

approved by the Senate  
Executive Committee 7/10/95

**UM-ST. LOUIS**  
**SENATE MINUTES**  
**April 25, 1995**  
**3:15 p.m. 222 J. C. Penney**

The meeting was called to order at 3:17 p.m. by Dr. Stephen Lehmkuhle, 1994-95 Senate Chairperson. Minutes from the previous meeting (held April 4, 1995) were approved as submitted. Announcing that he would defer his report until the end of the meeting, the Chair yielded the floor to Chancellor Touhill.

Report from the Chancellor -- Chancellor Blanche Touhill

The Chancellor proudly reported that Dr. Peter Wolfe has been selected to receive this year's President's Award for Research and Creativity. Last year, the same award was won by Dr. Frank Moss, and Dr. Janet Berlo received the 1994 Presidential Award for Outstanding Teaching.

Construction of the apartment complex on the South Campus is progressing on schedule. The site manager of the new facility has established an office in the University Center. Chancellor Touhill reported that students have indicated considerable interest in the complex, which will be known as "University Meadows."

A new air conditioning unit has been installed in Lucas Hall, and a 60-car parking lot has been opened adjacent to Marillac Hall. Expansion of Parking Lot X (near the Education Library) should be completed within the next few days.

More than 250 students, faculty, and staff participated in the health fair that was co-sponsored by the Barnes College of Nursing and the University Health Service on April 10.

Information by major on the careers that our graduates are pursuing has been compiled and provided to all academic advisors by the Counseling Service working in cooperation with the various academic units.

Chancellor Touhill reminded senators that on April 26-27 students will be polled about their willingness to pay increased fees to support construction of a new and expanded University Center.

The Senate was advised that private giving through March of this year is at \$3.3 million, up from \$1.9 million a year ago. Four endowed professorships have been secured, and searches to fill the positions are at various stages of the process.

The Chancellor's annual Report to the Community is scheduled for May 23 at the Adam's Mark Hotel. Chancellor Touhill encouraged everyone to attend.

Senators were reminded that the date for commencement has been changed to Tuesday, May 16, when Kiel Center is available. With the closing of the Arena, Kiel Center is presently the only facility sizable enough to accommodate our spring ceremony. U.S. Congressman Richard Gephardt will deliver the commencement address, and honorary degrees will be conferred on Urban League President James Buford and BJC Health Systems President and CEO Fred Brown.

In closing, Chancellor Touhill announced that the Senate Budget and Planning Committee will convene on Thursday, April 27, at 2 p.m. in 411 Woods Hall. The Committee will review material to assist the Chancellor in preparing her report to the Curators on program priorities.

Report from the Faculty Council -- Dr. Herman Smith

(see attached)

Drs. Joseph Martinich and J. Martin Rochester took exception to portions of the report. Dr. Smith responded by describing the survey results as clear and suggesting that some of his comments may have been misunderstood.

Report from the Intercampus Faculty Council -- Dr. Stephen Lehmkuhle

(see attached)

At the close of the report, Dr. Zuleyma Tang-Martinez inquired about the changes proposed by President Russell to the Academic Grievance Procedures as they relate to the basis for filing charges. The Chair explained that the President would like to replace the specific reference to sexual orientation with a more general statement about "other factors" that might apply. Dr. Tang-Martinez urged IFC representatives to take a strong stand on this issue. Referring to the information policy regarding e-mail, Dr. Carol Peck questioned if the policy will be extended to other areas of communication. The Chair explained that President Russell is concerned that legislators may change Missouri's open meetings rule.

Report from the Committee on Curriculum and Instruction -- Dr. Lawrence Friedman

Dr. Friedman called attention to the numerous course actions that were approved by the Committee, as well as to minor "housekeeping" changes in the following:

### **Changes in degree requirements**

B.A. in Mathematics, B.S. in Education, B.S. in Applied Mathematics, and B.S. in Computer Science  
 B.A. in Music, B.M. in Music Education, B.M. with an Emphasis in Performance, B.M. with Elective Studies in Business (all Music degrees)  
 B.S. in Economics  
 B.A. in Political Science  
 B.S. in Sociology  
 B.S. in Public Administration

### **Changes in minors**

Minor in American Politics  
 Minor in Comparative Politics  
 Minor in Public Politics  
 Minor in Urban Politics  
 Minor in Political Theory  
 Minor in International Relations

### **Changes in certificate program**

Trauma Studies Certificate

### **Changes in Bulletin copy**

Business Administration

On behalf of the Committee, Dr. Friedman recommended Senate approval for degree requirement changes to the B.S.N. and to the B.S.B.A., changes to the Minor in Legal Studies, and changes to clarify that 120 hours of C- is insufficient to satisfy Arts and Sciences' requirement for 120 hours of C or better. The Committee's recommendations on each of these changes were approved by the Senate. In response to a question from the floor, Dr. Friedman deferred to the Business School's Associate Dean, David Ganz, who assured Dr. Harold Harris that the B.S.B.A. proposal disallows nothing covered under the articulation agreement. Professor Ganz conceded, however, that the proposal will have the effect of increasing the total number of credit hours needed to earn a business degree for those students who take business courses at the community colleges.

