

Report to the UMKC Faculty Senate
of the
Examination of UMKC's
Administrative Structure

By the Committee on Organizational Structure & Community Outreach
"COSCO"

September 19, 2005

(Partially updated on January 13, 2006)

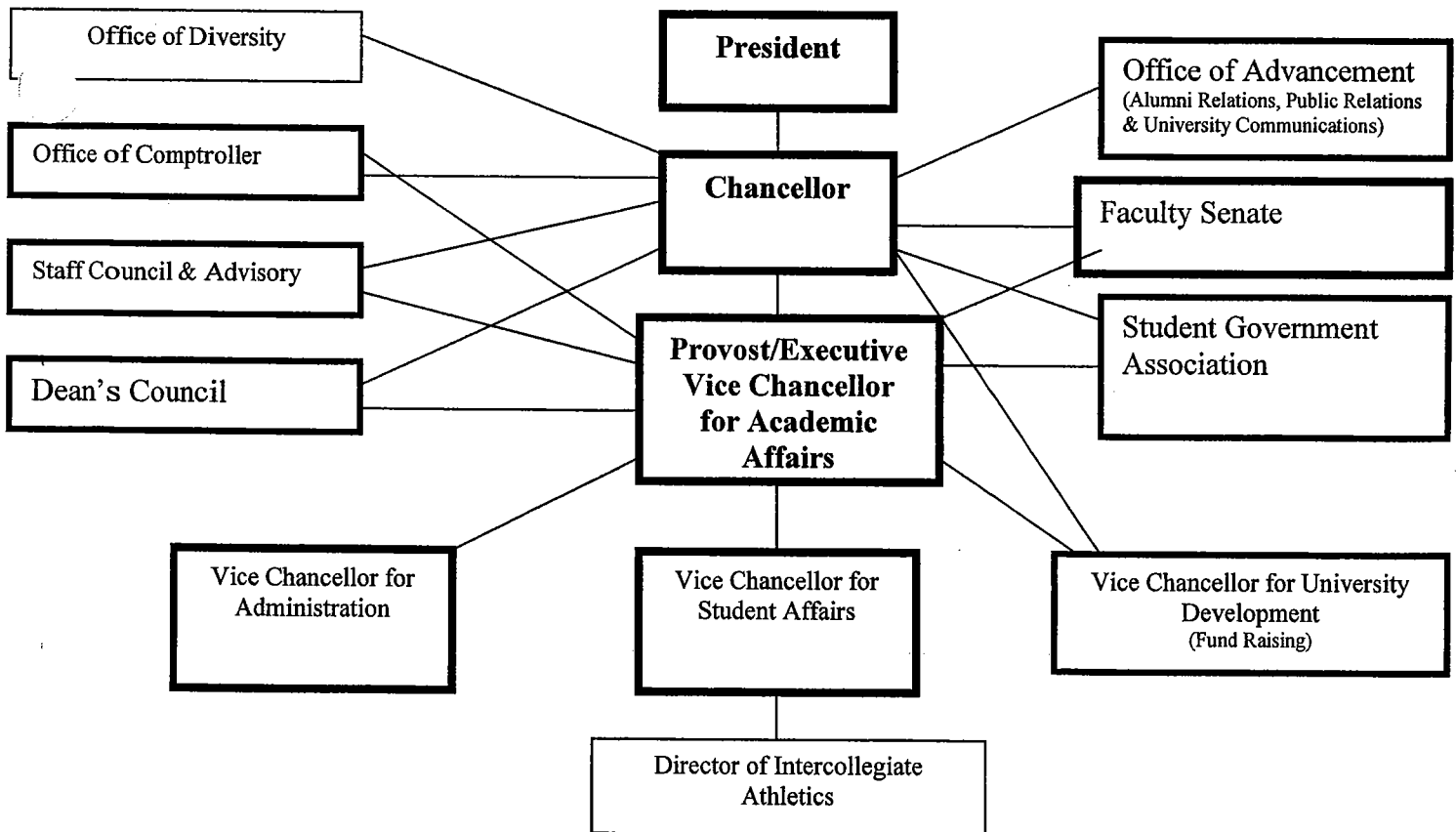
EXECUTIVE SUMMARY

I. Findings and Observations

- The most glaring deficiency in the current organizational model (See Exhibit A and Exhibit A-1) is the equal status given all four UMKC administrative departments (Academic Affairs, Administration and Finance, Advancement and Student Affairs), despite the fact that UMKC is an academic institution.
- In the committee's view, the model has led to inefficiencies, a dysfunctional organization, excessive salary levels in the administration, and disproportionate power by the support departments, especially Administration and Finance.
- Examples of problem areas include Advancement, response to Diversity, creations of split-funded positions between departments creating divided loyalty problems, excessive salary levels for administration units when compared to academic units, duplication of functions, turf protection and the disproportionate power of the support units, especially the Department of Administration and Finance.
- Upper level administrative appointments have been made without formal search processes.

