



The University of Missouri System goes international with its efforts in developing countries. In one such project, UM-Columbia rural sociologists are working with faculty from other land-grant universities and private enterprises to conduct ruminant research in villages in Peru and other nations. According to those involved, it's a fair exchange of culture and information. Read about it on page 3.

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Agenda for Action awaits employee input

There is still much to be done before the Agenda for Action, intended to identify the University's highest priorities for the next five years, is a completed and approved blueprint for the future, according to Richard Wallace, interim vice president for academic affairs.

The Agenda for Action will include two parts. The first part is called "repairing the base," which includes increasing faculty and staff salaries and improving academic computing, libraries and academic facilities. The second part involves

selected program improvements and student aid. The estimated annual cost for the two parts, phased in over five years, is \$147 million.

"I believe there's general agreement that we need to repair our basic budget base," Wallace says. "That's our No. 1 priority, and I think that's reflected since it comprises two-thirds of the money we're estimating for the total package." In addition, Wallace believes there is good support for the elements and dollar amounts rather than the Agenda for Action itself.

The second part of the Agenda,

which is related to selected program improvements, needs additional work, Wallace says. He hopes the faculty will take seriously the task of offering constructive input on program priorities.

"We're asking the faculty members to think very carefully about the mission, programs and priorities of their campuses and, in that context, submit recommendations for selected program improvements and on all other aspects of the Agenda for Action."

After receiving the recommenda-

tions from the campuses, Wallace says, a first draft of the Agenda for Action will be developed, and it will then be sent back to the campuses for a second review before being finalized and submitted to the Board of Curators for approval.

"There is no set timetable, but I don't think we will have this work completed before fall," Wallace says. Finally, Wallace points out the Agenda must be integrated into the University's long-range plan. He suggests the board may be asked to approve a revision of the long-range plan rather than the Agenda for Action itself.

Magrath and Turner testify for increased state revenue

University of Missouri System President C. Peter Magrath and Board of Curators President Edwin S. Turner told a Missouri Senate committee Feb. 21 they support a bill introduced by Sen. Roger Wilson to increase funding for higher education in return for changes intended to create more efficiency among the state's colleges and universities.

Wilson is seeking to raise about \$310 million for higher education by raising individual and corporate tax rates. It also calls for adding Southwest Missouri State University in Springfield to the UM System and creating a "Missouri University System," composed of the state universities in Cape Girardeau, Warrensburg and Maryville and Lincoln University in Jefferson City. Four other proposals have been introduced to raise support for higher education. If any are approved by the General Assembly, they will be submitted to voters later this year.

"I support S.B. 434 as well as appreciate other initiatives that focus on increased investment in Missouri's system of higher education," Magrath told the Senate Ways and Means Committee. The committee was specifically discussing the Wilson bill. "There has been progress in supporting higher education, but there needs to be more support if we are to be competitive in the 90s and the next century."

Magrath said Wilson's bill would allow the University System to finance many of the improvements being sought through a five-year financial plan to increase state aid \$117 million above the cost of inflation. The University System's goal is to pay competitive faculty and staff salaries

and improve libraries, academic facilities, academic computing and selected programs.

Providing adequate funding to the University System should be viewed as an investment in Missouri's economic future, Magrath said, because an educated work force is critical to continued economic expansion. In closing, Magrath quoted from the Missouri 2000 Commission report, which said, "...underinvestment in education places the state at considerable risk in the intensely competitive economic effort..."

Turner told committee members the section in Wilson's bill dealing with efficiency is not out of line with current board policy and past actions by the University System.

"Our board is continually striving to take steps that would make the University of Missouri System more efficient and keep it in tune with the everchanging needs of the citizens of this state," Turner said. "We have done this by significantly reducing administrative costs, reallocating more than \$24 million the last three years, creating cooperative programs between campuses instead of duplicating programs and eliminating programs no longer in demand. We recognize an efficient, quality system of higher education is vital to the economic well-being of this state, and we applaud the efforts now being made in our legislature to address the financial needs of higher education."

