

## Curators approve King holiday

On the third Monday of January 1992, the University of Missouri System will celebrate its first Systemwide holiday in honor of slain civil rights leader Dr. Martin Luther King Jr. UM System curators approved the recommendation of System President C. Peter Magrath, who called the holiday "the educationally and morally right statement."

With the new holiday, System staff members will have eight paid holidays, in addition to four personal leave days.

Curator John P. Lichtenegger introduced an amendment to offer the King holiday in exchange for one personal leave day. He argued that University savings of \$644,000 in lost non-academic staff productivity



Tink Upchurch holds a poster of Dr. Martin Luther King Jr. during a student observance of Dr. King's birthday on the Columbia campus. (David Sterling photo)

could be better spent through a Dr. King scholarship.

Magrath said, however, that not declaring the holiday would not result in a cash saving of \$644,000; the cash cost of the holiday would be \$71,000 in overtime pay.

Arguing against Lichtenegger's amendment, Curator G. Andy Runge said, "The board must be willing to make the statement that Dr. King was an important world leader, and we must do that by voting a regular holiday.

"We certainly cannot waffle by making the staff and faculty pay the price by taking one of their days away. If we're going to do it, let's put the burden on our back and not on the back of the faculty and staff."

Curator Webb R. Gilmore argued for the president's recommendation by saying, "From the very beginning, America has stood for the ideals of freedom and liberty, justice and equality, but to me, even more important than that, America has stood for the continuing struggle and triumph over man's injustice to man.

"And to me a Martin Luther King day commemorates another milestone in the history of this country of bringing the ideal to a reality. This is a very important step for us to take in that process."

Magrath added: "I think it is particularly fitting that this University take a stand and make a statement in a border state that was torn very badly by the Civil War — a state that, like our nation, has not been all that we want it to be for the future with regard to freedom and justice and racial equity."

The amendment was defeated 5-4; the original motion for a full holiday passed unanimously.

One day will be added to the academic calendar on each campus, so students will experience no loss of class time from the King holiday, Magrath said.

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**“We certainly cannot waffle by making the staff and faculty pay the price by taking one of their days away. If we’re going to do it, let’s put the burden on our back and not on the back of the faculty and staff.”**

—Curator G. Andy Runge

# A Capitol Meeting

## Board hears policymakers in Senate committee room

The Board of Curators met in Jefferson City for the first time in January and voted to repeat the event annually for the first meeting of the calendar year. Among the benefits of meeting in the state Capitol was the opportunity to hear from the governor and several state legislators over a two-day period.

The meeting was held in a Senate committee hearing chamber with the board and University officers sitting at elevated Senate tables and legislators addressing the group from the floor. The reversal prompted University President C. Peter Magrath to joke to two legislators: "It feels really good, gentlemen, to be sitting up here and having the two of you sitting there...."

Sen. Roger B. Wilson (D-Columbia), chairman of the Senate Appropriations Committee, concluded his remarks later by saying, "Peter, I'd just remind you that even if we are sitting here, we've still got the money."

Following are excerpts from the state officials' comments:

**G**ov. John Ashcroft (R): "The elevation of the human capacities is the most significant of our challenges, because it is the most far-reaching of our visions. Our ability to prepare for the future really is focused on, and perhaps even limited to, our ability to prepare individuals to grapple successfully with the future. And that's the opportunity we face in higher education.

"The citizens of Missouri, I believe, must have solid evidence that their investment in higher education will be spent effectively to improve teaching, learning, research, public service and achievement. And I'm grateful for the steps that you are taking. I believe I sense a real awareness and sensitivity to the need to move aggressively toward better levels of performance and improvement."

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—Gov. John Ashcroft

**S**enate President *Pro Tem* James L. Mathewson (D-Sedalia): "The University of Missouri System does a tremendous job, and we can take great pride in not only the fact that we have the No. 1 basketball team in the nation, but that we put out a pretty doggone good product. But having recognized that, we're still coming up short in a heck of a lot of areas — particularly research and high technology.

"That comes home to us when we have the opportunity to work with foreign investors — those outside folks who want to come in and locate a facility somewhere in the United States. The Speaker (of the House of Representatives) and I have had the opportunity to lead economic development trips to foreign countries and in our own country.

"What we keep hearing is that we have a wonderful (University) System, we have a beautiful

alumni association all over the world that is supportive, wants to be there with us, wants to help us, but we're not funding higher education in the state of Missouri to the level that it should be to stay competitive in the nation and the world.

"That keeps coming up to me as I go around the nation and the world. What's interesting to me is that it's starting to be the most important thing that people say to me if I'm in Warsaw, Mo., or Mexico, Mo., or if I'm in Kirksville, Kansas City, St. Louis, Springfield or Willard — people are saying to me, 'Senator, we need to do everything we possibly can to upgrade funding for higher education in the state of Missouri.'

"I'm convinced there are businesspeople, parents, families — people all over the state — who are waiting for leadership to come from all of us to give them a direction they can follow.

"It's time. Together, we can do this thing. We're probably not going to do it this year, but there are a lot of things we *can* do this year."

**S**peaker of the House Bob F. Griffin (D-Cameron): "I don't know anybody in the state who wants to pay more taxes, but the citizens are willing to buy services. I think it is quite evident from what we have seen over the past several years where it is not the politicians raising taxes, but citizens are imposing taxes upon themselves — whether it is highway user fees, the gasoline tax increase, or soil and conservation.

"We're a fiscal conservative state, but we're not a poor state. We rank pretty well as far as per capita income is concerned, but we rank very low by our commitment to state services — whether it is for prenatal care for indigent women, foster care, child abuse prevention — there's a whole litany of things that we're not providing services for at the level we should.

"And that's not because the citizens of the state of Missouri are tight. That's because we haven't had the leadership to take the message to the people and say to them, 'Here's what we're doing. Is this enough? That's what we have to do with higher education.

"You can get by with what you've got, but higher education in the state of Missouri is stagnant right now. We can point out to companies that we have the lowest taxes in the world, we're the center of the locations for transportation, we can deliver goods and services overnight to over 50 percent of the population. You would think Missouri would be a great place to locate, except businesses look at our commitment to the quality of life factors — higher education and high-tech opportunities — and they say, 'Thanks, but no thanks.' They go someplace else.

"I'm convinced that the citizens are willing to provide the funds to do what you know needs to be done — to provide the opportunities for our young people to participate and compete. That is

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Bob F. Griffin

much more critical than it was years ago. Someone once said, 'If you think education is expensive, try ignorance.'"

