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E PRESIDENT'S REPORT









University of Missouri

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THE PRESIDENT'S REPORT

1969

A REPORT OF ACTIVITIES OF THE FOUR-CAMPUS
UNIVERSITY OF MISSOURI DURING 1968-69

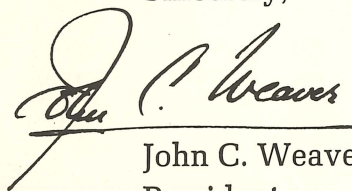
UNIVERSITY OF MISSOURI



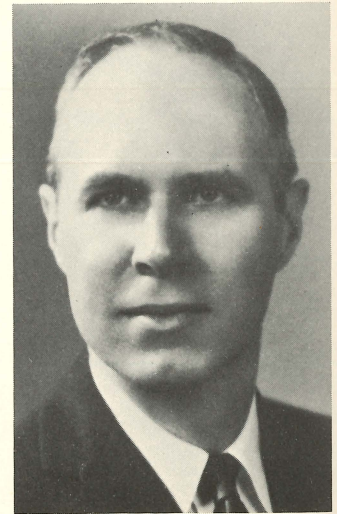
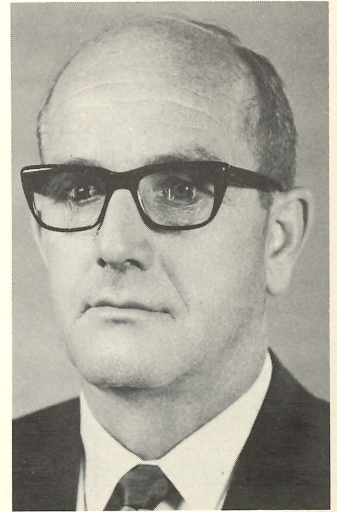
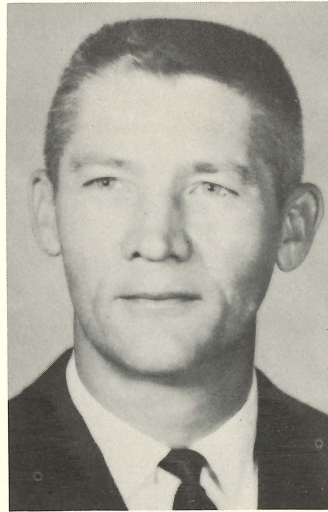
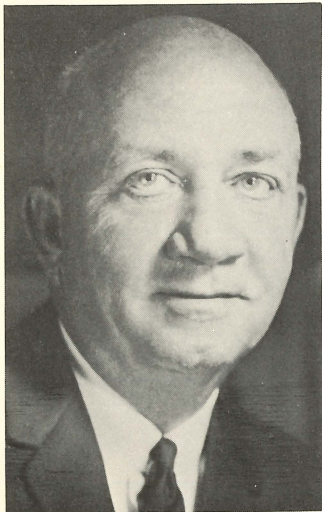
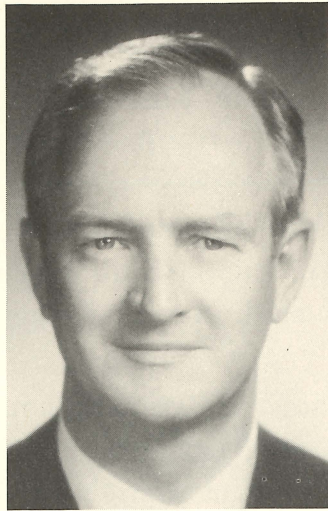
The University of Missouri today, as in the past, lives on the frontier of tomorrow. In University classrooms, research laboratories, in urban Missouri and rural Missouri, the staff of this institution seeks to aid its commonwealth in the building of a better State.

I would hope that this summary of the fiscal year 1968-69 can serve to bring you testimony of the University's pledge not only to be helpful to the realities of today, but to meet the challenges of the future. Certainly, it is a report that points up University accomplishments, but it also offers perspective on what remains to be done.

Sincerely,

A handwritten signature in cursive script, reading "John C. Weaver". The signature is written in dark ink and is positioned above a horizontal line. The first part of the signature, "John", is written in a more stylized, looped cursive, while "C. Weaver" is written in a simpler cursive.

John C. Weaver
President



Their Gift to Missouri: Dedicated Public Service

“It is always the person, the individual person that counts, and his is human insight, human understanding, human judgment.”

Board of Curators. The University of Missouri is a constitutional body governed by a nine-member Board of Curators appointed by the Governor with the consent of the Senate. The appointments are for six-year terms with three members being named every two years.

The Board formulates policy and delegates authority and responsibility to the President of the University for actual operation and administration.

Board members serve without pay and devote countless hours away from their homes and jobs in order to attend business matters of the University.

Mrs. William C. Tucker
Warrensburg

William H. Billings
Vice President
Kennett

William C. Myers, Jr.
President
Webb City

Oliver B. Ferguson
Fredericktown

G. Fred Kling, Jr.
Albany

Pleasant R. Smith
Mexico

John Sam Williamson
Columbia

Robert G. Brady
St. Louis

Doyle Patterson
Kansas City

The Curators are pictured at the left in the above order.



The University Touches Every Citizen Some Way

“Education is, indeed, man’s going forward from cocksure ignorance to thoughtful uncertainty.”

Highlights of 1968-69. The University of Missouri with its four-campus operation is a massive undertaking which influences the lives of all Missourians regardless of whether they are students attending classes, farmers living in remote rural areas, handicapped inner-city residents, businessmen, doctors, lawyers or whatever. New developments at the University are not confined to the classroom but extend beyond the classrooms and laboratories to all areas of the State through various University informational programs.

It should be obvious to anyone that new knowledge in such areas as medicine, agriculture, environmental health, engineering and a multitude of other disciplines can directly affect the lives of all citizens. However, not all Missourians are aware that new medical discoveries, for instance, are regularly relayed through a telecommunication program to their physicians through the University’s Missouri Regional Medical Program or that a tremendous volume of other data flows daily through such University media as the extension service which will hopefully make their lives more enjoyable and productive.

The fact that the University touches all segments of the State makes it difficult to describe this type activity in this brief report except at a high level of abstraction. But in an attempt to offer a glimpse of the progress of the University during the 1968-69 year, some random observations might be made to illustrate the University’s determination to be successful, regardless of the type of assignment.

- While the University of Missouri has long been active in urban areas, its work has intensified through its involvement in the Urban Problem Solving Program. (See Public Service Section.)

- Special funding by the General Assembly has enabled the University to make substantial improvements in the development of University libraries, increasing the number of books available to students by approximately 73,000 volumes above the year’s normal acquisition.

- Quality improvement of undergraduate learning was another project aided through special funding and support to provide upgrading of instruction beyond that normally anticipated. The University allocated \$400,000 to various academic departments for this



special purpose with the largest single grant of \$113,000 to the Department of English on the Columbia campus, where more than 13,000 students per annum are affected.

- Special provisions were successfully initiated to support activities that contribute materially to the proficiency and effectiveness of the individual staff member in his teaching research and public service activities through the faculty improvement program.

- An allocation of \$1,050,000 for new and replacement of obsolescent scientific equipment contributed substantially toward improvement of instructional and research programs throughout the University.

- An Office of International Studies was established with the purpose of developing an atmosphere of international concern on the four campuses beyond that of providing curricula on international problems.

