

## Spectrum

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### Curators approve salary policy for UM employees

The Board of Curators, in their meeting May 27-28 at the University of Missouri-Kansas City, approved salary and wage principles for Fiscal Year 2000 that will result in \$400 annual increases for most faculty and staff members throughout the University of Missouri System.

**"This year's circumstances are unusual and we are determined that they will not occur again. The rules have changed and we are looking at the longer-term needs and priorities of University in the context of this new environment."**

—UM President Manuel Pacheco

The principles state that "salary and wage increases will be restricted to faculty and staff whose performance is satisfactory" and that the minimum increase for benefit-eligible faculty and staff is \$400 per year, or 19 cents per hour for hourly personnel. Funds in excess of the minimum may be used to address unusual market or equity considerations.

UM President Manuel T. Pacheco noted, however, that any such additional funds must be provided from campus or Outreach and Extension resources.

Although the fiscal year begins July 1, the salary year begins Sept. 1 for employees paid monthly and Aug. 22 for employees paid biweekly.

Pacheco said, "This year's circumstances are unusual and we are determined that they will not occur again. The rules have changed and we are looking at the longer-term needs and priorities of the University in the context of this new environment."

In describing the FY2001 operating budget request to the Board, Pacheco noted that it asks for a four percent increase for salaries. He also said he will bring to the September 1-2 meeting of the Board a detailed financial plan for dealing with the University's needs during the next several years. (See story on [FY2000 Budget](#).)

### Board approves FY2000 budget amidst new economic conditions

The Board of Curators, meeting May 27-28 on the UM-Kansas City campus, approved a general operating budget for the University of Missouri System totaling \$716.8 million for Fiscal Year 2000, which begins July 1.

The budget is based on \$417.9 million in state appropriations for general operations —the amount recommended by the governor.

The core state budget for FY1999 is \$395.1 million. The General Assembly has approved increases of \$7.8 million for inflation, \$800,000 for core improvements and \$15 million for the second year of the University's four-year "cycle" of Mission Enhancement funding.

Assuming Governor Mel Carnahan signs the appropriations bills into law, the University would receive 97 percent of the funding, because of the State of Missouri's traditional withholding of three percent of appropriations.

Because of rising health care costs —of which the University pays 70 percent and employees 30 percent of premiums — approximately one percent in new funding was available for salary increases. (See story on [Salary Guidelines](#).)

Pacheco prefaced his discussion of the budget with comments concerning the University's changing economic environment.

"The State of Missouri is enjoying the benefits of a thriving economy and that fact is reflected in the state appropriations recommended by Governor Carnahan and approved by the General Assembly," Pacheco said. "This year's appropriations bills, if signed by the Governor, will reflect a significant increase in recurring operating funds and very welcome one-time capital appropriations for major building projects that will affect the quality of the University for many years to come."

He noted that, for the second year in succession, the General Assembly has approved \$15 million in new, recurring funding for Mission Enhancement — which is consistent with the Governor's recommendation. If allowed to run its full four-year course, he said, Mission Enhancement "will change the face of the University of Missouri by emphasizing and lifting to eminence its most promising academic programs."

However, because even more stringent restrictions have resulted from changes affecting the Hancock Amendment — which limits increases in state spending to increases in personal income —state funding for FY2000 is not sufficient to meet the costs of inflation, Pacheco noted.

As a result, the budget calls for severely limited salary increases. At the same time, the University's health-care costs, "which were sharply reduced five years ago with a bold move to managed care," again are approaching the levels being experienced then.

"This is a national problem and one with which the University and its employees must deal," Pacheco said. "It is unfortunate, however, that these forces have come to confluence in the same budget year."

Pacheco told the Curators that "these developments foretell what I and the other General Officers believe is a longer-term future" in which the University will be required to attract resources needed to establish and maintain a margin of institutional excellence from sources other than the state.