**S**en. Wilson: "At best, we have been able to hold steady with inflation with some state services; at worst, we have certainly lost. As you lose to inflation on an annual basis, it's just like a farm: you can stand a bit of erosion one year in a pasture, and if you're a good steward, you can recover that and correct it. But small erosion over a decade of time will eventually waste your effort. Your field will not be productive — and I think that's where we have found ourselves.

**"If you want quality, you have to pay for it. Missouri kids deserve it, and we have the ability to deliver it."**

—Sen. Roger B. Wilson

"I support a \$300 million tax increase for higher education and this is what I would tell Missourians they would get for their money: I would tell them that industry has come to me and said, 'My gosh, Roger, you're training some of those kids on equipment that is worse than in some high schools. When they come to us, we just have to retrain them.' Well, that's counterproductive for the United States and for Missouri.

"I would also tell them that to be good stewards, you have to take care of your tools. Part of the tools are those buildings that we do our training in — some of which are going to fall down around our ears, some of which have leaking roofs — and we really haven't quite kept up with the repair and maintenance that we should have.

"If you want quality, you have to pay for it. Missouri kids deserve it, and we have the ability to deliver it. So, it's a bit of an embarrassing time to be a representative or senator in Missouri state government, when I know the resources are available and we aren't coming up with them."

**R**ep. Al Nilges (D-Bourbon), chairman of the House Budget Committee, mentioned several state-supported federal programs that compete with the University for funding, such as school desegregation, Medicaid and the Catastrophic Act, and the commercial driver's license mandate.

"As you may or may not know," he said, "the federal government is passing a lot of this legislation and they're trying to balance the budget on the states. In a lot of areas, the federal mandates are really hurting the state."

## Missouri Youth Initiative advisory committees formed

University Extension has announced two advisory committees for the Missouri Youth Initiative, a UM System and state effort to prevent damage to young people from societal threats.

The four-year program, which also includes Lincoln University, is supported by a \$3.6 million grant from the W.K. Kellogg Foundation of Battle Creek, Mich. The program's director is Paul Sundet.

A group of youth fellows has been selected from state agencies and University staff to study, design and evaluate new techniques and programs. In addition, six Missouri communities have been selected for pilot programs. (See related articles.)

UM System committee members are:

### OPERATIONS ADVISORY COMMITTEE

Chairman: Terry Jones, dean, UM-St. Louis College of Arts and Sciences

#### University Extension (Off Campus)

Al Black, West Central Region director; Susan Holladay, human development specialist headquartered at Bowling Green; John Pelham, program director for family strengths and youth development

#### UM-Columbia

Barbara Froke, associate dean for human environmental sciences extension; Wil Miller, dean of education; Weldon Webb, medical sciences center associate dean; Gerry Westwood, 4-H and youth development director

#### UM-Kansas City

Kathleen Bond, dean of nursing; Joseph Hughey, associate professor of psychology; Don Knight, professor of education

#### UM-Rolla

Wayne Cogell, associate dean for human environmental sciences extension; W. Nicholas Knight, professor of English

#### UM-St. Louis

Everette Nance, associate dean for research and administration; Lois Pierce, chairwoman of social work

### POLICY ADVISORY COMMITTEE

#### UM System/Extension

Richard L. Wallace, vice president for academic affairs; Gail Imig, UM System associate vice president

for academic affairs—University Extension

#### UM-Columbia

Lois DeFleur, provost; Donald W. Swoboda, vice provost for extension

#### UM-Kansas City

Raymond G. Williamson, dean of continuing education and extension; Eleanor Schwartz, vice chancellor for academic affairs

#### UM-Rolla

Kenneth M. Ragsdell, associate vice chancellor for academic affairs/extension

#### UM-St. Louis

E. Terrence Jones, dean, College of Arts and Sciences; Dr. Wendell Smith, associate vice chancellor for academic affairs

## Thirty-one fellows selected for Institute for Youth and Family

Thirty-one Youth Fellows have been selected to form the Institute for Youth and Family, the research and development branch of the Missouri Youth Initiative.

The Youth Fellows are members of the faculty of the University of Missouri System, Lincoln University and University Extension, and state human service agencies.

"A portion of their professional

time will be purchased by the grant and a portion will be donated by their academic department or state agency," said MYI Director Paul Sundet.

UM System fellows are:

#### University Extension (Off-Campus)

Sharen Hunt, 4-H youth specialist stationed in Platte County; Jack McCall, community develop-

ment specialist stationed in Livingston County; Leon A. Moon, executive director of the Missouri 4-H Foundation; Virginia Shain, 4-H/youth specialist stationed in Jackson County; Ken D. Shields, 4-H/youth specialist stationed in New Madrid County; Gerald J. Zumbunnen, 4-H/youth specialist stationed in Henry County

#### UM-Columbia

Gail Carlson, state extension specialist for health education and assistant professor of extension education; Mary McPhail Gray, associate professor and state extension human development and family studies specialist; Mable Jones Grimes, assistant professor of human development and family studies and state extension 4-H/youth specialist; Jeanne Morrison, state extension family policy specialist; Elizabeth Vemer, instructor in human development and family studies, extension; Eleanor Shaheen, professor of child health; and Kathy R. Thornburg, youth database project coordinator and professor of human development and family

studies

#### UM-Kansas City

Carl F. Calkins, director, Institute of Human Development; Lora Lacey-Haun, associate professor of nursing; Elizabeth Noble, director of Family Study Center; Holly A. Stadler, professor of education and medicine; Edward T. Weaver, professor of non-profit management and leadership; and Fernando I. Soriano, assistant professor of behavioral sciences

#### UM-Rolla

Christopher Garbacz, professor of economics and director of the Center for Economic Education

#### UM-St. Louis

Jean A. Bachman, assistant professor of nursing; Robert L. Bing III, assistant professor of administration of justice; Sarah L. Boggs, associate professor of sociology; Rickey L. George, professor of education; Kimberly L. Kempf, assistant professor of administration of justice; Lois H. Pierce, associate professor and chairwoman of sociology

## Six MYI communities announced

University of Missouri System President C. Peter Magrath has announced the six communities that will be pathfinders in developing new programs and policies to protect young people from drug and alcohol abuse, poverty, illiteracy and teen pregnancy.

The six — Clinton, Hannibal, Rolla, Sikeston and neighborhoods in St. Louis and Kansas City — were selected to be demonstration communities in the Missouri Youth Initiative.

