

## Spectrum

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### McGill leaves UM for Johns Hopkins University

James T. McGill, the executive vice president for administrative affairs, has left the University of Missouri to become senior vice president at Johns Hopkins University, effective Jan. 1.

McGill, 54, will be the Baltimore university's top financial and business officer and chief advisor to President William R. Brody on nonacademic affairs. He came to the UM System as vice president for administrative affairs in 1986 and has been responsible for overseeing finance, budgeting, facilities, endowment investment, and human resources. He was named executive vice president by the Board of Curators in 1995.

He previously was vice president of the Oregon Health Sciences University in Portland and associate vice chancellor for resource planning and allocation at the University of Illinois' academic health center in Chicago.

McGill helped shape the five-year financial plan adopted by the Board of Curators in 1992, which directed \$130 million toward faculty salaries, building repairs, and equipment replacement. In addition, during his time at UM, the University attained one of the highest bond ratings among the nation's public institutions of higher learning.

UM President Manuel T. Pacheco has named R. Kenneth Hutchinson, associate vice president for human resource services, interim vice president for administrative affairs. Pacheco said he will conduct a national search for a permanent vice president.

Hutchinson, 55, holds bachelor's degrees in business administration and psychology, both from Northeast Missouri (now Truman) State University. He earned a master's degree in higher and adult education from the University of Missouri-Columbia.

He began his career at UM in UMKC's personnel office in 1966, was promoted to assistant personnel director at UMC in 1970 and then to chief human resource officer for the Columbia campus in 1976.

In June 1978, he was named assistant vice president for human resource services and was promoted to associate vice president in 1987. His responsibilities include all human relations policy administration and labor relations.

### Richard Wallace takes helm at MU

Since coming to the University of Missouri as an assistant professor in 1966, Richard L. Wallace has moved around quite a bit.

"In the 31 years I've been here, I haven't been able to hold a job," he joked at a Nov. 14 press conference, where Board of Curators President Malaika B. Horne announced Wallace's latest assignment: chancellor, University of Missouri-Columbia.



Richard Wallace

Wallace had served as interim chancellor since July 1996, when he succeeded Charles Kiesler. He had served as the University's vice president for academic affairs since 1989, and was the board's unanimous choice to lead Mizzou.

"In the past 15 months, he has learned how demanding the job of chancellor can be, and we learned in the same 15 months that he can be an effective chancellor," said Horne.

Wallace earned his bachelor's degree in journalism from Northwestern University in 1958 and a doctorate in economics from Vanderbilt University in 1965. He joined MU's economics faculty in 1966 and advanced through both the academic and administrative ranks. Before becoming vice president for academic affairs, he served MU as associate and interim dean of the Graduate School and interim dean of the College of Arts and Sciences.

UM President Manuel T. Pacheco said he will initiate a process to fill the position of vice president for academic affairs. Steve Lehmkuhle, who served as acting vice president while Wallace was interim chancellor, will continue in his current post.

Wallace's appointment also means that all four UM chancellors have been promoted from within their respective campuses. Blanche Touhill (UM-St. Louis) and John Park (UM-Rolla) were professors of history and physics, respectively. Eleanor Schwartz came to UMKC as dean of the Bloch School of Business and Public Administration.

### **Pacheco explains appropriations request**

The University of Missouri System has submitted its requests for state funding for the fiscal year beginning July 1, 1998, to the Coordinating Board for Higher Education and CBHE has recommended a 13.3 percent increase to the Governor and General Assembly.

UM President Manuel Pacheco reviewed the status of the university's requests, for both operating and capital appropriations, at the Board of Curators meeting held Dec. 19 at UM-Columbia.

The Curators had approved a request for a \$34.52 million addition to the base operating budget. CBHE recommended an increase of \$33.44 million, or 9.2 percent.

The Curators' first-year Mission Enhancement request was for \$20.65 million, including \$4 million in recurring dollars for the matching fund for endowed chairs and professorships. CBHE recommended \$15 million, including the \$4 million in recurring funds for endowed faculty positions.

CBHE's recommendations are not campus-specific. Allocation of the funds will be determined by the Board of Curators.

"Overall, the University requested recurring state funds of \$419.53 million in Fiscal Year 1999, or a 15.1% increase," Pacheco reported. "The CBHE has recommended \$412.80 million -- a 13.3 percent increase -- a very good recommendation."

The Curators had requested non-recurring funds of \$13.45 million. CBHE, however, recommended only \$0.25 million.