In September, he said, he plans to bring to the Board a strategy for dealing with the longer-term financial situation. "We will be faced with difficult decisions in the months and years to come," he said. Referring to the five-year financial plan completed in 1997, he said, "This is nothing new for the University of Missouri. We are committed to maintaining the position the University and its supporters have worked so hard to attain."

**FY2000 State Appropriations for General Operations (\$ millions)**

	<b>UM Request</b>	<b>Governor's Recommendation</b>	<b>Joint Legislative Action</b>
FY1999 Core	\$395.1	\$395.1	\$395.1
Inflation/Core Adjustment	22.8	7.8	7.8
Core Improvements	8.5	0.0	0.8
Mission Enhancement	<u>22.3</u>	<u>15.0</u>	<u>15.0</u>
<b>Total</b>	<b>\$448.7</b>	<b>\$417.9</b>	<b>\$418.7</b>

**Harrisonville's Mary James brings Missouri roots and dedication to community service to UM Board**



Curator Mary James

Mary James is a human resource manager and a respected mover and shaker in the small, west central Missouri town where she grew up and raised her two sons. She is a tireless volunteer and fundraiser, a former teacher, and — since March 3 — a member of the University of Missouri System Board of Curators. James, 49, of Harrisonville, was appointed to the Board to succeed Sedalia resident Adam Fischer, whose term expired.

Her ties to the University of Missouri began with her father, the late J.W. Brown, a 1931 graduate of the MU School of Journalism, who with his wife, Wanda, became publisher of *The Cass County Democrat-Missourian* in 1955. James recalls making many childhood trips on old

Highway 40, traveling with her parents to Columbia to attend football games and Journalism Week events.

James graduated from the University of Missouri-Columbia in 1971 with a bachelor's of science degree in education. After working as a teacher for one year in San Antonio, Texas, she returned to her hometown and taught for three years in Cass R-IX Schools in Harrisonville.

James' son, Alex, 23, earned bachelor's degrees in computer science and electrical engineering from UM-Columbia in 1997, and Doug, 21, is a junior at UMC.

Her husband, Bill, is the current publisher of *The Cass County Democrat-Missourian*. As the human resource manager for Cass County Publishing Co., *The Belton Star-Journal* and *The Lee's Summit Journal*, James is responsible for managing payroll and benefits for more than 80 employees.

She says that experience has educated her about issues important to employees. The company offers a full range of benefits, including a cafeteria plan, and her job is to explain to employees how their benefits work and help them with any related problems.

"If someone has a problem with a medical claim, for example, he or she can come into my office and I get on the phone," she says. "I've tried to demonstrate to them that it is possible to sort these things out and get a positive resolution - but sometimes that takes persistence. I have learned from experience to document who I talk to and on what date whenever I deal with insurance companies."

James and her family were instrumental in spearheading a drive to raise \$1.1 million to establish an endowed chair in community newspaper management at the MU School of Journalism. Her father, who was president of the Missouri Press Association in 1963, first proposed the idea for the chair.

"Dad always felt it was important to give back to the community," James says. "He began a campaign to fund the chair, but suffered from medical problems and died before it could really take off." Her mother, Wanda, made a significant gift to the campaign, and James and her husband also donated. Bill James, who served as president of the Missouri Press Association in 1998, also raised money from several Missouri community newspaper publishers.

The School plans to use the chair to attract a faculty member with superior academic and professional credentials who will help educate students for successful careers in community newspapers. Students in the program will be exposed to the news, advertising, circulation, sales and production sides of newspapers, traditionally taught in business schools. Students also will serve as interns for community newspapers in Missouri and around the country.

James is active in many organizations in her area — she says she prefers to focus on programs that will benefit young people — but her most important criterion for getting involved with a project is whether it is something she cares about deeply. "I don't work on things for which I

have no passion," she says. "I am fortunate to have had an opportunity to do things that make a significant difference in the community."

Getting that done is not always easy, she says, because in Harrisonville there is no large corporate base to support philanthropic projects. That means most of the projects she has worked on require raising money through personal solicitation, a task she does not find intimidating. "You have to get past the fact that not everyone has the same passion for every project. I look at it as giving people the opportunity to participate."

