

S U N I V E R S I T Y O F M I S S O U R I S Y S T E M S P E C T R U M

Rules changed for Curators Scholars

The Board of Curators has approved changes in the requirements for receiving Curators Scholarships. The changes will make the prestigious scholarships more competitive with scholarships offered by other institutions and make it easier for students to retain them each year.

Under the new requirements, which will go into effect in the 1995-96 academic year, a high school senior may be considered for a Curators Scholarship if, at the end of the junior year or thereafter, the student is in the top five percent of his or her graduating class or has scored 28 or higher on the ACT exam. The ACT requirement also can be satisfied if the student has scored an equivalent or higher mark on another nationally normed entrance examination.

Currently recipients must be in the top three percent of their high school class and have a score of 26 on the ACT exam.

The nomination process also has been made more flexible. Currently, a student must be nominated by a high school counselor to be considered for a Curators Scholarship. Under the new requirements, high school counselors still may nominate a student, but the student also may contact the University campus of choice, or be contacted directly by the campuses.

The Board also approved a provision making it easier to retain the scholarships. Currently the student must attain a cumulative grade point average of 3.75-4.00 to retain 100 percent of the scholarship amount. Any GPA lower than 3.5 results in complete loss of the award. About 60 percent of first-year recipients fail to qualify for renewal under current rules.

Under the new rules, retention of the scholarship will be based on a minimum cumulative GPA to be determined by the University president in consultation with the chancellors. Assuming that the student maintains the minimum GPA, a Curators Scholar can be supported for a total of five academic years, or until the student has received a bachelor's degree, whichever comes first. □

Hancock II proposal on Nov. 8 ballot

The Hancock II tax-limitation proposal was certified for the Nov. 8 ballot on Sept. 1 by Secretary of State Judith Moriarity.

Moriarity announced that initiative petitions for Hancock II contained 145,074 valid signatures of registered voters, well in excess of the 125,809 required. The proposal, however, barely exceeded the threshold of signatures required in the 1st Congressional District, which consists of north St. Louis and St. Louis County. Supporters of the proposal in that district gathered 18,938 signatures, only 33 more than were required. Sufficient signatures were required in six of Missouri's nine Congressional districts.

Hancock II would require tax increases to be put to a statewide vote and would require certain revenue, exempted from the count of total state revenue under the original Hancock limit, to be added to the total. Various economists and state budget experts have predicted dire consequences for state agencies. Estimates of immediate budget cuts for the UM System have been set at anywhere from \$40 million to \$60 million. The Missouri School Boards Association has estimated that funding for elementary and secondary education would be cut by \$285 million.

In a prepared statement issued after the secretary of state's announcement, Gov. Mel Carnahan said, "I will do everything I can to convince Missourians they should oppose

this ill-conceived measure."

Lt. Gov. Roger Wilson has predicted that if Hancock II is passed, state services would have to be cut by \$500 million in 1995.

Hancock II supporters have countered that the ballot initiative does not dictate specific budget cuts to any agency but only limits the amount of revenue the state may collect from year to year.

UM officials, meeting in Springfield Sept. 1-2, said passage of the Hancock II proposal would diminish the University and reverse many of the gains it has made in the past three years.

"We have turned the corner on a number of issues that have held the University back for more than a decade—building maintenance, faculty salaries, and research technology, to name three," said Board of Curators President James McHugh. "This is the wrong measure at the wrong time for Missouri."

UM President George A. Russell agreed and emphasized the consequences for the state as a whole. "This isn't just about higher education, it's about elementary schools, high schools, prisons, roads, and hospitals," Russell said.

"Missourians need to take into consideration the kinds of services they expect from their state government before they cast a ballot for this proposal." □

Carnahan chooses successor to Thompson

Malaika Horne of St. Louis has been named by Governor Mel Carnahan to the University of Missouri Board of Curators. Horne was sworn in September 1 when the Board met in Springfield.

