

## Spectrum

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### Board elects Bennett and Walsworth as 2006 officers



Don Walsworth    Angela M. Bennett

The University of Missouri Board of Curators elected new officers for the upcoming year at its Dec. 2 meeting in Kansas City. Angela M. Bennett, of Kansas City, was unanimously elected board president, and Don Walsworth, of Marceline, was unanimously elected board vice president.

Bennett, who currently serves as vice president of the board, succeeds Tom Atkins, of Columbia. Bennett was appointed to the board in 2001 by Gov. Bob Holden. In addition to her current duties as board vice president, she is chair of the Executive Committee and a member of the Academic and Student Affairs Committee.

Bennett received two bachelor's degrees, in political science and in radio, TV and film, as well as a juris doctor, all from UM-Kansas City.

Prior to assuming her current position as director of the U.S. Department of Education's Office of Civil Rights, Kansas City Office, Bennett was employed by the Kansas City law firm Lathrop & Gage L.C. for seven years.

She also has served as chief environmental attorney for the Assistant District Counsel, U.S. Army Corps of Engineers; assistant attorney general for the state of Missouri; assistant county counselor for Jackson County, Mo.; and complaint officer, human relations and citizens complaints, for Jackson County.

Bennett is a member of the American Bar Association, the Missouri Bar Association, the Jackson County Bar Association and the Association for Women Lawyers of Greater Kansas City.

Bennett has received numerous honors, including the UM-Kansas City School of Law Alumni Achievement Award and the Mid-Continent Council of Girl Scouts' Woman of Achievement Award. She also received the Service Award from the UM-Kansas City Law Foundation.

Walsworth was appointed to the board in 2003 by Gov. Holden. He serves as chair of the Finance and Human Resources Committee and as a member of the Physical Facilities and Management Services Committee.

Walsworth received a bachelor's degree in education from UM-Columbia. He is president and chief executive officer of Walsworth Publishing Company, Inc., of Marceline.

He has been elected to a variety of boards, including that of Citizens Bank and Trust Company of Chillicothe, Citizens Bancshares Company of Chillicothe, and Marceline Savings and Loan.

Walsworth served two terms on the Marceline City Council and one term as mayor. He was appointed to the Missouri State Highway and Transportation Commission in 1985 and served as its chairman in 1991-1992. In 1989 he received a Distinguished Service Award from the UM-Columbia Alumni Association, where he also was a founding member of the Herbert J. Davenport Society.

Both will assume their new offices on Jan. 1, 2006.

### **Atkins highlights year of accomplishments in final board report**



Tom Atkins

In his final report as president of the University of Missouri Board of Curators, Tom Atkins highlighted the University's accomplishments during the past year.

Atkins mentioned achievements from each UM campus, including the selection of UM-Columbia as the site for the National Swine Center. The center will serve as the world's only clearinghouse for genetic material and swine for researchers studying a multitude of human and animal health issues. The campus won the competition for the center, Atkins said, and it will be a great asset to the entire University for years to come.

At UM-Kansas City, Dr. Guy Bailey was appointed as the new chancellor. The Kansas City campus also made productive efforts in the life sciences area, Atkins noted.

UM-Rolla's highlights include the selection of Dr. John F. Carney III as chancellor, completion of the Havener Student Center, and a collaborative effort with Missouri State University on engineering programs.

Atkins praised the announcement by pharmacy benefits manager Express Scripts, Inc., that it will build its national headquarters at a planned business, technology and research park being developed by UM-St. Louis. The agreement is a “landmark achievement, and something we will all be proud of for years to come,” Atkins said.

Atkins also emphasized initiatives that are already underway at each campus, but that must be further emphasized and taken to the highest level.

The University of Missouri is at a crossroads, Atkins said. “Our University must prove to the legislature, alumni, donors, prospective students and parents that we are equal to the costs and commitment of time required by our institution,” Atkins said. “Expectations are higher today, and they will be even higher tomorrow. We must all understand that the status quo is not an option.”

Atkins called for continued collaboration among the campuses and the promotion of the University as an economic engine for Missouri. “We are an economic engine for the state,” he said, “and we need to maximize our opportunities.”

Atkins also praised the leadership of University of Missouri President Elson S. Floyd. “It has been a privilege and an honor to serve on this board as president,” Atkins said.

## **UM-Columbia graduate Wasinger takes place on board**



David Wasinger

Giving back to the community is a Wasinger family tradition, and this past year is no exception for David Wasinger.

Wasinger was appointed to the University of Missouri Board of Curators by Gov. Matt Blunt earlier this year. His brother, Mark, was appointed to serve on the Truman State University Board of Governors in February, and Wasinger’s wife, Colleen, was recently elected to the Board of Aldermen for the City of Town and Country.