On the four UM System campuses, new programs and policies will be developed by a group of Youth Fellows. The work of the Youth Fellows will be applied to problems identified in the demonstration communities. Findings will be shared with other communities.

In each demonstration community, University Extension will provide one of its specialists to be program manager. A state human services agency staff member will be program coordinator. These local staff will link the campus-based Youth Fellows to the communities and their problems. They will coordinate ongoing local efforts by public

and private service agencies.

"By almost any objective measure, Missouri's young people are in crisis," Magrath said. "The University of Missouri System, University Extension, Lincoln University and state agencies have the research capacity and the delivery system to develop practical programs to help Missouri youths. These communities can provide the proving ground and then the will and continuing commitment to help themselves."

According to program director Paul Sundet, the six communities were selected from 53 applicants. "There were many excellent applications from throughout the state. Each application was carefully evaluated by committees of experts before the decisions were made."

The demonstration community applications identified the need for more cooperation among human service delivery systems, community residents and young people; organization of community and youth advisory groups; volunteer participation to strengthen existing programs; development of new resources and funding for youth programs; and education for parents in parenting.



A pair of pottery vessels from the Mangbetu peoples, Republic of Zaire.

## Zaire pottery at UMKC Gallery

*Editor's Note: Because the UM-Kansas City Gallery of Art was inadvertently omitted from the 1989-90 Spectrum cultural events issue, it is featured here.*

The UM-Kansas City Gallery of Art will have the first exhibit in the United States focusing solely on ceramics from Zaire. The exhibition will run from Sunday, Feb. 11, through Friday, March 16, at the gallery in the Fine Arts Building, 51st and Holmes streets.

The free exhibit, "Fired Brilliance: Ceramic Vessels from Zaire," will feature late 19th- and early 20th-century pottery. The pieces represent the terra cotta traditions of Central Africa, specifi-

cally works of historical and artistic importance. Many traditional methods and techniques are dying out, and pottery wares are being replaced by metal and plastic containers for everyday use, says Pat Darish, curator of the exhibit.

The pieces in "Fired Brilliance" were all hand-built. The show features figurative and non-figurative examples from the Republic of Zaire. Although mostly utilitarian, some of the pieces were used in rituals or were created as high prestige objects.

For more information about the exhibit, part of UMKC's celebration of Black History Month, call the gallery at (816) 276-1502.

# Visiting First World/ Third World South Africa

*Spectrum encourages first-person accounts of faculty members' international experiences.*

By George J. McCall and Miranda Duncan

UM-St. Louis

Even now that Nelson Mandela has galvanized world attention by offering to serve as mediator between the government of South Africa and the formerly banned African National Congress, the idea of conflict intervention remains politically

**The infamous South African Police bemusedly waved off our blatantly improper turn at a major intersection deep in the black township of Soweto.**

controversial throughout South Africa — particularly at the University of the Western Cape, a campus fully and officially dedicated to the struggle for non-racial democracy.

Consequently, conflict intervention was one of the first fields singled out under the exchange agreement between UWC and the UM System, primarily because both universities were home to leading practitioners and advocates of conflict intervention in the service of social change.

UWC's Ampie Muller, chair of industrial psychology and organizer of the South African Association for Conflict Intervention, and Jannie Malan, dean of liberal arts and president of the Western Cape chapter of SAACI, were the chief architects of our reciprocal teaching arrangement with the St. Louis campus.

The largely American academic study of conflict and conflict intervention could bring to South African training practices a different and more analytic perspective. The South African evolution of new forms of conflict and conflict handling could challenge existing academic analyses and enlighten American trainers.

**Week One, January 1989:** We visited South Africa's three largest cities to see how their practitioners operate in those widely differing communities. We felt it was crucial to observe the urban realities of that First World/Third World nation.

We rented cars and were relieved when, on our first day, the infamous South African Police bemusedly waved off our blatantly improper turn at a major intersection deep in the black township of Soweto. But when local guides were truly necessary, we were led by community activists.

In and around the gold mining center of Johannesburg, our host — Azikhuela Zikalala, coordinator of the Negotiating Skills Project — exposed us to what may be the hallmark of South Africa: diversity and extremes.

We met with educators, analysts and activists to assess the possibilities for political negotiations at community and national levels. The settings for



Left to right: Miranda Duncan, UMSL; the Rueben Denge family, Urban Training Institute; Azikhuela Zikalala, Negotiating Skills Project; and George McCall, UMSL.

these discussions ranged from a tiny Soweto bungalow to a conference room in the grand headquarters of Africa's most powerful industrial corporation.

During the two days that we immersed ourselves in the black townships — gaining a sense of social activity, political organization, housing, education and the depths of oppression — our black South African guides would detour sharply to take us to lunch and dinner, quite matter-of-factly, at the most exclusive restaurants in downtown Johannesburg or its wealthy white suburbs.

For our township tours, Azi put us in the hands of the irrepressible Seth Mazibuko, a former political prisoner and chairman of the Free Mandela campaign. Although he describes himself as "only dusting off the chairs for the future black South African leaders," Seth embodies all the qualities of leadership. Solitary confinement, five years on Robben Island and innumerable arbitrary detentions have not eroded his love for human beings.

Because Seth sees education as the vehicle for social change, he coordinates 108 educational programs and serves as mentor to many college students. From Seth we began to understand the agony of black South African parents who, for the sake of solidarity, feel compelled to honor the school boycotts.

From Seth we also learned the danger of generalizing from one individual to the entire population. His way of demonstrating earnestness was to qualify some extraordinary statement with, "and if you don't believe me, you can cut off my legs and call me Shorty." Thinking we had been privy to some quaint South African saying, we were cha-

**Solitary confinement, five years on Robben Island and innumerable arbitrary detentions have not eroded Seth Mazibuko's love for human beings.**

grined to discover this was an original Sethism — ironic because he could not have been more than five feet tall.

By the time we left Johannesburg, our apprehension at participating in an exchange program that might compromise our sense of justice had vanished. But, we were headed to an area known for violent, polarized conflict — an area outside the Indian Ocean port city of Durban. Again, however, the community leaders we met inspired awe, admiration and optimism.

Squarely in the heart of this "combat zone" threading through Natal's strikingly scenic Valley of the Thousand Hills, Athol Jennings and Vuyi Nxasana were directing educational programs in community service, conflict handling, leadership

training and human relations.