In addition to the changes listed above, the Senate approved a new certificate program, the International Business Certificate.

Report from the Committee on Computing -- Dr. Richard Rosenfeld

(see attached)

At the close of the report, Dr. Robert Calsyn inquired if the Committee had considered the possibility of the campus building its own hardware, rather than purchasing it from off-campus sources. Dr. Rosenfeld indicated that this had been discussed briefly. Dr. Gail Ratcliff commented that faculty members often do not know what software is available to them. Dr. Rosenfeld agreed that the communication between the Office of Computing and Networking Services and campus computer-users could be improved, but he defended OCNS as a unit that is stretched thin in terms of staff and resources.

Report from the Committee on Physical Facilities and General Services -- Dr. Lawrence Barton

(see attached)

Dr. Barton was asked by Dr. Gail Ratcliff if the campus is recycling paper. Dr. Barton said he was unsure but knows of a St. Louis County requirement that trash be sorted "on the other end."

Report from the Chancellor's Committee on Oversight of the Health Care Plan -- Ms. Joan Rapp

(see attached)

During a brief discussion at the close of the report, Dr. Paul Travers suggested that the Committee consider recommending the inclusion of vision care. The Chair said he doubted that this would be possible. Ms. Rapp responded to a question from Dr. James Tierney by noting that few surveys were returned from those covered by GHP. Dr. Silvia Madeo asked about the likelihood of increased support provided by the University to participants in Plan E (the catastrophic plan). Dr. Susan Feigenbaum explained that the in-network HMO and the in-network POS were the only plans with rates negotiated by the University.

Report from the Chairperson -- Dr. Stephen Lehmkuhle

(see attached)

Following the Chair's farewell address, Senate Secretary Margaret Cohen offered the following resolution, which was adopted unanimously by members of the 1994-95 Senate:

WHEREAS, Stephen Lehmkuhle is concluding a two-year term serving as Chair of the UM-St. Louis Senate;

WHEREAS, the Chair, guided by the best interests of our campus, has mastered the art of leading the Senate efficiently, conscientiously, and concisely;

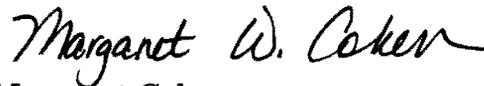
WHEREAS, the Chair has manifested the skills of a smooth negotiator, strategic organizer, and capable presider;

WHEREAS, the Chair, concerned about our low-tech habits, has gently led the Senate into cyberspace;

NOW, THEREFORE, BE IT RESOLVED that on behalf of the UM-St. Louis community, the Senate recognizes Stephen Lehmkuhle's countless contributions to the Senate and to the campus, and offers him our most sincere gratitude.

Completing the business at hand, the Senate adjourned at 4:32 p.m.

Respectfully submitted,



Margaret Cohen  
1994-95 Senate Secretary

Attachments: Report from the Faculty Council  
Report from the Intercampus Faculty Council  
Report from the Committee on Computing  
Report from the Committee on Physical Facilities and  
General Services  
Report from the Chancellor's Committee on Oversight  
of the Health Care Plan  
Report from the Senate Chairperson

(minutes written by  
Ms. Joan M. Arban,  
Senate Executive Assistant)

## Report of the Presiding Officer of the Faculty Council to the Senate--April 25, 1995

Herm Smith, Presiding Officer

To the Faculty: Permit me to express my deep gratitude for the trust you placed in me this year. Representing you has been the highlight of my career at UM-SL. I had little idea how much unanimity and cohesiveness existed among my colleagues. You have proven to me that this is a true uni-versity, not a babble of disciplinary tongues as described in Clark Kerr's multi-versity. It has been a humbling experience to be given the chance to see the larger picture through your eyes. Several faculty have been particularly helpful in giving me guidance, and to them and the Faculty Council I owe deep-felt gratitude. First, I express my deep gratitude to Dr. Steve Lehmkuhle who, immediately after learning of my election, extended his help in partnership. Second, Dr. Steve Spaner, who gave continuity through his excellent secretarial office. Third, Dr. Norman Flax, who organized the carry-through of the administrative evaluation and salary-practice surveys this year. Fourth, to the rest of the Faculty Council and its Steering Committee for never ceasing to amaze me at their resolve to stand behind my public statements. There are also a few staff members who made this year a success and to whom I wish to give credit. An old saw would have it that behind every successful man is a woman. In actuality, there were two women this year who made my term much more productive. First, Ms. Joan Arban led me through the mysteries of surfing the "UMSLNET". Second, Ms. Alice Canavan provided the key to efficient use of the Meridian voice-mail system for arranging committee and Council meetings.

