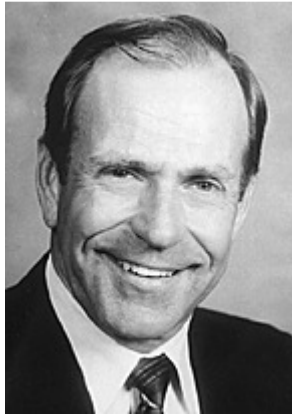


Spectrum

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Mathes delivers first report to Board



Board President John Mathes struck a cautionary note in his first report to the Board of Curators Jan. 18.

"This year promises to be the most difficult year that this University has faced in a decade," Mathes said. "State revenues are down and expenses are up."

In the face of the state's deteriorating economic situation, Governor Bob Holden has balanced the state's budget by holding back funds that had been appropriated but not yet released to state agencies and higher education.

Mathes said the University has built momentum toward achieving its goal of becoming a nationally prominent learner-centered institution. "Our challenge as a Board is to help the University through this difficult period by preserving the progress that we have made so far, and by keeping the University moving forward," Mathes said.

University officials received a clearer idea of the fiscal year 2003 budget picture when Governor Bob Holden delivered his annual budget message Jan. 23. The University will approve a University-wide budget for fiscal year 2003 following final legislative action later this year.

Mathes urged the Board to focus on three areas of governance during 2002 leadership development, strategic planning and entrepreneurial opportunities.

He said the University must attract and support top leaders who will continue the progress made under University of Missouri System President Manuel Pacheco. He called for early consideration of the process the Board will use to select a new president to succeed Pacheco when he retires in 2003. Mathes also said that the Board should continue to support programs that develop administrative and academic leaders and new faculty to take on increasingly responsible leadership roles in the future.

Mathes encouraged the Board to continue its support of the strategic planning process begun by Pacheco. "The University's strategic plan represents the difference between rational decision making and chaos, particularly in financially austere times," Mathes said. He added that carefully integrated planning can cause the value of the individual campuses and University Outreach and Extension to be "greater than the sum of their parts."

The Board has sought ways to make the University more efficient and entrepreneurial, and these efforts must continue, Mathes said. He said the University is well positioned to become an agent of change in society, but it must continue to build research infrastructure if it is to capitalize on opportunities in such emerging fields as genomics, proteo-mics, nanotechnology, biotechnology, and information technology.

"Equally important, we must create and encourage a process that supports the migration of discoveries to the marketplace," Mathes said.

Pacheco outlines fiscal challenges



The University of Missouri will revise fiscal year 2002 funding allocations to the individual campuses and University Outreach and Extension to meet the latest state withholding, UM System President Manuel Pacheco told Curators Jan. 18.

The mid-year withholding announced by the governor in December represents 2 percent of the University's FY02 state appropriation, or an additional \$8.4 million. Pacheco said that the University will hire fewer faculty and staff members for vacant positions, defer purchases of much needed desktop computing software for academic and administrative units, curtail training, and reduce funding for business travel and supplies.

"An additional 2 percent may not sound like much," Pacheco told Curators. "Unfortunately, it comes at the mid-point of our budget year and must be met by identifying funds not yet spent or obligated."

"The Board has allocated state appropriations to the campuses to support an approved level of operations in terms of courses to be offered, classes to be taught, and faculty to be hired."

"You don't just reverse those kinds of commitments in mid-stream, and so the general officers have looked elsewhere" for ways to meet the shortfall, Pacheco said.

Pacheco said the University could anticipate more bad news for fiscal year 2003. "The governor has made clear his intention to hold harmless the school foundation formula," Pacheco said. "That means that higher education must loom larger as a target for funds to make up the state's projected budget shortfall" during the next budget cycle.

Last summer, the governor withheld nearly 8 percent of the state appropriation for higher education to balance the budget at the beginning of fiscal year 2002. The University of Missouri's share of that withholding totaled \$34.7 million.

The loss of the funds prompted University officials to restrict mission enhancement programs to highest priority items, reduce funding for building maintenance and repair, cut the budget for the UM Research Board, and postpone expenditures for a faculty incentive program.

