

Chancellors present strategies

Board hears campus plans for student assessment

Calling student assessment a great opportunity to focus attention on undergraduate education, chancellors of the four UM campuses reported to the Board of Curators last week on individual campus plans to assess student progress.

The chancellors told the board that student assessment will add credibility to academic programs and demonstrate responsibility to the citizens of Missouri.

In addition, the chancellors explained how campus student assessment plans reflect the unique nature of each campus. Implementation of the student assessment plans is expected to begin this fall, but plans may

change as needed.

UM-Kansas City Chancellor George Russell told the board 45 percent of UMKC's students are graduate and professional students, and assessment of professional schools is achieved through external testing, such as the state bar exams for law school graduates.

On the undergraduate level, Russell said, UMKC will give the American College Testing's College Outcomes Measurement Program test to freshmen and administer a different version of the test to the students after 60 hours of course work. Each discipline will administer an exam to students before graduation.

UM-St. Louis Chancellor Marguerite Barnett noted that as a non-residential campus, UMSL has logistical problems in assessing students. Barnett told the board UMSL plans to give the American College Testing's College Outcomes Measurement Program test to all freshmen and graduating seniors and a random sample of sophomores and juniors.

UMSL faculty members also are developing an examination to administer to students at the beginning and end of their academic careers to determine the impact of the University's academic programs. UMSL will continue to survey alumni to determine their assessment of the value of academic programs at the University.

Duane Stucky, interim chancellor at UM-Columbia, told the board UMC is implementing recommendations of a task force on basic competencies and placing a priority on courses and teachers that serve freshmen and sophomores. UMC also is developing

measures to assess its writing across the curriculum program and its general education programs. Stucky said UMC will administer exams to students as they move through the curriculum and will survey students during their academic careers and after graduation.

UM-Rolla Chancellor Martin Jischke told board members UMR has been assessing undergraduates systematically for many years, and its academic programs are assessed regularly for accreditation. Jischke noted that UMR has several existing programs to help students with courses and to administer surveys to determine student attitudes about the campus and its programs.

Jischke said first-semester juniors and transfer students will take the American College Testing's College Outcomes Measurement Program test, and seniors will be required to take an exam in their academic area before graduation.

Magrath seeks state support

UM President C. Peter Magrath testified before the state House and Senate appropriations committees last week in an effort to encourage legislators to respond favorably to UM's 1987-1988 appropriations request of \$261 million.

"Our success as a state is directly related to the success of our colleges and universities," Magrath said, "and success at the University of Missouri depends directly on the state's investment."

Magrath offered the legislators examples of how the state's investment in UM is already reaping dividends in improved research, improved instruction and effective outreach efforts.

"Fiscal year 1988 is a pivotal year for the University because it will mark our third

'Missouri simply must keep pace with progressive and future-oriented commitments if the quality of life and the absolutely critical foundation of our agricultural, business, educational and social systems are to be preserved and strengthened.'

'I look forward to further dialogue with the General Assembly and the governor in the months ahead as the University's budget and the highly encouraging recommendations of the Coordinating Board for Higher Education are considered.'

—Magrath

year of operation under the Board of Curators long-range plan," Magrath said. "We have been able to achieve some effective and important results during the early stages of operation under this new plan, and our progress and efficiency in achieving these results can be directly attributed to a number of factors."

Magrath listed reallocation, a newly adopted student fee policy, increased private contributions, increased grants and contracts, internal reorganization, University Extension's new strategic plan and success of eminence programs as rewards of the early implementation of the plan.

"In short, through planning and effective implementation, we are helping ourselves at a time when help from the state of Missouri has been inadequate to meet our needs," Magrath said.

Magrath also made note of the request for the UMC Hospital and Clinics. UM's request of \$18 million was met with a \$16 million recommendation from CBHE. Ashcroft recommended only \$15 million, a 0.5 percent decrease from last year's appropriation.

