

Spectrum

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Elson Floyd chosen as next UM System president



The University of Missouri System Board of Curators announced Nov. 13 that it had selected Elson S. Floyd as the 21st president of the UM System.

Floyd, 46, currently serves as the president of Western Michigan University. He will assume his duties as president of the UM System Jan. 6, 2003.

Floyd's selection concludes a national search that began in March. The Board of Curators voted Nov. 4 to offer the job to Floyd and completed the agreement during a special meeting on Nov. 11. Floyd will succeed Manuel T. Pacheco, who will retire Dec. 31.

"President Floyd was the unanimous choice of the Board of Curators and the Faculty Consultative Committee to be our new president," said UM Board President John Mathes. "He brings a wealth of personal talent, energy and people skills to his new position. He is highly regarded by all who come in contact with him, from the faculty and students and staff members we talked to, to officials at the highest levels of state government and higher education."

Floyd made public appearances Nov. 14 on the four UM campuses. "An investment in the University of Missouri is an investment in the future of Missouri," Floyd said during remarks at UM-Columbia. "Make no mistake about it, and that will be our message to the legislature — because we are going to need them to embrace this bold and creative agenda that we have."

Floyd brings a wide range of administrative experience to UM, as well as valuable system-wide and statewide perspectives on higher education issues and policies. Floyd has served as the chief executive officer for Western Michigan University since Aug. 1, 1998. WMU is the third largest university in the state of Michigan with an enrollment of 28,657 students and more than 3,300 faculty and staff. The institution is classified by the Carnegie Foundation for the Advancement of Teaching as a Doctoral/Research Extensive institution, placing it among 102 public universities to receive this designation.

Prior to joining Western Michigan University, Floyd served as executive vice chancellor of the University of North Carolina at Chapel Hill for three years. In that role he served as chief

administrative and operating officer and the senior official responsible for business and finance, human resources, auxiliary enterprises, student affairs, information technology, university advancement and development, and enrollment management.

Floyd began his career in 1978 at UNC-Chapel Hill, one of the nation's leading research institutions. He subsequently spent a total of 13 years with the university in positions that included dean posts in the Division of Student Affairs, the General College and the College of Arts and Sciences. From 1988 to 1990, he was assistant vice president for student services for the UNC system office, where he helped develop and articulate policy in student affairs and academic affairs for the 16-campus university system.

From 1990 to 1993, he served at Eastern Washington University as vice president for student services, vice president for administration, and later as executive vice president. In the latter capacity, he was the university's chief operating officer.

Before returning to UNC-Chapel Hill in 1995, Dr. Floyd spent two years as executive director of the Washington State Higher Education Coordinating Board. This agency is responsible for statewide coordination, planning, oversight, policy analysis and student financial aid programs for Washington's statewide post-secondary education system.

A native of Henderson, N.C., Dr. Floyd has three degrees from UNC-Chapel Hill — a bachelor of arts degree in political science and speech, a master of education degree in adult education, and a doctor of philosophy degree in higher and adult education.

Floyd's yearly salary will be \$350,000. In addition \$50,000 annually will be placed in a deferred compensation account to be paid upon completion of five years employment. Floyd and his wife, Carmento, have two children — Kenny, 19, and Jessica, 17.

Board elects Connie Hager Silverstein, Mary James as 2002 officers



The University of Missouri System Board of Curators elected Connie Hager Silverstein to serve as board president for 2003. Curator Mary James was elected vice president. The election was held at the conclusion of the Nov. 22 meeting at the University of Missouri-Rolla.

Silverstein, who resides in St. Louis, succeeds John A. Mathes as board president. Silverstein was appointed to the board in 1999 by Gov. Mel Carnahan. During the past year she chaired the Executive Committee and served on the Finance Committee.

Curator Anne Ream nominated Silverstein, praising her as a tenacious board member who strongly believes in higher education. Ream also noted that Silverstein's financial expertise will be an asset to the University during these fiscally challenging times. Silverstein has been employed by Edward Jones brokerage and financial services since 1983. She is principal of the firm's banking services division, which she created, and a member of the firm's management committee.

