

Spectrum

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Curators approve plan to reward faculty with shares in mutual funds

The UM System Board of Curators May 26 approved a proposal recommended by the Finance and Human Resources Committee to initiate a faculty "reward and recognition program" designed to offer tangible incentives and rewards for outstanding performance.

Ken Hutchinson, UM vice president for Human Resources, told the curators "The program supports the objectives of the University Strategic Plan by recognizing outstanding performance related to the four critical success factors stated in the plan." Those factors are student learning and achievement, research and scholarship, programmatic quality and access and meeting state, national and international needs.

Also related to the program is the 1997 recommendation from a group of research scholars that greater flexibility be available to compensate faculty for research productivity through use of one-time funds, said Steve Lehmkuhle, UM vice president for academic affairs.

The plan, which goes into effect Sept. 1, is based on a corporate shareholder model but designed specifically for academia, Hutchinson said.

\$1 million has been budgeted for the program. Each year, campuses and University Outreach and Extension will receive shares based on the ratio of their faculty to the total population of University faculty.

Each campus and Outreach/Extension will recommend the selection of faculty members who demonstrate outstanding performance based on pre-established criteria. Faculty chosen will receive mutual fund options at a 75 percent discount of fair market value. At the same time the University will purchase shares in the mutual fund equal to options held by the faculty. The net value of the mutual fund options to the faculty member will initially be equivalent to the award but will fluctuate, over time, depending on market performance.

Faculty members can immediately exercise their options and receive cash, or hold the options and exercise them at a later date. The faculty member does not pay taxes on the value of the shares until the options are exercised; at that time the University must pay related payroll taxes. Under the program, mutual fund options may be held by the faculty member for a number of years, which provides, potentially, a significant tax advantage for the faculty member holding the options. The minimum award is \$2,000 and the maximum award is \$10,000.

University of Missouri System President Manuel Pacheco told curators that a panel of UM general officers will serve on a committee to administer the plan and approve faculty members for participation.

As part of the criteria for selection, committee members will consider "the nature of the services rendered" by faculty members, their present and potential contributions to the University's success and recommendations from the chancellors and general officers. The committee and President Pacheco must approve criteria established by individual campuses. The criteria will be linked with the critical success factors of the UM strategic plan (as listed on the previous page).

The faculty performance shares plan will become a part of the overall employment package and will be communicated to faculty at the beginning of each academic year, Vice President for Academic Affairs Steve Lehmkuhle told the Board. It will be reviewed annually and is subject to cancellation at any time.

"The plan is a way to offer meaningful compensation for outstanding performance," Lehmkuhle said. "While the plan does not add to the base salary of a faculty member, it allows flexibility in its use and provides significant tax advantages to the recipient."

"One way to ensure that we maintain our momentum is to provide recognition, through incentives, to faculty who make exceptional contributions toward implementation of key objectives of the Strategic Plan," Pacheco said.

Board approves FY 2001 budget

The Board of Curators, meeting May 25-26 on the UM-St. Louis campus, approved a general operating budget for the University of Missouri System totaling \$442 million for Fiscal Year 2001, which begins July 1.

The governor recommended a total of \$441.8 million in recurring funds for general operations, including \$8.1 million for continuing costs of operation and core adjustment and \$15.0 million for Mission Enhancement. UM System Vice President for Finance and Administration James E. Cofer told the curators that the state appropriation figures used in developing the Fiscal Year 2001 operating budget plan reflect the governor's recommendation, less the traditional three percent statutory withholding. Three percent of the University's appropriation is withheld by the state each year to meet unforeseen fiscal emergencies.

Cofer said the governor also recommended a two percent increase for other University programs including University Hospitals and Clinics, Ellis Fischel Cancer Center, the Missouri Rehabilitation Center, Missouri Institute of Mental Health, Missouri Kidney Program and MOREnet.

The General Assembly added \$175,000 for a project in labor and education market analysis at UM-St. Louis.

The total current funds budget will exceed \$1.9 billion. This includes general operating funds and designated funds (most of the University's self-supporting enterprises) and restricted funds (which consist largely of grants and contracts to support research and other academic activities).

