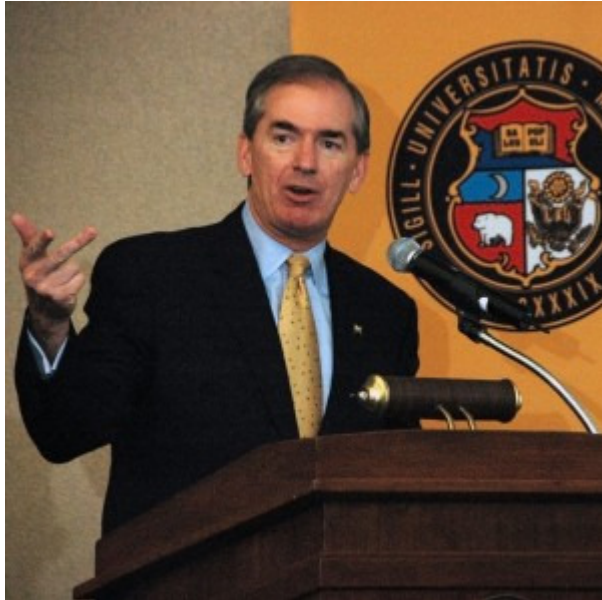


Spectrum

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A strategic direction for the university



Any good navigator needs a road map, and that is exactly what University of Missouri System President Gary Forsee is providing in the way of a “Strategic Direction for the University System.”

Rolled out to the board of curators and other constituency groups in October, the strategic direction provides an overview of core initiatives and endeavors facing the university in the coming months. It also contains a comprehensive list of accountability measures the university will routinely monitor to determine its progress.

“The university needs to be a good steward of the past while also being a great architect of the future,” Forsee said. “This strategic direction, which represents all four campuses, Extension and our health care system, calls to attention our work in our mission-critical areas of teaching, research, service and economic development.”

Forsee said the accountability measures will be monitored across national and peer institutions, with each of the university’s four campuses being measured against their peers.

The timing of this document is important, Forsee said. At a time when legislative funding from the state is uncertain, Forsee said it is imperative the state—and its citizens—realize what a benefit the university is. For instance, he says he doubts whether many Missourians realize the impact of the university’s economic development mission in driving the state’s economy or the benefit of graduating more health care professionals than any other institution in the state.

“The University of Missouri is a positive catalyst in the state,” Forsee said. “While we continue to rely on state resources for support, we want to be sure that the people of Missouri understand what they are getting for their investment.”

Below are just a few of the university’s key objectives included in the strategic direction.

- The university’s teaching and learning goals include providing more scholarships, managing enrollment growth and achieving national recognition for quality teaching.
- Research and discovery goals include increasing resources, facilities and personnel dedicated to research.
- The university’s goals for increasing service and community engagement include increasing Missourians’ access to quality health care and training tomorrow’s health care professionals.
- Economic development goals include developing research parks and incubators and increasing technology transfer.
- Additional goals include increased support for human resources, improved communication strategies and demonstrable transparency and accountability to all of the university’s constituents.

To read all of the goals and accountability measures contained in the document, download your copy of “A Strategic Direction for the University System” [here](#).

Whoa! UM hangs on while market dives



Brace yourself.

That was the advice Vice President of Finance and Administration Nikki Krawitz gave the board of curators when she briefed them on the impact of the financial markets during the recent board meeting.

While Krawitz said it is impossible to tell what the long-term ramifications are going to be from the recent market downturn, she said the university has done everything it can to minimize the impact.

“The university has always had a broad diversification strategy among multiple asset classes,” Krawitz said. “As long-term investors, we are not focused on the day-to-day or even month-to-month highs and lows of the market. We’re looking at the averages across years.”

Krawitz noted that the market value of the endowment and retirement funds decreased an estimated 19 percent since June 30—but the significant market dips happened after the university made its annual contributions to the retirement and endowment trust funds. It is still too early to tell the impact for next year, though Krawitz said university policy dictates that endowment spending is based on the funds’ trailing 12-quarter average market value and never falls below 96 percent or above 106 percent of the prior year’s allocation. In addition, the university always fully funds the retirement trust fund and is prepared to do that in the future.

Krawitz also said the university had limited exposure in several of the investment banks and insurance companies that recently declared bankruptcy or received federal aid in recent months—causing the university to fare better than other educational institutions.

Without a crystal ball in hand to predict the future course of the market, Krawitz said the university will continue to think carefully about its financial strategies, including ongoing monitoring and periodic asset and liability studies to enable the university to consider new asset classes.

“Now’s the time to be vigilant,” Krawitz said. “Nobody can predict what the market is going to do, but we’re committed to protecting the health of our financial portfolio.”

