



Ernie Gutierrez



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*The land-grant university is more than 100 years old, and its mission is being played out well at the University of Missouri. Whether it's research in a laboratory, classroom instruction, or teaching for day-care providers, the University provides a vast array of research, instruction and public service opportunities. The curators refreshed themselves on the unique mission of the land-grant university at their recent meeting. Read about what they learned on pages 4 and 5.*

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# Employees to see medical premium increase

UM employees will see an increase in their medical benefits premium costs beginning in January.

According to Mike Paden, UM director of employee benefits, in the worst case scenario premiums would rise 34 percent, but it will be some time before the exact increase is determined.

The UM medical benefits plan has experienced a rapid rise in the number of claims from UM employees and their dependents during the past few years. In spite of the increase in claims, there has not been a corresponding increase in premiums because cost containment features were incorporated in the plan in 1983.

Those features included the one-day room and board deductible, the waiver of the general deductible for outpatient surgery, the addition of hospice care as a covered expense, limits on weekend hospital coverage for surgery not performed on the weekend, elimination of the \$500 full coverage hospital benefit and the availability of the the \$500 deductible option.

Those features, along with the premium increases in 1983, 1984 and 1985, helped eliminate premium increases in 1986 and 1987. The table provides a comparison of the percentage increases in both premiums and claims in recent years.

The impact of the cost contain-

ment features is noted in reviewing the increase in claims in 1984 and 1985.

"Two years ago, insurance consultants advised the University to factor into its long-range financing a series of premium increases in the range of 10 percent to 15 percent each year," Paden says. "This was evidenced by the January 1988 increase of 10 percent. However, the rising number of claims to the University in the last half of 1987 resulted in significantly higher costs than had been anticipated."

Medical inflation accounts for a portion of the increase in claims cost. However, inflation is not the sole factor. The pie chart illustrates the factors that are involved in calculating a "medical trend." The trend is accumulated by a number of major insurance carriers as the best approximation of the effect on medical costs of such factors as inflation, cost shifting and utilization.

Recent national and regional trends indicate the University should anticipate medical costs to escalate as much as 18 percent per year.

Current estimates are that more than \$24 million will be paid in claims during 1988. The cost of recovering from the 1987 activity plus the 18 percent trend may require that premiums increase as much as 34 percent in January 1989.

"We are not alone in this claims experience," Paden says. "Many employers and employees across the country have had to deal with these increases in costs."

"As an example, it was recently reported that the average increase in 1988 for federal workers was 31 percent. Premium increases ranging from 20 percent to 40 percent are quite common. Some plans on the east and west coasts are seeing increases of 50 percent to 60 percent. Increases, of course, are determined by the financial status of the plans, the utilization of the plans and the degree to which the plans have incorporated cost containment features."

Paden says UM saw a decrease in the number of hospital confinements during 1985-86 and 1986-87 from 3,254 to 2,965. At the same time, however, significant increases appeared in areas such as maternity and physician costs.

One way in which UM has sought to battle these rising costs is the implementation of the University

Healthcare Choice, or the preferred provider plan.

"Our initial reports since the PPO's implementation indicate the PPO is having a positive impact on the plan," Paden says. "However, it is simply too early at this time to estimate what the long-term effect on medical claims costs will be. If our

**M**edical premiums could rise as much as 34 percent, but the final figure will not be available for several months.

original projections are met, the PPO should be able to help control costs as well as provide a higher level of benefits for those employees choosing to participate."

Paden adds that a premium increase is not the only option under consideration to counter rising claims costs. One concept that is being considered is mandatory utilization review as part of the PPO program. Utilization review is now required of all PPO participants and requested of employees using non-PPO providers.

"We know from our research that utilization review is effective in controlling costs," Paden says. "However, this would require full participation and cooperation from employees and their physicians."

Provident Life and Accident Insurance Co., consultant to UM's medical benefits plan, also has recommended other options that might include increasing the deductibles, increasing the \$1,000 out-of-pocket limit and the elimination of the carry forward of deductible and out-of-pocket expenses incurred in the last three months of a calendar year.

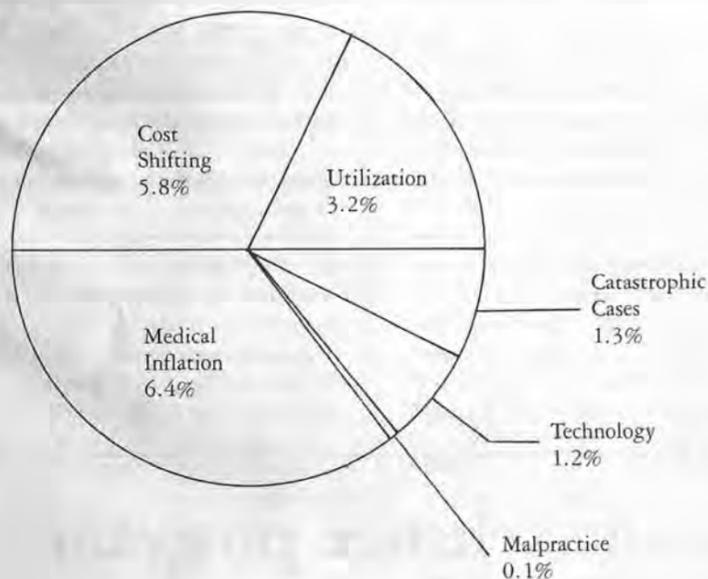
"We will be looking very closely at all of our options in the next three to four months," Paden says. "Employees will be advised at least two months in advance of any increases or changes in the plan's benefits. We are hopeful the amount of increase will be less than 34 percent, but we did want to provide employees an early identification of estimated costs."

Medical Claims History

Calendar year	\$ Claims	Percent increase
1981	\$10,321,000	
1982	\$12,315,000	19
1983	\$14,133,000	15
1984	\$14,725,000	4
1985	\$15,190,000	3
1986	\$17,508,000	15
1987	\$20,720,000	18
1988 estimate	\$24,451,000	18

Medical Premium History

Calendar year	Percent increase
1981	
1982	8
1983	37
1984	13
1985	25
1986	0
1987	0
1988	10



## Changes affect employees under educational assistance

Certain employees who benefit from the provisions of the educational assistance program will see some change in their tax status this year.

According to Ken Hutchinson, UM associate vice president for human resource services, Section 127 of the Internal Revenue Code, which allowed tuition assistance to be excluded from income for tax purposes, expired Dec. 31, 1987. The University's educational assistance policy falls under this section of the code.

Currently, the educational assistance program provides an employee 75 percent of the tuition cost. The 75 percent fee reduction benefit will not change. However, the benefit has been

non-taxable up until now.

The University can continue to offer tax exempt tuition assistance to employees for undergraduate education.

"The change primarily affects employees taking graduate level or professional training," Hutchinson says. "Now, employees in these categories do not qualify for tax-exempt educational assistance benefits under this section of the law."

"However, there is another provision in the law that allows an employer to give qualified employee discounts up to 20 percent which can be treated as non-taxable income. Taking advantage of this provision will reduce the amount subject to

withholding from 75 percent to 55 percent of the educational fee."