The bill introduced by Wilson is co-sponsored by Sens. Richard Webster, Tom McCarthy, Frank Bild, Jim Mathewson, John Scott, John Dennis and Steve Sharp.

Highlights of bills supporting higher education

- A bill introduced by state Sen. Roger Wilson would raise \$310 million for higher education and require substantial reallocation of existing funds among state colleges and universities. The individual income tax increase suggested would raise about \$210 million a year, the corporate tax increase about \$100 million a year.

- A bill introduced by state Rep. James Barnes is similar to the Wilson bill in that it would raise about \$300 million for higher education by increasing the corporate and individual income tax rates, but does call for reorganization of colleges and universities.

- A bill introduced by state Sen. John Schneider would raise about \$125 million for higher education by increasing taxes on corporations and cigarettes.

- A bill introduced by state Sen. Wayne Goode to increase individual and corporate income taxes and the tax on cigarettes would raise about \$500 million. About 40 percent, \$200 million, would be earmarked for state colleges and universities.

- Gov. John Ashcroft, in his State of the State address, said he would support an increase in the cigarette tax and the elimination of tax exemptions on other tobacco products. The \$55 million he estimates will be raised by these changes would be spread among higher education, Medicaid and economic development projects.

Morris to head University reactor

J. Steven Morris has been named interim director of the University of Missouri System Research Reactor, according to Interim Vice President for Academic Affairs Richard Wallace. Morris replaces Robert Brugger, who earlier this month resigned to become a full-time faculty member of the University of Missouri-Columbia.

"We were looking for certain characteristics in an acting director, and Steve had those characteristics," Wallace says. "He knows the programs, the people and is highly respected for the quality of his research and leadership capabilities."

The director of the research reactor now reports to the vice president for academic affairs of the UM System, but a recommendation to shift that responsibility to the Columbia campus will be presented to the Board of Curators by UM System President C. Peter Magrath in March.

Morris indicated he will make a comprehensive review of the reactor's programs and personnel during the pending transition period.

Morris has been associated with UMC and the reactor for more than 22 years. He came to UMC in 1966 as a graduate student and earned a doctoral degree in inorganic chemistry from UMC in 1973. Morris served two years as a radiochemist with the University System's Environmental Trace Substances Research Center before joining the reactor staff as a research scientist in 1975. Since 1983 Morris has been the group leader of the reactor's nuclear activation analysis program.

Annual report now available

Copies of University System President C. Peter Magrath's annual report for 1987-88, "The Land-Grant Legacy: Measure our success by what we do for you," are available upon request from UM University Relations, 828 Lewis Hall, Columbia, (314) 882-4591.

Magrath's formal report of accomplishments in 1987-88 focuses on people and programs whose efforts display the mission of the land-grant university through teaching, research and public service. The report features students, faculty and programs from each of the four campuses.

In the introduction, Magrath states: "The land-grant university is

recognized internationally as an American miracle. Such a miracle can only occur when men and women who have faith in public higher education provide the dedication, inspiration and perspiration that make miracles happen."

The report supplements the annual audited financial reports on all UM System units and investment funds. A complete set of reports is available for inspection in the general reading room of the main library on the Kansas City, Rolla and St. Louis campuses. Those on the Columbia campus wishing to see the reports should inquire at the reserve desk.



Two new curators were sworn in at the January meeting of the UM System Board of Curators. Curator and President of the Board Edwin S. Turner of Chillicothe administers the oath of office to Carrie Francke of Columbia and Webb R. Gilmore of Kansas City. Both attorneys, Francke and Gilmore fill the posts vacated by Jeanne Epple of Columbia and W.H. "Bert" Bates of Kansas City. Francke and Gilmore will serve until Jan. 1, 1995. Reappointed to the board was John P. Lichtenegger of Jackson, who was appointed to complete an unfinished term in 1985.

From one curator's perspective . . .

Editor's note: A new feature at meetings of the UM System Board of Curators is an agenda item called "One Curator's Perspective." At this time, a curator is given an opportunity to make a statement of his or her choosing. Curator Fred Kummer of St. Louis initiated the tradition at the January meeting of the board:

I have served almost two years, and I came in with some very different ideas than I have today. And I have some very different views as to the way I would relate to administration today than I had two years ago. I would hope the way I would like to relate to administration is more effective than it was two years ago. Then I wanted to get into more specifics and detail, and today I would like to point out the places where I think we have been successful and the places where we may have failed.



