

Committee recommends management changes

The Committee to Improve the University of Missouri, created to meet a long-range plan objective to study UM's organizational structure, gave its report to UM President C. Peter Magrath at the Board of Curators meeting last week in St. Louis.

Headed by Charles F. Knight, a nationally recognized business leader who serves as chairman and chief executive officer of Emerson Electric Co., the committee presented Magrath with a series of management recommendations it believes can help UM reach its goal of becoming an outstanding educational institution.

"We anticipate that the committee's management recommendations can provide a framework within which UM leaders can evolve a management process to take advantage of potential benefits of a multicampus system," says Knight.

"The Knight committee report points the University of Missouri in the right direction — toward greater administrative efficiency and stronger and better-coordinated management and leadership," Magrath says.

"It affirms the critical importance of our planning and priority-setting efforts and emphasizes the enormous value of the University of Missouri in solving the state's economic development needs."

The committee was appointed in July to study the University's organizational structure, division of responsibility between the central administration and the four campuses and the University's effectiveness in securing non-state voluntary support in the form of gifts, grants and contracts.

In its assessment of the effectiveness of a single university with multiple campuses, the committee said that for such a system to



work, the institution must be blessed with a strong university leader and strong campus leaders. In the past, the committee feels, the University has vacillated between efforts to strengthen and efforts to weaken the presidency. In an effective multicampus system, a strong presidency does not weaken the roles of the chancellors.

A major recommendation of the committee concerns reallocation of resources among campuses.

"Achieving maximum benefits from a multicampus university and thus effectively meeting state needs require management that is willing and able to allocate resources from one campus to another without fear of political retribution," Knight says. "And that

Highlights of the report

A few of the major conclusions and findings of the report of the Committee to Improve the University of Missouri:

- The University must recognize the strengths and problems inherent in a multicampus system to achieve its potential benefits.
- To achieve benefits of such a system, the University must have a strong president and strong chancellors.
- There must be effective management systems for allocation of resources based on campus missions and state needs.
- The Board of Curators must recognize its responsibility to act as a board and to work through the management structure of the University.
- The board must provide informed, coherent governance and continue to stimulate changes in academic and other matters.
- Vice presidents must derive their authority from the president, and in all matters, the chancellors must have direct access to the president.
- The campuses should provide their own administrative and support services unless it can be demonstrated clearly that a central approach is more effective.
- More active involvement of the president in fund raising would increase total gifts to the University.

requires a clear understanding of each campus's mission, a strong president, strong campus chancellors, strong vice presidents and a strong board to support them."

The Strength of Diversity

The committee notes Missourians should be grateful for the distinctiveness of each of the four campuses.

The UM-Columbia campus has a substantial land-grant mission, well-grounded in its agricultural and extension efforts. As the oldest, most comprehensive campus, it commands respect and loyalty from many Missouri citizens.

The newest of the campuses, UM-St. Louis, is still striving for a distinctively urban mission in a city already served by numerous private colleges and universities.

The urban campus of UM-Kansas City is a mature, fairly comprehensive campus with deep roots in the community. Its strength lies in its professional programs.

The UM-Rolla campus carries its strength in its engineering and science programs and enjoys the loyalties of many graduates and friends active in the economic and political leadership of Missouri.

Although there is strength in the diversity of programs and environments UM offers, governing a multicampus institution requires a strong relationship among the chief executive, the governing board and the heads of the campuses.

Central administrators of the four-campus system must plan, monitor, review and direct operations. They must delegate authority to the campuses.

According to the committee, these administrators feel they have been generous in those delegations. On the other hand, the four campuses do not feel there has been enough delegation of authority and see themselves as full-fledged universities, capable of handling their own affairs. During its visits to each campus, the committee noted a strong sense of campus identity.

"The campuses plead for greater freedom to manage their own affairs," the report says. "Central control, direction, supervision and direct operations of functions, the testimony seemed to indicate, are justified only if manifestly appropriate."

"Some of the testimony came close to the notion that the campuses, like the states of the union, have inherent powers (arising out of the nature of their functions), with central administration enjoying only upwardly delegated powers."

The committee concludes that the University of Missouri is both a single university and a multicampus system.