“It is a great honor and privilege to serve on the board,” Wasinger said.

Attending the University of Missouri also is a Wasinger tradition. Born and raised in Hannibal, Wasinger came to the University of Missouri-Columbia as a Curators Scholar and received a bachelor's degree in accounting in 1985. His father and his three siblings also graduated from UM-Columbia.

"We had some of the best times of our lives at the University," he said. "Although we now live in different parts of the state, we get together at Missouri football and basketball games for mini-family reunions."

Wasinger still keeps in touch with friends from his undergraduate days, including former roommate Dr. Chris Lay. "David is very knowledgeable, with great interpersonal relations and an abundance of common sense," Lay said. "He has been a good friend for many years, and is very reliable."

After earning his law degree from the Vanderbilt University School of Law in 1988, Wasinger returned to Missouri to practice. He currently is managing partner of the law firm Murphy, Wasinger, L.C., focusing on civil and commercial litigation. He was recently honored by his peers as one of The Best Lawyers in America, as published by Woodward-White, Inc. His strong business and legal background serve him well on the board, as does the "passion for education and teaching" he brings from past experiences such as serving as an adjunct professor at Columbia College-St. Louis.

Wasinger also earns high praise for his character and experience. "I have known David for approximately 12 years and have the utmost respect for him professionally and regard him as my closest friend," said Charles Puls, senior vice president for the commercial lending division of Regions Bank.

"David is uniquely qualified to serve as a curator of the University of Missouri because he has strong values and integrity. He is a terrific family man and is not afraid to stand up for his beliefs," Puls said. "He will take on the difficult issues and will always have the University's best interest at heart. I am proud to call him my friend and have him as my business associate."

Wasinger serves on the board's Finance and Human Resources Committee and the Resources and Planning Committee. He notes that the most challenging issues for the University are "the budget constraints of the State of Missouri, and receiving adequate funding for capital projects and general administration."

With the state's current fiscal situation, Wasinger emphasizes that we must continue to "relay the message that an investment in education is an investment in our future. We have wonderful things happening at the University and need to publicize them."

While programs such as accounting and law are "near and dear" to him as an alum, Wasinger notes that "each campus has a unique and special culture, and all of the campuses have impressive programs."

In addition to his board service, Wasinger has been active in numerous other community organizations. He is a member of the Million Dollar Advocates Forum and Ten Million Dollar Lawyers' Club. He currently serves as president of the Town & Country/Frontenac Chamber of Commerce, and also is a member of the University of Missouri Alumni Association, the Jefferson Club and the University of Missouri Legacy Society. He is a past president and chairman of the board of the St. Louis Jaycees.

With two young sons and a busy law practice, Wasinger still makes time for family dinners together where they "try to discuss the day's events." He also enjoys golf and outdoor activities in his spare time.

During his tenure on the board, Wasinger's vision and goal is to "take the University of Missouri from good to great. The University is the largest and best public University in the state."

### **Floyd focuses on partnerships and efficiencies in board report**

In his report to the University of Missouri Board of Curators at its Dec. 1 meeting in Kansas City, President Elson S. Floyd focused on the significant work underway at each campus as well as issues that will determine the University's future.

"Partnership is an important hallmark of the University of Missouri and what we are trying to achieve," Floyd said.

The new research and technology park being developed at UM-Columbia is an example of where we can add absolute value to the economic vitality of mid-Missouri and the entire state, Floyd said.

"Economic development continues to be an important theme for our institution, but I must tell you that we are not going to abandon what has gotten us to where we are now – that is, teaching, research and service," he said. "In fact, we will do all that we can with the resources that are available to continue to add to the vibrancy of our state."

At UM-Kansas City, Floyd mentioned the importance of life sciences and relationships with the Stowers Institute, as well as the campus' inaugural membership in the BioMed Valley Partnership to move research to market. He also highlighted the Institute for Urban Education and the partnership with the Kauffman Foundation.

UM-Rolla continues to engage in significant work in its transportation institute, Floyd noted. The University Transportation Center will receive federal funds over the next five years to research critical national transportation issues.

Floyd commended UM-St. Louis Chancellor Tom George and his leadership team for its partnership with pharmacy benefits manager Express Scripts, Inc., which will build its national headquarters at UM-St. Louis.

Floyd also told the board he wants to reduce the University's administrative costs by 10 percent, or a total of about \$12.5 million, in order to redirect funds to instruction, research and service.