Kummer

I am a guy who is not particularly averse to conflict, in whatever form. I do like the challenge process. I've heard much complaint about the public forum. That's why I accepted being on the board, and that's what I expect. That is the way I intend to conduct myself. I will applaud anyone else who says what they believe, whether or not I agree with what they say. We must be very frank and outspoken. If we do not criticize ourselves, we are serving the state poorly.

One of the things I think I have become more aware of is the fact the University of Missouri is a compound of four campuses. It's important to understand the relationship between the campuses and to be aware the relationship could change at any time.

Considering the tradition of the land-grant school, I would like to see this body consider and look at the 100-year-old idea of what a land-grant school is. I'm not sure a land-grant school today is the same thing it was 100 years ago. I think we should challenge our administration and anyone who would tell us this is a rather clearly defined path. There are major changes having an impact on the state. I think there are issues under the surface that we, as curators, have chosen not to address as thoroughly as we might have.

The other night at dinner the question of what the state is going to do about engineering education in the urban centers came up. Are we addressing it as fully as we ought to? I know we had a good, thorough report, but there was no action. Decisive

action that may, in fact, gore somebody's ox may be appropriate at this time. This is one of the things the Knight Report points out. I think the Knight Report and Chuck Knight can be an important instrument toward a further development of the understanding of what we as curators should and must be.

The Knight Report is not a narrow document as I believe many of us have been led to believe. Its principal ingredient is the decentralization of administration. The Knight document, in my judgment, is very excellent if it's read thoroughly and carefully. It challenges the curators to point a broad, general direction for the administration to carry forward. It tells the University the administration will be incapable of making those very difficult decisions that must be made unless the curators have the strength and conviction to support the administration in some issues that may be distasteful.

The Knight Report, in fact, states that one of the very real advantages of the multicampus university is that we are able to shift resources. The administration or the president can only lead a university on such a courageous path if he has the support of a very strong, effective and determined Board of Curators. We have to be able to carry that message.

If we fail as curators to face the tough issues, those issues may be solved in a much less satisfactory way. That's why we need honest and direct dialogue at these meetings. We cannot solve all these problems in separate little meetings. We're supposed to conduct our business in the public, and I want it conducted there.

The University of Missouri should be the preeminent public institution in the state, but that doesn't define us as the biggest or give the impression we can do everything. At one time the regional colleges served very different purposes than they do today. I think it behooves the University to be an important leader in making education work in the state. As I told Bob Smith, the University Hospital should provide leadership, and I think the same responsibilities fall to us.

I think we have two jobs here. One of them is to take the resources we are given and manage them as effectively as we can. I think the citizenry of the state is asking us to be very demanding of the administration. The second job is to move forward.

Concerning enrollment, I certainly understand that a student may have set his goals for this university, but the most important and lasting thing we can impart to a student is an education, and he may have a disappointment in where he goes to school, but I can assure him of one thing — that will not be his last disappointment. It's our job to worry about the quality of education he would get at the University of Missouri.

Even if we do get the \$600,000,000, I still think we're going to have to make tougher choices than we are. I think we ought to be looking at programs. I don't like the answer I have been receiving over the last few years that this is the educational system and it cannot be changed. I think we can find a way if we ask the administration to be more aggressive. I don't like the standard of comparing what we do to what

everyone else is doing.

And I hope I am not a regional person. I had someone tell me I was the Rolla representative on the board, and I guess at times I've defended Rolla and sometimes I have seen things as not being in Rolla's interest. I hope I have learned to be broad enough in my thinking to represent the interests of the entire University and the state. I want to take my work seriously. I don't want to come to football games and wear a big M on my shirt and cheer. I don't think that's my job. I think my job is to be demanding of the administration so we can all move forward.

Board establishes new committees

New committees have been named for the UM System Board of Curators for 1989.