Athol has been conducting training programs for black South African youths for more than 20 years — under the auspices of "spiritual growth," which the South African government condones.

Vuyi drove us through black and Indian townships and Zulu squatter communities on our way back to the Durban airport, with her three-year-old daughter taxing our overwhelmed brains with questions about the United States, aerodynamics and why we did not bring our children with us to South Africa.

Next, we intensively toured all the varied districts, suburbs and townships of metropolitan Cape Town. At the University of Cape Town, we visited the Centre for Intergroup Studies and its director, Hendrick van de Merve, South Africa's world-renowned conflict intervener.

This capstone visit afforded us the perfect opportunity to review and discuss at the highest level what we had learned through our visits to the three cities and also enabled us to learn details of the Centre's proposal to establish a National Mediation Service to respond more closely to community conflicts throughout South Africa.

To begin to integrate all this new information into our course content required virtually all of the intervening weekend, except for a tour around the Cape peninsula (where we made a foolhardy scramble into the roadside brush, attempting to photograph a 10-foot Cape cobra).

**Week Two, eight hours a day, we served as lead instructors in an advanced academic course at UWC on Theory and Practice of Community Conflict Intervention. We sought:**

(1) to encourage a wide range of UWC faculty to test their interests in developing or contributing to a UWC course in peace and conflict and  
(2) to demonstrate the intensive, experience-based model of instruction employed in UM-St. Louis's well-established Summer Institute in Conflict Intervention.

Most of the 18 participants were UWC faculty, although a substantial number were off-campus community activists. Because discussions were lively, pointed and informative, we undoubtedly learned at least as much as the class. Each night's long preparation for the next day of class involved constant incorporation of class-generated information, queries and caveats.

Following a much-needed weekend of relaxation, touring the Cape province with our hosts, we entered into a week of consultation and planning. Prior to our departure-day indulgence of crocodile and ostrich meat pies on the white sands of Llaladno beach, we had collectively drafted a tentative syllabus for the reciprocation of teaching by UWC faculty in the UM-St. Louis fifth annual summer institute in June 1989.

*George J. McCall is acting director of the UM-St. Louis James T. Bush Sr. Center for the Study of Law, Social Change and Conflict Resolution and Miranda Duncan is coordinator of the UM-St. Louis Dispute Resolution Program.*

*Curator's Perspective***Runge compares board to stewardship group**

The following remarks by Curator G. Andy Runge continue Spectrum's series of reprints of the curator's perspective presented at each Board of Curators meeting.

I decided to set the tone for my first address to this assembly with a quotation from a modern poet. I finally found one I could understand on the comic page. I quote the Stone Age laureate, B.C.:

*"Beware of those who use their prose in devious endeavor,  
For if they knew of simple truths, they'd need not wax so clever."*

Because it is very difficult for me to "wax clever," I will embark on a search for some "simple truths."

When I was appointed to this board less than six months ago, I really had no idea what to expect. My friends and neighbors who gave congratulations led me to believe this was an elegant, august position. Instead, it has turned out to be much like the stewardship committee at church. Mostly what we do is talk about money, or the lack thereof.

In reviewing the excellent perspectives given by the other curators I find that all but Curator Gilmore's dealt mainly or in part with the financial woes of the University. No one can deny the need for more money. This board has frequent occasion to note the strangulation of the institution by a penurious electorate. I again affirm the need for increased financial support.

It is unquestionably the duty of this board to advise the decision makers in our state concerning the needs that must be met if this System is to function as it should. But that is as much of the trip as I can make with some of my learned colleagues. We are not empowered to raise taxes; nor are we impelled to harangue or lecture either the legislature or the governor on the particulars of funding. Care must be taken lest we be seen as just another vocal special interest group.

Missouri is a low-tax state, not by some imperial edict, but by the free choice of our electorate. Those who govern the state must deal not only with our needs but with many others, including the inadequate funding for social programs, gigantic environmental concerns, and woefully underfinanced primary and secondary education systems.

Those who regularly face the electorate as none of us has done, must consider all of the state's needs and have the responsibility to set priorities and make the crucial decisions. It is our continuing obligation to provide information on the need for funding. It is for the governor and legislature to decide when, how and how much.

I recall the story of the man who attempted to impress a colleague with his dominance of the household decision-making process. He bragged that his wife made all of the minor decisions—such as what kind of a suit he should buy, whether a new car could be purchased and the color of the house paint—while he made all of the major decisions, such as whether to invade Panama and when to withdraw the fleet from the Persian Gulf. It is, therefore, to the mundane area of internal board operation, for which we have the sole responsibility, that I respectfully direct your attention.

Article 9, Section 9A, of the Missouri Constitution provides "The government of the state University shall be vested in a Board of Curators consisting of nine members appointed by the governor, by and with the advice and consent of the Senate."

The idea of a citizen board to govern a university is not an American one. It began in the Calvinist belief that where there is a public trust the public interest requires there be oversight by laymen. This was counter to the then-traditional view that kings were born to govern, men were ordained to the hierarchy of the church, and faculty or student guilds should run the universities.

In this country, even before the advent of Jacksonian Democracy, our universities, private and public, adopted governance by boards of lay trustees. The system flourished and reached its zenith in the early years of this century.

Many believe the concept of the citizen board is in decline. It remains the dominant form, but the vital force has been drained from it. The evidence is compelling.

Those of us who attended college more than a few years ago readily recognize that this institution has become incredibly more complex as it has grown larger. Curators can no longer have either direct or even secondhand knowledge of most of what is going on within the University. One result has

been decision-making responsibility has passed largely to the administrative staff.

Knowledge itself has become specialized and compartmentalized; the day of the general practitioner has passed and the specialist is king. There was a time when any college-educated curator could, with some effort, achieve understanding of most of what was taught at the University. Not so today. Thus, we must rely increasingly on faculty judgment in academic affairs.

In a day when only an elite few went to college, higher education was not a consistent concern of state government. Today every politician must have a position on this and other public universities in the state. Government today understandably frets about the justice of recruitment policies for staff and admission rules for students. What must be offered to meet marketplace demand was once of no concern to the University. But it is a different world now, one in which the market often dictates to us.

There was a time when neither the governor nor the legislature had staff; now both employ platoons of energetic young people who take eager interest in the details of the budget and operations.

The coordinating board has an increasing role in the allocation of the state's scarce resources.

The threat of possible court action is an unwelcome guest at all our meetings.