Minimal adjustments in enrollment procedures are needed to comply with the code. For those employees enrolling in undergraduate courses, the form and process will remain largely the same.

"Other employees will use the same enrollment form," Hutchinson says, "but they will be notified in writing that the value of the educational assistance benefit (discounted by 20 percent) will be reported as taxable income and will be subject to state, federal and FICA tax withholding."

Hutchinson re-emphasized that

the 75 percent educational assistance benefit will not change and will continue to be offered as a staff benefit. But a portion of it (55 percent) will be taxable and subject to withholding for graduate and professional level education.

Although Congress may reinstate Section 127 or something similar to it, until that time, the University may not furnish tax-free educational assistance to its employees except to the extent otherwise available under law. The new University procedures will be in place for summer session educational assistance.

## Levine receives presidential research award

A nationally recognized leader in the sociology of education, desegregation and urban education is the 1988 recipient of the Weldon Spring Endowment Fund Presidential Award for Research and Creativity.

Daniel U. Levine, UM-Kansas City professor of education and director of the Center for the Study of Metropolitan Problems in Education, received the award at the UM Board of Curators' meeting in March.

Levine, who came to UMKC in 1964, received his bachelor's degree in liberal arts in 1954, his master's degree in social sciences in 1959 and his doctorate in educational administration in 1963, all from the University of Chicago.

Prior to his appointment at UMKC, he served as a survey associate for the Chicago School Survey sponsored by the Chicago Board of Education, a teacher of social studies at Dunbar Vocational High School in Chicago and as a research assistant at the Midwest Administration Center at the University of Chicago.

Levine, Phi Beta Kappa and recipient of both the N.T. Veatch Award for Distinguished Research in 1977-78 and the University of Kansas City faculty fellowship in 1982-83, is widely recognized and frequently consulted on issues involving urban education and the sociology of education.

"Levine's most recent research has broken new ground in the quest for the solution of the achievement problem in big city schools," says Eugene E. Eubanks, dean of the UMKC School of Education. "His name is now associated with research on this major problem. In addition, he is nationally recognized as a person who has done some of the definitive work to date on magnet schools." (Magnet schools are institutions that draw students voluntarily from wide attendance areas to provide special learning opportunities and improve desegregation.)

In addition, Levine has been active in obtaining support for research. He has obtained funds for and directed seven externally funded

research projects, was one of two co-authors of the original proposal for the Mid-Continental Regional Educational Laboratory, wrote proposals for and directed five training institutes under the Higher Education Act and was principal author of a Teacher Corps proposal and an Education Professions and Development Act proposal that together were funded at a sum of nearly \$2 million.

He has been the most frequent contributor during the last 30 years to the Phi Delta Kappan, the most widely read journal in education.

**Levine's work in desegregation, the sociology of education and urban education has earned him research renown and the Weldon Spring presidential award.**

Levine was the recipient of a Fulbright-Hays Senior Research/Lecture Fellowship to Porto, Portugal, in 1981. In 1978, he received the Distinguished Achievement Award from the Educational Press Association of America.

Along with his students, Levine has conducted research on academic achievement in big city schools, research that was among the first studies to draw attention systematically to the effects of concentrated poverty on student achievement.

In addition, Levine's research has been concerned with desegregation and the relationship between it and the middle-class withdrawal from big city school districts.

As magnet school plans have begun to develop nationally, Levine

studied their development in Houston at the request of the U.S. Office of Education. He studied their development in Boston, Cincinnati and several other cities and prepared a book on the topic that was the first major publication to deal analytically with magnet schools in urban education.

As the senior consultant in preparing a long-range strategic plan for the improvement of achievement in the Kansas City School District and through his service as one of four persons advising the Los Angeles



Daniel U. Levine

schools on programs to improve achievement in inner city schools, he has done much to improve the effectiveness of the instruction in city school districts. During 1982-83, he helped conduct a court-ordered study of the effectiveness of instructional improvement efforts in the Detroit City Schools.

Much of Levine's work in the last four years has involved assisting the Kansas City Public Schools. He serves on the steering committees of the Comprehension/Cognition Development Project; the Reading Alignment/Improvement Program; and the STEPS Project to improve achievement at 18 low-achieving elementary schools.

Levine wrote the narrative of the district's desegregation plan that was submitted in court and became the major basis for the court's desegregation remedy initially implemented in 1985. He was one of two persons primarily responsible for the prepara-

tion of the district's long-range magnet plan which the court approved in 1986. The latter plan has been cited as probably the most comprehensive and promising magnet school plan being implemented by any big city school district in the United States.

Levine is the author of eight books; he has edited and contributed to six more. In addition, he has contributed chapters to 29 other books and written as single or principal author 57 research papers, reports and monographs and 133 published articles.

"Dan has the reputation among the research community of a researcher of quality," says Larry W. Barber, director of the Phi Delta Kappa Center on Evaluation, Development and Research. "His work is unimpeachable, and his standards are emulated. He is perhaps one of the 10 most outstanding educational researchers active in the United States today."

Sue Fulson, a member of the board for the School District of Kansas City, writes: "Dr. Levine has worked tirelessly on virtually every major policy document in the district. His thoughtful application of his knowledge and resources to projects has benefited tens of thousands of children."

In receiving the award, Levine told the curators: "This award is especially meaningful to me because of the many fine scholars who have received it in the past. Many people have participated in the research along with me, and I should acknowledge their work as well. Because research funding becomes more difficult to secure all the time, this award will be of great assistance in furthering our research endeavors. I'm very grateful for this honor."

UMKC Chancellor George Russell added that Levine is considered to be "a first-class scholar, one who is deserving of the award."

The \$10,000 award, supported by investment income from proceeds of the 1979 sale of the University's Weldon Spring property in St. Charles County, will be used by Levine to support his continued research.

## Conference discusses South African exchange program

"The educational exchange program with the University of the Western Cape in South Africa offers many opportunities for University faculty members," says C. Brice Ratchford, UM president emeritus and chairman of the University of Missouri South Africa Educational Program Committee.

Ratchford told a conference of nearly 50 faculty and administrators from all four University campuses the educational exchange program with the University of the Western Cape is making exceptional progress for so new an undertaking. "There have been a remarkable 22 educational exchanges between our campuses and UWC since we first initiated discussions on the program less than two years ago."

The conference, held in Columbia, provided an opportunity for faculty potentially interested in the program to hear from other faculty members about their experiences teaching and doing research at UWC. Also, UM faculty who worked with visiting

faculty from UWC described their experiences.

Larry DeBuhr, professor of biology and education at UM-Kansas City, taught botany for two weeks at UWC and called it an "exciting and rewarding experience." Gene Robertson, professor of community development at UM-Columbia, told the audience that UWC has some bright scholars and he had "good student experiences."

John Foley, professor of English at UM-Columbia, said he found more possibilities for research in South Africa than he realized before his visit. Foley also told the audience that everything in South Africa has a political undercurrent to it. "Everything is viewed with an eye toward its political implications," Foley said.

DeBuhr and Robertson agreed. "Everything is political," said Robertson. "You're always on. Students are wary, and sometimes that can limit your opportunity with them outside of class."