James first became involved in community projects as a member of the local booster club when her two sons were active in high school sports. She was asked to help with a project to replace rotting bleachers in the football stadium. She raised \$50,000 in six weeks.

She has served on the Harrisonville Park Board since 1988 and is currently vice chairman. She says as a bedroom community, Harrisonville must work hard to provide services to its residents to keep them interested and involved in the community. Among the projects the Park Board has completed is a \$3 million state-of-the-art swimming center to replace a small, public pool built in the 1960s.

After the Harrisonville community came out to support outdoor theater presented on a flatbed trailer parked in a basin, the Park Board raised \$125,000 to construct a permanent amphitheater scheduled to open July 4.

The Board also is in the planning stages of a project to build an \$8 million community center to house events for all local residents — from summer day care programs for children to meals and dances for senior citizens.

Darold Shelton, chairman of the Harrisonville Park Board, worked with James for three or four years to complete the municipal pool project. "Mary is one of those people who, once she commits to something, she's there and she sees the project through," he says. "She is a very professional and caring lady."

James also serves as vice chairman of the Cass Medical Center Foundation, which has worked to develop rural health care and wellness programs in the area, including providing services in nearby Archie, and Garden City, Mo. As executive director of the Foundation from 1990-1992, James worked as the chief fundraiser for the organization.

She says her work for the Cass County Medical Center helped prepare her to participate in the University's examination of a possible purchase of Columbia Regional Hospital. "If nothing else, I am accustomed to the vocabulary surrounding the operation of a hospital," James says, "I grasp words like 'Medicare reimbursements,' and I understand physicians and their issues."

She says she will focus on what's best for the University, and the needs of employees and patients, when making decisions about the purchase.

Among her other activities, James is a trustee of MU's Jefferson Club and a former member of the MU Legislative Information Network. For her service as immediate past president of Mu House Corporation of Delta Gamma sorority at MU, she was recently honored with the Ophelia Robinson Shepherd award.

James also has received the Missouri State High School Activities Association Distinguished Service Award and the Harrisonville Chamber of Commerce Outstanding Volunteer Award.

She says she is looking forward to her six years as a member of the Board of Curators. She is completing an initiation period to learn more about the four campuses, but from what she has seen thus far she believes the University of Missouri System is "phenomenal."

When asked if there are particular areas she will focus on as a curator, James says she is interested in technology - specifically in providing increased access to the University.

Whatever issues face the University's governing board during her term, James says don't expect her to be a rubber stamp. "The way I look at it, I have a duty and obligation to know what's going on, to ask tough questions.

"I have found there is an impressive talent pool among the people who work at the University," she says. "I see how hard they work and that energizes me to do a good job, too. The end product is nothing less than providing education to the people in our state."

*Please look for profiles of new curators Connie Silverstein and Sean McGinnis in the July issue of Spectrum.*

## **Christensen wins Jefferson Award**



Lawrence O. Christensen

The University of Missouri System honored the winners of its top awards for teaching, research, and scholarly excellence at a dinner held May 27 in conjunction with the Board's meeting at UM-Kansas City. The educators recognized are selected by a panel of UM System faculty from the four campuses.

Lawrence O. Christensen, professor of history, University of Missouri-Rolla, is the winner of the University of Missouri System's 1999 Thomas Jefferson Award.

Christensen, who has taught at UMR since 1969, has been selected as one of the campus's outstanding teachers seven times in his career.

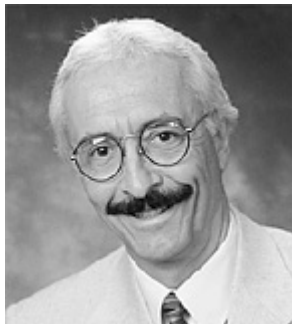
He is a recipient of the Amoco Outstanding Teacher Award and twice received a UMR Faculty Excellence Award. In 1993, the UM Board of Curators named him Distinguished Teaching Professor. He received the Governor's Award for Excellence in Teaching in 1995.

