

Spectrum

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Board begins process of Mission Enhancement

Interim President Mel George reported to the Board of Curators, at its May meeting, on the University's plans to request four years of increases in state funding, beginning in 1998, for mission enhancement.

The process, a cyclical initiative of the Coordinating Board for Higher Education, calls first for the review and refinement of institutional missions.

George presented to the Board drafts of revised mission statements for each of the campuses, for University Extension and for the UM System in anticipation of bringing them to the Board for final approval in July. The Board will be asked then to give preliminary approval to a more fully shaped mission enhancement request package.

Manuel T. Pacheco, who will assume the presidency Aug. 1, will present the final version of the request at the September Board meeting. The plan is to be considered by CBHE in October in anticipation of its submission to the Governor and the General Assembly.

George noted that state agencies have been interviewed concerning Missouri's needs and how the University of Missouri can help satisfy them through its teaching, research and outreach. Surveys and interviews were conducted by Donald Phares, professor of economics and director of Public Policy Research Centers at UMSt. Louis, and Daryl Hobbs, professor of rural sociology and director of the Office of Social and Economic Data Analysis at UM-Columbia. "We have had a wonderful reaction to this exercise," George said, with appreciation for the fact that the University was even asking such questions.

Intensive planning has begun on the campuses and in University Extension, George said, to determine what areas to strengthen and what resources to request. The general officers, with advice from Intercampus Faculty Council, have talked on several occasions about systemwide requests.

George proposed that state resources for the matching fund program for endowed chairs and professorships be part of the request. He also proposed that funding be requested for upgrading libraries and for advanced technology. In addition, he suggested funding leave programs for faculty to join appropriate state agencies, not-for-profits and businesses for a semester or an academic year.

Curators OK FY98 operating budget



President of the UM Board of Curators Malaika Horne, center, at the May 2 ground breaking for the UM-Columbia Black Culture Center. Also pictured are MU Interim Chancellor Richard Wallace, UM Interim President Mel George and MU Vice Chancellor for Student Affairs Charles Schroeder. The proposed building will be about 11,000 square feet and is expected to be completed in December 1998. (photo by Nancy O'Connor/MU Publications)

The UM Board of Curators approved a \$650 million operating budget for Fiscal Year 1998 at its meeting May 29 in Kansas City. Approval was based on appropriations approved by the General Assembly but with the knowledge that Governor Carnahan had not taken any action on the bills.

The next operating budget, which is effective July 1, rose from \$627 million in the current fiscal year -- an increase of 3.5 percent. It includes \$353 million in state funds for general operations, an increase from \$340 million in the current fiscal year. The budget also includes \$14.7 million in federal appropriations, \$248 million in student fee revenue, \$16 million in indirect cost recoveries and \$18 million in other sources.

The state again provided \$4 million for UM System endowed chairs, but did not make the endowed chair program part of the University's recurring budget. The appropriation has been approved on a yearly basis instead of becoming part of the base budget.

"We are pleased that the General Assembly has recognized the need to protect the University against inflationary pressures and helped us to build on the progress we've made," said UM Interim President Mel George.

The state also allocated \$8.7 million for University Hospital and Clinics, \$4 million for Ellis Fischel Cancer Center, and \$9.8 million for the Missouri Rehabilitation Center. The Missouri Kidney Program will receive a \$4 million state allocation, and the Missouri Institute of Mental Health will receive \$2.3 million. MOREnet, which is now part of the UM System, will receive \$4.8 million from the state.

As part of the budget, the curators approved salary and wage principles for 1997-98. Increases will average a minimum of 3 percent for each employee group (faculty, non-represented staff, and represented staff). The board's compensation goals require that faculty will be compensated competitively with the other public members of the Association of American Universities.

With the exception of represented service and support staff, all salary adjustments will be made on the basis of quality of performance of the individual, team or unit in relation to the University's mission and market circumstances. Salary for represented service and support staff will be determined after "meet and confer" sessions are conducted.

The University's current budget, which represents total revenues from all sources, will be nearly \$1.5 billion in FY1998.

UM retirees to receive cost-of-living increases

The University of Missouri System Board of Curators approved a minimum cost-of-living increase of 2.86 percent for all retirees May 30.

The University annually reviews its retirement benefits to determine whether a cost-of-living increase is appropriate. The main factors in deciding are the performance of the retirement trust and the overall financial status and priorities of the University.

UM Executive Vice President Jim McGill said that the University's liabilities toward its retirees are fully funded, and that the retirement trust's earnings ensure that the increase in benefits is sound.