- Course offerings on all campuses received further evaluation and noteworthy changes included the initiation of a graduate program at UMSL and additional graduate studies in various disciplines at the other campuses in 1968-69.

- The Board of Curators approved the establishment of a medical school and the Harry S Truman Center for Governmental Affairs, both at UMKC.

- Among the major administrative changes in 1968-69 included the naming of a Chancellor for UMKC and the creation of the University-wide position of Vice President for Academic Affairs.

- Students became more actively involved in decision-making process at all levels of University structure.

- Several new classroom and laboratory facilities either completed, placed under construction or advanced in various planning stages. (See Section on Building Progress.)

- While the University's student population increased with almost 3,000 additional students in the fall, the ranks of faculty and the amount of services were replenished to handle the enrollment demand.

- The University approved 8,203 degrees in 1968-69 including 2,680 at the graduate level. The overall figure reflects a 12.5 percent increase over the previous year.

The fact that the University is constantly expanding and improving its programs and services is readily apparent. And, for the University to grow and to progress, those involved in the educational process must continue to resist any dehumanizing and depersonalizing. The student must remain our chief concern.



Quality Education Is Tied To an Outstanding Faculty

“A university is precisely as strong as its faculty.”

Teaching. The University's strength resides in its highly qualified staff of competent scholars who have accepted teaching as their most important goal. This enthusiastic commitment to help each student to achieve his maximum potentialities is the distinguishing characteristic of a truly outstanding faculty.

In order to attract and retain a faculty of exceptional quality, the University must possess a desirable academic environment as well as competitive salaries, and the University has been able to improve its position in both areas in very recent years.

The University has recently taken some key actions to increase faculty strength:

- The Assistant Professor Research Fund, which enabled young and exceptionally capable teachers who have experienced difficulty in securing initial outside financial support to pursue promising projects.

- The Faculty Improvement Program, which kept well-prepared and experienced faculty members in contact with current activities in their respective fields whether these developments are within the University or elsewhere.

- The Curators Professorship, which provides for a limited number of appointments of persons with outstanding scholarly achievement and of exceptional ability who will enhance the general reputation and visibility of the University.

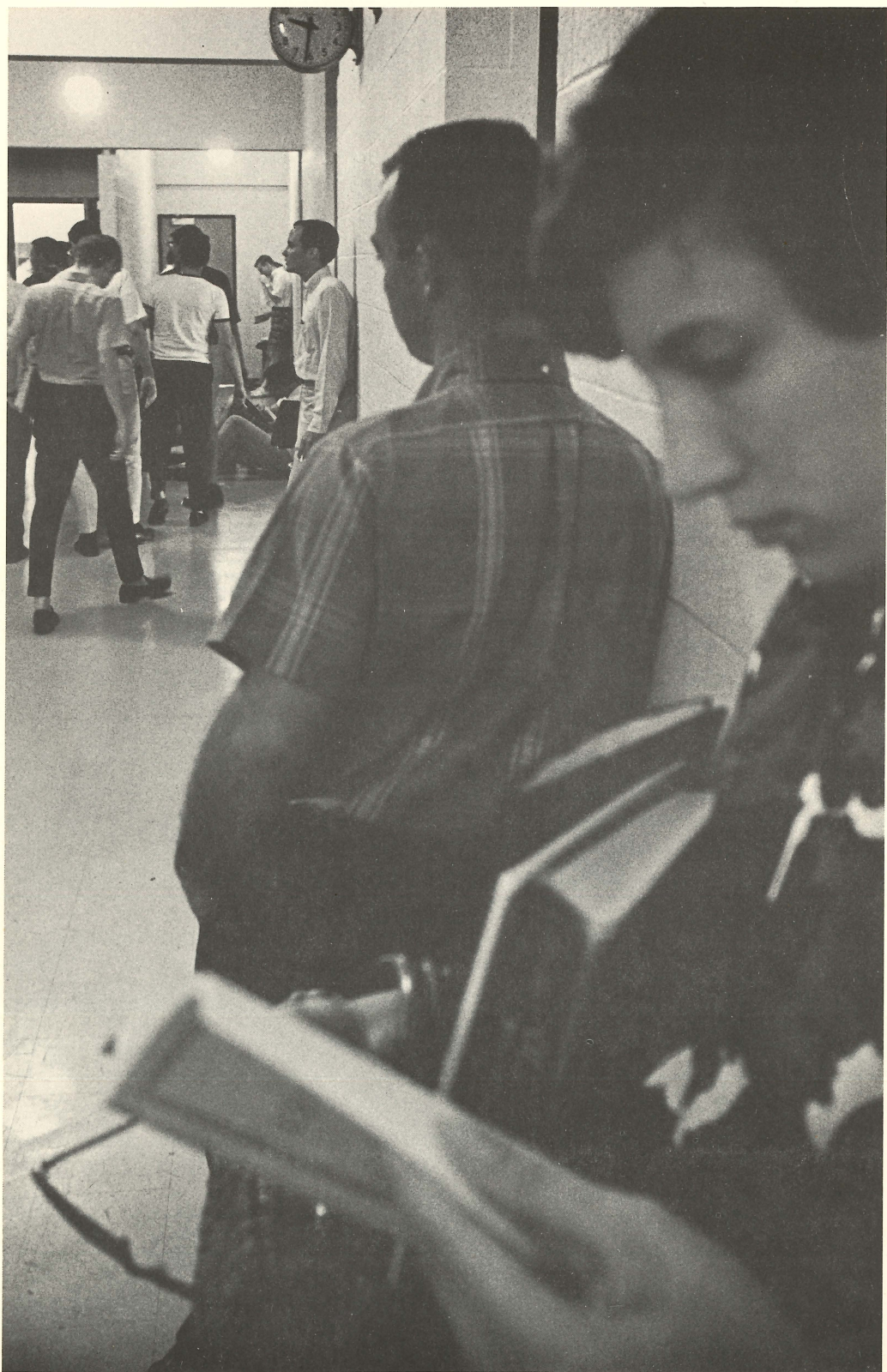
- The Mid-America State Universities Association Traveling Scholar Program, offered an opportunity for those involved in doctoral level work to share resources for instruction and research at neighboring universities without any of these institutions undergoing expensive duplication of faculty and equipment.

- The University Development Program, which furnished valuable resources for expansion and upgrading of teaching and research activities that otherwise could not have occurred.

In addition, the University further has improved its academic environment with:

- Additional classroom-research and support facilities. (See Section on Building Progress.)

- Approval of new educational pursuits by the Board of Curators and accrediting of various new and existing academic programs by national agencies.



- Continued development of libraries, computer facilities, and other teaching and research aids and innovations.

Faculty salaries and other benefits have only recently kept pace with the national average, and rising living costs through inflation remain a threat to what has been gained. The University must continue to provide salaries and the proper academic environment which will attract and retain the best talents available for the training of our youth.

Steadily Rising Enrollment Brings Comfort and Concern

“You can be very proud of the Missouri young people who are attending this state university . . . almost to the student, they are responsible, fine young people in whom you can take great pride.”

Students. The 1968-69 student picture is a familiar one: enrollment at the University of Missouri is steadily rising. More specifically, the University's student population grows at a rate of 2,500 to 3,000 with each passing year.

The enrollment report may not shake the general public, but to the University faculty and administration as well as the State of Missouri officials a jump in the enrollment is viewed with some degree of concern.