The 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."

Christensen teaches survey courses in U.S. history and in topics such as the American South, Black America, and Missouri history. He also teaches an interdisciplinary course, "The Mississippi River: Humanities and Civil Engineering." He is the author of numerous publications, including the book *UM-Rolla: A History of MSM/UMR*.

Christensen earned a bachelor's degree in education at Northeast Missouri (now Truman State) University in 1960 and his master's degree at the same institution in 1962. He was awarded a Ph.D. in history from the University of Missouri-Columbia in 1972.

### **Nikolai receives top teaching award**



Loren Nikolai

Loren Nikolai, professor of accounting at the University of Missouri-Columbia, is the 1999 winner of the UM System's Presidential Award for Outstanding Teaching.

Nikolai, who has taught accountancy at the University of Missouri-Columbia since 1976, has received numerous campus awards for teaching, including a Kemper Fellowship. He was the principal designer of the School of Accountancy's undergraduate program, which has become a model for many other universities.

The award honors longterm 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. Each UM campus nominates a candidate, and a systemwide committee considers teaching

evaluations, peer reviews, course syllabi and other evidence of outstanding and innovative teaching in selecting the winner.

Recommendations from former students are a key factor in the selection process. One former student said that Nikolai "brought not only his organizational skills as an instructor to the classroom, he brought a high level of enthusiasm, motivation and professionalism, evident in his desire to excel as a teacher and in developing his students."

Another former student wrote, "Through his excellent classroom instruction, his substantial contributions to accounting education, and his genuine concern for students, I believe that Professor Nikolai has clearly earned this honor."

Nikolai earned a bachelor's degree in management (1966) and a master's degree in marketing (1967) from St. Cloud State University. He earned a Ph.D. from the University of Minnesota in 1973. He was an assistant professor of accounting at the University of North Carolina-Chapel Hill before joining the MU faculty in 1976.

### **Hattaway lauded for scholarly excellence**



Herman M. Hattaway

Herman M. Hattaway, professor of history at UM-Kansas City, is the 1999 winner of the Curators' Award for scholarly excellence, for his book *Shades of Blue and Gray: An Introductory Military History of the Civil War*.

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.

Hattaway earned his bachelor's (1961), master's (1963), and doctoral degrees (1969) in history from Louisiana State University. He has taught at UMKC since 1969. He is the author or co-author of numerous books, including *Why the South Lost the Civil War*, *How the North Won*, and *General Stephen D. Lee*, all past selections of the History Book Club.

An introductory military history of the American Civil War, *Shades of Blue and Gray* places the 1861-1865 conflict within the broad context of evolving warfare.



Emphasizing technology and its significant impact, Hattaway includes valuable material on land and sea mines, minesweepers, hand grenades, automatic weapons, the Confederate submarine, and balloons.

George Rable, a noted Civil War scholar who is chairman of the University of Alabama's history department, called *Shades of Blue and Gray* "a perceptive, well-crafted account — the best clear, brief military history of the Civil War available. "

## **Daryl Hobbs receives first Ratchford Fellowship Award**



Daryl Hobbs

Daryl Hobbs, director of the University Outreach and Extension Office of Social and Economic Data Analysis (OSED) at the University of Missouri, received the first C. Brice Ratchford Memorial Fellowship award, also given May 27.

The \$5,000 award was established this year to recognize a UM faculty member who demonstrates commitment, dedication and effectiveness in advancing the land-grant mission through extension, international education and agricultural economics programs. The award memorializes the achievements of the late C. Brice Ratchford, UM president emeritus and director of cooperative extension, and will be given to a UM on-campus or field faculty member annually.

Hobbs is known throughout the state for helping individuals, community groups and organizations learn to use information resources to refine their decision-making processes. He has taught on the Columbia campus and in Missouri communities, bringing research results to hundreds of off-campus sites.

