

## Spectrum

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### Russell lauds Governor's higher education budget proposal

In his report to the Board of Curators at its special meeting in Columbia Jan. 19, University of Missouri President George Russell noted that Governor Mel Carnahan "has provided a very strong budget for higher education in Fiscal Year 1997. We are extremely grateful for his recognition of the needs for, and returns from, additional investments in our endeavors."

A week earlier, the Governor had held three press conferences to outline his higher education recommendations. The first was conducted on the UM-Columbia campus, the second on the UM-Kansas City campus and the third was held in Jefferson City. He reiterated the broad outlines of his higher education recommendations in his State of the State message delivered Jan. 17.

The Governor recommended more than \$94 million in additional funding for all of higher education in Missouri. The University of Missouri would receive \$23.6 million in recurring funds plus \$8.6 million in one-time funds for its endowed chairs program and for information technology improvements. An additional \$23.5 million in one-time funds would be provided for building remodeling and rehabilitation projects and engineering equipment.

Russell emphasized that remodeling and rehabilitation of buildings have been identified by the Curators as the University's predominant capital need.

The Governor's recommended 7.2 percent increase in recurring funding is the largest percentage increase, adjusted for inflation, since Fiscal Year 1986, Russell said, and the FY86 increase followed several years in which budgets were flat or reduced.

The Curators' budget request was "focused very tightly," Russell said, on the costs of inflation, on -going maintenance and repair and new investments in information technology. Using the increased funds for the Curators' priorities "would allow us to meet the cost of inflation, fully fund the maintenance and repair category and fund a significant amount of the request for information technology," Russell noted.

The Curators' request also assumed revenue increases from educational fees the increases proposed for approval by the Board at the same Jan. 19 meeting. (See related story on next page.)

#### Status of 1996-97 Appropriations Request (in millions)

| Recurring              | Curators' Request     | Gov. Rec.             |
|------------------------|-----------------------|-----------------------|
| Inflation              | \$11.4                | \$11.4                |
| Maintenance/Repair     | 3.0                   | 3.0                   |
| Information Technology | 15.2                  | 9.2                   |
| <b>Total</b>           | <b>\$29.6 (+9.8%)</b> | <b>\$23.6 (+7.2%)</b> |

| <b>Non-Recurring</b>   | <b>Curators' Request</b> | <b>Gov. Rec.</b> |
|------------------------|--------------------------|------------------|
| Endowed Chairs         | \$4.0                    | \$4.0            |
| Information Technology | 12.1                     | 4.6              |
| <b>Total</b>           | <b>\$16.1</b>            | <b>\$8.6</b>     |

## **Hall launches year of 'Thinking About Quality'**

Fred Hall, of Springfield, elected President of the Board of Curators in December, addressed the board Jan. 19 at the beginning of the first meeting of his presidency and urged its members, as well as University administrators, faculty and staff members, to "think more about quality in the coming year."

Hall noted that the University's five-year plan has done much to "put our bricks and mortar needs in good shape." He recommended that the Secretary of the Board of Curators furnish copies of the book, "Thinking About Quality," to Board members, faculty leaders and others. The book is based on the work of W. Edward Deming. Continuing efforts to enhance quality, Hall noted, "must be endorsed at the top if they are to work."

He said the process is a continuing one and will not be completed in 1996.

Hall also praised the leadership of his predecessor, Adam Fischer, of Sedalia, for his accomplishments as Board President and, in particular, for his efforts to see the endowed chairs program funded by the General Assembly.

He suggested that the Curators' foremost responsibility is that of "inquiry knowing the right questions to ask. We need to fulfill our responsibility."

## **Russell charts progress on faculty salary levels**

UM President George Russell, in remarks related to the Governor's budget recommendations for fiscal year 1997, said, "The combination of state support and self-help is resulting in the solution of a long-term problem and the removal of a major hindrance to once again becoming a premiere public research university."

At the beginning of the five-year plan, adopted in 1992, faculty salaries, in aggregate, were 19 percent below the average for public universities in the Association of American Universities. The deficiency made it difficult to recruit and retain quality faculty, he said.

"Instead of complaining about what we didn't have, we took a look at what we did have, including the support that we have enjoyed from the State of Missouri through the years," he reported.

As a result of several initiatives taken since 1992, including the Board's "difficult but forward-looking policy on tuition," and including other self-help programs, such as the voluntary early retirement program and targeting of resources to the University's highest priorities, the deficiency has been reduced significantly.