'Sing From the Same Hymnbook'

The committee recommends in such a framework that all players at every level "sing from the same hymnbook."

"The University of Missouri's organizational framework works," the report states. "Under no circumstances should it be dismantled. But it can and should work better."

During campus visits, the committee observed a tendency to concentrate on the disadvantages, real or imagined, of the multicampus structure. Some of the important advantages, according to the committee, are:

- Greater financial flexibility exists as the result of combining the resources of several campuses.
- Major shifts in resources allow the University to link its scarce resources to statewide needs.
- There can be a very productive division of labor between the president and the chancellors.
- Multicampus universities are able to reduce costs in a variety of ways by avoiding duplication of some support services.
- A coherent multicampus approach is easier for the state to support than multiple independent institutions.

(Continued on back)

Board approves proposed plan for UM extension

The UM Board of Curators last week adopted a plan to focus the direction of the University's extension efforts.

The plan, an updated version of a proposal submitted to the curators last October and returned to extension administration for clarification and revision, was presented to the board by UM President C. Peter Magrath.

"The current extension operation is a major thrust of this land-grant university," Magrath told the curators. "It is a good extension program and we aim to make it better, more focused on contemporary and emerging state needs, even more responsive to local needs and more self-conscious about priorities."

"It is a large part of the total University's work, funded with federal dollars, state appropriations, county appropriations and private support — in funds and volunteer contributions worth millions of dollars."

Magrath described the plan, called "Toward Excellence: Blueprint for the Future of University Extension," as a general one not intended to be specific about actual programs. An operational plan to address specific programs will be developed over the next several months.

"Blueprint for the Future of University Extension" focuses the general direction of extension into four areas:

- increasing profitability of agricultural enterprises;

- expanding economic development activity for the state, communities and individuals;

- strengthening families as social and economic units; and

- enhancing lifelong education for professionals, as well as life enrichment and occupational transition training for individuals.

Central to the effective execution of the plan is the designation in each county of a professional staff member as program leader responsible for planning and coordinating county extension efforts. County program leaders will assist with planning, budgeting and personnel supervision and will serve as liaisons to county extension councils.

"The blueprint improves the structure for planning, providing better coordination between campus units, the field staff and local communities," Magrath said.

The plan calls for a single name, University Extension, to be applied to all extension efforts that originate from the University of Missouri's four campuses, Lincoln University and the 350 extension specialists of the Missouri Cooperative Extension Service covering Missouri's 114 counties.

Under the plan University Extension will more effectively apply resources from all colleges, schools and departments of the two universities to serve specific audiences and solve problems as needs require and resources allow.

'Creative financing' helps keep UM fiscally fit

The University's financial shape is not determined by state funding alone. "Creative financing" — the assets invested by the University and its borrowing programs — helps the University support its primary missions and provide stable benefits programs for its employees.

Thanks to a healthy stock market, successful investment management and the University's good credit rating, the University is able to supplement state financing for specific needs.

Don Holm, UM treasurer, last week gave a report to the Board of Curators on the University's asset and debt management programs.

The Retirement Trust Fund is the University's largest asset fund, Holm says, and healthy financial markets fueled the fund's record growth year in 1984-85 as the fund balance soared by more than \$82.6 million, to a value of \$346.3 million. The fund grew by only \$5.6 million the year before after a previous record growth of \$81.7 million in 1982-83.

By the end of calendar year 1985, the fund's value was \$382 million, compared with the 1983-84 value of \$263.6 million and the 1974-75 value of \$62 million. The University's investment has increased nearly a thousandfold since the fund was started with \$360,000 in 1958. In six or seven years the fund should reach a billion dollars.

The Retirement Trust Fund's 31.5 percent equity growth in 1984-85 reflected the

Curators approve communications system purchase

The University of Missouri Board of Curators last week approved a \$600,000 purchase of a microwave system to connect UM-Rolla and UM-Columbia communications networks, another step in the development of a UM-owned intercampus telecommunications system.

The system will tie the UMR campus to the UMC campus through digital communications facilities that allow transmission of video, voice and data communication. The microwave system will extend from Rolla to Jefferson City, where the transmission will be relayed to Columbia through facilities leased from United Telephone System and General Telephone. In Columbia, UMR communications will be transmitted through a leased fiber optics system, from which communications among all four campuses will be routed.

