

## **Spectrum**

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### **Stephenson calls for historic preservation efforts on UM campuses**

At the Board of Curators' March 23 meeting at UM-Rolla, University of Missouri Board President Dr. Hugh E. Stephenson, Jr. emphasized the importance of highlighting the University's history and heritage.

Stephenson said that while speaking recently to a group of UM-Columbia students, he was asked for whom UMC's Gillette Hall was named. After explaining it was named for the first woman graduate of the University — who later served on the faculty — Stephenson discovered the students were unaware that Hudson Hall was named for the University of Missouri's third president.

He urged UM System President Manuel T. Pacheco and the chancellors of the four campuses to place commemorative plaques on historic buildings that do not already have them. He also urged University leaders to continue to expand campus beautification projects.

"I know of no better way to make our institution more inviting to any and all who seek its teaching, research and outreach services," Stephenson said. "At the same time, we demonstrate to the many stakeholders and supporters - past and present — our appreciation for their generosity and our determination to preserve the assets they have entrusted to our care."

Stephenson traced the history of UM-Rolla from the Morrill Act in 1871 to the Missouri School of Mines to the campus which is now part of the UM System. He praised UMR Chancellor John Park "for his extraordinary three and one-half decades of service to the University of Missouri-Rolla." Park, who is retiring Sept. 1, hosted his last Board meeting on the Rolla campus March 23-24.

### **Curators revise 2000 meeting schedule**

The Board of Curators approved a change in their 2000 meeting calendar to designate meeting locations for the Sept. 14-15 and the Oct. 19-20 meetings.

The 2000 Board of Curators meeting calendar was revised as follows: May 25-26 at UM-St. Louis; July 13-14 at UM-Kansas City; Sept. 14-15 at UM-Columbia; Oct. 19-20 at UM-Columbia and Dec. 14-15 at UM-Columbia.

### **Pacheco outlines plans for Fiscal Year 2001 operating budget**

UM System President Manuel T. Pacheco briefed the Board of Curators March 23 on preliminary plans for constructing the Fiscal Year 2001 operating budget, to take effect July 1, 2000.

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

In January, Governor Mel Carnahan recommended an increase of \$8.1 million for the core budget, of which approximately \$4.0 million was related to the Coordinating Board for Higher Education's Funding for Results program. The governor also recommended the addition of another \$15 million in recurring funds for the University's Mission Enhancement initiatives, which represents Year Three in the four-year cycle of funding for selected program improvements.

"These items represent an increase for educational and general purposes totaling \$23.1 million, or approximately 5.5 percent, bringing the total state appropriation for operations to \$442 million," Pacheco said.

The Board of Curators has responsibility for an array of other programs that are directly funded by the state. These programs include the University Hospitals and Clinics, Ellis Fischel Cancer Center, Missouri Rehabilitation Center, the Alzheimer's Research program, the Missouri Kidney program, the Missouri Institute of Mental Health, MOREnet, and the State Historical Society. Recommended state appropriations for these programs total an additional \$47.6 million.

"As we develop the operating budget for Fiscal Year 2001 we will be guided by the Resource Plan, which is part of the University's System-wide Strategic Plan," Pacheco said. "It appears, based on current income projections, that the revenue assumptions in the Resource Plan will prove to be accurate for Fiscal Year 2001. Given the current projections, we have a good revenue base upon which to begin developing the operating budget."

Pacheco said that beginning this year the portion of the governor's recommendation related to Funding for Results will be allocated to the campuses based on their performance on each of the FFR outcome measures. "This will mark our first effort to begin allocating resources based on performance rather than simply relying on proportional distribution," Pacheco said.

In accordance with the Resource Plan, each campus, Outreach and Extension and System administration will be required to provide funds equal to four percent of their current salary and wage base budget to support salary increases next year. In addition, the campuses also will be required to provide funds equal to three percent of their expense and equipment budget for adjustments in non-compensation operating costs.

As in past years, the campuses also will be required to fund physical plant maintenance and repair expenses at a rate of 1.5 percent of the replacement value of their physical plant.