UM-Columbia reports on strategic plan

The University of Missouri-Columbia will be viewed as a top tier public research university by 2010. Its undergraduate program will be recognized for its high quality. It will provide for innovation and effectiveness in delivering distance learning. The number of world renown scholars will increase significantly. These are just some of the goals UM-Columbia Chancellor Richard Wallace reported that his campus has set for itself. Wallace reported on the strategic planning process during the Jan. 18 Board meeting in Kansas City.

The UM-Columbia strategic plan has been reviewed annually for the last five years.

"I am very pleased with our progress on the MU Strategic Plan, including the widespread support the plan has received internally and externally," Wallace said.

UM-Columbia has undergone a steady, comprehensive campaign of establishing its mission and goals and creating a candid overview of strengths and challenges. "Buy-in" for the planning process has been an important task and has been accomplished by seeking input from students, faculty, alumni and staff on the direction the campus ought to take. Administrators have continually revisited and tracked the planning process. Key personnel have reported directly to Chancellor Wallace on the status of individual objectives.

Strategic planners have worked to make sure that the campus budget was driven by the plan. "If (the strategic plan) doesn't drive the budget, forget it," Wallace said. "So the process sets priorities for the budget." One of the groups involved with the planning process is the Resource Advisory Council, which is composed of individuals with financial backgrounds.

The strategic plan calls for the University to continue strengthening research, graduate and professional programs. Wallace said this goal is "tied directly to our vision and our greatest challenge."

To meet this challenge, UM-Columbia is increasing the amount of competitively funded and other external research support per faculty member. The goal is to be among the best of the

Association of American Universities with measured yearly increases, including the setting of objectives at the college, school and department levels.

UM-Columbia's research expenditures have grown by 66 percent to \$76.4 million over the past four years, more than double the median growth rate for all public AAU institutions. The school also jumped 11 places in the national research rankings—from 58th in 1996 to 47th in 1999. This ranking is critical to AAU membership, Wallace noted.

Planning also has helped to focus UM-Columbia's mission enhancement efforts. The State of Missouri has added \$15 million a year to the UM System's core budget to enhance specific academic programs across the system. Mission enhancement planning has allowed UM-Columbia to focus on special strengths, such as its world renown school of journalism and UM-Columbia's life sciences initiatives. Mission enhancement planning also has made possible the Institute of Public Policy within the Harry S. Truman School of Public Affairs. UM-Columbia is working with major research partners, such as the Stowers Institute for Medical Research in Kansas City and the Donald Danforth Plant Science Center in St. Louis.

A second major strategic goal is to maintain a strong focus on student learning. UM-Columbia is committed to continuing to improve and implement its model general education program; expand opportunities for undergraduate students to participate in research, professional and creative activities with faculty; and enhance the quality of undergraduate instruction by systemizing approaches to enhance the skills of all instructors. In the last two years, UM-Columbia has invested more than \$500,000 to improve student advising. Last summer, the campus centralized the Learning Center, Career Center, Academic Retention Services, and advising into a new Student Success Center.

UM-Columbia's third major goal is to meet its land-grant mission by reaching beyond the campus to the people of Missouri. UM-Columbia will continue to expand its strong service role through extension and outreach activities. It also plans to ensure that faculty efforts in service activities are consistent with ongoing responsibilities in research, scholarly activity and student learning.

Other goals: reduce costs through more efficient operations, provide appropriate support for the five-year comprehensive major gifts campaign launched in January 2001 and increase faculty and student diversity.

Payroll conversion to PeopleSoft successful

The University rang in the new year Jan. 3 by successfully producing its first payroll using the new administrative software called PeopleSoft.

"Milestones are by their nature significant events, but (the successful conversion of payroll to PeopleSoft) is particularly important to our employees," UM System President Manuel Pacheco said.

The new system has produced fewer processing errors than the old legacy system it replaced. All processes worked as planned for human resources, benefits and payroll, including such functions as payroll direct deposits, production and distribution of employee payroll and leave statements, and issuance of emergency checks.

The conversion required the transfer of biographic and demographic data on all University employees and retirees, including benefits and payroll information, from the old legacy system to PeopleSoft. UM System and campus technical staff worked during the holiday period to respond to potential problems in reporting employee pay.

