

Discussion dates

This special edition of *Mizzou Weekly* contains the draft of the MU Planning Council's Report to the Chancellor, which outlines \$6.4 million in proposed budget cuts over the next five years. This is in accordance with UM System President George Russell's directives to the campuses.

The report begins on Page 2.

Three open meetings are scheduled next week to discuss the plan: at 1 p.m. Jan. 21; at 8 a.m. Jan. 22; and at 3 p.m. Jan. 24. All meetings will be in the Memorial Union Auditorium, and all members of the MU community are invited. Staff who are able to attend should be allowed to do so without loss of personal day or vacation time.

Report outlines proposed cuts

Faculty, staff urged to offer suggestions at open meetings scheduled next week.

The first draft of the University's five-year plan for budget reductions, which is being released today, is described by Provost and Interim Chancellor Gerald Brouder as "a turn of a page."

"This particular chapter is coming to a close," he adds. "But there still is much to be written."

The full text of the report begins on Page 2.

Brouder makes it clear that he does not want to downplay the importance of the draft. He notes that the 18-member MU Planning Council, composed of administrators, faculty, staff and students, and the 12-member academic planning committee, composed primarily of faculty, have worked "hundreds of hours and pored over reams of documents" in the past two months in preparing the report. "Both groups, I believe, have a high level of confidence in the document," he says.

But Brouder also stresses that open meetings scheduled next week are designed to allow further comment, and he urges faculty and staff to attend. "I suspect there may be some alterations to the draft, provided that the rationale is compelling," he adds. A final report will be submitted to George Russell, UM System president, by Feb. 1. The Board of

Campuswide Open Meetings

Memorial Union Auditorium

1 to 3 p.m. Tuesday, Jan. 21

8 to 11 a.m. Wednesday, Jan. 22

3 to 5 p.m. Friday, Jan. 24

Topic: MU's five-year plan

Curators will discuss the plan at its March 19-20 meeting in St. Louis.

The UM System has told MU that it must cut at least \$5.8 million from its budget over the next five years. Of the \$6.4 million in proposed eliminations and reductions, 53 percent is in non-academic areas. "The academic side of the house accounts for 80 percent of the budget," Brouder says. "But their proposed cuts are less than half of the total."

Three colleges that offered departments for paring are education, engineering, and agriculture, food and natural resources. Robert Dollar, interim dean of education, says

elimination of the college's undergraduate program in health and physical education would save \$318,000. Roger Mitchell, dean of agriculture, food and natural resources, suggests the elimination of his Department of Community Development. In addition, Anthony Hines, dean of engineering, notes that eliminating the college's Civil Engineering Department in Kansas City, along with other departments there, would save \$1.2 million.

"It wasn't an easy decision to make," says Dollar, who adds that faculty, staff and students took part in the discussions. "But we felt that we needed to make vertical cuts rather than horizontal ones — in other words, suggest full programs rather than across-the-board reductions — and we looked at our priorities. It's painful."

Mitchell says some in his division "seemed puzzled that a dean was making these suggestions. That was our charge, however," he adds. "I'm proud of MU's diversity, but given the economic outlook for the next decade, it's apparent that we need to cut back." He says the elimination of the Department of Community Development would save the college \$256,000. "Now it's up to the larger campus community to decide whether that's the direction we want to take."

The largest proposed reduction in non-academic areas is in Administrative Services. Vice Chancellor Kee Groshong says a suggested \$2 million cut would result in fewer services being offered. "The good thing is that we have five years to work this out," he says. "But over the past decade, we've become more efficient by cutting back. There's not a lot of fat in our budget. It will mean making a lean operation even leaner."

That sentiment is echoed by Roger Gafke, vice chancellor for Development, University and Alumni Relations, whose division may be working with \$129,000 less. "Non-academic units are here to support academics," he says. "When

See REPORT on Page 4.

Deja vu

MU has been asked to cut budget before, and other universities face the same woes.

For months, the University community has been working through the emotional process of cutting the budget. It's not the first time MU has gone through that process, and this campus isn't alone in asking the hard questions about program reductions and budget reallocations.