Hobbs joined UM-Columbia in 1964 as associate professor of rural sociology. He became a professor in community health and medical practice, 1971-73, and professor of rural sociology, 1970-present. In 1980, he established OSED. Hobbs also helped found and directed the Rural Policy Research Institute, 1991-92.

Hobbs earned B.S., M.S. and Ph.D. degrees in agricultural economics and rural sociology at Iowa State University in 1956, 1960 and 1963, respectively.

## MU's Santos honored for Research, Creativity



Sherod Santos

Sherod Santos, professor of English at the University of Missouri-Columbia, is the 1999 winner of the Presidential Award for Research and Creativity.

Santos, a nationally recognized poet and essayist, has taught at MU since 1983. He has brought national attention to MU's creative writing program and is the author of four books of poetry. His poems appear regularly in such journals as *The New Yorker*, *The Paris Review*, *The Nation*, *Poetry*, and *The Yale Review*. He is the recipient of numerous prizes for his poetry.

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.

Santos earned bachelor's (1971) and master's (1974) degrees in literature from San Diego State University. He earned a master of fine arts degree from the University of California at Irvine in 1978 and his Ph.D. in English at the University of Utah in 1982.

### Research Board announces February award winners

The University of Missouri Research Board, a panel of 18 faculty members, has awarded \$2,112,516 to support 73 research projects across the University's four campuses. Researchers from the UM System filed 186 requests for grants, totaling \$6.5 million. About 39 percent of the requests were granted.

The board granted 14 engineering requests for a total of \$431,106; 18 in humanities and fine arts for \$313,816; 17 in life sciences for \$705,293; 14 in physical sciences and mathematics for \$426,219; and 10 in social and behavioral sciences for \$236,082. (See list below.)

The Research Board is aided by a system of peer reviewers in selecting projects. The board has established a network of UM experts in each discipline, and they address specific criteria in evaluating a request. The board then considers the recommendations of the peer reviewers. Henry White, professor of physics at UMColumbia, is chairman of the board.

