

Report on study of development heard by board

Campus-based development programs supported by a significantly higher level of funding, compatible data bases of potential donors, a larger presidential role in fund raising and capitalization on the sesquicentennial in 1989 are ideas identified in a study of University development reported to the Board of Curators last week.

John Grenzbach & Associates was commissioned in November to conduct a development program management study of all University development efforts.

Martin Grenzbach presented UM President C. Peter Magrath and the board with a series of observations regarding current development operations and recommendations for alternative management structures that would enable the University to substantially improve its efforts to garner private support.

The report notes that from 1980 to 1984 Big Eight universities experienced an average 43 percent growth in total support while UM's support increased only 31 percent.

Among its observations, the report notes that the strength of the University lies in its diversity, which offers a wide range of choices for private donors.

Grenzbach commended the curators on their commitment to long-range planning but observed that the campuses lack their own long-range plans to meet developmental needs.

The report strongly advocates the use of campus-based development programs, noting that a delicate balance must be achieved between the president's office and the campus-based efforts. However, a total University campaign in commemoration of the sesquicentennial of the University is encouraged.

In stressing the importance of campus-

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Pay increases remain in budget

State withholding prompts reductions

Unless revenues to the state this year surpass levels now anticipated, the University's state funds for operating and capital expenses will be nearly \$13 million less than the amount budgeted for 1986-87.

Gov. John Ashcroft, citing revenue shortfalls, this summer decided to withhold \$6.8 million (3 percent) from the operating appropriation and \$6 million from the \$16.5 million capital appropriation for the University. The withholding does not affect state investments for engineering equipment or long-range planning expenditures the General Assembly specifically targeted for funding.

The withheld funds will be returned to the University if revenue for the state in 1986-87 is at least 7.5 percent more than revenue in 1985-86.

"The University has in place plans to deal responsibly with the withholding," says UM President C. Peter Magrath. "However, the 3 percent reduction will reduce further the base of the University and deal a serious blow to its planned improvements."

Sept. 1 salary and wage increases will not be sacrificed to accommodate the budget reduction. "Further erosion of salaries compared to other institutions with whom we compete for quality faculty and staff simply could not be tolerated," Magrath says. "Information available to us now indicates that faculty salaries in the Big Eight/Big Ten universities will increase by an average of over 5 percent."

The University will absorb the \$6.8 million operating budget reduction in the following ways:

- Expense and equipment inflation increases will be withheld (\$1.6 million).
- Reserves or contingency funds will be spent (\$1 million).
- Purchases of some instructional

and research equipment and renovation of facilities will be deferred (\$1 million).

• Some improvements of programs will be delayed (\$700,000), particularly special faculty merit increases at UMKansas City, student recruiting improvements at UM-St. Louis and implementation of some elements of University Extension's strategic plan.

• Allocations to academic and administrative units will be cut (\$2.5 million).

"What does the loss of \$6.8 million mean to the University of Missouri? Coupled with the reduction of real state funding support for the University since 1978, the financial base of the University will continue to be eroded," Magrath says. "The ability to make improvements called for in the long-range plan has been substantially diminished for 1986-87."

"As one indicator of the magnitude of the reduction, if student fees were to be raised to generate additional revenue in the amount being withheld by the state, they would have to increase by over 7 percent. As another example, if the money were all to be taken from equipment expenditures for the University, it would amount to nearly half of the general operating funds spent last year on equipment replacement."

The distribution of the \$6.8 million operating budget reduction:

UM-Columbia —	\$3,158,000
UM-Kansas City —	\$1,380,000
UM-Rolla —	\$787,000
UM-St. Louis —	\$775,000
UM —	\$677,000

The impact of the capital appropriation withholding also is significant. "The state's original appropriation provided \$10 million for preservation projects. The

governor's withholding reduces this amount to \$4.1 million for 1986-87, well below the \$11 million to \$12 million a year the University needs just to keep up with preservation of its facilities," Magrath says.

"Therefore, with the withholding it is inevitable that the University's physical plant will continue to deteriorate. Most of these effects will not show up in the short term but will become long-term problems stemming from the deferral of maintenance."