These incursions into higher education are understandable and perhaps inevitable, but we must recognize that all diminish the role of this board.

As I began the composition of this speech I concluded that only one part of our original dominion remained unscathed. We still had the power to select a president. Then, last week, I was astounded to read in the newspaper the governor was seeking to be president of the University, certainly without consulting me. And certain legislators, who had not talked to me either, were not going to permit it. So much for our authority.

Without doubt, selection and care of the president of the University remains the most important responsibility of this board. We properly expect the president to do a great deal more than follow our occasional direction and we are increasingly dependent on him to master the intricacies involved in satisfying the governor, the legislature, the students and our many different public constituencies. But if our trust is still worthwhile, and if we are to fulfill it, we must do more than name and advise our chief executive.

When I first was appointed to this board, I was directed to two polestar principles, and I have heard them repeated often since.

The first is that a curator can do nothing as an individual, because only the collective will matters. I have found this to be a dangerous partial truth that may lull the individual curator into the mistaken belief that this board will make no great demands on his time. It may cause that curator to reduce personal contacts with faculty, staff, students and the public.

It is true we can officially act only at board meetings, but we learn primarily somewhere else. Given the magnitude of this System and its problems, nothing should be done or said to discourage maximum possible contact by curators with all their constituents. Our interests cannot and should not always coincide with theirs, but dialogue and an appreciation of the point of view of faculty, students and the public is essential in meeting the needs of the University.

Particularly note that the faculty is not the enemy, but rather a partner in our governance of this University. There is a recent example of what can be achieved through meaningful cooperation. With your permission, I will quote from a letter by Dr. Eric Fritzell (UMC professor of wildlife), which appeared in the Columbia Daily Tribune on Saturday, Dec. 23, 1989, and reads in part:

"Discussions of University policymaking often gloss over the role of the faculty in that process. Blame and credit are usually reserved for administrators; the faculty are portrayed as impediments to efficient corporate management. The curators, however, have vested 'primary and direct authority' to the faculty for matters directly affecting campus educational programs, including the 'determination of minimum admission standards.' By this delegation of academic authority, the board wisely recognizes that those closest to the educational endeavor also should set the standards."

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G. Andy Runge

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(Continued on page 5)

## Briefly

### Public invited to inspect board papers

Board of Curators' papers, known as "the board book," which are distributed to curators before each meeting, also are available for public inspection on each campus.

The board book will be available at 8 a.m. Tuesday prior to regularly scheduled Thursday-Friday board meetings.

Locations are: Columbia, 828 Lewis Hall, UM System University Relations conference room; Kansas City, 300C Administrative Center, UMKC University Communications office; Rolla, 203 Altman Hall, UMR News Services office; and St. Louis, 421 Woods Hall, UMSL University Communications office.

Appropriate charges will be assessed for requested photocopies.

### UMC professor emeritus Barth receives publications award

J. Robert Barth, S.J., UMC English professor emeritus, received the Curators' Publication Award at the January meeting for his 1988 book "Coleridge and the Power of Love." The award is presented annually for the best book by a University of Missouri System scholar published by the University of Missouri Press.

Barth was an active member of the UMC faculty from 1974 to 1988, serving three years as chairman of the English department. In 1983, he received the Purple Chalk Teaching Award from the College of

Arts and Sciences Student Government Association. He accepted the position of dean of the College of Arts and Sciences at Boston College in 1988 and earned the emeritus status at UMC in 1989.

His work focuses on Romantic poet Samuel Taylor Coleridge. A subsequent book, "Coleridge, Keats and the Imagination: Romanticism and Adam's Dream," coedited by Barth and John L. Mahoney, recently was released by the University of Missouri Press.

Members of this year's University Press Committee were Mary Lago, UMC professor of English; Eugene Lane, UMC professor of classical studies; and George McCall, UMSL professor of sociology.

### Student representative appointed to board



Paul Matteucci

The new student representative to the UM System Board of Curators is Paul A. Matteucci, a senior in business administration at UM-St. Louis. He succeeds Michael S. Dodig, a UM-Kansas City student, and is the fourth student representative appointed to the board.

Matteucci is majoring in management and information systems and is employed as a lab instructor in the School of Business Administration. He plans to attend graduate school at UMSL next year.

Matteucci said one of his most valuable assets as a student representative on the board will be his perspective as a non-traditional student who remains very active in the community.

The Missouri General Assembly passed legislation in 1984 to create the non-voting student representative position on the Board of Curators. Each student representative serves a two-year term. Appointments are made in rotation among the University System's four campuses.

### Messages solicited for paycheck stubs

Memos, bulletin boards, newsletters, newspapers, magazines — University departments have many channels for the dissemination of information. Add to that list paycheck stubs.

Any department or organization can request message space on paycheck stubs. The audience can be employees on the monthly and/or bi-weekly payroll at any campus or the

entire UM System, or retirees on the monthly payroll.

The guidelines are:

- Make a request at least two weeks in advance of the payroll date
- Write a message that is a maximum of 69 characters (counting spaces and punctuation)

- Limit the message to information — not advertising

- Call a campus contact person for access to payroll messages: UMC, Steve Shinn, (314) 882-7357; UMC Hospital and Clinics, Barbara Payne, (314) 882-1081; UMKC, Barbara Smith, (816) 276-1576; UMR, Martin Blank, (314) 341-4268; UMSL, Betty Lee, (314) 553-5665; UM System employees and/or retirees, Bonita Eaton, (314) 882-4591.

Campus requests will be channeled through UM System University Relations (for approval) to Russell D. Cook, manager, payroll/cashiering. Cook will send written verification to System University Relations or notification that a payroll department message already has been scheduled for that period.

### Frazer appoints new board chairpersons

Eva Louise Frazer, president of the Board of Curators, has appointed the following board committee chairpersons for 1990: James C. Sterling, Executive Committee; Peter H. Raven, Academic Affairs Committee; Webb R. Gilmore, Finance Committee; Fred S. Kummer, Physical Facilities Committee; Edwin S. Turner, Resources and Planning Committee.

## Curator's Perspective

# Curators must handle issues of public interest

(Continued from page 4)

Later Dr. Fritzell comments on the process by which new minimum admission standards were set:

"The process unfolded over many months and was an excellent example of administration and faculty working together to improve higher education. The resulting standards were well-conceived, academically sound and supported by all. More recent calls for 'streamlining' degree programs and course offerings might result in higher quality education also — if approached in similar fashion."

