

## **Spectrum**

**Volume 26, Number 7, December 1999**

### **Pacheco discusses plan to initiate post-tenure review**

University of Missouri System President Manuel Pacheco told the Board of Curators Dec. 2 that the recent proposal to initiate a post-tenure review process was intended to continue a policy of accountability to the citizens of Missouri.

He acknowledged the possibility has "generated considerable discussion and comment, particularly from faculty who have expressed concerns about its necessity and its implications.

"The media represented my position correctly when they stated that I want a post-tenure review process and when they stated that I am a firm believer in and defender of academic tenure," Pacheco said. "This is a public accountability issue and one that has been discussed in higher education for several years. Systems of post-tenure review have been in force at some universities for many years."

The proposal calls for members of the University faculty to devise and recommend an effective process of post-tenure review. Pacheco said post-tenure review will demonstrate the University's accountability through a process of its own design. While he chose not to anticipate specific recommendations for the structure of the review process, he said, "I assume they would not suggest a process that is onerous or punitive in nature or that would discard what we already know or what already works."

An advantage to the proposal, he said, is that in cases of inadequate performance, a properly structured tenure review process can reinvigorate faculty members and increase productivity.

"From various quarters, and in a growing crescendo, we hear criticisms of tenure and calls for its abolishment," Pacheco said. "It is a concept not well understood by others in the workforce who are accountable day to day and subject to dismissal at any time. They are not familiar with and, thus, do not appreciate the precious academic freedom that tenure was created to protect.

"Our faculty is strong. It has nothing to fear from a process of tenure review —and especially a process formulated by peers who understand the benefits to society of protecting academic freedom," Pacheco said.

### **Curators approve early retirement program for UM faculty and staff**

The University of Missouri System Board of Curators unanimously approved an early retirement incentive program proposed by President Manuel Pacheco at a meeting Dec. 2 in Columbia.

The Voluntary Early Retirement Incentive Program (VERIP) will allow employees who are at least 55 years old and have at least 10 years of service to retire without reduced benefits. While

the University currently provides early retirement options, most involve accepting a reduction in benefits depending on the employee's age at retirement.

The option is open to staff and faculty members who will be 55 or older and have 10 or more years of service by Sept. 1, 2000. The application deadline is March 1, 2000. Those opting to participate in the program should work out retirement dates with their respective supervisors, but no one opting for early retirement will be employed at his or her current position after Sept. 1.

"While this program will no doubt be beneficial to many eligible employees, the University is offering it in order to advance its strategic goals," Pacheco said. "We anticipate that the program will create opportunities for chancellors to direct resources toward priority areas and to help meet broader salary goals."

Ken Hutchinson, UM's vice president for human resources, said that under VERIP, retirees' post-retirement medical and dental insurance costs also would be reduced. The University's current plans require retirees to pay part of the premium based upon age at retirement and number of years of service. The incentive plan would eliminate a retiree's cost of retirement before age 65, or credit three extra years of service, whichever is better for the employee.

Hutchinson said that some rehiring of employees who take early retirement would be allowed, but only under approved guidelines.

"Re-employment of faculty and staff in non-benefit eligible positions will be allowed for transitional purposes where it is in the best interests of the University," he said. "Appointments will be allowed to help with the transition problems caused by early retirement, but those appointments should not exceed 24 months. Also, appointments will be allowed in order to continue research work paid for by outside research dollars, as opposed to general operating funds."

Under no circumstances, he said, could senior administrators — the president, vice presidents, chancellors, or those who report directly to them — enroll in VERIP and be re-hired in their current positions.

Hutchinson said 1,882 faculty and staff out of 16,767 benefit-eligible employees are eligible for the program. Of the 2,368 tenured faculty, 771 are eligible.

When the University last offered an early retirement incentive program, 33 percent of eligible faculty and 48 percent of eligible staff enrolled, for an overall rate of 41.7 percent. He said the University developed financial assumptions for the new VERIP plan based on an acceptance rate of 45 percent.

"We expect the enrollment rate to be about the same as in 1992," Hutchinson said. "However, in presenting the plan to the board, we used a higher figure in order to prepare them for the cost to the retirement fund should the enrollment rate be greater than expected."