For other Curator programs (such as Hospital and Clinics, Missouri Kidney Program, Alzheimers Research, State Historical Society, MOREnet), CBHE recommended inflationary increases of 3 percent for salaries and wages, 2.5 percent for expenses and equipment and 6 percent for library materials.

Although the Curators requested \$99.4 for capital, CBHE recommended \$32.5 million, which includes the completion of the renovation of Townsend Hall at UM-Columbia as its highest priority. CBHE also included funding for the Dental School renovation at UM-Kansas City, Benton Stadler Halls renovation at UM-St. Louis, Business and Public Administration at UM-Columbia, Butler Carlton at UM-Rolla and partial funding for Communication Arts at UM-St. Louis.

### **Ross to retire, Wright named as replacement**

Robert L. Ross, who has served as UM general counsel since 1984, is retiring from the University effective Feb. 28, 1998. Ross, a 1949 graduate of MU's School of Law, practiced law in northwest Missouri before joining the MU faculty in 1968. He moved to the general counsel staff in 1979 and was named general counsel in 1984.

The Board of Curators selected Columbia attorney Marvin E. Wright to succeed Ross as its general counsel, effective March 1, 1998, in a meeting Dec. 19 on MU's campus.

During Ross' years as the UM's top attorney, the duties of the general counsel's office have expanded enormously, most notably as the University's hospitals adjust to changes in the health-care market.

"It has been a privilege to work for the University of Missouri, both in the law school and the general counsel's office," Ross said. "Now it's someone else's turn to enjoy that privilege."

Wright was born in Moberly and attended Salisbury schools. He earned his bachelor's degree from MU in 1958 and graduated from its law school in 1964. After working in a Cape Girardeau firm from 1964 to 1967, he joined the university's legal staff, where he worked until 1979.

Since 1979, he has been a partner in the firm of Knight, Ford, Wright, Atwill, Parshall & Baker. His primary areas of practice have been in education, corporate and business law, banking and estate planning and probate. He is the 1997-98 president of the Missouri Bar Association and has served on that organization's Board of Governors since 1988.

The general counsel serves as the Board of Curators' attorney and directs the University's legal staff.

### **Krawitz appointed new University Controller**

Former Executive Vice President Jim McGill appointed Natalie (Nikki) Krawitz as Controller of the University of Missouri System, effective Jan. 1. She will assume the position upon the retirement of Jim Weaver.

"Nikki brings particular strengths to her new position with her analytical skills, her senior higher education administrative experience, and her communication and leadership abilities," McGill said. She will direct a staff of about 20. She will also continue the tradition of maintaining close and productive working relationships between the system office and the campus accounting and financial offices.

"The selection among six excellent internal candidates was very difficult," McGill noted. "All were qualified to do the job, and I am grateful to them for putting themselves forward."

### **Former UM President Emeritus Brice Ratchford dead at 77**

C. Brice Ratchford, the 15th president of the University of Missouri System, died Dec. 18, in Columbia. He was 77.

Ratchford came to the University in 1959 as director of the Missouri Cooperative Extension Service. He was named dean of extension in 1960 and vice president of extension in 1965, after the University of Missouri became a fourcampus system. In that post, Ratchford essentially built the multicampus, statewide University Extension program that exists today.



C. Brice Ratchford

In October 1970, Ratchford was named interim president of UM and became the University's permanent president in 1971. He served in that position until his resignation in 1976, citing poor health. In a statement at the time of his resignation, the Board of Curators praised Ratchford for improving relations among the campuses, and the St. Louis PostDispatch noted that the former president "was one state official with the courage to point to the need for a better tax system."

After his resignation, Ratchford took a oneyear sabbatical from the University, serving in the agricultural economics extension department at Kansas State University. His research focused on international marketing of agricultural commodities. He returned to the University of Missouri-Columbia in 1977 to serve in extension and to teach agricultural economics. In addition to his teaching, Ratchford had directed the UMSouth African Educational Program Committee and worked in international marketing with major overseas projects in Tunisia and Liberia.

"Brice Ratchford was dedicated to the landgrant university, and throughout his life worked to bring the benefits of university knowledge not only to our state and nation, but to the world," said UM President Manuel T. Pacheco. "He was present at the creation of Missouri's current university system, and he did much to guide it through good times and bad. All of the university community will miss him."

Ratchford was named President Emeritus by the Board of Curators in 1986. He was recognized nationally for his years of work in developing models for state extension programs. Other honors include the Rutgers Medal in 1976 from Rutgers University in New Jersey for national leadership in continuing education.