The increase brings comforting news that Missourians are seeking educational benefits beyond the high school, thereby providing highly-qualified, educated talent capable of satisfying economic and intellectual ambitions of this State. An enrollment hike, on the other hand, means increased demands for teachers, classrooms, libraries, non-academic staff, books and an infinite number of other items associated with a larger student population.

Clearly the University is fast reaching a point in its evolution when emphasis must either be given to the availability of teaching facilities and staff to meet the annual flood of new students or else consideration be given to selective management of its enrollments beyond currently practiced procedures. The size of the future student body of the University is uncontestably tied to the factors of additional facilities and faculty. Any move to turn away capable students is certainly in conflict with long-standing policies of this University.



In the Fall of 1968, the University enrolled 43,134 students, 2,797 more than the previous year. (See Enrollment Chart.) Parallel to this increase, the University's four campuses achieved new heights in degree productivity over the same period: a total of 8,203, an increase of 913. (Note Chart.)

ENROLLMENT FALL 1968

COLUMBIA: 20,113 a decrease from 20,124 a year ago*

KANSAS CITY: 9,003 an increase from 8,418 a year ago.

ROLLA: 5,778 an increase from 5,245 a year ago.

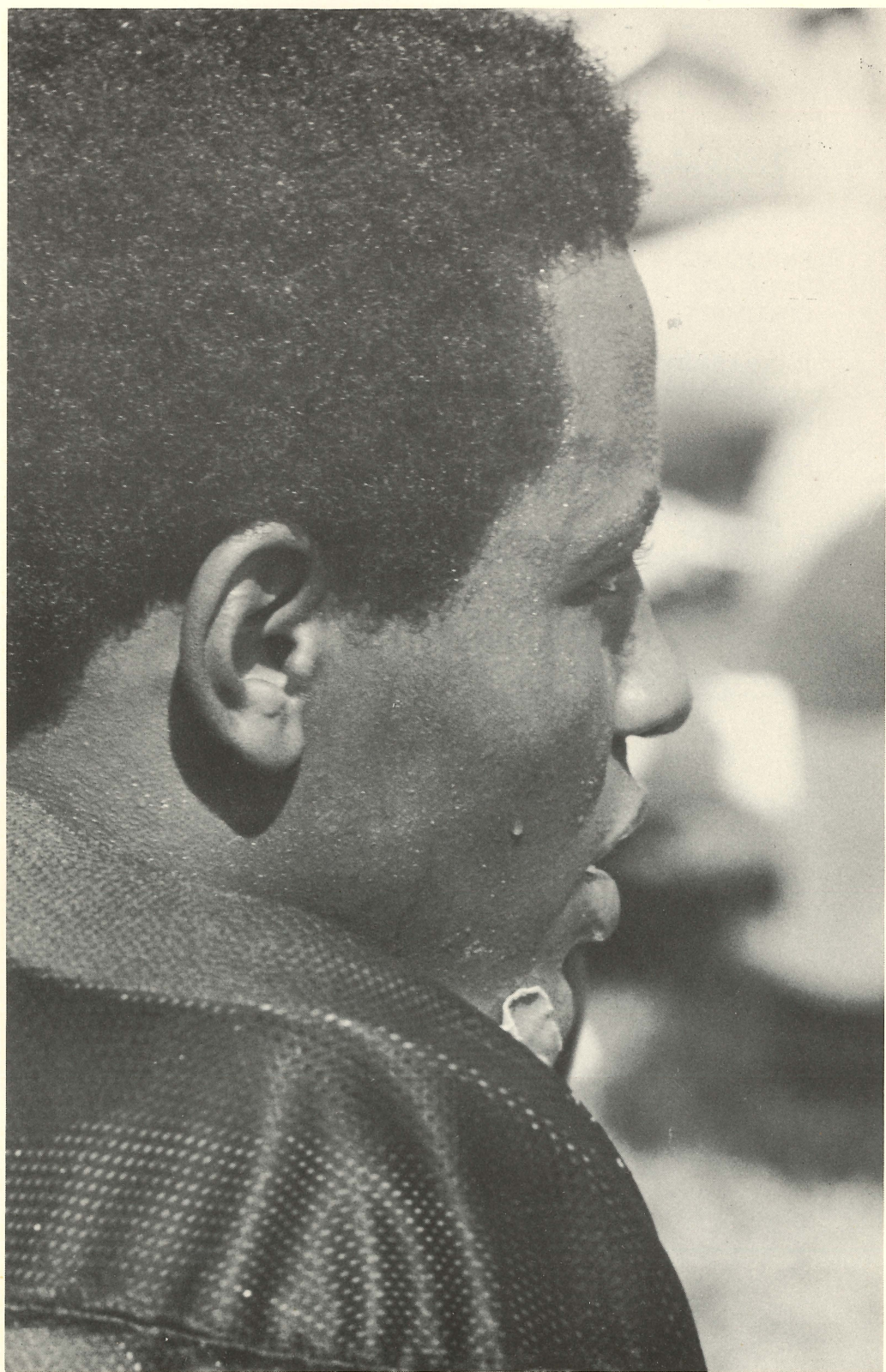
ST. LOUIS: 8,240 an increase from 6,550 a year ago.

* Due to establishment of a Graduate School at UMSL. Students previously taking graduate courses at UMSL were enrolled through the Columbia campus.

University of Missouri • DEGREES AWARDED

		1967-68	1968-69	Increase
Columbia	Undergraduate	2,865	3,076	211
	Graduate	1,794	1,844	50
	Total	4,659	4,920	261
Rolla	Undergraduate	657	735	78
	Graduate	266	277	11
	Total	923	1,012	89
Kansas City	Undergraduate	840	939	99
	Graduate	394	491	97
	Total	1,234	1,430	196
St. Louis	Undergraduate	474	773	299
	Graduate	0	68*	68
	Total	474	841	367
Totals	Undergraduate	4,836	5,523	687
	Graduate	2,454	2,680	226
	Grand Total	7,290	8,203	913

* First year for graduate degrees



More students and more graduates must be accompanied with steps for substantial quality improvements in the educational program for students as outlined elsewhere in this report.

Finally, it should be noted that the highly publicized "student unrest" issue of national concern resulted in no more than lively discussion at the University of Missouri in 1968-69. Students sought change in policies and procedures which affected them in a peaceful and orderly fashion.

Mature, constructive criticism by students continues to be instrumental in the decision-making of the University and these comments are truly welcomed. The University must be a place of freedom; intellectual freedom, freedom of inquiry, freedom to listen to all kinds of points of view and thought.

The people of Missouri have a right to be proud of their young people.

The Need for More Space Outstrips Building Surge

"This University has a strong obligation to tell what the needs are of a growing institution."

Building Progress. In an attempt to meet critical shortages of classroom, laboratory, research, office and other space needs, the University of Missouri moved ahead rapidly in fiscal 1968-69 to utilize funds available for constructing and improving physical facilities on all four campuses.

Seven new buildings were completed and placed into use during the year; 20 others were under construction and in various stages of completion; and 7 other authorized structures were advanced well into planning stages. (See Chart)

But while the University made substantial progress last year on previously funded physical facilities, a major problem developed which will have serious repercussions in the future. The problem was the failure of the General Assembly to appropriate state funds for any new buildings or other sorely needed capital improvements for the University in the 1969-70 fiscal year.