"As you know, it is a special place," Magrath told the legislators. "Each year more than 1,150 student physicians, nurses and other health caregivers use it as a teaching laboratory. It also provides an array of specialized services generally not available in other hospitals in central Missouri, and it provides care to people who cannot pay."

"I ask you to support the CBHE recommendation for the University Hospital and Clinics. Much progress has been made in moving the hospital to a fiscally sound basis, but your continued recognition of its needs is critical."

The following is an account of action taken to date on long-range planning items, listed in order of the University's request, CBHE's recommendation and the governor's recommendation.

- Legislative mandate (including Food for the 21st Century and molecular biology): UM, \$4.7 million; CBHE, 4.7 million; governor, \$1 million.

- Improve undergraduate education: UM, \$2.7 million; CBHE, \$1.7 million; governor, \$474,634.

- Economic development-manpower research (including those programs with a higher priority): UM, \$4.9 million; CBHE, \$3.5 million; governor, \$387,500.

- Libraries and information resources: UM, \$1.7 million; CBHE, \$300,000; governor, \$300,000.

- Economic development-manpower research: UM, \$2.1 million; CBHE, \$686,000; governor, \$0.

- Total long-range plan improvements: UM, \$16.3 million; CBHE, \$10.9 million; governor, \$2.1 million.

"Missouri simply must keep pace with progressive and future-oriented commitments if the quality of life and the absolutely critical foundation of our agricultural, business, educational and social systems are to be preserved and strengthened," Magrath said.

Ashcroft suggests \$246 million for 1987-88 UM operations

Gov. John Ashcroft's recommendation of \$246 million for the University's 1987-1988 general operating expenses is a 6.8 percent increase over last year's appropriation. It falls \$15 million short of UM's request for \$261 million.

The Coordinating Board for Higher Education's recommendation of \$259 million is a 13 percent increase over last year's appropriation.

"Gov. Ashcroft's recommendation for increases in the University of Missouri's base budget is positive and welcome," says UM President C. Peter Magrath. "A healthy and continuing base budget is essential if the University is to effectively perform its primary missions of teaching, research and public service. The recommendation for program

improvements to allow the University to serve specific state interests does not match Missouri's potential — and need — to fund these important investments." (See related story.)

The recommendation did not include funding for the CBHE program of challenge grants for equipment, for which UM had requested nearly \$19 million. In addition, the governor did not respond to UM's request for \$2 million for the challenge grants in endowed professorships.

The governor's recommendation did not include an increase in funding for the higher education research fund and reflected a 0.5 decrease in funding for UM-Columbia's Hospital and Clinics.

1987-88 Operations Request

	UM request	CBHE recommendation	Governor's recommendation
UM General	\$261,739,160	\$259,892,782	\$246,253,060
percentage increase/decrease*	13.62%	12.81%	6.89%
Higher Education	\$ 1,200,000	\$ 1,200,000	\$ 800,000
Research Fund	50%	50%	0%
Hospital and Clinics	\$ 18,653,103	\$ 16,726,000	\$ 15,417,251
	20.34%	7.91%	-0.53%
Missouri Institute of Psychiatry	\$ 2,396,254	\$ 2,348,540	\$ 2,301,768
	6.32%	4.20%	2.12%
Missouri Kidney Program	\$ 4,264,197	\$ 4,144,846	\$ 4,044,676
	5.54%	2.58%	0.10%
State Historical Society	\$ 647,650	\$ 634,124	\$ 632,912
	6.28%	4.06%	3.86%
Engineering Equipment	\$ 2,534,400	\$ 2,534,400	\$ 1,267,200
Challenge-Equipment	\$ 18,960,000	\$ 2,619,806	\$ 0
Challenge-Endowment	\$ 2,000,000	\$ 1,500,000	\$ 0

*increase/decrease based on 1986-87 appropriations

New system connects campuses

Burton brings UM more for its communication money

When the University's new state-of-the-art intercampus telecommunications system was completed in early December, Coleman Burton breathed a sigh of relief.