Ratchford earned his bachelor's and master's degrees in agricultural economics from North Carolina State College (now University) in 1942 and 1947, respectively. In 1951, he earned his doctorate in economics from Duke University. He served in several extension positions at North Carolina State until coming to the University of Missouri in 1959.

Ratchford is survived by his wife, Betty, and two children, Charles and Mary Eloise.

## **Pacheco gets to know Missouri during fall tour**

"Although I am still a relative newcomer to Missouri, I know the state and its people much better than when I took office 20 weeks ago today," UM President Manuel Pacheco told the Board of Curators at its Dec. 19 meeting at UM-Columbia.

Pacheco undertook an intensive travel schedule, commencing shortly after his arrival Aug. 1, in an effort to learn more about his new surroundings. He visited legislators and service club members as well as reporters, editors and news directors in the major population centers of Kansas City, St. Louis and Springfield.

He also visited Kennett, Chillicothe, and Washington, as well as Fulton, Mexico, Jackson, Sikeston, St. Joseph, Lebanon, Bolivar and Cape Girardeau.

His visit to Halfway, where he addressed several hundred students in grades seven through twelve at Halfway High School, was the subject of widespread media attention. He also spoke to a combined meeting of several area service clubs in Halfway.

In addition to meeting with editors and publishers in their offices and communities, he addressed the Missouri Press Association at its annual convention in St. Louis in late October.

During the same time, he made repeated visits to each of the four University of Missouri campuses and talked with University Extension staff members in various areas of the state.

"I believe I have met nearly every state senator and more than half the members of the House of Representatives, whether in Jefferson City or in their home districts, or both," Pacheco said. He also spoke to hundreds of service club members, community leaders and other shapers of public opinion and was interviewed by scores of editors and reporters.

Missourians, he discovered, take a proprietary interest and pride in the University of Missouri. "While they respect its role as a major research enterprise, they also expect the university to provide the highest quality undergraduate education at an affordable price," he said. And, while Missourians appreciate the president's willingness to travel the state, they also consider it part of the administration's obligation to account to the public for the management of their university.

Pacheco's primary message to Missourians has been that "the University of Missouri belongs to all Missourians, not just those who happen to reside near one of our campuses." He said he was "gratified by the public support I find throughout our state for the University of Missouri."

## **Paul Steele honored to serve on Board**

With more than 30 years of volunteer service to the University of Missouri, Curator Paul Steele has watched the institution grow and respond to the needs of Missourians. Since joining the Board in January, 1997, however, he says he has learned there is a whole lot more going on in the four-campus system than he realized. He says that is one of the best surprises about his new position on the UM Board of Curators. He says he enjoys the opportunity to learn new things

while educating himself about the enormous scope of academic programs, research and outreach provided by the University.

Taking on new challenges is a personal habit of Steele's, a fifth-generation farmer born and raised in Chillicothe. In 1986, after guiding the farming operation that had been in his family for 150 years, Steele decided to branch out by purchasing T & R Soil Service, a local farm fertilizer and chemical business. As a further expansion of his business interests, in 1991 Steele invested in radio stations KMZU in Carrollton and WHP in Kansas City, moves he says enabled him to enter a whole new arena of interests and activities.



Paul Steele

"Governor Carnahan's aides told me service on the board is a job," he said. "But I was still surprised by the amount of time and energy required to serve as a curator." Not that he is complaining, by any means. Despite the nearly weekly trips to Columbia to handle Board business as well as trips to the other campuses and to outreach and extension meetings, Steele appears to relish the opportunity to serve.

As a measure of how much his appointment to the UM Board means to him, Steele says he regrets his father is not alive to see his son serve on the Board of Curators. "I am so honored to get an opportunity to help the University continue to be held in the highest esteem that the state's citizens expect," he said. "I have been extremely blessed in this life, but this is the highlight of my career."

In his community, Steele's volunteer service also includes serving as chair of the Chillicothe United Methodist Building Committee, now overseeing the construction of a \$1.75 million project, and as former chair of the church's Board of Trustees.

A typical day for him might begin by reviewing his farming operation, then going to town to check on his agribusiness, stopping by the new church building to monitor progress and looking in at the radio station to sign papers. Then Steele might have to travel to Columbia for meetings. "It's exhausting, but really stimulating to have so much to do," he says.

Steele, who graduated from UM-Columbia with a bachelor's degree in business and public administration in 1962, comes from a family that relied on and believed in the University.

Steele's father, a track star and lifetime member of MU's M club, traveled from Chillicothe to Columbia on a train. He graduated from MU in 1933 with a bachelor's degree in agriculture and a master's degree in statistics, and later sent his three children to his alma mater. Curator Steele met his former wife when they were both students at MU and their son also earned a bachelor's in economics there in 1989. He also has three daughters, two of whom attended Northwest Missouri State University in Maryville. The third is a student at William Woods University in Fulton.

