

# SPECTRUM

University of Missouri system

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Elizabeth C. Connell

## President's report highlights programs

A 28-page narrative report highlighting the academic programs of the UM system during 1980-81, along with audited financial information, is now available.

"The University is a dynamic and evolving institution serving more Missourians this year than ever before," UM President James C. Olson says in the report being distributed to various external audiences.

The president's report supplements the regular audited financial documents published each year. Those publications contain detailed financial data on all UM units as well as reports on the various investment funds.

The complete report—three audited financial documents and the narrative report—will be available for inspection in the general reading room of the main library on each campus.

Limited copies of the narrative report are available. Requests should be sent to University Relations, 400 Lewis Hall, Columbia. Telephone: (314) 882-4591.

## Olson outlines approach for program modification

UM President James C. Olson outlined for the UM system Board of Curators in a special Committee of the Whole meeting Dec. 17 the approach he and the campus chancellors plan to take in coming months to cope with reduced financial resources as a result of declining state and federal funding.

The curators voiced support for the approach the president presented. "We all want to maintain a quality institution," said board President Daniel L. Brenner.

Olson noted that the financial trends of the past few months indicate that UM's financial difficulties will not go away in the near future and that the University must base its planning upon a set of general goals to maintain quality required of a major state university.

"We must not be reluctant to reduce or eliminate activities that we cannot do well," Olson said. "At the same time, we must be prepared to employ resources in ways that we believe will enhance the quality of our programs and activities."

Olson said beginning in January all University activities and programs will be reviewed under a set of criteria. The criteria includes analyzing the quality of a program or activity, its contribution to the University mission or need by the state, and financial consideration. (See detailed criteria inside this issue.)

Curator C.R. Johnston expressed concern about whether program reductions would have faculty support. "With all the input

See complete text of President Olson's presentation inside.

from all the people you're talking about, can you really make the reductions you need?" Johnston asked.

UMC Chancellor Barbara S. Uehling said specific decisions will be difficult, but there is support for the concept which is a fair process involving all constituencies.

"I think it's important for all of us to remember that we're not talking about a planning process of unremitting cuts," said Melvin D. George, UM vice president for academic affairs. "We will be building program areas in the process as well as cutting, and I think many faculty from around the University see this process as a hopeful one for the future. They want to be associated with programs that are of high quality, that train students well, and that provide them with adequate equipment and facilities."

Olson said as the planning process the University is engaged in moves forward, the recommendations which emerge will be brought to the board. He said the decisions the administration and the board will have to make "will be difficult, painful, and in some cases, controversial."

"We will need your help and support as we move toward preparing the University to maintain program quality and to address difficult decisions about the future," Olson told the board.



William T. Doak

## Doak to preside over board in '82

William T. Doak of Vandalia was elected Dec. 17 as president of the UM system Board of Curators for 1982.

The new vice president is Robert A. Dempster of Sikeston.

The board, comprised of nine members appointed by the governor and confirmed by the Missouri Senate, has overall responsibility for the governance of the University.

Doak was appointed to the board by former Gov. Joseph Teasdale and confirmed by the Senate in May 1977. He represents Missouri's 18th Senatorial District. His six-year term expires Jan. 1, 1983.

Doak is a 1951 graduate of UMC with a B.S. degree in agriculture. He enrolled at UMC in 1947 after serving four years with the Maritime Service during World War II.

Following graduation, he was an instructor with the Veterans On the Farm Training Program in Monroe County at Madison and in Boone County at Centralia.

In 1952, Doak and his wife, Betty, began farming at their present location near Vandalia which now consists of 560 acres. The Doaks have three sons and one daughter. All four were enrolled at UMC at the time of his appointment to the board.

Doak has been active in civic and community affairs. He has been a 4-H leader, served on local fair boards and was chairman of Vandalia's recreational association that successfully built a community swimming pool in 1960. He also has served on the local school board and was chairman of the group that organized the community's local ambulance district.

Doak was one of five farmers serving on Teasdale's farm advisory council at the time of his appointment. He has served on numerous state and national boards that promote the sheep industry.

He is a member of the Methodist church, the Vandalia Rotary Club and Democratic party committeeman in Quivre township.

## Ugarte receives Curators' Publication Award

Michael Ugarte, UMC assistant professor of romance languages, is the winner of UM's annual Curators' Publication Award of \$1,000 for his book "Trilogy of Treason: An Intertextual Study of Juan Goytisolo."

