

## **Spectrum**

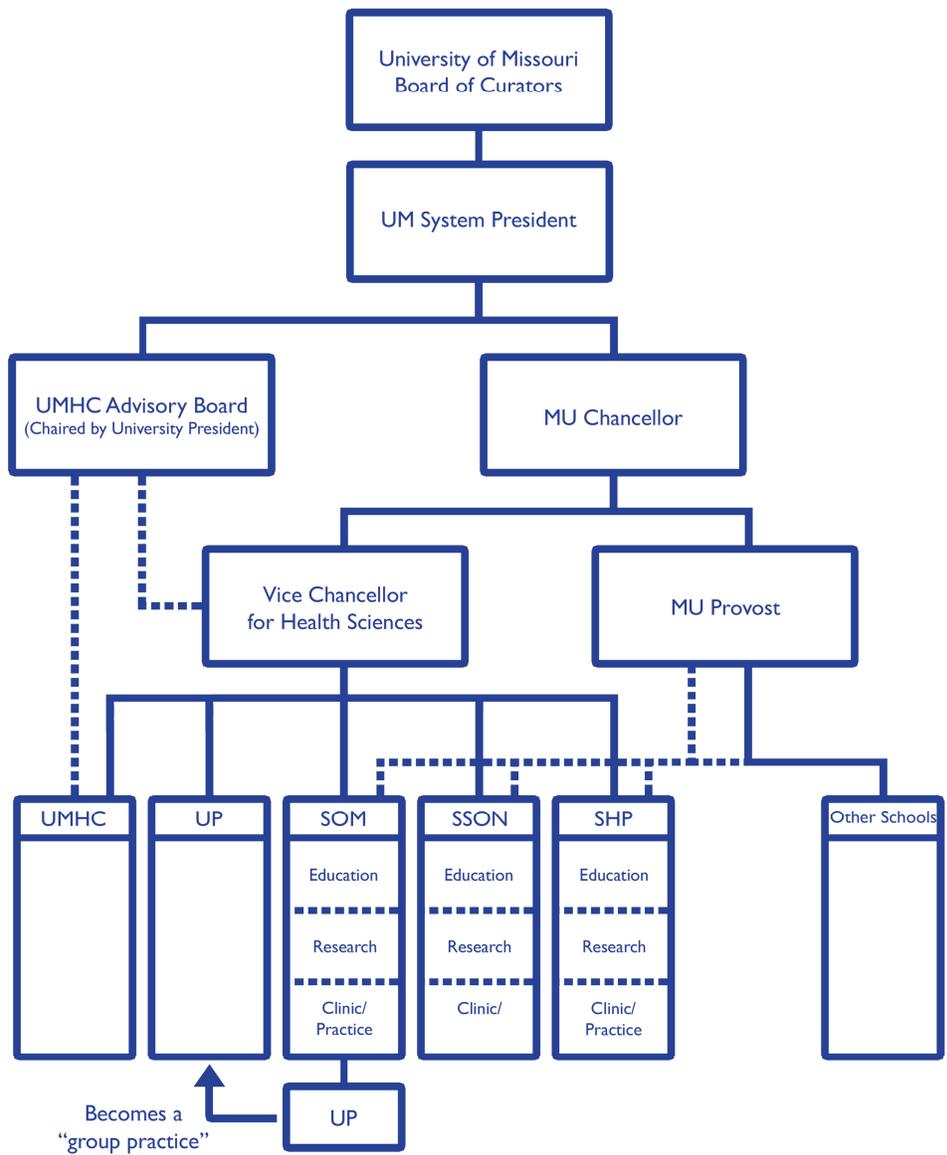
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### **Dr. Harold Williamson talks about new health sciences center**

#### **Interim Vice Chancellor for Health Sciences Dr. Harold Williamson on the advantages of the organization of the health sciences center**

University of Missouri President Gary Forsee and MU Chancellor Brady Deaton announced their vision for a consolidated health sciences center this summer. The center will be organized in a way that better serves the people of Missouri by integrating the university's medical education, research and clinical missions. The newly-consolidated organization officially began operations on Sept. 8, 2008.