Her appointment still is subject to confirmation by the state Senate. She will complete the term of Cynthia Thompson, who is moving from St. Louis to Bowling Green, Ohio, to pursue business interests.

"Malaika is an outstanding individual with an extraordinary educational background,"



Malaika Horne

Carnahan said in a statement. "She will be a great asset to the University of Missouri."

Horne, 47, is a post-doctoral research fellow with the psychiatry department at Washington University's School of Medicine. She also is managing director of the Narcotics Service Council in St. Louis and an adjunct professor in multicultural studies at Webster University.

Horne received her bachelor's degree in sociology from the University of Missouri-St. Louis. She holds a master's degree in urban affairs and a doctorate in public policy from St. Louis University. □

State Historical Society preserves Missouri's heritage

Where would you go if you wanted to trace your family's history in Missouri? Perhaps you are a lawyer looking for long-forgotten information to settle a probate matter, or, a scholar researching the history of a small Missouri town?

Each year, more than 29,000 people looking for answers to these and other questions visit the State Historical Society of Missouri, located in UM-Columbia's Ellis Library. Thousands more people annually will contact the Society for information by telephone or letter.

Since its founding in 1898 by the Missouri Press Association, the mission of the Society has been to collect, preserve, make accessible and publish material relating to the history of Missouri and the Middle West.

"The Society has received state funding since the turn of the century," says Jim Goodrich, executive director. "In addition, from \$55,000 to \$85,000 of donations each year augments state appropriations. In 1974 the State Historical Society was transferred to the University of Missouri System for budget and personnel purposes."

The Society's reference library contains more than 440,000 volumes, ranging from family histories to official publications and scholarly monographs on the history of the state and its citizens. Local historians and genealogists can find a multitude of sources such as county



The State Historical Society is located in UMC's Ellis Library

and town histories, city directories and cemetery records.

The reference library holds a significant map collection that traces early river routes, trails and roads as well as modern railroad and highway routes. The earliest map dates from 1684 and charts the Louisiana Territory claimed for France by LaSalle. Atlases, gazeteers, early guidebooks, statistical maps and a complete file of the state's official topographic maps enhance the collection.

Goodrich says the Society's newspaper library, containing 1,270 bound volumes and 35 million pages of microfilm—documenting events and public opinion from the state's rural areas to its largest cities—is the most important information maintained by the Society. Some 300 current newspapers, from every Missouri county, are added to the library each week. The newspaper library also holds one of the largest collections of U.S. census files on microfilm in the Midwest.

Goodrich also serves as director of the Western Historical Manuscript Collection, which includes the holdings of the University of Missouri and the State Historical Society. The manuscript collection is a four-branch operation, with offices located on



Each year, more than 29,000 people visit the State Historical Society of Missouri

each of the UM campuses.

Within its stacks are personal and family letters, diaries and financial records, gubernatorial and congressional collections, and the records of numerous organizations and businesses in the state. Special collecting areas include African-American history, women and the media, folklore/folklife and German-American materials. Materials housed at one branch may be loaned to any of the other offices.

The Society's art collection focuses on works by Missouri or Missouri-related artists, with creations by George Caleb Bingham and Thomas Hart Benton forming the foundation of the collection. Bingham's *Order No. 11*, Missouri's most famous historical painting, and more than 20 of the artist's portraits, belong to the Society.

The Thomas Hart Benton collection contains the "Year of Peril" series, consisting of eight World War II propaganda paintings and two companion paintings, and numerous lithographs and other works. Other Missouri artists, both past and present, are represented in the art collection.

The current exhibit on display in the Historical Society's gallery features the drawings of John Stoeckley, an artist who has a national reputation for capturing American architecture in pen and ink. Stoeckley developed his American Collection in rural Missouri. His drawings include the Arch and the Old Courthouse in St. Louis, the boyhood home of Mark Twain, the Daniel Boone Home and the Winston Churchill Memorial.