Prior to joining Edward Jones, Silverstein was an attorney for Fru-Con Corp. and for Team Four, Inc. She was a member of the St. Luke's Medical Center's Women's Resource Advisory Board from 1992 to 1993.

Silverstein received a bachelor's degree in political science from the University of Missouri-St. Louis in 1976 and a Juris Doctor degree from Washington University in 1979. She was a member of the adjunct faculty at Maryville University from 1984 to 1985.

Referring to the state's continuing fiscal woes and the threat of additional withholdings from state appropriations for public higher education, Silverstein acknowledged that the upcoming year would be challenging. She also thanked UM System President Manuel Pacheco and UM-St. Louis Chancellor Blanche Touhill for their distinguished service to the University. Pacheco and Touhill are retiring at the end of the year.



Mary James, of Harrisonville, also was appointed to the board in 1999 by Gov. Mel Carnahan. During the past year she chaired the Physical Facilities Committee and served on the Executive Committee and the Academic Affairs Committee. James received a bachelor's degree in education from the University of Missouri-Columbia in 1971.

James was a school teacher in San Antonio, Texas, and Harrisonville. She served as executive director of the Cass Medical Center Foundation for two years. She was co-owner of the Cass County Publishing Co. for 26 years and manager of the company's human resources office.

James is treasurer of the Cass Medical Center Auxiliary and vice president of the Congressional Award Council of Missouri.

Curator Tom Atkins, Columbia, nominated James. "She has shown herself to be a bright, vivacious and sincere member of the board," he said. "Mary is a congenial, intelligent and loyal individual whom I feel will be an asset to the University" as the board's vice president.

President Pacheco delivers final report to board

UM System President Manuel Pacheco delivered his last report to the Board of Curators Nov. 22 in Rolla.

"While I look forward to the welcome break from official duties that retirement will afford, I must tell you that Karen and I are reluctant to leave behind so many wonderful friends and professional acquaintances," Pacheco said.

Pacheco's warmest comments were reserved for what he called the University's "greatest investment and its most valued asset, its people."

"We have a superb cadre of faculty, staff and administrators who are totally dedicated to serving students," Pacheco said. "They continue to do the business of the University under the most stressful and difficult circumstances, and I am most appreciative of their loyalty and dedication to this institution."

He urged the Board to do everything possible to retain University employees by offering them reasonable compensation and competitive health benefits.

"If we fail to keep pace with the competition, many of our best people will leave and the quality of our educational programs will suffer," Pacheco said. He told the curators that University administrators will continue efforts to configure a budget for fiscal year 2004 that provides for a 4 percent increase to the salary pool.

Pacheco pointed to the progress the University has made during the past five years. Total fall enrollment exceeded 60,000 for the first time in the University's history. Last year University expenditures of federal funds for research exceeded \$128 million, which is a 111 percent increase in just five years, reflecting increased faculty productivity and early payoffs from the endowed chairs and professorships program.

Construction continues on the life sciences building at the University of Missouri-Columbia and a new performing arts center at the University of Missouri-St. Louis. Plans are being drawn for the new pharmacy-nursing building at the University of Missouri-Kansas City, and construction will begin soon on a new student center at the University of Missouri-Rolla.

Pacheco said the University has forged partnerships with government agencies and the private sector that have great potential to benefit the state's economy. As examples, he cited the University's involvement in developing a life sciences corridor along Interstate 70 between St. Louis and Kansas City, its participation in the St. Louis Airport Redevelopment Project, and highly successful research and technology parks being developed in St. Charles and on Fort Leonard Wood.

Pacheco sounded a note of caution, however, noting that the state's continuing budget problems threaten the progress that has been made during the past five years. He said that data collected by

the University showed that Missouri ranked first in the nation among its peers in the severity of cuts made to public higher education during the last fiscal year.