All across the country, state institutions have been forced to cut jobs, reduce programs and crowd more students into classes. A study by the Center for Higher Education at Illinois State University shows that the states' share of higher education costs went down this year for the first time in 33 years, according to the Nov. 6, 1991, edition of *The Chronicle of Higher Education*.

While MU is facing budget cuts, much the same is occurring at other institutions in Missouri, says Eldon Wallace, a budget officer with the state Coordinating Board for Higher Education. Wallace says most of those institutions also are facing dramatic tuition increases (see accompanying chart). But tuition increases alone won't solve the problem. "In many cases, attrition is being allowed to go ahead and work its way to

reduce the number of employees," he says. Class sections are being cut. Libraries are paring costs by reducing journal subscriptions, and equipment accounts are being frozen.

Ten years ago, the University of Missouri System was wrestling with the same dilemma it faces today: shrinking state appropriations that didn't cover the rising cost of educating students. In the fall of 1981, UM System President James Olson announced a plan to "reshape and refocus" the University. He said he was prepared "to do fewer things well rather than to carry out all our present activities at a level of quality that is unacceptable."

At first there was widespread support for the idea of "vertical" cuts. Administrators and the Faculty Council favored reducing or eliminating specific programs rather than facing across-the-board reductions.

The UM System administration set a three-year target of \$10 million to \$12 million in cuts, to be used primarily for faculty and staff salaries. Mizzou was asked to come up with a reduction of \$7.5 million in academic programs alone.

Then Chancellor Barbara Uehling appointed a campus committee to review a proposal targeting some departments for elimination and others for large reductions. The proposal included: elimination of the School of Library and Informational Science and the School of Public and Community Service; and eliminating departments in nursing, engineering, medicine and home economics. But departments under the budget gun fought back, and students and alumni protested the proposals — in some instances,

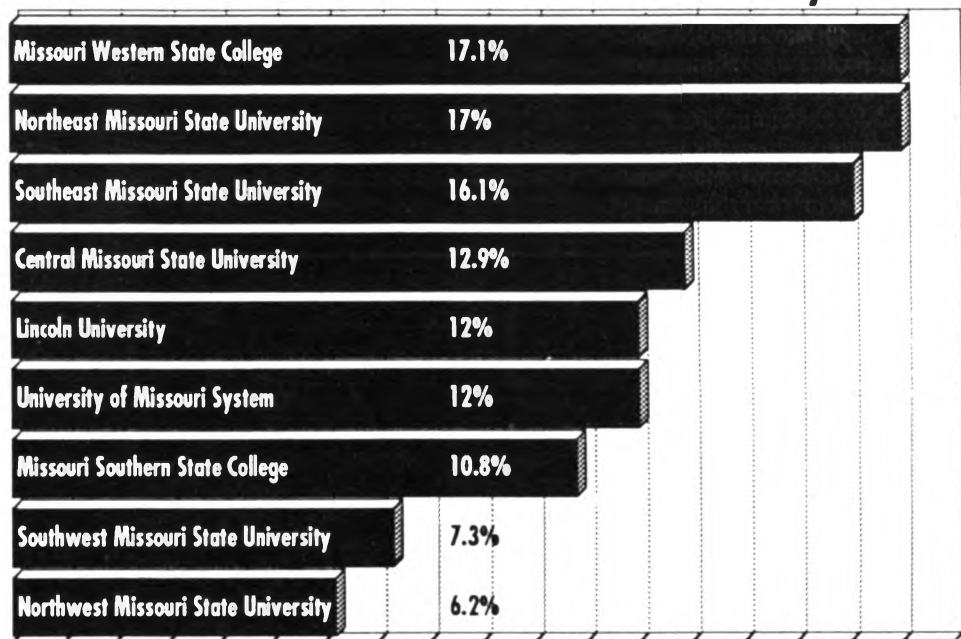
taking their case to state legislators. In June 1982, the Board of Curators passed a unanimous resolution to "not terminate any academic departments solely for financial reasons." The process quietly came to an end.

Gerald Brouder, provost and interim chancellor, points out differences between that situation and the one MU faces now. The resounding failure of Proposition B in November sent a message to education officials, he says. "The voters have told us to manage the resources we have, and it's clear

that we have become too big for our budget," he says. "To legislators and alumni, we say: 'Let us do our job.'"