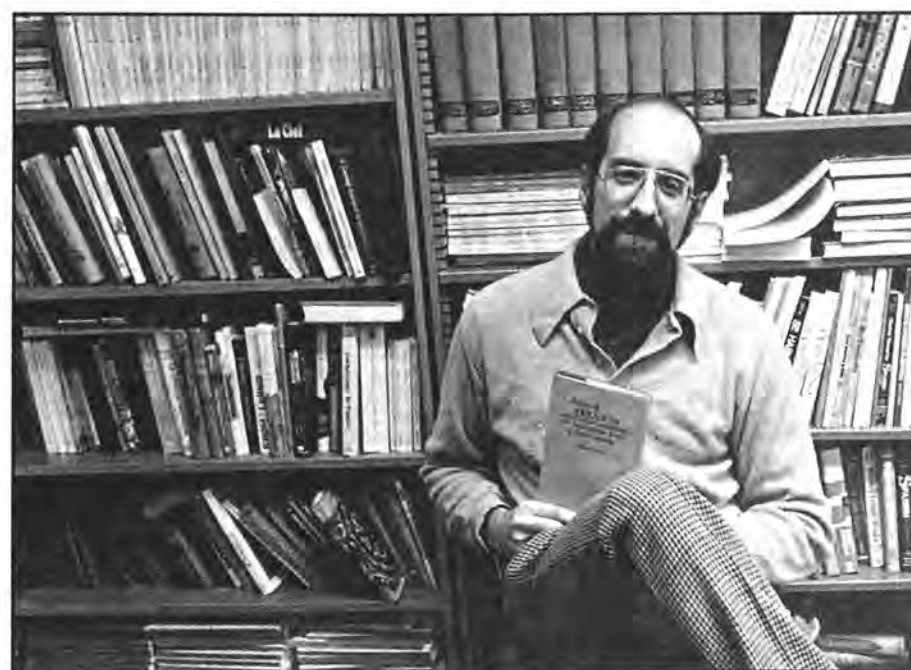
The presentation was made Dec. 17 by Daniel L. Brenner, president of the UM system Board of Curators. Ugarte is the ninth recipient of the award established by the board in 1967. This year's award follows a lapse of three years in which awards were not given.

The award is given for the best book-length manuscript by an assistant professor on the UM campuses and which is accepted for publication by the University of Missouri Press. The manuscripts, which must represent scholarly research, are evaluated and the winner selected by a University Press committee.

Ugarte's book is a critical analysis of Juan Goytisolo's Mendiola Trilogy—"Senas de Identidad," "Reivindicacion del Conde don Julian" and "Juan sin tierra." Goytisolo, a contemporary Spanish author, exiled himself to France where he continues to write of his homeland.

Ugarte describes Goytisolo as "a renegade, a destroyer of his own tradition," who can never quite rid himself of the tradition's presence. "Goytisolo cuts the umbilical cord only to watch it regenerate mysteriously," Ugarte says.

The University Press describes Ugarte's book, which is scheduled for publication in



Michael Ugarte

Elizabeth C. Connell

January, as "a highly specialized work incorporating close readings of the text in the critical analysis."

Ugarte received his Ph.D. from Cornell University in 1978. Several of his papers and articles have been published, and he is currently working on a project concerning the prose of Spanish writers who are in exile. He received a UMC summer research fellowship to work on the project.

COLUMBIA  
MITCHELL, ROGER  
135 MUMFORD HALL

# Curators informed of plan to cope with less federal, state funding

UM President James C. Olson sets stage for program reductions

It is now not at all too early for me to share with you some of the issues I feel must be faced by the University over the next year or two and to ask your help and guidance as we seek to plan in a manner appropriate for the University of Missouri given its tradition, its goals, its hopes, its future.

This presentation deals with the approach we are taking to develop courses of action that are designed to protect and indeed enhance quality in the University. If you have questions, please do not hesitate to stop me at anytime.

On Nov. 21, 1980, this board adopted a revised academic plan for the University of Missouri for the decade 1975-85, that said:

"The University of Missouri cannot do everything. It is important to remember that the University is only one of the segments of public higher education in Missouri and should maintain its historic role of strength in research, advanced graduate and professional programs, and extension. The University should do well whatever it does."

And while that plan clearly anticipated certain limiting social, economic and fiscal developments, their immediacy and magnitude were not expected.

Our need to reflect carefully and appropriately about our future in the face of these developments led me to initiate actions across the University this past summer. In July of 1981, as the severity of our fiscal situation became clear, I charged the vice presidents and chancellors with developing specific plans, within the guidelines of our academic plan, for the future of the University—a future with fewer resources than we had expected. The initial results of those planning efforts are due in January. It is important to place those efforts in a context so as to assist in our collective understanding of what, realistically, are our options. So today I would like to share with you some background information about the University's current fiscal situation, our achievements over the last decade and their costs, some probable developments in the 1980's, the University's goals for the future and how we must approach the difficult but necessary planning to accomplish those goals. I hope that we will have the ability and the courage to do what must be done to increase the quality of the University of Missouri during the decade.