With his background in agriculture, Steele says he brings his focus and first-hand experience in Missouri's most important industry to his service on the Board, but he stresses that he represents all the citizens of the state. He points out that farming has changed dramatically -- from an era when each generation was expected to double a family's property holdings to the present trend of corporate ownership. The role of the University must also change to reflect today's environment, he says.

In addition to his work as a curator, Steele has served on UM-Columbia advisory committees, has been active in the MU Alumni Association and is a member of the Jefferson Club. He says without his education from the University he would not have had the background necessary to succeed during the years after college. "That is still true today, maybe more so," he says. "It's not enough any more just to work hard. Knowledge and skills are vital in today's technology era."

Steele supports the idea of preserving the University of Missouri's position as a research and doctoral-granting institution. "Now that the number of community colleges in the state provides more options for higher education, guaranteeing admissions to the University of Missouri is less of an issue," he said. "For students who may not be prepared to enroll at one of the UM campuses, attending and succeeding at a regional university for a year or two and then transferring also can be helpful."

Among the issues facing the Board of Curators, Steele says curators must struggle to identify how University hospitals and clinics can continue to be a viable part of the University, as well as envisioning and preparing for how the health care industry will continue to evolve. The Board also will emphasize maintaining the University's strong financial status, he says.

Steele is an advocate for students. "My focus and the University's focus should be on the students," he said. "Students have to be the top priority -- our whole purpose for being. But for that to be accomplished, there have to be staff, faculty and administration all working in a harmonious relationship to educate students."

Steele said he believes UM has "as fine a staff as anywhere, as well as excellent faculty." He praised University administrators for creating what he calls the "most harmonious relationship among the four campuses in recent memory."

"UM President Manuel T. Pacheco is going to see that all four campuses have a focus and a mission, and he's going to do it in a way that is compatible for everyone."



## **Pacheco addresses UM strategic plan**

At the Dec. 19 meeting of the Board of Curators at UM-Columbia, UM President Manuel Pacheco laid out a strategic planning framework for the University.

His report responded to the Curators who, at a workshop conducted last summer, listed a "strategic planning initiative" among several priorities and goals for the new university president.

He said he would appoint the chancellors and vice presidents to a university-wide Strategic Planning Steering Committee to review current planning processes and to keep future planning efforts focused on needs, measurable outcomes, continuous improvement and achievement of the University's mission.

The Steering Committee will align individual unit planning with UM System strategic planning and will align strategic planning with the academic planning accomplished in connection with the Mission Enhancement request.

Pacheco said the University's Mission Enhancement plans are unified around three common outcomes which form the framework for planning: (1) Improved student satisfaction and success; (2) higher quality education, research and outreach programs, and (3) increased leverage of non-state resources along with increased return to the state on its investment in the University.

He lauded the successful Five-Year Financial Plan, concluded last June 30, and proposed a strategic planning process not limited to a period of years.

Significant planning was incorporated throughout 1997 in creating the University's Mission Enhancement proposal, under the guidance of Interim President Mel George, Pacheco said. In addition, the Administrative Systems Project (ASP), also discussed at the December meeting (see separate story), "is an important ingredient that will be incorporated into the new strategic plan.

"As we look forward to formulating requests for succeeding years of our mission enhancement plan," Pacheco suggested, "we must do so through a strategic process that emphasizes continuous, ongoing planning with a focus on results -- on desired outcomes."

The basic tenet of strategic planning is alignment of the organization with its environment, Pacheco noted. And the plans of the University must be aligned with the expectations and needs of its critical stakeholders, he said.

Strategic planning, properly done, will address four questions, he said: (1) Where are we now? (2) Where do we want to be? (3) How do we get there? and (4) How do we when we get there?

He quoted planning guru Peter Drucker: "If you don't know where you're going, any plan will do."

"This is an ambitious task," Pacheco said, "but it must be done."

## **UM/Ireland Show-Me Project aids economic development, peace process**

Missouri has launched a joint rural development venture with Ireland to help that troubled country realize the economic growth necessary if a stable peace process is to be maintained.

Called Show Me, it is a partnership among the University of Missouri-Columbia; University of Missouri Outreach and Extension; the University of Ulster and the Fermanagh District Council in Northern Ireland; and Udaras na Gaeltachata in the Republic of Ireland a government agency working to preserve Irish-speakers' language and culture. UM-Columbia's Community Policy Analysis Center helps many small Missouri communities plan for economic growth and development. Now under this international agreement, it will apply expertise to assist rural economic development in the border regions of the Republic of Ireland and Northern Ireland.