### **UM employees take early retirement offer**

As of the March 1 deadline, 808 (41.3 percent) of the 1,938 eligible employees for the Voluntary Early Retirement Program (VERIP) elected to retire by Sept. 1, 2000, UM System President Manuel T. Pacheco told the Board March 24. "This result was very close to our original estimate

of 45 percent and represents approximately 4.6 percent of the University System's work force," Pacheco said.

"Now that we know the individuals who have elected to participate in the program, campus officials can determine the effects of VERIP on individual departmental units, particularly as it relates to market conditions for recruiting and hiring replacements for some positions."

He said it is difficult to determine precisely what the ultimate savings will be at this point because some faculty and staff will be hired back on a part-time basis to help out during the transition. "I can report, however, that we will succeed in meeting our objective of strategically reinvesting \$10 million in payroll savings from the program," said Pacheco. The total payroll of the 808 participants was almost \$41 million.

VERIP was approved by the Board of Curators last December in order to free resources and help the University meet its strategic planning objectives more quickly and efficiently. It also will provide increased flexibility to chancellors, deans, department heads, and other supervisors.

Pacheco said that decisions made with respect to the rehiring of faculty and staff during the transition period have been formulated on the basis of what is best for the University of Missouri, and not on the basis of what is best for the individual. "I assure you that I will continue to act in accordance with your policy on VERIP," Pacheco said.

Of the 808 employees who took VERIP, 367 are 62 years of age or older, which represents 45 percent of those retiring. Of the VERIP retirees, 314 are University faculty and extension members, and 494 are staff members.

At UM-Columbia, 462, or 43.9 percent of the 1,054 employees eligible, chose the VERIP option. At UM-Kansas City, 112 —34.3 percent of the 327 eligible—chose to retire. Of the 211 employees eligible at UM-Rolla, 103, or 48.9 percent of those eligible, chose VERIP.

At UM-St. Louis, 65, or 32.7 percent of the 199 eligible, took early retirement, and of the 147 eligible UM System and UM extension employees, 66, or 44.9 percent, chose to retire early.

### Final VERIP Results

Faculty/Extension	UMC*	UMKC	UMR	UMSL	UM+	Total
Number of Retirees	149	42	58	25	40	314
Number Eligible	433	184	124	114	85	940
Percentage of Retirees	34.4	22.8	46.8	21.9	47.1	33.4
<b>Staff</b>						
Number of Retirees	313	70	45	40	26	494
Number Eligible	621	143	87	85	62	998
Percentage of Retirees	50.4	49.0	51.7	47.1	41.9	49.5
<b>Total</b>						
Number Eligible	1,054	327	211	199	147	1,938
Total Retirees	462	112	103	65	66	808
Percentage of Total Eligible	43.8	34.3	48.8	32.7	44.9	41.7
Percentage of Total Retirees	57.2	13.9	12.7	8.0	8.2	100.0

\* UMC and University Hospital combined. + UM System and UM Extension staff combined.

### Pacheco reports on Strategic Plan

The Board of Curators received a status report on the University of Missouri System Strategic Plan March 24.

Approved by the Board of Curators in September 1999, the Strategic Plan is designed to ensure that the University of Missouri is competitive with the best and most progressive public university systems. It also is consistent with the four-year Mission Enhancement plan approved by the Board in 1997.

The plan identifies five primary factors critical to the success of the University of Missouri, its four campuses, and Outreach and Extension. The critical success factors are student learning and achievement; program access and quality; research and scholarship; responsiveness to state, national and international needs; and academic and administrative processes and systems.

UM System President Manuel T. Pacheco described some of the Strategic plan initiatives now underway on the University's four campuses and Outreach and Extension:

- **Student learning and achievement.** UM-Columbia has restructured its educational technology resources to create ET@MO, an integrated unit that will provide faculty with instructional design and development support. ET@MO responds to the need for a more unified and aggressive approach to the use of technology to augment both on-campus and distance learning.
- **Program access and quality.** The UM-St. Louis College of Business Administration has begun to offer its Professional MBA on-line to nontraditional learners in the St. Louis region. UM-Kansas City's Henry W. Bloch School of Business and Public Administration

also has begun to use on-line technology to facilitate program access and to enhance the quality of learning. Outreach and Extension in early February completed a memorandum of agreement with several local partners to establish the Salem Telecommunication Community Resource Center in south central Missouri. The new TCRC will provide credit and non-credit educational courses and programs, short-term professional development and training, and other educational services.