The health sciences center will be made up of University of Missouri Health Care, the School of Medicine and University Physicians, the Sinclair School of Nursing and the School of Health Professions. The CEO of University of Missouri Health Care and the deans of the three schools will report to the vice chancellor for health sciences, who, in turn, will report to the chancellor of the University of Missouri-Columbia. The MU vice chancellor will be responsible for all academic, clinical and business operations for the university physicians group and health-related schools, including strategic planning, setting priorities, allocating resources and space; recruitment; and developing operating and capital budgets.



Spectrum Online visited with Interim Vice Chancellor for Health Sciences Dr. Harold Williamson to learn more about the new organizational structure and what it means for the university and the citizens of Missouri.

Prior to assuming his new role, Williamson served as professor and Jack and Winifred Colwill Endowed Chair of Family and Community Medicine at MU. Williamson has been a member of the faculty at the University of Missouri-Columbia for 28 years and is board-certified in family medicine.



Dr. Harold Williamson

**Spectrum:** Dr. Williamson, tell us about your role as interim vice chancellor for the health sciences center.

**Williamson:** I think there are two main functions of my role as interim vice chancellor. The first is to help the president and chancellor to define the role, scope and staff of the vice chancellor. The second is to create the best organizational structure we can. It is a substantial job, but the new organizational structure and other structural changes will happen in the coming weeks and months.

We need to see where our synergies lie and identify unrealized potential. We are fortunate to have a financially sound health system today, as opposed to five to seven years ago when our health system was in financial trouble.

**S:** The plan also creates an advisory board to oversee University of Missouri Health Care. What are some advantages of this board, as you see them?

**W.** An advisory board can offer the university business experience and health care experience, in particular. An advisory board would also offer assurance to the University of Missouri Board of Curators that our health education programs and health care system are operating in accordance with modern best practices. Because the advisory board would be composed of people from outside of our health care system, the board will be able to communicate the value of our health system to external audiences.

**S:** Chancellor Deaton has said the changes will bring about synergies in MU health care that haven't been possible in the past. Can you give us a few examples of what these synergies could involve?

**W.** Physicians, nurses and many other health care professionals work in a team practice; however, our education system teaches students in isolation. The new organizational structure will allow us to train our students to work as a team.

In addition, most of our research is multi- and inter-disciplinary, so the new structure will allow for more collaboration.

Finally, health care in the hospital requires strong coordination of efforts between physicians, nurses and other health professionals. The new structure will help to facilitate better coordination.

**S:** What qualities do you think would make a successful vice chancellor for health sciences?

**W.** A vice chancellor for health sciences should understand all parts of the university mission, that is, teaching, research, clinical care and economic development. He or she should also have the ability to build consensus across disparate groups. And, of course, he or she should understand the “modern era” of health care and health care organizational systems.

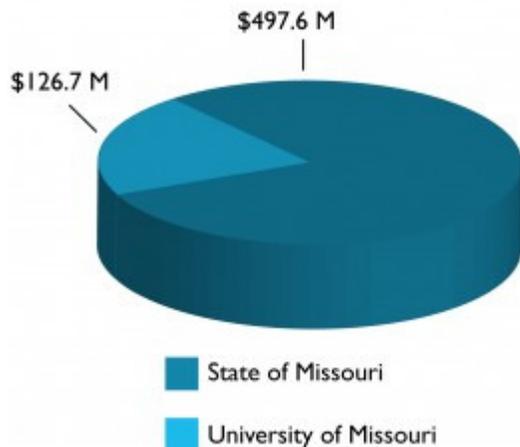
To listen to the press conference podcast from Aug. 18, click [here](#).

## **New construction and renovations planned**

### **UM Board of Curators approves FY 2010 capital appropriations requests**

The University of Missouri Board of Curators approved the university’s FY 2010 capital appropriations request to the Missouri legislature July 25, 2008. The total cost for the proposed capital rehabilitation and new construction projects on the university’s four campuses and health care system is \$624.8 million.

