

## Program priority recommendations

# Campuses, UMca reveal proposals

Program priority proposals, a major step in the University of Missouri's preparation for making major decisions on improvement for the future, were announced Jan. 22 when vice presidents and campus chancellors made public the reports they have submitted to President C. Peter Magrath.

The plan for improving the University's educational, research, extension and public service programs by more clearly focusing priorities is included in a document entitled "Toward Excellence: The Next Decade of the University of Missouri," developed by the University's Long-Range Planning Steering Committee and adopted in October by the Board of Curators.

A priority list is expected to help the University focus its development in the coming decade. Resources made available by program reductions and eliminations can be used to help support programs selected for enhancement. Funding for long-range improvement goals and objectives is also expected to come from application of new technology and other savings and from increased state and private support.

"Planning of this type is often painfully difficult, for it requires priority setting based on hard and often controversial choices," Magrath says. "I appreciate the excellent work and planning the chancellors and their staffs, and, of course, the vice presidents have performed throughout this process."

Campus and central administration program priority proposals were developed after lengthy self-studies by faculty and staff and studies by consultants.

Magrath will use the campus and central administration priority reports in preparing comments and recommendations he will present to the Board of Curators at its Feb. 8 meeting in Columbia.

The priority lists place all programs within one of four categories: enhancement, maintenance, reduction or elimination. In addition, the long-range plan specifies that each campus suggest programs it would like to develop to a level of national or international eminence.

Programs recommended by the campuses for eminence:

**UMC** — School of Journalism, biologically related science, Food for the 21st Century, psychiatry and history

**UMKC** — School of Medicine, academic and professional theater, Conservatory of Music, computer science/telecommunications and School of Basic Life Sciences

**UMR** — ceramic engineering, computer science, electrical engineering, engineering management, geological engineering, mathematics and statistics, mechanical and aerospace engineering and metallurgical engineering

**UMSL** — chemistry, Center for Metropolitan Studies and School of Business Administration (management and MIS)

Listed in this special issue of *Spectrum* are programs suggested for enhancement, reduction and elimination. Programs not listed have been placed in the maintenance category.

In some cases programs are listed in more than one category. In such cases, for example, one area of a program might be recommended for enhancement while other sections within the program are recommended for reduction. Also, in some cases the suggested enhancements, reductions and eliminations refer to adding or eliminating degrees within a program.

Complete sets of the reports are on file in campus public information offices and at UMca University Relations and University Hall in Columbia.

## UMca: Proposed savings surpass spending

Central administration proposals, like campus program priority proposals, were developed after lengthy self-studies by staff and studies by consultants. Central administration priority proposals include recommendations for extension and several research facilities — the Missouri University Research Reactor, Sinclair Comparative Medicine Research Farm, the Water Resources Research Center and Environmental Trace Substances Research Center.

Estimated UMca savings are expected to exceed additional expenditures by about \$335,000. In addition, funding is expected to come from savings realized from application of new technology and other economic measures and from additional private and state support.

Vice President for Academic Affairs Melvin D. George says proposed enhancements in the academic affairs area are estimated to cost about \$795,000, equal to the approximate savings expected from reductions and eliminations.

James R. Buchholz, vice president for administrative affairs, estimates resources required for program enhancements he has proposed would total about \$100,000. He estimates savings through further use of technology and other cost-saving innovations at about \$470,000.

Proposed enhancement of the Office of the General Counsel is expected to cost about \$50,000. A proposed enhancement of University Relations activities with external constituencies is expected to be offset by anticipated reductions. The proposed use of technology to aid in record keeping in the Office of the Secretary to the Board of Curators is expected to save about \$15,000.

UMca programs in enhancement, reduction and elimination categories are listed below.

### ACADEMIC AFFAIRS

#### Enhancement

Environmental Trace Substances Research

Center (research in toxicology, environmental monitoring, phytotoxicity testing, PCB analysis technology development, metal speciation in ground water, collaborative programming in dioxin research, analytical support for research, development of advanced instrument systems)

Sinclair Farm (alcoholism research, melanoma research, research in toxicology)

Research Reactor (neutron scattering program, neutron activation analysis, neutron operational research, service programs)

Water Resources Research Center (qualitative aspects, water policy and planning, technology transfer)

Extension (13 agriculture programs, three business and industry/continuing education programs, two community public sector programs, two 4-H/youth programs, 13 home economics programs)

#### Reduction

Environmental Trace Substances Research Center (freshwater toxicology research center)

Research Reactor (radiation effects program, nuclear analysis program)

Archives

Extension (two agriculture programs, three business and industry/continuing education programs, two community public sector programs, one 4-H/youth program, eight home economics programs)

#### Elimination

Environmental Trace Substances Research Center (chemical composition of sewage

sludges research, toxic effects of Cd and Pb in rats, L'Vov platform development, microbiological testing, training for Missouri Department of Natural Resources)

Sinclair Farm (atherosclerosis and diabetes research)

Intercampus Instruction/College-at-Home (merge with UMC Center for Independent Study)

Extension (one agriculture program, one community public sector program, one 4-H/youth program, eight home economics programs)

### ADMINISTRATIVE AFFAIRS

#### Enhancement

Office of the Treasurer  
Telecommunications  
Internal Auditing  
Computer and Information Technology

#### Reduction

Office of Vice President for Administrative Affairs

Human Resource Services  
Financial Services  
Business Services

### UNIVERSITY RELATIONS

#### Enhancement

public relations efforts

### BOARD OF CURATORS

#### Enhancement

Office of the General Counsel

#### Reduction

Office of the Secretary to the Board

## UMC

# Report proposes early emphasis on improvements

The UM-Columbia program review report calls for early emphasis on the development of programs for eminence and enhancement as well as special campus needs.