Pacheco praised the conversion team of functional HR and payroll leads at all levels, the ASP technical and support staff, and the consultants at KPMG who worked on the project.

The Administrative Systems Project was begun in 1998 to examine and streamline the University's administrative business processes and replace aging information technology systems.

Leadership Development Program enters second year of preparing new leaders

"I think everybody can look back on their life or career and pick out key events that changed everything," said Dr. Wayne Huebner, Vice Provost of Research at UM-Rolla. "For me, the Leadership Development Program was the experience that made me decide that pursuing a higher leadership position was the correct path for me, and gave me the courage of my convictions."

Testimonies such as Huebner's reveal why the Leadership Development Program (LDP) — part of the President's Academic Leadership Institute (PALI) established in 1999 by UM System President Manuel Pacheco — continues to give participants a new vision of their leadership roles in higher education. The LDP is designed to enhance the skills of department chairs and academic leaders by providing leadership training seminars, problem-solving resources and networking opportunities.

Results of a recent survey of participants in the 2000 LDP strongly suggest that the cross-campus, cross-disciplinary program is helping administrators meet many of their needs through its hands-on approach, providing information in areas such as budgeting, human resources, legal issues and conflict resolution.

"I approach my chairman's role both with a broader perspective and heightened sensitivity," said Dr. Cecil Moore, Chairman of Veterinary Medicine and Surgery at UM-Columbia. Moore, who attended the first LDP in 2000, said the program "enhanced my ability to relate constructively in a complex environment to a spectrum of individuals and groups that need to function synergistically to advance University programs."

The survey results indicate that participants believe the LDP program:

- Played an important role in helping them to become aware of their leadership styles, and in many cases changed the way they approach their work as department chairs;
- Broadened their professional support network within and across UM system campuses;
- Provided them with invaluable "360 degree feedback" that has informed their leadership practice;
- Provided practical knowledge of immediate utility and applicability to their work.

"The program is innovative for its follow-up throughout the year," said Dr. Steve Graham, director of PALI. The UM System program is also unique in that "particularly at the System level, there are not that many similar programs elsewhere," Graham said.

In its first year, 34 academic leaders participated in the year-long program. Some of those participants returned last October, when the second class of 33 LDP participants began an intensive four-day session. In addition to the October session, program participants meet once every three months throughout the year to concentrate on topics of interest to the group. Local campus groups also meet about once a month to discuss common concerns and upcoming campus initiatives, and to share ideas and advice.

Huebner credits the LDP with establishing invaluable relationships and networking between the campuses. "I think when the pages of history are turned," Huebner said, "we will see that the LDP was a key step towards seeing the 'whole of UM' become greater than the sum of its campuses."

Department chairs and other academic leaders are encouraged to visit with their Deans about being nominated for participation. Individuals with questions about the nomination process or about LDP itself should contact Dr. Steve Graham, Director, or visit the LDP website at <http://www.system.missouri.edu/pali/index.htm>.

2001 LDP Participants

UMC: Cerry Klein, Tony Prato, Eileen Porter, Tim Lewis, Lex Akers, Marcus Rautman, Kevin Rudeen, Bart Weschler, Mike Porter, Mike Smith, Kris Hagglund, Marty Townsend; **UMKC:** Brenda Dingley, Kathy Ballou, Lora Lacey-Haun, Ghulam Chaudhry, Bryan Becker, Vincent Lau, Patrick Peebles, Tom Stroik; **UMR:** Ashok Midha, Richard Brow, Kent Peaslee, Paula Lutz, Susan Murray, Mariesa Crow, Harvest Collier, Ron Bieniek; **UMSL:** Sheilah Clarke-Ekong, Tim McBride, Tom Eysell, Peggy Ellis, Ralph Garzia.

Bennett brings passion for public service to UM Board



A quick scan of Angela Bennett's resume reveals many reasons why Governor Holden appointed the Kansas City native to the UM Board of Curators. She has experience advancing the objectives of a wide scope of organizations, and has accepted positions that enable her to live out her family's commitment to public service.

"Both of my parents are retired from civil service in the federal government," Bennett said. "As a kid I was interested in consumer protection."

