

SUNIVERSITY OF MISSOURI SYSTEM SPECTRUM

McHugh emphasizes University research

In his first address to the Board of Curators as its president, James McHugh recounted recent University accomplishments and urged Board members to make 1994 the Year of Research.

Traditional command and control hierarchy has proven to be unresponsive, inwardly focused and unproductive, he said. "It simply doesn't work well anymore in the new reality of global community -- united by electronically shared information, face-to-face interactive telecommunications, served by virtual reality, expert systems and artificial intelligence, and anticipating the dawning of nanotechnology."

In this environment, "reinventing has become the new, but overused, word in organizational parlance for addressing these perplexing and tradition-threatening conditions."

He stressed the value of administrative experience and good judgment and pointed to the accomplishments of the University's Five-Year Financial Plan. He also recounted the accomplishments of the Board-appointed "Advisory Committee on the 21st Century" and the Board's subsequent action to codify a formal planning cycle "that raises the dignity of University planning to the level of a living process for focusing daily decision making.

"We cannot be nationally competitive in all things. We can and will be in many, but these, to be sustained, must be built on a foundation of comparative advantage. We must do serious soul searching and prioritizing," he said.

"The University of Missouri is the public research university in this state. That is singularly its most distinguishing characteristic and that character of this institution should be a subject of our primary concern," he said.

With the success of the Five-Year Financial Plan, basic deficiencies of the University are being addressed. "We must now, while remaining faithful to the first, move to a second phase of rebuilding, which includes the focus on the reconstruction of our research base," he said. "Let us make 1994 the Year of Research at the University of Missouri." □

Gov. Carnahan makes generous recommendation for UM budget

The future for state funding of the University of Missouri System looks brighter than in many years, thanks in large part to Gov. Mel Carnahan, who recommended a 4.2 percent increase in the University's state appropriation for fiscal year 1995. If the legislature approves the recommended increase, the University's state funding for the fiscal year beginning July 1, would be \$311 million, a \$12.49 million increase in the base budget from the current fiscal year appropriation of \$298.6 million.

"It's a good recommendation," UM System President George Russell said, "but it won't solve all of our problems. Now, if we could get funded like that for three years, we'd go a long way toward being where we'd like to be. Of course, you'd always like to have more."

The governor's proposed state bond issue includes funding for 16 higher educational facilities at all public four-year higher education campuses.

As another source of funding, Gov. Carnahan's budget request earmarked much of the state's projected gaming revenue in the next fiscal year for special projects at higher education institutions around the state. House speaker Bob Griffin, D-Cameron, is pushing to legalize a video lottery and to direct the state's proceeds, which he estimates at \$120 million annually, to higher education.

"Video lottery would allow for direct appropriation for maintenance and repair projects for all higher education institutions," said Jim Snider, assistant to the president for state governmental relations. "Buildings on the four campuses of the University of Missouri System represent approximately 60 percent of the \$2.2 billion replacement value of higher education buildings in the state. Video lottery would provide the equivalent of 1.5 percent of replacement cost for all state higher education facilities."

If approved, video lottery proceeds would allow the state to fully fund the Student Grant Program, which allows students who show financial need to attend public or private four-year and two-year institutions. Currently, about 25,000 students who are eligible for Missouri Student Grants are turned down because of insufficient funding. The proposal also would fund all authorized existing state scholarship programs. Many of these scholarships have been authorized by the General Assembly but never funded.

The University System requested \$15 million from the legislature for a cooperative endowed chair program which would require the University to raise private funds and allocate existing University resources to match the state's support. Gov. Carnahan recommended \$4 million for the program. □

Turner chosen to lead University Outreach

Ronald J. Turner was named vice president for University Outreach and director of Cooperative Extension Feb. 10 by University of Missouri System President George A. Russell.

Turner, 51, has held the position on an interim basis since July 1, 1993. The vice president for University Outreach directs cooperative extension programs that are supported jointly by federal, state and county sources. He also is responsible for the University's efforts to transfer knowledge gained through research to the citizens of Missouri.

"Ron Turner has spent 25 years working to improve higher education, particularly in



Ronald Turner

ways that integrate modern technology and traditional learning," Russell said.

Jim Dickerson, state chairman of the Missouri Extension County Council Leadership Conference, said Turner is a good choice to lead the University's extension programs.