"Governor Carnahan's budget, coupled with the continuation of our self-help initiatives and the final year of tuition adjustments, will allow us, for the first time in more than two decades, to be fully competitive for faculty in fiscal year 1997," Russell asserted.

"I want to thank the Board for a job well done," Russell said. "I make these comments today about faculty salaries knowing that no other University of Missouri president and perhaps no president of any other major research university has been able to make such a report in several decades."

### **Russell reports results of Fall Tour of Missouri**

In 24 meetings from September until Thanksgiving, UM President George Russell reported to the Board of Curators, he traveled more than 3,300 miles and met face-to-face with more than 1,000 Missourians, including members of service clubs and professional organizations as well as editors, news directors and reporters, in what has come to be called his annual "Fall Tour."

Fall 1995's meetings began in Kirksville, ended in Harrisonville and extended to the extremities of the state, including Caruthersville in the Bootheel and Joplin in southwest Missouri.

In addition, Russell met in November and December with several groups of legislators in Jefferson City to discuss management of the University, the five-year financial plan and health care education.

"Several points were repeatedly made clear to me in my exchanges with Missouri citizens," he said. For one, he noted, "the word is out" that the University of Missouri is "taking better care of undergraduate students." Missourians are also more comfortable with and supportive of the admission standards that will take effect in the Fall of 1997, he said. Taxpayers are impressed with the success, to date, of the University's "five-year, self-help plan."

Criticisms arose concerning state-subsidized competition by the University in the general market place and the uneven quality of university job-placement services, he said. Citizens also do not want to see a return to the increased use of graduate teaching assistants, he reported.

Russell said he believes significant progress has been made in regaining the confidence of citizens in the management of their university and that "we enjoy deep and widespread loyalty and support throughout the state." He suggested that "we will continue to deserve the support only so long as we continue to press for improvements in all we do and account to the public for our actions."

## Curator committees announced

The following Board of Curators Committee appointments for 1996 were approved by the Board at its January meeting.

- **Executive Committee:** John David Collins, chair; Paul T. Combs; Adam B. Fischer; ex officio, Student Representative to the Board.
- **Finance Committee:** Mary S. Gillespie, chair; Theodore C. Beckett; John David Collins.
- **Physical Facilities Committee:** Paul T. Combs, chair; John C. Cozad; Mary S. Gillespie.
- **Resources and Planning Committee:** Theodore C. Beckett, chair; John C. Cozad; James L. McHugh.
- **Curators' Advisory Committee on Telecommunications Technology:** James L. McHugh, chair; Paul T. Combs; John C. Cozad.
- **University Hospital and Health Sciences Committee:** Theodore C. Beckett, chair; Mary S. Gillespie; John David Collins.

## Board of Curators completes 5-year student fee increase schedule

The Board of Curators, at a special meeting scheduled Jan. 19 to discuss educational and other fees for the 1996-97 academic year, approved an increase in educational fees of 9 percent for in-state undergraduate students.

The action marked the last of a series of increases proposed in a five-year plan adopted in 1991. The plan called for increases equivalent to the cost of inflation, plus \$200 per academic year, for resident undergraduate students.

The action will increase such fees \$10 per credit hour, from \$111 to \$121.

The Board also approved increases in room-and-board charges on the University of Missouri's four campuses. Overall, increases for educational fees and room and board rose from 5.9 percent at UM-Kansas City to 7.9 percent at UM-Columbia. (See table below.)

Twenty percent of the increases have been plowed back into student financial aid, which has become the fastest-growing element of the University's budget.

The Board's action anticipated a Higher Education Price Index of 3 percent (HEPI), in 1996-97. HEPI is the accepted measure of inflation in higher education.

University President George Russell said that, generally, "fees for other categories of resident students will increase at the same rate as for undergraduates." The notable exception is the UMC Law School fee, which will be raised to the level of the UMKC law school fee.