The Society also has an extensive collection of photographs and illustrations of Missourians, buildings and scenes from around the state and views depicting special events and everyday life. Genealogists, authors and other researchers frequently use images from the photograph collection to supplement other resources.

The State Historical Society publishes the *Missouri Historical Review*, a scholarly quarterly, and a biennial directory of local historical agencies and occasional issues focusing on specific aspects of Missouri's history. Ray Brassieur, an oral historian and folklor-

ist, was hired this year to direct the State Historical Society's Oral History Program. As part of the Bootheel Under-served Arts Communities Project, Brassieur has been conducting informal taped interviews of residents of Missouri's Bootheel region. The project explores the lives of local artists, including folk singers, and the cultural context of their performances.

Goodrich says one of his favorite projects is the Society's involvement with History Day in Missouri, a program that encourages students in grade 6-12 to research historical subjects related to an annual theme. The program's goal is the fostering of academic achievement and intellectual growth in

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—Jim Goodrich

students. In April, 457 students and 91 teachers from 67 schools participated in the 14th annual History Day, sponsored by the State Historical Society and the Western Historical Manuscript Collection. Four winners at Missouri's History Day went on to win top honors at the National History Day competition held at College Park, Maryland, last June.

Goodrich, who has served as executive director since 1985, focuses his scholarly research and writing on Missouri history, the Santa Fe Trail and trade and the history of the West.

"It's a very challenging job and I enjoy it very much," he says. "Collecting the state's history is an extremely valuable program." □

New medical plan cuts costs for UM and employees

President Russell reported to the Board of Curators Sept. 1 that the University's new managed health care plan has resulted in significant savings for the University and 35,000 employees, retirees and dependents.

He said 87 percent of active employees are enrolled in a managed care program—the point of service plan or the HMO. Another four percent are enrolled in the out-of-network area plan, and two percent are in the catastrophic plan. Only seven percent of all UM employees chose the \$250 deductible unmanaged plan, and some of those have chosen to transfer to a managed care plan.

"The University took the lead in introducing managed care to the communities of Columbia and Rolla," Russell told the board. "As more physicians participate, our employees have more choice in selection of providers. For physicians to move away from fee-for-service medicine was not easy, and we are pleased with their response in Columbia and Rolla."

Russell said the University has realized

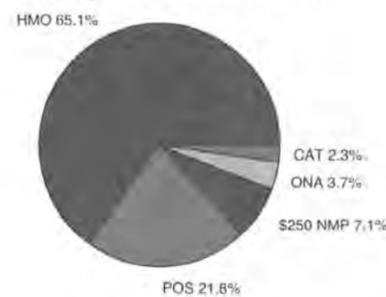
substantial savings. In FY 1994, which ended June 30, the University saved \$5.5 million by switching to the managed care system, Russell said. FY 1995 savings are projected to be \$10.5 million, when compared to the University's original projected budget.

Russell said using the University's professional communications offices throughout the System to provide open and continuous information—through publications, e-mail and a 1-800 number—saved money and helped the transition to managed care happen successfully. The program was nationally recognized by the Council for Advancement and Support of Education.

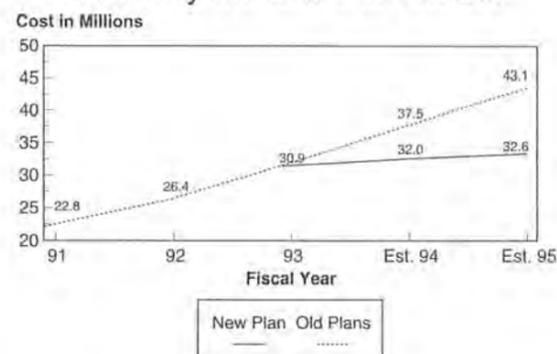
Finally, Russell told the board that UM-Columbia's University Hospital and Clinics and University Physicians were chosen by GenCare Sanus to be HMO network providers for state and municipal employees.