Burton, director of University telecommunications, and a host of his colleagues are responsible for the network that now links the four UM campuses through voice, data and video transmissions. Their work has resulted in a system that will save UM \$100,000 annually and open up unlimited telecommunications possibilities.

The new system owes a lot to Burton's expertise, developed over many years of work in computers and communication, 19 of them with UM.

He came to the University in 1968 as assistant director of what was then the Campus Computational Center. He became director of the computer network, and in 1983, following a task force study of telecommunications possibilities, he became director of telecommunications working with directors on the four campuses.

"I had gained experience in data communications here," Burton says. "We at one time had more than 32,000 miles of communications lines, so we had been around quite a while. But in the last four years we have put together requests for proposals, gone to bid and entered into contracts for new campus telephone systems. And in two cases we have actually cut new telephone systems — UM-Kansas City last summer and UM-Columbia Dec. 29."

Burton expects the UM-St. Louis telephone system to be complete by the end of the current semester, with UM-Rolla to follow in June or July.

"By this summer, we will have a \$17 million telephone system," Burton says. "On the other hand, the projected 10-year savings is more than the system's cost."

UMC's experience with the proposal process for the UMC system was the subject of an article Burton wrote for *Communication Age* magazine. The article won Burton the Past President's Award from the Association of College and University Telecommunications Administrators, the first time the award has been presented since its inception in 1980.

"For about three months after the appearance of the article, the phone rang off the hook," Burton says. "What UMC did was quite unique. In terms of the relationship with the local telephone company and who owns what equipment, it really was the first time in the country a system had been structured that way."

"It was something that the telephone companies were particularly interested in because it provided a way for them to retain their customers, amortize their equipment investment and at the same time provide to the customer the kind of control it wanted over the new system."

According to Burton, the contract with United Telephone for the UMR system is almost identical. United's bid was half the next lowest bid in Rolla, which resulted in a significant savings for UMR.

Burton says the necessity for the inter-campus network was the result of several things.

"The University was paying an awful lot of money for telephone lines and data lines between the four campuses," Burton says. "As a result of the deregulation and divestiture, the cost of those dedicated facilities was going up dramatically, and still is."

"In addition, UMR wanted a video link between its campus and UMSL to transmit graduate engineering courses."

The video connection had been discussed for several years, but the cost was always prohibitive. The telecommunications staff designed a network that would incorpo-



Tom Hussey (seated, left), then UM vice president for administrative affairs, and Dick Morgart, state vice president of General Telephone, sign the contract that brought a new telephone system to UMC, just one part of UM's new intercampus telecommunications package. They are joined by Beverly Blackwell, manager of UMC campus telecommunications; Coleman Burton, UM director of telecommunications; and Tom Newingham and Bill DeRosier, both of General Telephone.

rate the voice and data channels among the four campuses and a video channel to each campus. The estimated construction costs totaled \$1.2 million; annual recurring costs are about \$200,000.

"Out of the \$7.5 million legislative appropriation for computers and equipment a couple of years ago, we received \$600,000," Burton says. "UMC graciously provided the other \$600,000. As it turns out we probably can pay off UMC's investment in three years just by the savings the new system provides."

"We are paying the entire cost of the network, recurring costs and UMC's investment, out of the voice and data side. For example, the former link from Columbia to St. Louis included five data lines, each supporting 9,600 bits (binary digits) per second, costing roughly \$600 per month per line. What we have provided is one line, 56,000 bits per second at \$1,600 a month. And the quality of the line is measurably better because we've gone from using telephone lines to transmit data, which they were not designed to do, to an all digital network designed for that purpose."

"After we got the system up, St. Louis monitored it for 24 hours. They were pumping 56,000 bits per second both directions for 24 hours and saw only four errors. If you stop and multiply all those numbers out, it's unbelievable. One in several billion bits was in error. It's just running great."

Burton says the facilities between UMC, UMKC and UMSL are fiber optic lines that the University leases from LDX Net. Transmissions are also carried on a leased line between Columbia and Jefferson City. But the UMR campus was a different story.