Further, the curators this time appear to be solidly behind the call for reductions by George Russell, UM System president. "Also, 10 years ago the reductions were proposed by administrators," Brouder adds. "This time around, it's a 'bottoms-up' approach that involves everyone across campus. We would rather decide our fate than have others decide it for us."

Tuition increases at state institutions this year



Source: Coordinating Board for Higher Education

DRAFT

MU Planning Council Report to the Chancellor:

Combined recommendations of the Academic Planning Committee and the MU Planning Council

KEY

FTE: full-time employee

G.O.: general operating dollars

MU in the 1990s: MU's long-range plan

non-recurring funds: one-time money

recurring funds: yearly savings

Introduction

MU in the 1990s established two planning groups, the Academic Planning Committee as a joint committee of representatives from the faculty, Council of Deans, student organizations and staff; and the MU Planning Council representing these same groups and the other administrative units reporting to the Chancellor. In the structure for an academically driven planning process, the Academic Planning Committee reports to the MU Planning Council chaired by the Provost.

On Nov. 7, 1991, then Chancellor Haskell Monroe responded to President George A. Russell's request for a five-year plan for the University of Missouri-Columbia. The President's request and the Chancellor's response identified a need for recurring funds in the amount of \$36.5 million. Student fees, reductions in continuing education and other revenue sources totalled \$30.62 million, leaving \$5.88 million in general operating support which still had to be reallocated from within MU's budget.

Attached to the Chancellor's response was a description of the planning process to be implemented. Following President Russell's acceptance of the Chancellor's response, the Academic Planning Committee was charged with recommending to the MU Planning Council a plan that identifies the appropriate sources and recipients of both recurring and non-recurring funds within the areas reporting to the Provost. This charge was modified to include only the sources of recurring funds, with the recipients to be identified at a later date. The Planning Council has reviewed these recommendations in the context of its own recommendations for the areas reporting directly to the Chancellor. This report from the Planning Council integrates the two sets of recommendations into a provisional document to be discussed further in campuswide open meetings. These meetings are scheduled to take place in Jesse Wrench Auditorium (Memorial Union) at the following times:

1 to 3 p.m.	Tuesday, Jan. 21
8 to 11 a.m.	Wednesday, Jan. 22
3 to 5 p.m.	Friday, Jan. 24

Several meetings have been scheduled to give faculty, staff and students ample opportunity to provide comments on this draft report. Staff will be allowed to attend the meetings without using vacation or personal time.

The Planning Council will develop a final report, taking into consideration the input from the open meetings, and the report will be forwarded to the Interim Chancellor, whose recommendation will then be sent to President Russell by Feb. 1, 1992.

The Process

The Academic Planning Committee developed a planning process to identify sources of recurring funds. This plan, described in a memo of Nov. 26, 1991, was distributed to the Provost and Deans. The Academic Planning Committee met with the Council of Deans to discuss the process. A revised memo was sent to the Provost and Deans with a response requested for Dec. 20, 1991.

The Provost and Deans carried out the planning process according to the guidelines and timetable described in the memo. The Academic Planning Committee began a review of division plans on Friday, Dec. 20. Division plans which were determined to be incomplete were returned for revision.

The Academic Planning Committee carefully reviewed each division plan and compiled a set of questions submitted to each division head in writing. It met with each division head to discuss the plan. Following these meetings, the committee deliberated over each plan using supplemental information submitted by the division heads, as well as data from the Provost's Office and the Office of Institutional

Research and Planning.

In its deliberations, the Academic Planning Committee applied the Criteria for Academic Program Priorities described in the memo to the Provost and Deans. It was also guided by the goals and objectives of MU in the 1990s and placed a priority on reducing administrative expenses.

In endorsing some divisions' recommendations for program eliminations, the committee did not consider whether those program eliminations are, in fact, allowed by the University's Collected Rules and Regulations. That issue has been left for the Campus and System administration. The committee assumes, however, that, like the rest of its recommendations, any suggested program eliminations will be carefully reviewed and debated by the University community and that the final strategies for program eliminations will come from the Office of the President and the Board of Curators.