Curator Bennett currently serves as director of the U.S. Department of Education's Office of Civil Rights in Kansas City, which enforces civil rights statutes in a six-state region including Kansas, Iowa, Nebraska, Missouri, North Dakota and South Dakota. "I wanted to get back to doing something directly related to people," Bennett said.

Bennett manages a 45-member staff of investigators, attorneys and supervisors who enforce Title VI, the federal statute that covers discrimination based on race and national origin. The office also enforces Title IX, which prohibits gender-based discrimination, as well as the Americans with Disabilities Act, the Age Discrimination Act and the Rehabilitation Act.

She attended the University of Missouri-Kansas City, earning two bachelor's degrees in 1974 in Political Science and in Radio, TV and Film and a juris doctor degree in 1977. In college she volunteered to serve as a student representative on campus committees and was asked to serve on a dean search. In law school, she was active in three student organizations.

"I learned from my parents that if you are fortunate in life, there is a responsibility to give back to enhance the life of others," Bennett said. "That is why I chose to attend law school. Along with an interest in the subject matter, I saw it as a means to be of service."

Bennett was strongly influenced by a political science professor at UM-Kansas City, David Atkinson, who taught a civil liberties class she took. "He is a lawyer who teaches political science and law-based courses on topics such as jurisprudence. I decided then that I wanted to pursue law."

After graduating from the UMKC School of Law, Bennett worked as a complaint officer for Human Relations and Citizens Complaints for Jackson County. She then became an assistant county counselor for Jackson County. From there she went to the Missouri Attorney General's Office consumer protection division.

Bennett worked on some interesting cases at the Missouri Attorney General's Office. Among them were a children's beauty pageant called Baby Miss America that did not deliver promised prizes, a pyramid scheme and a group of gypsies who sold defective trailers.

Bennett's next job as chief environmental attorney and assistant district counsel for the U.S. Army Corps of Engineers gave her experience in the realm of construction and environmental law useful knowledge to deal with the physical facility projects overseen by the Board of Curators.

She also spent seven years at the Kansas City law firm Lathrop and Gage, where she handled real estate development and employment law. "I have known Angela Bennett for a long, long time," said Tom Stewart, managing partner of Lathrop and Gage. "She brings a passion to work every day she truly cares about what she's doing, whether it's for private clients or taxpayers and she is passionate about the University of Missouri. She is going to be a fantastic curator."

Although the role of UM curator is new to Bennett, she has been a volunteer at the University of Missouri-Kansas City for many years. She has provided professional mentoring to students, supported recruitment programs and served as president of the UMKC alumni association and on its board of directors.

As the mother of a son who is a sophomore studying communications at the University of Missouri-Columbia, Bennett also brings a parent's perspective to her service on the Board.

The UM System anticipates that Governor Holden will recommend additional cuts in the University's state budget. Bennett said the biggest issue facing the Board of Curators this year is how to replace those funds.

"We have to continue seeking funding from outside sources," she said. "The issue is how we get the most from what we have, while at the same time recruiting and retaining qualified employees at all levels."

The professional schools of the UM System are in particular need of additional funding, Bennett said. She believes that one way to find support is to help students become more invested in their schools so that they graduate with a desire to donate both time and financial support to their schools.

In addition to her full-time position and her service on the UM Board, Curator Bennett serves as chair of the American Bar Association's standing committee on professionalism. She is also chair of the Missouri Bar Association's client security fund and a former member of the Missouri Bar's board of governors.

"With her service in all of these capacities, Angela is a wonderful lawyer," said Keith Birkes, Executive Director of the Missouri Bar Association. "She's been involved in so many different ways as a professional leader making changes to better serve the public."

Bennett has received numerous honors, including the UM-Kansas City Alumni Achievement Award in the field of Law, the Service Award from the UMKC Law Foundation and the Greater Kansas City Women's Political Caucus Community Service Award in 2001. She was awarded a Woman of Achievement Award by the Mid-Continent Council of Girl Scouts and later served on the organization's board.

"Angela is a very caring person caring about other people and her community. She moves outside of herself to help the community," said Karen McQuigan, Executive Director of the Girl Scouts of Mid-Continent. "She's also a professional in all of her dealings."