"When we looked at UMR, we found that no one was planning to take fiber optic lines into Rolla," Burton says. "So we built a microwave system from Jefferson City to Rolla that was completed the first of December and has been running well since then."

Burton says there isn't much difference in the hardware required for an academic telecommunications system and a system for

industry, for example. One difference, however, is that the University uses considerable computer data along with the voice usage. Computers can essentially talk to computers with record speed. The old network transmitted 120 characters per second. The new network allows transmissions of 1,920 characters per second.

"From the application standpoint, it's quite different," Burton says. "The University, for instance, is not a marketing organization, so we don't need telemarketing capabilities. On the other hand, part of our system includes lines into dorms and married student housing. We are now the long distance company for those residents, which is something that industry doesn't have to deal with."

"We also have hospitals, and hospital communications are quite unique. Between the hospitals and residence halls, there is a great deal of usage 24 hours a day — not just 8 a.m. to 5 p.m."

About the new telephone systems, Burton says he has heard everything from "I want my old phone back" to "This is fantastic."

Unlike the old system, the new equipment installed and modified on the four campuses will be usable for years to come. The difference between the systems is dramatic.

"It's kind of fun to go over to the UMC telecommunications building right now," Burton says. "They're literally tearing out the old system with cutting torches and pry bars. It's all mechanical and it will probably be scrapped. We're just not saving anything."

"But what we have bought for all four campuses is computerized. Considering the size of the Columbia campus, the cut of that phone system was fantastic. There were some problems, and there still are. Six months from now there will be a lot of war stories, but they aren't really funny now."

According to Burton, when all of the new phone systems are installed, all four voice systems will be interconnected through the Columbia campus system.

"If you're at UMKC and you dial a UMSL number, the switch in Kansas City brings one of those lines up and sends the number to Columbia," Burton says. "The switch here has a little more programming and it says, 'I know about that,' sends some instructions to the St. Louis switch and the connection is made."

Burton says the University is working to connect the Columbia switch with the state's switch in Jefferson City. Right now, UM is leasing dedicated lines from United Telephone to reach Jefferson City. Burton hopes that UM will then be able to use the state's network to go places throughout Missouri.

The \$2.4 million requested from the state in 1988 that would have provided, among other things, the hardware to establish three video lines to each campus has fallen by the wayside, Burton says. At present, two campuses can have video transmissions between them, but a three- or four-way connection is not possible.

The appropriation also would have permitted the construction of candid classrooms on each campus. The classrooms seat approximately 30 students and have four television cameras — one in the back, one at the side, one in front that looks out toward the class and one in the ceiling above the instructor. Rather than blackboards, instructors use pads. Students watch two large screen monitors to see what is written on the pads. Through the use of candid classrooms, courses could be transmitted to other campuses.

"When you come right down to it, the product we're selling is credit hours," Burton says. "If one of UMR's graduate engineering courses could be taught in this way, you could pick up more students at UMSL, for instance, at a marginal investment."

"Another great idea is team teaching. You might have a graduate seminar on two or more of the campuses, each led by faculty from that campus. Then you could draw on the strength of multiple campuses and you'd have all of those students interacting. It's a cooperative effort. That's a marvelous idea."

New articulation agreement eases student transfers to UM

Students transferring to the University from state community colleges can be grateful for new guidelines that will make that transfer easier.

The articulation agreement, the result of several months of discussion between the state's two- and four-year colleges and universities, has the approval of the Coordinating Board for Higher Education and the endorsement of higher education administrators throughout Missouri. According to Nancy A. Marlin, UM assistant vice president for academic affairs, it's an agreement that is long overdue.

"Community colleges in particular have been concerned about what happens to their students when they transfer to the University of Missouri," Marlin says. "This concern is justifiable because there have been cases in which the University's policy has not been clear or consistent with respect to what course work taken at the community colleges counts toward a student's degree at the University."