The actual cost-of-living increase a retiree will receive depends on the cumulative increase in active employee compensation since retirement, and the cumulative increase in the Consumer Price Index over the same period.

But the minimum increase for all retirees will be 2.86 percent, which was the increase in the Consumer Price Index from September 1994 to August 1995.

UM signs pact with Georgians

UM Interim President Mel George signed a memorandum of agreement April 24 committing the University to work cooperatively with the city of Kutaisi, Tsereteli State University and Kutaisi State University in the Republic of Georgia.

The agreement will include academic exchanges and a scholarship fund for students from Kutaisi to pursue undergraduate studies at UM. The city of Columbia and the city of Kutaisi are sister cities. The agreement is in effect for five years.



Pictured from left to right are, Teimuraz Shashiashvili, mayor of Kutaisi, Georgia; UM Interim President Mel George, and Avtandil Nikoleishvili, rector of Kutaisi State University.

Project underway to improve Student Services systems

A progress report to the Board of Curators on the comprehensive Administrative Systems Project (ASP) recited efforts being made to improve student service processes and indicated that user groups on the campuses are not only ready for change but are eager for it.

At last January's Board meeting, university administrators and consultants from Coopers and Lybrand presented a summary of streamlining efforts in finance, accounting, human resources and payroll processes. The Board's Executive Committee in February approved an expansion of the work to include student service processes.

A full report will be taken to the Board in July, along with an estimate of costs and an implementation plan for improvements in all administrative systems.

Larry Dietz, associate vice chancellor for student affairs at UMKansas City, chairs the Core Work Team for the University-wide Student System Planning Group. A similar group is being formed to study human resource processes.

Meanwhile, selective improvements have been made in the finance and accounting areas. Executive Vice President Jim McGill reported that he and the campus vice chancellors for administrative affairs had reviewed the initiatives and were "quite pleased" with the results.

Dietz told the Board at its May 30 meeting that, with a redesigned student process and the technology to implement it, students would be able to access electronically all university records that pertain to them any time and any place. This would allow them to inquire about application or admission status, course registration, status of financial aid, bills due, degree program requirements and other more general information.

Some such information would also help faculty members and advisers be more efficient and effective; and staff members would benefit from a reduction in timeconsuming, paperintensive

and errorprone procedures. Such a system would also benefit recruitment and retention of students and result in most costeffective student services, Dietz said.

Some "quick wins" can be achieved, Dietz said, by redesigning and eliminating outmoded procedures. Unless or until such changes can be integrated through appropriate technology, however, their benefits will be limited, he suggested.

"The problem facing us," McGill said, "is the management of significant change that deals with people and policy issues." Most organizations that have not met their system streamlining expectations have underestimated the attention required for dealing with people and policies, he said.

Dietz indicated that when he and his colleagues took on the assignment of "reengineering" student service processes, they thought they would be looking for software products that would "fix the problems." Instead, much has been learned by reviewing the underlying processes. "This has required an attitude that is open to scrutiny and open to change," he said. "It will not do any good to purchase new products if the people using them are not trained well or don't want to change."

Dietz said that he and the consultants have observed that the user groups on the campuses "are not only ready for change but eager for it."

TWA offers travel incentives

The UM Business Services Office signed an Incentive Agreement with Trans World Airlines (TWA) which began April 1. On certain domestic fares, TWA offers a 30 percent discount off all flights except non-stops from St. Louis, and 10 percent off most non-stop flights to/from St. Louis, with a 10 percent discount off most other published fares. A 10-25 percent discount on certain international fares is also available.

Any of the contracted University Travel Agencies will be able to assist you with this incentive program. The travel agencies are:

In Columbia:

Canterbury Travel - (573) 443-1625

Summit Travel - (573) 445-4969

Tiger Travel Service - (573) 449-0038

In St. Louis:

McDonnell Douglas Travel Company - 314-551-4000

Questions or comments regarding University travel or the TWA Incentive Program can be answered by campus travel coordinators. Detailed information on the Travel Program is available on the World Wide Web at <http://www.system.missouri.edu/uminfo/trv/travel.html>.

MOREnet becomes part of UM System administration

The Missouri Research and Educational Network, MOREnet, which provides Missouri schools, colleges, universities, libraries and government agencies with networked information services via highspeed data links, has become part of UM System administration.

Established seven years ago, MOREnet now reports to UM System Vice President for Information Systems Ralph Caruso, Jr. Previously MOREnet, which also supports several community information networks, was administered by the Columbia campus.