II. Recommendations

- COSCO recommends major changes in the overall organization of UMKC



- **Recommendation # 1**
The Provost as the Chief Operating Officer

Under the proposed organizational chart set forth above, the Provost and Vice Chancellor for Academic Affairs, is the Chief Operating Officer (COO) of the UMKC campus, second in command, immediately under the Chancellor, the Chief Executive Office (CEO). Under this proposed model, all other Vice Chancellor's (Administration, Student Affairs and Development) and the Office of the Comptroller (new office under the model) report to the Provost. When the Chancellor is unable to act (because of absence, illness, etc.) the Provost will be the acting CEO.

- **Recommendation # 2**
Splitting the Finance Function from the Administrative Function

The committee recommends that the current department, consisting of Administration and Finance, be split into two distinct departments, namely Administration and the Office of the Comptroller. The Administration Department would report directly to the Provost (the COO). The Office of the Comptroller would report directly to the Provost and the Chancellor.

- **Recommendation # 3**
Major Restructuring of Advancement and Development

The committee recommends that the current department, "University Advancement," be separated into two separate and distinct departments, namely, the Office of Development, which will report directly to the Chancellor and the Provost, and the Office of Advancement, which will be a direct support unit for the Office of the Chancellor. The Department head of the latter unit would not have Vice Chancellor status; instead, the person in charge would have a salary consistent with a middle manager (director level) or assistant Vice Chancellor.

- The Office of Development will be strictly confined to fund-raising with a small central administrative staff; most of the current staff should be in the Academic units supervised by the Dean.
- Office of Advancement will report to the Chancellor and will be the public face of UMKC. It will have two divisions:
 - Alumni, Community and Public Affairs
 - University Communications (which will be moved from Student Affairs)

- **Recommendation # 4**
A shared-governance model, —faculty must be major contributors to budgeting and other policy decisions

- **Recommendation # 5**

- **More faculty involvement in administrative hiring decisions**

Hiring to fill any administrative position that includes within its title the word “provost” or “chancellor” must be filled through a formal search process, including the utilization of a search committee which includes significant representation from the UMKC faculty.

- **Recommendation #6**

All current administrative positions at Oak Street that are classified at a level above that of Director (exclusive of the Vice Chancellors of the various UMKC departments) shall be re-titled to that of Director and absent special circumstances, the salaries for these various positions must be adjusted downward to correct excessive raises (usually accompanied by a new title) to several Oak Street administrators that occurred during the Gilliland administration.

Part I

Examination of Overall Administrative Structure

I. INTRODUCTION

The Committee on Organizational Structure and Community Outreach (COSCO) was established as a standing committee of the UMKC Faculty Senate at its regularly scheduled meeting on March 15, 2005. The purpose of the committee as established by the Faculty Senate is as follows:

Whereas i) shared governance between faculty and administrators and
ii) Community Outreach by the UMKC campus, are two goals shared by the Faculty Senate and President Floyd and his staff from the University system wide office in Columbia;

Whereas achieving these goals requires a thorough understanding of the activities that each of the various participating groups undertake in their day to day work;

Whereas transparent information exchanges (financial and otherwise) between the faculty and the administration is absolutely essential to create a climate of trust that will lead to the most effective shared governance between faculty and administration;

Whereas free and open information exchanges can be impeded by overlapping and duplicative functions within any organizations;

Whereas a climate of trust between UMKC and the Greater Kansas City Community can be achieved if the faculty and members of the Greater Kansas City Community understand each other;

Now therefore the UMKC Faculty Senate does hereby establish a new committee
“The Committee on Organizational Structure and Community Outreach”

whose charge, with the above recitals in mind, is to examine the internal relationships as they exist on this campus as well as the various relationships between the campus and the Greater Kansas City Community and then to report to the full Senate its findings and recommendations.