The MU Planning Council used a parallel process to identify sources of recurring and non-recurring funds from budgets in areas not reporting to the Provost (i.e. Chancellor's/Campus budgets; Administrative Services; Intercollegiate Athletics; Development, University and Alumni Relations; and Student Affairs). The administrator having responsibility for each area was asked in a Dec. 2 memo to develop a plan for budgetary reductions and enhancements and to submit the plan on Dec. 20, 1991, to the MU Planning Council. The Council met Dec. 21 and identified a set of questions and requests for further information to be submitted by each administrator. The Council discussed the detailed plans with each respective administrator before deciding on a final list of recommended reductions. (Although the University Hospital does not receive G.O. support, the Council met with the hospital director and the Dean of the School of Medicine to learn more about the budgetary relationships between the two units.) In developing its recommendations for the areas outside the Provost's responsibility, the Council carefully examined the academic impact of various reductions.

The MU Planning Council discussed the recommendations from the Academic Planning Committee with the committee chair and with the committee as a whole, before deciding on the merging of these recommendations. This merged document should be considered a draft subject to discussion in the open meetings.

Recommendations

The combined recommendations for the areas reporting to the Provost and reporting to the Chancellor identify \$6,471,858 in recurring G.O. funds. As you consider the recommended reductions, keep in mind that the Provost's area has 80 percent of the general operating budget. Although this amount is greater than the target of \$5.88 million, the uncertainty of some amounts on the identified list warrant including the larger amount in the report to the President. In addition to these specifically identified reductions, both the Academic Planning Committee and the MU Planning Council found several additional areas in which further economies and/or efficiencies might be gained, e.g. duplicated services and possible program mergers, but since the planning groups did not have sufficient time to study them, they are not part of this report. These areas are likely to be delineated further as the planning groups proceed after Feb. 1 with the examination of priorities for program expenditures and enhancements.

Areas reporting to the Chancellor

The following reductions are recommended for areas reporting to the Chancellor. For convenience, they are listed under the respective divisions in alphabetical order:

Chancellor's budgets [\$393,500]

Eliminate the contingency account (\$225,000). This money was used largely for emergencies, e.g., power plant outage, deductible on fire insurance, etc. Elimination would mean possible delay in major emergency repairs. Such bills would need to be paid from other, campus-general unexpended account balances.

Eliminate staff position in Chancellor's Office (\$25,000). This would result in increased turn-around time on correspondence and certain reports.

Eliminate subsidy to service operations (\$146,000). This would have little negative effect since these operations would be able to generate necessary resources.

Administrative Services [\$2,000,000]

Vice Chancellor's Office (\$33,500). This would reduce part-time employment and involvement with Partners-In-Education, Recycling, and Staff Development.

Business Services (\$606,000). Reductions would occur in the following areas: cashiers and director's offices (\$43,800), golf course discounts and subsidies (\$41,566), custodial service for the Hearnes Center (\$60,000), mail services (\$22,500), and purchasing (\$77,800). The impact of these reductions would create some delays in turn-around and processing (cashiers and purchasing), loss of one training staff person (director's office), full charges for use of the golf course, decreased maintenance of Hearnes auditorium, and increased charges for mail service. Also proposed is a delay in construction of the next parking structure saving \$320,000.

Campus Facilities (\$1,200,000). Reductions would occur in fuel and utilities (\$600,000) and custodial services and grounds (\$600,000). The former would mean closing some unutilized space and reducing air conditioning and certain specific utilities allocations. Some reorganization of campus facilities, with concomitant economies, is anticipated once a consulting report, currently being written, has been received and implemented.

KOMU-TV Station (\$68,500). These funds have been used for a contingency account. There should be no effect on day-to-day operations, but fewer funds would be available for emergencies or revenue shortfalls.

Remove subsidy for Missouri Ingenuity (\$92,000). This would affect some opportunities for technology transfer by faculty, although most of this is facilitated by other mechanisms.

Athletics [\$101,826]

These reductions would be taken in equipment (\$24,055), which would mean the updating of equipment, except for safety reasons, would not be done as frequently; maintenance and repairs (\$48,800), which would mean that the athletic facilities would be renovated less often; and (\$28,971) in other areas. None of these reductions would affect numbers of sports or ticket prices and discounts. MU already has one of the lower subsidies of intercollegiate athletics for comparable institutions. Removal of the entire subsidy would not recover much additional resources, but would lead to the reduction in numbers of sports supported and possibly compromise NCAA Division I status.