The University will function with the resources available, Magrath says. "I hope that the revenue situation will improve so that the governor can release the impounded funds. To the extent he can do so, we will re-apply them to accomplish, belatedly, the improvements and advances we had planned for this year."

Proposals sought for collaboration with SA school

UM President C. Peter Magrath has announced guidelines for participation in the cooperative education program being developed between the University and South Africa's University of the Western Cape.

Faculty members from all campuses are encouraged to participate by developing preliminary proposals that call for:

• collaborative program development and research between the University and UWC and

• short-term faculty or graduate student exchange programs in math, science, English language instruction, dentistry, academic development, teacher education, library science, social science, humanities and other areas.

The agreement, an innovative educational program U.S. State Department officials have characterized as a positive approach to helping South African blacks, was presented by Magrath to the Board of Curators in July.

Magrath has approved the allocation of \$50,000 in fiscal year 1987 non-state funds to support projects in teaching, research and service that will further the goals of the agreement. He will ask the University's South African Educational Program Committee to make recommendations on program activities and funding requirements after proposals are reviewed by campuses.

Questions about the program and UWC may be directed to members of the South African Educational Program Committee: C. Brice Ratchford, UM-Columbia, chairman; Otis Jackson, UMC; Carl Leistner, UMC; Henry Mitchell, UM-Kansas City; Bobby Wixson, UM-Rolla; and K. Peter Etkorn, UM-St. Louis.

Forms for proposals are available from chancellors. Campus proposals should be submitted to the committee by Nov. 14.

Search begins for successor to UMC chancellor

A committee will be appointed by UM President C. Peter Magrath to seek and screen applicants for a successor to UMC-Chancellor Barbara S. Uehling, who has announced her resignation effective Dec. 31.

Magrath says the committee will be chaired by Truman S. Storvick, UMC professor of chemical engineering, and will be comprised of 13 faculty and staff members, students and representatives of the general public, including alumni. Magrath also has announced he will appoint an interim chancellor.

"I leave with a great deal of pride in the accomplishments of my eight-year administration," Uehling said in announcing her resignation. "However, it is time for me to seek new personal and professional challenges."

"Chancellor Uehling will leave the University with my total respect for her accomplishments and dedication," Magrath says. "More importantly, her contributions to improving the University of Missouri-Columbia under difficult fiscal constraints have truly served this University and all who care for it exceedingly well."

"The chancellor's job is a hard and often draining one. For eight years Barbara Uehling has given it a full measure of service; she has done so with a tough-minded commit-



Barbara S. Uehling

ment to setting priorities, to pursuing quality and to improving the campus's environment. For these and many other contributions, she deserves our thanks as well as our best wishes," Magrath says.

Uehling's encouragement of faculty research has resulted in an increase by more than 40 percent of externally funded faculty research. Research funding to UMC this year surpassed the \$20 million mark for the first

time, and private giving for the first time surpassed the \$20 million mark during 1985-86.

Uehling came to UMC in 1978 from the University of Oklahoma, where she was provost.

The Uehling administration designated \$100,000 from the development fund in 1983 as seed money for an agricultural research program, now known as the Food for the 21st Century. The program, which consists of close to 100 scientists involved in agricultural research, is one of the eminence programs identified by the Board of Curators.

Uehling, a 1954 graduate of Wichita State University, received master's and Ph.D. degrees from Northwestern University. She has two honorary doctorate degrees and was awarded the Alumnae of the Year Award from Northwestern University in 1985.

She is a member of several higher education boards and the boards of two corporations.

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Development efforts discussed

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based fund-raising efforts, Grenzebach said: "Donors don't give to systems. They give to specific programs. Each campus has its own mission and its unique constituent populations to whom it can appeal.

"Donors will support an endowed chair, a professorship, a building or a project," he told the board. "Campus-specific fund-raising initiatives should involve not only the chancellor but deans and key faculty where appropriate."

Grenzebach noted that each campus maintains its own data base for alumni and

Agencies revise car rental rates

Budget and National car rental discount programs offered to University employees for University or personal use have been revised.