The University is paying about \$400,000 annually to lease systems for intercampus voice and data communications, says Coleman Burton, UM director of telecommunications. When the entire system is completed within the next year, it will include video transmission as well as a voice and data network and will save the University \$100,000 annually.

"The voice portion of the system won't be possible until each campus gets its new telephone system installed," Burton says. He anticipates the voice portion will be usable by November.

Trust funds pay off

Trust funds managed by the University have tangible benefits for UM employees. These are some of the numbers:

- More than \$9.2 million in Retirement Trust Fund benefits was paid during the 1985 fiscal year (which ran from July 1, 1984, to June 30, 1985) to 2,028 retired employees, 270 disabled employees, 530 widows and widowers and 15 dependent children of deceased University employees. Since June 30, 1975, the number of beneficiaries has more than doubled, and the number will continue to grow at accelerated rates, says UM Treasurer Don Holm.

- \$1,527,405 was paid in long-term disability benefits. University contributions to the trust fund totaled \$352,745, employee contributions totaled \$1,070,802, and investment income was \$773,083.

- The Medical Benefits Trust Fund paid \$15,704,622 in medical benefits last year, slightly more than the \$15,070,494 paid the previous year. The University contributed \$12,371,770, employees contributed \$6,210,753, and investment income totaled \$616,927.

- The new Dental Benefits Trust Fund, established Nov. 1, 1984, to fund the University's new self-insured dental benefits program, paid \$1,037,070 in benefits. The University contributed \$863,228 to the fund, employees added \$817,142, and investment income totaled \$22,203.

Copies of the financial report on the trust funds are available in the main libraries on all campuses.

growth seen in most financial markets during the same period. The Dow Jones Industrial average rose 23.9 percent during the same period, and the Standard & Poor's 500 Index increased 30.9 percent. The University's equity growth placed it in the top 25 percent nationally of growth realized by managers of all kinds of funds invested during the same period.

The largest portion of the fund (about \$177.6 million) was invested in common stocks. Another \$99 million was invested in bonds and \$37.3 million was placed in short-term investments.

The University contributes 8.6 percent of the monthly, full-time payroll to the retirement trust fund. This is invested in stocks, bonds and securities, and the resulting investment income is used to pay benefits. Any income remaining after benefits are paid is returned to the fund.

Professional fund managers are employed to invest the resources. One firm was the investment agent until 1983, when the board adopted a multiple management approach to allow diversification of investment styles, to take advantage of specialization among investment managers and to reduce investment risks.

Success of the multiple management approach, which uses eight firms with diversified investment styles, cannot be determined until a full market cycle — three to five years — has passed.

"Typically, one style will do better than others," Holm says. "Another style or styles may lag the market considerably. But as the market rotates over the course of time, the styles in less favor have their day and move ahead of the market. We have seen an example of that in the last year or two with income-oriented managers outperforming the pack. However, in recent months growth managers have come into their own and are doing very well.

"Over a full market cycle, the rotation process continues with each style doing well for a period during the full cycle."

Another large investment fund is the Endowment Fund, which includes gifts to the University to provide scholarships, professorships and income for specific projects. Gifts range from funds to support the maintenance of an insect collection in an entomology educational program to the purchase of sophisticated equipment for engineering research.

House recommends increase for operations appropriation

Although \$20 million short of UM's original request for operations appropriations, the Missouri House of Representatives' recommendation of \$236 million is a 10.2 percent increase over last year's appropriation.

The Coordinating Board for Higher Education's recommendation of nearly \$237 million was similar to that of the House — a 10.5 percent increase over last year.

The governor's recommendation was a

6.3 percent increase — or \$227 million.

The governor and the House both recommended that UM also receive, as part of the operations appropriation, \$2,030,400 for engineering equipment.

In addition, the governor recommended \$1.3 million to help UM fund fringe benefits, while the House recommendation was \$1.5 million.