"Over the last several months, our organization's members have had the opportunity to work closely with Ron Turner," Dickerson

said. "We have found him to be knowledgeable about the University and Missouri's diverse culture and willing to listen on the many issues of great importance currently facing University Extension." □

Board of Curators meetings to focus on planning strategies in 1994

James McHugh, the newly-elected president of the Board of Curators, has shifted more routine responsibilities to the Curators' Executive Committee and its standing committees so that meetings of the full Board can emphasize planning strategies. Board meetings will also concentrate on informing Curators of University of Missouri research, the role that sets UM apart from Missouri's nine other public, four-year colleges and universities.

The Executive Committee, chaired by Curator Adam Fischer, will meet at least monthly. The other members of the Executive Committee are Webb Gilmore and John Lichtenegger, both former presidents of the Board. Meetings of the standing committees — Academic Affairs, Finance, Physical Facilities, and Resources and Planning — will precede meetings of the Executive Committee and their actions will be reported to the Executive Committee. Unanimous actions of the standing committees and Executive Committee will not be put on the agenda of the full board.

Curator David Collins chairs the Academic Affairs Committee; Fred Hall the Finance Committee; Mary Gillespie the Physical Facilities Committee, and Adam Fischer the Resources and Planning Committee. Curator McHugh chairs the Advisory Committee on Telecommunications Technology.

Media are notified of all committee meetings, in accord with Missouri's Open Meetings and Open Records law, and they are open to the public. Most meetings of the Executive Committee and the standing committees are conducted by telephone conference call, in which cases media representatives are invited to attend where the calls originate.

The Board adopted five long-range planning strategies at its December, 1993, meeting.

President McHugh has assigned committee vice-chairmen to monitor and report at each Board meeting on activities, progress and expectations related to each strategy. The strategies, Curator assignments and February Board reports:

People: The University should focus on people — a commitment to recruiting and retaining the very best minds. **Curator John Lichtenegger**, vice chairman, Academic Affairs Committee.

Lichtenegger pointed to the success with which President Russell's endowed chairs proposal has been greeted in the Governor's office and in the House and Senate. The proposal, he said, would "have the state provide funds to leverage institutional and gift funds to establish endowed chairs that will attract internationally known scholars to our faculty." He asked that the President and Chancellors provide at the next Board meeting a summary of initiatives already underway to attract and retain the best faculty, students and staff members and a proposed agenda for the remainder of 1994.

Programs: The University should continue to develop a management philosophy based on continuous improvement of programs and budgeting to resources. **Curator Webb Gilmore**, vice chairman, Resources and Planning Committee.

Gilmore indicated that the strategies "are not intended to replace the five-year financial plan but, rather, to take the University beyond repair of its infrastructure to higher levels of quality, efficiency and effectiveness." Following a discussion of such concepts as continual improvement and a sense of customer orientation, Gilmore recommended that emphasis this year be devoted to "the whole area of student services on each of the campuses. I continue to

receive strong signals from our students and their families that there are a number of problems in this area that should be addressed." He also recommended "consideration of how we get change in academic programs." He asked that the administration bring to the next meeting of the Board examples of the use of good management techniques already in place and "a statement of management philosophy and related management principles and operating concepts." He emphasized that the Board should stimulate good management, but that the General Officers should propose where and how changes should be made and should report fully to the Board on their activities.

Cooperation: The University should maximize the collective strengths of the four-campus system and, in order to do so, the University should encourage and facilitate projects that involve two or more campuses. The University, focusing on its unique strengths, should intensify its efforts to develop partnerships with the private sector, governmental agencies and other academic institutions. **Curator John "Woody" Cozad**, vice chairman, Physical Facilities Committee.

Cozad noted that cooperation is not a new theme and pointed to such intercampus projects as the telecommunications network and its use in cooperative academic programs. Plans are underway for faculty from all UM campuses to cooperate in assisting the Department of Elementary and Secondary Education in implementing some aspects of the Outstanding Schools Act. President George Russell, at the same meeting, proposed the creation of a University-wide Institute for Instructional Development, patterned after the intercampus Research Board. Cozad asked that the administration, at the next Board meeting, review existing cooperative arrangements — within and without the University — and present ideas for a 1994 agenda.

Technology: The University should move aggressively to apply information technology within its classrooms, in outreach, across the campuses, and to interact with industry and government. This will require appropriate support and training programs as well as appropriate incentives for faculty and others. **Curator James McHugh**, president of the Board and chairman of the Advisory Committee on Telecommunications Technology.

At the February meeting, McHugh recommended that all members of the Board participate in the University's electronic mail network by the end of the month. He also urged Board committees to make use of the University's Telecommunication Network whenever practical — as a means of conserving resources and becoming more familiar with interactive video technology. He also reported that the Center for Telecomputing Research at the University of Missouri-Kansas City is developing "a new multi-media program that will create the virtual Board Room — a vision and prelude of how we will likely be conducting much of our business in the not-too-distant future."