"Although the number of serious problems has been very small considering the number of students who transfer to the Uni-

versity each year, some cases received enough publicity that the issue got above the level of the University. CBHE and to some extent the legislature became involved in wanting to solve this problem."

UM Vice President for Academic Affairs Jay Barton says the problem is a pervasive one in higher education.

Addressing the University of Missouri-Community Colleges Articulation Conference last year, Barton encouraged attendees, primarily college and university administrators and admissions officials, to remember all educators have the same objective.

"If we have learned one thing about learning and teaching, it is that there is no one single, royal road to our goal," Barton told the conference. "I hope that as you deal with articulation, cooperation and transcript evaluation, you will develop some sense of awe at the magnitude of the task we have set ourselves as teachers. As you look at alternative efforts to achieve the same objectives, I hope you develop a healthy respect and affection for your colleagues at other institutions who may think a little differently but who share the same goals."

Marlin says the transfer guidelines, finalized last fall, are an effort not only to increase the number of transfers, but also to recognize the work that students do at community colleges as college-level work.

Faculty have been instrumental in the development of the agreement. A faculty committee included representatives from community and regional institutions and three members from the University — Dave Ganz, UM-St. Louis assistant professor of accounting; Clark Hendley, assistant dean of UM-Kansas City's College of Arts and Sciences; and Ted Tarkow, associate dean of UM-Columbia's College of Arts and Science.

Besides Barton and Marlin, administrators who have been most involved in the effort include Dixie Kohn of Mineral Area College, Ralph Doty from Meramec Junior College and Ray Henry from Jefferson College.

In addition, the UM Intercampus Faculty Council suggested the development of the "transfer hot line" on the four campuses to deal with problems encountered regarding the transfer of credits.

"The IFC was concerned that some

transfer problems were exacerbated because there was not a central person to turn to," Marlin says. "Students were receiving conflicting information from a variety of sources including department chairs, admissions officers and community college officials."

(Continued on back)

NIEHS to sponsor extramural funding program at UMC

Representatives of the National Institutes of Environmental Health Sciences will make a presentation on the extramural funded programs of the NIEHS on February 12 from 10:30 a.m. to 12:30 p.m. in Room 104 of the Physics Building on the UM-Columbia campus.

NIEHS representatives will discuss grant writing from the agency's perspective and will follow their presentation with a question and answer session. The meeting is open to all interested persons. For further information, contact William Lower at (314) 882-2151.

College enlists students, alumni to improve teaching's image

Editor's note: As part of a long-range plan objective to determine ways the University might assist the state in improving the quality of education in the public school system, a University task force reported to the Board of Curators in September 1985. The report described present campus programs and emphasized the need for cooperative programs between, for instance, arts and science and education. The following describes one college's effort to not only recruit high ability students into education, but to improve the image of the profession as well.

than teaching because of the effect that teachers have on all of society, not just for this country, but for the world," says Jo Behymer, associate professor of education and director of external relations for the UMC College of Education.

"Many people don't think about the impact of teachers. Why have teachers been so undervalued and underpaid when their role for all of society is so important?"

Behymer, along with her College of Education colleagues and UMC News Services, produced and distributed nine public service

Chargers were there to play the Kansas City Chiefs.

The public service announcements are part of an ongoing effort in the college to not only attract more students to the profession, but also to improve the image of teaching as a career.

"Part of the problem in recruiting the high ability, high achieving students into education is the negative image of the teacher," Behymer says. "Not only do few young people choose to go into education, but they have parents, counselors and even teachers advising them against it as well."

"We are doing a number of things to improve the image of the teacher in the mind of the public. In the PSAs, we've tried to appeal to different segments of the audience. Some may appeal to parents; some might appeal to a young person who may be persuaded to go into education."

As part of the campaign to attract high ability students, the UMC College of Education benefits from a state requirement that says students must have a 2.5 grade point average (on a 4.0 scale) to be able to graduate.