1986-87 Operations Appropriation

	UM request	CBHE recommendation	Governor's recommendation	House recommendation
General operations	\$256,927,036	\$236,919,326	\$227,828,216	\$236,171,387
* percentage increase	19.9%	10.5%	6.3%	10.2%
Higher Education Research Fund	900,000	900,000	890,000	800,000
	1.1%	1.1%	0%	(10.1)**
Hospital and Clinics	19,907,382	19,879,100	15,277,822	17,770,100
	34.2%	34%	3%	19.8%
Missouri Institute of Psychiatry	2,340,020	2,218,939	2,178,660	2,218,939
	10%	4.3%	2.4%	4.3%
Missouri Kidney Program	4,102,067	4,038,556	4,032,434	4,038,556
	5.2%	3.6%	3.4%	3.6%
State Historical Society	610,411	582,225	571,672	582,225
	14.6%	9.3%	7.4%	9.3%

* increases based on 1985-86 appropriations

** parentheses indicate percentage decrease

The Endowment Fund also has experienced considerable growth during the past decade. The fund grew from \$7.7 million in 1975 to \$74.2 million at the end of calendar year 1985. Much of the growth occurred during the past six years.

The University also holds funds for short-term investments, a major source of the University's non-state income. Funds originate from student fees; revenues from bookstores, athletics and hospital care; and other working capital. The short-term investment program includes the medical, long-term disability and dental trust funds.

"All of these are pooled for investment purposes," Holm says. "Investments are all relatively short-term because of the need to meet current obligations. Liquidity is important."

Income is used to pay benefits under the medical, disability and dental programs and to support such University operations as employee compensation, utilities and supplies.

The University's borrowing program became necessary in the early 1980s. "With cash flow problems at the state level in 1982-83 having a severe impact on the University's investment balances, innovative borrowing arrangements were developed to relieve the situation," Holm says. "In addition, in 1982 interest rates of more than 15 percent declined to about 7.5 percent by 1985, posing an additional challenge in trying to maintain levels of investment income."

The University has borrowed approximately \$78 million since 1981 to construct or finance the purchase of buildings, for resources to acquire a telecommunications system and much of its computer facilities, to expand and re-turf a football stadium and to purchase much-needed hospital equipment.

"More than \$20 million has already been repaid on those obligations. Such financing has been creative and innovative, leading to direct cost savings, added income and efficiencies designed to help the University fulfill its teaching, research and service missions," Holm says.

Reminder

The deadline for filing applications under the Early Retirement Incentive Plan is March 31. All applications must be submitted and approved by that date.

Tenured faculty members who have the title of professor, associate professor, assistant professor or instructor and whose birthdates fall between Sept. 1, 1923, and Aug. 31, 1924, are eligible to participate in the program if they qualify for benefits under the University's Retirement, Disability and Death Benefit Plan (normally five years of service).

Further information is available from Michael Paden, director of UM employee benefits, (314) 882-2149, or Mary Ann Tipton, manager of employee benefits, (314) 882-4820.

Emeritus titles approved

Emeritus titles approved by the Board of Curators at its March meeting:

Russell W. Sumnicht, UM-Kansas City professor emeritus of dentistry, effective April 1, 1986.

George W. Wise, UMKC professor emeritus of medicine, effective April 1, 1986.

UMC microbiologist receives 1986 Jefferson award



Abraham Eisenstark

Abraham Eisenstark, professor of biological sciences and microbiology at UM-Columbia, is this year's recipient of the Thomas Jefferson Award, a \$1,000 award provided by the Robert Earll McConnell Foundation.

UM President C. Peter Magrath presented the award to Eisenstark at the Board of Curators meeting last week in St. Louis.

The award is presented annually to a University faculty member who "through personal influence and performance of duty in teaching, writing and scholarship, character and influence, devotion and loyalty to the University best exemplifies the principles and ideals of Thomas Jefferson."

Eisenstark, who was professor and director of the Division of Biological Sciences at UMC from 1971 to 1980, was nominated for this year's award by members of that division.

In his nomination letter to the Thomas Jefferson Committee, Louis A. Sherman, present director of the division, writes: "Thomas Jefferson was a true Renaissance

man, and I believe it would be appropriate for a scientist who embodies all of the Jeffersonian principles to be considered for this extremely prestigious award.

"Dr. Eisenstark is primarily a microbiologist but, like Jefferson, he has been a generalist in his approach to science. The most important aspect of his work is that, like Jefferson, it has influenced many other co-workers, students and colleagues."

