

SPECTRUM

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Curators curtail campus smoking



The Board of Curators has approved a proposal to restrict smoking and ban the sale of tobacco products next year on all four of the University System's campuses.

Under the new policy, adopted by the curators at their October meeting:

1 The sale of tobacco products by the University will be banned beginning Jan. 1, or as soon as existing contracts with

vendors are fulfilled.

2 Each campus will provide a plan that, by May 1, bans smoking in non-residential buildings, except where limited designated smoking areas are authorized.

3 The University and its campuses will provide health education programs and offer counseling assistance to discourage use of tobacco products.

The proposal follows the

board's September discussion of environmental issues. Eva Louise Frazer, president of the board and a medical doctor, urged the University to work toward creating smoke-free campuses.

New teaching award established

President C. Peter Magrath has created an annual Presidential Award for Outstanding Teaching. The award includes a \$15,000 stipend.

"The award is designed to recognize outstanding teaching,

just as the Presidential Award for Research and Creativity recognizes outstanding research," Magrath said.

Tenured faculty members with a record of outstanding teaching for at least 10 years on a UM System campus are eligible. Each campus may submit one nominee's name. Nominations must be received by the UM System Office of Academic Affairs no later than Feb. 4, 1991.

"The Board of Curators has expressed continuing interest in rewards for superb teaching, and we certainly have strong feelings about the shared importance of teaching *and* research,"

said Richard Wallace, vice president for academic affairs.

All supporting materials should contain evidence of outstanding teaching sustained over a decade or more, Wallace said. Summaries of student teaching and alumni evaluations, peer reviews, syllabi and other evidence of outstanding and innovative teaching are appropriate materials.

The recipient will be recommended by the University of Missouri System Outstanding Teaching Award Committee.

For more information, contact Mark Burkholder, (314) 882-6396, 309 University Hall, UM System, Columbia, Mo. 65211.

In This Issue

- 1** Arvarh E. Strickland Missouri trailblazer
- 2** Curator Kummer calls for revolution
- 3** University Extension suffers more cutbacks

Speaking of equality:

UM System President C. Peter Magrath:

October 1990 Board of Curators meeting: "I am initiating the UM System Committee on Diversity to develop strategies and recommendations to meet the challenge of a diverse work force. The committee will include citizens, faculty, staff and students."

August 1990 board meeting: "We cannot wait until new resources can be found to deal with the challenge we face. Attitude is just as important. If I had to assign a value to the two, I'd have to put attitude first, because if we don't have the right attitude, all the money in the world is not going to make a difference. We must move forward now to make the UM System an institution that values the contributions and aggressively seeks the participation of blacks and members of other minority groups as students, faculty and staff."

June 1990 letter to System faculty and staff: "I have no magical solutions, but I do believe that we must renew our commitment to full equality of opportunity for all people, most particularly for minority group members. We are sadly familiar with the ugly stories of racial slurs, prejudicial acts and insensitive behavior that are the antithesis of quality education and the improvement of society -- surely the foremost obligation of our universities."

Board of Curators President Eva Louise Frazer:

October 1990 board meeting: "The University of Missouri's total enrollment is 57,174, which is the highest in the University's history and is about 4,000 more than five years ago. ... Improving minority representation is truly an unfinished task for all four campuses. Especially critical is increasing the number of blacks, who are the largest segment of our minority student population. The increase in blacks this fall is 150 over 1989. I urge all of us to think creatively and work smarter and harder on this long-standing assignment to increase minority representation."

The trailblazer

By Regina Engelken
University Relations

"I have faith that laws can change behavior. I have never been an advocate of trying to legislate love. And for most people, whether you are loved or not is not the question -- it's whether or not somebody is behaving in a way that is detrimental to your well-being and that of your family.

"It doesn't matter whether racists, sexists or others of their type are motivated by fear of the law or fear of God, so long as their behavior is not detrimental to groups in danger of being discriminated against."

The speaker is Arvarh E. Strickland, UM System associate vice president for academic affairs -- the highest ranking minority administrator in the System. When he came to UM-Columbia in 1969 to teach history, he was the first black professor on campus. As a University of Missouri pioneer, he has moved from teaching to departmental, campus and System administration. He continues to blaze a trail for others to follow.

"I have been the only and the first so many times, it's no big deal anymore," he says. "And it's certainly no honor!"

His voice is deep and southern. A chuckle lurks behind his words, waiting to emerge. Given freedom, the laughter resonates from deep within.