The effects of that void in state appropriations will be particularly evident two or three years from now. That is approximately



PROGRESS REPORT ON NEW BUILDINGS

(Status as of June 30, 1969)

Planning Stages

Columbia • Chemistry Addition • Laboratory Animal Facilities • Space Science (Stage Two)

Kansas City • Education • Laboratory Animal Facilities

Rolla • Engineering Science
• Mathematics-Computer Science

Under Construction

Columbia • Animal Science • Tucker Hall (Botany)
• Curtis Hall Addition • Greenhouse Addition
• Multi-Purpose Complex
• Central Classroom Complex (Phase One)

Kansas City • Spencer Chemistry-Biology • Dentistry
• Haag Hall Addition • Parking Structure

Rolla • Compressible Flow Laboratory
• Humanities-Social Science

St. Louis • Arts and Science • Life Sciences • Multi-Purpose Complex • Parking Structures
• University Center-Continuing Education
• Social Science-Business-Education

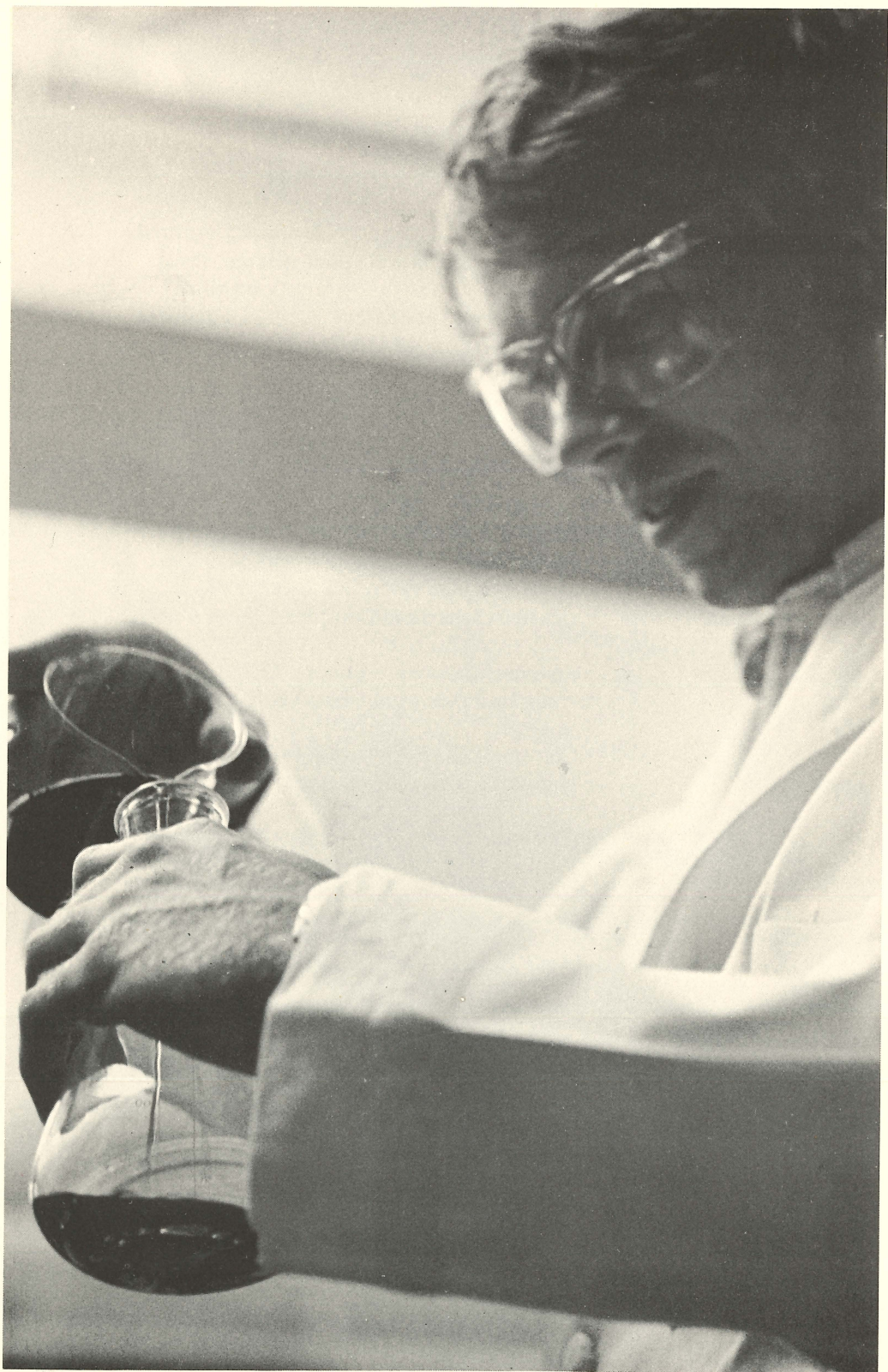
University-wide • Administration Building • President's Home

Completed

Columbia • Livestock Center • Mathematical Sciences
• Medical Sciences Addition
• Space Science (Stage One)

Rolla • Multi-Purpose Complex

Kansas City • Grant Hall Addition • Library



the time lapse from when major buildings or other projects are funded until they are in operation, depending on their size and complexity. With the University gaining 2,500 to 3,000 additional students each fall, a one year interruption in the flow of capital improvements will make the shortage of space and the inadequacy of support facilities even more severe.

While space needs for students, faculty and staff continue to mount steadily each year, the necessity for upgrading support and service facilities and other aspects of the University's physical plant stands high on the capital improvements priority list.

For example, the University's utility systems desperately need to be expanded and improved in order to service the new buildings being brought into use. In addition, many of the older buildings need major remodeling and renovation; specialized facilities must be constructed or replaced; adequate maintenance is necessary to protect the present physical plant investment; and acquisition of future campus building sites should progress in an orderly and steady manner.

Adequate physical facilities play an extremely important role in the University's ability to provide quality higher education. It would be to the benefit of all Missourians if the necessary facilities are provided.

New Knowledge Provides A Better Life for People

"The University is a place where we disturb minds, where you teach people to think, and look at all the evidence there is in the process."

Research. One of the greatest contributions that any university can make to society is adding to existing knowledge through its research programs. The primary mission of research at the University of Missouri is to provide a better life for people.

The University of Missouri, the State's center for research, ranks among the nation's top 20 according to a survey of 175 colleges and universities considering the volume of research undertaken by its faculty and staff.

The size of the University's budget for research on the four campuses totaled \$38,537,497 in the 1968-69 fiscal year, \$6.2 million more than the previous year. In further comparison, the University's research budget in 1960-61 totaled \$5,670,699, which is indicative

of the state and national leadership the University has taken in its research mission.

Research findings directly aided University audiences, businesses, industries, and individuals in 1968-69 through such areas as medicine, agriculture, social, biological and physical sciences, engineering and the humanities.

At the University, research projects in 1968-69 continued to:

- enhance instruction at all levels by imparting new knowledge and ideas to those involved in the teaching process,
- equip students with the basic and advanced research techniques applicable in business, industry, government — and universities,
- provide the academic environment necessary to attract and retain an exceptionally strong faculty and student scholars and
- support the University's long-standing mission as an innovator and disseminator of new discoveries.

The research at the University of Missouri is diversified and includes some projects receiving national and international attention. Here is a glimpse of major highlights in some of the University's research programs. In no sense should this overview be interpreted as all inclusive.