Forsee addresses financial concerns

To read a letter from University of Missouri System President Gary Forsee to faculty, staff, retirees and students regarding the impact of the economy on the university, click [here](#).

Click [here](#) to listen to a podcast of President Forsee addressing the financial crisis.

Benefit changes for 2009



Note to self: University of Missouri benefits will remain largely the same in the coming year.

After a change in the health care program administrator in 2008, employees will only see minimal changes in 2009, including a 3 percent increase in health insurance premiums. The university also will bear a 3 percent increase in their costs, as well.

“We have been extremely pleased with Coventry Health Care,” said Associate Vice President of Benefits Mike Paden. “We continue to think University of Missouri employees and retirees receive exceptional benefits.”

Changes for 2009 include:

Medical program

- Elimination of network level \$250 annual deductible. Network services not subject to a co-payment will be covered fully by the plan.
- Increase in network inpatient hospital admission co-payment from \$200 to \$300.
- Implementation of network level outpatient surgery co-payment of \$100.
- Coverage of genetic testing unless it is determined to be investigative or experimental.
- Exclusion of coverage for duplicate durable medical equipment purchases.

Prescription drug program

- Increase in the retail prescription drug fill limit from 30 days to 31 days.
- Coverage of legend smoking cessation drugs.

Vision program

- Maintenance of vision program coverage for eligible dependents through age 25 regardless of student status

New maximum limits for the university’s tax-deferred investment programs have been set at \$16,500 per year for each program.

For more information on benefit changes, click [here](#) to listen to a podcast with UM Associate Vice President of Benefits Mike Paden. For questions, contact your campus human resources office.

Ensuring diversity in university business



Do you know who is driving the effort to ensure a diverse supplier base for the products and services university staff members purchase?

Can you name something the University of Missouri has in common with a large company like Macy's Inc.?

Spectrum Online sat down with university system Director of Minority Business Development Jacqueline Kelly, Ph.D., to get the answers to these questions and more.

Diversity, Kelly explained, is one of the university's strategic initiatives. "Supplier diversity," or diversity among the firms that provide products and services to the university, falls under the larger diversity umbrella.

As director of minority business development, Kelly works to find new business opportunities and build existing business relationships among the university's four campuses and health care system and minority- and women-owned business enterprises (M/WBEs).

A business is deemed to be an M/WBE if it is at least 51 percent minority- or women-owned. Federal, state and city governments have goals for doing business with M/WBEs, as do large corporations, like Macy's. As one of the largest employers in the state of Missouri, the university, too, has a responsibility to foster business relationships with M/WBEs.

Kelly stresses that the benefits of supplier diversity goals to the university are three-fold. First, because competition among all businesses is encouraged, the university gets the best products and services at the best prices.

Second, by commissioning minority- or women-owned businesses to design and construct university buildings or purchasing products from M/WBEs, the university is helping these businesses grow and thrive. In turn, the businesses are able to hire more employees, expand their reach and generate greater revenues, which contribute to the growth of our local and regional economies.

Finally, Kelly says, “The way the university conducts its business sends a strong message about its culture and values to the state and the country. What we do is highly symbolic of what’s important to us.”

Kelly went on to say that when faculty, staff and students make decisions about whether or not to accept a position with or attend the University of Missouri, they often look for people at the university and in the supply chain who look like them. “They want to see M/WBE suppliers, contractors, architects and engineers working on university projects,” Kelly added.

And there’s another benefit, too. Many of the M/WBEs who are successful bidders on university projects give back with their time and knowledge. For example, the Trulaske College of Business at Mizzou has two programs – the dean’s Chief Executive Officer (CEO) forums and the Professor for a Day program, which allow successful Missouri entrepreneurial firms to participate and partner with faculty, students and staff. Kelly, an alumna of the college, also serves on the college’s MBA advisory board.

In June 2008, Kelly established the M/WBE Advisory Council with four key goals in mind:

- To provide an external perspective on the university’s M/WBE program’s policies and practices
- To provide feedback on industry “best practices”
- To establish a model for M/WBE program excellence
- To collaborate and partner within and beyond the university system to increase advocacy and support for M/WBE initiatives

The council, which meets twice a year, includes representatives from across the university’s four campuses and health care system, including a former University of Missouri curator, as well as members of the community.

To learn more about minority business development at the university, click [here](#).

To read a message from President Forsee about M/WBEs, click [here](#).

And to hear more about Jacqueline Kelly’s role as director of minority business development, listen to the podcast [here](#).

News briefs



University of Missouri Health Care Report

UMHC's annual report to the board outlined accomplishments in the areas of growth, clinical service, quality, people and community in the past year.