The state is being asked to fund \$497.6 million of the total cost.



These projects are the result of a backlog in the maintenance and repair of existing buildings, as well as additions and renovations that are needed to keep pace with current education and research needs.

**“Quality facilities are an integral part of providing a quality education,” said President Gary Forsee.**

“Unfortunately, many of the buildings on the university’s four campuses are in need of either preventative repair or renovation work and upgrades to meet the needs of today’s students. Without the support of the legislature, the backlog of needs will continue to increase. Although this has not yet had a severe impact on mission-related operations, the deterioration of facilities could begin to impair operations in the near future if not addressed.”

The university will fund its share—\$126.7 million—of the capital rehabilitation and new construction projects from a combination of private gifts and capital reserves.

The university is requesting \$280.2 million from the state for its highest priority capital needs, including \$34.5 million for critical repairs. The university also is requesting a total of \$2.1 million for new engineering equipment, plus an additional \$6.4 million to address a backlog of unfunded engineering equipment renewal and replacement from 2003-2009.

In addition to repair and renovation needs on all four campuses, priority capital projects include:

- Biological Sciences/Chemistry/Chemical Engineering addition and renovation: Missouri University of Science and Technology. This project will construct a 176,090-gross-square-foot building to house all chemistry wet laboratories, including research and teaching laboratories. The existing Schrenk Hall West also will be renovated for a total project size of 258,590 gross square feet. Additionally, the project will include an office suite for the vice provost of research. Schrenk Hall East will be razed.



#### Lafferre Hall

- College of Engineering-Lafferre Hall reconstruction, additions and renovations: University of Missouri-Columbia. This project will reconstruct the existing deteriorating building to bring it up to date with contemporary teaching and research needs. The project will incorporate a new central atrium space and entrance on the east side within the engineer’s courtyard adjacent to the Francis Quadrangle that will enhance the college’s accessibility and presence on campus. In

addition, the renovation will relocate research space to the concrete-framed last additions and move the dean's offices back to the historic wood-framed structures that face the Quadrangle. The project is funded in part by an \$11.9 million gift.

- College of Optometry/College of Nursing complex: University of Missouri-St. Louis. The College of Optometry and Nursing Building will be centrally located on UMSL's North Campus. The 88,000-square-foot College of Optometry building will house clinic space for adult and child services, as well as laboratories, and teaching and learning space. The College of Optometry administers the only professional training program for optometrists in Missouri and provides comprehensive eye care to more than 4,000 patients each year. The College of Nursing building will provide space for 1,000 students, which UMSL will train to meet regional and statewide nursing shortages. The building will include simulation laboratories for virtual learning, video observation rooms and a 200-seat auditorium/operating theatre. The project is funded in part by a \$5.5 million gift.
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Existing Medical School at UMKC

Medical school renovation and Health Sciences Education Building Phase II: University of Missouri-Kansas City. The 294,400-square-foot School of Medicine Education Building facility will provide state-of-the-art classrooms, meeting spaces, teaching laboratories, patient simulation labs and a large auditorium. Renovations to the Medical School Building, built in 1971, include an expansion of the Health Sciences Library. The project is funded in part by a \$20 million gift.

- Missouri Rehabilitation Center facilities upgrades: University of Missouri Health Care. The state of Missouri will fund the entire cost of upgrading the infrastructure of the MRC power plant to provide reliable and safe electrical distribution to the facility.

For a complete list of the university's capital requests, click [here](#). Click "Cancel" at the login prompts.

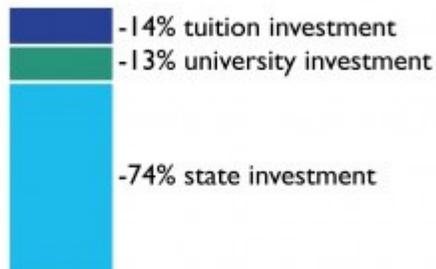
## Budget to fuel key initiatives

### UM Board of Curators approves FY 2010 operations appropriations requests

The University of Missouri Board of Curators approved the university's FY 2010 state appropriations request for operations July 25, 2008. The university will ask the state to fund the

FY 2009 core state appropriation of \$451 million, plus a portion of a new investment plan that totals \$103 million.