A lover of stage musicals since her childhood, when her family regularly attended performances at Kansas City's Starlight Theater, Bennett now serves on the theater's board of directors. She said while growing up her dream was to become a dancer. A knee injury in high school changed her career course, but in addition to her studies she did continue dance classes and even performed in amateur dance groups. Currently, she performs with the musical group Ebony Chorale, which sings classical, gospel and spiritual music in Kansas City. She is also active in a variety of civic organizations as well as the Centennial United Methodist Church.

"I cut my teeth on life at UM-Kansas City," Bennett said. "I received a good and valuable education from the University and I gained a number of valuable experiences, both professional and personal. It's my school and I want it and the other System schools to be there for other people and to become even better than they already are."

Editor's Note: Please look for an upcoming Spectrum article on Curator Anne Ream, who also was appointed by Governor Holden to the UM Board of Curators in 2001.

University of Louisiana-Monroe names Cofer president

James Cofer, vice president for finance and administration of the University of Missouri System, has accepted the position of president of the University of Louisiana-Monroe, effective April 1.

"I deeply appreciate the support and encouragement that I have received from President Manuel Pacheco, and I wish my colleagues and members of the Board of Curators continued future success," Cofer said.

Cofer was appointed UM System vice president for finance and administration in June 1998. He earned a doctorate in higher education administration from the University of Arkansas-Little Rock in 1998. Prior to coming to the UM System, he served as vice president for finance and administration at the University of Arkansas System beginning in 1995.

"Jim has been a talented and valued member of the University of Missouri's leadership team," UM System President Manuel Pacheco said. "We wish him the very best as he takes on this new and challenging opportunity."

October 2001 Research Board Awards announced

The University of Missouri Research Board, a panel of 20 faculty members, has awarded over \$1 million to support 50 research projects across the University's four campuses.

In October, researchers from the UM System filed 136 requests for grants, totaling more than \$5 million. Approximately 37 percent of the requests were awarded and approximately 20 percent of the total dollar amount requests were awarded.

The board granted 16 engineering requests for a total of \$375,966; 9 in humanities and fine arts for \$50,373; 7 in life sciences for \$270,691; 10 in physical sciences and mathematics for \$164,198; and 8 in social and behavioral sciences for \$186,234.

The board has established a network of UM experts in each discipline. The board addresses specific criteria in evaluating a request. The board then considers the recommendations of the peer reviewers. Judy Wall, professor of biochemistry at UM-Columbia, is chair of the Research Board.

UM-Columbia: *Myra Aud*, Nursing, \$33,020 · *M. Heather Carver*, Theatre, \$3,900 · *Cheng-hsiung Chang*, Industrial/Manufacturing Systems Engineering, \$22,023 · *Carmen Chicone*, Mathematics, \$13,640 · *Eric Doskocil*, Chemical Engineering, \$22,925 · *Nonnie Louanna Furbee*, Anthropology, \$7,660 · *Loukas Grafakos*, Mathematics, \$19,306 · *Patrick James*, Political Science, \$14,146 · *Michael Jurczyk*, Computer Engineering & Computer Science, \$20,531 · *Huaiyin Li*, History, \$5,413 · *Ming Liu*, Economics, \$21,960 · *David Mehr*, Family & Community Medicine, \$38,000 · *Marius Mitrea*, Mathematics, \$5,000 · *Robert Ortmann*, Medicine, \$45,000 · *Deborah Pearsall*, Anthropology, \$25,653 · *Karen Piper*, English, \$3,000 · *Michael Podgursky*, Economics, \$12,809 · *Mark Prelas*, Nuclear Engineering, \$15,000 · *Elizabeth Rogers*, Nutritional Sciences, \$42,500 · *Vicki Rosser*, Leadership & Policy, \$20,450 · *Chi-Ren Shyu*, Computer Engineering & Science, \$22,668 · *Carlos Sun*, Civil Engineering, \$23,734 · *Dongchu Sun*, Statistics, \$20,196 · *Paul Weirich*, Philosophy, \$6,000 · *Seth Whidden*, Romance Languages, \$5,000 · *Tuck Wong*, Chemistry, \$38,427

UM-Kansas City: *Nihat Oguz*, School of Interdisciplinary Computing & Engineering, \$19,800 · *Barbara Ryan*, English, \$7,000