Funding: The University must increase its effectiveness in generating public understanding and support for its mission and program. Chairman of the Finance Committee, **Curator Cynthia Thompson**, called for focusing on two areas of non-state funding — private fund raising and research grants and contracts. "Twenty years ago, state funds constituted about half of our total revenues," her report stated. "Now that figure is under one-third." □

UM System FY '95 capital priorities

UM System: The Governor recommended expending \$3.2 million for a Central Library Storage facility to serve all four campuses.

UM-Columbia: The Governor suggested providing \$10.9 million in state funds to allow construction of the Busch Natural Resources Building. Additionally, \$4.0 million in state funds (together with significant funds from other sources) would be authorized to renovate Schlundt Hall (Chemistry).

UM-Kansas City: The Governor's bond issue would provide \$22.3 million to construct the Science and Technology Building on the Kansas City campus. This facility is critically needed to bring together under one roof the various science-related disciplines at UMKC to facilitate better academic cooperation. The University is also seeking funds to provide for planning of a Life Sciences facility which is the second capital priority for the Kansas City campus.

UM-Rolla: The Governor's bond issue would provide \$7.1 million for an addition to the electrical engineering building. This long awaited priority is critical to this important discipline. Secondly, the Governor would suggest funding a major

renovation for Schrenk Hall costing \$2.5 million.

UM-St. Louis: Governor Carnahan proposed \$16.2 million for two major renovation projects on the St. Louis Campus. The Chancellor, the President and the Curators have agreed that funding for the UMSL Campus Master Plan might be a higher priority for the campus at this time. The new metro-link rapid transit system provides two stops on the St. Louis campus. Inevitable future growth spurred by Metro-Link will require that several privately held properties be acquired as soon as possible. A \$16.2 million appropriation for funding the Campus Master Plan is critical to the future of the campus.

University Outreach and Extension: Strong support of the University of Missouri core budget is very important to provide continued budget stability for University Outreach and Extension. University Outreach and Extension continues to work with local communities to establish modern state-of-the-art telecommunication centers. Such centers will provide access to services and information for all Missourians as new methods of telecommunication continue to develop. □

UM Research Board awards \$1.39 million in grants

The University of Missouri Research Board, a panel of 16 faculty members appointed by UM System President George A. Russell, has awarded \$1.39 million to support 50 research projects across the University's four campuses.

President Russell established the board in early 1992, funding it in part through the elimination of administrative positions in the UM System office. During the 1992-93 academic year, the Research Board awarded \$3.67 million in support of 143 research projects. The board made its first round of awards of the 1993-94 academic year in December, totaling \$1,184,211 to 49 applicants.

Dr. Boyd O'Dell, professor emeritus of biochemistry and executive secretary of the Research Board, said that 162 applications for research funding were filed in October, and 50 were granted this month. The 50 grants ranged from \$4,266 for a history project to a top figure of \$85,500 for research in chemistry.

The board granted 10 engineering requests for a total of \$273,063; seven in humanities and fine arts for \$89,060; 14 in life sciences for \$465,947; 11 in social sciences and mathematics for \$413,200; and eight in social and behavioral sciences for \$152,970.

The Research Board is aided by a system of peer reviewers in selecting projects. The board has established a network of UM experts in each discipline, and they address specific criteria in evaluating a request. The board then considers the recommendation of the peer reviewers.

Donald Riddle, professor of biochemistry at UM-Columbia, is chairman of the board. The other 15 members represent a variety of academic disciplines across the four UM campuses.