Development, University and Alumni Relations [\$129,000]

This reduction would come from the Vice Chancellor's office (\$12,000), decreasing contingency funds for special projects; the Alumni Relations office (\$56,000), shifting more of the costs for alumni activities to the alumni themselves; University Relations (\$28,000), reducing the publication services of this office; and Development (\$33,000), reducing the amount for college development supported by the Vice Chancellor's budget. Further reductions in this budget would be cost-ineffective because they would inevitably mean a lower amount of development funds coming to

MU and, generally, an unacceptable compromise in the University's ability to represent its strengths to external and internal constituencies.

Student Affairs [\$466,000]

This reduction would come from reduction/elimination of administrative positions in the Vice Chancellor's office (\$42,000), student development (\$120,000), and the counseling center (\$24,000). These reductions would decrease administrative support for those offices, but the level would be acceptable. Also there would be a reduction of \$200,000 in the recreation subsidy, shifting the salaries to fee accounts. This would mean an increase in student fees of about \$1/semester for next five years. Henceforth, the fee would be tied to inflation as is the case for all the other student fees. Finally, \$80,000 would be recovered from changes in the Memorial Union use fee. None of the reductions would affect security on campus. Further reductions in this budget would, however, compromise both security and student activities beyond an acceptable level.

Areas reporting to the Provost

The Academic Planning Committee identified a total of \$3,381,032 in recurring G.O. funds from budgets of areas reporting to the Provost. The sources for the identified G.O. funds are in three ranked categories, beginning with the most appropriate reductions. Only the items in the third category are ranked within that category. It should be noted that a large proportion of the reductions would occur in administrative and support areas rather than in explicitly academic programs.

Category I [\$1,234,544]

Agriculture, Food and Natural Resources: Dean's Office administrative reductions (\$222,000). The Dean's office will redistribute its responsibilities to 1.8 FTE fewer senior administrators and 3.0 FTE fewer support staff. This reduction will require the distribution of several responsibilities now centralized in the Dean's office to faculty and staff throughout the college.

Agriculture, Food and Natural Resources: Degree reductions and mergers (\$80,000). This restructuring will require the following changes: eliminate the Rural Sociology B.S.; merge Horticulture and Agronomy to Plant Science B.S., M.S., and Ph.D.; eliminate the Agriculture Mechanization M.S.; and eliminate the Extension Education M.S. The college anticipates that these changes will not result in its teaching fewer students.

Business and Public Administration: Planned elimination of the subsidy for the Journal of Operational Management (\$30,000). Eliminating the subsidy involves severing the contractual relationship with the American Production and Inventory Control Society. The subsidy should be eliminated toward the end of the five-year period so as to provide enough time to adjust to the elimination.

Education: Departmental and Dean's Office reorga-

nization (\$52,598). The college has decided to reorganize its department structure and dean's office. It anticipates that the reconfigured departments will be academically stronger.

Education: Eliminate emphasis area at master's level in College Student Personnel (\$30,000). Other departments in the college will be able to provide the educational opportunities associated with this area.

Engineering: Discontinue Naval ROTC (\$25,000). This program is scheduled for closure by the U.S. Department of the Navy in 1994.

Graduate School: Reduce subsidy to the Electronics Instrument Shop (\$67,000). The subsidy to this shop has been progressively decreased over the past two years. This reduction should continue until the subsidy is 20 percent, comparable to that in the combined Science Instrument and Glassblowing shops. Reducing the size of the subsidy may result in a reduction in service. It is also recommended that the need for three different electronics shops (Engineering, Physics, the Graduate School) be examined.

Graduate School: Institute charges for the graduate catalog (\$19,000) and dissertation microfilming (\$9,500). The cost per applicant/student for these charges is estimated to be minimal. Most universities charge for catalogs and microfilming.

Graduate School: Eliminate staff position (\$19,000). When the Graduate School completes its shift to computerization in three years, it should be able to eliminate one staff position without compromising its service to students and faculty.