## Charges for 1996-97 Full-time Resident, Undergraduate

| 1995-96                | UMC     | UMKC    | UMR     | UMSL    |
|------------------------|---------|---------|---------|---------|
| Educational Fee        | \$3,330 | \$3,330 | \$3,330 | \$3,330 |
| Other Mandatory Fees   | 441     | 469     | 570     | 431     |
| Room & Board (typical) | 3,457   | 3,875   | 3,290   | 4,616   |
| Total                  | 7,228   | 7,674   | 7,190   | 8,377   |
| <b>1996-97</b>         |         |         |         |         |
| Educational Fee        | 3,630   | 3,630   | 3,630   | 3,630   |
| Other Mandatory Fees   | 491     | 491     | 583     | 515     |
| Room & Board (typical) | 3,675   | 4,005   | 3,422   | 4,745   |
| Total                  | 7,796   | 8,126   | 7,635   | 8,890   |
| Increase               | 7.9%    | 5.9%    | 6.2%    | 6.1%    |

## More documents and data available online

A wealth of University information, from policy manuals to faculty "home pages," is now available in electronic form via the Internet.

"In an organization such as this one, where many people have computers, the Internet is an efficient, cost-effective, and environmentally-friendly way to communicate both internally and externally," said Les Sapp, assistant director of the UM System's Information and Computing Services department.

The University's Internet "servers," the computers that store the information, already are busy. The ICS server averages about 4,800 "hits" (requests for data) per day, while some campus servers receive 20 or more times that number.

Sapp said that ICS, along with computer support units on the campuses, are committed to helping offices, departments and individuals use the Internet to better serve the University and its constituents.

The following examples represent just a few sites that might be of interest to UM employees.

*(Much of the data provided by the University are optimized for Netscape Navigator, a WWW "browser.")*

- **UM System, main home page:** Access to the four campuses, University Outreach and Extension, System administration and education-related sites of interest including MOREnet and the Missouri Coordinating Board for Higher Education.  
<http://www.system.missouri.edu/>

- University Outreach and Extension: Access to a wide range of information from Extension and other sources.  
<u>http://etcs.ext.missouri.edu:70'/</u>
- **UM System Human Resource Services:** Personnel policy manual, job openings, etc.
- UM System Business Services: Business policy manual, volume purchase agreements, travel information, etc.
- UM-Columbia provides centralized access to faculty and staff, student, department, organization and course home pages.
- UM-Kansas City's Center for Telecomputing Research is home to "Show-Me Missouri The Cyberspace Tradeshow," a source of information on Missouri communities, products and industrial properties.
- UM-Rolla hosts the Internet Headquarters for Student Government, with links to 140 such organizations throughout the world.
- UM-Rolla has a list of campus buildings that includes links to the departments and offices within each building.
- UM-St. Louis provides a link to the metropolitan area's home page, which contains dozens of connections to local firms and organizations.

## **Enrollment projections show sharp increase over next decade**

The UM System Board of Curators began what promises to be a lengthy series of discussions about the size and role of the University in its meeting Jan. 19.

In December, the board had asked UM President George Russell to prepare a report on enrollment trends. At the January meeting, Russell told curators that the numbers of Missouri high school graduates matriculating to the state's colleges and universities is going to increase well into the next century.

"The growth in projected high school seniors relative to 1996 differs significantly over time," Russell said. "Until 2003, the percentage increases are 10 percent or less. From 2003 to 2009, the increases are generally above 10 percent. And after 2008, the projected numbers of high school seniors start to decline and reach a plateau around 57,000 students, which is about 7 percent above 1996."

The result of this "baby boomlet," Russell said, will likely be applications to UM schools at a rate greater than the rate of growth in the population, because the percentage of Missouri high

school students applying to college has been increasing steadily, and because of improved recruitment efforts on UM campuses.

Based on simple linear projections, according to current policies, Russell said, each UM campus would experience growth in freshman enrollments ranging from 15 percent to 18 percent in the peak year of 2009. Because most first-time freshmen enter the UM System at UM-Columbia, however, such an increase would mean more than 600 additional freshmen on the Columbia campus and increases of 100 to 150 students for each of the other campuses.

Russell did not propose a specific policy for dealing with enrollment projections, but urged the curators to begin a broad discussion of how the University should plan for the future. They did, almost immediately.

Curator Theodore Beckett of Kansas City spoke in favor of the University focusing on graduate and professional education, while narrowing its role in undergraduate education, with an eye toward being a "public ivy" league institution. "We need to find a role among all state institutions, not in competition with other schools in this state, but pitching our efforts to compete with the first team nationally," he said.

His remarks were supported by Curator James McHugh of Webster Groves, who proposed that the University institute an undergraduate enrollment management program; expand support of upper division, graduate, and professional programs; develop a student passport system to ease transfers from state institutions; and develop agreements with regional institutions to complement UM's mission.

"This kind of logic is going to be persuasive in the General Assembly," McHugh said. "As we define a role for ourselves, we will assist the state in defining roles for its other institutions."