- **Research and scholarship.** At UM-Columbia, \$10.3 million in mission enhancement funds have been allocated for department and program initiatives in life sciences, social and behavioral applications leading to improved quality of life, and global information access.

UM-St. Louis is placing strong emphasis on its research partnership with the Missouri Botanical Garden through the Center for Tropical Ecology. UMSL is building research relationships with international partners in the area of training and research into tropical plants, which are major food crops in tropical areas. UM-Rolla has established the National Science Foundation/Industry/University Collaborative Research Center in Repair and Rehabilitation of Civil Structures Using Composites, which brings together industry and government researchers from around the country.

- **State, national, and international needs.** UM-Kansas City has launched a broad-gauged examination of the relationship and role of the university in Kansas City's urban context. UM-Rolla is working with the Missouri Department of Transportation on a project to replace 100 deteriorated bridges during the next five years using fiber-reinforced polymer lightweight and high-strength materials developed as part of its research program. Outreach and Extension has established a new business information Web site for Missouri's small business owners, managers and others interested in improving or starting their own businesses.
- **Academic/administrative processes and systems.** The UM System has created the President's Academic Leadership Institute, which will serve as a foundation for programs to promote academic leadership and the acquisition of management skills on the campuses. (See story on page 4.) UM System, together with campus administrative vice chancellors and other members of the Administrative Management Council, is working collaboratively to reduce procurement costs and to streamline total procurement processes at the University.

The Board's Resource and Planning Committee will conduct a series of meetings to discuss accomplishments and major initiatives on each campus and Outreach related to the five critical success factors. The first meeting will occur prior to the Board's May meeting in St. Louis.

Complete information on the strategic plan is posted on the Web at [www.system.missouri.edu/urel/main/second/ur/sp899.htm](http://www.system.missouri.edu/urel/main/second/ur/sp899.htm).

Email questions and comments to: [StrategicPlanningU@umsystem.edu](mailto:StrategicPlanningU@umsystem.edu).

## **Lamb praised for performance as interim chancellor at UMKC**

UM President Manuel Pacheco praised outgoing UMKC Interim Chancellor Gordon H. Lamb at the March Board of Curators meeting. "I want to express my gratitude for his distinguished contribution to higher education in the State of Missouri," Pacheco said. Lamb succeeded Chancellor Eleanor Schwartz in February of 1999.

"He chose to familiarize himself with the tough issues confronting the campus and to act on them, forcefully and effectively," Pacheco said. "He has succeeded in connecting not only with the alumni, friends, and employees of the University, but with the community to a degree I would not have thought possible in so short a time.

"Thanks to Dr. Lamb's decisiveness, diplomacy and professionalism as an educator and an administrator, UMKC is well positioned to receive its new Chancellor, Martha Gilliland, April 1, and to move forward with a superb academic program."

## **Alumni Alliance honors seven for outstanding service to UM**

The University of Missouri System's Alumni Alliance honored seven individuals for outstanding service to the University at the annual Legislative Recognition Day Feb. 23 in Jefferson City.

**Edgar Desmond "Des" Lee**, of St. Louis, was the recipient of the 2000 award for Outstanding Service to the University of Missouri System. Born in Sikeston, Lee attended Washington University on a basketball scholarship, earning a degree in business administration.

In 1939 he co-founded Lee/Rowan Co. which became a leading international manufacturer of closet accessories for consumers and retailers.

In addition to endowing two science education professorships at UMSL to create the Regional Institute for Science Education, in June 1996, Lee announced the Des Lee Collaboration Vision: Connecting St. Louis through Educational and Community Partnerships.

Through six endowed professorships at UMSL, Lee's efforts have linked key institutions in the St. Louis area to create and bring educational and cultural opportunities to disadvantaged individuals in the St. Louis community.