Human Environmental Sciences: Eliminate HES journalism/communications (\$6,700). This program has already lost faculty members through retirement/death. Most of the resources in it have been committed to meet other reductions. The program will be closed to further admissions.

Journalism: Reduce administrative staff (\$54,000). The budget decrease options in the Dean's report include reducing staff by 2.5 FTE. Given the number of administrative staff assigned to the Dean's office, it is recommended that the reduction take place in that unit.

Medicine: Eliminate support for Center for Reproductive Science and Technology (\$91,540). This research program has been physically outside the Department of Obstetrics and Gynecology since 1987-88 when the University approved the establishment of a Center for Reproductive Science and Technology. The School of Medicine does not consider the research in this unit to be central to the school's mission. Over a period of three years, funding support has been withdrawn by the School of Medicine; however, the School of Medicine has maintained permanent general operating funds against the tenure commitment for the sole faculty member in the center. The funds to be gained assume that the faculty member will no longer be salaried on G.O. funds.

Medicine: Reduce the Dean's Office staff (\$111,476). One dean will reach mandatory retirement age in 1991-92; another is expected to retire within the next five years. The proposed reduction also includes the elimination of one staff FTE.

Medicine: Reduce the Instructional Support Service (\$47,229). The Educational Resources Group currently includes medical illustration, photography, audiovisual services and curricular materials development. The proposal to reorganize the unit will coincide with the implementation of a new curriculum needing fewer support services.

Medicine: Eliminate support for the Liver/Pancreas Transplant Program (\$123,840). Funds supporting the development of the transplant program in the Department of Surgery will be released by ending the appointment of one surgeon on a non-regular appointment and reducing the staff commitment.

Provost: Relocate the activities of the Academic Assistance Program (\$65,661). The program director recently resigned. The program's function is to coordinate assistance for minority students; its activities will continue under the Learning Center or the Vice Provost for Minority Affairs.

Provost: Institute charges for transcripts (\$150,000), undergraduate catalogs (\$30,000) and International Enrollment packets (\$?). The transcript fee will be \$4; the catalog fee will be \$5. A post card will be sent in response to international inquiries indicating the need to submit \$15 to cover the initial mailing of application materials. Last year, only 1 percent of the international students to whom applications were sent actually enrolled.

Category II [\$828,737]

Agriculture, Food and Natural Resources: Eliminate the Community Development Department (\$255,905). The centrality and quality of this department were seriously questioned and no evidence was offered to show that it enjoys a priority in the college that would allow these deficiencies to be corrected. The Extension program in Community Development will remain and be associated with other appropriate units on campus.

Engineering: Eliminate the Civil Engineering program in Kansas City (\$200,000). The program does not have the financial support and number of faculty to be viable. The Civil Engineering program on this campus can readily absorb additional undergraduate students. The graduate program can be continued through videolink, adjunct faculty and interactions with the Kansas Engineering Center.

Graduate School Office of Academic Programs: Part-time student positions and open position (\$17,000); Office of Fellowships and Graduate Student Affairs: reduce E&E (\$3,000); reduce recruitment staff and E&E (\$14,500). These cuts may require the Graduate School to forgo its plans to convert some staff positions from cost to rate dollars. They will also require the elimination of one staff FTE now assigned to recruiting. A proposed recruiting video will not be produced. While an emphasis on graduate education is a priority in the campus plan, the impact of the reduction can be lessened by increased attention to graduate recruiting by individual divisions and departments. Indeed, both the Graduate School report and the committee's interviews with deans suggest that significant duplication exists between the Graduate School and the divisions in recruitment.

See DRAFT on Page 4.