Jane Flinn, director of the Gateway Writing Project at UM-St. Louis; George Boyle, professor of labor education at UMC; and Carl Leistner, assistant director of student development at UMC, said hosting visiting scholars from UWC can pose problems. "You try to provide them with social functions but not overload them so they can do things on their own," said Leistner.

"There is a lot of media pressure on visiting faculty from South Africa when they come to Columbia," said Boyle. "Media need to be made aware that these people have concerns that anything they say about apartheid will be held against them by the government when they return home."

Flinn said UWC faculty are very interested in intellectual discussion. "They were willing to discuss the situation in South Africa informally," said Flinn.

Ratchford said he hoped the conference answered questions, stimulated interest in the program among

the faculty and promoted networking among those faculty involved in the educational exchange program. "Our ultimate goal when the five-year program ends is to have it continue on its own via faculty interaction," Ratchford said.

"Currently, we are at the stage of promoting ideas and exchanges and need to identify matches of programs and efforts between our institutions," said Ratchford.

If faculty want more information on how they can participate in the educational exchange program with UWC, they should contact members of the UM South Africa Educational Program Committee. They are C. Brice Ratchford, UMC; Larry DeBuhr, UMKC; Erwin Epstein, UM-Rolla; Edwin H. Fedder, UMSL; Marshall Findley, UMR; Carl Leistner, UMC; Michael Middleton, UMC; Henry Mitchell, UMKC; Joel Glassman, UMSL; and Ron Turner, UM.

## W.H. "Bert" Bates

Looking out at the Kansas City skyline from his 26th floor law office, W.H. "Bert" Bates says it's important to him that he not be perceived as a pompous big-city attorney.

"That's not the background I come from," he says.

Admitted to the law practice in 1952, Bates was born on April 14, 1926, in Lexington. He attended Lexington schools and later schools in Jefferson City while his father was serving as state treasurer.

Bates City, not far from Lexington, is named for Bates' grandfather who gave the town the real estate for the Masonic temple, the Methodist Church, the cemetery and the public school.

"My father went to the University and finished there in 1902 with a certificate in bookkeeping," Bates says. "I graduated from there in 1949, and my son is a graduate of the UM-Columbia School of Law."



Photos by Mark McDonald

Bates' roots, both personal and professional, are deep within the history of the University. He is the third representative from the law firm in which he is a managing partner, Lathrop, Koontz and Norquist, to serve on the UM Board of Curators.

In his sixth and final year on the board, Bates recounts with candor, humor and sincerity his role as a University curator and his one year as president of the board.

Because he is an attorney, the board expects him to look at the legal side of their actions in a general sense.

"I would suppose that all aspects of everything we do have a legal side to them," he says. "I feel the board has expected me to keep in touch with Bob Ross, general counsel for the University, to discuss such things as the bond indentures we sign, contracts for construction and other items and issues relating to condemnation, for example.

"Since I'm on the board of several corporations and on the board for the Missouri Chamber of Commerce, I think the board has expected me to maintain University ties with business leaders in the state."

Bates was the general counsel and on the board of Central Methodist College for 12 years, so he was familiar with, as he says, the "lingo" of higher education.

"I had an appreciation of some of the issues with which institutions of higher education must deal, so there wasn't much lead time with me when I joined the board," Bates says. "I pretty well hit the ground running."

Bates' political contacts are varied and vast as well. He knows many of the state's political representatives and is on a first-name basis with many political leaders. To that end, he has been an effective contact for the University in Jefferson City. He has

written pieces of legislation and talked to legislators as a lobbyist from time to time.

"In many ways I'm a catalyst," Bates says. "I make calls and visits and know many representatives from both political parties, although I was appointed by Gov. Bond."

In 1987 while serving as president of the board, Bates estimates that he devoted 800 hours of service to the University, or 40 percent of his productive work year.

"I suppose at one time it was easier to be a curator," he says. "But that's not the case any longer. I'm sure the business of being a curator has been complicated by the addition of three campuses. We have many more constituencies now."

Bates admits that he has a special fondness for the UMC School of Law, even though he did not attend there. He also has an interest, because of his work in media law, in the UMC School of Journalism. In addition, the continued development of the graduate schools on all campuses is one of Bates' favorite causes.

"I have a strong interest in the continuing improvement of the engineering schools, and I am convinced that we need to make additional engineering and graduate engineering courses available in St. Louis and Kansas City," he says. "If the University doesn't fill that void, someone else will."

Bates cites several challenges that have confronted the board during his tenure. He feels the last few years of President James Olson's administration found the board in a holding pattern due to lack of state support. The cutbacks and sacrifices that were made were painful, Bates says.

"Trying to use the limited funds in the best way is difficult and challenging. I hope we did a good job, but those aren't the sorts of things that people write history books about.

"I think we dealt with the divestment issue in a very responsible way," Bates says. "We did it on our agenda, not the protesters' agenda. Whether people agree or disagree with the conclusion, no one can challenge the lengthy and difficult process of analysis and study that went into it."

Bates adds that another challenge was the re-evaluation of the University's extension effort. It meant that some programs had to be discontinued, but Bates feels the effort is well-focused now.



And, he notes, although the effort at reallocation has been a struggle and a challenge, the gradual approach to the problem and the judicious decisions that have been made indicate that "we've done about as good a job if not better than any major university in the United States."

Far more exciting to Bates has been the tremendous progress with respect to capital improvements.

"We've been able to dedicate many facilities, and it's marvelous to be involved in that kind of progress

and advancement," he says. "The disappointment is that the maintenance and code compliance needs are being shoved to one side more and more. We have done an adequate job of putting the bandages on where they had to go and keeping the doors open, but this will catch up with the University one of these days. I see that as a major challenge for the next six months and the next six years."

Bates believes that bringing UM President C. Peter Magrath to Missouri was one of the most exciting things that happened during his tenure on the board.

"Now the honeymoon is over, and nobody is Superman," Bates says. "But Magrath has done wonders for the image of the University, perhaps more outside the state than within. I think he has brought a charge and an interest from his own vigor and youth that have been very helpful to the University. It is my judgment that we would not have attracted the likes of Marguerite Barnett, Martin Jischke, Haskell Monroe, Jim McGill and others without Magrath. And perhaps Chancellor Russell would have accepted another opportunity had the University not hired Magrath. I believe those people are here because of the challenge and excitement of working with Peter Magrath.

"If we had the same percentage of the state's revenue that we had 10 years ago, I think we would just be doing remarkable things with Peter Magrath at the helm. I also attribute a large part of the excitement to the four chancellors. They're all first-rate people."

Bates adds that he did not foresee when he joined the board the wonderful experience it would be to be associated with the highly intellectual faculty and staff with whom he has had contact. He has enjoyed getting to the know the faculty and staff and is genuinely impressed with their sincerity and dedication considering that they have not been treated as well financially as the curators and the faculty and staff themselves would have liked.

"These people are brilliant and have dedicated their lives to this academic pursuit," he says. "Just working with those people for the common good of the University has been rewarding."

When asked why UM continues to have difficulty obtaining a desirable and necessary level of state funding, Bates answers that the problem is really three-fold.

Far and away the most prominent reason is that state revenues are inadequate. He cites the fact the demographics of both Iowa and Kansas are not that different from those of Missouri, and both states manage to support two institutions of higher learning in a more successful fashion than Missouri.