He said the University had been forced to suspend hiring actions to fill critical research and teaching positions, raise student fees, and cut faculty and staff positions at the very time that enrollments were achieving record levels.

"The University of Missouri will survive (reduced state support)," Pacheco said. "The question is what kind of University it will be when the current fiscal crisis has run its course." He said he had tried to lay down a foundation that would eventually enable the University to regain the momentum that it had lost due to state withholdings and budget cuts.

Pacheco said that if Missourians fail to maintain adequate funding for their colleges and universities, the state will not be able to keep pace with other states in the quest for economic prosperity. He encouraged the board and the University's general officers to continue working with state policy makers to find solutions to the state's budgetary problems.

Krawitz reports additional cuts to University would be devastating

Additional cuts to the University's state appropriation would have devastating consequences for the current and next fiscal years, UM System Vice President for Finance and Administration Nikki Krawitz said at the Nov. 22 Board of Curators meeting in Rolla.

In dealing with any further budget cuts, Krawitz said, the University will have to consider how much educational fees can be increased while maintaining student access, and how long faculty and staff can continue sharing the burden of state budget cuts without adequate compensation increases.

To meet a 10 percent cut to the University's core budget for the current year, the University has already eliminated its fourth year of state mission enhancement (\$14.5 million); reduced maintenance and repair from 1.5 percent to 1.25 percent (\$4.7 million); deferred the faculty shares program (\$1 million); reduced research board funding (\$1 million); eliminated a 4 percent salary pool increase (\$20.9 million); reduced non-personnel related expenditures (\$4.7 million); reduced faculty and staff positions (\$9.7 million); and increased student fees with a \$9 per-credit-hour surcharge (\$11.1 million).

Other measures include reducing administrative costs by consolidating procurement and information technology. The University is looking for additional opportunities to reduce administrative expenditures.

With state officials signaling further cuts this year are imminent, University administrators have planned contingencies for an additional 5 percent reduction (\$20.6 million).

Unscheduled cuts last fiscal year forced the University to spend down reserves with the plan to pay them back this year through increased student fees and elimination of positions. Thus, Krawitz said, strategies to handle further cuts this year are limited. Working with the campuses,

administrators have identified \$7.5 million in revenue strategies, including student fee revenue and transfers from auxiliaries, and \$6.4 million in expenditure strategies, including cuts from administrative units and salary savings. The remaining \$6.7 million would come from reductions in existing reserves or planned increases of reserves.

Krawitz said administrators have been working to identify how the University might address even deeper cuts. "Since people are such a large part of our budget, the campuses are looking at further reductions in personnel," she said. "It is important to understand that these reductions in funding would be happening during a time when the University of Missouri has record student enrollments."

For fiscal year 2004, the Coordinating Board for Higher Education has recommended to the governor a flat budget relative to this year. Assuming an additional 5 percent core reduction, Krawitz predicted a net budget shortfall of \$59.6 million. The shortfall takes into account increased benefit costs, a 4 percent increase to the University salary pool, a 3.2 percent increase in student fees, a 3 percent increase in expense and equipment costs and an increase in non-student fee revenues.

Even with projected savings from the early retirement plan offered to employees this year and additional revenue from a continued increase in student fees, the remaining shortfall to the University would be \$29.5 million.

Noting that the two most important sources of University funding are state appropriations and student fees, Krawitz said it is most likely that student fees will have to be raised beyond the rate of inflation — for the second year in a row — to make up for state budget cuts. Krawitz said an increase in educational fees up to 10 percent, or making a \$9 per-credit-hour surcharge (put in place last year as a temporary measure) permanent, would only raise an additional \$1114 million.

The other alternative, Krawitz said, is to reduce expenses to make up the difference. She said further reductions in faculty and staff in areas of the University's core mission would require larger classes and changes in the depth and breadth of the University's academic program offerings.

The University is in the process of looking at how to reduce the numbers of faculty and staff and increase productivity. However, she said, even if administrators decrease the number of FTE employees, the University is still faced with growing salary and benefit costs in order to provide fair compensation and to stay competitive with other institutions.