State appropriations and sales and services each provides about one-quarter of total revenues. Student fees comprise sixteen percent of the total. Gifts, grants, and contracts represent twelve percent, and all other sources approximately nineteen percent. On the expenditure side, compensation will claim 51 percent of the budget, expense and equipment 44 percent, and fund transfers five percent.

Cofer said the two major revenue sources for the general operating budget are state appropriations and student fees, which account for 92 percent of the total. State funds comprise about 57 percent and student fees 35 percent.

Overall, general operating revenues are projected to increase \$36.9 million, due in large part to an increase in state appropriations of \$22.4 million. Non-state revenues are expected to increase by \$14.5 million compared to the Fiscal Year 2000 recurring budget.

A portion of the \$7.9 million in new discretionary state funds was distributed proportionally based on the recurring state appropriations base for each of the UM System's organizational entities (see chart). The remaining amount was allocated to the campuses based on performance measures related to the state's Funding for Results Program. Mission Enhancement funds (\$14.5 million) also were allocated among System entities.

The \$36.9 million in total new allocations will be applied to the payment of increases in various University accounts, including compensation adjustments of \$19 million. This figure includes \$16 million budgeted for salary and wage increases in accordance with the University's Strategic Plan and previously published guidelines. The guidelines stipulated a salary increase pool equal to a minimum of four percent of the salary and wage base budget, which currently totals approximately \$400 million.

Cofer also briefed the Board on planning guidelines being considered as the University prepares the Fiscal Year 2002 appropriations request for operations. The Board will be asked to approve the Fiscal Year 2002 request at the July 13-14 meeting on the UM-Kansas City campus.

"We are most grateful for the General Assembly's favorable action on our request," University of Missouri President Manuel Pacheco told the Board.

**ALLOCATION OF STATE APPROPRIATIONS FOR GENERAL OPERATIONS
(\$ millions)**

	General Allocation	Mission Enhancement	Total
UMC	\$3.5	\$6.4	\$9.9
UMKC	1.4	2.5	3.9
UMR	1.0	1.7	2.7
UMSL	1.1	1.8	2.9
UO&E	0.5	0.8	1.3
UMSa	0.2	0.0	0.2
U-Wide	0.2	1.3	1.5
TOTAL	\$7.9	\$14.5	\$22.4

Curators approve name of UMSL student center

At their May 26 meeting at UM-St. Louis, Curators approved a motion to name the new student center at UMSL the Millenium Student Center. The name was recommended by the students and the UMSL Honorary Awards Committe. The student center is scheduled for completion in July.

Curators also voted to hire the firm of Hanbury Evans Newill Vlattas & Company to provide master planning services for the Residential Life Master Plan at UM-Columbia for a fee not to exceed \$316,000. The firm will provide a 10-15 year framework for enhancement of student housing. The master plan will evaluate new construction, renovation of existing housing and development of living/learning communities.

MU Health Sciences Center hires consultant to address deficit

After hearing a report on the financial status of the MU Health Sciences Center from Dr. Daniel Winship, UM-Columbia vice chancellor for health affairs, the UM Board of Curators voted May 26 to hire the consulting firm Johnson & Johnson Health Care Systems.

Winship told the curators that the current projected end-of-year loss for the Health Sciences Center in Fiscal Year 2000 is \$17.8 million. If allowed to continue, administrators project in two years the deficit could grow to as much as \$26.5 million annually.

Winship said that much of the deficit was created by a "broken revenue cycle" in the hospital's business procedures, as well as increasing uncompensated care provided by the University and skyrocketing pharmaceutical costs.

Winship said since March the health sciences center has made adjustments to its accounts receivables system that cut the projected losses by more than \$4 million.

Johnson & Johnson will begin immediately reviewing the operations of the Health Sciences Center and then prepare and oversee a plan to solve the financial problems. Winship said by hiring the consultants and following their plan, the health sciences center will be able to break even by the end of Fiscal Year 2001 and begin realizing a profit in FY 2002.