Membership is open to all faculty subject to a manageable limit. The current membership totals ten faculty members. They are as follows:

Edwin T. Hood
School of Law
Ruby M. Hulen Professor of Law
36 years of service

Gary Ebersole
College of Arts & Sciences
Professor of History and Religious Studies
10 years of service

Karen Bame
School of Biological Sciences
Associate Professor
16 years of service

Alfred Esser
School of Biological Sciences
Division of Cell Biology & Biophysics
Marion Merrell Dow Professor
14 years of service

Steven Driever
Department of Geosciences
Professor of Geosciences
28 years of service

Jerry Knopp
School of Computing & Engineering
Associate Professor of Computer
Science and Electrical Engineering

Tom Mardikes
College of Arts & Sciences
Chair & Associate Professor of Theatre
24 years of service

Jim Durig
College of Arts & Sciences
Curator's Professor of Chemistry
13 years of service

Randy Gardner
Bloch School of Business
Professor of Accountancy
22 years of service

Soon after COSCO was formed at that March meeting, the committee members began to meet. Our main goal was to thoroughly investigate the current organizational structure of UMKC for the dual purposes of (1) understanding the various administrative departments and their roles in advancing the educational mission of UMKC, and (2) determining where and when dysfunctional operations were occurring, especially if they were wasting university resources.

Since this past March, the committee has met as a formal committee approximately 30 times. Early on, we met with President Floyd who requested that we channel our information requests through the Vice Chancellor of each of the administrative departments at UMKC. Toward that end, we have met as a full committee with former Provost Bill Osborne (2 occasions), Pat Long, the Vice Chancellor of Student Affairs (2 occasions), Bill French, the former Vice Chancellor of Advancement (2 occasions) and Larry Gates, the Vice Chancellor for Administrative and Finance (2 occasions). Interim Chancellor Steve Lehmkuhle and Interim Provost Bruce Bubacz attended several of the committee meetings. Moreover, we visited with other employees of the Provost's office, including Vice Provost Jeff Thomas, Vice Provost Bibie Chronwall and Vice Provost Mary Lou Hines. We also visited with Linder Gill Taylor of the Center for the City and many other UMKC employees.

We have also investigated UMKC's relationship with the Kansas City Repertory Theatre and we have a separate report on this area of inquiry. In addition to the various individuals that met with the full committee, those individual members of COSCO assigned to the writing of specific reports met separately with different UMKC employees.

Finally, various committee members prepared detailed questions for each department head, which were then forwarded to them for their respective responses. Those various questions and the responses are set forth in appendices to this report.

This Part I of the Report examines the overall administrative organization at UMKC. In separate reports we will examine each of the respective administrative departments.

