

Spectrum

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Manuel Pacheco chosen to lead UM

The University of Missouri System Board of Curators announced March 14 that it has elected Manuel Pacheco to become the 19th president of the University of Missouri.

Pacheco, 55, has served as president of the University of Arizona since 1991. In January, he announced his intention to step down as UA president by the end of the year. He will begin his duties in Missouri on Aug. 1, 1997. His salary will be \$195,000.

"The UM Board of Curators is convinced that it has attracted a leader of great administrative skill whose integrity and sincerity are unquestioned," said Malaika Horne, president of the Board, at the March 14 announcement. She thanked the curators and the other members of the Presidential Succession Committee including Troy Nash, student representative to the board; Dr. Kala Stroup, Commissioner of Higher Education; and Judge Jack Gant, who represented the Alumni Alliance "for the excellent work they have done in bringing our search to this outstanding conclusion."

Adam Fischer, who served as chair of the search committee, recognized the work of the Faculty Consultative Committee for "accomplishing much in a short time," and for "sharpening the search."



UM President-designate Manuel Pacheco and his wife, Karen. (Photo by Denise McGill/Columbia Daily Tribune)

Pacheco was born in 1941 in Rocky Ford, Colo. He earned a bachelor's degree in languages from New Mexico Highlands University in 1962, and a master's degree in 1966 and Ph.D. in 1969 in foreign language education from The Ohio State University in Columbus.

Pacheco joined the Florida State University faculty in 1968. In 1971, he moved on to teach foreign languages at the University of Colorado. In 1972, he was named dean of Texas A&I University at Laredo, a position he held until 1977.

After a year as chairman of the multicultural education department at San Diego State University, Pacheco moved to Laredo State University to serve as a professor and coordinator of its division of teaching education from 1978 to 1980. He served as executive director of Texas A&I's bilingual education center and director of the school's doctoral program from 1980 to 1982.

Pacheco became associate dean of education at the University of Texas-El Paso in 1982. That year, he became president of Laredo State University, a position he held for four years before becoming president of the University of Houston's Downtown campus.

"I come to this position with theoretical, practical and personal knowledge and respect for this great institution," Pacheco said March 14. "It's going to be a delight for me to work with the four chancellors and to determine the higher education needs of the state as they relate to this system."

Pacheco identified the search for a permanent chancellor at UM-Columbia as one of the top challenges he will face in his new position. He said the fact that both UM-Columbia and the University of Arizona are Research I universities gives him experience with that kind of institution. "There aren't very many people in the country who have the kind of experience in the variety of institutions I have served," he said. "I have seen that the tapestry of higher education consists of a variety of institutions that are not cookie cutter images.

"I think it's important for someone at the system level to have not only the understanding, but also an appreciation that variety exists in higher education."

Pacheco is a former Fulbright Fellow and he was recently honored with the Distinguished Leadership in Higher Education Award by Secretary of Education Richard Riley. Under his leadership at Arizona, the institution moved to 11th among the nation's public universities in funding for research in science and engineering.

Pacheco is married to the former Karen M. King. They have three grown children: Daniel, Andrew and Sylvia.

Before August, Pacheco hopes to visit each of the UM campuses. He also intends to visit with Gov. Carnahan and state legislators prior to the adjournment of the General Assembly. On April 10 he will join UM Interim President Mel George and the chancellors at a reception and dinner for Missouri's U.S. Senators and Representatives in Washington, D.C.

HMO consultant hired for Health Sciences Center

At its March 20-21 meeting held at UM-Rolla, the UM Board of Curators authorized the UM-Columbia campus to hire the PACE Group, a Dallas health care consulting firm, to assist the Health Sciences Center in acquiring an HMO license.

The Health Sciences Center would benefit from starting its own health maintenance organization, the curators were told, for two primary reasons. First, outside HMOs continue to be in flux, changing through acquisitions and consolidations, and the Health Sciences Center is at risk of not having stable partners or contracts to provide HMO services. Second, the state's movement of Medicaid enrollees into managed-care plans has created an important potential market for the Health Sciences Center, if it establishes its own HMO.

Curators also approved a request from UM-Columbia to change the name of the School of Library and Informational Science to the School of Information Science and Learning Technologies. The new name reflects changes occurring in the field of information science. The school became a part of the College of Education in July 1996.