"That will require some fairly major adjustments," Winship said.

Winship also reported to the Board that the University is seeking to win Comprehensive Cancer Center designation from the National Cancer Institute (NCI) for Ellis Fischel Cancer Center in Columbia. Winship said the Comprehensive Cancer Center will build a bridge from research laboratory to bedside medicine that will result in new and improved cancer treatments for Missouri citizens.

The Board approved a contract for \$2.2 million for construction of the 15,600-square-foot Ellis Fischel Guest House, a facility Winship said was needed to win NCI Cancer Center status because cancer treatment is more commonly done on an outpatient basis.

UM officials visit schools in eMINTs program

University of Missouri System President Manuel Pacheco, UM-St.Louis Chancellor Blanche M. Touhill and members of the UM Board of Curators visited two St. Louis area schools May 25 to tour classrooms participating in "eMINTs," a Multimedia Interactive Networked Technologies project that delivers high-speed Internet connection and computer access to classrooms in order to improve student performance. UM System's Missouri Research and Education Network (MOREnet) administers eMINTs under a contract from the Missouri Department of Elementary and Secondary Education (DESE). Forty Missouri school districts (two classrooms each) were recently named to participate during the 2000-2001 academic year, bringing the total number of participating school districts to 84.

Pacheco, Touhill and the UM Board of Curators toured Gary Gore Elementary and Jennings Junior High School in Jennings.

The eMINTs program is a demonstration project entering its second year this fall. eMINTs classrooms have high speed Internet connection, multi-media teacher workstations, productivity software, SmartBoards, a high-lumen projector, a computer for every two students, a digital camera, printer, and related peripherals — such as videoconferencing equipment. Ample technical support, as well as an aggressive professional development program for participating teachers, ensure efficient operation of the classroom technologies and appropriate integration into the curriculum.

During visits to the schools, curators met with Jennings School District Superintendent Terry Stewart, teachers and technical directors, to discuss the program and the teaching strategies involved. They then visited the two schools. Curators sat with fifth and sixth graders and their teachers and discussed classroom projects which use the Internet. They then saw a junior high school student-created Power Point presentation on the Underground Railroad effort during the American Civil War.

MOREnet provides Internet backbone service and instructional technology training to Missouri's K-12 schools, universities and colleges, libraries and state government. Other UM System participants in eMINTS include the Office of Social and Economic Data Analysis (OSEDA), UM Outreach and Extension and the UMC and UMSL colleges of education.

A video about the eMINTS project is available to view on MOREnet's Web site (www.more.net) at the following URL - <http://www.emints.org/>

Stephenson calls for increased attention to national awards

Board President Dr. Hugh E. Stephenson, Jr., challenged University officials May 26 to do more to assist students in competing for the highly prestigious national Rhodes, Truman and Marshall scholarships.

"We can do better in identifying, advising, and mentoring our top-notch students," Stephenson said. "Fortunately, each campus is making major efforts to see that our students improve their competitiveness (for these awards)."

Stephenson praised the dean of the Honors College at UM-St. Louis, Dr. Robert Bliss, for establishing an Office of National Scholarship Information to assist qualified students. On May 12, he observed, a regional workshop—one of only three held in the nation this year—was held on the UM-Columbia campus to teach faculty and administrators how to identify and recruit candidates. Attendees also learned how to raise the visibility of the national scholarship programs on the campuses.

Bondeson wins top teaching award



The University of Missouri System honored several faculty members with its top awards for teaching, research and scholarly excellence during a dinner held May 25 at UM-St. Louis, where the Board of Curators held their May meeting.

William B. Bondeson, a Distinguished Teaching Professor and a member of the UM-Columbia Philosophy Department faculty and the Family and Community Medicine faculty, is the winner of the UM System's 2000 Presidential Award for Teaching.

The award, which includes a \$15,000 stipend, recognizes long-term achievements in teaching, is given to a faculty member who has served his or her campus for at least 10 years. Each campus nominates a candidate.

Bondeson has received numerous honors since he began his career at UM-Columbia in 1964, including virtually every teaching award UMC bestows.