Rates have increased and include surcharges for rentals in some cities. All of UM's designated travel agencies will be making reservations at these revised rates.

Budget's daily unlimited mileage rate is \$34. One-way mileage rates are subject to a drop charge of up to \$365, depending on location. The Budget discount program is offered to the University through a cooperative program with the state.

National's unlimited mileage rates range from \$31 for an economy car to \$43 for a premium car. City surcharges may apply in certain locations. The National discount rates are offered through a cooperative program with Hertz and the National Collegiate Athletic Association.

ID stickers entitling University employees to use of the discounts for personal travel are available from campus and UM business offices.

UMSL planning meeting postponed to October

There has been a change in the dates for the first round of campus visits to increase faculty participation in the University's planning and budgeting processes. The Sept. 18 date for the meeting at UM-St. Louis has been changed to Oct. 23. The schedule now reads:

UM-Kansas City — Oct. 9
UM-Rolla — Oct. 13
UM-St. Louis — Oct. 23
UM-Columbia — Nov. 3

Times and locations of the open meetings will be announced by the campuses.

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development, but compatible data base systems should be developed so that all data bases can be searched simultaneously for the same information.

The president's role in fund raising, Grenzebach said, should be leadership, not management. "However, the president should implement policies across the University that are consistent in gift acceptance and administration policies. We believe this president is particularly well-suited in this role and should play a larger role in fund raising.

"During the period since President Magrath's arrival, there has been no deliberate, strategic initiative to link the president with campus gift programs."

While the report does not advocate the creation of a UM vice president for development, it does recommend the addition of an executive assistant to the president for development and the creation of a Council on Institutional Relations, which would act as a clearinghouse for all gift prospects of \$500,000 or more. Grenzebach recommended that the council include the executive assistant and the vice chancellor for development on each campus.

"The University has many doors through which it creates its image, and they should all be coordinated and related," Grenzebach told the board, "particularly in the areas of fund raising, alumni relations and university relations."

Board's 1987 meetings

The UM Board of Curators has approved a revised schedule of meeting dates for 1987:

Jan. 29-30, Cape Girardeau (change in location)
March 16-17, St. Louis
April 30-May 1, Rolla
June 18-19, Kansas City
July 20-21, Chillicothe-Linneus (change of dates to Monday and Tuesday)
Sept. 10-11, Columbia
Oct. 29-30, Columbia
Dec. 10-11, Columbia

Emeritus title granted

The following emeritus title has been approved by the Board of Curators:

J. Chandler Smith, UM-Kansas City professor emeritus of medicine, effective May 1, 1986.

The following administrative/professional and academic vacancies were listed with *Spectrum* as of Sept. 12. Anyone interested in a position should contact the appropriate department or personnel office.

UMC: asst./assoc. professor of economics/director of Missouri Council on Economic Education; asst. professor, food science/nutrition, cultural anthropology, physical anthropology/archaeology, communication, curriculum and instruction, German, philosophy, public administration, agronomy, plant pathology, veterinary biomedical sciences; asst./assoc. professor, economics (2), animal science, finance, agronomy, political science, biological sciences (2), sociology, social work; instructor/asst./assoc. professor, business administration; asst./assoc./full professor, electrical/computer engineering (2); Missouri Bankers' Chair/professor, finance; lecturer/director of real estate programs, law-continuing legal education; postdoctoral research fellow, biological sciences, biological sciences/medicine; associate dean for graduate students and research, journalism; professor, human nutrition/foods/food systems management; research associate, microbiology; post-

Capital funds request revised

The University of Missouri will ask the state for nearly \$137 million in capital funds for fiscal 1988. The Board of Curators last week approved a second revision in the capital appropriation request.

The board in June approved a \$140.6 million capital appropriation request for fiscal 1988, pending the outcome of the governor's approval of fiscal 1987 capital funds. After Gov. John Ashcroft approved \$16.5 million in fiscal 1987 capital funds, which covered some of the capital items that appeared in the original fiscal 1988 capital appropriation request, the board in July approved a revised fiscal 1988 capital appropriation request of \$130.9 million.