Some highlights of UMHC's achievements include:

- Groundbreaking on the Missouri Orthopaedics Institute
- Acquisition of Da Vinci robotic surgical system, which allows for less-invasive surgeries
- Missouri Quality Award site visit
- Reduced turnover rates; nearly 300 employees retained
- Successful fundraising events, such as the Children's Hospital radiothon (\$222,000 raised) and the Ellis Fischel Gala (\$140,000)

To read the complete report, click [here](#).

University of Missouri to network four campuses with high-definition TelePresence systems

Each of Missouri's four campuses soon will have a high-definition Cisco TelePresence system linked to AT&T's global network valued at more than \$2 million. The new TelePresence system will enable greater teaching and research collaboration while reducing travel time, travel-related expenses and carbon emissions.

UM system President Gary Forsee said the new Cisco TelePresence rooms combine breakthrough technology and design to create a "virtual" meeting that overcomes the barriers of distance by simulating an "in-person" experience.

"I believe this network will help transform the way we communicate and pursue our historic land-grant mission of teaching, research, statewide service and economic development," said University of Missouri System President Gary Forsee.

Forsee and his wife, Sherry, have donated \$1 million for the TelePresence systems. The university's strategic advanced technology partners, Cisco and AT&T, will contribute the equipment, installation, maintenance, design, technical assistance and networking of the new state-of-the-art Cisco TelePresence rooms.

“We are among the first universities in the country to have this high-definition videoconferencing capability,” said Forsee. “Participants will feel as though they are sitting in the same room—though they may be hundreds of miles apart.”

To learn more about Cisco’s Telepresence systems, click [here](#).

Research news



Missouri S&T researchers show how green slime could help save the world

Paul Nam, assistant professor of chemistry at Missouri University of Science and Technology, says algae could play a big role in the unfolding dramas associated with finding alternative sources of energy and reducing greenhouse gasses. To read more about Nam’s research, click [here](#).

UMSL study finds women, African-Americans being passed over for construction jobs

Todd Swanstrom, E. Desmond Lee Endowed Professor of Community Collaboration and Public Policy Administration at the University of Missouri-St. Louis, and a team of researchers examined minority and female employment in St. Louis and 24 other metro areas, and found that white males dominate construction work, regardless of the gender makeup of the local workforce as a whole. To learn more about Swanstrom’s research, click [here](#).

Effective anti-tobacco ads should either scare or disgust viewers, MU study reveals

Glenn Leshner and Paul Bolls, associate professors and co-directors of the Psychological Research on Information and Media Effects (PRIME) Lab at the Missouri School of Journalism, found that anti-tobacco ads focused on *either* fear *or* disgust increased attention and memory in viewers; however, ads that included *both* fear *and* disgust decreased viewers’ attention and memory. To learn more about Bolls’s and Leshner’s research, click [here](#).

\$4 million grant awarded to UMKC researchers to study self-determination for persons with disabilities

The goal of the project is to establish training programs to assist persons with disabilities in practicing self-determination in their lives. The concept of self-determination encourages and assists persons with disabilities to make decisions and to direct their lives in ways that work best for them. To learn more about the research of co-principal investigators Dr. Carl F. Calkins, director of the UMKC Institute for Human Development and Dr. Michael Wehmeye (KU), click [here](#).

Vote for your favorite reader photo



In the last issue, we asked *Spectrum Online* readers to submit their best campus photographs. To view the entries and vote for your favorite photo, click [here](#).