Fabian Monds, provost, Magee College; Jean Smith, U.S. ambassador; and Ron Turner, vice president for university outreach.

"The goal is to make information more accessible to more people so they can participate in the community decision-making process," said Jim Scott, CPAC program director. Issues to be addressed range from developing small businesses, encouraging cultural exchanges, exploring options for tourism and determining long-term strategies for economic development in two border communities.

A joint Ulster-Missouri research team will develop regional data bases and economic impact models to help local leaders from both sides plan and form working partnerships, Scott said.

The project was launched in Derry by U.S. Ambassador to Ireland Jean Kennedy Smith and John Hume, member of the European Parliament and a central figure in Northern Ireland peace talks. Smith said the Show Me project goals are in keeping with President Clinton's belief that economic growth should parallel the peace process in Ireland. "We understand that when people feel secure, when they are employed, they are less likely to resort to violence," she said.

Hume said the importance of information available through the Show Me project will be seen in 1999 when the World Trade Organization begins a new round of negotiations.

"We can begin to answer the 'what if' questions and prepare the action which will be needed to improve performance and prosperity," he said.

Faculty from Ulster will visit several Missouri communities that have benefited from CPAC economic development programs, while CPAC faculty will work with communities in Ireland.

"We bring certain systems and expertise to this cooperative effort, but we will learn and gain new insights into rural, community-based development that will benefit our teaching, enrich our research and animate our service to the people of Missouri," said Ron Turner, vice president for university outreach.

Scott said Ireland and Missouri have cultural similarities. "It's a 'We'll believe it when we see it' and 'Words are a dime a dozen' attitude. That's how the project got the name Show Me."

### **Administrative Systems Project gets Board approval**

The Board of Curators, at its Dec. 19 meeting, authorized University officials to implement the recommendations of the Administrative Systems Project (ASP), to improve the core administrative and support processes and replace the related information systems.

The recommendations result from human resource, finance, and student services process analysis and redesign work completed over the past year. More than 100 representatives from all four campuses of the University, plus University Outreach and Extension and central administration have participated on either the ASP Committee or the process redesign teams.

One of the first items of business will be to select a software vendor. Project managers will hire consultants to assist in all aspects of the project including planning, process redesign, and software implementation.

The long-range project is expected to transform significantly the way the University provides business and administrative services that support core missions of the University in teaching, research and service. By simplifying how things get done and investing in labor-saving technology, the project is expected to substantially reduce paper, eliminate redundant or unnecessary procedures and permit the University to devote more time to serving the basic needs of faculty, staff and students.

University President Manuel T. Pacheco told curators the project calls for systems that will enable students and parents to have real-time access to such information as application status, financial aid options, billings, and progress toward a degree.

Faculty and advisors will have on-line information that is helpful when they are advising students on degree requirements, progress toward a degree and current GPA. They also will be able to schedule appointments, check course enrollments or grades, and access information about the status of grant accounts. Administrators should find it easier to prepare reports and obtain data needed for management decisions.

The Administrative Systems Project will be phased in gradually over a period of four to five years, Pacheco said.

## **Travel information available on the Internet**

Although the University has negotiated contracts with travel agencies to provide the lowest fares at the most convenient times for travel, employees can compare prices using online airline booking systems, says MaryAnn Williamson, UM travel services coordinator.

"Three years ago consumers had no access to air fare quotes and relied solely on contact with travel agencies and the airlines," Williamson says. "Aside from calling multiple agents and/or multiple airlines, there was no way to even determine a range of possible fares for a specific trip. The introduction of Internetbased travel services available on the World Wide Web has allowed consumers to check times and fares and compare prices before purchasing a ticket."

There are many general websites that offer this online information as well as most major airlines that have websites providing information on flight times and fares. Two easily accessed websites that offer online travel information are:

<http://www.InstantAir.com>

<http://www.nbtravel.com/lowfares.sht>

The following are tips to use when searching the Internet for information on fares:

- Feed your fare and itinerary queries to at least three of the electronic booking sites.
- Start by using each service's "low fare" feature.
- Use each services's "flight wizard" feature to specify the trip details to see the price of each itinerary it suggests.
- Feed in morning, afternoon and evening times. Better deals are likely with 21-day (or at least 14-day) advance purchase, or trips that involve a Saturday night stay.

Information on contracted travel agencies is available on UMINFO at:

<http://www.system.missouri.edu/uminfo/>