Although he doesn't say it directly, one can assume from his stories that the pain runs just as deep.

"I think that my being here 21 years is a testimony to the history department," he says. He chaired the department from 1980 to 1983 and continues to hold the rank of professor. "Whatever was going on outside that department, I could deal with so long as I felt that I had a collegial and well-established relationship within my department.

"There needs to be a support system within the department, and that's a high-sounding phrase for just saying that the minority individual needs to feel a part of the department."

But, he adds, overkill also has its drawbacks: "You don't want to make the person feel he or she is so different that special treatment is required.

"There are times when people feel -- I know black people often feel -- that within a certain setting, the friendliness is so profuse and artificial that it becomes embarrassing.

"It's incumbent upon each individual in a department to examine behavior toward others that may stem from a habit of treating minority people differently.

"There are those who say, 'Oh, I didn't realize that was the wrong thing to say. Where I'm from,

women didn't mind being called this and blacks didn't mind being called that. We used to say those things all the time.' I suppose this type of behavior is examined in sensitivity training, but often it can be changed by just using good old common sense."

The movement to build bridges for minority recruitment and retention at all levels is growing within the System -- as it is in the American business world.

University President C. Peter Magrath's announcement at the October Board of Curators meeting of a UM System Committee on Diversity is one example of the System momentum. The committee, to include citizens, faculty, staff and students, will be charged with developing System strategies for meeting the challenge of a diverse work force. During the past four months, the Board of Curators has heard reports on affirmative action for System faculty and staff.

"I think you'll find some of the impetus for change reflected in the reports generated outside the University," Strickland says, "although we've been working inside for more diversity for many years."

For example, the report of the Missouri 2000 Commission emphasized the need for more attention to minorities in the interest of the economic well-being of the state. "The commission is not dealing in altruism," Strickland says, "but with the fact that the labor force in the year 2000 and beyond will be more heavily minority and the state's economic well-being will depend on having a well-

trained labor force to make Missouri competitive with other states.

"It's to the detriment of the state to leave a large percentage of its citizens ill-trained, and the demographics show that this is an important issue as we approach the 21st century."

However, altruism has not disappeared in 1990, Strickland says. "There are still those forces within Missouri and the United States, and certainly within the University, that act from both the belief and commitment to equal opportunity for women and the minority groups."

The University is working toward change from an administrative level, but, as Strickland points out, change also occurs at the individual and departmental level.

For example, he says, "It is important to develop sensitivity programs for students -- who can be very vicious to minority and women faculty members. But that's something I think faculty members can deal with much better than they can deal with the insensitivity of colleagues and administrators. These are the people who are determining the future of young faculty members."

Students can manifest biased feelings through refusal to participate in class, and "some very strange" comments on examinations and faculty evaluations, he says. "That's one of the reasons I have never believed student evaluations should be used as the determining factor in promotion, tenure and salary decisions.

"I think it's important to note them and there's much to be learned from student evaluations, but if you take an average and grade the teacher, you may penalize some of the best and most competent



Arvarh E. Strickland



From left: Arvarh E. Strickland, UM System associate vice president for academic affairs; Rosemary Hearn, dean of arts and sciences at Lincoln University in Jefferson City; and UM System President C. Peter Magrath discuss cooperative arrangements between the two institutions.

(Continued on page 3)

He dislikes being 'contentious'

Curator Fred Kummer of St. Louis delivered the following remarks at the October Board of Curators meeting:

After nearly four years as a curator, I continue to search for a way that I and we can help make this a better and more effective board.

I refuse to accept the idea, as stated a year ago by one of our political leaders, that this process is "an auction" and our job is to lobby for more funds for this University.

I refuse to be an instrument of the University administration or the University faculty -- which would seem to be the most popular position for many of our members.

I dislike being the angry and contentious member who always challenges and demands that our administration produce more with the resources that are available. It would certainly be easier to accept one curator's cute idea that "the hog was just getting the hang of living on less when he up and died."

We are made better by challenges and it does not always come in the form of a sugar-coated pill or a collegial remark. I believe that those who serve on this board must understand whom they represent.

I realize that my position -- that we do not work for or represent the University of Missouri -- will not be a popular view. We work for and represent the interests of the citizens of the state of Missouri. Being a curator is a trust bestowed on me by the citizens of the state through their elected representatives, the governor and the state Senate. My job is to get the greatest value from the dollars invested by the citizens of this state through their elected officials.

