



Maximum Impact

Provost Brian Foster tells faculty: 'Impact is the name of the game'.

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Economic Initiative

Agriculture research associate dean will take on UM System economic development role.

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Sept. 1, 2005

University of Missouri-Columbia

Team player

BUILDING RELATIONSHIPS

Campus Facilities' new leader wants to partner with MU's academic units

When Gary Ward took over Aug. 1 as assistant vice chancellor for Campus Facilities, he suggested a question that his division's senior managers should consider when they plan a project: "When we start a project for an academic department, we should ask ourselves, 'how will this project further the educational mission of the department or the college?' If our work does not somehow tie back to the educational mission, we need to re-examine what we're doing because that should be our role."

Ward would like to expand that role. "Campus Facilities has provided outstanding support and service for the academic missions of the various colleges on the campus," he says. "But I actually want to go one step above that; I want to start partnering with our academic customers. I want to be involved to the point that we don't just support the academic mission; we want to be a player in helping the colleges further those missions."

Ward, who has worked in

the construction industry since he was a youngster, comes to Mizzou with nearly 20 years of experience in university facilities management. After the Dallas building boom went bust in the mid-1970s, he returned to his native Oklahoma — a "refreshing Okie accent" is one of the assets he brings to MU, Ward says tongue-in-cheek — and went to work in the design department at the University of Oklahoma's physical plant.

"I fell in love with facilities management and decided that I was going to make a career out of it," Ward says. By the time he left OU 15 years later, he had worked his way up to physical plant director. Most recently, Ward was director of physical plant operations at Pennsylvania State University. In addition to providing services for Penn State's University Park campus, his division handled engineering support for that university system's 23 campuses.

Ask Ward what triggered his interest in the field, and the answer is simple. "The relationships you build with customers," he says. "In the consulting industry, we might finish a project and never see that customer again. What I like so much about facilities



Steve Morse photo

FACILITIES FOCUS Gary Ward, the new assistant vice chancellor for Campus Facilities, says that building relationships with campus customers can help ensure that his division enhances MU's academic mission.

management is that we're part of the university family. It allows us to build relationships with customers. We have to make sure that not only is a project done well, but that the relationship with that customer is handled well because we're going to cross paths again. I like that environment."

The incredible complexity of large, public research universities adds to the excitement of his work, Ward says. "You have to have excellent people around you because the university environment is so complex.

We have to rely on the experts. There's not any single person on the facilities team who knows it all; it's too big and too complex. There are so many dynamics going on that you have to have great people."

Mizzou has that team in place, he says. In fact, Ward points to Campus Facilities' people as one of his division's greatest strengths. "The level of knowledge that our staff has is just very impressive," he says. "They take genuine pride in what they're doing. I've seen it in everyone I've talked to at Campus Facilities, from the

professional staff to the people who clean the classrooms."

Ward stresses that he isn't planning any reorganization of the unit. "It's not broken," he says. "It's very obvious that Campus Facilities is an outstanding organization; we don't need to reorganize. Now, we do need to constantly examine what the campus expects of us and be able to change if that will help us serve our customers better."

In some ways, he says, Mizzou's physical plant

SEE WARD on Page 3

Help Mizzou mark its online calendar

TIME SENSITIVE

Online calendar is a focal point for a wide range of MU campus events

A big challenge facing Mizzou is the ability to give the public what it wants when it comes to communicating campus events in an efficient, easy-to-access way. One of the most effective tools it has to accomplish this goal is the online MU Events Calendar located at calendar.missouri.edu.

The idea for a centralized calendar developed nearly eight years ago. Representatives

from across campus, led by Donna Puleo, director of University Events, envisioned a resource for the external public and a planning tool for internal staff who schedule and organize campus events.

"We wanted one focal point where all of our audiences could get information about all of the wonderful events and activities happening on this campus that are open to students, faculty, staff and the community at large," Puleo says.

Over time, however, visitors searching the site have felt disappointed, frustrated and

let down by the paltry number of entries on any given day. Lori Croy, coordinator of Web Communications, says that is one of the primary complaints her office receives. "People think the calendar isn't working because there isn't much information on it," she says. "People are looking for information about events they've heard advertised in the media and are frustrated because they aren't included on the main calendar."