The college uses networking, personal interaction and exhibits to attract good students to the profession. At conferences and professional meetings, students and faculty talk to counselors, teachers, prospective students and their parents about the value of a career in education.

In addition, the college has a group of education ambassadors, undergraduate students who are handpicked and trained to assist with recruitment, public relations and alumni activities.

"Education ambassadors are our best recruiters," Behymer says. "For instance, over their Christmas break, they went back into their high schools and talked to students, teachers and administrators about why they chose to enter the teaching profession and what the UMC College of Education offers its students."

"This group commits 30 contact hours a semester for the area of external relations, and they really

come through for us."

Behymer adds that the college also takes advantage of strong alumni backing.

"We sometimes think of alumni only in terms of giving money, but ours have given us so much time and help in identifying the high ability student," Behymer says. "Our College of Education Alumni Association accepted improving the image of teaching as one of its goals. They are helping us now by taking the PSAs to radio and television stations and seeing that the spots are aired."

Behymer says that teacher education is being seen more and more as a campus responsibility. She notes better collaboration among divisions ensures a better product for the classroom.

"People need to realize that the quality of a student coming in their door as a freshman is directly affected by the quality of teacher that we place in the schools," Behymer says. "If they are unhappy with the quality of student they are getting, then they can help us put a better teacher out there. Teachers are the critical variable in excellence in education."

Capshaw, Winslow and Mallory tell that story well. "Teachers are the best experience," says Capshaw in the PSAs. "If you care about people and want them to care about you, be a teacher."

"I'm amazed at what teachers give and how little they ask in return," says Mallory.

And Winslow, who is enrolled in the College of Education, says, "I am what I am because of teachers who cared."

Behymer plans to produce more PSAs, perhaps featuring students and successful business leaders who believe that teachers had an influence on their success.

"We intend to keep the PSAs running for about a year," Behymer says. "Then we'll evaluate how effective they've been and see if this was the best way to spend our limited dollars. Improving the image of the teacher has to be a continuing effort."



Arni Dunathan, former UMC professor of education, works with Kate Capshaw on a series of television public service announcements designed to enhance the teaching profession's image. Dunathan, a media specialist, wrote the scripts for the series.

Kate Capshaw is well-known to moviegoers as the heroine of "Indiana Jones and the Temple of Doom."

But recently, she's become better known to Missourians as a television and radio spokeswoman for teaching and the UM-Columbia College of Education.

Her message: Teachers affect eternity.

"We're trying to convey that there is no profession more important

announcements, five featuring Capshaw. San Diego Chargers' star Kellen Winslow and Missouri Commissioner of Education Arthur Mallory round out the series.

Capshaw, a graduate of UMC and a former teacher, donated her time to the college while in Columbia on behalf of the Woodhaven Learning Center. Winslow, who is attending UMC this winter semester, taped his spots in a Kansas City hotel when the

IFC promotes administration-faculty dialogue

Although the Intercampus Faculty Council is not an action body, its format allows for exchange of ideas between UM faculty and administration.

Often the council meetings provide an opportunity for announcements from administration. Such was the case at the January IFC retreat at which UM Vice President for Administrative Affairs James McGill announced a change in the withholding procedures for tax-deferred annuities.

"Vice President McGill has explored the issue of the dates on which withholding increments toward tax-sheltered annuities are actually credited to that annuity," says Tom Freeman, UMC professor of geology and chairman of IFC. "Previously checks were not cut until the first Wednesday after the end of the month. This could mean a delay of five to seven days. Depending on how promptly the company holding the annuity functions, that amount may not appear to earn interest until the 10th or 15th of the month."

According to Freeman, McGill has seen that checks will be cut on the last day of the month with the payroll checks. Employees are encouraged to further expedite the process with their individual holding companies.

"We continue to be concerned about salary," Freeman says. "Pursuit of parity with peer institutions will, in large measure, depend on future funding in Jefferson City. A report by Jim Snider, UM assistant to the president for governmental relations, was very encouraging."

IFC members also discussed a process for administrative review at the January retreat, comparing procedures that exist among the four campuses.