I believe it is important for the administration and the board to inform the legislature and the governor of the work of the University, so they can make knowledgeable judgments as to what resources should be allocated to our work at this University. We must be ever mindful of the demands placed upon our limited resources.

I believe that as a private citizen or as a member of any other sector, I can and should voice my opinion concerning the level of tax-

tion and the deployment of those resources. I hasten to add, however, that this is not my job as a member of this board.

I believe it is this board's job to develop an effective method to oversee this administration's management of the affairs of this University and I sadly contend that we have failed in this effort. I believe that this can only be accomplished by being willing to accept in this public forum open challenge and discussion of sensitive and controversial issues.

Asking difficult and pointed questions and demanding pointed and direct answers are the only ways that we can perform the task we have been assigned by the people of this state. If this board cannot express doubts and misgivings or even total rejection of a current program, then we have a format that is destined to fail.

We are about to have three new members appointed or three existing members reappointed to this board. Whatever happens, I hope this new board will have the resolve to ask for more, *yes more*, from this administration, this staff, this faculty and this student body. This new board should not be satisfied with the resurrection of statistics that justify and legitimize our performance.

I believe it is time for a revolution as real as the revolution in the automobile or the electronics industries. We must be charged to perform at an even higher level. I believe that if this new board has the will to make these demands of the administration, staff, faculty and students, we can produce more value for the citizens of this state, regardless of the level of funding.

One among us has proposed the position I have stated is an effort to destroy this institution -- quite the contrary, I believe it is the way to save this institution and to lead instead of follow.

I believe the governor of this state has demonstrated genuine leadership in asking for real assessment, effective action -- not lip service -- program specialization and other valuable guidelines worthy of our consideration.

Our administration is under constant attack by special interest groups -- many of whom, such as our faculty and staff, may not



Curator Fred Kummer

reflect the best interests of the people of this state -- but this institution was not established to serve the faculty or staff. The faculty and staff are hired to serve the institution which serves the people of Missouri.

Other special interest groups, whether they be professional, regional, alumni or athletics, see the mission of this institution through their particular perspective.

We have been entrusted to work with administration to deflect these efforts. We must enable our president and his staff to carry out the mission of our state in its establishment of this University System.

system briefs system briefs system

Insurance premiums go up

Insurance premiums for the UM System medical plan will increase 10 percent, effective Jan. 1, 1991. "Although this is a significant increase, it compares very favorably with medical increases that other employers are experiencing," said Michael Paden, director of System faculty and staff benefits.

The 1991 employee contribution rates, beginning with December payroll deduction:

| | Deductibles: \$250 | \$500 | \$1,000 |
|-------------------------------|--------------------|-------|---------|
| Employee only | 40.92 | 27.62 | 9.02 |
| Employee & child(ren) | 55.40 | 37.44 | 12.26 |
| Employee & spouse | 87.12 | 58.86 | 19.24 |
| Employee, spouse & child(ren) | 105.04 | 71.06 | 23.26 |

The Board of Curators approved the premium increase at its October meeting. It also approved increasing the maximum lifetime benefit level of the medical plan from \$1 million to \$2 million.

The faculty early retirement incentive

program, established in 1984, will be continued through the academic year 1992-93. Faculty members are eligible during the year they reach age 62.

For more information, call the UM System Faculty and Staff Benefits office (314) 882-2146.

One percent withheld

While the governor is withholding an additional 1 percent in the UM System's 1991 budget, the Coordinating Board for Higher Education is recommending a 15.2 percent increase for fiscal year 1992, for a total of \$345.5 million. The 1991 appropriation was \$300 million.

Gov. John Ashcroft stated that the withholding is necessary because state revenues are lagging behind estimates. Earlier this year, 4.5 percent was withheld from System appropriations. System general officers are working on a plan to accommodate the additional 1 percent withholding.

The University's request for FY92 fund-

ing now goes to the governor, the House and the Senate.

In addition to their formula recommendation, CBHE has recommended \$822,897 for scholarships, fellowships and minority educational development.

CBHE also recommended a \$580,000 appropriation for University Extension to help maintain the base program and core staffing.

CBHE also recommended the following percentage increases for the System: UMC Hospital and Clinics, 12.2; Ellis Fischel Cancer Center, 5.5; Institute of Psychiatry, 4.2; Missouri Kidney Program, 11.1; Alzheimer's Program, 3.0; State Historical Society, 4.1.