UM Research Board October 1993 Awards

UM-Columbia

John Adams, *Chemistry*, \$24,000

Roger Cook, *German, Russian, and Asian Studies*, \$12,500

Charles Corrado, *Finance*, \$24,658

William Dale, *Dalton Research Center*, \$29,007

Curt Davis, *Electrical and Computer Engineering*, \$10,800

Kathleen Fiederlein, *Accountancy*, \$18,154

William Folk, *Biochemistry*, \$38,800

George Griffing, *Internal Medicine*, \$50,000

John Jones, *Fisheries and Wildlife*, \$16,595

Nigel Kalton, *Mathematics*, \$30,000

James Keller, *Electrical and Computer Engineering*, \$33,100

George Kracke, *Anesthesiology*, \$25,866

Wayne McDaniel, *Surgery*, \$30,000

David Mehr, *Family and Community Medicine*, \$48,980

Paul Miceli, *Physics and Astronomy*, \$47,400

Jeanne Mihail, *Plant Pathology*, \$16,760

John Miles, *Mechanical and Aerospace Engineering*, \$30,000

William Noble, *Geography*, \$5,300

Mark Prelas, *Nuclear Engineering*, \$47,800

Ray Bimal, *Veterinary Medicine*, \$33,000

Krishna Sharma, *Ophthalmology*, \$20,464

Kenneth Sher, *Psychology*, \$32,894

Steve Weinberg, *Editorial*, \$12,500

Paul Weirich, *Philosophy*, \$8,748

John Zemke, *Romance Languages*, \$15,178

UM-Kansas City

Michael Kruger, *Physics*, \$50,000

Stephen Morris, *Molecular Biology and Biochemistry*, \$39,500

Ann Smith, *Molecular Biology and Biochemistry*, \$41,000

Paulette Spencer, *Oral Biology*, \$32,475

Jakob Waterborg, *Cell Biology and Biophysics*, \$43,500

UM-Rolla

Abdeldjelil Belarbi, *Civil Engineering*, \$25,000

Daniel Forciniti, *Chemical Engineering*, \$27,713

Nicholas Leventis, *Chemistry*, \$49,700

H. Nelson, *Mechanical and Aerospace Engineering*, \$25,000

Paul Parris, *Physics*, \$30,000

Josef Podzimek, *Mechanical and Aerospace Engineering*, \$23,650

David Riggins, *Mechanical and Aerospace Engineering*, \$25,000

David Van Aken, *Metallurgical Engineering*, \$25,000

UM-St. Louis

Janet Berlo, *Art*, \$27,671

Lee Brammer, *Chemistry*, \$85,500

Joseph Carroll, *English*, \$6,000

Phillip Fraundorf, *Physics*, \$47,600

Frances Hoffman, *Sociology and Women's Studies*, \$21,710

Kyungho Oh, *Mathematics and Computer Science*, \$4,700

Donald Phares, *Economics*, \$12,232

Cynthia Radding, *History*, \$4,266

Paul Roth, *Philosophy*, \$14,697

George Taylor, *Psychology*, \$26,522

William Welsh, *Chemistry*, \$16,600

Bruce Wilking, *Physics and Astronomy*, \$27,700

Records Management celebrates 30 years

Since 1964, the University of Missouri System Records Management Office has provided storage and retrieval service for a wide variety of items that represent the huge scope of work carried out on the four UM campuses.

The office has everything from the MU School of Journalism's Picture of the Year entries to pathology specimens among the 49,000 boxes of paper records, 70,000 rolls of microfilm, 2 million glass slides and 1,900 computer tapes at the Records Center in Columbia.

UM's Records Management Department — the second oldest records management program in the country — will celebrate 30 years of operation at an Open House March 30, from 2 to 5 p.m., at their facility at 2910 Lemone Blvd. in Columbia.

Records management offers the following services to all departments within the four-campus UM System: inventory of records, retention scheduling, review of electronic records, design of filing systems, microfilming, records storage and forms analysis and design. "We will visit departments, review the records operations and make recommendations on how to save money, time and space," says Wayne Duncan, director of Records Management.

For more information on Record Management services, call 314-882-6541.

Did you know?

- Approximately two-thirds of all records are improperly stored in offices? (About one-third should be destroyed and one-third should be sent to records storage.)
- The cost to maintain a file cabinet in an office is estimated at \$1,838 a year. (This includes space cost, utilities and staff time.) It is estimated the University has 3,400 excess file cabinets.
- The proper storage of records is necessary for administrative, legal, research, historical and fiscal purposes.
- Only 29 percent of University departments use the Records Center and 10 percent use the microfilm services. □

Curators give tentative OK to Barnes College-UMSL pact

The University of Missouri System Board of Curators, in its meeting Feb. 3 in St. Louis, authorized UM President George Russell to negotiate a merger between the Barnes College of Nursing and UM-St. Louis School of Nursing programs.

"This, like our engineering partnership with Washington University, is an example of how institutions can work together to serve a region."

Creation of the new academic unit, which would be called the Barnes College of Nursing at the University of Missouri-St. Louis, is still subject to the curators' final approval, but negotiations are proceeding with the goal of enrolling students in the Fall 1994 semester, Russell said.

"The prospect of combining our resources with Barnes College is very exciting," Russell said. "This, like our engineering partnership with Washington University, is an example of how institutions can work

together to serve a region."