These are difficult times. The financial problems of 1981-82 for the University and the state of Missouri are particularly severe. Based upon the rate at which general revenue has been collected by the state through November, it is not at all clear that the state will be able to meet its general revenue budget, even after withholdings. You are all too familiar with the effects of the University's \$17 million or 10 percent withholding in state support this year over last. That \$17 million has now clearly become a reduction.

But the problems of 1981-82 are not entirely new. (See state appropriations chart.) In particular is the toll taken by inflation. If the 1970-71 state appropriation to the University, including the hospital, had increased only at the rate of inflation, the 1981-82 appropriation would be \$186 million, rather than \$165 million, which includes the hospital appropriation, as well as the \$153 million for the general University. The \$165 million state appropriation for 1981-82 is worth only \$67.7 million when expressed in 1970-71 dollars, a decline of more than 10 percent in purchasing power.

The trends of the past, the condition of

the nation's economy and the mood for budget-cutting at the federal level and as illustrated by Missouri's own Hancock amendment, indicate that the financial difficulties of the recent past and those of the present will not go away for some time. I do not foresee a real dollar increase in general revenue collections for the state in the next two to three years. Whatever increases in state appropriations the University may receive over the next few years may well be inadequate to cover even the costs of inflation.

Our planning is based upon a set of general goals which are:

1. to obtain and develop exceptional people, so that we have the brightest and most knowledgeable, the most productive and sensitive faculty and staff that is possible;
2. to maintain and make more effective, efficient and attractive the University's physical plant;
3. to provide access and support for students on and off campus while maintaining appropriate academic standards;
4. to provide for educational program review and renewal, making additions as well as deletions so that we concentrate on the most urgent of our priorities;
5. to expand and improve research productivity and quality;
6. to achieve adequate representation of minority groups and women in the University student body, faculty, staff and administrative ranks;
7. to improve administrative efficiency.

As we make our plans and choices to implement these goals, as we listen to the debate and discussion about the needs of the University, we must continue to insist that the guiding principle is quality—quality in whatever we do. We must not be reluctant to reduce or eliminate activities that we cannot do well. At the same time, we must be prepared to employ resources in ways that we believe will enhance the quality of our programs and activities.

Not all institutions of higher education are the same; major universities have responsibilities and make contributions different from those of other segments of higher education. Universities in particular provide opportunities for today's scholars and scientists to add to knowledge while preparing very well tomorrow's scholars and professionals for their future responsibilities. In effect, quality universities like those of California, Minnesota, Wisconsin, Michigan and Missouri train the teachers of the "do-ers" as well as the "do-ers."

Universities of high quality have that reputation, not because they offer more courses and teach more students. Rather, it is because they gained renown through the achievements of their faculties, their graduates, and those who participate in their extension programs. And those achievements, whether scientific, scholarly, artistic or public service, have rarely been accidental. They have been cumulative and reinforcing; they have followed from a dynamic mix of the disciplined imagination of faculty, wise administration and judicious use of resources.

Major universities make a difference in the quality of life of their states and, like magnets, they attract economic development, cultural activities and bright people to their

communities and states. Business and industry are increasingly selecting locales which offer educational and cultural opportunities for their employees. The University of Missouri has the base. The state of Missouri has the need. We must make it happen here.

The University of Missouri has a major obligation as the only public doctoral and research institution in the state and as a land-grant university to strive to be at these frontiers of higher education. To meet that obligation will require thoughtful decisions about what should be done and firm commitment by the institution to use its resources to do what it should do and to do it well. This will no doubt result in fewer programs and, probably, smaller enrollments, but with more depth of faculty and resources and with more significant achievements in the programs we retain.

In short, we must be masters of our own fate. The editors of the Carnegie Foundation's new book, *Three Thousand Futures: The Next Twenty Years for Higher Education* offer good advice when they write:

"No choice is the worst choice of all because it means either a downward drift in response to immediate pressures or failure to seize upon constructive possibilities . . . A downward drift in quality . . . is not only possible, it is quite likely. But it is not required by external events. It is a matter of choice and not just fate. The emphasis should be on 'managing for excellence.'"

The University of Missouri, through the hard but careful decisions it will be making over the next year or two, does indeed intend to "manage for excellence," not just to survive.

I think it will be useful to review briefly some of the additions to the responsibilities of the University which have occurred since 1970.

Keep in mind this was a period in which our appropriations did not quite keep up with inflation.

- Since 1970 the Board of Curators has approved 45 new degree programs which are now being offered at one or another of the campuses.

- The University now operates a school of medicine, established in Kansas City in the 1970s, and has recently initiated a school of nursing in Kansas City and schools of nursing and optometry in St. Louis.

- In 1974, the University assumed responsibility for the Independence Residence Center, now the Harry S. Truman campus of UMKC.

