

Spectrum

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Carnahan remembered for contributions to education

(The following is excerpted from remarks made Oct. 19 by Dr. Hugh Stephenson, Jr., president of the UM Board of Curators)

"I know I speak for everyone associated with the University of Missouri when I express our deep sense of loss at the passing of a great man and friend, Governor Mel Carnahan.

Governor Carnahan was a loyal alumnus of the University of Missouri and a frequent visitor to University events and activities. He was often accompanied by his son Randy, who was an alumnus of UM-Columbia and UM-Rolla, and his aide, Chris Sifford.

Rarely, I suspect, has a public figure had so personal a relationship with so many people or been so accessible to the citizens who elected him to high office.

Every member of this Board was appointed by Governor Carnahan. Each of us has struggled to deal with our grief and to give voice to our respect for Mel and the things for which he stood. First Lady Jean Carnahan said her husband "believed that government can be honest, good and noble, just as the founders of our nation meant it to be." As curators, we witnessed government at its best under the leadership and vision of Mel Carnahan. I hope our students will embrace the example set by this great man, and view public service as the noble calling that he epitomized in life.

Governor Carnahan believed passionately that education is the key to future prosperity and a better life for all Missourians. He made support of education the cornerstone of his administration. He encouraged initiatives to improve K-16 education, strengthened educational programs, and created partnerships between higher education and government to address the most complex issues facing our state. He fought for funding, supported academic programs, and helped the University acquire new facilities and technology. He made this university stronger.

During his first inaugural address in 1993, Governor Carnahan told the people of Missouri that he wanted to leave behind "tangible achievements, things that will make a difference in people's lives." I know that the people in this room will agree that Mel Carnahan achieved his vision for education."

(Please see item on the creation of the [Carnahan Scholarship](#).)

UM adopts policy to improve communication in the classroom

The UM Board of Curators approved the addition of an instructional communication policy to the Collected Rules and Regulations Oct. 19.

The new policy, which is intended to promote effective communication between students and instructors, takes into account suggestions from student representatives who spoke at the September Board meeting. Student representative to the Board, Stephen Sugg, called the policy "a victory for students" and "a step in the right direction."

Vice President for Academic Affairs Stephen Lehmkuhle said the design of the policy is important because it calls for department chairs to work on a range of communication issues and not solely on English proficiency.

Lehmkuhle conducted a System-wide survey last winter to identify the nature of communication problems students had encountered in their classes. The survey results suggested that many of the problems came from a relatively small number of academic disciplines and settings. The survey also pointed to the need for multiple approaches to resolve issues raised by the students. Lehmkuhle plans to conduct a second System-wide survey during the upcoming winter semester to measure progress with better communication and classroom learning.

The new policy states that department chairs, working with their academic deans, must certify that the English proficiency of regular faculty is sufficient. This must be done before faculty members are assigned an undergraduate course, except for a foreign language, elective or special arrangement courses such as individualized instruction or independent study courses. The department chair may certify English proficiency based on individual interviews, the assessment of other members of the department or student feedback.

Non-regular faculty members must have successfully completed two courses requiring verbal and written proficiency in English from an accredited college or university, or have successfully completed English language screening and training. The screening must meet the standards and requirements of Missouri law, or a comparable law of another state for graduate teaching assistants and graduate instructors.

In response to unsatisfactory student evaluations or complaints, department chairs — working with their academic deans — will develop appropriate programs or activities to improve faculty communication, including English proficiency.

Students' course registration statements each semester will indicate who to contact to report communication problems with faculty instructors. The policy recommends that this information also be provided on other written communications, such as course syllabi.

The Chancellor of each campus will oversee the implementation of the policy and report to Pacheco on their actions.

Pacheco speaks on post-tenure review

In remarks to the UM Board of Curators at an Oct. 19 meeting at UM-Columbia, University President Manuel T. Pacheco reaffirmed his commitment to a post-tenure review process for the University of Missouri System.

Noting a national trend toward some sort of accountability process at public universities, Pacheco first called for the creation of a new system-wide post-tenure review policy last year. He appointed a task force of 12 faculty members from the four campuses and charged them with the task of designing a post-tenure review process. After writing an initial draft of the process, the task force recently held forums on all four campuses, seeking input from faculty members.

Pacheco reminded the Board that the University of Missouri already has a form of post-tenure review on the books: Executive Order Number 27. President Emeritus George Russell signed the order in February 1993. It requires department chairs to conduct annual reviews of all faculty members, tenured and non-tenured. The department chair is required to report to the dean of the college those faculty members whose performance warrants termination for cause.

Nationally, 37 states reported in April that they have established system-wide post-tenure review policies, have policies in place within selected institutions, or are considering such policies. In several instances, state legislatures required universities to enact such policies.

"Having personally experienced what it is like when post-tenure review policies are externally imposed on higher education, I can attest that it is far more prudent to take the initiative to design a post-tenure review policy developed by and for faculty," Pacheco said.

He said a faculty-generated post-tenure review policy based on performance reviews will enhance faculty positions on campus. "Performance reviews will not erode academic freedom and protections afforded by tenure," he said. "In fact, through performance reviews, we demonstrate that faculty performance is being sustained at a high level, thus strengthening academic freedom and the system of tenure."