- Continued service to research in education, industry and the state was provided by the University's high-powered nuclear reactor. Studies in many diverse fields are made possible by this multi-purpose tool, for instance, work in atomic structure, crime detection and fertilizer performance.

- The Missouri Regional Medical Program, consisting of 28 individual projects, maintained substantial progress in improving the delivery of health care concerning heart disease, cancer, stroke and related diseases, by utilizing the most recent knowledge available.

- The Water Resources Research Center continued projects designed to insure future generations of badly needed, natural resources through its studies of water utilization.

- The Sinclair Research Farm continued 29 research projects whose purposes are to provide answers to basic questions involving diseases and the aging process in men and animals.

- Agricultural research in 1968-69 ranged from basic laboratory and field projects to work on such broad-scale problems as pollution and the total environment. Though the more than 240 College of Agriculture research projects were based within departments on the Columbia campus, attention was given to local and area agricultural needs at outlying centers in North, East Central, Southeast and Southwest Missouri.

- The UMKC School of Dentistry, in addition to its programs of dental education, patient care and continuing education, provided intensive research activities in such basic science areas as microbiology, pathology, histology, embryology, radiology, biochemistry and physiology as they pertain to dentistry.

- The Space Sciences Research Center, now in new facilities at Research Park in Columbia, continued research with approximately 50 projects related to adapting life to the environment.

- The widely diverse aspects of Missouri's economy continued to be an important research activity of the School of Business and Public Administration at UMC, and urban problems and public opinion studies received increased attention.

- Faculty members at UMSL were awarded 30 grants for research on such pressing problems as water and air pollution and a host of other projects distinctive to the urban area.

SOURCES OF RESEARCH REVENUE

	1967-68	1968-69
Federal	\$20,169,625	\$23,757,606
State	10,474,921	13,281,229
Foundations, Societies, Associations	904,992	522,628
Industries	517,067	664,162
Miscellaneous	210,854	311,872
Total	\$32,277,459	\$38,537,497

DISTRIBUTION OF RESEARCH FUNDS

	1967-68	1968-69
Medical Sciences	\$ 8,010,274	\$ 8,717,284
Agricultural Sciences	7,915,983	8,542,116
Physical Sciences	5,561,983	7,416,905
Biological Sciences	3,971,909	5,296,541
Social Sciences, Humanities	3,574,718	4,766,887
Engineering	3,242,592	3,797,764
Total Research Funds	\$32,277,459	\$38,537,497



- The ongoing research activities at the UMC Medical Center include all phases of basic science and clinical medicine. Of particular note are broad-based research programs in cardiovascular physiology, metabolic diseases, computer's role in medical diagnosis, regulation and control of enzyme action, reproductive biology and artificial devices to control heart diseases.

- The UMC School of Veterinary Medicine entered its third year of financial support through a General Research Support Grant from the National Institutes of Health. Among the NIH programs are cerebral control of autonomic responses, drug metabolism in the newborn, electron microscopic studies of anatomical structure, study of leukemia virus infection in animals, effective antibiotics on tooth development and pathogenesis of allergic encephalomyelitis. Also included are aging and chronic disease studies, physiological mechanisms of spermatozoa capacitation and normal biologic profiles for miniature swine.

- During a period of federal budget limitations, the worth of UMR's research program in 1968-69 exceeded that of the previous year by \$1,801,330, a total of \$8,871,727. The major gains were a 40 percent increase in research grants to \$4,408,171 and an increase in traineeship support to \$1,492,141.

This brief capsule of research activity takes on greater meaning when it is understood that the results were shared by many publics in many different ways. The sharing and applying of new discoveries translated research into meaningful tangible results to Missourians.

Extending the Knowledge Becomes Even More Vital

"It is my vision of the second century of the Land Grant institutions that, while retaining and further enhancing their almost incredible relationship to rural America, they must now prove that through teaching, research and service they can bring equally effective accomplishment to metropolitan America."

Public Service. As the 1960's pass into history, the University of Missouri faces the challenges of the 1970's with unprecedented commitment to further intensify and broaden its service role to all Missourians by extending the University's accumulated knowledge

to every segment of society. This past year was marked by continued dedication to the needs of rural Missouri, its cities and its towns and deeper involvement in the problems of the State's urban complexes.

It is the mission of the University's Extension Division to extend its knowledge and resources to individuals, organizations, firms and institutions of Missouri to assist them in their pursuance of self-improvement.

Extending the knowledge resources of the institution to the state is not an optional matter with a State Land Grant University. The original legislation called for this and much additional legislation passed over the years at federal and State levels has confirmed this responsibility.

Need for extension work has been increasing due to the explosion of knowledge. People must keep up with new knowledge if they are, in some cases, to keep a job while in others to perform and earn within their basic ability. No longer is it true that some given years of formal education, usually taken as a youngster, is sufficient.

Constant communication between the University and State is nurtured, too, because the University, in its faculty, laboratories, libraries, has certain resources that *cannot be duplicated*. These resources have certain unique capabilities to help solve many societal problems and must be made available to the entire State.

From all parts of our society, some 1¼ million Missourians are being reached annually by these formal and informal projects and programs, which are concerned with the family and youth, retraining of professionals, the community-public sector, food and fiber, business, industry and labor. Those being served range from medical doctors to school dropouts, from the businessman to organized laborers to industrialists.

With the dawn of the last third of the Twentieth Century comes promise and hope woven within a multiplicity of problems marked by their increasing complexity. These problems manifest themselves in every part of society as Missourians and Americans seek to understand and cope with changes which touch and alter them almost daily.

The continued growth of population in metropolitan areas has spawned problems of a drastic and urgent nature. To many the dilemma of the cities has reached crisis level with problems outpacing solutions at an accelerated pace. Technological advances still are forcing people to leave rural areas, many of which are in turn experiencing declining economic conditions.

Aware of the potentially serious ramifications of having these

problems go unsolved, the University of Missouri is channeling more and more of its resources toward the development of solutions. Review and revision of existing service programs are being conducted while continuing the search for innovative applications of methods and research.

In essence, this broadened involvement by the University is characterized by continued service to rural Missouri and concern for its cities. It is an involvement which seeks to make available to the public the current research and achievements in major areas of human knowledge as well as the University's physical facilities.

Part of this involvement is shown by development of centers for study of management development, of metropolitan problems in education and of the family and establishment of clinics devoted to problems in medicine, dentistry and reading.

The historic transmitter of information from the University to the public is the Extension Division, which this year underwent its second major organizational change since 1960.

Conferences, short courses, credit courses and correspondence courses woven into formal and informal education programs are major techniques for accomplishing the educational objectives. Wide use is also made of personal consultation, the telephone, printed material and the mass media.

Already working under the umbrella of one administrative unit, the Extension Division has made rapid strides toward increased use of specialists in particular fields through a regional approach to problem-solving.

Maintaining offices and staffs in each of Missouri's 114 counties, the Extension Division will have organized all 20 area staffs across Missouri by the year's end. The thrust of this reorganization is to rechannel the talents of specialists to meet diversified requests in the field. Representing most of the University's departments, 294 people will be reclassified into specialized field activities.

Agriculture continues to be the state's largest industry and the University is committed to a high level of quality service to keeping it large as well as helping reduce risk and make life easier for those involved. In addition to continuing to supply the latest technology, greater attention is being devoted to teaching, management principles and skills. More attention is also being given to training industry and agency personnel who work with farmers. A major achievement of the past year was developing "packaged" programs for the major agricultural commodities.