- Since 1970, 17 major new University buildings and 1.2 million square feet of new space have been added.

These developments, and others, are now making demands on the resources available to the University. To be sure, during the 1970s, some programs and activities of the University have been eliminated or consolidated. On balance, however, the expansions have clearly outweighed the contractions.

By no means do I suggest we erred in responding to the demands which led to the additions of responsibilities over the past 10 years or so. The point is that beyond the toll taken by inflation, the added responsibilities have further reduced the ability of the University to support the full range of activities of the University as it exists today.

I think it is completely accurate to say that when the new programs, new schools, new buildings and other new responsibilities were acquired, the University and state government shared the expectation that state appropriations and other types of revenue would

increase accordingly. But the facts are that the expectation has not been met and that there is now no basis for continuing to expect it will.

The University has responded to the problems created by drops in real state appropriations and the addition of responsibilities in several ways, the most noteworthy being the following two:

1. Salaries have not kept pace with inflation—nor have budgets for expense and equipment items. The visual (see University salaries chart) shows that the purchasing power of a typical University employee has declined by 20 percent since 1970.
2. Unit budgets have been reduced and the reduction amounts reallocated.

Almost all of the University's annual operating budgets since 1970 have been developed by extracting amounts from the prior year's base budget to combine with new revenue in order to fund essential increases in selected components of the overall budget. The reductions and reallocations which are occurring this year may be the most extensive, but reductions are not at all new.

Typically, the budget reductions which have occurred since 1970 have been across-the-board. Given the present fiscal situation of the state and the University and any reasonable projections of the situation to exist over the next few years, our goals of retaining and building quality in the undertakings of the University can be met only by undertaking less. We cannot continue the practice of across-the-board reductions and expect to be other than mediocre or worse and thereby to lose the confidence and support of the people of the state.

No one can predict the future with certainty. All of us hope conditions will improve. The planning in which we are now engaged is based on realism, but not without optimism for the state of Missouri and the University. I am suggesting that we plan conservatively. If conditions improve beyond what are now our expectations, we can move ahead faster than otherwise. It is easier to spend dollars we did not expect to have, than to pare back from a level of support which had been expected.

We will all continue to seek increased support from the state as aggressively as I know how. This board, this University and the people of the state should expect no less than my best efforts in behalf of their state university.

We are now renewing and redoubling our efforts to make the people of the state aware of the importance of the University to them and of what they might, indeed must, do to increase support for the University. On another occasion I will discuss with you more completely our new efforts in this regard.

We will continue to aggressively seek resources other than state appropriations, including federal funds and private gifts. It will require persistent efforts to maintain present levels of federal support, to say nothing of increases. We have increased private giving to the University in recent years and expect to build on this success.

Student fees will continue to increase as they have in recent years. As the levels of our programs of financial aid declines, we will need to give serious attention to our own programs of financial aid.

In all of this we must not lose sight of the fact that public higher education serves soci-

### Criteria for Modification of Activities and Programs

1. Quality of the program, to include considerations such as:
  - a) Ability of the students in the program
  - b) Achievements of the graduates of the program
  - c) Quality of the faculty, as measured by their experience, training, teaching ability, and research and other professional achievements
  - d) Level and quality of scholarly activity and research associated with the program
  - e) Quality of facilities and support services for the program
  - f) Recent past external evaluation or accreditation judgments
2. Contribution of the program to the campus and University mission, including the land grant functions, to include considerations such as:
  - a) Extent to which the program relates to the statement of mission of the campus and the University in the Academic Plan
  - b) Importance of the program for other programs or activities on the campus and in the University
  - c) General contribution to the state, to particular interest groups within the state, or to state priorities such as economic development
  - d) General contribution to the quality of life in the University community, the state, or the nation
3. Need for the program or activity, including such considerations as:
  - a) Current and projected enrollments
  - b) Anticipated employment opportunities for graduates
4. Financial considerations relating to the program or activity, including for example:
  - a) Faculty/student ratios and costs per student credit hour
  - b) Other measures of efficiency of operation as appropriate for research, extension, and service activities
  - c) External support for the program
  - d) Costs of improving quality or increasing size and scope
  - e) Cost savings which could be achieved through reduction or elimination
  - f) Opportunities to share in the cost of an activity by joint operation with another institution, campus, or other entity
  - g) Cost reductions of an activity through the use of technology
  - h) Passing the costs of an activity on to other parties, such as full costing of auxiliary enterprises where appropriate

ety and that the distinguishing characteristic of this form of higher education is strong support by the society it serves.

Reviews of the activities and programs of the University now underway are being guided by a set of criteria which are listed on the handout (see box above) along with characteristics of the activities and programs which help define the criteria. The major criteria are:

1. quality of the program;
2. contribution of the program to the campus and University missions;
3. need for the program or activity; and
4. financial considerations.