He was selected Missouri Professor of the Year by the Council for the Advancement and Support of Education in 1989 and was included in *Who's Who Among American Teachers* from 1996-1998. Bondeson also established the Wakonse Foundation for College Teaching and Learning, a national organization, and co-edits its journal.

In addition to teaching, Bondeson directed the Honors College and the College of General Studies, co-directed the Program in Health Care and Human Values and chaired the Philosophy Department. He also directed the University Concert Series for several years. Bondeson currently serves as an assistant to the chancellor.

Bondeson earned a bachelor's degree from Augustana College in 1958, a master's degree from the University of Illinois in 1962 and a Ph.D. from the University of Chicago in 1965.

Lambeth and Thorson share award for scholarly excellence



Edmund B. Lambeth and Esther Thorson received the Curators' Award for Scholarly excellence for co-editing *Assessing Public Journalism*. The award, which includes a \$2,500 stipend, recognizes the most outstanding book by a UM faculty member published by the University of Missouri Press.

Assessing Public Journalism is the first book to evaluate the "civic" or "public" journalism movement, which some critics say is at odds with the principles of traditional reporting. It offers a framework for examining the issues surrounding such journalism as well as for determining what is needed to enable it to realize its full potential.

Lambeth first joined the UM-Columbia School of Journalism faculty in 1968. Later he served on the Indiana University faculty and directed the School of Journalism at the University of Kentucky. He rejoined the UM-Columbia faculty in 1987.

Lambeth, founder of the School of Journalism's Washington Reporting Program, was the organizer and first chair of the Civic Journalism Interest Group of the Association for Education in Journalism and Mass Communications. He is a former president of the Association of Schools of Journalism and Mass Communication.

His book, *Committed Journalism: An Ethic For the Profession*, issued in 1986 and revised in 1992, helped revive and shape scholarship on applied ethics in mass communication. Lambeth created four courses now being offered at the School of Journalism. His research connects his work on ethics, media criticism and public affairs reporting with issues in social philosophy and civic education.

Lambeth earned bachelor's and master's degrees in journalism from Northwestern University in 1954 and 1955, respectively, and his Ph.D. in political science from The American University in 1976.



Thorson joined the School of Journalism faculty in 1993 as associate dean for Research and Graduate Studies. She also directed UMC's Center for Advanced Social Research for four years. Prior to joining UM-Columbia, she was on the faculty of Denison University and the University of Wisconsin-Madison.

Thorson specializes in research on public health advertising and promotion, the impact of news and advertising on audiences and the role of ethnicity in the news. She has held research grants and contracts with the Robert Wood Johnson Foundation and the Pew Charitable Trusts, among many others. In addition, she has conducted research for Proctor & Gamble and several advertising agencies.

A Fellow of the American Academy of Advertising, Thorson was the organization's vice president in 1993. She served on the advisory board of the Association for Consumer Research and twice chaired American Psychological Association Advertising and Consumer Psychology meetings. Thorson serves or has served on the editorial boards of eight publications and has edited several books.

Thorson earned a bachelor's degree from Macalester College in 1969 and a Ph.D. from the University of Minnesota in 1974.

Michael Cook winner of Ratchford Fellowship



Michael L. Cook, Professor of Agricultural Economics and Robert Partridge Chair of Cooperative Leadership at the University of Missouri-Columbia, received the 2000 C. Brice Ratchford Memorial Fellowship.

This award recognizes a faculty member who personifies the creativity, vision and leadership exhibited by the late C. Brice Ratchford, president emeritus of the University and dean of cooperative extension.

Cook joined the UM-Columbia faculty in 1989. Prior to that he was the president and chief executive officer of the Rice Growers Association of California. He has held academic posts at New Mexico State University and Texas A&M University.

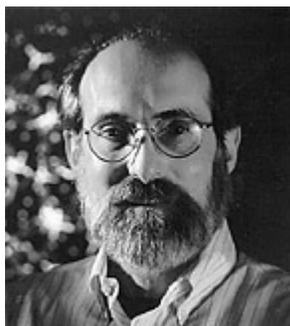
Cook, along with C. Brice Ratchford, co-founded the Graduate Institute of Cooperative Leadership for cooperative officials. The program has attracted top officials from more than 400 organizations.