Typifying the Extension Service's involvement in problems which

transcend geographic divisions is the Food and Nutrition Education Program aimed at helping the low income family. Sharply expanding its effort to upgrade the diets of financially deprived families, the Extension Service this year dispatched "educational teams" into five areas of the State — St. Louis, Kansas City, two mid-Missouri counties, five Ozark Foothills counties and six southeast Missouri counties.

In a six-month period, 4,000 families, caught in the anguish of malnutrition, were identified and assisted by 90 nutrition education assistants. Financed with federal monies from the United States Department of Agriculture, the Extension home economists worked with more than 18,000 adults and youths, showing families how to plan, prepare, select and buy foods and conduct effective management of family resources.

Industrial problems exist throughout the State as well. The Industrial Referral Center is the University's nerve center for field and referral services to industry throughout Missouri. The Center provides industry with assistance in solving technical problems by direct exchanges of information between industry and University personnel. Its basic function is to match industrial problems with sources of knowledge and expertise. Sixty industrial inquiries per month are presently being handled by the Center.

Nineteen pilot projects — two-thirds of them new — will be conducted by the University in the Urban Problem Solving Program 1969-70 year. Aimed at root causes of urban problems, these projects are being financed by a \$350,000 allocation from the President of the University.

During the 1968-69 year — the first of the program — 29 projects were conducted. Faculties submitted 226 project proposals for 1969-70 seeking \$2.4 million in support funds. The proposals which will be funded are more sophisticated and carefully designed.

Among them are the following:

- Expansion of a child care training study to determine how expertise in child development might be applied to the construction of a model day care program for St. Louis.
- Gathering of information about the characteristics, measurement and evaluation of noise to provide city and state officials with data which could be used in drafting and enforcing noise statutes.
- Continuation of a project aimed at helping disadvantaged teenage girls in cooperation with the Neighborhood Youth Corps, Human Resources Corporation and the Junior League of Kansas City. More than 400 girls have been involved already in the program.

- One new project — rated highly by all University evaluators — will seek to incorporate more material on black people in the existing academic programs at the St. Louis campus.

Noteworthy, too, is that a major objective of the Urban Problem Solving Program has already been achieved: stimulation of the faculty's interest in making the University more relevant to urban life. The requests for 1969-70 nearly tripled in number from the first year of the program. The very fact that such a large number of good proposals was received is evidence of success. The overall program has gained national attention for the University.

It must be emphasized that the University's involvement in the everyday life of Missourians is made possible by the cooperation of federal, state, county and city governments and private agencies, foundations, corporations and organizations.

These are but part of the University's total service commitment. But they demonstrate the creating of a *University without walls*.

The commitment of the University to the well-being and progress of the State and all of its citizens was broadened and expanded in the 1960's, changed to meet the challenges of that decade. It is to these goals that the University shall continue its efforts with re-freshened zeal in the 1970's.

New Obligations, Inflation Also Pinch the University

“We believe with sincerity that these are real needs — not irresponsible dreaming, inflated hopes or self-serving goals.”

Finance. Financially the University of Missouri finds itself today in much the same predicament as most families, businessmen and individuals. It is touch and go trying to meet responsibilities in the face of growing obligations and rising costs.

Some may wonder how this could be since the University's operating income in fiscal 1968-69 reached the highest level ever. The answer lies in several factors:

- Each fall the University's enrollment increases by 2,500 to 3,000 students. Perhaps the impact of such an enrollment rise is put in better perspective by pointing out that this is the equivalent of creating a medium-sized college every year.



- To serve this expanding enrollment, the University needs more faculty, staff and support personnel. Competitive salary and wage scales and related staff benefits must be offered to attract and retain these people.

- The growth in size of the University also demands that there be additional classroom and laboratory space, equipment, library resources and support and service facilities.

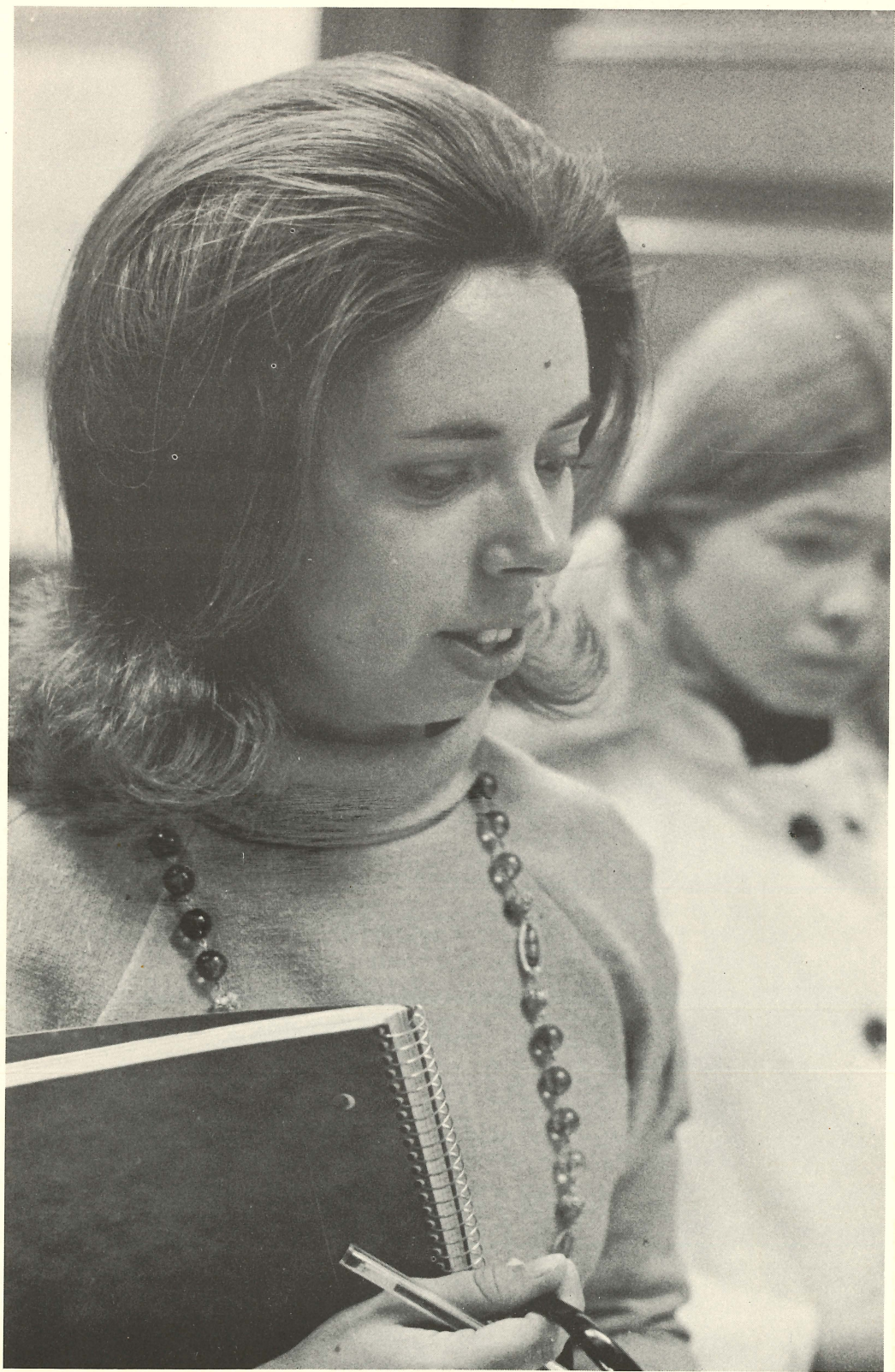
- Establishment of new educational programs are necessary to meet the challenges of our changing and more complex times. Existing programs, too, must be reevaluated and improved.