The second commandment to curators is the one most often repeated. It constitutes the principal theme for every text I have read on what the lay trustee must do. It is "deal only with policy and keep your hands off administration."

Initially, that appears sound, but, inevitably, the question occurs, "Okay, so what is policy?" It has cynically been suggested that policy is whatever the board or its leaders say it is. Some boards may work that way, but, in my experience, not this one. What we may do, however, by default, is force the administration to decide what will come to us. That is not the administration's fault, it is ours. A vacuum *will be filled*.

I suggest that we, the curators, consciously determine what is to be the concern of this board and what is to be delegated. There are matters beyond pure policy to which we must attend; indeed, we already do.

Is the approval of an architect for a specific building or the approval of the building plans themselves a matter of policy? I think not, but certainly these are proper matters for our consideration.

Is a decision on the addition of a holiday to the schedule a policy matter? Arguably not.

But we would be properly offended had we not the opportunity to decide on the celebration of Dr. Martin Luther King's birthday. But I submit that we

**Matters in which the public has intense interest should be direct concerns of ours because they have the potential to be direct embarrassments to us.**

do not heed all we should. Matters in which the public has intense interest should be direct concerns of ours because they have the potential to be direct embarrassments to us. I mention, for example, conflicts of interest or athletics. When I have on occasion hinted that I felt the board did not take a sufficient role in athletic policy, some of my listeners were aghast. My comment seemed to conjure a vision of SMU or of curators sending in plays or recruiting in Costa Rica. I want nothing to do with the minutiae of athletics. But what about the University's position on matters before the NCAA? Who decides the University vote on Proposition 48 or on the other important considerations that come before the national governing body? It looks like "policy" to me.

I suggest that this board needs to do the following:

- 1 Determine what matters we should consider as a board
- 2 Evaluate the procedure by which we conduct our meetings
- 3 Consider the extent of staff services that we require
- 4 Examine the nature of our shared governance with the faculty
- 5 Develop and supervise orientation of our new members

I would be remiss if I did not express gratitude for my orientation as a member of this board. Ed Turner (past president of the board) gave unselfishly of his time to talk with me. He arranged a number of meetings for me with System administrators so I might have the best possible foundation for service on the board. Ed also suggested I visit all the campuses, where I toured facilities and talked with the chancellors, administrators and faculty. What I am suggesting here is that this process of orientation be formalized.

6 Consult with the representatives of the media to determine how we may best cooperate in the public interest

7 Explore the manner in which we may best preserve and enhance the influence of this board to enable it to fulfill its constitutional charge

That's it. My perspective. I hope my remarks did more than convince you that the governor should appoint a better class of curators.

Take comfort in the fact that this great University has survived and prospered for 150 years despite fire, depression and bloody Bill Anderson. Surely it can accommodate a few more country lawyers.

# Conflict of interest policy requires disclosure

While recognizing the value of professional consultation and other forms of extra income for UM System faculty and staff, the Board of Curators adopted in January a formal conflict of interest policy for the UM System.

The action came in response to a mandate by the Missouri General Assembly. As one administrator remarked, "If we don't adopt a policy, the General Assembly may mandate a policy for us."

The board first considered the policy in December, but tabled it after Curator G. Andy Runge requested public disclosure clauses.

The policy covers the use of confidential information, grants and contracts, overlapping business activities, full-time employment with other employers, teaching courses not

connected with the University, faculty-authored textbooks and other educational materials, faculty and staff consultation, and use of the University logo and stationery.

The policy was developed over a three-year period. A systemwide task force — seven faculty, five administrators, and the University's general counsel and auditor — wrote the initial draft; subsequent drafts were reviewed by faculty governance bodies.

The task force had established a goal of preventing employees from "having to make a choice between private and University objectives" and called for professional judgment, an adequate process of appeal and full disclosure of financial interests that might represent a conflict of interest. It also called for a review in 1992.

## University of Missouri System Conflict of Interest Policy

*Adopted January 25, 1990*

### A CONFLICT OF INTEREST - GENERAL PROVISIONS

**1 POLICY.** University employees shall faithfully discharge their duties and shall refrain from knowingly engaging in any outside matters of financial interest incompatible with the impartial, objective and effective performance of their duties. They shall not realize personal gain in any form which would influence improperly the conduct of their University duties. They shall not knowingly use University property, funds, position or power for personal or political gain. They shall inform their supervisors in writing of reasonably foreseen potential conflicts.

**2 SANCTIONS.** Conduct by an employee that violates the University's policies, regulations or rules pertaining to conflict of interest shall constitute a breach of the employment contract and may lead to disciplinary action.

**B USE OF CONFIDENTIAL INFORMATION.** Employees shall not use confidential information about the University obtained by reason of their employment with intent to cause financial gain to themselves or unfair advantage for another person.

**C OUTSIDE BUSINESS INTERESTS OF UNIVERSITY PERSONNEL.** An employee's outside employment or business activities and interests must not interfere with the employee's regular duties nor represent a conflict of interest.

**1 GRANTS AND CONTRACTS.** When it is proposed that the University of Missouri enter into (1) contracts for the sale of goods or services, or (2) research contracts or grants, or (3) other contracts, including those for technological transfer, with private firms or corporations in which a University employee knows he or she has a direct or indirect financial interest, the following procedure shall be followed:

**a** Before the proposed contract is executed by the University, the University employee shall make a full disclosure of such financial interest, in writing, which disclosure shall be forwarded to the official having contract approval authority. This disclosure shall also be filed in a registry appropriately located for public scrutiny for a period of at least ten (10) days prior to the approval of the contract.

**b** If there is a change in the financial interest of a University employee during the term of the contract, the change shall be reported immediately, in writing, and forwarded to the official having contract approval authority, and shall also be filed as required in Paragraph C 1 a above.

**c** If the financial interest of the University employee in the private firm or corporation is such that it could influence the decision-making process of the private firm or corporation, and the employee could also influence the decision-making process of the University in entering into or performing the contract :

### Note to readers:

If you think you've seen this page before, you're right. A special *Spectrum* edition—almost identical to this page—was mailed to UM System employees Feb. 12 to acquaint recipients with the new conflict of interest policy. Special meetings were to be scheduled on each campus to discuss the policy. For more information, consult your campus authority, listed in the "campus registries" article below.

