

Spectrum

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UM to retail new bonds

In a departure from its usual practice, the Board of Curators March 27 approved the issuance of up to \$60 million in bonds that will be distributed on a retail basis by the St. Louis-based Edward Jones brokerage firm.

Prior to this action, the University's bonds have been sold primarily to major financial institutions.

The bonds, proceeds of which will be used for refinancing higher-cost existing debt and for capital improvements on the campus of the University of Missouri-St. Louis, are expected to be exempt from both state and federal taxes.

"This approach will allow investors — and in particular citizens of the state of Missouri — to help themselves while they are also helping the University of Missouri," said Manuel T. Pacheco, president of the University of Missouri System.

It is anticipated that the bonds will be rated Aa2 by Moody's and AA+ by Standard and Poor's. Serial bonds will mature from 1999 to 2013 and term bonds in 2018, 2023 and 2028.

Interest notes and other details will be made available by Edward Jones through statewide public announcements and its 225 offices in Missouri. Edward Jones is the sole manager of the bond offering and is currently accepting indications of interest from the public. Persons interested are urged to contact their local Edward Jones investment representatives.

Board amends fee for MU HRP students

The UM Board of Curators has amended an increase in fees for UM-Columbia Health Related Professions students. The increase had been enacted in January.

The action allows an exemption to the \$35 per credit-hour increase for students already enrolled. New students enrolling in Fall 1998 will pay the increased fee.

"After discussions with many people on our campus, I began to feel that it was inappropriate to institute this fee as we did in January," said UMC Chancellor Richard Wallace. "I really wish we had handled it this way, exempting the current students, from the start."

President Pacheco outlines plans for Fiscal Year 1999 operating budget

At the March 27 Board of Curators meeting, UM System President Manuel Pacheco described preliminary plans for constructing the Fiscal Year 1999 operating budget, to take effect July 1, 1998.

His comments were limited to the general operating portion of the current funds budget. Designated and restricted funds will be reviewed at the May 28/29 Board meeting in Kansas City, where Curators will be asked to approve the FY99 budget.

Pacheco emphasized that current plans are based on estimated state appropriations, which will not be decided for several weeks.

In January, Governor Mel Carnahan, in his budget message to the General Assembly, recommended \$394.9 million in recurring state funds for general operations of the University. That figure included \$14.6 million for the cost of inflation, approximately \$950,000 for maintenance and repair, and \$15 million to fund the University's first Mission Enhancement request.

The House of Representatives subsequently recommended a total of \$397.6 million, which increased the inflation component to \$17.3 million. Of the \$15 million for Mission Enhancement, \$4 million in recurring funding is committed to the Endowed Chairs and Professorships program.

Early in April, Pacheco said, estimates will be made of both state and nonstate funds likely to be available for general operating purposes. Based on those estimates, the President will propose an allocation of state funds as well as salary and wage principles for consideration and approval by the Board's Finance Committee.

With the Committee's approval, Pacheco said, "I will allocate estimated state funds to the campuses, University Outreach and Extension, System administration and Universitywide resources by mid-April." Such preliminary allocations will be subject to change.

Meanwhile, the campuses will have about two weeks to develop their summary level budget plans and submit them to the President. Those plans will be submitted to the Board for its approval at the May meeting.

Among the guiding principles to be employed in building the budget, Pacheco said, will be the continuing practice of budgeting 97 percent of state appropriations — to allow for the state's three percent withholding policy.

Pacheco proposed that inflationary increases be distributed proportionately throughout the UM System based on the FY98 recurring state appropriations base for each component of the University.

Mission Enhancement funds should also be distributed proportionately among the entities that requested the funds — the four campuses, Outreach and Extension and Universitywide

resources, Pacheco suggested. "I will make some adjustments to the proportional allocation based on the funds required for the Mission Enhancement initiatives and taking into consideration the total funds available for allocation throughout the UM System," Pacheco said.

He emphasized that Mission Enhancement funding must be concentrated on the University's highestpriority initiatives, rather than risking incomplete results through dilution of resources.

The Governor's recommendation would result in a total increase in recurring general operating funds of \$29.8 million, or 4.6 percent. The House version would increase the budget by \$32.4 million, or 5.0%. Nonstate revenues are projected to remain stable. (See table below.)