Eisenstark received his bachelor's, master's and doctoral degrees in microbiology from the University of Illinois. Before coming to UMC in 1971, he was associate professor of microbiology at Oklahoma State University from 1948 to 1951 and professor of microbiology at Kansas State University from 1951 to 1971.

"Dr. Eisenstark has a very strong belief in the importance of state universities and of the necessity of combining the liberal arts with the sciences," writes Sherman. "At all three institutions where he has served, he strived for the unification of the life sciences."

"He was instrumental in amalgamating botany, zoology and microbiology to a single Division of Biology at Kansas State. When the history of the University of Missouri is written, it may show that 1971, the year that Dr. Eisenstark came here, was a key point in the revitalization of our scientific effort, especially in the biological sciences."

The recipient of the Sigma Xi Research Award from Kansas State University in 1954, Eisenstark has been a fellow in the John Simon Guggenheim Foundation and the U.S. Public Health Service.

He served as program director and acting section head of the molecular biology section of the National Science Foundation in 1969 and 1970.

Citing Jefferson's dedication to a broad education reaching beyond the traditional curriculum, Sherman notes Eisenstark's efforts to work toward an integrated teaching approach.

"Dr. Eisenstark tried to revitalize the faculty's approach toward teaching of biology by designing two new courses," he writes. "These courses were aimed at the non-scientist so the division could bridge the gap between the natural sciences and the humanities and social sciences."

"The two courses he designed were Biology 7, Appreciation of Life, and Biology 8, Genetics and Human Affairs. I believe they were both designed with the best ideals of liberal education in mind and fit well into the general education curriculum. I know students benefited from them, and I feel Jefferson would have approved of the approach inherent in these courses."

Eisenstark's involvement in research has taken him to the University Institute of Microbiology in Copenhagen, Denmark; the University of Leicester in England; and the Medical Biology Laboratory, Rijswijk, Netherlands. Eisenstark has presented numerous research seminars at other universities, including Cambridge University, the University

of Geneva, Stanford University, Washington University, Trinity College in Dublin, the University of Cologne, the National University of Mexico City and Temple University.

He was a panel member of the molecular biology program of the National Science Foundation from 1969 to 1970 and currently serves on the editorial board of the *Journal of Bacteriology and Intervirology*.

He served as chairman of the bacteriophage section of the International Committee on Taxonomy of Viruses from 1970 to 1975 and again from 1981 to 1984.

He is the author or co-author of more than 65 articles and other publications.

Scott Searles, UMC professor emeritus of chemistry, cites Eisenstark's dedication to research and his high standing among scientists.

"Like Jefferson, he is an experimental scientist, mainly studying biology (like Jefferson) but also working in several areas of biology, including bacteriology, virology and genetics," writes Searles. "He was one of the earliest scientists to recognize the coming importance of molecular biology."

"Also, like Jefferson, he has carried out applications of his science to agriculture."

Searles also notes Eisenstark's dedication to the Jeffersonian ideal of individual freedom. "This includes academic freedom regarding the freedom to write, to speak and to do research, as well as general individual freedom, including freedom from bias and prejudice, political freedom and religious freedom. This is certainly an area outside his profession where he has shown outstandingly great strength."

Noting that Jefferson was a man of vision and far ahead of his time in his intellectual interests, Sherman cites a similarity in Eisenstark's contribution to the University.

"I believe Dr. Eisenstark possesses the same sense of vision, and this was also clearly evidenced in the way he administered the Division of Biological Sciences," he writes. "He gave faculty great freedom of expression in their research and teaching and provided them with appropriate resources and an atmosphere that excellence is the key for truth."

"He also provided a vision that the University as an entity could be improved by individual, personal effort. In this way, he built a unit devoted to excellence and one which is on the threshold of national and international prominence."

Members of this year's Thomas Jefferson Committee were Marvin Cain, professor of history at UM-Rolla; Shirley Hill, professor of education at UM-Kansas City; Gary Burger, professor of psychology at UM-St. Louis; and Richard Watson, professor of political science at UMC. Nancy Marlin, UM assistant vice president for academic affairs, chaired the committee.