1 The University shall not enter into the contract, or shall cancel the contract, if the terms of the contract so permit; or

2 The University employee shall take such action as is necessary to remove her or him from a relationship with the private firm or corporation that could influence the decision-making process of the private firm or corporation; or

3 The University shall establish a procedure to remove any opportunity for the University employee to influence the entering into the contract by the University or the manner in which the contract is performed by the University.

**2 OVERLAPPING BUSINESS ACTIVITIES.** Before an employee enters into a business activity that overlaps with the University's teaching, research or service missions, the employee shall make full disclosure, in writing, to her or his immediate chairperson/supervisor, and such disclosure shall be filed as required in Paragraph C 1 a above. The chairperson/supervisor and her or his dean/director/supervisor must approve or disapprove in writing the proposed activity.

**3 FULL-TIME EMPLOYMENT - FACULTY AND EXEMPT PERSONNEL.** Full-time faculty and full-time exempt personnel may not be concurrently employed full-time with another employer. (Effective Sept. 1, 1983, an employee classified at least 75 percent full-time equivalence with an indicated appointment duration of at least six months and who is regularly scheduled to work a minimum of 30 hours per week is considered a full-time employee.)

**4 TEACHING.** An employee of the University who teaches either credit or non-credit courses not connected with the University may have a conflict of interest. To avoid conflicts of interest an employee must disclose the proposed teaching activity and secure written approval in advance from her or his department chairperson/supervisor and dean/director. Approval for such teaching shall be granted unless the proposed teaching is not in the best interest of the University. In reaching the decision, the department chairperson/supervisor and dean/director should consider all relevant matters including such concerns as duplication of University courses or programs and accreditation standards.

**5 FACULTY-AUTHORED TEXTBOOKS AND OTHER EDUCATIONAL MATERIALS.** Textbooks, tapes, software and other materials authored by the course instructor may be assigned to be purchased by students for a course taught by the author if the royalties arising from the purchase of the assigned materials are returned to the University of Missouri, another educational institution, a charitable organization, or a not-for-profit foundation. Any proceeds from other University uses of such materials, such as purchase by the library, shall be the property of the faculty member.

**D FACULTY AND EXEMPT PERSONNEL CONSULTATION.** Consultation, whether income-producing or otherwise, is the application of professional and scholarly expertise in the external community. It is a significant means of professional improvement as well as a form of community service. However, consultation may, in some instances, also constitute a business interest requiring disclosure and approval when the entity for which the employee consults transacts business with the University or is in competition with the University, or where the consultation itself competes with the work of the University. In these instances the procedure in Paragraph C 1 a is applicable.

(Continued on page 7)

## Campus registries established

The new conflict of interest policy calls for the establishment of a public registry for the disclosure of financial interests in specified cases. To implement this requirement, each campus has identified the location of its registry and a campus authority.

(All telephone numbers are in area code 314, except UMKC's, which is in 816):

UMC: Jerry Brouder, deputy chancellor, 101 Jesse Hall, 882-3387

UMKC: Marvin Querry, interim graduate dean, 345 Administrative Center, 276-1058

UMR: Neil K. Smith, vice chancellor for administrative services, 212 Parker, 341-7123

UMSL: M. Thomas Jones, deputy to the chancellor, 401 Woods Hall, 553-5201

UM System: Emmett Klinkerman, director of purchasing and real estate, 225 University Hall, 882-3549; Kate Markie, counsel, 227 University Hall, 882-3211; and Mark Burkholder, associate vice president for academic affairs, 309 University Hall, 882-6396.

## Letters

### St. Louis engineering misrepresented

To the Editor:

Some accounts of the action of the Board of Curators concerning the proposed engineering program at the University of Missouri-St. Louis have been incomplete and, as a result, may have led to some erroneous conclusions — particularly in regard to university priorities.

The program was approved by the board in May 1989. At last month's meeting, the board agreed to forward the program proposal to the Coordinating Board for Higher Education for its consideration. The proposal is part of a statewide effort to enhance opportunities for engineering education, particularly in the state's largest metropolitan areas.

It includes cooperation between the University of Missouri-Rolla and the University of Missouri-St. Louis, but it also embraces joint efforts between the University of Missouri-Columbia and the University of Missouri-Kansas City. Through the use of advanced communications technology, such opportunities would also be provided elsewhere throughout the state.

In the course of extended and detailed discussion of the issue last May and at the January board meet-

ing, it repeatedly was made clear that the program is not the highest priority of the University of Missouri System and that it will not be put in place without adequate additional state funding.

The University's higher priority needs are (1) repair of the funding base and (2) funding sufficient to overcome the influence of inflation. In other words, we must first catch up, then keep up with similar institutions of higher education. The foremost need is for competitive faculty and staff salaries, although we also have a very large backlog of deferred maintenance of capital facilities, critical shortages of computers and other equipment and very serious needs to improve our libraries.

It is imperative that we work with faculty, staff, students, alumni, business leaders, legislators and our colleagues in Missourians for Higher Education to attract the infusion of state funding that will restore the University of Missouri System to a competitive level to serve more effectively the state and its people.

**Richard L. Wallace**  
Vice President for  
Academic Affairs  
University of Missouri System

### Credit Columbia with compromise

To the Editor:

In the January 1990 issue, Spectrum reported on the new admissions policy approved by the Board of Curators at the December 1989 meeting. Unfortunately, the story was quite erroneous in describing one very important element of the new policy as the "St. Louis compromise."

In actual fact, what is described as the "St. Louis compromise" is an integral part of the original admissions policy put forth by the Columbia campus. It addresses the question of non-standardized criteria for admission that was written into the new policy to promote student diversity.

The Student Affairs Committee

of Faculty Council together with other individuals and groups on the Columbia campus, such as the Black Faculty and Staff Council, worked long and hard in hammering out this comprehensive, forward-looking, new admissions policy for the campus. A policy which, I might add, ultimately served as a model for the other three campuses in the system.

It is only fitting, therefore, that credit be assigned where it is due.

Sincerely,

**Russell Zguta**  
Chair, Student Affairs Committee  
of Faculty Council, Columbia

*Editor's Note: Spectrum regrets the error.*

## New travel book available

An 18-page booklet with University travel information has been distributed to the campus travel coordinators. The booklet contains such information as how to obtain a travel advance, benefits of the Diners Club card, how to get emergency cash at an automatic teller machine with the Diner's Club card, University travel policies, vehicle rental agreements,

Staff ID card available when renting an automobile. Specific rate information can be obtained from your campus travel coordinator. Rates and surcharges will vary.