Executive Committee: Eva Louise Frazer, chairwoman; Sam B. Cook; John P. Lichtenegger; and James C. Sterling.

Academic Affairs Committee: Peter H. Raven, chairman; Cook; and Carrie Francke.

Finance Committee: Frazer, chairwoman; Webb R. Gilmore; Fred S. Kummer.

Physical Facilities Committee: Sterling, chairman; Lichtenegger; and Edwin S. Turner.

Resources and Planning Committee: Lichtenegger, chairman; Sterling; and Turner.

UM System establishes drug policy

Drug policies are a common feature in today's workplace, and the University of Missouri System is no exception.

The Drug Free Workplace Act of 1988 requires any University doing business with the federal government to have a policy on drug abuse in the workplace that meets certain statutory requirements.

According to UM System

campuses. Consistent with this concern, the University offers the following resources to employees and students:

A. Education and information about the dangers of drug abuse in the workplace.

B. Programs which address unlawful controlled substance use, including personnel actions that may result from such violations.



Photo by Darlene McGee.

President C. Peter Magrath, the federal law also mandates the University have a drug free awareness program. The program must include information about the dangers of drug abuse in the workplace, employee relations issues pertaining to drug abuse violations, and rehabilitation opportunities.

The University System policy:

The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited on all University property. Violations of this policy may result in discharge or other discipline in accordance with University policies and procedures covering the conduct of faculty, staff and students.

The University has an obligation to provide a healthy and safe environment for all students, employees and visitors to its

C. Self-referrals as well as supervisory referrals to drug counseling and rehabilitation programs available through the University's Employee Assistance Program and/or community agencies. Such referrals will respect individual confidentiality.

Each employee engaged in the performance of work supported by a federal grant or contract, as a condition of employment, must abide by the terms of the policy and must notify the University of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction. The University must notify the contracting agency within 10 days after receiving notice from the employee or otherwise receiving actual notice of such conviction.

Ruminant research has international perspectives

While celebrities raise money to send food to poor countries, land-grant universities, such as the University of Missouri System, are trying to help in a different way.

The UM-Columbia rural sociology department works with eight other land-grant universities and Winrock International to improve the performance of small ruminants — sheep, goats, alpacas and llamas — in developing countries.

To help these countries become more self-sufficient, the United States passed the Famine Prevention and Freedom from Hunger Act in 1975. It created Collaborative Research Support Programs to pool the resources of U.S. land-grant universities, private research groups and agencies in the foreign countries.

The first program to come out of this act was the Small Ruminant CRSP. Improving the performance of these animals would directly benefit the diets and standard of living of millions of people in the developing

The SR-CRSP sociology project studies the different cultures and evaluates whether proposed scientific projects would harm rather than help.

"Our job has been to try to look at the people side of the production system, not just the animal in isolation because sheep, goats and alpaca are produced in a context," Mike Nolan, UMC associate dean of agriculture and director of international programs, says.

One example of sociology's role in this scientific endeavor is in the high-altitude rangelands of Peru. A range scientist might note the land close to the communities is overgrazed, so he or she might suggest ways to graze animals farther away where the pastures are much better.

However, the UMC sociologists found a second reason for raising small ruminants in Peru besides the western reasons. "The animals, sheep in particular, are very important to the people as a source of manure for fertilizing their crops," Nolan says.

U.S. students at UMC benefit from working with the foreign students. "I know we've expanded their horizons," says Constance McCorkle, UMC research assistant professor.

The program has benefited the University in several other ways such as professional development of faculty through opportunities to conduct research overseas.

"Faculty members have come to me and said, 'I might like to do some international work too. How can I get started and get a grant?'" McCorkle says.

Nolan believes the project has expanded the role of the sociologist. "It's interesting because here is a bunch of sociologists out working with animal scientists. That's not the typical academic undertaking," he says.

Another important benefit is the program has brought UMC attention in Washington, D.C., and in other universities.

The UMC sociology project is unique because it is the only SR-CRSP project to have worked in all six countries. It is also unique because it is the only sociology project that has lasted within the 12 CRSPs.