Without attempting to forecast what specific proposals may emerge from the intensive planning now underway, I can suggest examples of the types of actions which may be included.

- We may limit and even decrease enrollment in selected programs. This may include setting enrollment ceilings for programs which do not now have limits on enrollment.

- Similarly, we may adjust admissions standards to better reflect the unique role of the University in Missouri's system of higher education. In this regard, we must keep in mind that access to higher education is a responsibility of the total higher education system, not the sole responsibility of any single institution.

- We may combine programs within a campus or even among campuses and thereby achieve added strength at some savings in costs.

- We may reduce the range of options for specialization in selected degree programs, thereby reaffirming the fundamental and lasting essence of these programs.

- We may have to discontinue entire

degree programs and eliminate departments and even schools and colleges.

- We may reduce in scope or eliminate existing programs of research in order to allow more promising and important programs to be supported at adequate levels or to allow research and scholarship in emerging fields to be undertaken.

- We may reduce in scope or eliminate programs in extension.

- Finally, but perhaps of most importance, we will renew our continuing efforts to insure that only essential administrative, service and support, including student service, activities continue and that those which do continue are carried out in the most effective and least costly manner possible. It may require some initial investments in, for example, modern electronic technology, to achieve long-range economics in administrative and support activities.

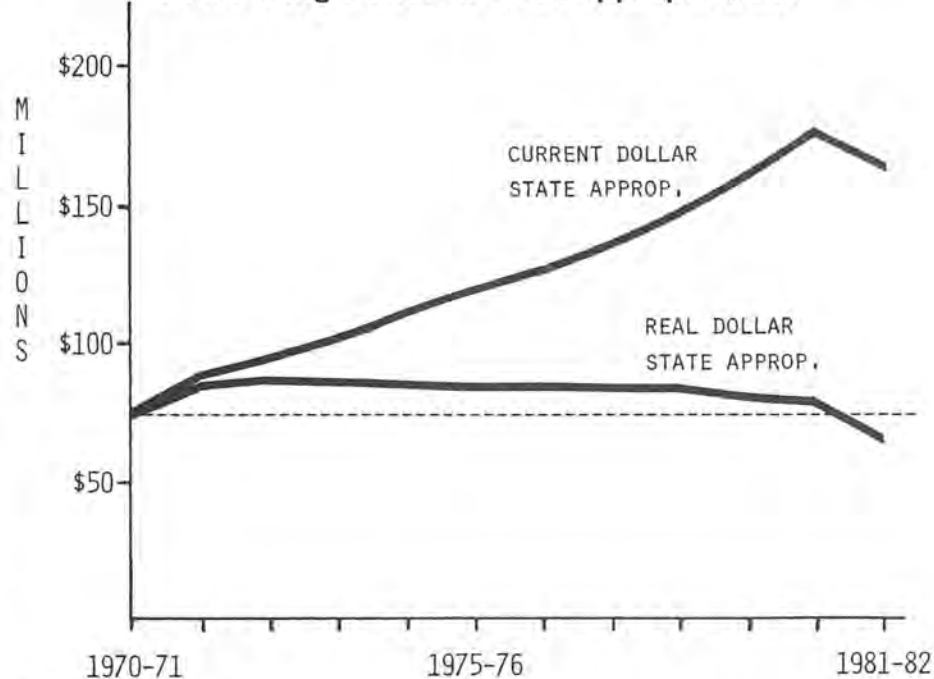
Whether it be the results of an economic slump or the result of tax and spending lids, many universities are going through a similar reshaping process.

Michigan State University, which like the University of Missouri relies on state appropriations for about 60 percent of its budget, developed a plan for closing two colleges, offered financial incentives for early retirement or immediate resignation, raised tuition and thus eliminated over 100 faculty positions and gave an 8.5 percent pay raise.