**Status of FY1999 State Appropriations
GENERAL OPERATIONS (\$ millions)**

	UM REQUEST	GOVERNOR'S RECOMMENDATION	HOUSE RECOMMENDATION
FY1998 Core	\$364.4	\$364.4	\$364.4
Inflation/Core Adjustment	16.6	14.6	17.3
Core Improvements	17.9	0.9	0.9
Endowed Chairs	4.0	4.0	4.0
Other Mission Enhancement	<u>16.7</u>	<u>11.0</u>	<u>11.0</u>
TOTAL	\$419.5	\$394.9	\$397.6

UM works with community colleges on transfer policies

UM System Acting Vice President for Academic Affairs Stephen Lehmkuhle reported to the Board of Curators at their March meeting on the University's efforts during recent months to improve interaction with the state's community colleges. He said the efforts have focused on revising a statewide transfer and articulation agreement and that he and the UM System chancellors have visited five community colleges to re-open communication channels.

During the Fall 1997 semester 1,480 students transferred from a community college to one of the UM campuses, with more than half of them enrolling at UM-St. Louis, Lehmkuhle said. Half the students who transferred completed 60 or more credit hours and earned an associate's degree at the community college. The other students transferred with varying numbers of hours.

"The fact that community college transfers enter one of our campuses with differing levels of academic backgrounds is important because our data indicate that success of these students is directly related to the number of credit hours completed at the community college," Lehmkuhle said.

"The graduation rate for students who have completed 60 or more hours at the community college is 15 to 20 percent higher than that of students who have completed fewer than 40 credit hours," Lehmkuhle said.

Lehmkuhle said there is a perception that transfer students at UM institutions are unnecessarily required to duplicate courses, but he presented data to the Board that suggests there is no "penalty" in the UM System for attending the community college.

Representatives from the Council on Public Higher Education, Missouri Community College Association and the Coordinating Board for Higher Education have worked together to revise the statewide agreement on transfer and articulation, which sets transfer policies for the state. The group, chaired by UM-Kansas City Chancellor Eleanor Schwartz, recommended their revisions be approved by the CBHE at its board meeting scheduled April 16.

The major recommended revisions are:

- A clear designation that the Associate of Arts degree, which is essentially a general education program, is the statewide transfer degree.
- The limit on the number of lower-division courses that could be transferred was removed. The old limit was 64 hours. In the revised policy, additional hours may be transferred when directly linked with a degree program.
- The appeal process was revised to permit a community college — rather than its student — to appeal a transfer decision made by the receiving four-year institution.
- All parties agreed to consult about changes in degree requirements and to permit a sufficient lead time so that students are better informed about which courses to take.

Pacheco details Washington plans

The Board of Curators, at its March 26 meeting, approved a proposal to retain Van Scoyoc Associates, Inc., of Washington, D.C., at an annual cost of \$120,000, to help identify federal research funding opportunities for the UM System. The contract, whose cost will be shared equally by UM System Administration and the University of Missouri Columbia, may be extended for an additional year.

UM System President Manuel Pacheco described the move as an important step in achieving one of "the highest priority assignments given me by this Board...that of increasing external funding of research at the University of Missouri."

In particular, the Board expressed interest in improving the University's share of federal funds for research from such agencies and organizations as the National Science Foundation, the National Institutes of Health, the Department of Energy, the Department of Agriculture and the Department of Defense.

The Board's concern is understandable, Pacheco said, because the University of Missouri does not receive its "fair share" of federal funding for research. "In fact, the University of Missouri System attracts about onethird of the average attracted by the other 28 public universities in the Association of American Universities," he reported.

He noted that a major step was taken, effective Mar. 1, with the appointment of Steve Knorr as assistant to the president for federal relations.

Van Scoyoc, which has extensive experience working with institutions of higher education, "will be our eyes and ears in Washington," Pacheco said. The firm will help establish priorities for targeted funding opportunities, in advocating the University's capabilities and priorities to legislators and in monitoring legislation and other federal actions that might affect the University's federal funding opportunities.

Pacheco emphasized that, according to Department of Commerce data, every \$1 million in federal research funding directed to Missouri results in an average of 41.2 generally sophisticated, high-paying jobs. Thus, in addition to the longterm benefits derived from the research and educational opportunities afforded by such funding, "it has an immediate economic impact on our state," Pacheco said.

"We are making a series of investments that, compared with our objectives, are quite modest," Pacheco asserted. "I am confident, however, that they can be effective."

Steve Knorr appointed to head federal relations

University of Missouri System President Manuel T. Pacheco has appointed Stephen C. Knorr assistant to the president for federal relations.

