that in addition, the library directors have submitted an updated plan for FY95 and FY96 that calls for more electronic data bases, conversion of card catalogs, and improved ability to deliver electronic documents. The cost, over two years, will be \$1.5 million. □

Future of information technology focus of extension staff conference

The following is excerpted from a speech titled, "Information Technology — Profiles of the Possible," given by UM Board of Curators President James McHugh at the University Extension and Outreach annual Conference held Sept. 12.



James McHugh

True breakthrough in the use of new technology occurs only when people adopt it and use it in their daily lives. Humans are the ones who decide if there has been a paradigm shift. Sociologists have studied the adoption process when it comes to the assimilation of

innovations and they describe the process as follows.

First, there is the awareness stage in which we learn that there is something new, but we really don't have many details. Second, awareness is followed by an interest stage where we actively seek more information. Third, interest is followed by an assessment stage where we evaluate how this new technology can be used in our work and in our everyday lives. Fourth, assessment is followed by the trial stage where we take the new technology on a test drive. And finally, following the trial stage, the consumer either adopts or rejects the technology.

I submit that in 1994 the American public is well into the adoption stage, with some of us now moving more aggressively than others in dealing with the practical, but difficult, decision of priorities and financial commitment, restructuring, and budget reallocation.

It appears to me that the University of Missouri officially entered the assessment stage sometime in the mid 1980s, when the decision was made to link the four campuses at Columbia, Rolla, Kansas City and St. Louis with two T1 ties and we began to test drive the new products of information science, accelerated by developments in digital technology.

When the best minds in the world, working on a focused investigation, can be linked electronically to form a virtual intellect of worldwide proportions, what will this do to drive discovery, compress time lines and forever alter the way science is done?

When quality instruction can be inexpensively delivered, without consideration of geography, to the community, to the workplace, to the home; what happens to dormitories, lecture halls, fraternity row, football teams and stadiums?

When extension centers become information hubs where all citizens have electronic access to the university and to the information highway, when the concept of outreach is converted to a concept of inreach; what happens to the traditional programs that today make up the extension agenda?

The responsibility of leadership stands before us as a challenge we cannot in good conscience decline. The responsibility is for a new form of leadership. New because the new technology of instant information has virtually eliminated the knowledge gap between the leaders and the led.

The principle of this new leadership is vision. Vision is seeing the potential that is hidden in the chaos of the moment, potential that can bring to birth new possibilities for a person, an institution, or a nation.

The task of this new leadership is to align people and the vision in such a manner as to permit the people to apply the full range of their intellectual capacity and skills to the achievement of that vision.

That is what we are about today, defining a vision for the University of Missouri as reflected in its outreach and extension mission and determining how the full range of our abilities can be directed in achieving that vision.

For all of this to work, however, we must set as our primary goal the assurance of universal access to this new world of information and at all cost avoid the creation of a sub-culture of the uninformed. Secondly, we must provide the right answer to the real question, "What do people want?" We must ask this question and get the right answer from every community in the state, with all its local uniqueness and special interests. This, in my judgment, is the appropriate role for University Extension.

As you know, with the leadership of University Extension, we began the process in December of 1993, by the opening of the first Telecommunication Community Resource Center in Poplar Bluff. From this beginning, I hope we now share a common vision in which every University of Missouri Extension Center soon becomes a telecommunication community resource center. Where programs are presented in response to what the people want in each and every individual community and where a window to the world is opened to everyone in every community regardless of intellectual capacity or economic condition.

The ideas that make up our arts and science, the beauty of music and masterpiece, the appreciation of philosophy and history, and the excitement of science and awareness that our universe are all in the public domain. We have a special responsibility because we have been given custody by our fellow citizens of the delivery system capable of fulfilling the dream. □

Russell elected president of COPHE and MHE

Since July 1, University of Missouri President George A. Russell has also been president of the Council on Public Higher Education (COPHE) and Missourians for Higher Education (MHE), voluntary organizations of presidents and chancellors of institutions of higher education throughout Missouri.



George Russell

Russell was elected to serve two-year terms as president by both COPHE and MHE.

COPHE members include the president of the University of Missouri System, the chancellors of the four University of Missouri campuses and the presidents of the seven regional colleges and universities, Lincoln University and Harris-Stowe State College.

MHE's membership includes all COPHE institutions plus community college presidents and chancellors as well as

presidents and chancellors of independent institutions of higher education. □

BRIEFS • BRIEFS • BRIEFS

Student workers could be subject to tax

The Internal Revenue Service is placing emphasis in their audits of colleges and universities on the issue of student workers. In response, the University of Missouri System has moved to clearly define when a student is exempt from paying Social Security taxes.

Effective immediately, a student will be defined as exempt from Social Security and Medicare taxes if:

- the student's enrollment certification is at least half-time as defined by the degree program for which he/she is enrolled; and
- employment appointment is no more than .5 FTE.

Students working during semester breaks and intersessions will be considered to be exempt if they were exempt for the prior semester and are expected to return for the following semester.

When completing the Personnel Action Form (PAF), if a student worker meets the above definition, the benefit category should be indicated as "S". If the student worker does not meet the above definition, the benefit category should be indicated as "T".

The payroll office will verify at various times during each semester that a student meets the above definition. If it is determined that a student worker fails to qualify, the payroll office will change classification from "S" benefit category to "T". The student then becomes subject to Social Security and Medicare taxes. The combined rate is currently 7.65% of income.

Questions should be directed to the campus payroll office.

Correction:

The article on changes to the rules governing Curators Scholars printed on the front page of the September issue of Spectrum contains an error. The following statement is correct:

"A high school senior may be considered for a Curators Scholarship if, at the end of the junior year or thereafter, the student is in the top five or the top five percent of his or her graduating class and has scored 28 or higher on the ACT exam." □

SPECTRUM

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