In other action at the meeting, curators approved a resolution naming former MU Chancellor Haskell Monroe chancellor emeritus. Monroe, now professor of history at MU, will retire from the University this year.

Board supports proposed Challenge Scholarships

The University of Missouri System Board of Curators March 20 unanimously approved a resolution supporting the concept of Gov. Mel Carnahan's Challenge Scholarships proposal.

The scholarship program, now being considered by the General Assembly, eventually would offer Missouri students a \$1,500 annual tax credit for each of their first two years of college.

"I believe that the governor has shown great foresight in this proposal, and it is important that the board go on record as supporting its objectives," said Malaika B. Horne of St. Louis, president of the Board of Curators. "The proposed program, combined with the Missouri Bright Flight scholarships, would help attract even more highly qualified students to our campuses."

UM plans for mission enhancement

Now, it's the University of Missouri's turn. Every other public institution of higher education in the state has undergone mission review and enhancement and Interim President Mel George told the Board of Curators March 20 that the University of Missouri will have a similar opportunity beginning in Fiscal Year 1999.

State statute requires the Coordinating Board for Higher Education (CBHE) to review institutional mission statements every five years. CBHE may also propose mission changes.

In the "mission enhancement" process, "we must review the mission of the university, including each of the four campuses and Extension," George said. Out of that review will come a mission implementation plan to be submitted to CBHE. The plan will include requests for targeted additional resources to enhance the University of Missouri's ability to carry out its mission.

George noted that he and Dr. Kala Stroup, Missouri's Commissioner of Higher Education, have discussed how the mission review process should proceed and how to construct a plan that the

Board of Curators and the Coordinating Board can support fully when it is submitted for funding to the General Assembly and the governor.

Mission enhancement funds beyond appropriations for inflation have run approximately 16.5 percent of the core state funding budgets for the institutions of higher education that have already been through the process. "Assuming approximately the same percentage for the University of Missouri gives an estimated figure of \$15 million a year for each of the four years" allowed for mission enhancement, he said.

Planning the mission enhancement request is only beginning, he said, but the general officers and the Intercampus Faculty Council have agreed that it should concentrate on aspects unique to the University of Missouri's mission. This would suggest emphasis on: (1) Research, including the participation of undergraduates in research; (2) Graduate (especially advanced graduate) and professional education programs, and (3) Extension and Outreach. Any mission enhancement would focus on Missouri's needs.

"Assuming the same percentage for the University of Missouri gives an estimated figure of \$15 million a year for each of the four years allowed for mission enhancement."

--Interim President Mel George

"We will likely suggest that our request include funds to continue and expand the endowed chairs program," George said, and "we will undoubtedly request additional support for our libraries, the very heart of an institution that has high aspirations in research and graduate education.

"Leadership development," he said, "will be a cross-cutting theme that articulates one of our unique contributions to Missouri."

In an effort to document Missouri's needs, a survey is being conducted of state agencies, under the direction of two distinguished faculty members Donald Phares, professor of economics and director of the Public Policy Research Center at UM-St. Louis, and Daryl Hobbs, professor of rural sociology at UM-Columbia and director of OSEDA in University Outreach and Extension.

In addition, the county needs assessment conducted by Outreach and Extension in 1995 will be consulted. The emphasis, George said, will be to improve the quality of what the university is already doing, rather than doing more.

Armon Yanders reappointed to U.S. Veterans' Committee

Armon F. Yanders, professor emeritus of biological sciences and director of the University's Alzheimer's Disease research program, has been reappointed as chair of the U.S. Veterans Administration's Advisory Committee on Environmental Hazards.



Armon Yanders

The Veterans' Committee on Environmental Hazards was established by the U.S. Congress in 1984. Its purpose is to review the scientific and medical literature concerning possible adverse health effects from exposure to environmental hazards. It also assists in the development of Veterans Administration policy with respect to veterans' claims for compensation based on exposure.

"Armon Yanders has been a real asset to the University of Missouri community in many ways for many years," said Interim President Melvin D. George. "I am gratified that his expertise and achievements are once again being recognized and utilized on a national level."

Yanders has been a member of the committee since 1985 and has served as its chair since 1992. He is being reappointed to a three-year term.

Yanders has more than 40 years' experience in research on environmental hazards. He served as director of the University's Environmental Trace Substances Research Center from 1983 to 1992; director of the Sinclair Comparative Medicine Research Farm from 1984 to 1994; and MU's dean of Arts & Science from 1969 to 1982.