"The structure of the University is good, our leadership is good, the board is strong and our faculties are above par," Bates says. "We're in a position to do extremely well, but inadequate state funding is our greatest problem.

"The second factor is that of some degree of competitiveness among the other state-supported institutions. This stems from the political nature of things, and that's not necessarily bad. It's understandable. There really isn't an answer to that dilemma. A politician

who would recommend one governing board for all institutions would be rowing upstream."

Finally, Bates says, there is always someone or some segment that is displeased with something about the University and becomes vocal about it to legislators. Although Bates imagines the effect from those grievances is probably minimal, it does occur.

"I personally wish the leadership of the state — political, business and labor — would get together and dedicate themselves to supplying enough money for elementary, second-



ary and higher education," he says. "It's a mammoth problem, and it won't be solved without the kind of effort to gather representatives of all those groups together and say, 'Let's do it right.'"

Bates believes that UM is addressing the mission of a land-grant university. Through a gradual process of evaluation he believes the University can address the needs of the state through current and up-to-date programs. He admits there is some variety of opinion among the curators about raising tuition rates. Some feel if tuition is raised, UM will no longer be a "people's university."

In addition, Bates feels that UM is the place where research should be undertaken through the same careful evaluative process.

"Great progress has been made through University research," Bates says. "We have our share of great achievements, and we're looking at those results being beneficial worldwide, not just in Missouri."

When asked about the University's long-range plan, Bates admits he was rather frustrated with it as an initial exercise.

"I had a feeling we were getting drowned in words and pages of beautiful phrases without much meaning or direction to it," he says. "Over the years I have realized the difficulty of getting it into the right language to give it direction and focus. I'm deeply appreciative of those on the staff who work on this extensively, and I think the concept of reviewing it page by page is an interesting undertaking.

"I have furnished copies of our long-range plan as first adopted and as revised to a regent from another major institution. All universities across the country struggle with this. But the process of its implementation is almost more important than the document itself. I favor it strongly. Right now I feel that it would be nice to use the long-range plan for something other than reallocation. In reality, we are, but it doesn't get high billing."

Bates says he would like his tenure on the board to be remembered as one of steady and deliberate progress

(Continued on page 8.)

## Curators hear 'refresher course' on land-grant mission

The land-grant university took center stage at the Board of Curators meeting in March.

At a request at the board's February meeting from Curator Peter Raven, chairman of the board's Academic Affairs Committee, the board heard a comprehensive presentation on the nature and mission of land-grant universities — a presentation that concentrated on the educational, research and service functions of a land-grant institution and hearkened back to the passage of the Morrill Act that created the land-grant university.

"The mission of a broadly based, tax-supported land-grant university is definitely different from the mission of a private university," Raven told the board in February. "We're not Yale, we're not Harvard, we're not Washington University. Our goal, like it or not, is the mission of a land-grant university, which is a goal that involves broad service to the people of the state and does involve many programs.

"We also have a research component. An institution like Swarthmore doesn't need to have a major research component. But, for a land-grant university, the idea of doing research both as an adjunct and a reinforcement of teaching efforts and to contribute to the economic welfare of

higher education to speak to us initially on this topic," Raven told the board. "As is often the case in Missouri, the best people are here. And, in the case of national leaders among land-grant universities, that is certainly the case.

"Leading today's discussion of the land-grant university will be a person who holds degrees from two land-grant universities, has served as a faculty member and administrator at four of them, has served as president of the National Association of State Universities and Land-Grant Colleges and participated in the association's Project 2000 which examined the future of state universities and their relationship to state, national and international issues."

Raven introduced that person: UM President C. Peter Magrath. For a summation of his comments, see Magrath's column on page 6.

### The research mission

"Measure success by what they do for you." Here stated with simple eloquence is the essence of the research mission of a land-grant university," Marlin said. Quoting from the first Agricultural Experiment Station Bulletin printed in March 1888, Marlin stated that a land-grant institution emphasizes the application of research to benefit the state.

"That is what distinguishes

said.

Marlin cited the Missouri Research Assistance Act as a good example of the partnership between the University and the state in the areas of science and technology. "This program solves not only the 'ivory tower' but 'real world' problems. Missouri industries have contributed more than \$9 million to support MRAA projects; this program and the strong response it has received from industry illustrate the importance to our state of applying University knowledge and research to meet real world problems," Marlin said.

Marlin added that not all research at UM is applied; basic research, she said, is the material for applied research.

"Without sustained basic investigation, we could perhaps fashion some better applications of existing knowledge, but application of new knowledge requires just that — new knowledge — and new knowledge is gained through the continual intellectual inquiry of basic research.

"In addition, beyond science and technology, many of the pressing needs of the state require the application of research in the social sciences. The faculty of our University work to apply their knowledge to assist in these critical areas of social problems."

In closing, Marlin read from the introduction of one of the early Agricultural Experiment Station bulletins: "Suggestions as to lines of experimental work, problems to be solved, inquiries relating to agriculture, horticulture, stock and dairy will be cheerfully received and answered as far as possible; but no work will be undertaken unless of public value and the result of which we are at liberty to use for the public good."

"The application of research to benefit the state is a unique and longstanding mission of this university in this state," Marlin said.

### The extension mission

In 1914, the Smith-Lever Act was passed and established the extension arm of the land-grant university. Shortly following the passage of that act, state legislatures amended county laws so that county courts might raise money and expend it to support this new effort of improving the quality of life. That was the beginning of cooperative funding to create the cooperative extension effort that continues to the present day.

"Senator Morrill's fundamental idea was to link the expertise of the university with the resolution of day-to-day problems for people," Imig told the curators. "He applied that powerful idea to agriculture because it was the principal occupation of the great proportion of the population. The draftsmen of the Morrill Act were wise enough to see, however, that this might not always be so. They carefully included in their stated objective 'the promotion of the liberal and practical education of the industrial classes in the several pursuits and professions of life.' The wisdom of this decision becomes clear when we look at the changes that have taken place in our society."

Imig noted that in the last 75 years, extension has responded to challenges in not only agriculture, but youth programs, homemaker programs, labor education, business and industry programs and continuing

professional education.

As a result of University Extension's planning efforts, it has defined four major areas of focus and problem solving: improving agricultural profitability, building strengths of American families and youth, improving economic development opportunities and continuing professional education.

"Missouri has moved aggressively in these new directions," Imig says. "Extension's structure in Missouri is the envy of many other states. We have made a structure work that links extension into all of the colleges and campuses of the University of Missouri and Lincoln University. As a result of matching problems with the best resources, extension is becoming known for its creative efforts to deal with special problems.

"The most important and most critical resource to meet the challenges of change in our state is the human resource. Extension and the land-grant universities are making major investments in developing better educated and effective leaders — an investment in human capital."

Imig told the board that extension does have a definite focus, but not by specific programs or

**R**aven urged that the University of Missouri not try to compare itself with institutions without a land-grant mission. Rather, the breadth of programs and the excellence with which they are carried out should be the measuring tool.

disciplines as in the past. Now the ideal extension effort is one of interdisciplinary work. As a result, Imig said, "Extension provides a unique educational mission of the land-grant university that is essential to the state of Missouri."