## **UM-Columbia**

Stephen Alexander, Biological Sciences, \$54,000

Joel Brereton, Religious Studies, \$24,000

Mark Carroll, History, \$14,140

Arun Chatterjee, Plant Pathology, \$45,800

Mary Coe, Anthropology, \$22,212

Steven Cutkosky, Mathematics, \$10,000

Scott Estrem, Surgery, \$38,000

Ting Gao, Economics, \$22,640

Richard Hillman, Child Health, \$34,500

John Iverson, Romance Languages, \$10,132

Paul Johnson, Religious Studies, \$12,000

John Jones, Fisheries & Wildlife, \$42,000

Michael Jurczyk, Comp. Engr. & Comp. Sci., \$27,626

John Kauffman, Chemistry, \$42,360

John Koegel, Music, \$13,915

John Kosciulek, Educ. & Counseling Psych., \$25,000

Robert Kuntz, Chemistry, \$34,000

Mary Lago, English, \$7,476

David Lee, Molec. Microbio. & Immunology, \$35,000

Kai-Fong Lee, Electrical Engineering, \$14,968

Emmanuel Liscum, Biological Sciences, \$5,000

Sudarshan Loyalka, Nuclear Engineering, \$ 20,688

Kenneth MacLeod, Geological Sciences, \$34,052

Peter Mueser, Economics, \$24,953

Edward Mullen, Romance Languages, \$12,000

Germain Nappert, Vet. Med. & Surgery, \$22,660

Shawn Ni, Economics, \$17,060

Robert M. O'Connell, Electrical Engineering, \$48,321

David Pintel, Mole. Microbiology & Immun., \$49,240

Ellen Reese, Sociology, \$23,670

Lixing Reneker, Ophthalmology, \$49,893

Jan Segert, Mathematics, \$12,000

George Smith, Biological Sciences, \$50,000

Wei-Wen Su, Biological & Agr. Engr., \$38,196

John Tanner, Chemistry, \$30,200

Dabir Viswanath, Chemical Engineering, \$35,440

Barbara Wallach, Classical Studies, \$24,426

Ching Wang, Psychiatry & Neurology, \$45,000

Samuel Werner, Physics, \$49,992

Christopher Wikle, Statistics, \$21,716

Ian Worthington, History, \$15,436

Chuanlun Zhang, Geological Sciences, \$44,000

Qi Zhang, Mathematics, \$9,500

**UM-Kansas City**

Thomas Boge, Pharmaceutical Sciences, \$48,600

Bibie Chronwall, Cell Biol. & Biophysics, \$44,000

Joan Dean, English, \$25,434

Daniel Hopkins, Geosciences, \$22,000

Lindsey Hutt-Fletcher, Molec. Biology & Biochemistry, \$42,000

Laurence Kaptain, Instrumental Studies, \$45,000

Tina Niemi, Geosciences, \$25,520

Khosrow Sohraby, Telecommunications, \$19,688

### **UM-Rolla**

Daryl Beetner, Elect. & Comp. Engr., \$34,418

Martin Bohner, Math. Stats., \$11,833

Franklin Cheng, Civil Engr., \$23,050

Mariesa Crow, Elect. & Comp. Engr., \$60,320

Scott Kirkby, Chemistry, \$49,997

Athanasios Liapis, Chemical Engr., \$21,942

Harry Sauer, Mech. & Aero. Engr., \$22,980

Gary Spring, Civil Engr., \$35,450

Robert Stone, Basic Engr., \$28,019

### **UM-St. Louis**

Gordon Anderson, Chemistry, \$39,805

Eric Baumer, Crim. & Criminal Justice, \$35,000

Leslie Brown, History, \$17,500

David Carkeet, English, \$6,000

Francis Grady, English, \$15,000

William Kelemen, Psychology, \$33,960

Paul Paese, Psychology, \$16,267

Adell Patton, History, \$33,902

Tom Patton, Art & Art History, \$7,320

Gary Rice, Div. Of Teaching & Learning, \$15,320.

James Richards, Music, \$8,135

Christopher Spilling, Chemistry, \$55,694

Joachim Stoeckler, Math & Computer Science, \$15,150

### **Pacheco backs proposed Academic Leadership plan**

UM System President Manuel Pacheco has given his approval to the creation of an academic leadership institute to assist academic decision makers — department chairs, in particular - to more effectively perform their many managerial responsibilities.

Pacheco told the Board of Curators that improving the quality of academic leadership and management is critical to the University's primary strategic priorities: Student success, research and scholarship, and program quality.

"The University has achieved significant success among the strategic priorities," he said. "Our ambition, however, is to realize the full promise of this great University."

Academic managers include faculty members, department chairs, deans, provosts, chancellors, academic vice presidents and others, including the president, he said. "Of these roles, one of the most pivotal is that of department chair," he suggested. Despite this fact, he observed, little has been done in higher education to provide organized preparation and support for those put in charge of academic departments. "My intention is to change that reality for the University of Missouri."

Last year, Pacheco appointed a 16-member committee of academic leaders from throughout the University and co-chaired by Steve Lehmkuhle, vice president for academic affairs, and Ken Hutchinson, vice president for human resources.

The committee was asked to define the competencies needed by UM department chairs, to advise on how to provide them, and to consider outcome measurements.

The President's Institute for Academic Leadership and Management will be developed and implemented "as soon as is reasonably possible," Pacheco told the Curators, and will be open to deans and other academic leaders.

### **Funding approved for Outreach and Extension benefits**

As a result of action taken by the legislature this spring, approximately 130 employees in county Outreach and Extension offices are expected to begin receiving health and pension benefits for the first time.

"Funding is being provided to support health and annuity plans," said James H. Ollar, assistant vice president for Outreach & Extension. He said the affected individuals will continue to be employed by county Extension Councils but the health and annuity benefit plans for them will be supported by the University.

He said a committee is considering options and alternatives for structuring the plans and will make a report in approximately one month.