To the Administration: This has been the most productive and unified Faculty Council in my memory. The Faculty Council this year has tried very hard to work toward a constructive set of principles and recommendations for improving faculty-administration relations. I trust that the administration will, in turn, work seriously toward implementing the recommendations and principles of the various reports that we have issued. To start this process of extensive dialogue, I have deposited two reports with the Chancellor for action by the Senate Budget and Planning Committee of which she is Chair. The first is the Administrative Reallocation Report. It resides in UM-SL cyberspace on the Faculty Council menu of the Gopher System. The second is the salary-practice position paper I mentioned in my last report to the Senate several weeks ago.

To show continuity, the Faculty Council at its April meeting decided to take the unusual step of saving this salary-practice position paper for approval as the first order of business at the May meeting of the 1995-6 Council. I have also put a copy of this report on the Gopher system and requested that the Budget and Planning Committee consider it a priority issue from the Faculty as a positive and constructive alternative to the present unsatisfactory set of ad hoc practices for dealing with merit and market in the annual review process. The third report, to which I have alluded in several previous reports to this body, will become a priority issue for next year's Council at its behest. That report needs some fine tuning, but will deal primarily with the issue of salary-policy recommendations for faculty taking on administrative positions, and administrators returning to the faculty. Finally, I note that the faculty shows increasing interest in the adoption of our Administrator Evaluation Form and sampling methods to replace less satisfactory and wastefully duplicative practices. For example, the School of Education is using our form to evaluate Chairs this semester. The Faculty Council urges all remaining Schools to do the same, and for the Chancellor to establish our form and sampling methods for the annual Academic Council review. We urge as a matter of policy to establish more trust that those results be made available to the Presiding Officer.

To the Students: The Faculty regrets the miscommunication that has led to a foolish set of charges and counter-charges that are unproductive to all sides. The high quality, publicly available survey results that I have alluded to will bear out the fact that the problem of not being treated as customers is a "front-end" problem students have with admissions, registration, and financial aid. Both the administration and the faculty are aware of those problems and are working toward solutions.

However, the faculty-student relationship is not, and cannot be, a proprietor-customer relationship. We do not sell a product like gasoline for which you can give us money and get a satisfaction-guarantee that it is high octane. Being a customer gets no respect--something student representatives to this body say is fundamental to their satisfaction. Your local gas station owner doesn't respect you. He or she respects only

your willingness to pay for his or her product. Education and learning are much more interactive—even intimate, in a sense—and are not so neatly exchanged for money.

The educational and learning processes (which are not the same animals) are a social process. You cannot expect that paying tuition will make you educated, even if you sit in the classes of professors who win the highly-prized AMOCO awards for teaching excellence. Learning is not a process of passively listening, reading, or taking notes. It requires mutual respect, and active engagement of student and professor. A student pays for 3 hours of credit, giving the student the privilege of sitting in a classroom for roughly 42 hours, and the responsibility for studying assigned materials for another 120 hours over 13-15 weeks. It gives the student the rights to respect for personal opinions and efforts to learn material, but also the responsibilities to respect professors' knowledge, lectures and arguments.

Academic freedom is a sacred cow in large part to protect the professor's rights to do and say professionally responsible, but controversial things. Like good theater, a true education should shake up students. It is important that students understand that customers are always right and students are not. (I am not saying that professors are always right.) However, the learning process in higher education requires that students respect the principle of academic freedom, that they show their mutual respect by coming to classes prepared, that they show up on time for appointments with their professor, that they ask questions in class or make appointments to clarify questions rather than silently complain that professors are "unapproachable", that they do homework and papers on time, that they keep an open mind toward novel and controversial positions they hear or read about in classroom materials.

To the entire Senate: Respect is a two-way street. Respect is earned. Respect is a social currency that expects payment in kind. Respect is fragile and easily lost through unintended missteps and the intentional politicization of education. Education and learning as ideals are anti-politically correct and disrespectful of falsity, ugliness, and injustice. For this reason, Professors have the only occupation that relentlessly pursues Truth. Richard Whately says: "Everyone wishes to have truth on his side, but not everyone wishes to be on the side of truth." I hope that at the very least, next year shows a mutual working toward a greater number of faculty, administrators, and students who wish to be on the side of truth. I assure you that the Faculty Council is ready to lead the way and give respect to those who cooperate in that effort.