Long-range planning objectives address salaries, research

The following is a list of major long-range planning objectives followed by their status:

- By 1988, the University will have achieved an average faculty salary equivalent to the average salary in the Big Eight/Big Ten. By 1993, the University will have achieved an average faculty salary equivalent to the average salary in the Big Ten.

A detailed market analysis will be completed this month. In addition to an inflationary adjustment, the 1986-87 appropriations request includes approximately \$8.5 million for improvement of faculty salaries.

- The University will double the number of named professorships by 1988. Achievement of this objective is to be considered in the development of a plan to double private giving to the University.

John Grenzebach and Associates Inc. and the Committee to Improve the University of Missouri will study and make recommendations in regard to the organization of the University and fund-raising activities. A report is expected in May 1986 with a report to the board to follow in June or July.

- The president, in consultation with the chancellors, will evaluate existing processes for faculty performance evaluation

and determine if improvements can be made. A description of the evaluation and its results will be presented to the board no later than May 1, 1985.

A report was presented to the board in June 1985. By May 1986 a summary policy statement will be prepared for evaluation of faculty and staff.

- By 1988, the University will have achieved an average salary for administrative personnel equivalent to the average salary for comparable institutions in the Big Eight/Big Ten. By 1993, the University will have achieved an average salary for administrative personnel equivalent to the average salary for comparable positions in the Big Ten.

A detailed market analysis will be completed this month. In addition to an inflationary adjustment, the 1986-87 appropriations request includes approximately \$6.9 million for improvement of administrative and staff salaries.

- By 1988, the average salary for office and technical staff employed by the University should be equivalent to the average salary for comparable positions in the relevant employment markets.

A detailed market analysis will be completed this month. In addition to an inflationary adjustment, the 1986-87 appropriations re-

quest includes approximately \$6.9 million for improvement of administrative and staff salaries.

- The president, in consultation with the chancellors, will evaluate existing processes for performance evaluation of the administrative and support staff to determine if improvements can be made. The president will provide a description of the evaluation and its results to the board by May 1, 1985.

A report was presented to the board in June 1985. By May 1986 a summary policy statement will be prepared for evaluation of faculty and staff.

- The individual campuses and UM are encouraged to take the necessary steps to increase both quantity and quality of research and creative activity. Recommendations for changes in policies and procedures to meet this objective should be made to the chancellors and the vice presi-



dent for academic affairs.

The University is considering recommendations made recently by the Special Committee on Facilitating Faculty Research. A report to the board is scheduled for May.

- The University will double its sponsored research funding by 1990. The president will report annually on progress toward reaching this goal.

The University is considering recommendations made recently by the Special Committee on Facilitating Faculty Research. A report to the board on the level of support is scheduled for June. A report on strategy is due in the fall.

- Based on recommendations from the campuses and the Cooperative Extension Service, the University will identify outstanding applied research programs which will focus on major problems of concern to Missouri and the nation.

This objective will be considered in 1986.

- University libraries will continue to place a high priority on development of research collections and use of advanced technology for intercampus sharing of such resources.

This item is expected to be included in the annual appropriations requests for several years.

Committee makes recommendations

(Continued from front)

- A multicampus system shields the campuses from direct political intervention and is more effective in offering off-campus educational programs.

- Access for the transfer of students is facilitated.

A Strong President and Strong Chancellors

"The committee disagrees with the notion that the distribution of power between the president and the chancellors is a zero sum game," the report states. "The University of Missouri requires a strong president and strong chancellors. Everything in this report builds on this premise."

The committee notes the responsibilities of the president are many, but each is tied to planning rather than direct operational control.

"The leadership of the University is all important, and to the extent that central administration intrudes into daily operations it weakens its assigned role and blurs the lines of authority," the report states.

The chancellors, on the other hand, should devote time to the essential tasks of educational leadership — "the facilitation of scholarship, management of resources to achieve campus missions and recruitment and retention of outstanding faculty and students."

The chancellors "have the luxury of promoting the fortunes of a single campus, while the president balances the interests of all the campuses," the report states.

The committee rejected a suggestion made during its study that the president also serve as chancellor of the Columbia campus. Such a move would damage the president's credibility with the other three campuses, the committee says.