"The faculty council at UM-Columbia appointed a task force last spring to draft a procedural document for the review of administrators from department chairs all the way up through chancellor," Freeman says. "What we're looking for is a process that will assure accountability but at the same time provide for confidentiality."

The procedure for summer compensation has been changed so a faculty member working in the summer (June and July) as either a teacher or researcher on a grant can now realize the same retirement benefits as does an administrator with an 11-month appointment.

"Yet to be resolved is whether a faculty member who works the additional month of August through a grant or contract can realize additional credit toward retirement benefits," Freeman says.

He added that IFC shares UM President C. Peter Magrath's concern about the state's possible underfunding of UM's eminence programs.

"We think the state of Missouri is being tested here," Freeman says. "The legislature permitted the University to establish eminence programs and now it would appear that their worth is being reconsidered."

Finally, at the January retreat, UM Vice President for Academic Affairs Jay Barton distributed "transfer hot line" cards. (See related story, Page 3.) IFC was instrumental in the hot line's development.

SPECTRUM

is published 20 times a year, approximately every other week during the school year and monthly during the summer, by UM University Relations, 828 Lewis Hall, Columbia, in cooperation with the Columbia, Kansas City, Rolla and St. Louis information offices.

Editor: Mary Paulsell
Phone: (314) 882-0607



Transfer pact results in 'hot line,' better communication

(Continued from Page 3)

"The transfer hot line relies on senior administrators on all four campuses who are responsible for resolving these situations. They are familiar with the transfer policies and can talk to faculty to deal with the problems. The message we want to convey is that we are concerned, we want to help and high level administrators will work to resolve the situation."

The transfer guidelines approved by CBHE in November state: "The colleges and universities in the state must intensify their efforts at cooperation to guarantee that a student with a clear educational objective may complete a degree program in the shortest possible time, whether the student remains in one institution or transfers to another."

"An effective articulation agreement is based upon interinstitutional communication, a mutual respect for institutional integrity, a high degree of flexibility, procedures for identifying problems and a mechanism for implementing appropriate solutions."

Transferring to the University of Missouri for most students is an easy process. If, however, you run into a problem that cannot be worked out by your department or the Admissions Office, call the

TRANSFER HOTLINE

and speak to a University of Missouri administrator who will work with you to resolve any transfer problems.

(over, please)

UM-Rolla: John Park, Academic Affairs
(314) 341-4138

UM-Kansas City: Marlene Springer, Academic Affairs
(816) 276-1058

UM-Columbia: Gary Smith, Registrar
(314) 882-7651

UM-St. Louis: Blanche Touhill, Academic Affairs
(314) 553-5373
University of Missouri

The "transfer hot line" is advertised on wallet-sized cards.

Highlights of the agreement:

- The major requirements for a baccalaureate program are the prerogative of the four-year institution. Catalogs from the four-year institutions will clearly state the requirements for each degree program.

- For graduates of a two-year program, institutions will accept in transfer a general education program of at least 39 semester credit hours which shall consist of, but not be limited to, the following distribution of courses: three courses in communication skills, two of which must be written communication courses; three courses from at least two disciplines of the humanities; two courses in the physical or biological sciences, at least one course having a laboratory component; one course in mathematics that is either college algebra or contains components of college algebra; and three courses from at least two disciplines of the social and behavioral sciences.

- For students holding the associate of arts degree, the institution to which the student transfers is not obligated to accept transfer credit exceeding the minimum number of credits the sending institution has established for awarding the associate level degree.

- The associate of science degree should be developed through close consultation between the two- and four-year institutions. Junior standing is guaranteed to the transfer student only if details of the curriculum have been agreed on between the two institutions and only if the student has received the appropriate associate degree. Students who receive a specialized associate of science degree do not automatically qualify for junior standing and may have to meet further general education requirements.