UM-Rolla: *Levent Acar*, Electrical & Computer Engineering, \$21,600 · *Abdeldjelil Belarbi*, Civil Engineering, \$60,000 · *Mohamed Rhouma*, Math, \$8,400 · *Scott Grasman*, Engineering Management, \$20,677 · *Yue-wern Huang*, Biological Sciences, \$38,956 · *Patrick Huber*, History & Political Science, \$6,000 · *Robert Landers*, Mechanical & Aero Engineering, \$23,560 · *Yinfa Ma*, Chemistry, \$12,700 · *Sanguk Noh*, Computer Science, \$20,888 · *Francisca Oboh-Ikuenobe*, Geology & Geophysics, \$23,244 · *Henry Pernicka*, Mechanical & Aero Engineering, \$21,000 · *Von Richards*, Metallurgical Engineering, \$15,424 · *Scott Smith*, Electrical & Computer

Engineering, \$23,400 · *Carsten Ullrich*, Physics, \$24,728 · *Thomas Vojta*, Physics, \$21,920 · *William Weeks*, Electrical & Computer Engineering, \$22,736 · *David Westenber*, Biological Sciences, \$40,608

UM-St. Louis: *Richard Cook*, English, \$6,400 · *Susanne Renner*, Biological Sciences, \$25,000 · *Marc Spingola*, Biology, \$40,200 · *Bruce Wilking*, Physics & Astronomy, \$19,820 · *Zhi Xu*, Chemistry, \$15,440

2002 Committee Appointments

Executive Committee: Connie Hager Silverstein, chair; Mary L. James; M. Sean McGinnis; and John A. Mathes, ex officio.

Academic and Student Affairs Committee: Anne C. Ream, O.D., chair; Angela M. Bennett, J.D.; Mary L. James; and Student Representative, ex officio.

Finance Committee: Thomas E. Atkins, chair; Anne C. Ream, O.D.; and Connie Hager Silverstein.

Physical Facilities Committee: Mary L. James, chair; Thomas E. Atkins; and M. Sean McGinnis.

Resources and Planning Committee: M. Sean McGinnis, chair; Malaika B. Horne, Ph.D.; and Paul W. Steele.

Ad Hoc Information and Technology Committee: Angela M. Bennett, J.D., chair; Malaika B. Horne, Ph.D.; Paul W. Steele; and Student Representative, ex officio.

2002 Board meeting schedule

March 21-22: UM-St. Louis

May 16-17: Fort Leonard Wood

July 18-19: UM-Rolla

September 19-20: UM-Columbia

November 21-22: UM-Columbia

Curators approve new fee structure for UMSL, UMKC students who live in adjacent non-Missouri counties

A new fee structure for nonresidents who live in out-of-state counties contiguous to the counties in which UM-Kansas City and UM-St. Louis are located was approved by the UM System Board

of Curators at the Jan. 18 meeting. The new "Metropolitan" fee, which will be set along with other fees later this year, will be a discounted non-resident fee.

"Studies by UMKC and UMSL indicated that the new fees could lead to higher enrollments on our urban campuses," said James Cofer, UM System vice president for finance and administration, "The new fee schedule will make the University of Missouri more competitive with other institutions in those adjacent out-of-state areas, some of which provide fee reductions to attract students from Missouri."

Residents of the Illinois counties of Jersey, Madison, Monroe and St. Clair who attend UMSL will be eligible for the new fee, as will be residents of Johnson, Leavenworth, Miami and Wyandotte counties in Kansas who attend UMKC. The new policy targets non-traditional students who are older than typical undergraduates and who attend part-time because of other obligations such as work and family.

The new fee structure came about as a result of Student Fee Task Force recommendations that were presented to the Board in December. The task force, appointed in 1999 by UM System President Manuel Pacheco, was charged with reviewing undergraduate fees. Additional recommendations from the Task Force will be presented to the Curators later this year.

Pacheco also appointed a committee to look at graduate and professional fees. The panel is expected to submit its findings and recommendations to the president later this year.

New Design

Editor's Note: Beginning with the March 2002 issue, following the Board of Curators meeting in St. Louis, Spectrum will showcase a new design. The last Spectrum redesign was in 1994.