The latest revision, increasing the request to \$136.9 million, was necessitated by the governor's announcement that he will withhold \$6 million from the \$16.5 million 1987 capital appropriation because revenues are projected to be less than anticipated.

1987-88 Capital Appropriation Request (Revised)

Maintenance and Repair	\$ 53,374,085
Columbia:	
General Campus	20,564,627
Hospital & Clinics	10,488,093
Agriculture Experiment Stations	4,811,890
Kansas City	4,882,229
Rolla	11,136,625
St. Louis	1,490,621
Life Safety, Handicapped Accessibility and Animal Welfare	\$ 27,025,639
Columbia:	
General Campus	11,043,659
Hospital & Clinics	2,100,653
Agricultural Experiment Stations	479,367
Kansas City	3,433,270
Rolla	7,438,059
St. Louis	2,530,631
Capital Equipment Replacement	\$ 14,624,400
Medical Equipment (UMCHC)	6,150,000
Engineering Equipment (UMC)	888,000
Engineering Equipment (UMR)	1,646,400
Fixed Scientific Equipment (UMKC)	2,000,000
Teaching & Research Lab Equipment (UMR)	1,540,000
Video Classroom-Intercampus Instruction	2,400,000
New Construction and Major Renovation	\$ 41,945,000
(listed in order of UM priority)	
Engineering Lab & Classroom (UMC)	16,350,000
Auditorium, Music & Alumni (UMR)	5,975,000
Ellis Library Phase II planning (UMC)	120,000
Library Addition Phase II (UMSL)	4,040,000
Reactor Addition planning (UM)	250,000
Veterinary Medicine Addition planning (UMC)	210,000
Electrical Engineering & Science Renovation (UMR)	4,000,000
Engineering Complex Renovation (UMC)	5,400,000
Technology & Agricultural Center planning (MRP)	250,000
Agriculture Research Lab planning (UMC)	250,000
General Library Addition (UMKC)	4,850,000
Science & Technology planning (UMKC)	250,000
TOTAL	\$136,969,124

Jobs

doctoral fellow, animal science (3); research specialist (3); asst. director, Museum of Art and Archaeology; information specialist (2); director, development fund; spectrometrist; computer programmer/analyst II; coordinator, development; student services coordinator; design engineer; sr. continuing education coordinator; sr. methods and procedures analyst; training and development coordinator; supervisor for counseling services testing operations; administrative associate I, medicine; asst. editor, practical arts/voc-tech education; asst. supervisor, grounds; continuing education coordinator; project planner/scheduler, campus facilities. **UM:** computer engineer; office systems specialist I; press supervisor, Printing Services; assoc. director, UMSL branch of Western Historical Manuscript Collection/State Historical Society of Missouri Manuscripts; manuscript specialist, UMC branch of Western Historical Manuscript Collection.

UMC Hospital: assoc. hospital director, nursing services; computer project manager; social worker; supervisor, plant engineering; physical therapist (2); manager, hospital security, sterile processing/distribution, surgery services, pathology; clinical dietitian;

sr. pharmacist; staff pharmacist; administrative nurse I; clinical nurse specialist; education nurse; administrative nurse I/manager; safety coordinator.

UMKC: asst./assoc. professor, basic life sciences, oral/maxillofacial surgery, accounting; visiting professor, theater; instructor/asst. professor, communication studies; research associate, Institute for Human Development; theater assistant (10); visiting research associate, physics; lecturer, arts/sciences continuing education (foreign language), basic life sciences, administration of justice, geography, history, psychology, Chinese, computer science, engineering; adjunct faculty, biology; clinical faculty, dentistry; asst./assoc./full professor, basic life sciences, computer science; research aide, Institute for Human Development (2); research assistant, physics.

UMR: faculty member, geological engineering.

UMSL: asst. professor, marketing, administration of justice, chemistry, statistics, behavioral management (2); asst./assoc./full professor, accounting, finance, management science/information systems.