Curator Paul Combs of Kennett disagreed. "If you came to the General Assembly with this program, and I were a legislator, I would make the argument that you weren't serving those you were supposed to serve, everybody that you had the resources to serve."

"That's not what this is about," said Curator John Cozad of Platte City. "There are two things you can focus on to improve the University. One is the faculty, the other is the student body."

Cozad said improved test scores are a byproduct of tougher standards, but not a goal in themselves. The reason for making the UM System more selective would be to improve the intellectual atmosphere among the students and to ensure that the University did not overextend its faculty.

"Places like Illinois and Michigan have a lot bigger student bodies, but they have a lot bigger faculties," Cozad said. "Given what we're likely to get from the people of this state in the way of resources ... how many people can we give an education to that is up to their abilities?"

Board President Fred Hall of Springfield, however, agreed with Combs, saying, "Paul and I share a bias: We both attended the University of Missouri and we would like for everybody to be able to get the same education we got."

Curators Malaika Horne and Mary Gillespie, both of St. Louis, urged the board to include more participants in the discussion. Horne said the board would need broad statewide support for any big changes in enrollment policies.

The board took no action, but will continue its discussion in the months to come.

### **Student Fee Task Force completing its assignment**

The Student Fee Task Force, appointed by President George Russell and chaired by UMC Chancellor Charles Kiesler, is nearing the completion of its work.

The Task Force will sponsor hearings on each of the campuses to allow interested parties to address the report's preliminary recommendations.

It is anticipated that future increases will be at the rate of the Higher Education Price Index unless a special need is identified by the Board of Curators for which additional fees would be required.

"If that becomes the policy adopted by the Board," President Russell said, "and if inflation runs at current levels, future fee increases for in-state undergraduates would be about \$4 per credit hour or about \$120 per academic year."

#### **Student Fee Task Force Forums**

| Campus | Date   | Time     | Location                          |
|--------|--------|----------|-----------------------------------|
| UMSL   | Feb. 2 | 3-5 p.m. | J.C. Penney Bldg., Rm 78          |
| UMC    | Feb. 5 | 3-5 p.m. | Townsend Hall, Auditorium         |
| UMR    | Feb. 8 | 3-5 p.m. | University Center E, Missouri Rm. |
| UMKC   | Feb. 9 | 3-5 p.m. | University Center, Rm 106         |

### **UMKC debaters win contest, top ranking**

Members of the University of Missouri-Kansas City recently won the prestigious West Point Invitational Debate Tournament for the third straight year. The Kangaroos were ranked the best team in the nation in intercollegiate debate, according to the Nov. 8 rankings by the Cross Examination Debate Association.

"Winning the tournament this year was a major goal for us," said Linda Collier, UMKC debate director. "It was incredibly satisfying to have our plans work out so well."

UMKC debaters Holly Yaffe, 21, and Eric Slusher, 19, defeated a team from Cornell University at the Oct. 22 tournament. Yaffe and Slusher debated whether the U.S. should "substantially change its foreign policy toward Mexico."

"We argued that the U.S. shouldn't change any of its policies and should stay its present course," Yaffe said. An education major, Yaffe said she enjoys the knowledge that debate provides.

"I love the diversity of the subject matter," she said. "I've learned more from debate than I have from anywhere else."

UMKC earned its No. 1 ranking by winning six tournaments last semester including meets at the United States Military Academy, Wichita State University and the University of South Carolina. As a group, the team has won 48 trophies.

### **Carnahan nominates Nash for student rep**

Gov. Mel Carnahan Jan. 4 nominated a law student from the University of Missouri-Kansas City to be the next student representative to the UM Board of Curators.

If approved by the Senate, Troy Nash, 26, will succeed UM-Rolla student Gayatri Bhatt, whose two -year term expired in December.

Nash, a graduate of Wesley College in Dover, DE, served in the U.S. Air Force during Operation Desert Shield/Storm. He holds a master's degree in economics from UMKC. While attending law school he is also pursuing a doctoral degree in economics.

The student representative to the Board sits in on all meetings but cannot vote and is not allowed in closed sessions.

### **PBS technology broadcasts available on videotape**

Video tapes of two PBS telecasts aimed at helping faculty improve educational technology, "Educational Technology, What's New and How You Can Use It," and "Funding Educational Technology," will be available after Feb. 1 from the UM Academic Affairs Office. Call 573-882-6396 for more information.