An internationally recognized expert on cooperatives, he sits on several boards, among them the Missouri Institute of Cooperatives, and advises major companies such as Ocean Spray. Cook's knowledge of the business world and the expertise that stems from his research make him a sought-after speaker.

Cook, who teaches at the undergraduate and the graduate levels, received the MU Gold Chalk award in 1998 and the Gamma Sigma Delta Superior Graduate Teaching award in 1999.

Cook received his bachelor's, master's and Ph.D. degrees from the University of Wisconsin-Madison, in 1965, 1974 and 1976, respectively.

Jerry Atwood wins research award



Jerry L. Atwood, Curators' Professor of Chemistry and chairman of the UM-Columbia Department of Chemistry since 1994, is the winner of the UM System's 2000 Presidential Award for Research and Creativity.

This award, which includes a \$15,000 stipend, is given to a faculty member with a sustained record of nationally and internationally prominent research or creativity who has been a full-time faculty member for at least five years. Each campus submits one nominee.

Atwood is internationally acclaimed for his innovative, cutting-edge research. The author of nearly 600 scientific papers, a recent citation survey ranked him 33rd out of 627,871 chemists who published papers between 1981 and 1996.

Atwood's recent focus has been on molecules called calixarenes. In a spherical form such molecules could serve as "containers" for other substances, such as medicines. Atwood recently discovered a way to create miniscule tubes using calixarenes. The tubes have potential for use as conductors in microchips and as building blocks for superstrong materials, among many other applications.

Atwood founded two journals, *Supramolecular Chemistry*, which he edits, and the *Journal of Inclusion Phenomena*. He is associate editor of *Chemical Communication*. He also was the senior editor of an 11-volume work *Comprehensive Supramolecular Chemistry*.

Atwood earned a bachelor's degree from Southwest Missouri State University in 1964 and a Ph.D. from the University of Illinois in 1968.

Research Board awards announced

The University of Missouri Research Board, a panel of 18 faculty members, has awarded more than \$2 million to support 57 research projects across the University's four campuses. In February, researchers from the UM System filed 181 requests for grants, totaling \$7 million. About 23 percent of the requests were granted.

The board granted 12 engineering requests for a total of \$305,729; 10 applications in humanities and fine arts for \$98,637; 16 in life sciences for \$527,288; 11 requests in physical sciences and mathematics for \$446,148; and eight requests in social and behavioral sciences for \$234,628. (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 UM-Columbia, is chairman of the Research Board.

February 2000 Research Board Awards

UM-Columbia

Ian Aberbach, Mathematics, \$8,400
Rakesh Bajpai, Chemical Engr., \$30,100
Debora Bell-Dolan, Psychology, \$40,000
Karen Bennett, Molecular Microbiology & Immunology, \$37,890
Rita Cavigioli, Romance Languages, \$10,774
Martin Childers, Physical Medicine & Rehabilitation, \$7,798
Keith Eggener, Art History/Archaeology, \$8,489
James English, Plant Pathology, \$38,000
H. Carl Gerhardt, Biological Sciences, \$30,000
Miriam Golomb, Biological Sciences, \$30,000
Michel Grandbois, Physics, \$41,875
Eric Greidinger, Internal Medicine, \$41,600
Adrienne Hoard, Fine Arts, \$10,250
Lois Huneycutt, History, \$21,345
Martin Katz, Ophthalmology, \$32,000
Cheryl Kelley, Geological Sciences, \$52,750
Sergei Kopeikin, Physics & Astronomy, \$19,900
David Mandy, Economics, \$30,575
Jeffery Pasley, History, \$7,091
David Patterson, Animal Science, \$30,000
Douglas Randall, Biochemistry, \$40,000
Amanda Rose, Psychology, \$37,000
Kristen Sanford Bernhardt, Civil & Environmental Engineering, \$26,385
Todd Schachtman, Psychology, \$28,000
Kevin Shelton, Geological Sciences, \$24,660
Doh Shin, Political Science, \$32,372
Oleg Vasilyev, Mechanical & Aerospace Engineering, \$23,921
Carlos Wexler, Physics & Astronomy, \$48,800
Tuck Wong, Chemistry, \$100,000
John Zemke, Romance Languages, \$7,085