The new \$103 million investment plan would be funded through state appropriations, efficiencies and reallocations in university resources, and inflationary increases in tuition and fees. The state's share would total \$75 million.



**“These new projects, when combined with the university’s core missions, will sustain the high level of quality and competitiveness that currently exists, as well as better position the university to contribute to the future economy of Missouri and the welfare of its citizens,”** said UM System President Gary Forsee. “These investments will support the university’s strategic goal of maintaining its position as one of the top public research universities in the country.”

Initiatives provided for in the university’s operations requests include an annual merit increase for university employees; a competitive ranked faculty compensation program; support for enrollment growth; an initiative to increase the number of health care professionals in the state; and economic development initiatives to increase the number of patents, licenses and commercialization of intellectual property on the university’s four campuses, among other items.

### **Annual merit increase**

The university plans to invest \$32.14 million in an annual merit increase in compensation for university employees, with \$14.13 million of the total to be funded by the state of Missouri. The university employs 26,000 in-state employees and boasts one of the largest and most highly-skilled workforces in the state. The request, which is based on a merit increase pool equal to 4 percent of base salaries and wages, would ensure that top-quality faculty and staff earn a competitive salary and remain at the university.

### **Faculty compensation**

For the second year in a three-year plan to bring faculty compensation up to competitive standards, the university will ask the state to invest \$7.2 million toward the total \$10.8 investment for FY 2010. The plan calls for an investment of \$21.6 million from FY 2009 to FY 2011 to bring faculty compensation up to the mean pay range for faculty in the university’s

comparator groups, with half of the total investment funded by the state. The state did not invest its share in the first year of the initiative, so the university is asking the state to fund its share of the first and second years of the program, or \$7.2 million, in FY 2010. The university will fund its share of \$3.6 million through efficiencies, reallocations and other sources, as it did in the first year of the initiative.

This program is critical to the university's mission and will ensure that the university will be able to recruit and retain top-quality faculty. An analysis of ranked faculty at public institutions of the Association of American Universities—a group of the nation's most prestigious public and private research institutions—showed that the Columbia campus ranked last out of 33 universities in the growth of base faculty salaries and 32nd out of 33 universities when ranked according to the current average base salary.

### **Support for enrollment growth**

Also included is a request for \$6.8 million, half of the amount needed to help support an almost 20 percent increase in enrollment from FY 2000 to FY 2007. This is the largest enrollment increase of any four-year public university and represents 72 percent of the total enrollment growth at the state's public four-year institutions during that period. This funding will be used to enhance student advising; hire more regular full-time faculty to ensure smaller classes in lab-intensive disciplines, such as biology and engineering; and expand capped enrollment in high-demand courses of study.

### **Caring for Missourians**

Another key initiative is to increase the number of health care professionals in the state. The university has asked for \$24.4 million from the state to fund the Caring for Missourians initiative, formally known as Preparing to Care for Missouri's Citizens. The goal of Caring for Missourians is to increase the number of health care professionals in the state and to ensure that an education in the health professions is accessible and affordable to all citizens. Funding for Caring for Missourians would be used to educate future physicians, nurses, dentists, optometrists, pharmacists and other health care professionals on the Columbia, Kansas City and St. Louis campuses, and promote health literacy on the Rolla campus. The plan calls for a gradual increase in class sizes by an average of 20 percent. Other universities, colleges and community colleges in the state will also seek funding from the state to facilitate their contributions toward Caring for Missourians.

### **Economic development**

The university will request \$1.5 million as a "growth engine" to fund economic development efforts. In FY 2007, \$210 million of the \$326 million expended on research at the university came from external sources, and the university earned \$4.7 million from 194 new patents and 78 new licenses/options. The request would create a \$500,000 investment fund to provide grants to faculty to facilitate the formation of new companies and move technology to the marketplace. The remaining \$1 million would fund additional staff positions in the areas of innovation, commercialization, and legal, marketing and new product support. This "growth engine" initiative will increase technology transfer activities across all four University of Missouri campuses.