Author: Ray Coveney

Description: Swinney Recreation Center at UMKC



Author: Douglas A. Hughey

Description: New South Campus Garage at UMSL



Author: Douglas A. Hughey
Description: Seton Hall at UMSL



Author: Douglas A. Hughey
Description: Spring trees at UMSL



Author: Katrina Kouba

Description: The Columns at MU



Author: Katrina Kouba
Description: MU in the winter



Author: Sheila Langlotz
Description: First walk on the MU campus



Author: Sheila Langlotz

Description: First walk on the MU campus 2



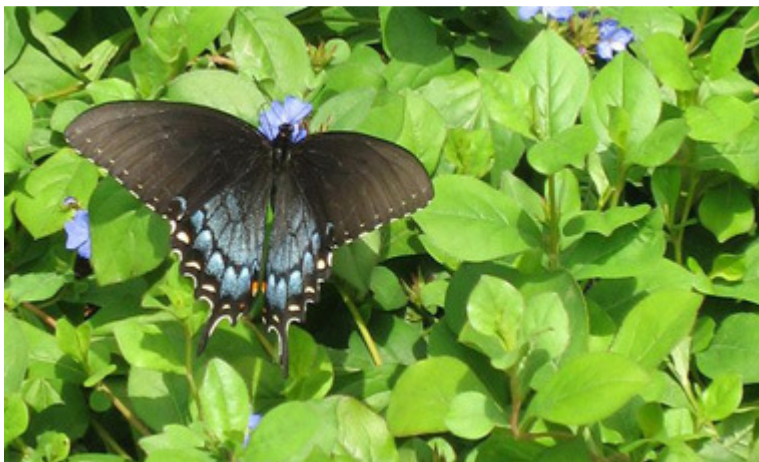
Author: Kristi Schulte

Description: The Chancellors Residence at Missouri S&T



Author: Kristi Schulte

Description: Interdisciplinary Engineering Building at Missouri S&T



Author: Jennifer Swearingen

Description: Eastern Tiger Swallowtail at University Hospital



Author: Lynne Hedrick

Description: Jesse Hall at MU



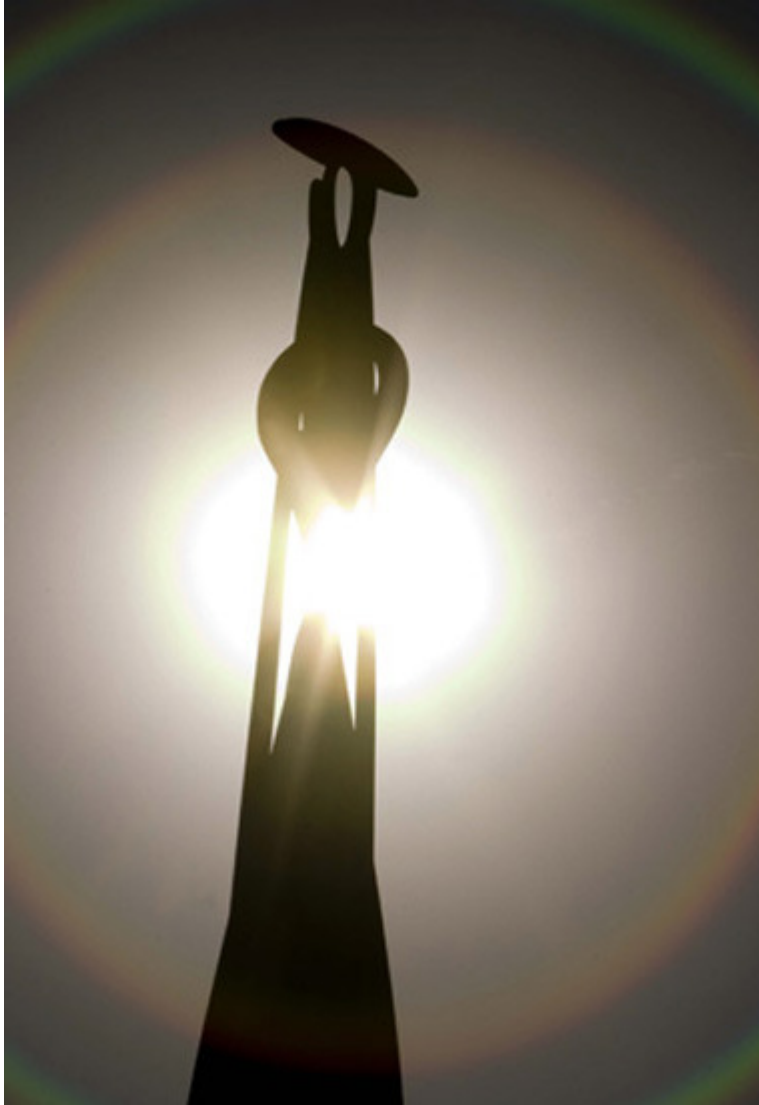
Author: Lynne Hedrick

Description: Tiger Plaza and Jesse Hall at MU



Author: Lynne Hedrick

Description: The Columns and Jesse Hall at MU



Author: Kristen Hellstrom

Description: Archipenko at UMKC



Author: Genevieve Howard

Description: Night view of Jesse Hall at MU



Author: Douglas A. Hughey

Description: Mercantile Pyramid at UMSL



Author: Shawn Frazier

Description: Night view of Jesse Hall at the 150th anniversary of MU



Author: Shawn Frazier
Description: The MU Tigers



Author: Steven Jenks
Description: Troost at UMKC



Author: Steven Jenks

Description: Sudexho Dock at UMKC



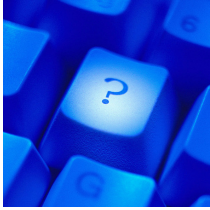
Author: Steven Jenks

Description: Blitt sculpture at UMKC

The photographer of the winning entry will receive a \$50 gift certificate to his or her campus bookstore.

Thank you to all who entered!

Reader question of the month



How has the University of Missouri System's employee Educational Assistance Program helped you to achieve your professional and personal goals?

Tell us your story, and you could be featured in an upcoming issue of Spectrum Online. E-mail your story to ciceroa@umsystem.edu