### The instruction mission

"The now universally accepted mission description in higher education of teaching, research and service came from the land-grant movement," Strickland told the curators.

"The University of Missouri exemplifies well this mission description. The University began as a state university with a classical program. The land-grant function was added nearly three decades later. That diversity sometimes led to tensions. In 1875 a member of the Board of Curators warned that 'too much practical education should not be expected, as the main purpose is to develop the social and mental nature of the student.' A member of the state board of agriculture responded, however, 'That's good, but what are they going to do about hog cholera?'"

Strickland noted that such tensions had caused the University to



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the state is important in and of itself."

Raven went on to note that extension is an integral part of the function of a land-grant university, mandated by Congress and the state legislature and is a function the University wants to fulfill in the most excellent way possible.

The presentation at the March meeting involved not only Raven, (see his remarks in "Commentary" on page 6) but also Nancy Marlin, UM assistant vice president for academic affairs; Gail Imig, UM associate vice president for academic affairs-extension and director of Cooperative Extension; Arvarh Strickland, senior faculty associate in the office of the vice president for academic affairs; and the chancellors of the four UM campuses.

"We decided it would be most appropriate to invite a person of outstanding credentials in the field of

research at a land-grant university from research at other universities throughout the country," Marlin said. "As the economy of the state has changed in the last 100 years, research at the University has changed to adapt to new environmental conditions. Under these current conditions, science and technology become clear features of the research component at a land-grant institution."

Marlin noted an increasing emphasis on the role of research universities as a major factor in economic development. Economic development, she said, is nothing new to land-grant universities.

"The partnership with the state and the importance of applying knowledge to benefit both the economy and the quality of life for individual citizens were the explicit intents of the land-grant act," she

# Land-grant mission (Continued from previous page.)

become a more people-oriented institution. The end of World War II brought the veteran to the University, and in succeeding years, women came in increasing numbers and have taken their place in previously male-oriented fields.

Instructional programs in land-grant and research universities reflect their broad missions and the multiplicity of demands made on these institutions.

"At the University of Missouri, we have used the planning process to

teaching at the University of Missouri always exciting and challenging."

### From the campuses

"I'm often asked what the relevance of the land-grant mission is for an urban institution," said UM-St. Louis Chancellor Marguerite Barnett. "And I always say land-grant means three things: it means economic development, it means applied research and it means access for millions of people to opportunities in upward mobility."

Barnett cited UMSL's Partnerships



set priorities for instructional programs and to balance offerings with resources," Strickland said.

"Undoubtedly this was true in the 1840s when instruction in medicine and civil engineering began, in 1869 when teacher education began and in the 1870s when the colleges of agriculture and law were established. Careful consideration must have been given to the decision to establish the University of Missouri School of Mines and Metallurgy at Rolla in 1870. Even so, the academic program and the configuration of schools and colleges that came to constitute the University evolved slowly over the next 93 years.

"Then came the exciting 60s. By 1967, the University had become a

for Progress effort as an example of a program providing access and applied research. She added that the center for corneal and contact lens research at UMSL is probably the best example of a typical land-grant mission entity.

"It is working on a practical problem, working with business and industry in a collaborative partnership toward economic development," Barnett told the curators.

"Our mission doesn't have to do with individuals — it has to do with roles. Our mission dictates there are certain priorities we must have. Our partnership program is a way of encapsulating those priorities and making the distinction between land-grant universities and other



four-campus institution, and two of the campuses had to meet needs unique to urban populations. The enrollment, in the meantime, had ballooned to nearly 36,000 students."

Strickland told the curators that a significant function of planning since 1968 has been to determine how each campus will contribute to the total instructional mission of the University.

"The ever-changing needs of the state and the increasingly diverse constituency making demands on higher education make curriculum revision a dynamic process and make

institutions clear. It's not a distinction of quality; it's a distinction of service that goes back to 1862."

Barnett noted that UMSL is the fourth largest purveyor of adult and continuing education in the nation.

"We take this part of our mission very seriously," Barnett said. "It includes courses that we take to business and industry in computer science, in data processing and sometimes in business English. These courses are sometimes given on the campus, but they are often given out in the community."

UM-Rolla Chancellor Martin Jischke focused on one way in which UMR had fulfilled the land-grant mission by reaching out to the people of Cuba, Mo., a town in terrible financial condition when the faculty from UMR began work there in 1984.

"Cuba's economy had historically been built on mining and shoe production," Jischke said. "In 1984, the bottom literally fell out of the Cuba economy. Nearly 200 jobs were lost. In the last four years, UMR has contributed to a real renaissance for the Cuba community. As a result, nearly 800 new jobs were created."

Jischke cited the work of James Stoffer, a polymer chemist, and the efforts of Dean Keith and others at the Manufacturing, Research and Training Center in introducing new manufacturing techniques to Cuba. UMR faculty have also given courses in Cuba, courses underwritten by local industry, to interest more young people from the community in pursuing higher education.

"All of this has led to what many people call the miracle of Cuba," Jischke told the curators. "I don't believe that any of this would have happened if UMR were not a land-grant institution with a tradition of reaching out, serving and working on behalf of people."

UM-Kansas City Chancellor George Russell brought three projects to the curators' attention — the program in dentistry that reaches nearly 130,000 patients each year; the conservatory of music which is closely linked to the cultural life of the community; and Project Refocus, a program to help displaced workers.

"These were good and loyal employees, some of whom had nearly 20 years' experience with a certain company," Russell said of Project Refocus. "But the companies went out of business, and these workers were presented with a real problem."

"UMKC, in its role as a regional testing center, had the ability to assess the potential of these displaced employees. Through our counseling and guidance, we were able to help them refocus their talents in new areas. Since our program began, 87 percent of the participants have stayed with it and have gotten new jobs and found new opportunities."

"I think that speaks very highly of things that can be done at a land-grant institution that might not be possible at a more narrowly focused university."

Haskell Monroe, chancellor of the UM-Columbia campus, recalled for the curators meeting the grandson of Senator Morrill when he was one of Monroe's students. The grandson recalled that his grandfather believed there should be an emphasis on the word "practical" in the Morrill Act.

"I'd like to think that what all four of the chancellors are trying to say is the University has attempted to emphasize the practical meaning in service to others," Monroe said. "I'd like to think the Missouri Scholars Academy that brings bright students from across the state to the UMC campus each summer before they begin college is a way to better equip them for truly outstanding achievement."

Monroe noted the work of Ernest Sears, a UMC agronomist, whose work has enhanced the quality and quantity of grain production.

"The helicopter that flies out

from our medical complex to bring patients to the campus where the expertise of our staff can literally save lives is one of the most tangible evidences of the land-grant ideal in action," Monroe told the curators. "Our minority journalism workshop brings to the campus bright students who may consider journalism as a career. We hope that through these less formal educational efforts there is an example of the land-grant ideal in action as well."

Monroe concluded: "There is no limit to what the University of Missouri can do for the state if given time and kindly consideration. It is that kindly consideration that we need badly."

## New method of payroll deposit begins in July

Electronic Direct Deposit of Payroll, or DDP, will go into effect by July 1.