The new college, which would have about 650 students, would have the same rights and responsibilities of other colleges and schools at UMSL. Its chief academic officer will be the nursing dean at UMSL; the academic dean at Barnes College will become associate dean.

Students currently enrolled in the Barnes College program, including those already admitted for Fall 1994, will continue as students of the merged program. After Fall 1994, students will be admitted using normal University admissions policies and procedures. Students admitted for Fall 1994 or earlier will graduate under the current Barnes College curriculum. After that date, the curriculum will be subject to modification by the joint faculty.

The new college will offer a four-year undergraduate program in nursing, as well as master's, Ph.D., and N.D. programs. Faculty from Barnes College will be appointed to regular or non-regular status, according to current University policy. By fall, 1995, all faculty offices and classrooms will be on the UM-St. Louis campus, and all laboratories, library holdings, computers, and audio-visual materials of the two current schools will be combined.

The primary sites for clinical nursing practice experiences will be the hospitals of the Barnes-Jewish Inc./Christian Health Services system. □

UMKC chemistry professor appointed UM Faculty Fellow

Charles Jon Wurrey, professor and chair of the Chemistry Department at UM-Kansas City, began a one-year appointment Feb. 1 as a Faculty Fellow for the University of Missouri System.

Wurrey holds a bachelor of science degree in chemistry and mathematics from Northern Michigan University and a doctorate degree in physical chemistry from Massachusetts Institute of Technology. He has been on the faculty at UM-Kansas City since 1974.

The faculty fellowship is a one-year administrative appointment created to provide administrative experience for the fellow

and support for the office of the vice president for academic affairs. By rotating the fellowship among faculty members from the four campuses, the program is designed to provide input from all campuses.

The faculty fellow works on various issues that are handled by the office of academic affairs, including reporting to the UM Board of Curators and the Coordinating Board for Higher Education.

Wurrey said his personal focus during his internship will be on research. "I will be looking at the entire research enterprise," he said. "Specifically, how the System can help facilitate the many facets of research." □

UM Curators act on tuition and fees

Staying on the course it set two years ago, the UM Board of Curators unanimously approved a proposal at its February meeting to increase tuition and fees nearly 11 percent at the System's four campuses.

Starting in the fall, tuition and fees for undergraduates will increase 10.9 percent to \$101 a credit hour. For out-of-state residents, the cost will rise 10.8 percent to \$301.90.

For graduate students, the increase will be 10.8 percent to \$127.80 a credit hour. Out-of-state graduate students will pay 13 percent more, or \$373 a credit hour.

The Board also increased fees for instructional computing and initiated course fees for computer science at UMKC and nursing at UMSL.

The increases will come in the third year of a five-year plan approved by the Board in July 1991 to gradually change the University's fee structure. The plan called for resident fees to be increased by the cost of inflation, then estimated to be 5.5 percent annually, plus \$200 each academic year, and for graduate fees to increase by the same percentage rate as undergraduate fees.

UM President George Russell told the Board that the recommended increase in tuition for a full-time student is about \$100 less than originally anticipated by the plan. He attributed this to an inflation rate of only 3.5 percent compared to the 5.5 percent projected by the Board's plan.

"The University of Missouri has traditionally been a low-tuition institution, and even after the five-year plan is completed, our costs will be below the average of our peers," Russell said. "Colleges and universities in other states are by necessity raising fees on a year-to-year basis instead of through a long-term plan such as the one adopted by the Board of Curators.

"We are not raising fees in order to meet a short-term budget shortfall. We are raising them to address specific needs and build a university that will be, in the long run, an even better value for students."

Revenue generated from the fee increases, less inflation, is being used to raise faculty and staff salaries, provide more funds for student financial aid, and improve other University programs.

Tuition and fees represent about 17 percent of the revenue the University takes in to finance its operations. □

Policy manuals available on UMINFO

The System that allowed for on-line access of the UM Business Policy Manual, UM Personnel Manual, MBE/WBE Vendor Directory, Travel Services, and Computer Related Volume Purchase Agreements has been converted to a menu-based system called GOPHER.

While hard copies of the publications are update annually, the on-line information is updated as changes in policies are approved.

UM employees can access these manuals through GOPHER or other programs, but procedures differ by campus. Contact your Campus Help Desk for instructions to get to UMINFO.

Help Desk Phone Numbers

UM:	314-882-4083
UMC:	314-882-5000
UMCHC:	314-882-1063
UMKC:	816-235-1480
UMR:	314-341-4163
UMSL:	314-553-6034

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