Thank you, and I will entertain any questions that you might have of me as the now humble, lame-duck Presiding Officer of the Faculty Council.

IFC Report  
April 25, 1995

The IFC met this past Friday, April 21. President Russell was unable to attend, and the meeting proceeded with discussions with Vice-Presidents Wallace and McGill.

Vice President Wallace indicated that the System is developing an information policy that would designate interactive e-mail discussions subject to the open meeting laws of the state. University Counsel has advised the President that such electronic interactions may be considered public. They are currently studying the privacy issue as related to non-interactive e-mail.

Vice-President Wallace also discussed the Funding For Results Program advocated by the CBHE and the Governor. He indicated that some campuses are in the process of developing plans and criteria for evaluation, while others are waiting to see if the program will be fully funded after there is a change in the leadership of CBHE.

Vice President Wallace also reviewed with the IFC changes (I should say deletions) recommended by President Russell in the proposed revisions in Academic Grievance procedures. In prior meetings, President Russell wanted to add a separate review to allow for the dismissal of frivolous cases. The IFC argued that a separate review was unnecessary and unfair to the grievant, and recommended that a respondent may request that the Hearing committee determine probable cause at the outset of its deliberations, and suggested that the Hearing committee be empowered to dismiss the grievance

if probable cause cannot be determined. According to Vice President Wallace, President Russell agreed to our recommendation.

However, to our surprise, President Russell made four additional changes in the document approved by the IFC. He recommended changes in the bases for discrimination; he recommended that the IFC delete the provision that details the right of the grievant to have access to information in order to prepare a grievance; he recommended that the IFC delete the provision to have the Chancellor communicate with the Hearing committee prior to any communication with the grievant if his/her decision is contrary to the recommendation of the Hearing committee; and finally, he recommended changes in some of the timelines proposed by the IFC. I have personally worked very hard on this document for the past year, and hoped to bring it to closure before the end of my term on the IFC. At this point, I feel like I am aiming at a moving target, and cannot predict when the IFC and the President will come to an agreement on these substantive issues.

The IFC also discussed with Vice-President McGill its paper entitled "Health Care Queries and Concerns". Although the IFC was initially disappointed in the lack of a written response to our queries about the health plan, the ensuing discussion with Vice-President McGill was beneficial. It is clear that Vice President McGill will use the various Health Oversight Committees on each campus, together with the University Benefits Committee to review the performance of our current Health Care options and in reviewing bids for the purchase of future health care products. Vice-President McGill indicated that he and these various committees will evaluate the "bundle vs. unbundle" option, which means that unlike our

current system in which Gencare/Sanus provides care for all four campuses, the system administration will also consider the costs and benefits of contracts with local health care providers. This approach should be an advantage for the St. Louis Campus. The second major point made by the IFC (which was very well articulated by Susan Feigenbaum) is that physician access is key to any plan. Quality and physician access cannot be dissociated and it follows that physician access needs to be an important criterion in the selection of any future plans. Based on these discussions with Vice President McGill, it is imperative that the Health Oversight Committee on our campus continue to interact and report to the Senate.

The next IFC meeting is scheduled for May 18.

## **REPORT OF THE SENATE COMPUTING COMMITTEE**

The Senate Computing Committee is charged with the responsibility of reviewing campus computing needs and resources, and with recommending policy changes to better serve users of computing services. During the 1994-1995 academic year, the committee has focused on the principles underlying current policy and on changes in program and resources necessary to maintain a first-rate academic computing environment. This report outlines those principles and discusses strategies to insure that the evolving and diverse computing needs of the campus are met. Our intention is to stimulate active and informed dialogue on the goals of computing policy and on cost effective ways of achieving them. We urge members of the Senate to discuss these issues with colleagues, to identify areas of agreement and disagreement with committee recommendations, and to suggest alternative strategies where disagreement exists.

### **Meeting Campus Computing Needs**

The fundamental goal of computing services at UM-St. Louis is to create and sustain a computing environment of the highest quality consistent with the differing computing needs of departments and individuals and with realistic assessments of the resources available to meet those needs. More specifically, the committee believes that the campus is best served by multiple computing options with respect to hardware, software, and platforms. We support the efforts of the Office of Computing and Network Services (hereafter "Campus Computing") to move functions and users from the mainframe environments to alternative platforms. The philosophy being pursued is to identify functions which are easily separable (e.g., Gopher and World Wide Web), and move those functions to their own scaleable processor. This will allow processing power for individual applications to be scaled independently and at lower cost. Other systems that may be operated in this manner are: personal name server, mail server, network news server, backup of desktop systems, and list servers.