"This is a major step forward in the University of Missouri's efforts to obtain its fair share of federally-sponsored research funds," Pacheco said.

Knorr, 32, has been director of development for the College of Agriculture, Food and Natural Resources at the University of Missouri-Columbia since 1994. In that position, he has developed new project proposals for state and federal grants and has served as a liaison with state and federal officials.

In his new position, Knorr will help combine and coordinate University of Missouri research capabilities on all campuses and mesh them with national research needs for which federal funding is provided. Pacheco praised Knorr's record in attracting research funding to MU.

"We are fortunate to already have on the University's payroll a person with Steve's talent and track record in federal relations," Pacheco said. "He will be the focus and the clearing house for the University of Missouri's relations with agencies and offices in Washington, D.C."

Knorr graduated from MU in 1988 with a bachelor's degree in agricultural economics. From 1989 to 1994, he was a legislative assistant on the staff of U.S. Sen. Christopher S. Bond. He had earlier been a marketing representative with Monsanto Agriculture Company in Minneapolis and a field representative in the 1988 re-election campaign of then-U.S. Sen. Jack Danforth.

Pacheco noted that the Board of Curators, when it appointed him, included expanded outside research funding on a list of the president's highest-priority assignments. Others included appointment of a permanent chancellor at MU, initiation of a long-term strategic plan, the Mission Enhancement project and becoming familiar with University constituencies.

University brings nursing education to outstate areas

A team of University of Missouri professors from three campuses is using technology to bring nursing education to underserved areas of the state.

Nursing school faculty at Columbia, Kansas City and St. Louis are developing materials in nine courses that will be available through the University's computer network. The three campuses have already established a cooperative Ph.D. in nursing and now are building on that program to include distance learning.

At UM-St. Louis, nursing programs are currently being telecommunicated to outreach sites in Rolla, Poplar Bluff, and Jefferson and St. Charles counties. In Columbia, coursework is offered to sites in Kirksville, Camdenton, Boonville, Brookfield, and Milan. The Kansas City campus provides outreach education to the St. Joseph and Joplin areas.

"A major goal underlying all of the nursing programs offered is to prepare graduates who are sophisticated in new information technologies," said Dr. Jean Bachman of UMSL. "It is even more crucial for students in outreach sites to be well-grounded in these technologies, because they will often need access to resources unavailable in rural communities."

UM honors six alumni at Legislative Recognition Day

The UM System Alumni Alliance presented its annual awards Feb. 25, at Legislative Recognition Day in Jefferson City, to six UM alumni who have made outstanding contributions to the University. The University of Missouri System Presidential Alumni 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 outstanding service to the University of Missouri System.



Mel George

University of Missouri President Emeritus Melvin D. George, former vice president for academic affairs of the University of Missouri System, was given the annual award for Outstanding Service to the University of Missouri System. George served two terms as the University's interim president — first in 1984, between the retirement of President Jim Olson and the appointment of President C. Peter Magrath and again from Sept. 1, 1996, when President Emeritus George Russell retired, to Aug. 1, 1997, when current UM President Manuel Pacheco took office.

George earned a B.A. degree from Northwestern University in 1956 and his Ph.D. from Princeton University in 1959. He joined the University of Missouri-Columbia in 1960 as an

assistant professor of mathematics. He was promoted to associate professor in 1964 and to professor in 1967. In 1967 he was named associate dean of the Graduate School.

He became vice president for academic affairs of the UM System in 1975, and served in that position for 10 years. He is Professor Emeritus of Mathematics at the University of Missouri-Columbia. He was president of St. Olaf College in Northfield, Minn., from 1985 until his retirement as president emeritus in 1994. He joined the University of Minnesota as vice president for institutional relations in July 1994.

Gov. Mel Carnahan recently named George chair of the Missouri K-16 Coalition, an organization of 22 Missourians from the public and private sectors. The coalition will consider ways to better serve students, create a more comprehensive and coordinated educational system and raise expectations and performance levels of all students, from kindergarten through the baccalaureate degree.



Bob Selsor

An attorney with the firm of Suelthaus & Walsh, P.C., in St. Louis, Robert J. Selsor, received the award for Outstanding Alumni Service to UM-Columbia. Selsor graduated with honors with a bachelor's degree in economics from UM-Columbia in 1982. As an undergraduate his honors included the James S. Rollins University Scholarship, the R. Crosby Kemper Campus Leadership Award, QEBH and Omicron Delta Kappa National Leadership Society.