**Fred L. Hall, Jr.**, president of the UM System Board of Curators in 1996, received the award for Outstanding Alumni Service to UM-Columbia. Hall earned bachelor's, juris doctor and master's degrees from UM-Columbia in 1955, 1958 and 1959, respectively.

Hall has practiced law in Springfield since 1959, and is a senior partner in the law firm of Hall, Ansley, Rodgers & Condry, P.C.

Hall has served on the UM President's Advisory Council for Extension and the Greene County Extension Council, and he is a past president of the UMC Law School Board of Trustees.

He was appointed to the UM Board of Curators in 1993, and also served on the UM Advisory Committee on the 21st Century.

A charter member of the UMC Law Society, Hall also is a member of the Jefferson Club. His honors include the citation of merit for outstanding achievement and meritorious service in law and honorary membership in the Order of the Coif from the UMC School of Law.

**Michael D. McCunniff**, assistant professor of dental public health at the University of Missouri-Kansas City School of Dentistry, received the award for Outstanding Alumni Service to UM-Kansas City. McCunniff earned his dental degree from UMKC in 1983. He earned a bachelor's degree in biology from Creighton University in 1976 and a master's degree in dental public health from UMKC in 1995. He worked in private practice from 1983-1991 before joining the UMKC faculty full time.

McCunniff received the UMKC Outstanding Community Service Award in 1997, the UMKC School of Dentistry Instructor of the Year Award in 1998, the UMKC Dental Hygienists' Alumni "Reaching Out for Excellence in Dental Health" Award in 1998 and the University of Missouri Presidential Citation in 1999.

**Matteo A. Coco**, vice president of the building division of the J.S. Alberici Construction Co., Inc., in St. Louis, won the award for Outstanding Alumni Service to UM-Rolla. Coco graduated from the University of Missouri-Rolla in 1966 with a degree in civil engineering.

A member of the UM Alumni Alliance since 1989, Coco is president of the MSM/UMR Alumni Association and a member of its board of directors. He's served on the long-range planning liaison committee and the corporate development council at UMR. He's an honorary knight of St. Patrick and has been elected to the Academy of Civil Engineers.

**Sen. Anita T. Yeckel**, R-St. Louis, received the award for Outstanding Alumni Service to UM-St. Louis. Yeckel was elected to the Missouri Senate in November 1996. She serves on the Education; Elections, Veterans' Affairs and Corrections; Financial and Governmental Organization; Labor and Industrial Relations; Rules, Joint Rules and Resolutions; and State Budget Control committees.

Yeckel earned a bachelor's of science degree in political science from the University of Missouri-St. Louis, where she is currently enrolled in the master's in public policy administration program.

**Jim Dickerson**, of Camdenton, was honored for Outstanding Service to University Outreach and Extension. Dickerson is founder and chairman of the Missouri Extension County Council Leadership Council. He established the council in 1993 to provide a communication bridge between county extension council members and University administration and to serve as an advocate for citizen involvement in extension programming.

Dickerson earned a bachelor of science degree in political science from the University of Missouri-Columbia in 1975. He chairs the National Association of Workforce Boards and the Missouri Training & Employment Council Marketing and Communications Committee.

He received the Governor's Special Award in Workforce Development in 1994, the Gordon Warren University Outreach and Extension Land-Grant Award in 1993 and the Missouri Association of Counties Award in 1986. He was named County Commissioner of the Year in 1985.

**Marilyn Selovich**, of Columbia, received a special award from the Alumni Alliance. Selovich, who retired last year from her position as executive staff assistant for governmental relations, worked for the University of Missouri for more than 40 years.

Selovich was an active participant when the UM Alumni Alliance was created in 1968. She provided administrative support to the organization and coordinated the annual Legislative Day event through 1999.

### **Survey indicates language problem in few academic areas**

A survey of more than 5,000 University students found that instructors' English proficiency presented substantial problems in just a few academic disciplines — which varied from campus to campus, Stephen Lehmkuhle, UM System Vice President for Academic Affairs, told the Board at its March meeting.

"We found that 60 to 75 percent of the complaints on each campus can be attributed to just two or three academic areas," Lehmkuhle said. "Fortunately, among students who encountered such situations, most performed well academically. Based on what students told us, their grade distribution and withdrawal rates were within the normal range," he added.