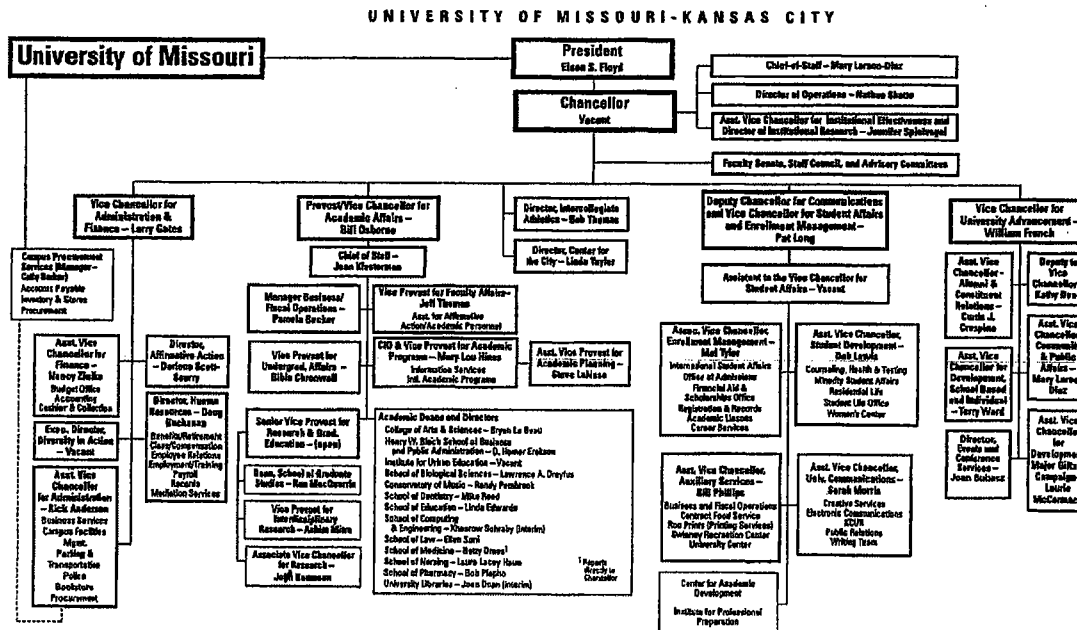
II. EXAMINATION OF OVERALL ORGANIZATION OF UMKC

A) Findings and Observations

The most recent organizational structure (dated February 14, 2005), as set forth in Exhibit A below, demonstrates that UMKC has four major administrative departments, all reporting directly to the Chancellor. The administrative departments and their respective heads are as follows:

1. Interim Provost/
Vice Chancellor
Bruce Bubacz Academic Affairs
2. Vice Chancellor
Larry Gates Administration & Finance
3. Vice Chancellor
Pat Long Student Affairs/Communications/
Enrollment Management
4. Vice Chancellor
Pat Long
Acting Head of Advancement University Advancement

**EXHIBIT A
ORGANIZATIONAL CHART**
(See Exhibit A-1 attached for larger view)



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During its deliberations, the committee found several problems with the above organizational model. The equal status given all four departments, despite the fact that UMKC is an academic institution, is the most glaring deficiency in this model. In the committee's view, the model has led to inefficiencies, a dysfunctional organization, excessive salary levels in the administration, and disproportionate power by the support departments, especially Administration and Finance. A few examples will illustrate these points.

University Advancement, the fundraising department, has secured funding in the past for scholarships and fellowships. In certain situations, the selection of the recipients of the awards is done by a group of business and community leaders not employed by UMKC. After the funds were secured, at least in certain instances, the Advancement Department (and not the Provost's Office) has been transmitting the information with respect to the candidates to this outside selection committee. Moreover, representatives of the Advancement Department have attended the meetings where the recipients have been selected by such selection committee. COSCO is of the opinion that input from Advancement is not the wisest policy as the selection committee needs the advice from someone experienced in assessing the applicant pool—namely an academic, not the fundraisers who secured the funding. The committee is of the opinion that if the Vice Chancellor for Advancement reports to the Provost, the current liaison role of Advancement, as noted above, would be a much different one indeed.

A second example was the recent creation of a new position (jointly funded by Academic Affairs and Student Affairs), titled the Vice Provost for Undergraduate Affairs and Student Engagement. This position was established as a liaison position between Academic Affairs and Student Affairs and filled without a formal search. Vice Chancellor Long cited the joint funding of this position as an example of the cooperation between Student Affairs and Academic Affairs. When parties are at arms length (i.e., on the same level on the organizational chart), however, it takes longer to work out these relationships. Furthermore, if the department heads do not cooperate with each other, it is never resolved satisfactorily. If the supporting departments report to the Provost, the lack of cooperation would be eliminated. Furthermore, it is probable that a liaison position will not be necessary when the supporting organization directly reports to the Academic Affairs Department. In this connection, it is interesting to note that former Provost Osborne opined that approximately \$1.4 million could be saved if Student Affairs and Academic Affairs were combined into one unit.

A third example of the deficiencies in the current model concerns UMKC's response to diversity (Affirmative Action and Diversity in Action). Currently, all four departments have employees within their respective departments dealing with affirmative action and/or diversity issues. Arguably, this tends to lead to duplication of function and inefficiencies. The campus needs a strong affirmative action/diversity department that covers all areas of campus life (faculty, staff and students). The effort must impact directly on all aspects of affirmative action/diversity and the committee is of the opinion that a department responsible to the Chief Operating Officer (the Provost under our recommended model) is the best vehicle to achieve this result.