"It is of paramount importance for the University of Missouri to continue active steps to streamline administrative operations, to consolidate programs and services when appropriate, and to simplify administrative functions," he said. "The ultimate objective is to continue to improve our efficiency without reducing functionality."

He asked each chancellor and vice president to look for such efficiencies at their respective campuses. Targets are \$1.4 million for UM System; \$6.1 million for UM-Columbia; \$2.3 million for UM-Kansas City; \$1.1 million for UM-Rolla; and \$1.5 million for UM-St. Louis.

The review will focus on identifying and eliminating unnecessary academic and non-academic administrative redundancies and duplication; enhanced efficiency and productivity; cost reductions for administrative service areas; and enhanced use of technology without increasing costs.

University of Missouri Health Care also will look for efficiencies in administrative structure and function; financial systems and structure; service lines; credentials of physicians; and extension of practice privileges in University Hospital for private physicians at Columbia Regional.

"I urge you to consider vacancies, retirements, and changes in employment status to facilitate achieving this objective," he said.

Any savings realized will be directed to specific academic and strategic initiatives and used to control future tuition increases.

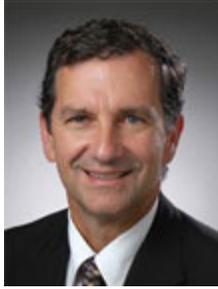
The chancellors will give a preliminary report in April and a final report in June. Subject to board approval, implementation would begin by July 1, 2006.

"The University must maintain its resolve to provide appropriate and reasonable service to our students, faculty, alumni, staff, citizens, and external stakeholders," Floyd said. "We must be guided by the mandate and commitment to provide high quality instruction, research, service and community engagement, as well as economic development programs and activities."

### **Economic development vice president brings focus to fourth mission**

With the appointment of Vice President for Research and Economic Development John Gardner, the University of Missouri is bringing focus to its economic development mission.

Established in October 2005, the Office of Research and Economic Development links research from the four University of Missouri campuses with emerging and existing firms across the state and around the world.



John Gardner

While the University recently added economic development as its fourth mission – in addition to teaching, research and service – Gardner suggests the University has always been involved in economic development through the education of future generations.

“Today, the University’s growth and influence in the market of discovery suggest we also are obligated to create new ways for our ideas to reach the public,” Gardner said.

Working closely with the chief research officers and chancellors from each campus, the office also serves as a conduit to local, state and federal agencies to ensure research results aid the growth of the new Missouri economy.

The founding principles of the office are to enhance the relevancy and local impact of the University of Missouri through:

- Emphasizing a culture of entrepreneurship for the benefit of graduates, faculty, staff, campus communities and state.
- Improving institutional support for economic development by strengthening and giving voice to the economic development mission, in addition to enhancing old and creating new policies that respect the integrity of the teaching, research, and service missions of the University.
- Leading the stewardship of university assets, including intellectual and real properties, for the benefit of Missouri’s economy.

“Few realize the scope and impact of higher education in today’s economy,” Gardner said. “The University of Missouri is – and makes – big business in Missouri.”

Today’s major universities are the country’s economic engine, Gardner notes, and the University of Missouri is no exception. With more than 23,000 employees and \$2.1 billion in annual revenues, the University has a substantial direct impact on the state’s economy.

In his first few months in office, Gardner has worked to demonstrate this point, developing an economic impact report and even a web blog, among other efforts, to demonstrate the University’s breadth and depth.

Another recent initiative includes the development of a research park on a portion of the University of Missouri-Columbia South Farm. At its December meeting, the board approved naming the research park Discovery Ridge. The intent is to create an entrepreneurial village and

to encourage a community comprised of faculty members, students and innovative private sector-businesses. The extent to which the park develops will be determined by the marketplace, Gardner said.

Gardner looks forward to continued partnerships and collaboration to strengthen both the state and the University. "The University of Missouri is necessary to the state's new economy," Gardner said.

For more information, visit [www.umsystem.edu/ums/departments/ed](http://www.umsystem.edu/ums/departments/ed)

## **Floyd introduces alternative tuition proposal**

University of Missouri President Elson S. Floyd told members of the Board of Curators that he will continue searching for ways to keep tuition increases stable and predictable, but he will not recommend locking tuition rates for four or five years for incoming freshmen.

Instead, Floyd discussed a new tuition proposal at the Dec. 2 board meeting in Kansas City. Under the new proposal, the University would hold tuition increases at the rate of inflation so long as state financial support also keeps pace with inflation.

Objectives and benefits of the proposal include providing stability and predictability in setting tuition by telling students and families about planned increases more than a year before classes start. The proposal also clarifies the relationship between state support and tuition levels, allowing lawmakers and the governor to know in advance the impact of their actions on tuition. In addition, it promotes accountability and transparency in setting tuition by reflecting the actual impact of inflation on both family budgets and higher education's unique mission.