While attending the UM-Columbia School of Law, Selsor was named a Fulbright Scholar. He attended Victoria University School of Law in New Zealand where he researched no-fault accident compensation laws.

After completing his juris doctor degree in 1985, Selsor worked as law clerk to the Honorable Stephen N. Limbaugh, U.S. District Judge, Eastern District of Missouri. At age 29 he founded a public charitable trust foundation known as Zeta Phi Society Foundation, Inc., which has raised \$600,000 to date. Since 1994, he has served as chairman of MU's LINC Network, a 1,000-member alumni organization established to promote the University.



Jack Gant

Jackson County Circuit Judge Jack E. Gant was honored for Outstanding Alumni Service to UM-Kansas City. He earned a bachelor's degree from UM-Columbia in 1951 and graduated from the

UM-Kansas City School of Law in 1954. He was elected to the Missouri State Senate, where he served 1966-1976, when he was appointed judge, Division 5, 16th Judicial Court. Among his many accomplishments, Gant was president of the Missouri Juvenile Judges Association and the Missouri Trial Judges Association, the UM-Kansas City Alumni Association and the UM-Kansas City Law Alumni Association. He has served as chairman of the State Division of Youth Services Advisory Board since 1987 and as a member since 1982, and he has been a member of the executive council of the Missouri Judicial Conference since 1990.

Judge Gant has been a member of the University of Missouri Alumni Alliance since 1987, and is currently serving as chairman. In 1974 he received the Alumni Association State Service Award from the University of Missouri-Kansas City. He is president of the Community Services League and chairman of the Independence Neighborhood Councils. Gant also serves on the Board of Directors of both the Jackson County 4-H Foundation and Blue Elk District, Boy Scouts.



John Bartel

John G. Bartel, who graduated from the Missouri School of Mines with a bachelor's degree in ceramic engineering in 1952, received the award for Outstanding Alumni Service to UM-Rolla. Bartel worked for United States Steel Company and General Refractories Co. during his early career.

Bartel is president of Cercon Inc. in Hermann, Mo., where he has worked for 15 years. He was awarded a professional degree in ceramic engineering from UMR in 1985. Bartel has served as mayor of the City of Hermann and director of the Hermann Chamber of Commerce.

He served on the Alumni Association board of directors 1987-1993, as a member of the Academy of Mines & Metallurgy since 1995, as president of The Order of the Golden Shillelagh, and as a member of the UMR Board of Trustees. He has been recognized by the campus with an Alumni Achievement Award in 1995 and as an Honorary Knight of St. Patrick in 1997.



Tim Green

Rep. Tim Green, D-St. Louis County, was honored for Outstanding Alumni Service to UM-St. Louis. In addition to his legislative duties, Green works as a construction electrician for Briner Electrical Co. Rep. Green received a degree in business administration from the University of Missouri-St. Louis and graduated from the Electrical Industry Training Center in 1987. He is a member of the North County Labor Legislative Club, the Missouri State Labor Council and the

St. Louis Labor Council and is president of the Missouri State Building and Construction Trades Council.

Significant legislative accomplishments for Rep. Green include a 1989 bill dealing with collision damage waivers, a 1990 bill that brought a conservation park to St. Louis County and revisions in workers' compensation legislation. He sponsored a truth in sentencing bill that would require prisoners to serve 85 percent of their sentence, a bill to redistribute sales tax dollars in the St. Louis county municipalities, a bill requiring utility companies to set aside pension benefits for retirees and a bill giving contractors the right to receive prompt payment for their services.

Rep. Green currently is chairman of the State Appropriations Committee and serves on many other legislative committees.



Joe Jenkins

The award for Outstanding Service to University Outreach and Extension was given to Joe Jenkins. A Springfield resident, Jenkins has demonstrated untiring, long-term support for serving the citizens of Missouri through University Outreach and Extension.

Jenkins served as a member and chairperson of the Greene County Extension Council and as a member of the Program Leadership Council for the Missouri Rural Innovation Institute. As the University's representative to the national Committee on Agriculture, Research Extension and Teaching (CARET), he joined agricultural producers, agribusiness leaders, local officials, consumers and members of the National Association of State Universities and Land-Grant Colleges in seeking federal and state support for research, extension and teaching programs of land-grant universities.

In 1992, he received the Gordon Warren University Outreach and Extension Land-Grant Award for his ability to "see the university as a community resource and to access the knowledge and research of the university to improve the lives of Missouri citizens."