A fourth example illustrating the weaknesses of the current organizational model concerns the salary levels and respective titles of various employees of the four departments of the UMKC central administration. The raises given to central administration employees, when compared to the faculty and staff in the various academic units, was one of the more controversial matters that occurred during former Chancellor Gilliland's administration. But, while it has been difficult for

faculty and staff in the academic units to accept the proliferation of Vice Provost positions in the Academic Affairs office, it has been more difficult for them to accept the dramatic salary increases granted to employees of the support units. It is interesting that the principal rationale for the raises in the four departments was new and added responsibilities justifying new job titles and increased salaries. Few of these new positions underwent any thorough national search similar to requirements for new faculty positions.

There is another explanation, however, for these raises and job classifications. During the period of study of central administration salaries, we noticed a clear pattern. Raises in central administration were not limited to the Provost's office. There was a tendency for raises to be duplicated in other central administration units.

We now have a significant disparity between salary levels in central administrative support units when compared with similar jobs in the academic units. In some instances, university employees with first level college degrees are receiving significantly higher salaries than distinguished faculty members with PhDs with significantly more years of service at UMKC than the employee of the supporting units. The overriding and compelling question is whether the salary differentials are inflated beyond what the qualifications and experiences of the administrative employee justify. The committee is of the view that the salary levels in many instances are not.

The committee is of the view that the equal status of the four administrative department heads has contributed to the inequitable nature of the current compensation levels at UMKC. Thus, when Academic Affairs argues for an additional share of revenue to increase the salary level of employees as a result of reclassification, etc., the other support units, being of equal status in the organization chart, will argue for parity of treatment. Thus, in the committee's view, the competitive nature of the structure, as well as the similar ranking of Academic Affairs and the support units in the UMKC organizational structure, has led to a misallocation of resources and inequity in the salary structure.

Fifth, COSCO is of the opinion that the equal ranking of the four administrative departments within the organization has led to duplication of functions. We have already indicated the duplicative nature of UMKC's affirmative action program. Another area that appears to have overlapping responsibilities is the public relations effort of UMKC. With the exception of Administration and Finance, all of the administrative units appear to have some responsibility for the public relations effort of UMKC. COSCO is concerned that the dysfunctional nature of the overall public relations effort of UMKC may cause inefficiencies and proliferation of unnecessary staff.

Sixth, equal status of the four administrative departments units has led to turf protection. For example, this past March President Floyd announced to all departments that a hiring freeze was in effect for the UMKC campus. However, the policy allowed hiring to proceed upon the approval of the Vice Chancellor of the applicable administrative department. COSCO members discovered that hiring approval was apparently given in some situations after the announcement. Had the President given this authority to the Provost, rather than the Vice Chancellor of each unit, the committee is of the opinion that it would have been more difficult for frozen positions to be unfrozen. The President, as acting Chancellor, did not have the time to make these decisions. Arguably, however, the Provost would have the time.