To remain sensitive to inflationary pressures facing students and families, the University would use the Consumer Price Index as a base for tuition growth, plus or minus the difference between the CPI and the Higher Education Price Index. The difference between the HEPI and CPI reflects the additional change in the price level of goods and services purchased specifically by colleges and universities for their current education operations.

Under the proposed tuition formula, if the state support does not keep up with these recognized indicators of inflation, then the University would raise tuition to make up the difference.

For example, to set tuition for Fiscal Year 2007, the University would use the increase or decrease in state appropriations for FY06 and the June 30, 2005 CPI and HEPI.

Floyd toured the state from August to October to hear what Missourians had to say about tuition costs. Making 19 stops in communities including West Plains, Hannibal, Marcelline, Lebanon, Springfield, Kansas City and St. Louis, Floyd fielded a variety of questions and comments about the possibility of locking tuition for incoming freshmen to curb large and unpredictable increases.

“I have said from the beginning that guaranteeing tuition was not an idea that I would support without Missourians’ stamp of approval,” Floyd said in a recent public release. “While some, especially parents, liked the idea of guaranteed tuition as a way to budget with greater confidence, I more frequently heard challenges to the concept.”

Students and student groups on the four University of Missouri campuses generally opposed the concept of guaranteed tuition, predicting that costs could increase too steeply for each incoming class. Others, noting large cuts in recent years to state funding for higher education, questioned the University’s ability to lock its revenues and costs four years in advance.

“During my statewide tour, I found that Missourians understand guaranteeing stable tuition requires a special partnership between the state and the University,” Floyd said. “I pledge to continue to work with state leaders to keep education costs as affordable, predictable and stable as possible.”

The board could take up the tuition proposal as early as the Jan. 2006 meeting.

## **University of Missouri briefs**

### **Board approves name of new research park**

The University of Missouri Board of Curators approved a recommendation to name its new research park [Discovery Ridge](#).

At its October meeting, the board approved the designation of the South Farm of the College of Agriculture, Food and Natural Resources at UM-Columbia as a research park.

South Farm, a 1,452-acre agriculture experiment station, will continue to be utilized as a working farm for teaching, research and extension. A portion will be developed as the Discovery Ridge research park as a joint project between the Columbia campus and the UM Office of Research and Economic Development.

### **Board approves admission enhancement policy**

The Board approved the addition of an admission enhancement policy to the undergraduate admission policies and procedures. The policy broadens admissions in order to ensure that all high-achieving students are admitted to the University of Missouri.

Beginning in fall 2006, any student attending a Missouri high school who ranks in the top ten percent of his or her graduating class and completes the college preparatory curriculum will be eligible for automatic admission to any of the UM campuses.

Those students who graduate from a school that does not rank its graduates, but who have taken the college preparatory curriculum and achieve a 3.5 GPA on a 4.0 GPA scale in those core courses, also will be eligible for automatic admission.

In both cases, an ACT or SAT score is required from each student who applies to the University.

### **Board approves LLC for operation of cyclotron facility**

The Board approved the formation of a Limited Liability Company between the University of Missouri-Columbia and Mid-America Cyclotron, Inc., to operate a radioisotope/radiotracer production facility to be located within a University-owned and controlled building.

Mid-America Isotopes will purchase the cyclotron and the University of Missouri Research Reactor will provide the facility and related operational equipment. The cyclotron facility would compound, manufacture and distribute various radioisotopes, radiotracers, radiopharmaceuticals, and other related products and services.

Cyclotrons, which are located in virtually every U.S. city with a major medical facility, are used to produce isotopes for positron emission tomography (PET). In the Columbia area, there is a well-established commercial demand for PET isotopes.

### **Board endorses mission of Sue Shear Institute**

The Board endorsed the mission of the Sue Shear Institute for Women in Public Life and voted to support the work of the institute on the University of Missouri-St. Louis and University of Missouri-Kansas City campuses.

The institute, founded in 1996 at UM-St. Louis, is charged with developing programs for students, faculty, alumni and the community with the mission of encouraging women to consider public sector careers and opportunities.

The institute is part of the University's land-grant mission and promotes civic engagement among students and the community in order to address the significant under participation of women in the public policy arena.

### **2006 Board Meeting Schedule**

- January 26–27: UM-Columbia
- March 23–24: UM-Rolla
- May 4–5: UM-St. Louis
- July 20–21: To be determined
- Oct. 5–6: UM-Kansas City
- Dec. 14–15: Columbia