It's a computer-wire electronic process to directly deposit payroll for University employees.

No longer will the University be dependent on mail deliveries for direct payroll deposits.

"This should eliminate some of those irritating late deposits to individual bank accounts," according to Russell Cook, UM manager, payroll/cashiering.

Whereas in the past payroll checks have been mailed to employees' banks for deposit, DDP will allow the deposits to be made electronically each payday. Employees' net pay will be in their individual accounts by the opening of the business day on payday. As usual, employees will receive a statement showing the same information as the current statement received on payday.

Any employee whose financial institution will accept automated clearinghouse credits is eligible for DDP. Instead of sending paper checks to the bank, which could be delayed by mail or lost, UM will deposit "electronic checks" in employees' financial institutions. The computerized system is safer and more confidential.

No action is necessary for those employees already participating in DDP. However, if for some reason an employee in this group would prefer not to participate in the new arrangement, it is necessary to request the campus payroll office to cancel the present bank authorization form. For those few institutions without the capability to handle electronic deposits, present arrangements for mailing checks to the financial institution will continue.

"Employees may change banks any time," Cook says. "But employees would need to give payroll personnel at least 30 days' notice of the change."

If employees have questions about their deposit, they may contact their campus payroll office to get answers to any questions regarding direct deposit.

"It's very unlikely that errors would occur," Cook says, "but if they do, employees should notify payroll immediately. They will work with employees and the financial institution

*(Continued on page 8.)*

# UM's mission based on unique land-grant heritage

by Peter H. Raven

*UM Curator*

Many of the discussions that the Board of Curators has had recently seem to revolve philosophically around a lack of understanding or a difference of opinion about what the nature of a land-grant university truly is.

The land-grant university is certainly not a private liberal arts college, and it does not have the freedom that private liberal arts colleges have to narrow its programs capriciously or for the sake of achieving pre-eminence in one of a few selected programs.

The broadest private university in the country in terms of its programs is Stanford, and it falls far short in the breadth of its programs when compared to the University of Missouri. That doesn't mean we ought to be emulating Stanford, although we can strive to be as excellent as Stanford in much that we do. What it does mean is that we need to look closely at what does constitute true excellence for us.

Our mission, by definition, history and legislation, is to present the broadest possible spectrum of activities necessary for the people of



Raven

the state. These activities include not only undergraduate education, but also research and extension. Extension is a logical and historically dignified expression of the land-grant movement. It brings about other kinds of educational services to people throughout the state and enriches their lives and enables them, in turn, to contribute more to the common welfare.

Land-grant universities throughout the country are now being wracked by a series of problems. Part of those problems is brought on by inappropriate comparisons to the activities of private universities. If the goal of a land-grant university is the broadest possible range of education, research and extension activities for a broad sample of citizens, then we must measure our success partly by the breadth and excellence of our programs and by our sustained willingness to improve the quality of every one of those programs in which we engage.

Let me illustrate with someone like Ernie Sears on the Columbia campus who was jointly funded by the federal government and the University, stationed at UM-Columbia, and improving the quality of wheat production throughout the world by his research efforts.

There are no Ernie Sears at Dartmouth, at Princeton, at Stanford, at Harvard. There are none at St. Louis University or at Washington University. The improvements of those

crops and other agricultural advancements take place precisely because of the existence of the land-grant universities.

You can go even further than that and say that because UM-Rolla is a land-grant university, helping Cuba, Mo., in its economic development is a legitimate and logical part of its mission — a necessity. Helping Cuba is not part of the mission of St. Louis University or Washington University. If any of those universities engaged in an activity like that, their boards and their alumni would conclude that they are out of their minds.

But we're not out of our minds in doing these things. We're doing something which we have been historically mandated to do, which is a part of our mission, which the state funds for us and which it expects of us. We obviously must use our resources very carefully, reallocating them and assigning them to areas of the greatest importance and withdrawing them from areas of lesser importance or development; but, in doing all of this, we must remember that our mission is a very broad one, and our excellence must be measured in part to a greater extent by our breadth and diversity rather than the success of universities without a land-grant mission.

Now for some unfortunate reason, we're near the bottom of the list in state funding for higher education. Missourians often seem afraid of doing

things really well, to be really excellent. We're very good at making speeches about how land-grant universities and research universities are going to inspire the future of this state and bring us all to economic pinnacles we have not reached yet. If we truly believe the University of Missouri, as our research university, has a major role to play for the future of this state, I think the citizens of the state have to stand together and display leadership about getting the funds and backing necessary to make those things a reality.

Let's remember that we're being squeezed, and we're being squeezed very hard because of a lack of resolve. We're a state that ranks 15th in income and about 15th in population. Why should we be 44th in funding for higher education? It doesn't make any sense. It's not fair to the people of the state.

When we feel the pressure, we tend to forget subconsciously what the mission of a land-grant university is all about. Instead, we tend to eliminate some of our good and necessary programs.

We must remain steadfast in our comprehensive program of extension, research and education. We need to present that mission effectively to the legislature and the people of the state on a continuing basis.

It's perfectly appropriate for an institution with a different mission

(Continued on page 7.)

## Land-grant mission gives UM breadth of history, future opportunities

by C. Peter Magrath

*UM President*

The writer Thomas Wolfe once said that America is not only a place where miracles happen but where they happen all the time.

The land-grant university is recognized worldwide as one of the great American miracles. The concept of the land-grant university has been borrowed and successfully employed in many other countries, particularly developing nations. The story of the land-grant university is worth telling and retelling.

There is history here. At the University of Missouri and other land-grant institutions there is a history that is philosophically rooted in fundamental assumptions about what public higher education and the American aspiration ought to be.

Prior to 1862, higher education in America was essentially limited to the upper class elite. It was a fine classical education intended to serve the privileged few with studies to prepare them for roles in the clergy, in certain professions and the military service.

In 1862, thanks to the efforts of Senator Justin Morrill of Vermont, President Abraham Lincoln signed the Morrill Act. That act and subsequent pieces of legislation form the charter of all land-grant universities in the United States.

The purpose of the land-grant university is to teach the arts and sciences and all the subjects that go with a liberal education as well as practical and applied subjects that are relevant to the economic and social interests of the state. The land-grant legislation explicitly gave a mandate to

create a special kind of university — not necessarily a better kind — but a special and different kind of university. It was intended to demonstrate the harmony between learning for its own sake and learning that is practical and applied.

It was to be a university where all men and women, regardless of class and background and any previous circumstance would have an opportunity to learn and therefore to be contributing citizens to their society. It was an open approach to education that enabled the sons and daughters of the mechanics, artisans, farmers and laborers to have an opportunity to contribute to their society. Put another way, the land-grant university was, and in my opinion must forever remain, a people's university — intended to serve people and society at its broadest.

There is also a bright future to go with the history of the land-grant university. We must look to that future because education at all levels and the work of our universities are fundamentally essential to the economic and social competitiveness of the American society and to the improvement of the human race.

