



# President's Bulletin

## University of Missouri

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TO: MEMBERS OF THE FACULTY, UNIVERSITY OF MISSOURI  
FROM: C. BRICE RATCHFORD, PRESIDENT

As indicated in the January 31, 1973, issue of President's Bulletin, the evaluation of five major non-academic areas of the University of Missouri has begun. The procedures to be followed for an appraisal of Extension were discussed in that issue. I indicated that additional information regarding Alumni and Development, Finance, Business Management and Research would be provided once plans were completed. This report, therefore, will deal with the proposed study of our Research activities.

It should be pointed out that the research referred to in this context is Separately Budgeted Research: budgeted research support monies allocated to each campus; and the budgeted research service monies allocated to the University-wide facilities. Instruction and Departmental Research, the second major level at which the University's research function operates, will not be evaluated under these procedures, since it is assumed that the evaluation procedures applied to each discipline have already adequately reviewed departmental research.

Evaluation of the research activities supported by these funds needs to take into consideration: (1) the general administration of research activities for the University, and (2) the research programs and centers supported on each of the campuses and by the University-wide Office of Research. Plans are being finalized for separate evaluations for each of these areas because of differences in structure and purpose.

In order to achieve these goals, two steps are proposed:

### STEP ONE - REVIEW OF UNIVERSITY-WIDE AND CAMPUS RESEARCH ADMINISTRATION

The Vice President for Research, and each of the campus research administrators shall undertake a self-study of their areas of responsibility. A written report of the self-study shall be filed with the Vice President for Academic Affairs not later than July 1, 1973. There they will be prepared for use by the Academic Planning Council and by Evaluation Teams.

Each self-study report will be accompanied by comments from the Vice President/Chancellor with respect to relevancy to the mission of the University. It shall describe:

1. Its aims and purposes
2. Fiscal data
3. History
4. Administrative functions
5. Interdisciplinary relationships
6. Areas of responsibility
7. Areas of strength and weakness

Quantitative information will be provided from central information sources where possible. Since the Vice President for Research and each campus research administrator will be involved in his portion of the self-study, it will be assumed that adequate review will have been accomplished prior to submission to the Vice President for Academic Affairs.

It is proposed that evaluation teams will visit the University to complete Step One evaluation during the month of September, 1973. The evaluation procedures will follow the patterns established in the President's Bulletin of November 10, 1971.

It is believed to be important that a period of orientation be provided to familiarize the evaluation team with the over-all administration of the research functions of the University. Such an overview would involve presentations by the Vice President for Research, the campus Research Administrators and other personnel appropriate to the task. It would require a minimum of one day, and perhaps more, depending on the material to be presented.

Following the orientation session, a detailed study would be made of the following:

#### UNIVERSITY-WIDE

##### A. The Office of Research

The Vice President for Research -

Organizational Structure and Responsibilities

Management Functions, including:

- Budgetary and Fiscal Administration
- Program Review for Grants and Contracts
- Liaison services and promotion
- Policy development
- Grant Data Retrieval System
- Patent and Copyright Policies
- Policy on University Sponsored Research
- Management of specific research centers and services
- Advisory Committees

Surveillance Functions, including:

- Radiation Safety
- Animal Resources

##### B. Relationships with the Office of the Vice President for Finance and Comptroller:

- Grants and Contracts Office
- Grant and Contract negotiation
- Fiscal Policies - Grants and Contracts

##### C. Relationships with the Office of the General Counsel:

- Legal review
- Patents
- Copyrights
- Grants
- Contracts

##### D. Campus Office for Research Administration:

- |               |                 |
|---------------|-----------------|
| - Columbia    | Graduate Office |
| - Kansas City | Graduate Office |
| - Rolla       | Graduate Office |
| - St. Louis   | Graduate Office |

#### INFORMATION TO BE REVIEWED - STEP ONE

During Step One, a study will be made of the activities of the Vice President for Research and of the campus Research Administrators in relation to the charge delegated to the Office; to the inter-relationships with other University offices; and to the stated missions of the University. The following would be included:

1. The growth or decline of research funding, including internal and external funding;
2. Efforts to promote interest in research on the part of the University/campus;
3. Relationships with other research administrators within the University;
4. Relationships with granting agencies;

5. Management of research policies required by agencies and the University;
  6. Program review of research proposals, including national, state and local goals;
  7. The Grant Data Retrieval System, including its operation, maintenance, and usefulness;
  8. Management of surveillance functions;
  9. Management of specific research support functions at the University-wide level;
  10. Management of special programs, including computer centralization and microwave network; and
  11. Relationships with other universities and colleges.
- b) Funding
  - c) History
  - d) Administrative Structure
  - e) Administrative Staff
  - f) Research Support Staff
  - g) Research Staff
  - h) Research in Progress
  - i) Research completed by year and title - last five years
  - j) Publications - last five years

#### GENERAL

In each step of the evaluation, the reviewers will be asked to respond to the following questions:

1. In its present state, what appear to be the strengths of the research administrative unit/research program or center? What are its weaknesses? What Campus or University-wide unit has responsibility for it?
2. Hereafter, should the University support this research administrative unit/research program or center. Among the factors to be considered are: Its future value to society; to faculty; and to students.
3. What portion, if any, of the existing program should be continued? What Campus or University-wide unit should have responsibility? To what extent should it be supported?
4. What portion, if any, of the existing program should be reduced or terminated?
5. What new phases of this program should be established? In which administrative unit, and to what extent?

#### PROPOSED TIMETABLE

##### STEP ONE

1. Self Studies of administrative units to be completed by July 1, 1973.

#### STEP TWO - STUDY OF RESEARCH PROGRAMS AND CENTERS

It is proposed that this portion of the evaluation study be completed within the six month period following the end of Step One.

During the summer of 1973, one copy of the form, "Survey of Research Centers - 1973", is to be completed for each research program and center in the University. The Research Administrator on each campus shall collect the completed forms and forward to the Vice President for Research not later than August 10, 1973. They will then be made available to the Review Teams under procedures outlined in the President's Bulletin of November 10, 1972.

In the fall semester of 1973, the Vice President for Research and/or his representative will visit each campus for an extended period of time. In concert with each Graduate Dean, or his Research Administrator, he will attempt an inventory and description of the research programs and centers on that campus. This phase is to be completed by November 30, 1973. Review teams will be invited to review these programs and centers between December 1, 1973 and March 15, 1974. Items to be studied would include the following:

- a) Aims and purposes as perceived:
  - i) by the operating division, and
  - ii) by the Chancellor

2. Review teams to visit the University in September, 1973.
3. Reports to be submitted to the President, October, 1973.

STEP TWO

1. Forms "University of Missouri Survey of Research Programs and Centers" to be distributed by University-wide and campus Research Administrators by July 1,

1973. These are to be returned to the Vice President for Research by August 10, 1973.

2. Identification, inventory and review of Research Programs and Centers - October 1, 1973 to November 30, 1973.
3. Review team visits - December 1, 1973 to March 15, 1974.
4. Reports to be submitted to the President - April, 1974.