Such shifts in computing platforms should free up needed space and improve response time for users of CMS and other mainframes. In many instances, they will provide richer and more versatile computing tools through networks. As additional users gain access to network options and computing becomes more distributed, the need for training and ongoing support will grow, which in turn will require additional computing services staff. If the resources for

these staffing requirements are obtained primarily or exclusively through reallocations in the existing Campus Computing budget, then the Senate should be prepared to identify other resources to support computing services, or services to be reduced or eliminated.

The principle of multiple and diverse computing options is not unlimited. Where economies of scale exist, they should be exploited. Standardization in machines and in software should be pursued in all areas where user preferences permit or would benefit. For example, a recent survey of software packages used by faculty (see Attachment I) [faculty software survey] indicates that roughly three-quarters of users work in a DOS or Windows environment, and the great majority of them use one of only two word-processing packages (Word or Word Perfect, in DOS or Windows versions). However, the evident preference for a particular environment and for particular software applications does not mean that the campus should discontinue providing and supporting alternatives. (Today's under-utilized alternative may become tomorrow's preferred program.) Rather, these findings suggest that the campus should seek to achieve whatever cost savings are associated with the purchase and service of the more popular options. Less popular options may receive somewhat less support as a result (e.g., they may not be updated as frequently or loaded on the network), and it may cost end users more to service them.

Such trade-offs are unavoidable. However, the burdens they impose on some users can be minimized if they are accompanied by continuous monitoring of user preferences and research on new products. The need for ongoing research is especially critical if we are to maintain a high-quality computing environment. Campus Computing reports that it does not engage in the level of research needed to keep up with promising developments in academic computing (see Attachment II) [microcomputing support allocation], and that it cannot do so given demand for more immediate service. The committee believes that this function must be expanded. Without additional resources, however, devoting more staff time to product research will require cutting back on other services.

These, then, are three fundamental principles the committee believes should guide future planning, staffing, and program development in campus computing: (1) maintenance of multiple computing options; (2) pursuit of cost savings through economies of scale and standardization where appropriate; and (3) enhanced research on new developments in computing hardware, software, and applications. We can meet these objectives, in part, through improving existing procedures within Campus Computing. The committee believes, however, that the objectives cannot be met fully without adding staff to campus computing or cutting deeply into existing levels of service and support. The remainder of this report documents computing needs on campus and proposes strategies to address them.

## **Campus Computing Description and Update**

Campus Computing provides computing and communications resources and services to support the teaching, research and service missions of academic units and the business functions of administrative units. A brief description of the services provided by each functional unit is shown in Attachment III (OCNS org. chart]. Among the major services and resources are: administer the faculty desktop system program; provide local and wide area networks support, including Internet connectivity, shared systems and servers, and access to administrative systems; provide local and long distance telecommunications services; operate and support open student computing labs and advanced technology classrooms; perform desktop system support and maintenance; carry out test scoring; and assist faculty and staff with statistical software; and maintain and update demographic data bases.

Faculty Desktop System Program Update. In FY94 a total of 65 desktop systems were distributed to faculty. An additional 55 systems have been placed thus far in FY95. UM has since provided funding for 100 additional systems which will be distributed as soon as possible. Approximately 65 systems will be provided in FY96.

Campus Networking Update. As of April 15, 1995, the following buildings have been wired to the campus standard: Clark Hall, Computer Center Building, Honors College, Lucas Hall, Mark Twain, SSB/Tower, and the Thomas Jefferson Library. Woods Hall is near completion. Specifications for Education Administration, Health Sciences Library, Music Building, South Campus Classroom Building, South Campus Computer Building and Ward Barnes Education Library are being assembled for advertisement. Marillac Hall specifications are nearly completed and will be put out for bid by the end of April. A consultant has been retained to assist with the provision of voice and data service to the privatized apartments. This project has been placed on the market. Design of the new backbone network will be completed by the end of April. Bids will be let shortly thereafter.

## **Evolution of Support Requirements**

Traditional computing support activities were focused on the sciences, computer programming and statistically-oriented disciplines. The revolution brought about over the last decade by the related technologies of desktop systems and networks has expanded the penetration of computing to virtually every area of the academic enterprise. Availability of desktop systems has had a substantial impact on the productivity of most faculty and staff. The number of customers served by computing has increased dramatically. An important consequence of the growing demand is a dial-up access problem. Campus Computing has begun to address the problem by requesting Southwestern Bell to

conduct a traffic study to measure the level of call activity on the telephone system from the public network. The results will be used to determine the number of new modems to add and to activate after normal business hours. In addition, a small pool of modems (3-6) will be set up as a "short duration access modem pool" with a ten-minute time limit. These modems are intended primarily for sending and receiving e-mail.