He has been a professor in MU's biological sciences department since 1969, and has directed the Alzheimer's Disease and Related Disorders Research Program since 1994.

Building projects approved by Board of Curators

At its March 20-21 meeting at UM-Rolla, the Board of Curators approved several large physical facilities projects:

- Phase I of renovations for Benton and Stadler halls at UM-St. Louis includes modifications to the electrical, mechanical and fire protection systems; replacement of teaching and research fume hoods; and modifications of laboratories for teaching and research. The cost will be \$5.7 million.
- The third and final project at the Chemistry Complex at UM-Columbia will be the renovation of the 90,900-square-foot Chemistry Building for research laboratories and the 28,300-square-foot Schlundt Hall for offices and research. The third phase of the project will cost \$8.9 million.

- A 30,500-square-foot addition to Eckles Hall at UM-Columbia will provide space for the hotel and restaurant management and food science programs, at a cost of \$7 million.
- University Center, a 168,400-square-foot facility for student services and activities at UM-St. Louis, will include offices for student organizations, lounges, study space, food services, a bookstore, a recreation area and offices for admissions, academic advising, cashier and student financial aid. The building will cost \$31 million.
- Stewart and Gwynn halls at UM-Columbia will receive significant exterior repairs at a cost of \$1.8 million. Repairs include cleaning the exterior facades, tuckpointing, replacing roofs, replacing windows in Stewart and repairing windows in Gwynn. The repairs are scheduled to be complete in December 1997.
- The contract for the expansion and renovation of the Brookfield Taylor Building and the construction of the Daniel J. Devine Pavilion at UM-Columbia was awarded. The expansion will include a new sports medicine wing, new lockers for multiple use, new student-athlete study space, an expanded dining hall and renovated lockers. The Devine Pavilion will provide an 80-yard indoor practice field. The total cost of these projects is \$12 million. They are scheduled to be completed in July 1998.
- The Science and Technology Building at UM-Kansas City will be a 177,000-square-foot facility for the departments of physics, chemistry and geosciences and for the coordinated engineering program. The total cost of the project will be \$28.8 million; \$21 million of that will come from bonds approved by Missouri voters in 1994.

University honors alumni at annual recognition day in Jefferson City

Seven outstanding alumni, including President Emeritus George Russell, were honored Feb. 26 by the University of Missouri for their contributions at the UM Alumni Alliance annual Legislative Day in Jefferson City.

The University of Missouri System Presidential Alumni and Service Awards are based on service and given each year to an individual from each of the four campuses and University Outreach and Extension, and to one recipient selected for his or her service to the University of Missouri System.

University of Missouri President Emeritus **George A. Russell**, who served as president from Nov. 1, 1991 to Sept. 1, 1996, was honored for Outstanding Service to the University. Russell was appointed chancellor of the University of Missouri-Kansas City in 1977 and held that position until he was appointed president of the UM System.

Russell is credited with developing and implementing the highly successful five-year financial plan that generated and reallocated \$131 million. As a result the University was able to significantly increase faculty salaries, invest in physical plant repair and maintenance, improve libraries and information technology and provide more student aid. He also created the endowed chair program and the UM Research Board.

Mary Anne McCollum was recognized for Outstanding Alumni Service to UM-Columbia. As former Columbia mayor, she has

worked effectively with campus leadership and community officials to accomplish joint goals. She serves as executive director of the Associated Students of the University of Missouri. She earned a bachelor's degree in political science in 1972 and another bachelor's in education in 1976 from MU.

UM Curator **John A. Mathes**, received the award for Outstanding Alumni Service to UM-Rolla. He received bachelor's and master's degrees in civil engineering from UM-Rolla in 1967 and 1968, respectively.

Mathes is the founder of John Mathes and Associates, Inc., a diversified multidisciplinary engineering enterprise. He and his wife, Susan, have established an endowed professorship in civil engineering at UMR.

The award for Outstanding Alumni Service to UM-Kansas City, was made to **Newton Allen Campbell**, chairman emeritus of Burns & McDonnell, an engineering firm in Kansas City. In 1970, Campbell earned an M.B.A. with honors from UM-Kansas City. A former member of the University of Kansas City Trustees, Campbell recently chaired the UMKC campus-wide strategic planning effort to better position UMKC into the next century.