During February and early March email messages were sent to students on all four campuses inviting them to participate in a web-based survey of their experiences in Fall semester classes. Responses were received from 1,649 students.

Of the 7,696 courses the students reported they had taken last Fall, 1,062 (13.8 percent) were taught by an instructor whose native language was not English. Students said their learning was impeded by the instructors' poor command of English in 305 of those courses — or 4 percent of the total courses covered by the survey.

"It is this student concern that requires our focused attention, because student learning must drive our policy formulation," Lehmkuhle said.

In all, 648 students (39.3 percent) said they had at least one faculty instructor who was not a native English speaker. Of those students, 248 (15 percent) said that their instructors' poor English was an impediment to learning. By class, freshmen were most likely to report such problems.

In terms of grades, 20 percent of the students reported receiving A's, 31 percent received B's, 25 percent received C's, 10 percent earned D's, while 4 percent of the students did not pass. Eight percent of the students said that they withdrew from the course. The grade distribution and withdrawal rates are within the normal ranges, Lehmkuhle said.



Students also were asked to select from a list of 29 disciplines, or write in a discipline, in which they had experienced an instructor with English problems. Eight disciplines had high incidence rates, but they varied from campus to campus.

UM-Columbia students cited computer science, mathematics, and economics as disciplines with instructors whose poor usage of the English language was an impediment to learning. At UM-Kansas City, biology and chemistry were cited; at UM-Rolla, mathematics, engineering and chemistry; and at UM-St. Louis, computer science, mathematics and business.

Among those who had problems with the instructor's command of English, 85 percent reported that they had completed a student evaluation of the teaching in those courses. Lehmkuhle said this finding indicates that deans and department chairs already have access to data on students' concerns and complaints.

"After reviewing the survey data, the University's chief academic officers concluded that if department chairs and deans resolve problems in a few departments on each campus, they can reduce the number of such student complaints by 60 to 75 percent," Lehmkuhle said. "They also agreed that the English language proficiency policies that each campus developed in 1996, if implemented with special diligence in the disciplines of concern, should accomplish that. They agreed to repeat the survey next year to see if the strategy is working.

Lehmkuhle noted that while the language problem is a serious one, all four campuses believe that it is essential to "internationalize" the experiences of all students.

"Students may struggle somewhat while interacting with a faculty member whose native language is not English and whose cultural background is different than their own. But the 'incidental learning' about language and cultural differences...may be as important as learning the specific content of the course," Lehmkuhle said. "On the other hand, we should not place a student in a situation where the chance of learning the course content is unusually low."

## **New Academic Leadership Institute plans activities and services**

As announced last fall, the University of Missouri System is designing a program, the President's Academic Leadership Institute, to provide support to academic leaders on the four campuses. The Institute was proposed by President Pacheco and is being developed by the offices of the Vice President for Academic Affairs and the Vice President for Human Resources.

A System-wide advisory committee met March 9 -10 to help design the Institute activities. At the meeting, President Pacheco addressed the group and outlined his vision for the initiative. He said he sees the work of department chairs and other academic leaders as critical to the future of the University System. The suggestions of the advisory committee, department chairs and other University administrators will serve as the foundation for the Institute.

The major focus of the President's Academic Leadership Institute is to promote leadership and provide support for department chairs and other campus administrators. To address their wide-ranging needs, several Institute components are being planned at this time:

- An intense leadership development program with follow-up activities throughout the year. Its focus will be to develop leadership talents and informal networks that can be used to confront the complex issues academic leaders face today.
- An extensive Web page with easy-to-use resources, designed specifically for University of Missouri department chairs and academic leaders. This will include answers to common legal questions, references, links to other resources, suggested readings, and other tools.
- A networking and referral service to respond to questions and the needs of chairs as they emerge. This could involve connecting chairs with others across the system who have expertise, responding to inquiries or questions, and an extensive file of articles and references to call upon.
- Opportunities for chairs or other groups to request short workshop sessions on a number of specific topics. These will be more focused in nature and designed to foster discussion and information sharing on a number of topics.