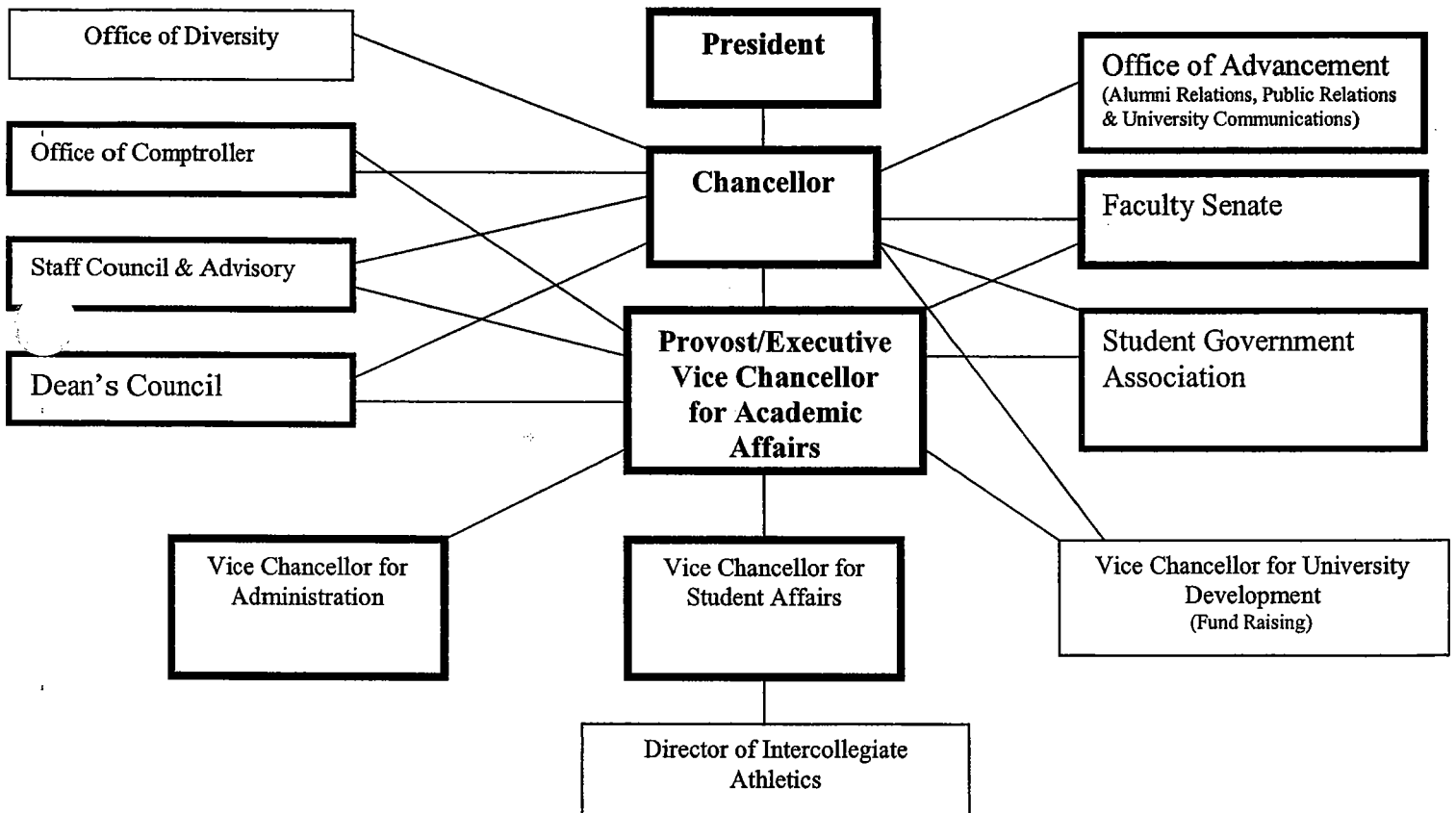
A final example of the weakness in the present structure concerns the disproportionate power of the support units. The Vice Chancellor of Administration and Finance has a disproportionate

amount of power in this current structure because of the power to possess and control all of the financial information of UMKC. Because of the complexity of UMKC finances, few administrators and faculty members, outside of Administration and Finance, have the depth of knowledge and financial background to understand the big picture. Because of the position in the organization chart of Administration and Finance, it is more difficult for Academic Affairs to challenge the decisions and recommendations of this department. For a department that holds the campus purse strings to have more power and influence than the Provost seems nonsensical at best.

III. Recommendations

COSCO strongly recommends the following changes in the organizational chart as follows:

UNIVERSITY OF MISSOURI-KANSAS CITY (Proposed Organizational Chart)



Recommendation # 1

UMKC should have a Provost/Executive Vice Chancellor who is the Chief Operating Officer

Under the proposed organizational chart set forth above, the Provost and Executive Vice Chancellor for Academic Affairs, is the Chief Operating Officer (COO) of the UMKC campus, second in command, immediately under the Chancellor, the Chief Executive Office (CEO). Under this proposed model, all other Vice Chancellor's (Administration, Student Affairs and Development) and the Office of the Comptroller (new office under the model) report to the Provost. When the Chancellor is unable to Act (because of absence, illness, etc.) the Provost will be the acting CEO.

Some of the reasons for this model have already been set forth above. The most compelling reason, however, is the very essence of why UMKC exists: the responsibility to educate our students. The administrative department that has the principal responsibility for assuring that our students receive the best education possible is Academic Affairs. An equally important activity is the research of our faculty—again uniquely under the auspices of Academic Affairs. Finally, UMKC is committed to serve the community, again a function that Academic Affairs has significant responsibility. For our new faculty to obtain tenure, they must demonstrate competency in all three of these areas. The responsibility for assuring competent faculty is that of Academic Affairs. The remaining departments (Administration, Development, Student Affairs and the Office of Comptroller) are the support units to the main mission as defined above. Therefore, these supporting departments should report directly to the Provost.