For more detailed information on the university's operating requests, click [here](#). Click "Cancel" at the login prompts.

## UM President Forsee opposes drinking age initiative

The [Amethyst Initiative](#), a proposal to lower the legal drinking age from 21 to 18, has sparked debate on college campuses across the country since it was introduced in summer 2008. The initiative, proposed by John McCardell, president emeritus of Middlebury College, has the support of more than 125 college and university chancellors and presidents. According to the "Wall Street Journal," the supporters of the proposal believe "...that the laws forbidding legal drinking by college students have fostered an underground culture of binge drinking on many campuses and tied the hands of college officials who want to discuss ways in which underage kids might drink safely, assuming they won't accept total abstinence."

The University of Missouri does not support the Amethyst Initiative for reasons having to do with the health and safety of its students. In a letter to student and faculty leaders, as well as administrators, UM System President Forsee cited studies showing that consumption of alcohol at an early age can lead to dependence on alcohol later in life. He also pointed to data from the National Highway Traffic Safety Administration that shows a substantial decline in alcohol-related traffic fatalities since the adoption of a legal drinking age of 21. Forsee also emphasized the role of education and parenting in promoting responsible drinking.

The university seeks to educate students on the consequences of underage and binge drinking through partnerships with Missouri's [Partners in Prevention](#) and other programs. Partners in Prevention is a statewide coalition that focuses on decreasing at-risk drinking and fostering an environment that supports responsible decision making regarding alcohol consumption. The educational process seeks to raise awareness and understanding by students of the effects of drinking and the ramifications of their decisions.

National data indicates that parents have the most influence on whether or not their children will drink alcohol. Therefore, the University of Missouri provides educational information to parents of all incoming students about the risks of alcohol consumption. Parents are encouraged to talk to students about the risks associated with drinking.

**"The University of Missouri fully supports existing state laws regarding underage drinking," said Forsee.** "It simply makes good sense to enhance the health, safety and academic success of our students through education and responsible decision making."

To listen to a podcast with Partners in Prevention, click [here](#).

## Dr. Bruce Walker receives top leadership honor

**Bruce Walker, Lansford Professor of Leadership and dean of the Robert J. Trulaske, Sr. College of Business at the University of Missouri-Columbia, named the 2008 recipient of the Manuel T. Pacheco Academic Leadership Award**

During Walker's tenure as dean, the college has developed and twice updated a comprehensive strategic plan, engaged hundreds of alumni in its educational activities, and raised more than \$100 million in private support, with these funds used for student scholarships, named faculty positions, academic and professional-development programs, and the college's new building, Cornell Hall.

More than 80 percent of the college's faculty members have been hired during Walker's time as dean, and national rankings of the college's degree programs have improved markedly during the past 10 years.

Walker was awarded the Lansford Distinguished Professorship of Leadership award in 1998.



Bruce Walker, dean and professor of marketing, University of Missouri-Columbia

**“Bruce’s contributions to the Trulaske College of Business have been remarkable,” said MU Provost Brian Foster.** “Under his leadership, the college has grown in both enrollments and quality. Bruce has helped to attract and retain top-caliber faculty and staff members, and his extensive involvement with the business community has been instrumental to the success of the college. Bruce is most deserving of this award.”

Created in 2002, the Manuel T. Pacheco Academic Leadership Award honors an academic administrator who exemplifies outstanding academic leadership at the University of Missouri. Named for former University of Missouri President Manuel T. Pacheco, the award is given to those who demonstrate Pacheco's commitment to leadership development and humility and respect for others.

Before coming to the University of Missouri, Walker served on the faculty at Arizona State University for 16 years. His research, which focuses on franchising, marketing channels and survey methods, has been published in various academic and trade journals. The textbook he co-authored, *Marketing*, is used in business schools around the world.

Walker is active in the Columbia community, too. He serves on the boards of directors of Boone County National Bank and the Missouri Innovation Center-Columbia, and he has been involved with several technology-based start-up companies. For the past two years, he has served on a task force that established an early-stage venture-capital program in mid-Missouri. He has also served as the Columbia Area United Way board president.