Departments are often good about posting this information on their own sites, but many people don't want to have to

browse several sites to find events. "They want a one-stop shop to plan their evenings and weekends," Croy says.

The events calendar is linked from the main MU Web site, www.missouri.edu, which handles thousands of visitors each week who are potential users of the calendar.

Some of the events people are most interested in are athletic events, concerts, plays, Homecoming, Parents Weekend, lectures open to the public, and academic calendar items like spring break and commencement. "Many people tell me they attempt to use this resource to plan travel and are often disappointed when

they have to call someone because the information isn't available," Croy says.

The MU Events Calendar is available to all faculty, staff and official student organizations for posting University-hosted or -sponsored events. There is no charge for using the calendar. Events are submitted and are then quickly reviewed by Puleo's office to ensure they are valid and that all necessary information has been included before being posted to the calendar.

"No event is too big or too small to list," Puleo says. "We encourage all departments and offices to help us better serve our audiences in a more efficient, effective way."

Talking about tuition

University of Missouri President Elson Floyd has been traveling the state to discuss a guaranteed tuition plan. Now he wants to hear what the MU community thinks about the proposal. Floyd will hold a public forum on campus to seek input. It will be held from 7 to 8:30 p.m., Wednesday, Sept. 7 in the Adam's Conference Center at the College of Veterinary Medicine. The public is welcome.

Under the plan, tuition for incoming undergraduates would not increase for four years or

for the approved duration of their programs. Undergraduate students already enrolled would have a guaranteed rate for four, three or two years, depending on their remaining program duration. Possible benefits could include allowing students and their families to budget with greater confidence and encouraging timely graduation.

"Let me emphasize that the University is simply examining the guaranteed tuition approach," Floyd said, noting that no decision has been made to pursue the concept. "The purpose of my visits to Missouri

communities is to discuss the pros and cons involved and listen to what you have to say. The feedback that I receive at these public forums will weigh heavily in any decisions the University ultimately makes."

Comments about the proposal can be e-mailed to tuitionlisten@umsystem.edu or sent to 309B University Hall.

Lifetime of learning

A \$100,000 grant could grow into a \$1 million endowment for what is now called the Osher Lifelong Learning Institute at MU. The program was established four years ago as the MU Lifespan Learning Program. Lifespan Learning and its all-volunteer faculty provide noncredit courses designed to enrich the lives of retirees and others more than age 50.

The program offers classes in the fall and spring, and has attracted up to 400 enrollments each term. This new grant from the San Francisco-based

Bernard Osher Foundation will allow the program to broaden its student base beyond mid-Missouri. The program recently moved to a permanent location at 3215B LeMone Industrial Drive, located below Zimmer Broadcasting.

An opening reception for the fall term will be held from 9:30 to 11:30 a.m. Sept. 7 in the Lenoir Community Center at 1 Hourigan Drive. Participants can register for classes and meet the instructors. For more information, call 882-2585 or visit muextension.missouri.edu/lifespan/fall.htm.

Mizzou provost: 'Impact is the name of the game'

ISSUE ORIENTED

Provost Brian Foster urges faculty input in campus discussions

Mizzou's new provost told Faculty Council members Aug. 25 that he looks forward to tough and penetrating discussions with faculty about the changes facing higher education.

"The most important feature of a great university is the amount of intellectual excitement on campus," said Brian Foster. "No one in this room got into higher education to make a lot of money. That isn't what it's about. We got into higher

education because it's a way to make a difference in the world."

Foster said he didn't believe that there is a single formula that should be used to judge faculty members' productivity. "We ought to respect the division of labor on campus," he said. "We'll accomplish a lot more if everyone is doing the things they're really good at and really passionate about."

He told the council that we would rather see a faculty member publish three articles that change an academic discipline rather than a professor "churning out a lot of stuff that nobody reads," Foster said. "We want our research,

our service activities and our teaching to have an impact — that's the name of the game."