"The president cannot serve as leader of the management team and simultaneously as a campus advocate," the report says. "This would destroy the ability of the University to achieve the advantages of a multicampus structure."

Allocations to Meet Missions

The committee states a multicampus institution needs a managerial system that provides tools and a framework for resource allocation and for measurement of the effectiveness of resource management.

However, the committee observes, little reallocation has taken place among the University's four campuses during the past decade.

In UM's favor is the fact the University and its Board of Curators are now developing a management system that will soon enable significant resource reallocation. The establishment of priorities by the long-range plan creates tools needed by the president and chancellors to reallocate resources to priority programs both within and among the campuses.

The recommendations made by the Committee to Improve the University of Missouri are now being studied by UM President C. Peter Magrath to determine how the University can implement the committee's suggestions. "Hard work is ahead. The report forces the discussion of certain choices about how the University's resources are targeted and used," Magrath told the board. "The work of this University is to do something for the state of Missouri, and that means making some choices and acting out some of the choices we've already started to make."

A New Era

"The committee believes the University of Missouri Board of Curators is well into a new era," the report states. "Its determination to see that the president is encouraged and allowed to be a strong leader is clearly evident."

The report notes a history of "end runs" at UM. Twice in the past, the report states, presidents have attempted to undertake extensive program planning, only to be frustrated by the tendency of "embittered critics" to take their individual causes outside University channels to constituents, influential legislators and individual curators.

"More than anything else," the report states, "this explains why the University of Missouri has oscillated between a 'strong executive' model and a 'weak executive' model."

During its campus visits, the committee noted an absence of comments about the Board of Curators. The committee's report states a failure to understand the role of individual curators and of the board as a whole will cause continuing confusion that will only weaken the hand of the president.

The report states board members should understand that as individuals they have no legal standing. The majority vote of the board is the only basis for action. The complication arises when citizens may conclude, based on a curator's political affiliation or geographical location, that a curator is their representative much in the fashion a congressman is a citizen's intermediary before a federal agency.

The committee notes a historically conservative view of the role of the Board of Curators included financial management, capital construction, property transactions and investment policies. The emerging view is that boards should stimulate change and enter into public policy issues too important to be left to the exclusive judgment of those working within the University.

The UM Board of Curators is entering a new phase of planning, budgeting and programmatic procedures to keep the University on "the right track."

Administrative and Support Services

The committee's campus visits revealed some concern about the necessity for some centrally administered services and the duplication of services without adequate consideration for the specific needs of the campuses.

The committee is convinced questions surrounding support services can be best answered by a management team. Based on a guiding principle that the campuses provide their own administrative and support services, unless it can be clearly demonstrated that a central approach is more efficient, the committee recommends new vice president James McGill, along with the four chancellors, begin a comprehensive study of several support service areas.

The primary responsibility of the vice presidents should be to provide staff support to the president. In all matters, however, the chancellors must have direct access to the president. Such a division of responsibility would allow the president to develop a strong management team of the chancellors and vice presidents.

The committee notes the present organization and presentation of UM's budget gives the impression that administrative costs are higher than they actually are.

For instance, the University's 1985-86 operating budget shows planned expenditures of \$33.4 million for central administration, which exceeds the planned expenditures for two of the campuses.

However, central administration's expenditures include substantial sums for non-administrative purposes: \$14.9 million for cooperative extension programs and \$3.9 million for centrally funded research programs, including the University's nuclear reactor facility. Of the remainder, it is estimated that \$12.6 million provides support services utilized by the campuses, \$1.6 million is spent for centrally provided executive management

and the remaining \$400,000 million is related to reserves and competitive programs. Future budgets should more accurately represent budget allocations.

Raising Much-Needed Dollars

Although the University's fund raising is conducted, for the most part, by the individual campuses, the committee says the involvement of the president in fund raising would substantially increase total gifts to the University. All four campuses would benefit.

The committee recommends consideration of an additional staff person, possibly at the vice presidential level, to provide coordination in fund raising and legislative and government relations.

"However, addition of this staff may not require any net addition to the resource base in central administration if reductions in the support service area are possible," the report says.

The private consulting firm of John Grenzbach and Associates Inc. is conducting a detailed study of fund-raising activities. The committee recommends decisions in this area be delayed until receipt of that report.