"This realignment means that MOREnet will be better positioned to fully utilize the information technology resources of all four campuses and extension, to the benefit of its many clients throughout Missouri," Caruso said.

MOREnet contracts with the University for staffing and support services. Besides operating a Missouri-wide communications network, MOREnet provides training and support, carries out research and development for new information technology applications and otherwise fosters the use of such technologies to benefit Missouri.

MOREnet projects include:

- The Department of Elementary and Secondary Education's Technology Networking Project, to link every Missouri school district to the information superhighway.
- Missouri Express, to help establish as many as 80 local information networks to make community and governmental information available electronically to the public.
- REAL, Remote Electronic Access for Libraries, to make the holdings of Missouri's libraries readily available to all citizens.

Gov. Carnahan recommended that the state provide \$5 million a year to allow MOREnet to continue the Department of Elementary and Secondary Education's Technology Network Project in fiscal year 1997-98, and another \$5 million for the Coordinating Board for Higher Education's proposed "MOREnet II: TelecommunicationsBased Delivery System for Missouri."

The MOREnet consortium includes public and private colleges and universities, government agencies, libraries, school districts and corporations. Among its many members are the Missouri School Boards Association, the National Severe Storms Forecast Center, the state Office of Administration and Allied Signal Aerospace Corp.

MOREnet's Internet address is <http://www.more.net>.

Flader, Phares win Jefferson Award

Susan Flader, professor of history at the University of Missouri-Columbia, and Donald Phares, professor of economics and public policy at the University of Missouri-St. Louis, are co-recipients of the University of Missouri System's 1997 Thomas Jefferson Award.



Susan Flader

The annual award, which is funded through a grant from the Robert Earll McConnell Foundation, carries a \$5,000 stipend and goes to a faculty member who "through personal influence and performance of duty in teaching, writing and scholarship, character and influence, devotion and loyalty to the University best exemplifies the principles and ideals of Thomas Jefferson."

A committee of faculty members from each of the UM System's four campuses recommends the winner. Usually, the award is given to only one UM faculty member annually; this year, the committee decided to award it to two.

Flader earned her bachelor's degree from the University of Wisconsin-Madison in 1963 and her master's degree (1965) and doctorate (1971) from Stanford University. She has taught at MU since 1973.

Flader teaches courses in U.S. Western and environmental history. She has written or edited six books, among them *Thinking Like a Mountain: Aldo Leopold; The Evolution of an Ecological Attitude Towards Deer, Wolves, and Forests; The Great Lakes Forest: An Environmental and Social History; The River of the Mother of God and Other Essays by Aldo Leopold;* and *Exploring Missouri's Legacy: State Parks and Historic Sites*. She is president of the American Society for Environmental History and serves on many other professional and environmental boards and committees.

Phares earned his bachelor's degree in economics from Northeastern University in 1965. He earned his master's degree (1967) and doctorate (1970) from Syracuse University. Phares joined the UMSL faculty in 1969.



Donald Phares

Phares served as chair of the economics department from 1982 to 1984 and director of UMSL's Center for Metropolitan Studies from 1984 to 1989. He was interim dean of the College of Arts and Sciences in 1986-87. He was special assistant to the chancellor for budgeting, planning and institutional research from 1987 to 1989, and vice chancellor for budgeting, planning and institutional research from 1989 to 1991.

The themes in Phares's teaching and research include urban economic issues, public finance, urban political economy and public policy analysis. In 1987-88, he was administrator of the St. Louis City-County Board of Freeholders. In that position, he directed the research staff for a constitutionally based governmental reorganization of St. Louis City and County. He is the author or co-author of five books and many articles.

MU's Roberts honored for Research and Creativity

Curators' Professor of veterinary pathobiology, animal sciences and biochemistry at the University of Missouri-Columbia, R. Michael Roberts, has won the University of Missouri System's 1997 Presidential Award for Research and Creativity.

The award, which includes a \$15,000 stipend for research, recognizes a UM faculty member for a sustained record of nationally and internationally prominent research or creativity.



R. Michael Roberts

Roberts's studies have provided a systematic approach to the study of the complex molecular mechanisms that occur during pregnancy. His research uncovered new information about the maternal recognition of pregnancy in cattle and sheep and suggests ways to improve embryo survival rates. He is the author or co-author of more than 200 scholarly articles.

Roberts received his bachelor's degree (1962) and his doctorate (1965) from Oxford University. After serving as a research associate and later faculty member at the State University of New

York-Buffalo from 1965 to 1968, he was appointed a senior research fellow of the United Kingdom Energy Authority in Amersham, England.