The land-grant philosophy is rooted in research focused both on the quest for answers to questions and on the practical and immediate needs for Missouri and the nation. It is a mission totally comfortable and at ease with service-oriented work and with deliberate outreach to minorities and under-served populations. It is comfortable with involvements to improve agriculture and business and manufacturing as well as the arts. These are universities that serve the needs of people. We do not try to be all things to all men and women, but it is our mission to be many things to

the citizens of the state.

We are not the only universities committed to undergraduate and graduate education, but historically we have the obligation to disseminate the results of what we learn and what we discover. It has been done in agriculture, but it goes far beyond agriculture. Technology transfer, or taking the results of learning and research directly to the people for application, helps to offer practical solutions to immediate and future challenges.

As one example, today we have fewer than 3.5 million people that directly work on farms in the United States. They provide almost all of the food for 220,000,000 Americans. In 1900, each farmer fed himself and six other people. Today each farmer feeds 59 people. Our agricultural output has more than doubled in the past 50 years due to new technology, and today Americans spend less than 17 percent of their family income on food. Those results could not have been achieved had it not been for the land-grant partnership that was established between the universities, the states and the federal government.

The land-grant concept extends also to the urban universities, in our case, the University of Missouri-St. Louis and the University of Missouri-Kansas City. It includes the engineering technological university at the University of Missouri-Rolla.

But the land-grant philosophy and mission extend also to what I would call the second frontier — the issue of our youth population. We are in a period of incredible change with regard to the young people who are the future of our society. Today in the United States, 40 percent of our nation's young women become

pregnant during their teens, 17 percent of all births are to teen-age mothers, 50 percent of welfare payments go to families in which the mother is a teen-age parent, and 70 percent of teen-age mothers become pregnant again within two years after the birth of their first child.

We have problems with drug and alcohol abuse. And we should consider the fact that 27 percent of eighth graders never graduate from high school. Nearly 81 percent of our prison population consists of high school dropouts. In many metropolitan areas, up to 70 percent of elementary and secondary school children are latch key children.

There are involvements for the University of Missouri and other land-grant institutions in meeting this incredible challenge. It can be an exciting involvement because it deals with improving people in practical ways that enable them to contribute.

I regard myself as a land-grant person. I am a product of two land-grant universities. As an undergraduate, I walked past the poultry and hog barns on the University of New Hampshire campus into Morrill Hall where I studied Shakespeare and English and political science. It got into my bones that there is no conflict between the practical and classical aims of education.

As a youngster from a middle income background, study at a land-grant university gave me an opportunity that I could not have afforded at any other institution.

So, for me, there's a real miracle in these land-grant universities — they're comprehensive and public research universities fulfilling daily critical and unique educational, research and service missions.

## For your benefit . . .

I've noticed that it's taking longer to get my claims paid under the medical benefit plan. What seems to be slowing things down so much?

According to Mike Paden, director of UM employee benefits, there has been a seasonal increase in the number of claims due to the prevalent illnesses during the winter months. As a result, claims have been delayed and take about twice as long as they normally do to be processed.

"We've taken some steps through both HealthLink and Provident to correct this," Paden says. "We hope that in the very near future we will be back to the five to seven working days that it normally takes to process a claim."

"We do need the help of employees in one area. If employees have questions regarding specific claims and the status of those claims, those questions should be directed to Provident. Any other

questions should come to the University employee benefits staff."

For instance, Paden says that if employees are unsure of the kind of coverage they have or whether they are enrolled in a particular program, they should speak with their respective campus employee benefits representative.

"Part of the problem is that Provident is getting all kinds of phone calls that should be handled by campus staff," Paden says. "Provident is trying to redirect these kinds of inquiries back to the employee benefits staff. Provident is also making a genuine effort to make sure that employees who call with questions about a claim receive a return phone call in the same day."

"Provident staff are beginning to devote a certain part of each day to calling people back, and this allows them to concentrate on claims processing."

## Board seeks research proposals

The Alzheimer's Disease and Related Disorders Program Advisory Board is calling for proposals for research projects to promote and advance knowledge in the area of Alzheimer's disease and related disorders.

Proposals are due Aug. 10. Announcement of awards will be made Dec. 15. Application forms may be requested from Nancy A. Marlin, UM assistant vice president for academic affairs, 309 University Hall, Columbia.

During its 1987 legislative session, the Missouri General Assembly enacted a program to provide funds for such research projects.

The UM Board of Curators, based on the recommendation of the Alzheimer's Disease and Related Disorders Program Advisory Board, will award grants of up to \$20,000 per year to investigators who are employees or staff members of public or private educational, health care, voluntary health associations or research insti-

tutions. Preference will be given to investigators new to the field of Alzheimer's research and those experienced in the field but departing in a research direction that differs from their previous work.

Members of the advisory board: Leonard Berg, Barnes Hospital, St. Louis, chairman; Jay Barton, UM vice president for academic affairs; William J. Burke, St. Louis University Medical Center; Sally Fay Fenton, Americana-Fremont Healthcare Center, Springfield; David E. Francis, director, Research Adult Day Centers, Kansas City; L. William Higley, attorney, Shifrin and Treiman, St. Louis; Missouri Sen. Robert Thane Johnson, Jefferson City; Donald H. Kausler, UM-Columbia Department of Psychology; Eliza Kennedy Kendall, Alzheimer's Disease and Related Disorders Association Inc., Overland Park, Kan.; and Jeng-Hsiung Frank Peng, Department of Pathology, Truman Medical Center, Kansas City.

## Commentary (Continued from page 6.)

from ours such as St. Louis University to eliminate programs when they're under great financial pressure. In the same sense, it would be perfectly appropriate for St. Louis University to choose to eliminate graduate programs and activities. It's perfectly appropriate for them to choose to eliminate various majors in various departments. They are not mandated to perform a broad role of service for all of the people of

this state. We can logically eliminate some of our programs, too, but we must do so with even greater care.

We, however, will succeed only if when under pressure we do not lose our confidence in our own mission and modify that mission into something that we were not created to be and in which guise we really cannot perform what the people of the state expect.

## Alternate paid time off plan will not be considered by UM

The University's vacation, sick leave and personal day policy will not be revised, according to Ken Hutchinson, UM associate vice president for human resource services.

In a letter to UM Vice President for Administrative Affairs Jim McGill, Hutchinson recommended that the University give no further consideration to the Paid Time Off and Supplemental Illness proposals at this time. His recommendation was based on concerns he had received from campus groups on how the concepts compare to current programs. The proposals combined vacation, sick leave and personal days plus introduced a supplemental illness plan.

"While some indicated their support, an overwhelming majority believes that our current programs are more than advantageous," Hutchinson says. "The perception was that the proposed changes would reduce available sick leave for

employees. The benefits of the plan were not viewed as offsetting to this concern."

Hutchinson says that the Supplemental Illness Plan under consideration provided protection for longer term illnesses, but many employees felt the waiting period was too long.

"There is no question that we would have re-evaluated that 15-day period in the plan," Hutchinson says. "Also, many employees felt the program would take away from current sick leave balances, which was not the case."

"Regardless, the intent in any benefit program is to build a solid base of employee benefits and protection. We were happy to receive the comments from the campus groups, but with the level of concern expressed, I could not recommend the programs be advanced for further consideration."