"Right now the University System is charting new territory," said Steve Graham, director of the Academic Leadership Institute. "While some Universities across the country have leadership development programs, few have the extensive System-wide focus that the University of Missouri System has adopted."

For more information or to offer suggestions on the Institute Design, contact Steve Graham, Director, 215 University Hall, or call 573-884-6754 or send a note to [grahams@umsystem.edu](mailto:grahams@umsystem.edu)

*Members of the President's Academic Leadership Institute Advisory Committee are Steve Graham, chair; Bob Piepho, dean, School of Pharmacy, UMKC; Randy Pembroke, assoc. dean, Conservatory of Music, UMKC; Mike Nolan, chair, social sciences, UMC; John David, chair, biological sciences, UMC; Peggy Cohen, chair, division of educational psychology, research and evaluation, UMSL; David Young, dean, College of Arts and Sciences, UMSL; Keith Stanek, chair, electrical and computer engineering, UMR; Catherine Riordan, director/chair, Management Systems, UMR; Colleen Kivlahan, professor/assoc. chief of staff, University Hospital and Clinics, Health Sciences Center; Julie Middleton, program leader, University Extension, UM; Paula Short, assoc. vice president for academic affairs, UM; and Blake Danuser, assist. vice president for human resources, UM. Ex officio members are Steve Lehmkuhle, vice president for academic affairs, UM, and Ken Hutchinson, vice president for human resources, UM.*

## **UMSL Performing Arts Center contract awarded to KCI**

The Board of Curators approved a contract to KCI Construction Company, Inc. (KCI), of St. Louis, for construction of the Performing Arts Center at UM-St. Louis, at a cost of \$41.4 million.

The 123,100-square-foot facility will include a 1,630-seat performance hall, a multipurpose music and theatre, a box office and administrative and support space. KCI met the University's minority and women business participation goals of 18 percent and 7 percent, respectively, by subcontracting 18.1 percent of the work to minority-owned businesses and 16.5 percent to women-owned businesses. The project is scheduled for completion in September 2002.

## **Symposium to honor 40th anniversary of UWC in May**

A symposium in honor of the 40th anniversary of the University of the Western Cape, a South African institution with which the University established a formal partnership in 1986, will be held May 18 at UM-St. Louis. The symposium is free and open to the public.

Sponsored by the University of Missouri South African Education Program and UMSL, the symposium will highlight the benefits derived from more than three hundred faculty and administrative exchanges between UM and the University of the Western Cape. The event coincides with a visit to UMSL by Nobel Peace Prize winner Archbishop Desmond Tutu, chancellor of the University of the Western Cape.

The symposium, to be held in Room 222 of the J.C. Penney Bldg., will begin at 1:00 p.m. with remarks by UM System President Manuel T. Pacheco and Professor Cecil Abrahams, UWC Rector and Vice Chancellor.

Symposium speakers will be Dr. Harold Herman, professor of education at UWC, and Dr. Geta LeSeur, associate professor of English and Women Studies at UM-Columbia. Herman will discuss "Globalism and Internationalization of Education: The Western Cape-Missouri University Experience Over the Past Fifteen Years." LeSeur's presentation is entitled, "What Is A Woman Like You Doing In A Place Like This?: Lessons Learned From The UM/UWC Encounter."

At 2 p.m. there will be a one-hour panel discussion on "Fifteen Years of Faculty Exchanges between the University of Missouri and the University of the Western Cape." The panelists include: Dr. Herman; Dr. Jenice Prather-Kinsey, Associate Professor of Accountancy, UMC; Dr. Nick Peroff, Associate Professor of Business and Public Administration, UM-Kansas City; Dr. Richard Hagni, Chair and Curators' Professor of Geology and Geophysics, UM-Rolla; and Dr. George McCall, Professor of Sociology and Public Policy Administration, UMSL.

Archbishop Tutu will receive the UM-St. Louis Global Citizen Award at 7:00 p.m. A 5:30 p.m. reception will precede the award presentation.

For further information about the symposium contact Dr. Ron Turner, 321 University Hall, 573-882-2011 or via email at [TurnerR@umsystem.edu](mailto:TurnerR@umsystem.edu).