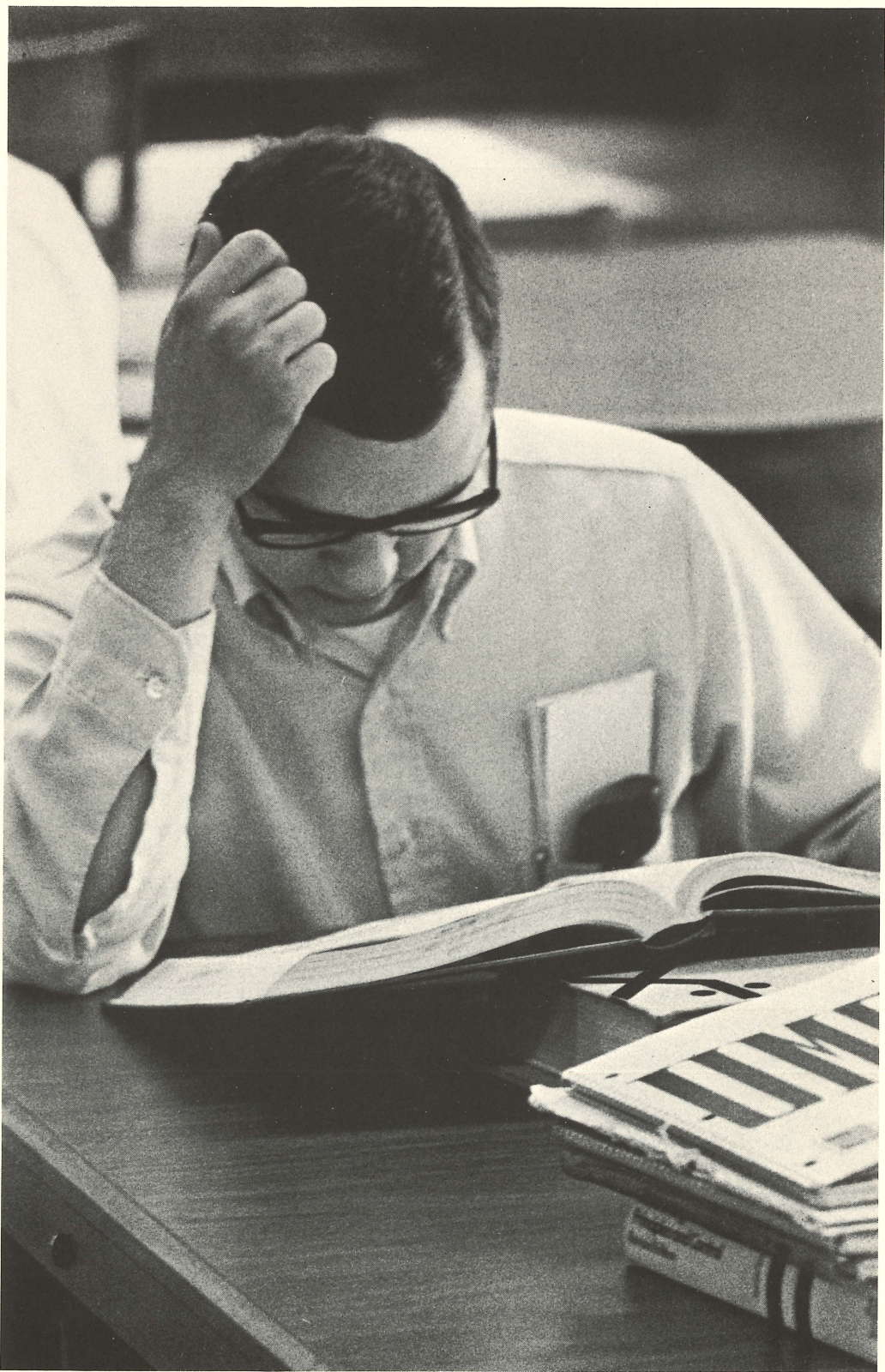
- As the accumulation of knowledge expands and accelerates, more and more students are seeking master and doctorate degrees. Educational costs in graduate programs for the most part are substantially higher than in undergraduate programs.

- Just as every breadwinner is feeling the heavy pressures of inflation, so is the University caught in the squeeze of rising prices for equipment, services, salaries and all other aspects of its operations. While the total dollars available to the University has risen substantially in recent years, the purchasing power of those dollars has suffered a sharp decline.

During the last fiscal year, the University was supported financially through a combination of state appropriations, student fees, federal grants, alumni and other individual gifts and funds provided by industry, business, trusts, foundations and other organizations. State appropriations amounted to 49 percent of total income.

While the University is in need of substantially greater financial support in the future to carry out its higher education mission, certainly it would be remiss not to acknowledge with sincere appreciation the resources which have been provided during the past year and before. Those who have provided that support, with both public and private funds, have displayed a faith in the University and its ability to perform its stated functions of education, research and public service.





Private Giving Plays Key Role in Higher Education

“Who wants to live with aspirations that are less than being in the major leagues or less than being in the first division?”

University Development. Private giving, a peculiarly American custom, has a long tradition at the University of Missouri. Citizens of Boone County provided both land and money to give the University its start in 1839. One hundred years ago, it was the financial support from the people of Phelps County that provided the impetus for the Rolla campus. The Kansas City campus, of course, began as a private institution, and it was efforts by the patrons of the Normandy school district only 10 years ago that resulted in the site for the St. Louis campus.

The importance of private giving in public universities often is not well known, yet the record shows that no state, by itself, ever has built and maintained a truly great university. Aid to the University of Missouri in the form of state appropriations was not forthcoming until 1867, and never has the institution received more than half of its operating funds from state appropriations. The rest has come largely from student fees and the contributions of individuals and corporations. Without this support the University of Missouri could not have been; without continued and expanded private support the University cannot reach its full potential.

That is why the University is especially grateful for the increased private support it received from its alumni, friends, corporations, foundations and other organizations and societies during fiscal 1968-69. During this period, a total of 10,681 individuals made contributions. These gifts when combined with gifts and grants from corporations, foundations and organizations resulted in more than \$4.5 million in private support.

These funds were used to provide quality extras in the areas of student scholarships, faculty incentives, teaching aids, research programs, special equipment and service projects throughout the state.

The Development Division is charged with mobilizing this volunteer support for the University in both the areas of fund raising and alumni relations. Faced with multiplying demands for services, increased enrollments and greater inflationary pressures, the University today needs a strong contingent of loyal, dedicated volunteers more than ever.