UM-Kansas City

Luis Candia, Foreign Language, \$17,248
Gerald Carlson, Molecular Biology & Biochemistry, \$25,000
Antony Cooper, Cell Biology, \$40,000
Jian Feng, Oral Biology, \$35,000
Edward Gogol, Cell Biology & Biophysics, \$40,000
Daniel Mahala, English, \$9,270
Dennis Merrill, History, \$11,675
Deborah Scheuer, Pharmacology, \$30,000
Qiang Wang, Pharmacology, \$35,000

UM-Rolla

Massimo Bertino, Pharmacology, \$49,968
Joohyun Choi, Mechanical Engineering, \$26,334
William Fahrenholtz, Ceramic Engineering, \$29,100
Tad Golosinski, Mining Engineering, \$26,000
Ming Leu, Mechanical Engineering, \$25,367
Ronaldo Luna, Civil Engineering, \$21,620
John Myers, Civil Engineering, \$23,182
David Porterfield, Biological Sciences, \$35,000
William Schonberg, Civil Engineering, \$16,000
Kristine Swenson, English, \$8,120
Xiaoqi Zhang, Civil Engineering, \$27,820
R. Karl Zipf, Mining Engineering, \$29,900

UM-St. Louis

Lawrence Barton, Chemistry, \$34,500
Lee Brammer, Chemistry, \$55,000
Sally Ebest, English, \$8,635
Anne Fish, Nursing, \$38,856
Wenjie He, Math & Computer Science, \$10,295
Richard Wright, Criminology, \$6,480

Draft available of proposed Post-Tenure Review policy

A draft of the proposed system-wide Post-Tenure Review policy is now available for review and comment, according to Stephen W. Lehmkuhle, UM System vice president for academic affairs.

"Thanks to the efforts of members of the Post-Tenure Review Committee, we already have a draft that faculty can consider," Lehmkuhle said. After the school year begins the committee will reconvene to consider faculty suggestions and may revise the guidelines accordingly.

"This policy draft is about faculty development, about improving teaching, research and service — it is not about discipline or getting rid of faculty," Lehmkuhle said. "And the review mechanisms themselves, which build on existing policies, should not be burdensome to anyone."

Late last year UM System President Manuel Pacheco called for creation of a new Post-Tenure Review policy. Pacheco made it clear that he supports tenure and academic freedom, but that the University must constantly strive to provide evidence of accountability to Missouri taxpayers.

Lehmkuhle hopes that the final version of the policy recommendation can be forwarded to Pacheco later this fall. If he is satisfied with the recommendations, Pacheco would present them to the Board of Curators. If the Board approves the new policy, the changes will become part of the University's Collected Rules and Regulations.

You may view the Post-Tenure review draft on the Internet at:

http://www.system.missouri.edu/vpacad/faculty/ptr/review_plan.htm

Additional Post-Tenure review links, most to sites not related to the University, can be found at:

<http://www.system.missouri.edu/vpacad/faculty/ptr/index.html>

You may send comments via a link provided on the plan page, or by emailing: UM-POSTTENUREREVIEWcommittee@umsystem.edu

"Unicard" to replace travel card and ProCard

The University is moving toward a new corporate card program based on a "one" card concept that has the capability to be used for either or both travel expenses and procurement. The new card will be referred to as the "UniCard."

Current and new travel cardholders are ProCard holders can apply to receive a UniCard that will be coded to accept appropriate expenses.

The UniCard form and the UniCard Agreement, which must accompany it, are available on the web at the following site:

<http://www.umsystem.edu/busserv>

Questions about the program can be sent to: williamsonma@umsystem.edu