The University has already reduced spending on physical plant maintenance and repair in order to meet budget cuts. Any further reductions would create an unmanageable backlog of deferred maintenance, Krawitz said.

UM System President Manuel Pacheco noted that state officials said recently that further cuts this year above 5 percent are probable. Calling such a move an unfair "tax" on people seeking higher education either for themselves or their children, Pacheco said the state should not automatically turn to higher education to make up for shortfalls.

He noted that the cuts are particularly difficult at a time when UM enrollment is at a record level and faculty positions are already being eliminated to help address budget problems.

Pacheco said he was astounded to hear on a local radio show that some people believe the University is not suffering badly from budget cuts. "Those comments were based on ignorance of the situation we face," he said.

Task force recommends graduate and professional fee changes

How should the University of Missouri price graduate and professional programs? Should different prices be charged for similar programs at the different UM campuses? How do UM fees stack up relative to comparator groups?

These are just a few of the issues the UM System Graduate and Professional Fee Task Force considered earlier this year. UM Vice President for Finance and Administration Nikki Krawitz presented the task force report to the Board of Curators at the Nov. 22 meeting in Rolla. The board approved the recommendations, which will become effective for the 2003 summer session.

The task force was appointed in January 2002. UM System President Manuel Pacheco directed the task force to study graduate and professional fees and to make recommendations on the process and criteria for setting those fees in the future. The task force divided its final recommendations into two categories: graduate school programs and professional programs.

The graduate school subcommittee concluded that graduate student fees should continue to be set at the System level and that the fee increase percentages should remain the same as those of undergraduate educational fees. The subcommittee also proposes gradually reducing the current 3:1 non-resident/resident student fee differential to 2:1.

Differences across programs and campuses in the cost of delivery should also be addressed through a supplemental fee structure, the task force suggested. Courses requiring additional fees should be grouped at each campus into several System-wide clusters, with each cluster having the same supplemental fee.

The subcommittee also recommended further study of a graduate program metropolitan fee, similar to the one currently in place at the undergraduate level, and added that the fee structure for the unconventional delivery and distance education should be driven by market demand and affordability.

The professional program subcommittee recommended establishing a range for fee increases, determined by the UM vice president for finance and administration. The annual process for setting fee increases should then be initiated at the respective campuses rather than at the System level.

In addition to cost issues, the subcommittee suggested that professional programs use critical success factors identified in the UM Strategic Plan to determine fee increases. Other

recommendations include setting a timeline to determine the fee increase range and using professional school comparator groups to set fees.

The graduate school subcommittee was comprised of task force chair Nikki Krawitz, UM System; graduate school chair Y.T. Shah, UM-Rolla; Jerry Durham, UM-St. Louis; Larry Gates, UM-Kansas City; Steve Lehmkuhle, UM System; Lora Lacey-Haun, UM-Kansas City; Steve Malott, UM-Rolla; Bob Mitchell, UM-Rolla; Pat Morton, UM-Columbia; Suzanne Ortega, UM-Columbia; and Larry Westermeyer, UM-St. Louis. The professional programs subcommittee was comprised of chair Larry Davis, UM-St. Louis; Brady Deaton, UM-Columbia; Nilufer Joseph-Tipton, UM System; John Killip, UM-Kansas City; and Joe Kornegay, UM-Columbia.

Pacheco, Touhill honored with emeritus titles



University of Missouri System President Manuel T. Pacheco and University of Missouri-St. Louis Chancellor Blanche Touhill were both granted emeritus status in unanimous votes of the UM Board of Curators at the Nov. 22 meeting in Rolla. Both will retire at the end of the year.

Pacheco, who became president in August 1997, was named President Emeritus and Touhill, who served UM-St. Louis for 37 years, the last 11 of those as chancellor, was named Chancellor Emeritus.