In 1985, Roberts was named professor of animal sciences and biochemistry at MU. In 1986, he was named the J. Fred McKenzie Distinguished Professor in Reproductive Biology, and in 1995 he became chair of MU's veterinary pathobiology department.

In 1996, Roberts was named a member of the National Academy of Sciences, the most prestigious organization in the scientific community.

He also received the 1996 Alexander von Humbolt Award, given annually to one scientist in the United States who is judged to have made the greatest contribution to American agriculture during the previous five years. Finally, in the same year, the UM System Board of Curators named Roberts a Curators' Professor the highest rank among UM faculty members.

Web site provides updates

The University of Missouri South African Education Program has a new web site:
<http://www.system.missouri.edu/urel/main/second/wsaep.htm>.

It can be linked from the University of Missouri System President web site.

The site contains the 1998 Program Announcement and application forms for an academic exchange program and a "New Initiative" program, which supports collaborative projects. The deadline for both programs is June 30.

UMR's Askeland named Outstanding Teacher



Donald Askeland

Donald Askeland, professor of metallurgical engineering at the University of Missouri-Rolla, has won the University of Missouri System's 1997 Presidential Award for Outstanding Teaching.

The award honors long-term achievement in teaching at the UM System. It carries a \$15,000 stipend and is given to a faculty member who has served his or her campus for at least 10 years.

Askeland received his bachelor's degree (1965) and master's degree (1966) in engineering science from Dartmouth College. He earned his doctorate in metallurgical engineering from the University of Michigan in 1970. He joined UMR's faculty in 1970.

Askeland's teaching excellence has been recognized throughout the more than 25 years he has spent on the Rolla campus. He won UMR's Outstanding Teaching Award every school year from 1982-83 to 1991-92. He won the AMOCO Teaching award in 1982-83 and 1985-86; the Burlington-Northern Faculty Achievement Award in 1988 and 1991; and UMR's Faculty Excellence Award in 1988-89, 1989-90 and 1990-91.

Lago wins Book Award



Mary Lago

Mary Lago, professor emeritus of English at the University of Missouri-Columbia, has been awarded this year's Curators' Award for Scholarly Excellence for her book *Christiana Herringham and the Edwardian Art Scene*.

The award, which includes a stipend of \$2,500, is given each year for the most outstanding book by a UM faculty member published by the University of Missouri Press.

Christiana Herringham, who lived in turn-of-the-century Britain, dedicated herself to preserving her nation's art treasures. In the book, Lago explains how Herringham made a place for herself in an era of limited opportunities for women in fine art and public service. Herringham launched the National Art Collections Fund of 1903, which saved Britain's artistic heritage from sale abroad and cultivated national pride in the country's cultural life.

After completing her undergraduate education at Bucknell University, Lago earned her master's degree (1965) and doctorate (1969) in English from MU.

The *London Times Higher Education Supplement* said Lago's book "is both a portrait of a woman of courage, sensitivity and integrity and a richly documented study of the late Victorian and Edwardian world."

John Mathes appointment adds engineer to UM Board

Retirement, for most, is envisioned as a reward for a lifetime of hard work, a time for relaxation and leisure, a chance to pursue long-put-off hobbies and interests, with plenty of time for naps, pleasure trips and reflection. Curator John Mathes, however, who in 1992 gave up his duties as CEO of a multidisciplinary engineering firm he founded in 1975, can be described as anything but retiring in his current lifestyle. A committed civic volunteer during his professional career, Mathes has continued to devote even more of his time to serving the interests he cares about passionately, including the University of Missouri.

Mathes received his bachelor's and master's degrees in civil engineering from UM-Rolla in 1967 and 1968, respectively, but he emphasizes that he did not accept the appointment to the UM Board of Curators to become an advocate for the Rolla campus. "My experience at UMR as a student was definitely an important part of my life, but when I was approached about the position of curator I realized it was for the entire University of Missouri System," Mathes said. "I decided to take the job so that I could give something back."



"When I was young I believed that competition was the major catalyst for achievement. But I now know collaboration and cooperation are far more important."--John Mathes

After participating in 30 hours of orientation programs for new curators, Mathes says he is impressed by the scope and enormity of the governing role curators are charged with accepting -- despite his extensive record of volunteer commitments and public service. He has immersed himself in learning about the missions, resources and operations of the UM System and of each of the campuses and University Extension, as well as other information he feels is necessary for him to make informed decisions about University policy. "You can count on me to not be a rubber stamp," he said.