MU Planning Council Academic Year 1991-92

Gerald Brouder, convener, non-voting
Provost and interim chancellor

Marilyn Coleman
Associate professor and chairwoman of
Human Development and Family Studies
Extension

Jay Dix
Associate professor of pathology

William Fisch
Professor of law

Roger Gafke
Vice chancellor for Development, University
and Alumni Relations

Kee Groshong
Vice chancellor for Administrative Services

Allen Hahn
Professor of veterinary medicine and surgery

Suzanne Holland
Interim vice chancellor for Student Affairs

Paulletta King
Administrative associate II, Veterinary
Medical Diagnostic Laboratory
Chairwoman, Staff Advisory Council

Rebecca Lambe
Representative, Missouri Students Association

Rob Logan
Associate professor of journalism
Chairman, Faculty Council

Peter Markie
Professor of philosophy
Chairman, Academic Planning Committee

Roger Mitchell
Dean, College of Agriculture, Food and
Natural Resources

Diane Oerly, ex officio, non-voting
Director of information resources, Campus
Databases

Tricia Scaglia,
Representative, Missouri Students Association

Judson Sheridan, ex officio, non-voting
Vice provost
Dean, Graduate School

Karen Touzeau
Assistant vice chancellor for Personnel
Services/Affirmative Action

Robert Woodward
Representative, Graduate Professional
Council

Academic Planning Committee Academic Year 1991-92

Peter Markie, chairman
Professor of philosophy

Larry Clark
Dean, College of Arts and Science

Earl Fraser
Representative, Graduate Professional
Council

Howard Hinkel
Associate professor of English
Chairman, Committee on Undergraduate
Education

Mike Hosokawa
Professor of family and community medicine

Benjamin Joplin
Representative, Missouri Students Association

Pat Plummer
Professor of chemistry

Michael Porter
Associate professor of communication
President, Graduate Faculty Senate

Bea Smith
Dean, College of Human Environmental
Sciences

Nancy Stull
Coordinator of Student Services and Records,
College of Business and Public
Administration

Susan Taylor
Associate professor of nursing

Russ Zguta
Professor of history

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Medicine: Reduce the Social and Behavioral Science program (\$91,066). The Medical School's curriculum must include exposure to social and behavioral issues that confront physicians. A new curriculum and a reconfiguration of behavioral sciences teaching should assure that this instruction will continue despite this reduction.

Provost: Eliminate G.O. support for the Concert Series (\$47,266); reduce support for KBIA (\$50,000); reduce support for the Museum (\$50,000). The G.O. support for these programs can be reduced without damaging their educational mission. Each has the potential to increase its external funding. The support for each should be reduced over five years to allow time to find alternative funding sources. The support for KBIA will be reduced from \$197,146 to \$147,146. The support for the Museum will be reduced from \$295,339 to \$245,339.

Provost: Reduce the undergraduate section funds (\$100,000). Funds will be reduced from \$480,000 to \$380,000. The reduction is in keeping with the campus plan to both decrease undergraduate enrollment and increase the reliance on regular faculty for primary undergraduate instruction.

Category III [\$1,318,251]

Education: Department of Health and Physical Education: Eliminate the undergraduate program and all graduate emphasis areas except Human Performance (master's and doctorate), Health Education (master's and doctorate), and Elementary and Secondary School Physical Education (master's) (\$318,251). These changes will permit reconfiguration and increased emphasis at the graduate level in Human Performance, Health Education, and Elementary and Secondary School Physical Education consistent with national trends. They will also eliminate the activities courses in Health and Physical Education which currently serve approximately 4,000 students per year. Alternative plans must be developed for providing these activities without academic credit but under competent instruction.

Engineering: Eliminate the Electrical and Mechanical Engineering Programs in Kansas City (\$1,000,000). The Engineering program in Kansas City, as it exists now, should be eliminated. It lacks sufficient funding and faculty to be viable; the faculty and students are isolated from both the rest of the UMKC campus and the MU Engineering program. The University, MU, and UMKC have not made the necessary commitment to make the program worth having. The undergraduate enrollment can be absorbed elsewhere in the University of Missouri System. The graduate offerings can be continued through videolink, adjunct faculty and interactions with the Kansas Graduate Engineering Center.

Since it is clear that the delivery of engineering programs within the System will be thoroughly examined during the next few years, it might be appropriate that the final decision on this elimination be delayed until that discussion has taken place.