Hutchinson said the cost will be low. Even based on a 45 percent acceptance rate, the cost to the University's retirement fund, which has a market value of approximately \$2.1 billion, would be a liability of \$46 million. That would increase the University's annual plan cost — the money the University pays to the retirement fund — by 0.79 percent of payroll.

"The actuarial gain in the retirement trust from this past year will more than offset the cost of the program," Hutchinson said. "Another way to put it is, the University will not need to put any additional money into the retirement trust to cover the one-time cost of this program."

The early retirement incentive program became effective immediately with the board's approval.

### **Gilliland named UMKC chancellor**



Martha Gilliland

Martha Gilliland, provost of Tulane University in New Orleans, was named chancellor Dec. 3 of the University of Missouri-Kansas City by the UM System Board of Curators.

Gilliland, 55, will succeed interim Chancellor Gordon Lamb April 1. She will earn \$175,000. She will receive a deferred compensation package equivalent to 12 percent of her salary per year for five years. She will be required to live in the Chancellor's Residence at UMKC when its rehabilitation is complete. In the meanwhile, she will be required to live in housing provided by the University. She also will be provided with an automobile.

Pacheco recommended Gilliland to the board from a list of three finalists named by a committee of faculty, staff, students, alumni and supporters of UMKC. The Curators were unanimous in their support of Pacheco's recommendation.

"I'm excited about the opportunities and challenges awaiting me at UMKC and pleased to be joining a public university," Gilliland said. "The strong support for this University in Kansas City opens the door for innovative and productive partnerships which, for me, are key to the success of any university in this information technology era. Although I have learned much about the institution during the past few months, I am eager to begin working with all of the University's constituents. I intend to provide a climate that will enable students, faculty, and staff members to perform at their highest levels."

As provost at Tulane, Gilliland administers the entire academic program of instruction and research for all schools and colleges, as well as student affairs, libraries, enrollment, and academic centers and institutes. Under her leadership, Tulane developed a new University Technology Plan, launched a faculty development program to support technology-assisted learning, and began a program to enhance the first year experience for Tulane students.

A native of Lancaster, Pa., she earned her bachelor's degree at Catawba College in Salisbury, North Carolina, in 1966, where she studied geology and mathematics. She earned a master's degree in geophysics from Rice University in Houston, Texas, in 1968. She earned a doctoral degree in environmental engineering and systems technology from the University of Florida, Gainesville, in 1973.

Gilliland's research has focused on connections between ground water and surface water, water-quality issues, solid and hazardous waste management, and analysis of energy and water-development options.

She served as a research fellow in science and public policy at the University of Oklahoma from 1974 to 1977, and also was an assistant professor in civil engineering and environmental sciences at OU from 1975 to 1977. She was named executive director of Energy Policy Studies Inc. in El Paso, Texas in 1977. In 1982, she became an associate professor in civil engineering at the University of Nebraska-Lincoln, and in 1988 she was named director of the school's Center for Infrastructure Research.

She became the University of Arizona's dean of the graduate college and assistant vice president for research in 1990 and held that position until 1993, when she was named vice provost for academic affairs. In 1995, she was promoted to academic vice president for information and human resources, and she also served at Arizona as a professor of hydrology and water resources. She became provost at Tulane in 1997.

"I was aware of Martha Gilliland's exceptional administrative talents at the University of Arizona, where I served as president before coming to Missouri," Pacheco said.

"Her academic record and her administrative work would be very impressive even if one discounted her experience in Tucson. She has excellent research and teaching credentials and today manages a broad array of administrative responsibilities in a major urban university. I have great confidence in her management skills and believe she will bring outstanding leadership to UMKC. "

**Stephenson new Board president, Steele vice president**



Dr. Hugh E. Stephenson

Dr. Hugh E. Stephenson, Jr., M.D., of Columbia was elected president of the University of Missouri System Board of Curators for the year 2000 at the board's meeting Dec. 3. Paul W. Steele of Chillicothe was elected vice president. Both will assume their offices effective Jan. 1.