## Dodig named student representative to the board

Michael S. Dodig, a sophomore majoring in political science at UM-Kansas City, has been appointed by Gov. John Ashcroft and confirmed by the Missouri Senate to serve as the new student representative to the UM Board of Curators. He attended the last board meeting held March 17 and 18 in Kansas City.

He succeeds Kevin Edwards of UM-Rolla and is the third student representative to the board.



Michael S. Dodig

Dodig, 23, plans to pursue a law degree and is receiving a minor in philosophy. He graduated from Lee's

Summit High School in 1982.

At UMKC, Dodig is a member of the Undergraduate Honors Program, he has served as president of the Undergraduate Honors Club and as assistant editor of the UHC Journal. He is a writer on the editorial staff of the University News and has been a guest speaker for the UMKC ROTC and the Honors Colloquium.

Dodig has extensive military experience. He served four years in the U.S. Army as a paratrooper in the airborne infantry. He was a member of the spearhead unit of the 82nd Airborne Division during the Grenada rescue mission.

He was promoted to corporal (NCO) after only 15 months of service and to sergeant after only 24 months of service. He has held the positions of grenadier, radio-telephone operator, operations NCO, team leader, squad leader and instructor with the Advanced Airborne School.

He has been the recipient of the Army Commendation Medal, the Armed Forces Expeditionary Medal, the Good Conduct Medal, the NCO Development Ribbon, the Combat Infantry Badge, the Expert Infantryman Badge, the Master Parachutist Badge and the Jungle Expert Badge.

He also has served as sergeant and legal clerk with the Missouri National Guard.

## From our readers...a response

*Editor's note: The following response was received from a faculty member in response to the "For your benefit" column in the February-March issue of Spectrum. The name has been withheld by request. Although we prefer to publish such responses with the name of the writer, the editor feels this response is valuable and may be of some help to employees.*

The position stated in last month's "For your benefit" regarding the tight limits on benefits for psychiatric outpatient treatment reflects an archaic, indeed medieval, mentality toward mental health.

First, it is not "difficult to document" in that the mere fact of treatment by qualified health care

professionals is itself a documentation. Evidently, some individuals want X-rays of the mind.

As for having to "verify the need for psychiatric care," anyone who has sought it can verify that no one would seek such help unnecessarily and that persons seeking such help do so with a sincere desire to change. Such change is beneficial to the work environment, to efficiency and productivity.

In the University system in recent years we have had many instances of breakdown and several suicides. Alcoholism is a problem that is expensive to us all, but which we treat mainly with denial. The lack of reasonable health care benefits is

simply a symptom of this denial, and those who might be encouraged to seek help are instead discouraged.

The poor level of support for these efforts reflects the stigma that is attached to seeking help. The stigma should, *au contraire*, apply to the failure to seek help.

The response acknowledges that "there are no other areas of care on which such a limit is placed." It is a very tight limit, and it is not consistent with health care in other academic communities. The average fee for a session of psychotherapy is now from \$80 to \$100 per hour, and our current health benefit provides a mere \$30 per hour for help toward this care,

with a low ceiling.

Those who tolerate and negotiate such an inadequate level of support for what should be a top priority (mental health) are naive in the extreme and very short-sighted. As an institution, we are penny-wise and pound-foolish in this as in so many other areas. We have not even joined the 20th century.

The real stigma is in being so retrograde in acknowledging and supporting sincere efforts for those who need help to seek it and get it. Meanwhile, we will subsidize denial with suicides, breakdowns, alcoholism, drug abuse and bickering among our staff.

## Bert Bates (Continued from page 3.)

without flamboyance — sticking to the plan and achieving quite a bit with the legislature and other issues. He admits a slight disappointment in his term as president of the board was the late designation of three new curators in 1987.

"The curators already in place were outstanding, and they were conscientious about attending meetings, but it seemed to me that we were deferring action on many things waiting for the three new curators," Bates says. "By the time they came on board in June, I had concluded it was too late to have a retreat like we did this past January. However, it's really speculative that we would have done anything different from what we eventually did."

Bates' activities in other civic and governmental affairs keeps him too busy to enjoy many "outside" pursuits, although he admits that even being a bad golfer does not prevent him from enjoying getting out in the fresh air.

He and his wife, Joy, enjoy the

cultural highlights of Kansas City at the Spencer Theater and the symphony. Their daughter works for a congress-

### *W.H. "Bert" Bates*

*Vice president, board of governors, The Missouri Bar Member, American Bar Association, American Judicature Society, Federal Power Bar Association, Federal Bar Association*

*Managing partner, Latbrop, Koontz and Norquist General counsel, Midwest Gas Users Association General counsel, The Chamber of Commerce for a Greater Kansas City*

*Former president, The Kansas City Bar Foundation Former special assistant attorney general of Missouri, 1952-60*

*Former general counsel and board member, Central Methodist College*

*Recipient, 1984 Distinguished Non-alumni Award, UMC School of Law*

*Member, board of trustees, The University of Kansas City*

*Member, board of directors and executive committee, Missouri State Chamber of Commerce and former chairman thereof*

*Member, board of trustees, Missouri Methodist Foundation*

*Member, National Conference of Christians and Jews Recipient, 1985 National Conference of Christians and Jews Brotherhood Award*

*Graduate, University of Missouri, 1949*

*Graduate, University of Michigan School of Law, 1952*

*World War II veteran, service in Second Infantry Division, European Theatre, reservist 8 years*

man in Washington, D.C., and their son is an attorney for Hallmark. The family is active in its church.

Bates admits that he is a bit "over-matched" right now. "I did not anticipate the University would continue to demand the time it does, and I did not envision serving as vice president of the board of governors of the Missouri Bar to be so time consuming," he says. "Add that to a busy law practice and frequent travel, and you don't end up with much spare time."

He reflects on his tenure on the board as a bittersweet experience, one he has enjoyed immensely.

"I recognize the wisdom in the rotation of curators and the importance of new and sometimes younger people with new perspectives to be involved," he says. "Ultimately, it's tremendously flattering to be chosen to be in a position as one of the key decision makers for the University — probably the state's greatest asset. There's no question. I'm going to miss it."

## DDP (Continued from page 5.)

to determine the nature of the problem and resolve it quickly."

More than 60 percent of UM employees currently use direct deposit, Cook says. In some metropolitan areas, the current method of deposit has caused some difficulties, and accounts have not been credited until the third or fourth day of the month. The new system will eliminate those lag times in deposits.

More than 1,000 financial institutions throughout the state are part of the DDP system, Cook says.

"I would encourage any employee who is not enrolled in DDP to do so," Cook says. "Under the new system,

deposits will be quicker, safer, more dependable and convenient for both the University and the financial institutions."

Forms are available at the employee's department or at the campus payroll office for employees who desire to enroll.

Cook added that the University was also working on arrangements to use the electronic deposit process for remittance to the insurance and investment firms used by faculty and staff for their tax sheltered payroll deduction programs. These arrangements are more complicated and may take more time to complete.

Moreover, preliminary information

suggests that not all these firms have the capability to receive the electronic deposits.

"Our present hope," Cook says, is to set up a system including as many as we can, so as to obtain the benefits of timely receipt and crediting to the employee's account for prompt investment of the funds."

More information will follow as the project proceeds.

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