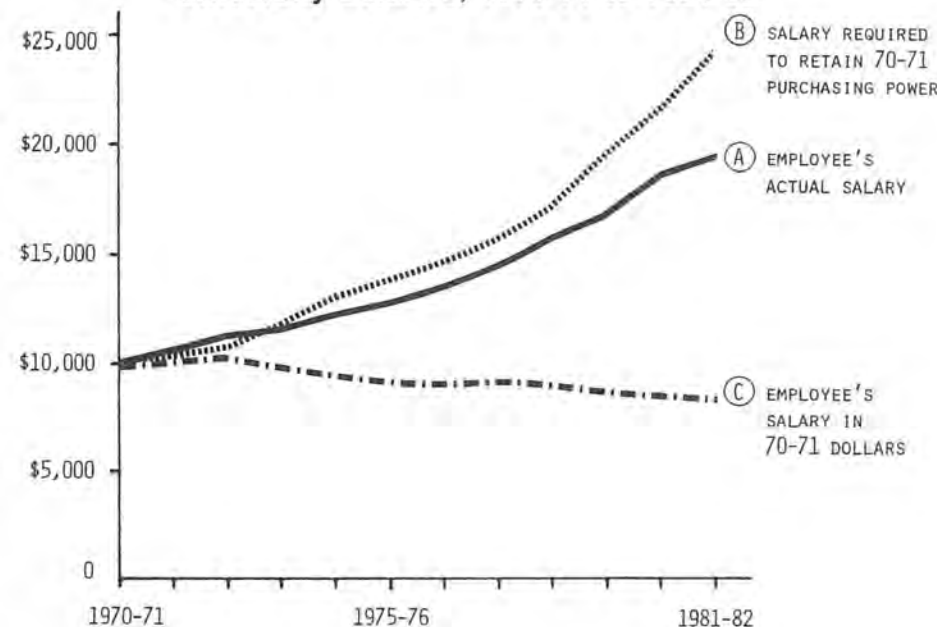
There are other examples. The University of Washington and Washington State University both have been confronted with major reductions in state support and have plans to reduce admissions and eliminate, between them, over 1,000 positions.

The University of Kentucky has developed plans for eliminating nontenured positions during the current period and for the contingency that they may need to terminate tenured faculty after academic year 1982-83.

### Purchasing Power of State Appropriations



### University Salaries, 1970-71 to 1981-82



- (A) AN EMPLOYEE WITH A SALARY OF \$10,000 IN 1970-71 RECEIVES THE AVERAGE INCREASES OF THE ANNUAL S&W GUIDELINES; 1981-82 AVERAGE SALARY IS \$19,300
- (B) TO HAVE RETAINED PURCHASING POWER OF 1970-71 SALARY, 1981-82 SALARY WOULD HAVE HAD TO BE \$24,400
- (C) EXPRESSED IN 1970-71 DOLLARS, EMPLOYEE'S SALARY HAS DECREASED TO \$7,900, A 21% LOSS IN PURCHASING POWER

In the state of Idaho, financial exigency has been declared for the state universities, with plans for closing completely one campus of the university system and for reducing the state subsidy for intercollegiate athletics.

Ohio State University has had to raise its student fees 27 percent in order to offset the impact of a no-state-budget situation under which the university was authorized to operate at only 97 percent of last year's budget.

Portland State University in Oregon has declared financial exigency, and in that plan it announces its intention to discontinue its academic programs in journalism and two research institutes.

Officials at the University of Minnesota, a major institution of the midwest and one with a long history of excellence, are in the process of negotiating with their governor over the extent of the cuts that they must take in state support. They have already cut their current operating budgets to fund a 10 percent pay raise for faculty and staff.

And just this past week, *The Chronicle of Higher Education* reported that a number of major state universities, including California, Ohio, Texas and Florida, have increased

their admissions requirements for 1983.

We may not have as much time as we would like. But we at the University of Missouri *do* have sufficient time and *have* made sufficient plans up to this point to assure ourselves and those we serve that we have acted thoughtfully, carefully and with good reason. When we do modify our programs, when we do reduce, when we do eliminate, or for that matter when we choose to boost or to create new programs even in the face of declining resources, we will have done so purposefully and thoughtfully.

As the planning processes in which we are now engaged move forward, we will be bringing to you recommendations which emerge. The decisions you will be asked to make will be difficult, painful and, in some cases, controversial. We will need your help and support as we move toward preparing the University to maintain program quality and to address difficult decisions about the future. This is the approach we are taking. If it does not meet with your general approval, we should know it now.

## Board of Curators 1982 meetings

Feb. 11, 12	Kansas City
March 25, 26	St. Louis
May 6, 7	Rolla
June 17, 18	Kansas City
July 29, 30	St. Louis
Sept. 9, 10	Columbia
Oct. 14, 15	Rolla
Nov. 18, 19	Columbia
Dec. 16, 17	Columbia

The revised schedule above was approved by the Board of Curators at their Dec. 17 meeting.

### Curators vote to award five construction contracts

Construction contracts for five projects totaling almost \$1.3 million were approved Dec. 16 by the UM system Board of Curators.

One of the projects is on the St. Louis campus, two are at Kansas City and two at Columbia. The projects are as follows:

- A \$278,760 contract for remodeling space to be used by the optometry school on the St. Louis campus. The first floor of the Education Building west wing on UMSL's Marillac campus will be renovated to provide clinic facilities needed for third- and fourth-year optometry classes. The third-year class for the new school will be accepted next fall. Low bidder among 18 firms bidding on the project is Michael Construction Co. of St. Peters. The project is being financed from campus year-end funds.