Recommendation #2

Splitting the Finance Function from the Administrative Function

The committee recommends that the current department of Administration and Finance be split into two distinct departments, namely, Administration and the Office of the Comptroller. The Administration Department would report directly to the Provost (the COO). The Office of the Comptroller would report directly to the Provost and the Chancellor.

It is essential that fiscal integrity and accountability be maintained at all times on this campus by an independent finance department. To assure such a goal, it is absolutely critical that the finance department not be in charge of a major support unit like Administration. In essence, it is an inherent conflict of interest for the accounting function to have responsibility for administration, especially a unit that has the ability to independently produce income. We are not suggesting that there have been problems in the past—instead it is just better practice to have the finance department operate like an Office of the Comptroller. This model also complements the goal of having a COO Provost model (see recommendation # 1 above) with both departments (Administration and the Office of the Comptroller) reporting to the Provost. Moreover, it would free up the finance department to be more responsive to the Provost's department, including educating them on all aspects of the UMKC budget.

Recommendation # 3

Major Restructuring of Advancement and Development

The committee recommends that the current department, "University Advancement," be separated into two separate and distinct departments, namely, the Office of Development, which will report directly to the Chancellor and the Provost, and the Office of Advancement, which will be a direct support unit for the Office of the Chancellor. The Department head of the latter unit

shall not have Vice Chancellor status; instead the person in charge shall have a salary consistent with a middle manager (director level) or assistant Vice Chancellor.

The responsibility of the Office of Development will be strictly fund raising and nothing else and will be located at Oak Street. Unlike the past, it shall not have any responsibility for alumni affairs, special events, nor university communications. It should have a small central staff (approximately 4 to 6 employees) supported by university funds. In addition, all staff employed by the current Department of Advancement (whether designated as an advancement officer or a development officer) and placed out in the academic units must have primary reporting responsibility to the Dean of the academic unit. Moreover, strong consideration should be given to placing some of the current advancement officers located in the central administrative office at Oak Street out in the academic units.

The new Office of Advancement will report directly to the Chancellor. As the public face of UMKC, the two divisions of the Department of Advancement will be (a) Alumni, Community, and Public Affairs, and, (b) University Communications. The former division of Alumni and Constituent Relations will be merged with the Division of Community and Public Affairs. The merger is expected to reduce staffing needs that will be phased in over a period of time. This goal is explained in Part II of this report, which examines in detail the current Department of University Advancement. University Communications will be part of this new department.

Recommendation # 4

A shared-governance model, —faculty must be major contributors to budgeting and other policy decisions

Although all university constituencies should provide input into the preparation of the university budget, the principle of shared responsibility in university governance delineates a specific role for the faculty in financial decision making processes that is unique. For this reason, we recommend that the UMKC administration enter each year into a direct, bilateral dialog with the UMKC Faculty Senate in preparation for the university budget two years before it becomes effective.

Likewise, should the administration seek advice from committees, or task forces, or commissions, whose principal charge it is to make recommendations that will have a major impact of the finances of the university, then such recommendations must be evaluated independently and endorsed by the Faculty Senate in order to satisfy shared governance responsibility.

Recommendation # 5

More faculty involvement in administrative hiring decisions

During former Chancellor Martha Gilliland's administration, several new administrative positions were created. In many instances, however, these new positions were filled without conducting national searches. It is the view of the committee that such practice rewards cronyism and has lead to excessive salary levels in central administration units. To correct such practices, the committee recommends that formal search processes be conducted for open positions (including new positions) that include within its title, the word "provost" or "chancellor" or its equivalent, and that faculty have significant participation in the search processes.

Recommendation #6
Reclassification of Administrative Positions and Salary Readjustments

We have already pointed out the inequitable nature of the salary raises that occurred during the Gilliland administration. These salary discrepancies must be corrected. Accordingly, COSCO recommends that all administrative positions at Oak Street that are classified at a level above that of Director (exclusive of the Vice Chancellor of the various UMKC departments) be re-titled to that of Director and, absent special circumstances, the salaries for these various positions must be adjusted downward to correct the effect of excessive raises to Oak Street administrators (usually accompanied by a new title) that occurred during the Gilliland administration