In other business at the Aug. 25 meeting, Faculty Council:

- heard a report from a council task force that studied University privacy policies on electronic communications. That group looked at a number of existing privacy policies, including University of Missouri System policies, various UM campus policies, and recommendations from the American Association of University Professors.

The task force recommended that the University stick with its current "acceptable use" policy, said Pat Fry, professor of law

and task force chair. "We've got a good policy that does the job now," Fry said, but added that her group recommended several additions to the policy.


Those recommendations would give individual UM campuses the authority to develop their own procedures to enforce the acceptable use policy and would spell out that the UM System president would handle any claims of unauthorized access to electronic communications. The task force also recommended an initiative to educate users about their responsibilities and privileges while using the University's electronic resources.

- discussed a suggested

revision of University rules that define student suspensions. Council members were told that according to an interpretation by the UM System's general counsel, there is nothing in the current rules to prevent suspended students from enrolling in courses at another institution and transferring those credits to the University. A revision proposed by the MU provost's office would clarify that administrators have the flexibility to bar transfer credits earned while a student is suspended.

The proposal also addressed another concern about the current student suspension policy: students who are caught cheating during their final semester, but still have enough credits to graduate. The policy revision would make it clear that the University can temporarily withhold a degree to which a suspended student may be academically eligible.


The proposed rules revision sparked a debate between council members who endorsed a stricter definition of student suspension and those who thought the rules change would be too harsh.



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MizzouWeekly

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calendar



Concerts & Plays

Tuesday, September 6

FACULTY RECITAL: The Faculty Brass Quintet will perform at 8 p.m. in the Whitmore Recital Hall. There is a suggested donation of \$5.

Courses & Workshops

Tuesday, September 6

FELLOWSHIPS WORKSHOP:

This session from 2-4 p.m. in Room 13 of the Student Success Center is aimed primarily at undergraduates and will discuss opportunities for several prestigious, nationally competitive scholarships such as the Rhodes, Marshall and Javits fellowships.

COMPUTER TRAINING:

"Acrobat 6.0: Documents" will be presented at 1 p.m. in 4D11 East Ellis Library. Registration is required; call 882-2000 or visit iatservices.missouri.edu/training.

Wednesday, September 7

EMPLOYEE ORIENTATION:

This orientation for all new MU staff members will be held from 8:30 a.m.-noon in S203 Memorial Union.

COMPUTER TRAINING:

- "Photoshop 1: Workspace and Selections" will be presented at 8:30 a.m. in N3 Memorial Union.
- "Illustrator 1: Basics and Paths" will be presented at 1 p.m. in 4D11 East Ellis Library.
- "Creating PowerPoint 2003 Presentations" will be presented at 1 p.m. in N3 Memorial Union.

Registration is required; call 882-2000 or visit iatservices.missouri.edu/training.

Thursday, September 8

COMPUTER TRAINING:

- "Access 2003 Advanced Forms, Reports, and Queries" will be presented at 8:30 a.m. in 4D11 East Ellis Library.

Registration is required; call 882-2000 or visit <http://iatservices.missouri.edu/training>.

Lectures & Seminars

Tuesday, September 6

HEALTH POLICY SEMINAR:

Margie Sable, associate professor of social work, and Jim Campbell, associate professor of family medicine, will present "Male and Female Perspectives on Family Planning Among Recent Hispanic Immigrants" at a brown-bag seminar from noon-1p.m. in Bryant Auditorium, M105 School of Medicine.

BIOLOGICAL SCIENCES SEMINAR:

Rex Cocroft, assistant professor of biological sciences, will present "Signals, Selection and Speciation in Plant-Feeding Insects" at 3:30 p.m. in Room 2 of Monsanto Auditorium at the Life Sciences Center.

Wednesday, September 7

RELIGION AND THE PROFESSIONS LECTURE:

Arshad Husain, professor of child psychiatry, will present "From Wars to the Tsunami Zone: Promoting Wellness Amid Trauma and Tragedy" at noon in room MA217 at the School of Medicine.