"We're considered among the very best of the social science groups in any of the CRSPs. So that has brought some honor to us," McCorkle says.

Another way the CRSPs have helped is in opening up new options and directions in scientific research. For example in the SR-CRSP, sociologists have worked with veterinarians to form a new subbranch of science — ethnoveterinary research.

McCorkle studied the veterinary beliefs and practices among Quechua Indians of Peru in order to translate native descriptions and management of livestock diseases into western veterinary scientific terminology.

The SR-CRSP can then communicate western scientific knowledge in ethnoveterinary idioms so the local people understand and trust the new knowledge.

The United States has broader reasons for the CRSPs. "In so far as we raise incomes and living standards for people in other parts of the world, we also raise their purchasing power," McCorkle says.

Economic development programs

between the United States and foreign countries foster a positive climate for international trade.

"Raising the income level in poor countries increases the likelihood those people will purchase U.S. agricultural products," Nolan says.

Another reason for the CRSPs concerns U.S. national security. If the economy in the foreign countries improves, the political climate usually becomes more stable.

With all the benefits to not only the United States but also to UMC, Nolan feels the project has stimulated the rural sociology department. "We have really enjoyed this opportunity to work in the SR-CRSP although it has had its share of frustrations and stress. We've been very lucky to be involved."

Staff throughout UM System work to form intercampus group

The efforts of several UM System staff members may result in the establishment of a University System Staff Advisory Committee in the near future.

That's the current goal of the UM Staff Advisory Committee and the staff advisory committees on the four UM System campuses.

Discussion formally began at a Dec. 16 meeting of the UM SAC and representatives from campus groups held in Columbia at UM System President C. Peter Magrath's residence.

The five chairpersons have worked in drafting a proposal for the council. Magrath has said he would be responsive to the formation of such a group.

Suzanne Schoonover of the UM-Columbia council feels the communication this intercampus group may foster would be helpful on many levels.

"We have to keep the lines of communication open," she says, "and although we are still in the proposal stage, I strongly believe the formation of this group would be for the good of the entire University."

Virginia Ryle of UM-Rolla echoed the benefits of enhanced communication. "It was wonderful to have the opportunity for actual one-on-one dialogue with the president," she says, "and to see the idea of an intercampus group seems to have his blessing."

"Formation of such a group could only strengthen morale. There are some problems the University faces that I feel certain an intercampus group such as this could help to solve."

The beginning of such discussions is just one way the UM SAC has begun to respond to staff concerns since its formation in September.

"We felt there was a need for this kind of group because UM System administration employees don't really have a campus designation," says Betty Roberts, chairwoman of UM SAC. "It often resulted in our feeling as though we did not have a home, so to speak, and no one to represent our views. We appreciate the initiative taken by the administration to make the formation of this group, and the intercampus staff advisory group, possible."



Small ruminants provide a staple of life for natives of developing countries. UMC sociologists hope their research with other universities and agencies will help villagers reap even more resources from the native animals.

world. The animals are well-suited to the needs of small holders and the poor conditions of the countries.

The project has worked in six countries — Brazil, Indonesia, Kenya, Morocco, Peru and the United States.

Often when scientists suggest modifications in agricultural systems that vary from their own, they do not consider how these changes would affect other aspects of the society.

Another function of the sociology project is training students from all six countries in the SR-CRSP.

During the last eight years, the sociology project has brought one Brazilian, two Indonesian, two Kenyan and three Peruvian students to UMC to obtain master's and/or doctoral degrees. It has also funded foreign students' studies in their own countries.

Funding needed for University System research

The research mission of the University of Missouri System will be strengthened if the five-year financial plan for the UM System is fully funded. Increased funding would help attract and retain high-quality faculty and researchers and increase outside grant and contract money.

Raising the level of compensation is one way the financial plan seeks to attract and retain high-quality faculty and researchers. An additional \$51.4 million annually in increased funding for compensation would increase the average UM System faculty member's salary and benefits to the Big Ten average.

The University of Missouri-Columbia, which brings in the majority of research funds for the four-campus system, has doubled external funding for research during the last five years, but UMC Chancellor Haskell M. Monroe said

that rate of growth will not be maintained without new investments.