Board of Curators President John A. Mathes praised Pacheco, saying, "His relationship with the Board has been absolutely beyond reproach. Indeed, that would be an excellent way to characterize his entire tenure — and the essence of the man himself — beyond reproach. He has been our trusted advisor, visionary leader and friend. He leaves a legacy that will serve the University well for many years to come."

Mathes cited successful efforts to attract significantly more federal research funding, establishment of the President's Academic Leadership Institute to train a new generation of academic leaders, and, encouraging Missouri's four-and two-year public colleges and universities to speak with one voice about the benefits of higher education, as key aspects of Pacheco's legacy.

Referring to the state's ongoing financial crisis, Mathes also praised the president's advocacy of comprehensive strategic planning efforts. "Dr. Pacheco's insistence that the plan be responsive to changing circumstances seems particularly farsighted. The University's situation could have been

much worse had we not had the benefit of his leadership and experience to guide us through some extraordinarily difficult times," Mathes said.

President Pacheco, commenting on Chancellor Touhill's career, noted, "When Blanche Touhill joined the History faculty in 1965, there were only a few buildings on the University of Missouri-St. Louis campus — and those had been designed for golfers, not students. But the air was charged with the promise of great things to come.

"Today that promise stands fulfilled. A golf course has been transformed into a vital, bustling campus with some 15,000 students, nearly 100 degree programs and several new buildings. Much of this progress bears Blanche Touhill's indelible stamp."

Pacheco also praised the links that Touhill created among the campus, the community and the region, including partnerships with world-class organizations such as the Missouri Botanical Garden and the Danforth Plant Science Center.

"Blanche Touhill has formed vital alliances with private enterprise and public governmental entities that will redound to the benefit of the University, the St. Louis metropolitan area, and the State of Missouri for years to come," Pacheco said.

Mathes delivers final report to board

Curator John Mathes predicted last November in his first address as board president that the University was in for a difficult year. As he gave his final report as board president on Nov. 22 in Rolla, he ruefully acknowledged that this had certainly been the case.

The University of Missouri took roughly \$66 million in unscheduled state budget cuts last fiscal year, followed by a 10 percent (\$44 million) cut to its core budget this fiscal year. State officials have signaled that further cuts this year are probable.

Mathes cited work done by administrators to find cost-cutting measures to deal with budget cuts so far. "I know all of us on the board are in accord that the leadership team has done a magnificent job," Mathes said. "Thanks to their good work, I believe this institution will emerge from the current fiscal doldrums stronger than ever, and poised to resume its drive to achieve national prominence as a learner-center research university."

In January, Mathes had urged the board to focus on three areas of governance: leadership development, strategic planning and entrepreneurial opportunities.

"With the hiring of Western Michigan University President Elson S. Floyd last week, I believe the board has found the right person to take up the fight when Manuel Pacheco retires at the end of the year. I am confident that Dr. Floyd will continue Dr. Pacheco's efforts to renew relationships with leaders in government, business and higher education in order to find long-term solutions to the state's budget problems."

Mathes also encouraged the board to continue its support of the strategic planning process begun by President Pacheco. "In my opinion, strategic planning can represent the difference between rational decision making and chaos, particularly in financially austere times," he said.

Mathes said the University is well positioned to build its research infrastructure to capitalize on opportunities in such emerging fields as genomics, nanotechnology, biotechnology and information technology.

Equally important, Mathes said, the University must create and encourage a process that supports the migration of discoveries to the marketplace. "I am pleased to note that the number of applications for patents on University discoveries has increased significantly during the last couple of years and that income from licenses has more than doubled," he said.

He said he has been dismayed over the last year to see that not everyone feels as strongly about higher education as he does.

Calling recent budget cuts to the University "atrocious public policy," he encouraged everyone to caution elected officials against short-sighted actions that force educational fees higher, close programs due to lack of funds, and place education further from the reach of all Missourians.

"To reverse the trend of declining public support for higher education, we are going to have to encourage our supporters to be more vocal and active in carrying the message," he said. "Even though I will no longer serve on the board after January, I pledge that I will continue to work hard to convert all who doubt the value of a top-notch public research university to the future of our state."