Stephenson was appointed to the Board of Curators in 1996 by Gov. Mel Carnahan. He has served as vice president of the Board and chair of its Executive Committee during 1999. He is a member of the Physical Facilities Committee and the Resources and Planning Committee.

A Columbia native, Stephenson graduated from Hickman High School and received two undergraduate degrees from UMC and his M.D. degree from the Washington University School of Medicine. Following his internship in the Army Medical Corps, he took surgical residency training at the University of Chicago, Barnes Hospital in St. Louis and Bellevue Hospital in New York City, where he was chief resident.

He returned to UMC in 1953 with the first full-time appointment in surgery at the UMC medical school. He served as professor and chair of the Department of Surgery and chief of the Division of General Surgery. He spent 12 years as the first elected chief of staff at UM's University Hospital and also served as interim dean of the School of Medicine.

He is recognized for his research in cardiac resuscitation and he wrote the first definitive book on the subject. He was a pioneer in open heart surgery and led the team that performed the first such operation in Missouri. He is the John A. Growdon Distinguished Professor of Surgery Emeritus at UMC.

He served for 35 years in the House of Delegates of the American Medical Association and on the AMA's Council on Medical Education, ultimately serving as its chairman. He is the immediate past president of the Southern Medical Association.

He was the recipient, in 1996, of the Freeman Foundation Quality in Medicine Award presented to him by former Prime Minister Lady Margaret Thatcher.

At the University of Missouri, he has received the Faculty/Alumni Award, the Citation of Merit, and the University Alumni Association Distinguished Faculty Award. He was the University's first Markle Scholar.

The author of several books, his most recent is a 1,100-page history of the UMC School of Medicine. His interest in sports is reflected in another of his books, "The Kicks that Count," the definitive work on the drop kick. He also is the author of medical textbooks, the best known of which is "Cardiac Arrest and Resuscitation."



Paul W. Steele

Paul W. Steele was appointed to the UM System Board of Curators in 1997 by Gov. Carnahan.

He is chair of the Physical Facilities Committee and a member of the Executive Committee and the Finance Committee.

Steele received his bachelor of science degree in business and public administration from the University of Missouri-Columbia in 1962. He was an accountant at Peat, Marwick, Mitchell and Co., and a manager for the Alton Box Board Company. He has operated a grain and livestock farm since 1965.

He has been a member of the Missouri Soybean Merchandising Council's board of directors since 1991. He also served on the Missouri Ag Industries Council board of Directors and the Missouri Commercial Agriculture Policy Board.

He was a member of the Chillicothe R-II board of Education from 1978-1992 and served on the board of the Missouri School Boards Association. Steele also was a trustee for the Missouri 4-H Foundation. An active supporter of the UM-Columbia and its College of Agriculture, Food and Natural Resources, he is a member of the MU Jefferson Club and was named an honorary member of the Ag Alumni Organization in 1995.

### **Pacheco reports federal funding continues to rise**

UM President Manuel Pacheco reported to the Board of Curators Dec. 2 that the federal relations program started two years ago has dramatically increased federal funding to University projects.

He said in the 1998 Federal Fiscal Year — the year before the University began its federal initiative — UM received \$11.5 million in federal funding for individually sponsored projects. Those funds came from two appropriations bills that supported 15 projects, all at the University of Missouri-Columbia.

"Last year — our first year for our federal relations effort — individually sponsored projects more than doubled to \$28.3 million in support of 27 projects on two of our campuses," Pacheco said.

This year — the 2000 Federal Fiscal Year — funding has risen to \$54.4 million for 38 projects in 10 different colleges, schools, or areas on all four of the University's campuses.

Highlights of the federal support include \$14 million for the Life Sciences Center, \$5 million for the Research Reactor, \$2 million for the Naval Ship Survivability Project at UM-Rolla, \$1.5 million for the Regional Center for Education and Work at UM-St. Louis and \$1 million for the Juvenile Justice Center at UM-Kansas City. (See box.)

Last year, according to the *Chronicle of Higher Education*, the University of Missouri ranked fourth in individually sponsored projects. Pacheco told the curators he expects the ranking to improve one or two spots this year.