Customer demand for service has broadened from such traditional applications, which still require significant resources, to a multitude of applications running on a wide variety of hardware and software platforms. This has substantially increased the number of permutations of systems requiring support. While additional support staff have been hired, demand for service still outstrips the supply. Some changes will be necessary to more adequately meet the demand. One such change has been made in response to continuing concern about the Help Desk. Supervisory responsibility for the Help Desk is being re-assigned to Mary Brown, and Help-Desk personnel are reminded regularly of the fundamental importance of a positive and responsive customer service attitude.

There are four support areas that require additional staffing to meet the current demand for service from the campus: desktop systems support, systems programming, networking and applications programming. Each area is addressed below.

Desktop Support. A campus-wide census of desktop systems was conducted during Fall 1994 by Campus Computing. At the census point there were 1,328 desktop systems in place. This number has increased due to the faculty desktop systems program and other purchases. There are 7.75 microcomputer support staff currently authorized, including three from the Faculty Desktop System Program. The current ratio is one support person (covering all aspects of support) for every 171 desktop systems. The generally accepted industry standard is one support person for every 75 systems, and universities have much less standardized computing environments than other large organizations such as businesses or public agencies. This area will require additional resources in the future.

Systems Programming. There are 6.25 FTE between Systems Programming, Microcomputer Support and Instructional Computing providing systems programming services for the NetWare, UNIX, VAX/VMS and VM/ESA systems. This number is inadequate due to the complexity of these systems and the mission-critical functions they support. Additional staff are needed to provide for more timely implementation of new functions and to ensure adequate backup of human resources.

Networking. A total of 1.5 FTE support this vital function for the campus. When the building re-wiring and backbone upgrade are completed later this year,

network reliability, throughput and stability will be significantly enhanced. Constant monitoring and tuning of the network is required to achieve maximum utility. As additional faculty systems are connected to the network, maintaining high availability becomes even more critical. The network will become, if it has not already, the most essential component of the computing infrastructure. Additional support personnel are needed to provide an adequate level of service.

Application Programming. There is a seemingly insatiable demand for information from existing administrative systems. This demand originates in both academic and administrative units. As the University reallocates funds, many units look to information technology to help them do more with less. The three existing FTE in Administrative computing spend 70% of their effort on production activities and maintenance of existing systems. This leaves precious little time develop new applications to assist other units. Although recruitment for an authorized position is underway, additional staff would help to reduce the applications backlog to a manageable level.

### **Conclusion: Systems Development and Improvement**

The Senate Computing Committee recognizes that innovative activity in the area of computing extends beyond Campus Computing staff. Others, including an increasing number of faculty members and library staff, are heavily involved in developing new computing tools for instructional and research purposes. The number and range of such efforts will grow over time as the computing environment itself grows and diversifies. In the process, persons and entities beyond campus computing staff will identify problems with the computing environment and areas of opportunity for improvement. To insure ongoing improvement in the computing environment as a whole, the committee believes it is essential that Campus Computing seeks ways to increase input from other interested faculty and staff and to involve them in the planning stages of new computing developments. Such developments include the plan for a new network backbone and the addition of modems and creation of short-duration access to address the dial-up problem.

One option the committee has discussed is appointing a senior-level person as faculty liaison to keep interested faculty informed about and involved in computing developments, and to keep Campus Computing abreast of innovative computing activities occurring across the campus. Whatever mechanisms are chosen to expedite communication between Campus Computing and the growing pool of sophisticated users, it is clear that the university cannot attain a world-class instructional and research computing environment - nor will Campus Computing receive the resources required to build and maintain that environment - without a high level of cooperation between Campus Computing staff and others on campus involved in computing and networking applications.