1991 board meetings set

The 1991 UM System Board of Curators meetings: Jan. 30-31, Jefferson City; March 14-15, St. Louis; May 2-3, Rolla; June 13-14, Columbia; July 25-26, Kansas City; Sept. 5-6, Portageville; Oct. 17-18, Columbia; Dec. 5-6, Columbia.

University Extension cutbacks continue

By Sandy Stegall
University Extension

It was fall 1989. The statewide extension network -- the pride of Missouri's land-grant universities -- was in jeopardy. The extension field force had been on a downward slide since 1977, with no end to the slide in sight.

The number of professional field faculty positions fell by 100; the number of state specialists based on the UM System campuses had declined by a comparable count.

While federal, state and local monetary support for University Extension declined by 29 percent, the demand for educational programs and services continued to grow -- from an increasingly diverse clientele. Issues confronting specialists were more complex than they had ever been, and the need for high-quality educational programming was greater.

Confronted with these facts, extension administrators decided to step out boldly to engage citizens across the state in deciding where and how limited resources were to be expended -- and to develop a plan for stopping the decline.

The result: a staffing plan that has indelibly changed the way the extension network is staffed and a funding plan that places University Extension in the highest budget priority category for new funds from the University.

In each region, council chairwomen and chairmen from each county, clients, staff, administrators and others interested in the future of University Extension came together to examine their region's needs and determine a plan for meeting those needs within a few broad parameters:



Gail Imig

- The total number of core staff was set at 284, which is 54 fewer positions than the number budgeted in 1989
- Each region was to have no fewer than four specialists in each of the major emphasis areas of agriculture and natural resources, community resource development, families and youth, and continuing education
- At least one full-time professional would be headquartered in each county that would support the position with a minimum of \$17,179
- The regional committees eliminated 27 of 45 vacant positions.
- Another 36.5 full-time equivalent positions currently filled are not in the final plans. However, of the 36.5, only eight field faculty members do not have immediate opportunity to apply for positions elsewhere in the system.

The other 28.5 will go to multicounty assignments, make changes in assignment from one program category to another, be retrained for another area or go to "above-core" positions funded with outside grants or special funds.

"Committee plans have affected directly 80 current staff members -- more than 25 percent of our existing staff," said Ron Powers, UM System assistant vice president for academic affairs-University Extension. "The new staffing plan allows us to live within our budget, and we have achieved a balance in the location of specialists to meet the needs identified by local citizens."

That is not to say the plans are perfect. "Everyone is struck with how difficult it will be

to meet the needs with fewer staff -- campus as well as field," said Gail Imig, UM System associate vice president for academic affairs-University Extension.

Also, in some instances, the placement and specialization of staff do not match well the needs for programming articulated earlier by citizens in needs assessments and visioning processes, she continued. However, the regional committees will continue to work, and as vacancies occur by natural attrition, positions will be re-evaluated.

Etta Keller, who represented Shelby County on the Northeast Region visioning committee, said: "The process worked. When we were finished, not everybody was happy with the outcome, but everybody agreed as to what we were going to do. I'm sure somebody else could have made the decisions, but I don't think the people would have been satisfied. I think it made us all more aware of the rest of the area, not just our own county."

On the funding side of the coin, strides are being made to maintain the 284 core staff without the threat of further cutbacks looming overhead. In July, the UM System Board of Curators voted unanimously to include a \$580,000 item in the University's FY '92 appropriations request to maintain the extension network. The \$580,000 is to make up for the shortfall in federal funding. The funds, which would become a part of the budget annually, are to support salary increases and pay for basic operational expenses.

What lies ahead? "Even while we've been downsizing, our staff has done some of the most creative programming in the country," Imig said. "And with a smaller staff, there seems to be a willingness to make decisions about the best ways to use precious resources in meeting the real issues of the state."

"In partnership with our county extension councils, we will continue to do what the land-grant university does best -- help citizens apply research and knowledge to make a qualitative difference in their lives."

Old habits may determine behavior

(Continued from page 1)
teachers."

Whether he is dealing with students or his colleagues on the faculty and staff, Strickland has been willing to lend a friendly ear. "Although it is not necessary that a black student only go to a black person for advice, students who are new and searching for something often feel they can't go to the white person, because they think their problem started there, so they're looking for someone they can go to who will understand what's happening to them," he says.