Meetings

Thursday, September 8

STAFF COUNCIL: The Staff Advisory Council meets at 1:15 p.m. today and Sept. 22, Oct. 3, Oct. 27, Nov. 10 and Dec. 8 in S206 Memorial Union.

Special Events

Friday, September 9

MIZZOU BIOBLITZ: The Conservation Biology Program is sponsoring the BioBlitz, a 24-hour race in which survey teams identify as many species as possible in the Flat Branch watershed. Surveys will take place from 3 p.m. today through 3 p.m. Sept. 10, followed by a closing ceremony and cookout at the Martin Luther King Jr. Memorial Garden. To register, call Sara Storrs at 882-1421 or e-mail bioblitz@missouri.edu.

WARD from Page 1

operations are facing some of the same challenges that other universities around the country face. "In facilities management at a large university we have to rely on processes and procedures to do our work because we have to be efficient," Ward says.

"We don't have an unlimited amount of money coming in to take care of our buildings. Funding is getting tighter and tighter so we're having to become more and more efficient. But as you start designing work systems and processes

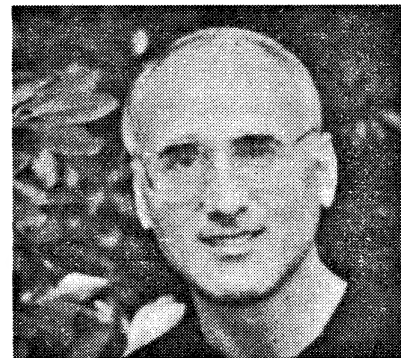
to support the campus you sometimes lose the uniqueness of individual academic units."

For instance, the College of Medicine's support needs are likely to be much different than Residential Life or Campus Dining Services, Ward explains. "So our challenge is to somehow be able to grow our efficiencies through standardization, while still recognizing that we have to have customization if we're going to further an academic units' goals."

In the month that he's been on campus, Ward says he's

been impressed by the thought and the planning that's gone into Mizzou's development. "This campus is probably in the top 10 in the country in being put together well," Ward says. "It works. It is a student-friendly campus. It's a teaching-friendly campus and a research-friendly campus. The buildings and facilities here are not designed as monuments to glorify the architect. They're actually designed for students, teaching and research. That's very evident."

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a free public talk by

MATTHEW FLICKSTEIN

Matthew Flickstein has been practicing and teaching vipassana meditation for over twenty-five years. He is co-founder of the Bhavana Society Meditation Center in West Virginia and has published two books, *Journey to the Center: A Meditation Workbook* and *Swallowing the River Ganges: A Comprehensive Practice Guide to the Path of Purification*, through Wisdom Publications.

Date: Friday, September 9th

Time: 7-9 p.m.

Location: Acuff Auditorium (across from the Health Science Library), University of Missouri

Parking: Available in the Maryland Ave. garage

Contact: Lynn Rossy RossyL@health.missouri.edu for more information

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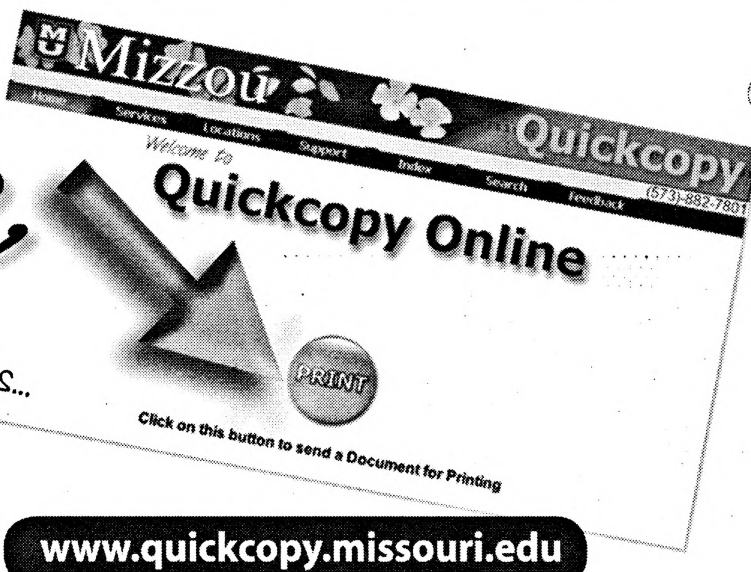
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Gardner will step up to UM System spot