"We extend our sincere appreciation to the Missouri delegation for their confidence and support," Pacheco said. "We need to say a special thank you to Senator Kit Bond, who continues to be a champion for critical research and for building the research infrastructure at the University of Missouri."

#### **FY2000 Federal Funding Highlights**

- \$14 million for Life Sciences Center (UMC)
- \$5 million for MURR (UMC)
- \$2 million for Naval Ship Survivability (UMR)
- \$1.5 million for Regional Center for Education and Work (UMSL)
- \$1 million for Juvenile Justice Center (UMKC)

#### **New UM faculty visit St. Louis on annual tour**



Mercantile Library Department Specialist Charles Brown (left), describes the library's research facilities and holdings. New faculty from all four campuses of the University of Missouri System

and University Outreach and Extension visited the Mercantile Library, located on the UM-St. Louis campus, as part of the Fall New Faculty Tour.

Nearly 40 UM faculty members and administrators from the four campuses and University Outreach and Extension joined UM System President Manuel Pacheco for the Second Annual Fall New Faculty Tour Oct. 22-23.

This year's tour centered on St. Louis, St. Louis County and St. Charles County. Participants visited the Gateway Arch, the Missouri Botanical Garden, the campus of the University of Missouri-St. Louis, and the Missouri Research Park.

The group also visited the St. Louis West End Community Center, where Outreach and Extension provides a variety of programs that benefit urban residents. The faculty also listened to panel presentations on state education issues and research programs and opportunities.

"The tour adds an important state-wide dimension to the orientation of new faculty members," Pacheco told the Board of Curators Dec. 2.

He said the tour was planned to familiarize new faculty members with Missouri, its educational systems and their governance, and the state-wide presence and mission of the University of Missouri System.

### **Combs ends year as president, reviews UM successes**



Paul T. Combs

In his last meeting as 1999 president of the UM Board of Curators, Paul T. Combs highlighted four of what he called the University's more recent and most lasting accomplishments — the new Strategic Plan, mission enhancement, capital improvements and federal funding.

"The most worthy accomplishments result from months and years of hard work and ingenuity that only seem to suddenly come to fruition," he said. "And such accomplishments are lasting only when they are the products of cooperation and teamwork. Thus, this report is intended as a compliment to the Board and to the University and its people."

He said he considers the best thing done during the past year, for the faculty, staff and students of the University of Missouri, was the approval of the new, comprehensive Strategic Plan, and its complementary Resource Plan, at the September Board meeting.

"The Strategic Plan is the product of painstaking work undertaken during a nearly-two-year period by President Pacheco, the Chancellors and the Vice Presidents," Combs said. "It breaks new ground in system-wide planning and it embraces our Mission Enhancement initiatives as well as the strategic planning efforts underway on the campuses and in Outreach and Extension."

Combs said the Strategic Plan, with its very specific planning assumptions, reflects responsible stewardship by telling the world what this University stands for and how it plans to deliver on its promises whatever may come.

The complementary Resource Plan results from a hard look at the prospects for state funding and other resources. It provides for the protection of the University's foremost priorities and obligations.

"And it keeps the faith with our faculty and staff through requirements that will avoid any repetition of a policy of \$400 across-the-board salary increases," he said.

In the area of Mission Enhancement, Combs said the University received another \$15 million in recurring funds in 1999 for its second year of the four-year cycle. "I am pleased that the University of Missouri is making the most of this rare opportunity to strengthen and expand its most central and most promising programs," he said.

He also said the University of Missouri System had a banner year in capital improvement appropriations in 1999. The University received nearly \$49 million early in the year, funding appropriated in 1998 that had been held up in a court challenge. And, in the 1999 session of the General Assembly, nearly \$26 million more in capital funding was appropriated for the University of Missouri.

"These generous appropriations are changing the landscape of our campuses and our Outreach and Extension services," Combs said. "Few public universities have had such welcome and remarkable support in recent years."

He said the University's federal funding initiative also has been a tremendous success. "The University has established itself as a player to be reckoned with — as a research institution with remarkable strengths and abilities and one that has its act together.