"In the past 20-odd years, students who didn't know me from Adam -- all they saw was that I had a black face and that I was a faculty member -- would walk through the history department and see me sitting at my desk, and they would come in to tell me their problems. So, often times, the very thin line of black faculty people have a heavy load of this *ad hoc* advising to do in addition to their regular advising load."

A friendly ear -- if not always sympathetic: "One young woman from my class came in to my office with her hand full of Kleenex," he recalls. "She was telling me how she grew up underprivileged in St. Louis, and she was handicapped in her education, and her background was such that I ought to have mercy on her and give her a 'C.' Then, she shed a tear or two, and when she was finished, I said, 'Now, if you'll give me your Kleenex, I'll tell you about my experiences in Mississippi,' and she broke out laughing.

"They know that I know they have brains -- all they have to do is use them. The time they spend trying to con me could be used working on the solution."

The greatest danger for women and minority employees is getting locked into jobs, Strickland says. "That's how we've lost a lot of minority staff people, who have started out with entry level positions, have outgrown the jobs they are in, and in order to do better, they have to leave. We lose a lot of black faculty members that way.

"With staff members, it's a matter of getting promoted to more responsible positions, and moving up the ladder as positions become available. You may be stuck in a lower level position here where you want to be promoted and the jobs open up, but you get passed over. So, you have to go somewhere where it's possible to move up.

"So, we have pushed a number of people out that way."

In earlier years there was more of a push

for affirmative action on the campuses than at the System level, Strickland says. "It was a case of 'do as I say, not as I do.' Minority representation on central administration was about nonexistent.

"The campuses have had affirmative action officers and affirmative action plans for years," he adds, "But, just because you have the framework does not mean things will happen. We have had those

"Now, if you'll give me your Kleenex, I'll tell you about my experiences in Mississippi."

-Arvarh E. Strickland

for a long time. You have to have people committed to making the programs work."

Strickland describes Magrath as a man "committed to social justice. He said to me, when I first met him, 'I may not talk much, but just watch.' And, one of the first things I saw him do was appoint Marguerite Ross Barnett (who is black) as chancellor down in St. Louis (she is now president of the University of Houston).

"I thought hell would have frozen over before I lived to see something of that nature at the University!"

Faculty broaden tax efforts

Gordon Kimber, statewide coordinator of the Missouri Higher Education Consortium, has sent letters to faculty, staff and student leaders across the state inviting them to regional meetings to plan support for a June 1991 tax initiative for Missouri higher education.

MOHEC was formed earlier this year as a faculty group, but its first members quickly decided to broaden their base.

"If this tax initiative is to succeed, we need all participants in higher education to work together; consequently, we are inviting all

staff and students to join us in these meetings," Kimber said. Missourians for Higher Education member institutions have been divided into four geographic regions for more effective communications.

UM-Kansas City is a member of the Kansas City region, which met Nov. 12 at UMKC. The regional coordinator is Harris Mirkin, UMKC political science professor, 203 Haag Hall, 276-2792.

UM-Rolla and UM-Columbia are members of the Columbia region, which will meet Nov. 29 at the Campus Inn in Columbia. The

regional coordinator is Gordon Kimber, UMC agronomy professor, 220 Curtis Hall, 882-7017.

UM-St. Louis is a member of the St. Louis region, which will meet Nov. 30 in UMSTL's J.C. Penney Building. The regional coordinator is James Walter, UMSTL associate professor of education, 266 Marillac Hall, 553-5944.

Lunch at the meetings will be provided by MHE; reservations must be made with the appropriate coordinator, who also will provide more information on the meeting time and location.

Higher Education Mid-Year Conference slated

The Ninth Annual Higher Education Mid-Year Conference will be held on Friday, Dec. 7, at Stephens College in Columbia, Mo.

The program will be presented by the Missouri Association for Adult Continuing and Community Education in cooperation with UM-St. Louis Continuing Educa-

tion-Extension and the School of Education.

Keynote speaker Sharan B. Merriam, Ph.D., will address "Work, Love, and Learning." She is a professor of adult education at the University of Georgia.

Merriam will present findings from a study charting work and love in the lives of 400 adults.

Three major patterns were identified and findings about learning uncovered.

Fee for the program is \$50, including refreshments, lunch, parking and materials. Fee for students is \$20.

For more information, call Joseph Williams at UM-St. Louis, (314) 553-5961.

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