Are rental trucks provided the \$25,000 primary insurance coverage by Diners Club that is provided on rental cars if the rental fees are paid with a Diners Club card?

No, only rental cars and passenger vans are covered under the Diners Club Car Rental Reimbursement Coverage plan. However, if the truck is being used for University business, coverage would be provided under the University's self-insurance program.

*Editor's Note: Will the real Melody Derendinger please stand up? Because of circumstances far too ridiculous to explain, the wrong photograph was run in January's "Travel Tips." Our apologies to Melody and the "mistaken Melody."*

Systemwide "Travel Tips" questions can be addressed to Derendinger, Purchasing & Real Estate, 225 University Hall, UM System, Columbia, MO 65211.

## Campus budget sessions scheduled

President C. Peter Magrath will hold budget and planning sessions with faculty and staff on three campuses in March. The fourth campus, UM-Kansas City, held its meeting in February.

The three remaining meetings are:

**UM-Columbia:** Friday, March 2, 10 a.m.-noon in Townsend Auditorium, Townsend Hall

**UM-Rolla:** Wednesday, March 28, 10 a.m.-noon in the Missouri Room, University Center East

**UM-St. Louis:** Thursday, March 29, 10 a.m.-noon in 299 J.C. Penney Building

## Travel Tips

By Melody Derendinger  
Purchasing &  
Real Estate



hotel chain discounts and insurance coverages.

If you have not received a copy of this booklet and would like one, contact your campus travel coordinator.

The coordinators are:  
**UM System:** Melody Derendinger, 225 University Hall, 882-2706

**UMC:** Libby Miederhoff, 325 Jesse Hall, 882-2852

**UMCHC:** Sharon Yaeger, Dc001.00 Accounting, 882-5807

**UMKC:** Jerry Jensen, 333 Administrative Center, 276-2758

**UMR:** Andy Lamar, G-3A Parker Hall, 341-4067

**UMSL:** Ernest Cornford, 325 Woods Hall, 553-5091

What car rental companies give the University a discount rate?

The University currently has discount agreements with six rental car agencies. The ID numbers and reservation numbers are listed below:  
National, 5003327, 1-800-328-4567  
Budget, 571 00 21604, 1-800-527-0700  
Alamo, 185751, 1-800-732-3232  
Hertz, 165527, 1-00-654-3131  
Avis, A/A132700, 1-800-331-1212  
U S A, 00 7983, 1-800-872-2277  
Have your University Faculty/

# UM System adopts conflict of interest policy

(Continued from page 6)

It is the policy of the University to permit consulting activities that:

- 1 are related to the professional interest and development of the faculty member or other exempt person,
- 2 do not interfere with regular duties,
- 3 do not utilize University materials, facilities or resources except as provided in the University Business Policy and Procedure Classification Code 01-21 dated May 1, 1979,
- 4 are in agreement with the American Association of University Professors/American Council on Education (AAUP/ACE) Statement on Conflict of Interest and with the requirements of accreditation for the particular school or unit in question,
- 5 do not compete with the work of the University, and are not otherwise contrary to the best interest of the University,
- 6 do not violate federal or state law, and
- 7 do not represent a conflict of interest under other policies of the University.

Each division shall make an annual report to the Chancellor, or appropriate Vice President, indicating the aggregate time and the nature of the service performed for each individual engaged in consulting, including the area of technological transfer. These reports shall be transmitted annually to the President.

**E USE OF UNIVERSITY STATIONERY.** Official University stationery may not be used in outside business, personal and other private or political activities of employees. However, for use in such activities, faculty may have printed at their own expense personal business stationery carrying their academic title, University address and telephone number.

**F USE OF UNIVERSITY LOGO.** It is a violation of University policy to employ the name of the University or any of its graphic identification symbols in printed materials intended to endorse or promote individual enterprises or to otherwise enhance private gain without the written permission of the University President.

**G APPEALS.** Appeals of decisions made under these procedures should be brought to resolution informally and at the lowest possible administrative level. Should attempts to resolve appeals informally fail, procedures set forth in Collected Rules and Regulations, 370.010 and 380.010, shall be followed.



## New commission to study higher ed

Curator Sam B. Cook has been selected by his peers to head the Missouri Business and Education Partnership Commission. Group members were selected and announced in January by Gov. John Ashcroft, Senate President *Pro Tem* Jim Mathewson and Speaker of the House of Representatives Bob Griffin.

The General Assembly passed legislation last year creating the commission, which is charged with conducting a comprehensive study of Missouri's system of higher education to determine how well the system is

- fulfilling the state's current education needs and
- equipped to meet the education needs of the next century.

The commission comprises 20

members: four appointed by the governor, eight appointed by Griffin and eight appointed by Mathewson.

Ashcroft named as lay members Cook of Jefferson City, John Prentis of St. Louis and Barry Seward of Kansas City. He appointed Charles McClain, commissioner of higher education, to represent the executive branch.

Mathewson selected Sens. Harold Caskey, John Schneider, Roger Wilson, Fred Dyer and Dennis Smith, and lay members Darrell R. Hollinger of Wentzville, Donna White of Jefferson City and Lowell Mohler of Jefferson City.

Griffin named Reps. Ken Jacob, Everett Brown, Neil Malloy, Sandy Kauffman and B.J. Marsh, and lay members Stephen E. Littlejohn of St.

Louis, John Laney of Kansas City and John R. Phillips of Kansas City.

The commission is expected to submit its findings before the end of the calendar year.

## Board institutes computer fee

The Board of Curators has approved a \$2 per credit hour fee to improve the University System's instructional computing network.

However, the estimated \$2.5 million annual projected revenue from the fee is about \$11.5 million short of the amount needed to match peer institutions in academic computing expenditures. The UM System currently invests about \$184 per student for academic computing purposes, while the average is \$452 per student at selected engineering schools and other Big Eight/Big Ten universities.

"The amount necessary to provide our students with adequate computing services can only be accomplished through a shared investment between the state of Missouri and the University," said University President C. Peter Magrath. "A major investment in academic computing will help better prepare the University's students for today's technological world and ensure their competitiveness in the job market."

The measure was one of several recommended in December by Magrath for consideration by the curators.



The UM-St. Louis African-American Vocal Ensemble performs a musical selection during the campus 1990 celebration of Dr. Martin Luther King Jr.'s birthday. In 1992, the University System will close in recognition of his birthday (see article, front cover).

SYSTEM ADMINISTRATION  
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706 LEWIS HALL

## SPECTRUM

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