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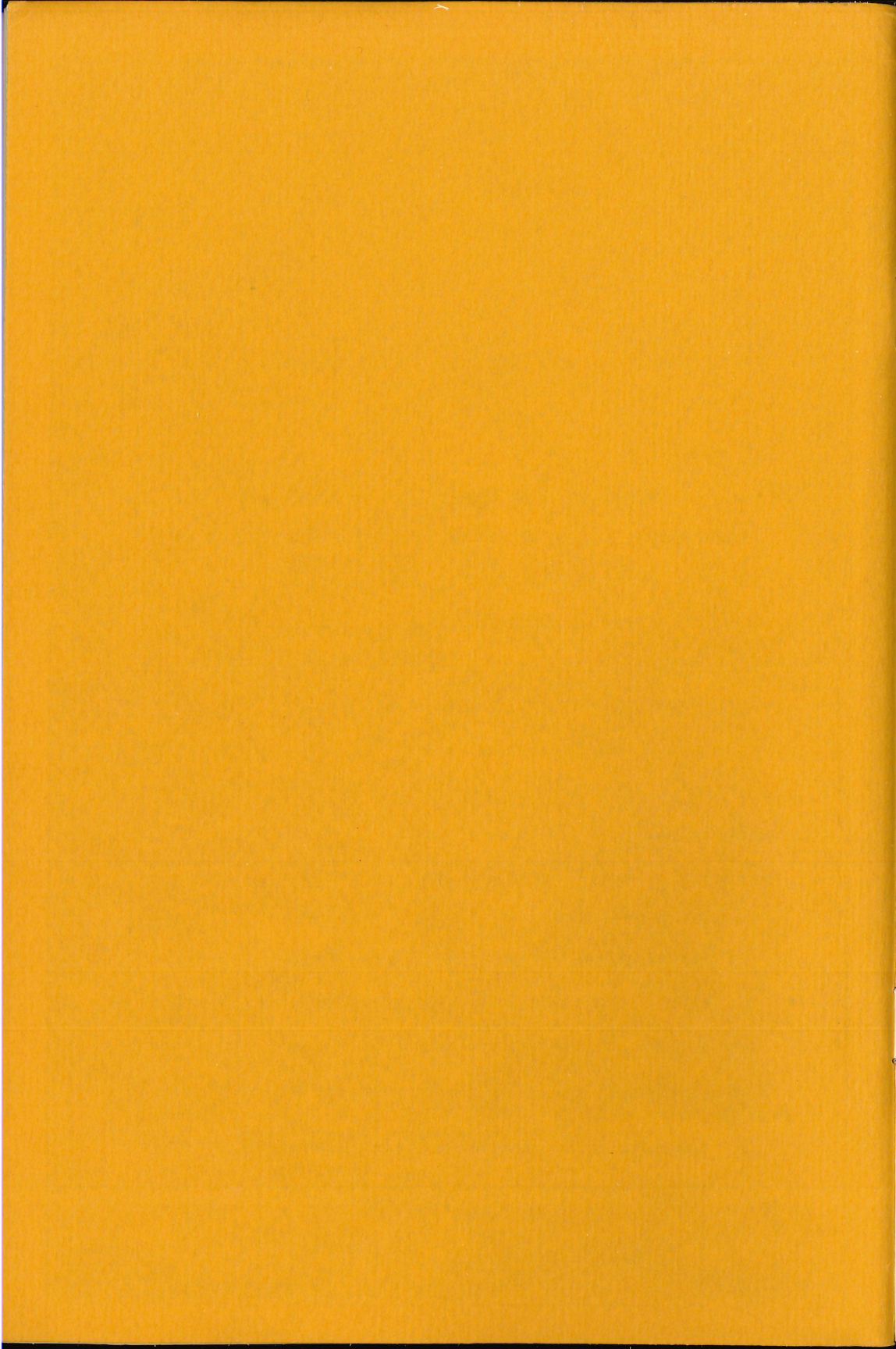
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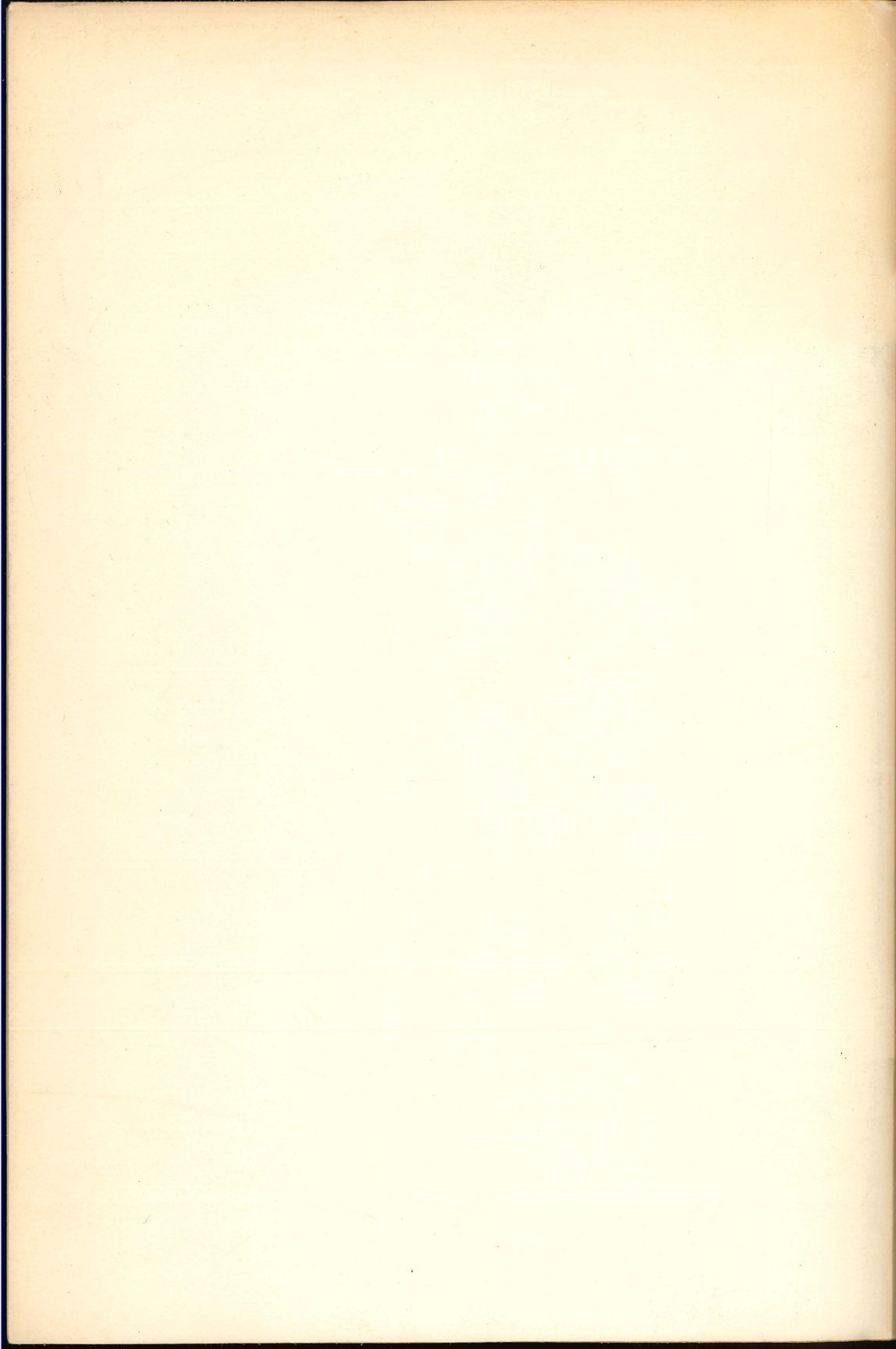
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