Early in the plan's design process, the committee concluded that any new policy should be simple to administer, protect academic freedom, and focus on the body of a professor's work beyond one year. The policy also should be geared toward helping all faculty members to be successful by providing for a fair developmental process.

The preliminary draft calls for tenured faculty to be reviewed annually. Every five years, the annual reports would be resubmitted with a summary of activities for the entire period. If a report was judged unsatisfactory by the unit leader and a department committee, a three-year plan for improvement would be drafted.

Pacheco said that there have been forums on all four UM campuses allowing professors to offer suggestions on how best to design a post-tenure review policy.

Pacheco told the curators that he anticipates receiving the committee's report and recommendations for review later this year. He eventually will come to the Board with a proposal for changes to the Collected Rules and Regulations.

Winship reports on improvements

University of Missouri Health Care CEO Dr. Daniel Winship reported to the Board of Curators Oct. 19 efforts to reduce the University health care system's operating deficit.

The hospital system ended the last fiscal year with \$23.5 million in expenditures above revenue. Hospital officials had hoped to break even for fiscal year 2001 and begin operating with a margin in fiscal year 2002. Winship clarified that it is a realistic goal for the hospital to be in a "break-even posture" by June 30, 2001 with revenue and expenditures beginning to match. The hospital would then begin operating with a margin in fiscal year 2002.

In the first quarter of this year operating expenditures have exceeded revenues by \$4.2 million. The year-to-date interest income is \$1.2 million for a total net loss of \$3 million - \$0.3 million less than the budgeted quarterly loss of \$3.3 million.

High levels of accounts receivable, due to computer program conversion problems, were partially responsible for last year's operating deficit. Accounts receivable have now been reduced to pre-conversion levels. Other problems included lowered Medicare reimbursements and greater indigent care costs.

University of Missouri Health Care, with the help of an outside consultant, is undergoing a major redesign in order to streamline operations. Some clinical operations have been consolidated. Obstetrics services were suspended at Columbia Regional Hospital for an annual savings of \$1 million. Winship said the services will return to Columbia Regional at a later date. Inpatient oncology services at Ellis Fischel Cancer Center will be consolidated at University Hospital for an additional annual savings of \$1.2 million. Three duplicate or unprofitable clinics have been closed for an annualized savings of \$326,900, and support services will be combined to save \$8 million.

Assistance policy approved for layoffs

The UM Board of Curators approved a transition assistance policy at their Oct. 19 meeting at UM-Columbia. The policy is designed to provide specific benefits to University employees who may be laid off during the next two years.

The policy was designed to handle the potential workforce reduction at University of Missouri Healthcare, but it is applicable for all layoffs of regular administrative and support staff throughout the University of Missouri System.

Vice President for Human Resources Ken Hutchinson proposed the policy and outlined its components to the Board.

Policy highlights include:

- All employees will receive a minimum of two weeks notice.

- Employees with five or more years of continuous regular employment immediately prior to layoff will receive one week of transition pay for each year of employment.
- Employees with less than five years of continuous regular employment with the University immediately prior to layoff will receive one month of transition pay, provided, however, that the transition pay shall not exceed the stated ending date on the appointment.
- Employees with five or more years of continuous regular employment immediately prior to layoff will be placed on a layoff leave of absence for a period of one year from the effective date of layoff and will be eligible to continue participation in the University's benefit programs. The University would continue to pay its portion of the benefit premiums during the leave.
- Employees with less than five years of continuous regular employment immediately prior to layoff will be placed on a layoff leave of absence for three months with the same provision for continuing participation in the University's benefit programs. However, the leave may not exceed the stated ending date on the appointment.

To qualify for transition assistance, the employee must continue to perform his or her duties in a satisfactory manner after notice of layoff and prior to the effective date of the layoff. If the employee fails to make reasonable efforts to apply for comparable regular University positions which are available or if the employee refuses to accept transfer or assignment to a comparable regular University position, the employee loses his or her right to transition assistance.

Outplacement services such as resume preparation, help in developing job search strategies, and interviewing skills will be made available to an employee through Human Resources and/or other campus departments. The policy will be in effect for two years.

Curators establish scholarship to honor Carnahan



The UM Board of Curators Oct. 19 unanimously approved the establishment of a memorial scholarship fund in memory of Governor Mel Carnahan, who died in a plane crash Oct. 16.

The scholarship will be awarded to the student representative to the Board of Curators, who is chosen by the Governor and rotated from a different University of Missouri campus every two years. The scholarship will be associated with the ideals of furthering education and promoting public service — two special interests of the late governor. In addition to the criteria used to

select the student representative to the Board, recipients will be screened to ensure that outstanding students who have demonstrated leadership skills will be selected.

Individuals can contribute to the fund by sending checks to:

The Mel Carnahan Memorial Scholarship Fund

109 Reynolds Alumni Center, Columbia, MO 65211

New Strategic Plan approved

A new Strategic Plan approved by the UM Board will be posted Oct. 31 on the Web at:

<http://www.system.missouri.edu/urel/SP2000.html>