- Awarding a \$216,000 contract to JG Masonry, Inc., of Kansas City for repair of exterior brickwork on the north side of UMKC's medical school building. There was only one bid received. All exterior brickwork of the structure, built in the 1970s, is being repaired. UM presently has a damage suit pending against the original architect, contractor and a subcontractor. The south side of the building and the roof already have been repaired. Work on the east and west sides will remain once the current contract is completed. All repair work is being financed with campus funds pending outcome of the suit.

- Installation of energy conservation measures at UMKC's Spencer Chemistry and Biology Science buildings at a cost of \$225,290. The work calls for retrofitting timers on fume hoods and improving the air systems. Financed by a combination of a federal grant and campus funds, the project is expected to pay for itself through savings in about three years. Glenn Rogers Construction, Inc., of Lee's Summit submitted the lowest of 11 bids received.

- A \$136,800 contract to continue development of UMC's Hinkson Creek recreation area south of Memorial Stadium and east of Providence Road. Midwest Piping Contractors, Inc., of St. Louis submitted the lowest of 12 bids received. Work will include making a paved road connection to Providence Road, building a low water bridge, extension of water and sewer lines, building a trail to accommodate handicapped persons,

paving part of a parking lot and constructing a rest room. Financing of the work is from student capital improvement funds.

- Awarding a \$419,392 contract to overhaul a turbine which generates about half the electricity produced at the Columbia campus power plant. McGraw Edison Turbodyne Corp. of Wellsville, N.Y., submitted the only bid for the work. The project is being financed with campus year-end funds.

### Board selects architects to plan diabetes center

The UM system Board of Curators selected the architectural firm of Calcara, Duffendack, Foss and Manlove of Kansas City to prepare plans for a diabetes center to be built on the Columbia campus.

Funds for the \$640,000 project are to be raised entirely by Cosmopolitan International, a civic organization which is holding bake sales, car washes, bingo games, newspaper sales and many other fund-raising events throughout the nation.

Cosmopolitan took on the project as a civic gesture because of the need for improved diagnosis, treatment and research on diabetes. The number of diabetics in the U.S. is doubling every two years. Diabetes now is the third leading cause of death and is the leading cause of new cases of blindness.

The one-story diabetes center will be constructed as an addition to the new ophthalmology clinic, now being built just east of the University Hospital. The center will have 8,000 square feet, but only about one-half the space will be finished initially.

Facilities will include examination rooms, office and classroom areas, a reception area, nursing stations and laboratories.

The purpose of the center will be three-fold: To educate health care professionals in the care of diabetic patients, to provide a high level of patient care and to conduct basic and applied research.

Cosmopolitan International so far has raised about one-half of the needed funds. The balance will be borrowed from UMC's Medical Practice Income Plan and be repaid as the club completes its fund-raising work.

### Renovation plans approved for UMC Equine Center

The UM system Board of Curators has approved plans to renovate existing facilities and build some new facilities at the Columbia campus' Equine Center.

Preliminary plans are for remodeling the center's clinic, building a two-unit isolation area and constructing an addition to the hospital barn. Cost of the improvement is expected to be \$266,000, with financing to

come from campus year-end funds.

The center is a UMC veterinary school facility at Middlebush Farm, located about seven miles south of Columbia on U.S. Highway 63. It serves as a treatment center for horses brought to the veterinary school from throughout Missouri and adjoining states. It also is used as a teaching facility for veterinary school students.

Remodeling of the clinic will include installation of a new X-ray room, surgical area and treatment center. The new isolation unit will allow isolation of horses with communicable diseases. The addition to the hospital barn calls for adding eight stalls.

Approval of the plans allows advertising of bids for the work. If plans proceed on schedule, the work should be finished late in 1982.

### Board supports reduction in UMKC medical enrollment

The UM system Board of Curators supported a recommendation by UMKC Chancellor George A. Russell that enrollment at the UMKC medical school be limited to 90 students in each incoming class beginning in the fall of 1982.

Reducing the enrollment from the current 100 students will eliminate the need for an additional docent unit which UMKC has to contract out and will provide a cost savings, Russell said.

### Commencements honor UMR, UMSL graduates

Winter commencement exercises were held Dec. 20 on the UMSL and UMR campuses. UMC and UMKC do not have winter campus commencements.

Lloyd E. Reuss, vice president and general manager, Buick Division of General Motors Corporation, delivered the commencement address and received the honorary doctor of engineering degree at UMR's commencement.

Reuss earned a B.S. degree in mechanical engineering in 1957 and the professional degree of mechanical engineer in 1978 from UMR. He has been with General Motors since 1959. He began as an experimental engineer and has held several positions in the Chevrolet Engineering Department, including chief design engineer for Chevrolet's Camaro, Nova and Vega.