"I am very pleased for University Hospital that it has been able to move successfully into the HMO business outside of the University of Missouri," he said. □

Medical Plan Active Employee Enrollments



University Medical Plan Costs



Report shows only 38 percent of UM faculty members obtain tenure

In a report to the board on faculty performance reviews, UM President George Russell praised University faculty for an effective peer review system and standards that "are high and improving.

"We can mandate many things, but standards for teaching, research and service are set by the faculty," he said.

Russell reported that out of 405 assistant professors hired throughout the UM System between 1982 and 1986, only 154—or 38 percent—obtained tenure.

"If 100 assistant professors were hired at UM," Russell said, "Thirty-eight would be granted tenure and promoted to associate professor, 62 would leave voluntarily or involuntarily.

"A relatively select group of professors hired by UM actually secure tenure and are promoted to associate professor."

In a comparison by campus, after seven years 39 percent of assistant professors received tenure at UM-Columbia, 31 percent at UM-

Kansas City, 42 percent at UM-Rolla and 40 percent at UM-St. Louis. The report showed that throughout the UM System the likelihood for obtaining tenure is the same for females and males.

Once a faculty member has been promoted from assistant professor to associate professor, rarely is he or she promoted to professor in less than seven years. "But there are exceptions and a very select few

advance rapidly," Russell said.

"A new assistant professor at UM has a 38 percent chance of securing tenure and an 11 percent chance of being promoted to professor in a total of 14 years.

"Our efforts to create endowed professorships and chairs will allow us to recruit and retain faculty members who will further enhance peer reviews standards," Russell said. □

Campus	# Hired 1982-86	# Tenured	% Tenured
UMC	256	99	39
UMKC	61	19	31
UMR	36	15	42
UMSL	52	21	40
UM Totals	405	154	38

President Russell goes on the road to talk to Missourians about the University

UM System President Dr. George Russell kicked off a series of public meetings on Sept. 6 with appearances in West Plains and Poplar Bluff. He also made media visits in those communities and in Kennett.

Although President Russell made a brief formal presentation at each of the "Fall Forums," he devoted the majority of his time to fielding questions from the audience on topics ranging from higher admission standards to Hancock II.

"These forums are more than an opportunity for the University to tell its story," says David Lendt, director of UM System University Relations.

"They give Missourians a chance to share their concerns and comments about the University and about higher education."

President Russell made a similar tour shortly after taking office in 1991. He continually visits throughout the state with editors and news directors. □

Tuesday, Sept. 13	Hannibal	7:00 p.m./High School
Thursday, Sept. 29	Mexico	7:00 p.m./Fine Arts Bldg.
Tuesday, Oct. 11	Washington	7:00 p.m./High School
Wed., Oct. 26	Sikeston St. Joseph	Noon/Chamber of Commerce 7:00 p.m./Central High School
Thursday, Oct. 27	Moberly	7:00 p.m./High School
Thursday, Nov. 3	Bolivar	7:00 p.m./Middle School
Wed., Nov. 16	Kirkville	7:00 p.m./High School
Tuesday, Nov. 22	Joplin	7:00 p.m./High School

UMKC chooses leadership expert for Bloch chair

Lee Bolman, a nationally known authority on leadership from Harvard University, has joined the UM-Kansas City faculty as the Marion H. Bloch Chair in Leadership in the Henry H. Bloch School of Business and Public Administration. The chair was established through a \$1.1 million gift in honor of Marion Bloch.

"We are pleased and honored to have an educator of Dr. Bolman's caliber join our faculty," says UMKC Chancellor Eleanor Brantley Schwartz. "His years of experience will greatly enhance the Bloch School's program, as the school continues in its efforts to provide top quality leadership education."

Bolman, who left his position as director and principal investigator at the National Center for Educational Leadership at Harvard University Graduate School of Education, is happy with his decision to move to Kansas City. After being at Harvard for more than 20 years, Bolman and his family were looking for a change of pace.