Summary of recommended budget decreases

Areas reporting to the Chancellor:

Chancellor's budgets	\$393,500
Administrative Services	\$2,000,000
a. Vice Chancellor's Office	\$33,500
b. Business Services	\$606,000
c. Campus Facilities	\$1,200,000
d. KOMU-TV	\$68,500
e. Missouri Ingenuity	\$92,000
Athletics	\$101,826

Development, University and Alumni Relations	\$129,000
a. Vice Chancellor's Office	\$12,000
b. Alumni Relations	\$56,000
c. University Relations	\$28,000
d. Development	\$33,000

Student Affairs	\$466,000
a. Vice Chancellor's Office	\$42,000
b. Student Development Office	\$120,000
c. Counseling Center	\$24,000
d. Recreation subsidy	\$200,000
e. Memorial Union Use fee	\$80,000

Areas reporting to the Provost:

Category I	\$1,234,544
a. Agriculture, Food and Natural Resources: Dean's Office reorganization ..	\$222,000
b. Agriculture, Food and Natural Resources: Degree modifications	\$80,000
c. Business and Public Administration: Eliminate journal subsidy	\$30,000
d. Education: Department and Dean's Office reorganization	\$52,598
e. Education: Eliminate emphasis in College Student Personnel	\$30,000
f. Engineering: Eliminate Naval ROTC	\$25,000
g. Graduate School: Electronic Instrument Lab subsidy reduction	\$67,000
h. Graduate School: Charge for graduate catalog and microfilming	\$28,500
i. Graduate School: Eliminate staff position	\$19,000
j. Human Environmental Sciences: Eliminate HES journalism/communications program	\$6,700
k. Journalism: Reduction in administrative staff	\$54,000
l. Medicine: Center for Reproductive Science and Technology subsidy elimination	\$91,540
m. Medicine: Dean's Office staff reduction	\$111,476
n. Medicine: Instructional support service reduction	\$47,229
o. Medicine: Eliminate liver/pancreas transplant program	\$123,840
p. Provost: Reallocate academic assistance program	\$65,661
q. Provost: Charge for transcripts and undergraduate catalogs	\$180,000

Category II	\$828,737
a. Agriculture, Food and Natural Resources: Eliminate Department of Community Development	\$255,905
b. Engineering: Eliminate Civil Engineering Department in Kansas City	\$200,000
c. Graduate School: Administrative support reduction	\$34,500
d. Medicine: Social and behavior science program reduction	\$91,066
e. Provost: Concert Series, KBIA, and museum subsidy reductions	\$147,266
f. Provost: Reduce undergraduate section funds	\$100,000

Category III	\$1,318,251
a. Education: Eliminate undergraduate and certain graduate emphases in Health and Physical Education	\$318,251
b. Engineering: Eliminate remaining departments at Kansas City	\$1,000,000

TOTAL	\$6,471,858
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These are tentative recommendations and subject to change both prior to submission to the President on Feb. 1, 1992, and at a subsequent time, given compelling rationale and the ability to substitute resources. It is to be further understood that each area has until 1997 to achieve its reduction.

Report From Page 1.

you cut us, you affect academics, too. But it's difficult to assess the cost of that. We'll never know, for instance, how many good students will not register because they won't get the recruitment materials, or how many gifts will not be made because the potential donors won't be asked."

President Russell will study the plans from the campuses and submit his recommendations to the Board of Curators in March. "It would be intolerable if the board were to say, 'Your proposals are OK, but we have our own and we want to substitute them,'"

Brouder says. "All credibility would be lost.

"We don't think that will happen, however. Dr. Russell basically has said, 'Campuses, manage thyselfes,' and we're doing just that."

Brouder's role in the process has changed since he was selected interim chancellor on Dec. 17. Formerly the chairman of the MU Planning Council, he now is convener of the group and a non-voting member. The council's final report will be submitted to Brouder after open meetings next week, and he will forward it to Russell.

The interim chancellor points out that some divisions, including nursing, law, veterinary medicine and arts and science, are not listed in the proposed cuts. MU's long-

range plan places a priority on graduate and professional education, along with the core curriculum. "We must ensure that the core is fundamentally sound," he adds.

But Brouder warns against faculty and staff "taking false comfort" in not being listed. "For those divisions not mentioned, to breathe now a five-year sigh of relief not only would be in error, but would be dangerous," he says. "We do not know what the economy has in store for us in the next five years. In addition, good planning dictates that there be other appropriate reductions and eliminations as this institution changes to better meet the needs of those it serves. No one is off the hook."

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