Departing curators leave behind accomplishments, service

At the beginning of next year the University of Missouri System Board of Curators will have a new look. Gov. Bob Holden will appoint three new curators to succeed those whose terms expire Jan. 1, 2003. Malaika B. Horne, Ph.D., of St. Louis, was appointed to the board in 1994 by Gov. Mel Carnahan. John A. Mathes, of Sunset Hills, and Paul W. Steele, of Chillicothe, were both appointed to the board in 1997, also by Gov. Mel Carnahan.

As Horne, Mathes and Steele approach the end of their terms as curators, they reflected on the roles they have played as public figures, volunteers, policymakers and advocates for the University of Missouri.

"The University is one of the most dynamic institutions I have encountered," Curator Malaika Horne said. "As I said when I first joined the board: 'I have never encountered so many brilliant people.'"

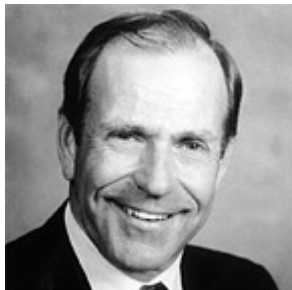


Horne served as president of the board in 1997 and also served as a member of the Resources and Planning Committee and the Information and Technology Committee. She listed many accomplishments during her term, including work on the Performing Arts Center at UM-St. Louis; the approval and naming of the Lloyd L. Gaines-Marian O'Fallon Oldham Black Culture Center at UM-Columbia; the development of a master's of social work degree at UM-St. Louis; the policy proposals generated from the K16 Task Force, of which she was a member; and the appointment of Dr. Manuel Pacheco in 1997 to be UM System President.

Among the challenges Horne sees for the University is the diversification of leadership to "recruit and attract the best minds and the strongest leadership," noting that "the University needs to look more outward, examining trends, exploring opportunities, and striving to make this more of the world-class institution that it can and should be." In view of the state's fiscal crisis, and reductions in support to higher education, Horne said "there needs to be more public conversation about the value and benefits of the University and how it fits into the social, economic and political fabric of the state."

Horne, currently a professor at Webster University, plans to continue in higher education after her term on the board expires. "Before I was appointed I had no inclinations toward being a higher education professional," she said. "Through serendipity I have found another passion, higher education. My mother would be proud of me, as she was a fanatic about education."

Curator John Mathes said, "We must cause a majority of the citizens of our state to recognize that public higher education is a major key to the future strength of our economy and our quality of life. Public higher education must have their support in order for Missouri to reach its full potential."



Mathes, who served as board president during the past year, stressed the importance of maintaining high quality, affordable and accessible programs. He also cited the need to increase private support for public higher education from alumni, friends and private industry.

Mathes is particularly proud of the board's leadership role in the fight to maintain adequate state support for higher education. Their efforts culminated in a historic trustee forum, held in Jefferson City in September, which attracted more than 200 delegates of Missouri public higher education. The governing boards have agreed to meet again Dec. 4 to continue the dialogue over state policies affecting public higher education.

In addition to the trustee forum, Mathes cited three significant accomplishments during the past year, including the appointment of the next UM president, Elson S. Floyd. "I believe Dr. Floyd will do a magnificent job in promoting higher education and the University of Missouri System to the governor, the General Assembly and the people of Missouri," he said.

The board also dedicated the UM Technology Park at Fort Leonard Wood — the first tech park to be built on an active army post in the U.S. — and initiated a board development program to better prepare curators to "make wise choices for our institution."

A retired engineer, Mathes looks forward to spending more time with his wife, Susan, after his term ends. "Very few people have any idea how much time being a curator takes," he said. "I started a time log at the beginning of this year. Through Nov. 20, I've spent an average of 20 hours per week on University business."

His role with the University, however, won't end when his term does. He has been an active alumnus at UM-Rolla and continues to serve on the campus' Board of Trustees. "I promised Dr. Floyd that I wouldn't just disappear," he said, "and that I would be available whenever he needs me."