"It has been my honor to serve as President of the Board of Curators during a year of significant accomplishments," Combs said. "I thank my fellow Curators for giving me the opportunity to serve in this office and I thank the faculty, staff, students and administrators of this great University for their support and their accomplishments."

## **K-16 Coalition finishes report on mathematics education**

A coalition of leading education policymakers and concerned citizens has concluded that Missouri's students need more and earlier educational opportunities in mathematics instruction. The coalition also concluded that mathematics teachers need more mathematics-oriented professional development.

The Missouri K-16 Coalition, which was created by the state Board of Education, the Coordinating Board for Higher Education, and the University of Missouri Board of Curators, has been studying the issue of math education since early 1998.

Mel George, University of Missouri president emeritus, chairs the Coalition.

The Board of Curators approved the K-16 Coalition report at its Dec. 2 meeting in Columbia.

Curator Malaika Horne, who served on the Coalition panel that examined mathematics education in Missouri, told the Curators that educators need to raise expectations of all students in mathematics, whether they are "work-bound" or "college-bound."

Horne said the nature of the workforce is changing rapidly and becoming technologically sophisticated. The increased reliance on advanced technology in the workplace suggests that individuals who do not possess a sound mathematics foundation will find themselves denied economic opportunities.

"As a state, we need to use mathematics in earlier grades to develop problem-solving skills through the introduction of algebraic thinking," Horne said. "Given the cumulative nature of mathematics, we need to remove any barriers to student development by creating a seamless system from K-12 through college."

According to some national studies, the best single predictor of college completion is the amount of mathematics instruction received by college-bound students.

"Mathematics develops the critical thinking skills necessary to succeed in college," Horne said. "As we all know, however, one cannot start to learn about mathematics by taking his/her first course in college. Mathematics is a cumulative discipline that begins in the primary grades. To improve mathematics performance of students requires a systemic, K-16 approach."

The Coalition report underscores the importance of teacher preparation in improving student performance in mathematics and the need to provide more mathematics-oriented professional development for current teachers.

"Any strategy to improve student learning and performance in mathematics must have teacher education and support at its core," Horne said. She pointed out that the report calls for college and university leaders to give priority to their teacher preparation programs.

The report contains recommendations for improving the mathematics competency of Missourians. The three Coalition sponsors are encouraged to develop common data systems to track student achievement and teacher effectiveness.

The report also recommends that a Mathematics Technical Advisory Committee be formed with faculty representatives from the K-12 and higher education sectors. The advisory committee would advise the sponsoring boards on how to establish continuity of curriculum across education sectors in education.

Coalition members will discuss their findings during the Governor's Conference on Higher Education December 9<sup>th</sup>. Formal release of the Coalition's final report on mathematics education is expected early next year. The Coalition will continue to meet to address other issues of interest to the three sponsoring boards.

### **Fred Hall receives Gordon Warren Land-Grant Award at conference**



Fred Hall (right) receives the University Outreach and Extension Land-Grant Award from namesake Gordon Warren of Richland while Executive Vice President Ron Turner looks on.

Fred Hall of Springfield received the Gordon Warren University Outreach and Extension Land-Grant Award at University of Missouri Outreach and Extension's Annual Conference Oct. 25. The award is given annually to an individual who uses University knowledge and resources to assist others in the community and state.

A strong proponent of the systemwide, statewide outreach of the University, Hall served on the UM Board of Curators, 1993-99. He is a past member of the Greene County extension council and of the UM President's Advisory Council for University Extension.

He was appointed to the Extension Leader's Honor Roll and has been a guest lecturer at numerous extension educational programs.

Throughout his career, Hall has provided leadership in state and community endeavors. He served as chairman of the Missouri Citizens Tax Advisory Commission in Springfield and as a member of the Missouri State Tax Study Committee. He is past president of the Greene County Community Planning Council, Cox Medical Centers and Burrell Mental Health Center, Springfield.

Hall earned bachelor of arts, juris doctorate and master's degrees from UM-Columbia in 1955, 1958 and 1959, respectively.

The land-grant award is named for Gordon Warren of Richland, who received the first award in 1991. Other recipients have included Joe Jenkins, also of Springfield, and Gov. Mel Carnahan.