Other members of the Committee to Improve the University of Missouri, along with Knight, were Doug Russell of Lebanon, vice president of the Durham Co. and member and former president of the Board of Curators; Duane Stucky, vice chancellor for administrative services on the Columbia campus; and R. Kenneth Hutchinson, UM assistant vice president for human resource services. Harold L. Enarson, senior adviser to the Western Interstate Commission for Higher Education, president emeritus of Ohio State University and member of the Colorado Commission on Higher Education, was a consultant to the committee. Richard Wallace, UM associate vice president for academic affairs, was staff director to the committee.

Copies of the full report of the Committee to Improve the University of Missouri are available at the following campus locations: Columbia — Office of News Services, 329 Jesse Hall; Kansas City — Office of University Communications, Scofield Hall; Rolla — Office of Public Information, T-11 West; St. Louis — Office of News Services, 421 Woods Hall. Additional copies are available from the UM Office of University Relations, 828 Lewis Hall, Columbia.

Jobs

The following administrative/professional and academic vacancies were listed with *Spectrum* as of March 14.

UMC: asst. professor, art (sculpture), higher and adult education and foundations, biochemistry, dairy science, gastroenterology; asst./assoc./full professor, civil engineering, industrial engineering; asst./assoc. professor, cardiology, finance, radiology, veterinary pathology, surgery (2), news-editorial (photo-journalism); assoc./full professor, community development; research associate, engineering experiment station, plant pathology; research associate/postdoctoral fellow, biochemistry; assoc. professor, family/community medicine; educational specialist, educational resources group; postdoctoral associate, chemistry; visiting asst. professor, classical studies; leader, family resource management program; clinical instructor/clinical asst. professor, family/community medicine; instructor/asst./assoc. professor, business administration (2), nursing (5); clinical asst. professor, medicine; state legal specialist/lecturer, political science; research assistant, obstetrics/gynecology; asst. coach, gymnastics; director, development fund; student services coordinator, student development; manager-engineering, campus facilities; ra-

dio producer, FM station; admissions adviser; architect; asst. supervisor, custodial services; coordinator, auditorium services; fiscal analyst; residence hall coordinator (2); food technologist; design engineer, campus facilities; staff nurse; sr. research specialist; research specialist (4); marketing representative, purchasing; asst. director, Museum of Art and Archaeology; administrative associate I; staff physician, student health; computer programmer/analyst I (4); computer programmer/analyst II (2). **UM:** budget specialist, budget development and planning services.

UMC Hospital: health care evaluation analyst, medical records; cancer registrar, medical records; nurse anesthetist; pharmacist; food service supervisor I; food service supervisor II.

UMKC: asst./assoc. professor, health services administration, periodontics, oral radiology, fixed prosthodontics, removable prosthodontics, accountability; visiting professor, theater; adjunct faculty, biology; instructor/asst. professor, communication studies, ballet; instructor, dentistry dean's office; research associate, Institute for Human Development, cell biology, Family Study Center; theater assistant (10); dean, pharmacy; visiting research associate, physics; lecturer,

chemistry, basic life sciences, business, history, meteorology, arts/sciences continuing education, psychology, Chinese, computer science, engineering, business and public administration (2); clinical faculty, dentistry; research assistant, physics; asst./assoc./full professor, computer science; computer programmer; exec. staff asst. II; librarian II, School of Law.

UMR: asst. professor, math; asst./assoc. professor, physics, chemistry, math; assoc. professor/sr. research investigator, mining engineering/rock mechanics; instructor/coach, physical education/recreation; sr. research lab technician; scientific programmer/analyst (2); teaching associate, computer science; postdoctoral fellow, materials research (metallurgy); asst. director, admissions.

UMSL: asst. professor, marketing, statistics, music, behavioral management (2), behavioral studies; assoc./full/visiting professor, marketing; asst./assoc. professor, computer science; asst./assoc./full professor, accounting, finance, management science/information systems; visiting lecturer, Center for Academic Development; contact lens resident, optometry; asst. athletic director and coach; supervisor of grounds.

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Editor: Bonita Eaton
Assistant Editor: Mary Paulsell
Phone: (314) 882-4591