Lee Bolman

as society puts more demands on leadership," he says. "It's harder these days for people to lead because the demands are so much greater. There's a lot more need for people with leadership training."

Even so, the idea of establishing a professorship or chair in leadership education is progressive, Bolman says. He estimates that nationally, there are fewer than 10 positions similar to his.

"What the University of Missouri is doing with the endowed chair program is an exciting idea," Bolman says. "The commitment to creating these positions brings the University outstanding scholars with an absolute passion about their topic."

Bolman teaches both undergraduate and graduate level courses on organizations and leadership. "My role is to look for ways to infuse leadership into the entire education enterprise," he says.

As part of his duties, Bolman directs the Center for Leadership Development in the Bloch School. He says the Center is still evolving, but will be a vehicle to develop the school's strengths in leadership education

both internally and externally. "My job involves teaching, writing and relating to the community, including Kansas City, Missouri, and beyond," he says.

Bolman received a bachelor's degree in history and a doctorate in organizational behavior from Yale University. He has written numerous journal articles and book chapters and he has been co-author of seven books with Terry Deal of Vanderbilt University on leadership and organizations. Their newest book, *Leading with Soul: Gifts from the Heart*, which is expected to be released next spring, focuses on the tendency of effective leaders to have deep-rooted spiritual beliefs.

"Some of our recent books are short instructional novellas," Bolman says. "In *Leading with Soul* we document an executive going through a spiritual crisis—both his personal journey and the effect it has on the organization he's leading.

"One good thing about the field of leadership is that it pushes the boundaries of social science," he says. "I'm having a lot of fun with this." □

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—Lee Bolman

"There is a growing belief in the Kansas City area, and a strong commitment to building a first-rate urban campus," Bolman says. "It's an interesting place to be at a great time."

Bolman says his decision to specialize in leadership education grew out of his ongoing fascination with how to get human systems to work.

"Leadership education is gaining prominence

Endowment matching program shows results

The UM System has created 12 chairs and professorships in the first year of its endowment matching program with the state, UM President George A. Russell told the Board of Curators in its Sept. 1 meeting in Springfield.

As of August, a total of \$8.8 million had been received by the University from private sources for the endowment matching program with the state of Missouri. The state appropriated \$4 million for 1994-95 and indicated that there would be similar appropriations for at least two years after that. Under the program, the state matches private donations toward endowed chairs and professorships, and the University provides the remaining portion of the cost from its own budget reallocations.

Disbursements on the endowments will begin July 1, 1995. Some of the endowed chairs or professorships have been filled; others will be named at a later date. (See chart for specific titles and endowment amounts.)

"The chancellors and development officers are pleased with the early success of the program and are optimistic about their ability to attract more donors," Russell said. "The donors are delighted at the opportunity to leverage their money with state and University funds to help achieve their particular interests in making this University better." □

State Matching Endowments

(as of August 1994)

UM-Columbia

Sam W. Walton Missouri Professor of Business	\$550,000
James E. Campbell Missouri Professor of Law	\$550,000
Houston Harte Missouri Professor of Journalism	\$550,000
Kraeuchi Missouri Professor of Veterinary Ophthalmology	\$550,000
Floyd R. Gibson Missouri Professor of Law	\$550,000

UM-Kansas City

Marion Bloch Missouri Chair in Business	\$1,100,000
Douglas Stripp Missouri Professor of Law	\$550,000
Arvin Gottlieb Missouri Chair in Business (2)	\$2,200,000
Merl Hicklin Missouri Professor of Medicine	\$550,000
Victor E. & Caroline E. Schutte Missouri Professor of Business	\$550,000

UM-St. Louis

Missouri Professor of Nursing	\$550,000
Missouri Professor in Citizenship Education	\$550,000
TOTAL	\$8,800,000

SPECTRUM

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