Mathes began his career as a geotechnical engineer in St. Louis and, in 1975, he founded John Mathes and Associates, Inc., a consulting geotechnical engineering firm. Mathes changed his company's focus to the environmental arena in the late 1970s, when recession hit the St. Louis construction industry. The switch posed a new series of obstacles, requiring many more disciplines and areas of expertise from scientists and engineers on Mathes's staff, as well as continual investment in expensive facilities and equipment. Despite these hurdles, Mathes built his firm into a national success in its field.

By 1988, the Mathes Companies had become a diversified multidisciplinary engineering enterprise that employed nearly 200 professional and support personnel. During Mathes's tenure as CEO and President, the companies earned numerous awards for engineering and business excellence, including the Eminent Conceptor Award from the Consulting Engineers Council of Illinois, and "Outstanding Engineering Achievement" awards from the the American Society of Civil Engineers, the American Consulting Engineers Council, the Consulting Engineers Council of Illinois, the Illinois Society of Professional Engineers and the St. Louis Chapter of the

Missouri Society of Professional Engineers. In 1988 the companies were acquired by Burlington Environmental Inc., and Mathes continued to lead their operations until he retired.

Mathes's post-work life, however, doesn't appear to allow much time for his hobbies which include archery, hunting, shotgun sports, down hill skiing, pocket billiards and boating. His schedule was crowded before his appointment to the UM Board of Curators, with commitments to civic and professional organizations. An Eagle Scout, he has held numerous volunteer leadership positions in the Boy Scouts of America. He is currently serving as president of the Institute of Professional Practice, a non-profit organization that develops and provides educational programs for engineering undergraduate students, faculty and young practitioners to support the transition from academia to professional practice.

As part of his service to the UM-Rolla campus, Mathes has served on the UMR Board of Trustees since 1994 and as chairman. He received the MSM-UMR Alumni Achievement Award in 1993, and he has been president of the Academy of Civil Engineers. In 1991 he was recognized by the campus with a professional degree and with an honorary doctorate in 1996. In January he received the Presidential Citation for service to the University of Missouri System from the UM Alliance of Alumni Associations.

Mathes and his wife, Susan, have two children, Cara, 24, and Jason, 21. The Matheses have established the John & Susan Mathes Professorship in Environmental Engineering, an endowed professorship in the Civil Engineering Department at UMR. He says they chose to support environmental engineering because there is a tremendous need to do more in the area of removing toxic hazardous materials from the environment as well as for designing manufacturing processes which produce much less toxic and hazardous waste in the first place.

"There is a real need in Missouri, the country and the world to protect the health and welfare of the environment," he said. After consulting with UMR faculty, the Matheses reached the conclusion that creating an endowed professorship in environmental engineering would fulfill a need that had not been met by any other public or private university in the state, and it was an opportunity to give something back to the campus.

"There are an enormous number of sites contaminated with toxic substances and relatively little has been done to clean them up -- in part because available methods are cost prohibitive," Mathes said. "By endowing this professorship we've been able to attract one of the top environmental educators in the country, Craig Adams, and his presence has already caused environmental engineering to become the fastest growing program in the civil engineering department at UMR."

Mathes says the program is unique because it focuses on developing new, less expensive technologies to be used to clean up past contamination, and also supports the development of future processes to prevent pollution. The program relies on cooperation from several academic departments at UMR, he said, resulting in an integrated approach to educational problem-solving. "When I was young I believed that competition was the major catalyst for achievement," Mathes said, "but I now know collaboration and cooperation are far more important, and that will be the cornerstone of this program."

That emphasis on cooperation and working together will also help Mathes as he serves on the Board of Curators, he says. Now that the goals of the five-year plan have been met, the Curators will focus on the process of mission enhancement for each of the UM campuses and for University Extension, Mathes said. "Other state universities have already completed this cyclical evaluation and are benefiting from additional funding," he said. "The Board sees this as an excellent opportunity to insure that the University of Missouri is focused to address the needs of the people of Missouri, which is critical to the future of the state.

"Of course this will require increased support from the legislature, alumni and other citizens. To get that, it's critical that people understand that what the University is doing is vital to the state's economy, health and welfare. Everyone in the state is affected by the UM System."

Mathes says he has no magic bullets to shoot, but as a curator he will employ the personal philosophy he developed as a successful entrepreneur, manager and father. "By displaying trust and respect for the people I am working with, including other Curators, University administrators, faculty, staff and students, it is possible to work together to achieve common goals," he said.