Walker was honored at a dinner at the Lake of the Ozarks Sept. 22.

## Research news

### **MU researcher finds new method to create cancer drugs**

Dr. Cathy Cutler, associate research professor at the MU Research Reactor Center, has developed a method that would make it easier for doctors to treat different types and sizes of cancer and tumors. To read more about Cutler's research, click [here](#).

### **UMKC professor studies impact of herb on AIDS patients in South Africa**

Dr. Kathy Goggin, associate professor of psychology at UMKC, leads teams on HIV-related research at a South African hospital as part of a \$4.4 million, four-year National Institutes of Health grant to bring together Zulu traditional healers and Western-trained doctors. To read more about Goggin's research, click [here](#).

### **What we don't know about liquefaction could hurt us**

Dr. Ronaldo Luna, Missouri S&T associate professor of civil, architectural and environmental engineering, researches the liquefaction process for Mississippi River silts during earthquakes. To read more about Luna's research, click [here](#).

### **UMSL criminologist investigates victimization of young black women**

Dr. Jody Miller, associate professor of criminology and criminal justice at UMSL, investigates how urban inequality affects girls in her book *Getting Played: African American Girls, Urban Inequality and Gendered Violence*. To read more about Miller's book, click [here](#).

## News briefs

### **UMKC stadium named**

The new soccer/intramural stadium at the University of Missouri-Kansas City has been named the Stanley H. Durwood Soccer Stadium and Recreational Field. Construction of the new stadium was approved at the July 2008 board of curators meeting.

### **New MFA program at UMKC**

The board approved the creation of a new Master of Fine Arts (MFA) degree in Creative Writing and Media Arts at UMKC's College of Arts and Sciences. The interdisciplinary program, which combines existing programs in English, Communication Studies and Theatre, is the only program of its kind in Kansas City's four-state region.

### **New mission statement for UMSL**

The board of curators approved a new mission statement for the University of Missouri-St. Louis. UMSL's mission statement was last updated in 1997 and reviewed in 2003. The new mission statement is as follows, "The University of Missouri-St. Louis provides excellent learning experiences and leadership opportunities for a diverse student body. Outstanding faculty and staff, innovative research, and creative partnerships foster synergies that advance the welfare of our stakeholders and benefit the global society."

### **Program to support spinal cord research**

The board of curators approved funding for a research proposal to promote and further knowledge about injuries and congenital or acquired diseases that affect the spinal cord.

Funding for the program comes from the state's Spinal Cord Injury Fund, which is supported primarily by fines for intoxication-related offenses that occur in Missouri.

The program will grant researchers no more than \$50,000 per year for one to two years to collect preliminary data and prepare strong applications for long-term grant funding from other sources.

Approximately 256,000 people in the United States are living with a traumatic spinal cord injury or dysfunction, and there are nearly 12,000 new cases every year. In 2004, the University of Missouri-Columbia's Department of Health Psychology estimated that alcohol was a factor in at least 12.5 percent of spinal cord injuries in Missouri.

Congenital spinal cord conditions include birth defects, such as spina bifida. Acquired spinal cord conditions include hereditary diseases, such as Friedreich's ataxia, and paralysis due to diseases such as multiple sclerosis or polio.

## Photo contest for Spectrum Online readers

Attention, amateur photographers! Spectrum Online is looking for your best campus photos.

To enter, send your photos as an e-mail attachment to [ciceroa@umsystem.edu](mailto:ciceroa@umsystem.edu). If you prefer, you may send a disk containing your digital photo or an original photograph to UM Strategic Communications, 225 University Hall (please label all materials).

Entries will be posted in the next issue of Spectrum Online. Readers will be invited to vote for their favorite photograph. The winner of the Spectrum Online photo contest will receive a \$50 gift certificate to his or her campus bookstore.



Flowering trees at Missouri S&T, Photo by B.A. Rupert.

The deadline for submission is Friday, Oct. 24, 2008.