## **UM campuses get new area code**

Effective Jan. 7, the area code for the UM-Columbia and UM-Rolla campuses changed from 314 to 573. UM-St. Louis retains the 314 area code. The area code for UM-Kansas City remains 816.

## **IFC creates executive committee**

In order to improve its representation of faculty throughout the UM System, the Intercampus Faculty Council has recently established an executive committee comprising one representative from each of the four campuses who will share responsibility for IFC representation at administrative and various other meetings.

"The IFC Executive Committee members will ensure a faculty presence at these meetings in the event the chair can not attend," said Jean Braun, IFC chair. "This is the primary function of the executive committee, and its creation does not prevent any IFC member from also attending meetings."

Under the new structure all Executive Committee members not just the IFC chair, will attend General Officers' meetings. Braun said the advantage is that with more than one person listening to discussions, the result is a more global picture of what's going on. "This is helpful for getting more depth of understanding through a variety of perspectives, enriching the information available to the group, which allows better, quicker decisions."

In addition to Braun, members of the IFC Executive Committee are: Gregory Gelles, (Substituting for Vincent Roach) UMR; Lois Pierce, UM-St. Louis; and Patricia Plummer, UMC, immediate past IFC Chair.

"IFC has the opportunity to keep issues before several publics," Braun said. "In addition to serving as representatives to faculty on the four campuses in discussions with Central Administration, IFC members also have the opportunity to have discussions with the Board of Curators."

Board of Curators meetings are held on each campus at least once a year, so that faculty on that campus have the opportunity to talk directly with Curators. "These informal discussions are often the most productive, Braun says, and the presence of the IFC at Board meetings creates an opportunity for dialogue and increases the quality of the exchange.

Braun said even though there is still a way to go, the IFC applauds UM President George Russell for making faculty salaries more competitive. Current concerns of faculty members include infrastructure issues such as computer support and funds to disseminate research findings and to allow appropriate travel.

"The 1994 IFC Infrastructure Report to the President documented areas of real need, especially for technology computers, technical support," Braun said. "Faculty are committed to being competitive in their fields, and the IFC believes they need some basic things to continue to do their jobs well. Faculty participation in research and other discipline conferences is essential to

stay current and to be competitive. These meetings provide an opportunity to access the most recent developments in their fields, and to have dialogue with colleagues to thrash out differences of opinion which improves both the science and art of the disciplines."

IFC functions as a conduit of information from individual campus elected governance bodies to Central Administration and back again. There is an advisory relationship to the president, Braun said.

"President Russell and the other general officers want to hear from faculty. They respect what faculty bring to the table and they recognize that faculty comprise the engine that drives the University. The expertise we bring to the classroom, develop in our research, and share through our community service is the heart of the University and the key to its future."

Braun said faculty are encouraged to contact members of the IFC to express their interests and concerns.

### **Lehmkuhle appointed UM Faculty Fellow**

Stephen Lehmkuhle, professor of optometry at UM-St. Louis, has been appointed the UM System's Faculty Fellow for 1996, according to Richard Wallace, vice president for academic affairs.

Lehmkuhle, who assumed the post Jan. 1, succeeds Charles Wurrey, professor of chemistry from UM-Kansas City. The Faculty Fellow for the past two years, Wurrey has returned to UMKC.

The position involves an array of duties related to the responsibilities of the academic vice president's office. This includes providing staff support for the President on academic issues, particularly those involving University-wide policies and those considered by the Board of Curators or the Coordinating Board for Higher Education.

The Faculty Fellow also may be involved in other activities of the academic vice president's office, such as academic planning, program review, evaluation of proposals for new degree programs and academic personnel policies.

In addition, the Faculty Fellow has specific responsibilities related to research support, such as oversight of the University's patent office, and a variety of short-term assignments and tasks.

Lehmkuhle received his bachelor's of science degree from Wright State University in 1973 and his doctorate from Vanderbilt University in 1977. He was a postdoctoral fellow at the University of Virginia from 1977 to 1979.

From 1979 to 1985, Lehmkuhle was an assistant professor of psychology at Brown University.

He joined the UMSL optometry faculty in 1985 as an associate professor and was promoted to full professor in 1994.

Lehmkuhle has served on more than a dozen campus and optometry school committees and chaired many of them. In addition, he was a member of the Intercampus Faculty Council from 1993 to 1995.

The Faculty Fellow position is open to any tenured faculty member at the University.

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