"The existing faculty has doubled



research funding in five years, but it seems unlikely this same group will be able to achieve sustained dramatic

growth over the long term," Monroe says.

The loss of talented faculty and potential faculty members has hurt the amount of outside grant and contract money brought to the UM System. "Four professors who were recruited from a single department on one of the UM System campuses between 1984 and 1987 have generated over \$4 million in grant funds since leaving Missouri," says UM System President C. Peter Magrath.

Along with an increased level of compensation, the financial plan would provide the University System with a higher quality research infrastructure.

"Just as highways and bridges provide infrastructure for the state's transportation system, so too there is an infrastructure for learning at a university, consisting of libraries, modern equipment and facilities."

(Continued on page 4.)

Research *(Continued from page 3.)*

Magrath says. "This physical infrastructure is critically important for recruiting and retaining high-quality faculty for the University."

The research infrastructure is necessary to attract quality researchers and faculty and to provide the necessary materials for them to compete for grants and contracts.

"If the funding plan of the curators can be realized, much of the infrastructure necessary to support increased competitiveness for sponsored research funds can be enhanced," says James T. McGill, UM System vice president for administrative affairs.

The foundation of this infrastructure is the UM System's libraries. "The libraries have deteriorated from

among the better Midwestern university libraries toward the bottom of that group in the last decade," Magrath says. The financial plan calls for an additional \$6 million to be spent annually to make University libraries competitive with comparable universities.

Another necessity for research is strong academic computing. The financial plan would provide an additional \$10 million annually for academic computing. "Sophisticated computing technology is important to many of the scientific and technological disciplines," Magrath says.

To finance the equipment replacement needs of the UM System, the financial plan asks for an additional

\$15 million annually. "For a research university, it is essential to replace obsolete equipment and to provide state-of-the-art equipment in order to maintain the competitiveness of our students and faculty," Magrath says.

The UM System currently has a backlog of \$140 million in maintenance and repair projects needed to bring its physical plant to modern standards. Besides meeting the backlog of projects, the plan calls for spending 1.5 percent of the value of the UM System's physical plant annually for ongoing maintenance and repair of its facilities, or \$19.6 million more on a recurring basis.

MGEC will have impact on elderly

Three years, more than 80 programs and thousands of miles after the Health and Human Services Department issued a \$300,000 grant to Richardson K. Noback and other UM-Kansas City and UM-Columbia faculty members to establish a Geriatric Education Center in Missouri, the participants in the project can look back and breathe a sigh of relief at a job well done.

But that doesn't mean the impact of the MGEC is over. The nature of the MGEC itself — which involved teaching educators whose students are involved in care of the elderly — is self-perpetuating because these instructors will go on to affect multiple generations of students.

Principals in the MGEC, determined to see their efforts carried on as far as possible, developed a package of 23 self-study modules that can be used on a much more far-reaching basis.

During the past three years,

MGEC staff members have taken the classroom to the educators in two multicounty regions of Missouri, Noback explains. From these, they have taken the best and the most important programs and developed the self-study modules, which can be used in their entirety or can be excerpted as needed.

"To me, the real significance of this material is it was prepared from the critiques of the people out there in the trenches," says Regina Choller, who worked with Noback on the grant. "It wasn't presented to them as the great university coming in and telling them what they need to know. And Dr. Noback has taken the time to stomp the state from one corner to the other to spread this information."

"These self-study modules reflect a great deal of work by many people," he says. "The units were prepared through the efforts of a multidisciplinary team and are expressed in

behavioral terms. Additionally, an instructor does not have to be an expert to make use of the self-study units."

The "learning faculty" the MGEC targeted falls into two main categories. One is the "regular" faculty members — those who teach social work or who teach vocations, such as medical technology or health-related professions. Also targeted in this category are those who teach medicine, pharmacy and dentistry or those who work with postgraduates including residents or postdoctoral fellows.

The second targeted category includes those who may not be instructors per se, but who do design teaching programs. This can include the people responsible for staff development in a hospital, nursing home or for a professional society.

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