- The associate of applied science degree is not intended as a transfer degree. The receiving institution will evaluate course credits on the basis of applicability of each course to the requirements of the student's major field of baccalaureate study. Four-year institutions are encouraged to develop admissions policies that will facilitate the transfer and indicate the success of transfer students in completing the associate of applied science degree.

- Students transferring without completing the prescribed general education program shall be subject to the general education requirements of the receiving institution at the time of their admission.

- A transferring student's degree requirements shall be governed by the catalog in effect at the receiving institution at the time the student enrolls in the sending institution.

Jobs

continuing legal education; program director and lecturer, extension and continuing education-library and informational science; research specialist (5); administrative associate I (2); information specialist, development; academic adviser, School of Nursing; director, procurement/materials control-purchasing; coordinator, facilities analysis; asst. director, campus dining services; manager-food services, Memorial Union/Brady Commons; asst. manager-food services, Memorial Union/Brady Commons; marketing representative, purchasing; grant and contract assistant; supervisor, Missouri Testing and Evaluation Services. **UM:** manager, reactor health physics.

UMCHC: asst. division director, marketing; information specialist; management analyst; physical therapist (2); manager, hospital education and training, hospital accounting; learning skills specialist; staff chaplain; risk/liability coordinator.

UMKC: asst./assoc. professor, basic medical sciences, dental hygiene, oral diagnosis (2), periodontics, pediatric dentistry, accounting; asst. dean, School of Business and Public Administration; professor and chair, department of pediatric dentistry; visiting professor, theatre; asst. professor, mathematics, biology, pharmacology, music; in-

- Grades of D or better earned in college-level work at an accredited or approved institution of higher education should receive full credit when transferred to another college or university. However, if a student at the receiving institution is required to repeat a course in which the student received a D, the transferring student also will be required to repeat that course.

"A major byproduct of this process has been improved communication," Marlin says. "We are now talking in good faith with community colleges."

"For many years UMR has had an excellent series of transfer guidelines for every community college in the state," Barton says. "The UMC College of Arts and Science has recently developed a similar arrangement. It is my hope these faculty-to-faculty interactions will continue. That's the ultimate, and it's what we need."

Committee seeks RAA proposals

The Missouri Research Assistance Act Steering Committee is seeking proposals for applied and research projects for the next round of competition for Research Assistance Act funding.

Proposals are due in the Office of the Vice President for Academic Affairs by March 13. Proposals must be processed through campus grant officers and be endorsed by the chancellor or vice president. Interested faculty members should contact campus grants offices for information concerning campus deadlines, format for submission and complete research act guidelines.

The Missouri Research Assistance Act was enacted in 1982 to help fund research and applied projects that enhance employment opportunities, stimulate economic development and encourage private investment in the state. One-third of the direct costs of approved projects will be provided through state funds; the remaining two-thirds requires matching funds from industry or other non-government sources. If a small business contributes the matching portion, two-thirds of the project costs will be provided by MRAA.

Further information is available from Nancy A. Marlin, assistant vice president for academic affairs, (314) 882-6396.

structor/asst. professor, communication studies; theater assistant (10); visiting research associate, physics; lecturer, business and public administration, engineering, basic life sciences, administration of justice, history, geography, earth sciences, geology, Chinese, public administration; assoc./full professor, music education, pharmacy; adjunct faculty, biology; clinical faculty, dentistry; visiting asst./assoc./full professor, computer science; asst./assoc./full professor, computer science; research aide, Institute for Human Development (2); librarian I and coordinator of special collections, social sciences reference library.

UMR: vice chancellor for student affairs; asst. professor, music; assoc. director, developmental funds; information specialist; senior electronics technician.

UMSL: dean, School of Education; asst. to vice chancellor for student affairs; asst. professor, industrial/organizational psychology, optometry (2), marketing, statistics, behavioral management (2); assoc. professor, optometry; asst./assoc. professor, computer science; visiting asst. professor, sociology; asst./assoc./full professor, accounting, finance, management science/information systems; asst. director, archaeological survey; executive assistant to the chancellor; director, university police; academic adviser.