Randy C. Sanderson, vice president-comptroller of Dollar General Corporation in Nashville, Tenn., was honored for Outstanding Alumni Service to UM-St. Louis. He graduated in 1977 from UMSL with a degree in accounting. He sponsors an annual scholarship to UMSL for a deserving inner city student and he has received many distinguished awards.

For Outstanding Service to University Extension, **Marjorie Swan** was honored. She served 45 years as a 4-H leader in the Pocahontas 4-H Club of Cape Girardeau County and 40 years as an active member of the Cape Girardeau county 4-H council.

A special award for Outstanding Support of The University of Missouri was given this year to **State Representative Sheila Lumpe**, a Democrat from St. Louis and chair of the House Appropriations Committee. Rep. Lumpe received a master's in political science from UM-St. Louis.

Task force on access to be appointed

Malaika Horne, president of the Board of Curators, expanding on her presidential theme of improved access to all levels of education, told the board at its meeting in Rolla March 20, that she intends to appoint a task force to move the agenda forward.

The task force will focus its attention on the problem of access and will recommend policies to improve it. "We want to let the citizens of our state know they can have access to college, not only for each individual's educational advancement, but for the enlightened self-interest of the state and the nation," she said.

She listed four categories of access: Financial, geographical, academic and psychological.

She noted that President Bill Clinton and Missouri Governor Mel Carnahan have proposed programs "that essentially guarantee financial access in the 13th and 14th years of schooling." But, she noted, studies indicate barriers to attending and successfully completing college frequently go beyond issues of money.

Geographical access can be improved through telecommunications technology and cooperative programs among campuses comprising the University of Missouri and through cooperation with other institutions throughout the state, she suggested.

"The academic and psychological barriers to access are more difficult to solve," she said.

Some would argue that the bar of academic standards should be lowered for poorly-prepared students, "but this perpetuates the problem rather than providing a solution," she asserted.

The psychological barriers should be confronted by students who, at an early age, have high expectations about learning and success, she suggested.

She also touched on difficulties with transitions from community colleges to universities, from junior high and middle schools to high schools, and from elementary schools to junior high and middle schools.

The University of Missouri is uniquely positioned to play a leadership role in improving access to higher education, she said. "By forging relationships with the community, we will be better able to reach every youngster and ensure that each is equipped with the educational tools to meet the emerging needs of Missouri in the 21st Century."

Curator Horne praises George for effectiveness



Mel George

Board of Curators President Malaika Horne, recounting the earlier announcement of the appointment of Manuel T. Pacheco as president-designate of the University of Missouri, complimented Pacheco and Interim President Mel George at the Curators' meeting in Rolla Mar. 20.

"We are truly looking forward to Dr. Pacheco's leadership," she said. "Without Mel George serving as interim president, we would have been less able to have a successful search."

Horne said she has been inspired by George's effectiveness. "We are truly blessed that he and his wife, Meta, decided to retire and move back to Columbia at such an opportune moment for us," she said. "Dr. George has a high quality of character, spirit and courage. His service as interim president of the University of Missouri System has been a godsend."

Budget allocation principles planned for 1998 Fiscal Year

With the approach of July 1, 1997, the beginning of Fiscal Year 1998, the Board of Curators at its March meeting heard a report on the general principles that will guide decisions regarding allocation of university resources.

For the three years prior to the present budget year (FY1997), then-President George Russell applied a formula for allocation of resources among campuses and Outreach and Extension. Following those adjustments, the budget for the current fiscal year saw most new state funding allocated proportionately to each unit.

For FY1998, Interim President Mel George reported, new state funds will be allocated to units using the following general conditions:

Allocations will reflect the particular roles and missions of each unit, including numbers of students (headcount and full-time equivalent -- FTE), differential costs of instruction and types of programs (instructional, research and outreach).

Allocations will also adhere to any restrictions placed on the use of state funds in the appropriation process, will follow the priorities of the Board of Curators and will allow the president of the university flexibility to allocate for special purposes.

Campus-generated revenues, including student fees, will be available to the campuses for allocation according to the general principles adopted by the Board of Curators. All units will budget to maintain the base established by the five-year plan and expense and equipment budgets should be increased by at least the rate of inflation, George stated.