Curators honor Dean Townsend, 100



Dean Emeritus of the MU College of Education Loran Townsend was honored on his 100th birthday, March 5, by a Board of Curators resolution recognizing his decades of service. Pictured from left to right are, Steve Lehmkuhle, acting vice president for Academic Affairs; Townsend; and Curator Hugh Stephenson, Jr., holding the Board resolution.

UM System launches new strategic plan process

At the meeting of the Board of Curators' Resources and Planning Committee March 26 in Rolla, UM System President Manuel Pacheco detailed the new Universitywide strategic planning process.

Pacheco reported that he had appointed a Strategic Planning Steering Committee, comprising the chancellors and vice presidents and chaired by the president. The steering committee has met twice to address the charge given it by President Pacheco.

In a Feb. 26 meeting, the committee agreed upon a list of strategic planning principles. (See listing below.) In a Mar. 20 meeting, it reviewed current unit plans and compared them with the list of planning principles. At a meeting scheduled Apr. 24, the committee will identify "critical success factors" for the University.

Pacheco said he soon will appoint two task forces — one on environmental scanning and another on benchmarking. The former will be responsible for studying the external environment — as well as the internal environment of the University — and will provide the results to the steering committee. The task force on benchmarking will identify appropriate "yardsticks" by which to measure the achievements of the planning process.

In December, Pacheco said, he will bring to the Board "a vision statement for the University and a review of strategic initiatives to guide the University toward realizing the vision."

He said he also will review the steering committee's identification of "critical success factors" and associated performance indicators essential to achieving the vision.

Also in December, he said, he will bring to the Board a plan for monitoring and evaluating the University's progress.

UM Board of Curators Resources and Planning Committee

Strategic Planning Principles

1. Critical success factors guide strategic decision making and planning.
2. Planning should position the institution to face an uncertain environment.
3. Establish a system-wide context for planning, including mission, core values, vision for the future, strategic directions, performance indicators, operating context and policy domains.
4. Focus on demonstrable and measurable results.
5. Achieve a system-wide synergy.
6. Tie resource allocation decisions to planning priorities.
7. Plans should include a common set of components.
8. Planning processes should fit the unit's organizational dynamics.
9. Unit plans should be aligned with university-wide planning priorities.
10. Functional and operational planning (i.e., academic programs, human resources, enrollment management, facilities, technology and financial) should be aligned with the unit's planning priorities.

Search committees named for two UM positions

University President Manuel Pacheco has announced the search committees for vice president for academic affairs and vice president for finance and administration.

The members of the academic affairs search committee are: Lori Franz, professor of management, UM-Columbia; Walter J. Gajda, vice chancellor for academic affairs, UM-Rolla; John C. Nelson, vice chancellor for academic affairs, UM-St. Louis; Jeffrey D. Cawlfeld, president, Intercampus Faculty Council, associate professor of engineering, UM-Rolla; Susan K. Feigenbaum, professor of economics, UM-St. Louis; Ronald A. MacQuarrie, vice provost for research and dean, graduate studies, UM-Kansas City; Gary L. Smith, director of admissions and registrar, UM-Columbia; Ronald C. Powers, associate vice president and associate director, University Outreach and Extension; Robert Stein, assistant commissioner of higher education; Gayatri Bhatt, former student representative to the Board of Curators; and Ronald J. Turner, vice president for University Outreach and Extension.

The members of the finance and administration search committee are: Mohammad H. Qayoumi, vice chancellor for administrative services, UM-Rolla; Larry Friedman, associate professor of biology, UM-Rolla; William French, vice chancellor for university advancement, UM-Kansas City; Frank Mitchell, professor of surgery, University Hospital & Clinics; Hal Jeffcoat, vice chancellor for development and alumni relations, UM-Columbia; Larry Gates, assistant vice president for planning and budget; and Ralph Caruso, vice president for information technology.

Turner will chair the academic affairs search and Caruso will chair the finance and administration search. The committees anticipate they will submit unranked names of finalists to the President by early May and that the finalists' names will be made public at that time.

Board changes meeting schedule

Curators will hold a July 16-17 meeting in St. Charles. The Sept. 17-18 Board meeting was changed to Oct. 15-16 at UM-Columbia. The Oct. 22-23 meeting was canceled.

The Board also approved the following calendar for 1999 meetings: Jan. 28-29, UM-St. Louis; March 25-26, UM-Rolla; May 20-21, UM-Kansas City; July 15-16, UM-Columbia; Sept. 2-3, location to be determined; Dec. 2-3, UM-Columbia.