U.S. Senator John C. Danforth delivered the commencement address at UMSL. Eric P. Newman and Evelyn Edison Newman were awarded honorary doctor of humane letters degrees.

Eric Newman is an attorney, executive vice president and secretary of Edison Broth-

ers Stores, Inc. He is an internationally recognized researcher, author and teacher in the field of numismatics. He is the curator of the Mercantile Money Museum opened earlier this year in downtown St. Louis.

Evelyn Newman is widely known in St. Louis for her creative work in fund-raising activities for many local cultural and educational organizations. She is the principal of the Evelyn E. Newman Group, a marketing concepts firm.

### Credit union offers IRAs to all UM employees

Individual Retirement Accounts, or IRAs, a new plan which allows UM employees to save \$2,000 each year in tax-free income for their retirement, will be available from the Mizzou Employees Credit Union Jan. 1 to all full- and part-time UM employees, Hal James, credit union manager, announced.

The plan allows individuals to contribute 100 percent of their earned income, up to a maximum amount of \$2,000 each year, to an IRA. These accounts give individuals both tax-deferred interest and immediate tax savings. They are also transferable between institutions if an individual changes jobs.

Through the credit union, employees can use payroll deductions to build their IRAs.

A brochure explaining the plan in detail has been mailed to all UM employees. To sign up to the plan, employees can return the mail form from the brochure or contact the Mizzou Employees Credit Union, 909 University Ave., Columbia or phone 882-4073.

### UMR nuclear reactor marks 20th anniversary

UMR observed the 20th anniversary of its nuclear reactor, the first in Missouri, with a special program this month.

The program included individuals who remembered the early days of the reactor, slides of the first day's operation and tours of the reactor.

"It was on Dec. 9, 1961, that the reactor first 'went critical' and achieved a self-sustained, nuclear chain reaction," said Albert E. Bolon, reactor director. "Since that time the reactor has played a prominent role in the education and training of hundreds of nuclear engineering and other UMR students, as well as utility nuclear power plant operators.

"It also has been used for research in a number of areas ranging from moon rocks and meteorites to studying pollutants in Missouri's rivers and streams," he added.

## Jobs

The following administrative/professional and academic vacancies were listed with *Spectrum* as of Dec. 18. Those interested in a position should contact the appropriate department or personnel office.

**UMC:** asst. professors, accountancy, sociology, chemistry, art history and archaeology, veterinary medicine, neurology (2), biochemistry, psychology, anatomy, educational and counseling psychology; assoc. professor, anatomy; asst./assoc. professors, advertising, psychology, computer science; asst./assoc./full professors, electrical engineering (3), mechanical and aerospace engineering (2), civil engineering; assoc./full professor, health services management; research associates, forestry, fisheries and wildlife, rural sociology (2); instructor, physical therapy; dean, veterinary medicine; asst. director, residential life programs; asst. manager, programming and promotions-KOMU-TV; coordinator, development, development fund; coordinator, MASA-ICA, intercollegiate athletics; food service supervisor I; food service

supervisor II; microbiologist; manager, accounting-medical school; registered medical technologist; research specialists, microbiology, agronomy; senior scientific programmer/analyst-Mo. Institute of Psychiatry; soil testing laboratory; **UMca:** computer programmer/analyst I, accounting; computer programmer/analyst II, research program services; director, affirmative action/staff relations; sr. systems analyst, information systems; senior construction inspector, facilities management;

**UMKC:** research assts., biology, English, community studies institute; research assoc., medicine; instructors, communication studies, business operations and analysis; research analyst, medicine; asst. instructor, law-trial practice; instructor/asst. professor, medicine; asst. professors, physics (part-time), marketing-quantitative analysis, education; visiting/asst. professors, dental hygiene, music (2), removable prosthodontics; asst./assoc./full professors, accounting, fixed prosthodontics; clinical faculty, dentistry; coordinator-asst./assoc./full professor, bio-

medical sciences; clinical instructor/asst., dental hygiene; asst. dean for clinical affairs-asst./assoc./full professor, dentistry; professional lecturer, law; radio news director; asst. manager, accounting and student loans; fiscal analyst; asst. director, student financial aid; sr. research specialist;

**UMR:** asst. professors, history, petroleum engineering; asst./assoc. professors, psychology, economics; assoc. professors, civil engineering, rock mechanics and explosive research center; professor, computer science; lecturer, English; research asst. professor, chemistry; postdoctoral research assoc., ceramic engineering; supervisor, technical laboratories;

**UMSL:** asst. professors, anthropology, art, mathematics (2), political science, psychology, accounting, finance, marketing; asst./assoc. professors, optometry (3); asst./assoc./full professors, optometry, management behavior (2), accounting; assoc./full professor, finance; instructor/asst./assoc./full professor, quantitative management; community health nursing; medical-surgical nursing.

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