Committee targets student services for improvement

The second phase of the UM System-wide Administrative Systems Project (ASP), which will examine student services processes on the campuses, is underway. The Student Systems Work Team began meeting in March and by May will make recommendations that will improve service delivery for students. The group's report may potentially include a recommendation to purchase a new student information system and related products and services.

With the help of consultants, the team will conduct focus groups and interviews on each campus with faculty, students, staff, alumni and parents to collect information on how well the processes work and how they can be improved. The team will select one process for in-depth evaluation and redesign to make the process more efficient and responsive to student needs.

In the course of its evaluation the team will consider how rules and regulations governing student systems differ from campus to campus, as well as unwritten policies about how things are done. The team will compare UM student systems with those of competing institutions to find ways to improve existing procedures. The team will also assess the improvements to the process that would occur by using new student information system software.

Information and documents about the ongoing project will be posted and updated periodically on the University of Missouri System Internet web page: <http://www.system.missouri.edu>.

Larry Dietz, team leader, has been associate vice chancellor of student affairs at UM-Kansas City since 1985. He also is assistant professor in the UMKC School of Education. Dietz was associate director of the Financial Aid and Student Employment Office at Iowa State University and he also has administrative experience at Southern Illinois University.

Dietz served on both the Student System Planning Group and the Administrative System Project before being assigned the current task of team leader. His duties at UMKC span the Division of Student Affairs and he also has responsibility for administering the University's enrollment management program. Dietz holds a bachelor's degree from Southern Illinois University and both master's and doctorate degrees from Iowa State University. He also participated in Harvard University's Management Development Program.

Dietz is co-editing a book on student services at metropolitan colleges and universities due to be published by Jossey Bass this spring.

He answered the following questions about the student services work team's objectives.

Q. Why is it so important to examine student service transactions across the University of Missouri system?

A. Student service transactions such as recruitment, admissions, advising, registration, financial aid, fee assessment and collection are increasingly more important to students in making enrollment decisions beyond the traditional reasons for selecting an institution due to academic program, cost, financial subsidy and location. Since student recruitment and retention are essential to the financial stability of all campuses of the University of Missouri, it seems appropriate to review the student information systems that undergird student services across all four campuses.

Q. Is there a commitment from administrators to make a change?

A. The commitment has been to objectively review student services policies and processes in light of the goal of providing the best services to students. Interim President George has expressed his support of the project and the Vice-Chancellors for Student Affairs Council has also endorsed the recommendations of the Student System Planning Group to improve student services. The greatest support has come from the middle-management staff from the four campuses who work with the student information system on a daily basis.

Q. Is the eventual goal to automate more transactions?

A. No. The goal is to improve student service by reviewing processes, suggesting policy development and sometimes revision, applying technology when appropriate, and furthering the integration between our information systems in order to serve the University's largest number of clients, our students. We do not want to simply further automate what might be a poor policy or process that does not serve students well.

Q. What has been accomplished so far?

A. High level process maps have been developed for the areas of recruitment, admissions, advising, registration, financial support, fee assessment, collections, tracking and reporting. Documentation of these routines and sub-routines has been reviewed and the identification of a process to re-engineer will occur shortly.

Q. Who is involved in this process?

A. A team of staff members from the four campuses as well as system-level staff have been working together on this project (see list). Representatives from Coopers and Lybrand, consultants who have sound experience in process re-engineering, have also been helpful.

Comments or questions about the project can be directed to a campus representative to the team, or to Larry Dietz, team leader.

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More UM administrative forms are available on-line

In addition to Travel Information as one of the University of Missouri Information Systems (UMINFO) that are available now on the World Wide Web (WWW), Volume Purchase Agreements for microcomputer hardware and educational site-licenses for software applications are also available. The UMINFO web address, where this menu choice is available is:

<http://www.system.missouri.edu/uminfo/>

Basic information about each contract including pricing or discount information, technical specifications and web links to corporate sites, can be obtained on existing volume purchasing agreements for Hewlett-Packard, Bay Networks, CISCO, IBM, Apple, DELL, Gateway 2000, Compaq, SUN Microsystems, and Silicon Graphics products.

There is also information included on educational site licenses such as Novell, LOTUS, Microsoft, etc.

This information can also be accessed directly at the web address of:

<http://www.system.missouri.edu/busserv/vpamenu.htm>

University staff and faculty who need additional information on VPA contracts can send E-mail to Peggy Quisenberry: QUISENB@EXT.MISSOURI.EDU.