ECONOMIC INITIATIVES

Agriculture research dean will take on economic development role

University of Missouri President Elson Floyd announced last week that he has appointed John Gardner to serve as vice president for research and economic development for the UM System beginning Oct. 1. Gardner currently is associate dean of research and outreach in MU's College of Agriculture, Food and Natural Resources. In his new role, Gardner will coordinate the University's statewide activities in the critical area of research and economic development. "I am convinced that the University of Missouri and the state of Missouri will be best served by having a single officer charged with the responsibility of ensuring that our economic development initiatives are carefully coordinated with local, state and federal agencies to achieve maximum results for the people of our state," Floyd said. "I believe Dr. Gardner is

well qualified by virtue of his experience and knowledge of Missouri and the University to take on this challenge."

"Economic development is a critically important role of our University," said MU Chancellor Brady J. Deaton. "Dr. Gardner has the faculty support and experience to work effectively across the System, and we will be fully supportive of his efforts."

"We are very excited about this appointment," said Tom Payne, vice chancellor and dean of agriculture, food and natural resources. "John is ideal for the new role because of his experience in land-grant universities and industry and, of course, because of his outstanding ability."

In his current capacity as associate dean, Gardner has managed the research program of the college, both on the MU campus and among the 21 sites and 14,562 acres owned and operated by the Agricultural Experiment Station across Missouri. He also helps lead the agriculture and natural resource extension/outreach

activities through University of Missouri Extension.

"I am humbled but excited to accept this appointment," Gardner said today. "I believe this position will provide tremendous synergy as we find new and exciting ways to foster the University's and the state of Missouri's research and economic development for the new economy."

Prior to coming to MU in late 1999, Gardner was one of the founders and the general manager and CEO of AgGrow Oils, a grower-owned company in North Dakota that produced, processed, and marketed specialty oilseeds.

AgGrow formed a joint venture with Cenex Harvest States of St. Paul, Minn., in 1999. Prior to work in the private sector, Gardner was the director of the North Dakota State University Carrington Research Extension Center for 10 years. There he directed research on landscape-scale production of dryland and irrigated crops and vegetables and on beef production systems.

The wages of learning

EDUCATIONAL PAYOFF

Enrollment Management tracks recent MU graduates

The median full-time salary of all Mizzou graduates last year was \$34,300, an increase from \$33,100 for 2002-2003 graduates. For the past four years, the Enrollment Management division has compiled a "destination study" to track MU graduates.

The study uses a three-step process that includes an e-mail survey at graduation, a paper survey three months later, followed by a phone survey six months later. The most recent study, which includes graduates from fall 2003 to summer 2004, had a response rate of 52 percent.

Some highlights of the study include:

- The highest median salary for any degree program is \$47,800 in veterinary medicine; the highest median undergraduate salary is \$46,800 in engineering.

- Some of the other highly paid disciplines include health professions, at \$45,300; business, at \$37,200; and nursing, at \$36,400.

- The median salary for new graduates of MU's graduate school programs was \$37,300, and for professional school graduates, excluding law graduates, it was \$43,300.

- A survey conducted by MU's School of Law found that the median salary of its graduates was \$40,700.

- The median salary for all female undergraduates was \$30,900; for male undergraduates it was \$34,900.

- Of all undergraduates who were in the job market, 85 percent found employment; of that number 89 percent found employment in their discipline area.

- The number of undergraduates continuing their education dropped to 23 percent from 27 percent the previous year.

- The number of all graduates who remained in Missouri declined slightly to 67 percent from 69 percent the previous year. For undergraduates, the number remained at 72 percent.

The complete report also breaks down the information by academic divisions and by gender. It is available online at enrollment.missouri.edu. Click on the "Reports & Data" link, then click on the "Destination Study" link.



Congratulations Instructor Amy Lanin!

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