**REPORT OF SENATE COMMITTEE ON PHYSICAL FACILITIES AND  
GENERAL SERVICES - April 25, 1995**

At the meeting on April 13, the committee addressed the following issues:

- a. The new policy of using 911 is working and in place except that faculty, students and staff may not be aware that one has to dial 9-911. It was hoped that the County Police would automatically know the exact location of the phone from which the call was made but that technology is not in place at the moment. The administration has been encouraged to make available new tags for the telephones with the numbers on them. The old tags went with the old phones.
- b. There are problems with signs on the campus. Marillac Hall does not have a sign in front of it nor does the name appear accurately on the campus maps. The problem appears to be the lack of funds to construct an appropriate sign. The construction sign on Natural Bridge was deemed to be too close to the road and obscured vision. Mr. Schuster agreed to have it moved. We understand it has since been moved.
- c. Members of the committee from the South Campus indicated that the new parking lot recommended by the committee earlier and approved by Chancellor Touhill was now in use and was a great success.
- d. The interests of the campus vis-à-vis the Airport Master Plan are being represented by Richard Schwartz of the Physics Department and Betty Van Uum. They periodically provide information to the committee. All the new plans recently proposed have problems for the campus but the most recent one, the *North Plan* appears to be the best one for us. The other plans put more air traffic over the campus. The campus policy will be to determine which plan affects us the least and then to endorse it very vigorously.
- e. Last year the committee approved a plan which would allow student groups to do some landscaping on the campus. This plan has not been implemented. The administration is not convinced that there would be follow-up. The project was also delayed until details of the Master Plan relating to landscaping were finalized. The committee suggested that beautification projects which did not include actual plantings or other permanent features but rather clean-up projects be suggested to the students. This idea will be pursued with the Student Organization.
- f. In response to questions about maintenance and repair on the campus, Mr. Schuster informed the committee that 1.5% of the replacement cost of facilities is put aside annually for maintenance and repair.

The Chancellor's Committee on Oversight of the Health Care Plan continues to work on issues related to the health care options instituted by UM in January 1994. The Committee recently conducted a campus-wide survey of all benefit-eligible employees, to determine their level of satisfaction with the plan they have chosen. Both the level and nature of response indicates strong interest in these issues. Almost 300 surveys were returned, most from participants in either the GenCare HMO or the GenCare POS. Respondents also returned comments totaling 113 single-spaced pages.

Issues raised most often in the survey and in correspondence with members of the Committee are the following:

1. There are pervasive concerns about both the availability and quality of physicians actually available to employees through GenCare. The quality of the GenCare physician pool is perceived as lower than that of the overall physician population in St. Louis, based on quality of medical training, number of years in practice, certifications, patient experience, and willingness of non-plan physicians to refer patients to physicians in the plan. Too few physicians are available. Too few are listed, and many of those listed have in fact closed their practices to new GenCare patients. Some questionnaire respondents noted that their physicians had dropped out or would not join because of either low reimbursement or over-zealous control of care by GenCare. There are also too few female PCP's and OB/GYN's with open practices.

2. GenCare's system of referrals to specialists is viewed as excessively burdensome. GenCare will not accept faxed referrals from PCP's. Referrals often require multiple telephone calls or trips to PCP's and specialists. Several respondents noted that problems discovered by a

specialist during one visit cannot be treated if they have not been mentioned on the referral form. And despite GenCare's statements in the orientation meetings that employees would have access to any specialists in its network, two problems severely restrict that access: (1) the existence of the Christian Hospitals subnetwork, with referrals allowed only within that small group of physicians and (2) the refusal of some GenCare physicians to consider patients' choices in of specialists.

3. Significant costs in time and actual dollars have been shifted to employees. A patient may have to see a physician in one location, have lab tests and x-rays in multiple locations, then return to the physician, then perhaps be referred to a specialist. Several respondents noted that the process of getting care from specialists is so burdensome and the quality of physicians in the network so uneven that they have written checks to pay for entire procedures that would have been easily and clearly covered under the University's previous health care plan.

4. There is significant concern among female participants that they are getting inadequate "well woman" care and do not have enough access to OB/GYN care.

5. With regard to Express Scripts, there are two principal concerns: (a) The formulary does not include many commonly prescribed medicines, and it is often difficult to get Express Scripts to provide what the physician actually wants to prescribe. (b) The computer-determined prescription renewal date (two-thirds used) requires multiple trips or calls if one is taking several prescriptions.

6. A number of employees report waits of weeks to months to see a primary care physician for non-emergency care.

7. Several employees made the point that the GenCare POS plan is just an HMO in disguise. It has almost all of the same restrictions as the HMO, and use of out-of-network physicians is discouraged by excessive GenCare paperwork, the very low level of reimbursement, and the fact that the University has not negotiated any physician fees outside the HMO. Therefore, for example, if one goes to an in-network specialist, but without a referral from an in-network primary care physician, the benefit level is 60% of what GenCare considers the appropriate physician charge; but the patient is actually charged a fully non-negotiated fee, which is not infrequently 50% higher than what the University might have been able to negotiate, had it been willing.