"Front-end investments in these areas," says UMC Chancellor Barbara S. Uehling, "will bring greater benefits on which we can build our plans for the remainder of the decade."

Consolidations and mergers of existing programs, Uehling says, would provide little, if any, immediate savings but could strengthen the programs without substantial new costs.

UMC's recommendations:

### Enhancement

Department of Computer Science  
Department of Mathematics  
College of Veterinary Medicine  
College of Business and Public Administration  
engineering graduate research programs  
Department of Medicine (within School of Medicine)  
special equipment

### Campus Priorities

improved funding for development  
improved funding for maintenance  
UMC writing program

### Consolidations, Mergers

(recommended for study)

merge departments of agricultural economics and rural sociology (College of Agriculture)

merge departments of agricultural education and extension education (College of Agriculture)

merge modern language programs (College of Arts and Science)

consolidate geography with a related program

consolidate public administration programs (Department of Political Science and Department of Public Administration)

consolidate College of Home Economics, College of Public and Community Services and School of Health Related Professions

consolidate fine arts programs into a School of Fine Arts within College of Arts and Science

transfer health services management from School of Health Related Professions to College of Business and Public Administration

transfer School of Library and Informational Science to College of Arts and Science

### Reduction

faculty and staff positions in academic areas recommended for maintenance (if projected enrollment declines materialize, about 200 fewer faculty positions would be required; half should be preserved for redistribution)

and half eliminated through attrition and retirement)

general academic administration

UMC Concert Series

fee increases for extension division to reduce subsidy

College of Education

School of Nursing

College of Public and Community

Services

School of Health Related Professions

Student Services

Administrative Services

## UMSL

# Campus report includes plans for new degrees

The \$1.9 million required beyond reallocation to fund UM-St. Louis' recommended enhancements would be financed by the University's expected gain in revenues by 1993-94, says UMSL Chancellor Arnold B. Grobman. UMSL expects that by fiscal 1994, it will have a 15 percent share of the University's budget.

UMSL's recommendations for enhancement, reduction and elimination:

### Enhancement

(New Degree Programs)

M.A., administration of justice

B.A., studio art

Ph.D., botany, history (in cooperation with UMC), physics (in cooperation with UMC), political science, management

M.S., computer science, physio/optics, gerontology

M.M.E., music education

B.S., engineering physics, medical technology

M.S.W., social work

M.L.A., liberal arts

Executive M.B.A.

M.S.N., nursing

(Current Programs)

Ph.D., chemistry, psychology

B.S., computer science

pre-engineering program

M.P.P.A., public policy administration

B.A., speech communication

M.S., management information science

Ed.D., education

B.S.Ed., math/science teacher education

satellite centers for continuing education-extension

student recruitment

scholarships

administrative services (hazardous waste

### Degree Elimination

Educational Specialist, health and physical education, special education emphasis in early childhood education for the handicapped, special education emphasis in orthopedically handicapped, practical arts/voc-tech education/technology teaching

B.S. in Forestry, wood products management

A.B., Italian, South Asian studies, Latin American studies

disposal, staff recruitment, renovation and rehabilitation, fiscal operations/accounting)

University Relations (fund raising)

Student Affairs (student assessment and data services, cooperative education, computerized career counseling)

### Reduction

campus support

faculty attrition (as vacancies occur in programs with declining enrollments, positions and budgetary support would be reallocated to other programs)

administrative services (custodial services)

auxiliary enterprises and service operations

University Relations (internal communications, sports promotion, information services)

Student Affairs (increased efficiency in multipurpose building security operations)

### Elimination

B.A., music history and literature

veteran certification services

student health service evening hours

## UMKC

# Business, law recommended for improvement

On the UM-Kansas City campus, \$8.6 million in 1984-value dollars would be directed toward meeting long-range planning goals and improving salaries. The chancellor's recommendations do not call for major new mission assignments or new degree programs.

"All programs will benefit if we achieve the improved level of compensation, enhance our programs of doctoral studies, improve our libraries and make certain that we are an institution where equal opportunity is a reality," says UMKC Chancellor George Russell.

UMKC's recommendations:

### Enhancement

School of Business and Public Administration

School of Law

libraries

doctoral programs

student financial aid

Center for Academic Development

### Reductions

College of Arts and Sciences

School of Dentistry

School of Medicine

School of Nursing

School of Pharmacy

Office of Vice Chancellor for Academic Affairs

auxiliary services (administrative affairs)

Office of Vice Chancellor for Student Affairs

## UMR

# Multidisciplinary programs targeted for enhancement

Most of the areas UM-Rolla Chancellor Joseph M. Marchello recommends for enhancement are interdisciplinary and will provide opportunities for the academic programs that participate in those areas.

"Each academic program of the campus has potential for involvement in one or more of the interdisciplinary areas to be enhanced," Marchello says. "Thus, none is excluded or needs to be subjected to second class, 'no opportunity' status during the decade ahead."

UMR's recommendations:

### Enhancement

intelligent computing and flexible manufacturing (interdisciplinary program)  
graduate research programs  
continuing education

new programs

ceramic engineering

computer science

electrical engineering

engineering management

geological engineering

mathematics and statistics

mechanical and aerospace engineering

metallurgical engineering

Graduate Center for Materials Research (applied research)

Rock Mechanics and Explosives Research Center (applied research)

### Reduction

nuclear reactor facility

KUMR radio station

resource management

instructional programs