"Being a curator was the highlight of my volunteer work. It was an exciting time in my life," Curator Paul Steele said. Steele served as board president during 2001 and also served as a member of the Resources and Planning Committee and the Information and Technology Committee.



Steele received a bachelor's degree in business and public administration from UM-Columbia in 1962. He appreciated giving back to "a System that provided a quality education for me so that I could excel in my career, and not only changed my life, but also the life of my family, children and future generations because of my association with the University."

Steele believes one of the policies developed during his tenure that will have a lasting impact is the Strategic Plan. He also served on the board during two presidential searches, including when the University hired Pacheco, whom Steele said will "leave a positive impact on this University

that will last long beyond his tenure here." He also chaired the presidential succession committee's work that led to the appointment of Floyd, whom Steele said will "bring new spirit, vigor and energy level to the System."

With reductions in state support to higher education, Steele said an important issue is "maintaining high morale among the staff and faculty and all those associated with the University. It's difficult to keep spirits high under those conditions." He noted that the University must position itself to take advantage of opportunities when financial conditions turn around.

Steele has operated a grain and livestock farm since 1965 and is a co-owner of T&R Soil Service. When his term expires, he plans on stepping away from the public eye to rejuvenate. "I'm going to miss working with the other curators," he said, noting the enormous amount of time they spent together — learning not only about business, but also about family. "It's an emotional time when you leave that bond of the other curators."

University of Missouri System briefs

Hunter Group reports to board

The Board of Curators heard a report from The Hunter Group on the status of University of Missouri Health Care.

David Coats, Executive Vice President of The Hunter Group and current director of Clinical Affairs and Chief Operating Officer of MU Health Care, said he will provide a draft report to the board by January 2003 with recommendations regarding the long-term future of MU Health Care.

He noted that several positive steps have been taken since the Hunter Group assumed responsibility for management of the medical center.

Since September, administrators have developed and submitted a grant request for physician recruiting; developed weekly quality "dashboard" reports; implemented a business plan approach to program analysis and an enterprise-wide strategic coordinating group. Coats and his staff are developing a prioritized, consolidated physician recruitment program and implementing a detailed review of all departmental income and expense accounts. They have formed an ADA committee to meet federal guidelines, developed and disseminated payroll overtime and department financial reports, and implemented a process to provide patients with advance beneficiary notices in accordance with federal guidelines.

Other examples of work in progress include: Implementation of systems to track and resolve billing claim denials; working with IT services, medical records and management to resolve coding issues; revising numerous manual and automated systems to eliminate one code hold category with more than \$1 million in "hold bills;" and revising systems to reduce true "late charges" for the purpose of reducing the closeout billing hold period from seven days after discharge to the industry standard of three to four days.

Coats said that issues are being identified in all areas of MU Health Care. For each issue that is verified and prioritized, a work plan will be developed to address it. Examples of issues would be delays in patient admission, poor access to specialist appointments, and lack of marketing for clinical programs that could grow.

Construction to begin on second building at Fort Leonard Wood tech park

With almost all of the available space rented in the first building at the University of Missouri Technology Park at Fort Leonard Wood, the University is proceeding with the development of a second building.

The second structure will be similar in size and design to the first building. The project is budgeted at \$1,837,152; one-half of the funding is from the Missouri Technology Corporation and one-half from the University's Missouri Research Park. Construction is scheduled to begin in January 2003, for completion in July 2003.

The UM Technology Park at Fort Leonard Wood is the first tech park to be built on an active army post in the U.S.

Consultant approved for UM-Kansas City student center

The Board of Curators approved the employment of Chiodini Associates of St. Louis for design services for the student center addition and renovation at UM-Kansas City.

The proposed student center will be an expansion of the current University Center and will significantly expand spaces for student organizations, government, services and activities.

The project will be funded by an \$85 per semester student fee, which was unanimously approved by the Student Senate. The student fee proposal will be presented to the board for approval at the January 2003 meeting and will commence in the semester construction starts.