Responses to the survey also noted a number of other concerns and questions too numerous to note here. These concerns will be forwarded to and discussed with UM administrators. Data from the survey indicate that problems with the GenCare plans are not isolated and that employees need improved alternatives. Over 30% of respondents indicated difficulty in finding a satisfactory primary care physician. Almost 37% feel they have an inadequate choice of providers. Almost half of respondents report some difficulty with Express Scripts. Forty-one percent of respondents reported that they would pay a 20% higher premium for a 15% increase in out-of-network benefits; and almost 40% would be willing to pay a "reasonable" (i.e., market-driven) premium for a "catastrophic" plan with lower deductibles and out-of-pocket costs.

In the coming months, the Committee will take several steps. (1) It will request that Human Resources provide support in surveying several large St. Louis employers to determine both the benefit level and cost of their employee health care plans. The Committee believes that these data may provide support for the case that it is possible to obtain higher-quality coverage for a comparable cost. (2) It will continue to work in tandem with the IFC, the System Benefits Committee, and committees on other campuses to bring the level of concern to the attention of University administrators and Curators. (3) It will try to influence the University to consider several possibilities for changes even before the end of the three-year GenCare contract in December 1996. There is now no plan which provides a desirable level of choice, except Plan E, which has become prohibitively expensive - if it is even available, - and will be even more expensive next year. (4) The Committee will ask the University to consider one or more of the following: (a) offering a new option, such as a richer POS or a PPO, (b) changing in the structure of the POS, to improve the benefit level and expand choice, (c) providing a more open GHP plan, (d) improving the catastrophic plan with more reasonable deductibles and out-of-pocket cost limits, and (e) negotiation of rates for health care services outside the HMO.

The Committee appreciates the many responses it received from faculty and staff and the very large number of comments and suggestions which will be extremely useful in documenting concerns and suggesting appropriate directions. Please continue to send your comments; and, if you haven't returned your survey, feel free to return it at any time.

I would like to thank the Senate for its support over the past two years. I have tried to operate these meetings under the assumption that your time is a valuable resource that should not be wasted. I attribute the efficiency of our meetings directly to the work of committees and committee chairs. They have done a splendid job.

I have also tried to steer the Senate to develop solutions rather than to identify problems, because therein lies our opportunity to impact on the development of our campus. It is clear to me that our impact as governance body is directly related to quality of our work. To get the job done, and done well, required that I ask many of you, and in some cases, even twist a few arms, to do the hard, often unrecognized, work of the Senate. Our success is clearly tied to your collective effort.

I have also tried to build a constructive rapport between the Senate and administration. During my terms, the Chancellor and her administration have been very cooperative and supportive of the activities of the Senate. I would like to thank the Chancellor and her administrators for their support.

I have also assumed that the Senate is a campus-wide governance body. And to that end, I have worked with Faculty Council, Staff Association, and the Student Government Association and thank Herm Smith, Brenda Jaeger, and Chris Jones for their cooperation and support this year.

I also know that interactions with the other campuses and with system administration is crucial to our livelihood as a campus. When I went to my first IFC meeting, I feared that the meetings would be dominated by bitter intercampus competition for limited resources. But my experiences on IFC have been quite the contrary. The IFC has found common ground and focused on issues that affect all campuses. I have found all members of the

IFC to be congenial and cooperative. Our campus is well represented in the IFC by Susan and Lois.

I also want to thank the executive committee for its work in setting the agenda of the Senate and for tolerating me and keeping me on track. I also want to especially thank Peggy Cohen. Being Senate secretary has not been a free ride for Peggy over past two years. I hope that she takes her turn at this podium in the near future. I also want to thank Joan, because she is the one that makes all this work. Keep in mind that in addition to overseeing the general activities of the Senate, she supports the activities of some 20 different Senate committees.

When I was elected to this position two years ago, Joe Martinich told me that it would keep me busy and I would learn a lot about how the university operates. He was right on both counts. One thing that I learned is that public higher education is in the midst of a paradigm shift. It is clear that traditional resources for public higher education are diminishing. The Hancock 2 experience taught me that we need to fight just to keep what we have. At the federal level, if the "Contract with America" has its way, the budgets for NIH, NSF, and NASA, along with student loan programs will be drastically cut. Consequently, public higher education is becoming more dependent on tuition and enrollments, and will no longer be insulated from the pressures of the marketplace. The marketplace has and will continue to change how we do business; how we recruit students, which students we accept, how we charge and register students. And, what I think scares most of us, is that the marketplace will impact on how we teach our students, on how we fund and prioritize our research, and how we are paid. More than ever it is important that our governance structure promote the communications among campus constituencies to guide us through this era of

change so we can preserve the academic integrity of our campus. That's my take-home message to faculty, administrators, staff, and students - take serious the activities of the Senate because it will play a key role in the inevitable metamorphosis of this campus.