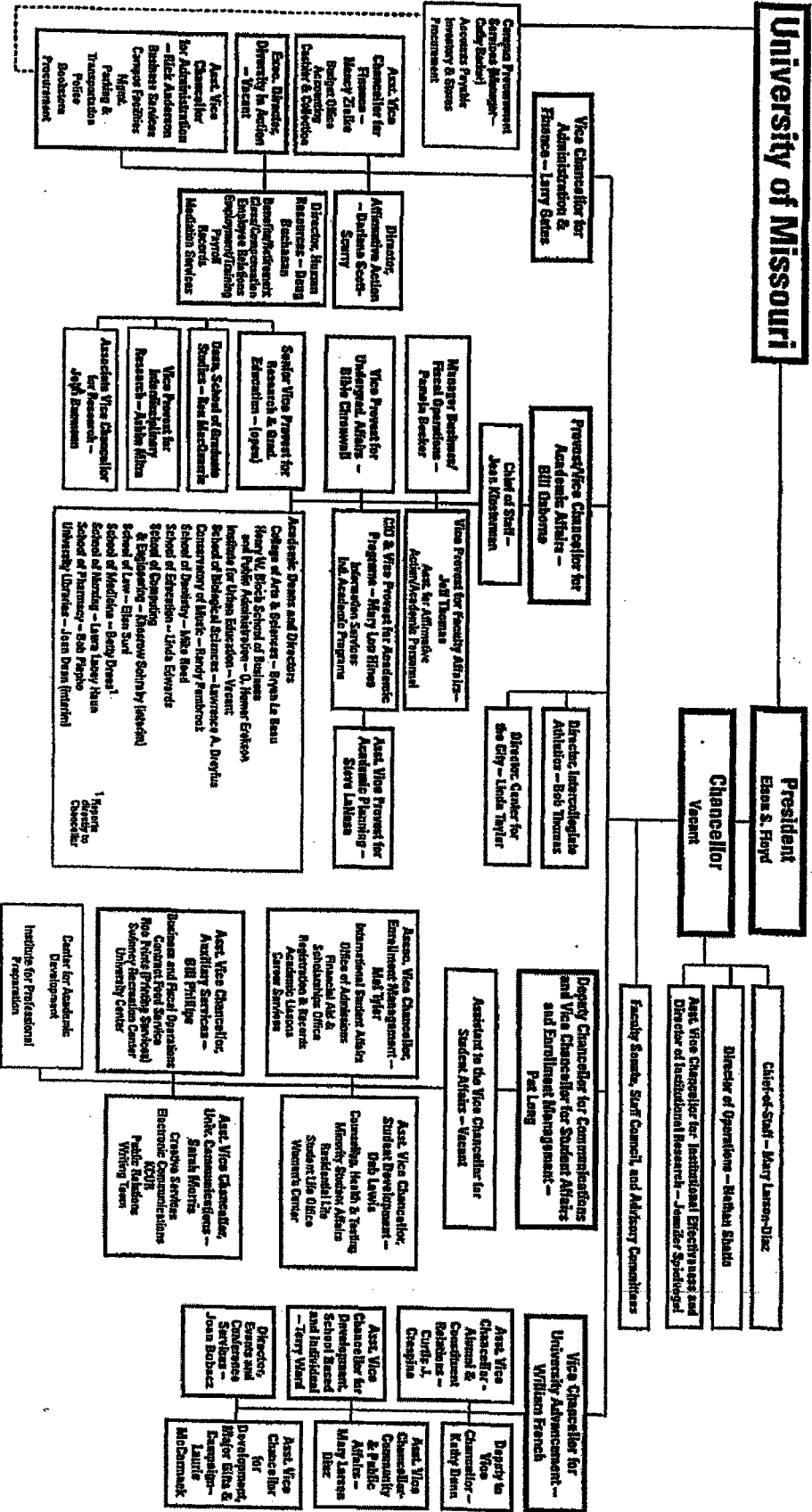
Recommendation #7
Budget cuts from Central Administration and not from the Academic Units.

See Sense of Faculty Resolution passed at the December 2005 Faculty Senate re: budget cuts at UMKC.

Exhibit A-1

UNIVERSITY OF MISSOURI-KANSAS CITY

University of Missouri



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**Report to the UMKC
Faculty Senate
Part II**

**Examination of UMKC's
Office of Advancement
“Findings and Observations”**

**By the Committee on Organizational
Structure and Community Outreach
“COSCO”**

October 18, 2005

Executive Summary

Report of COSCO on University Advancement

I. Findings and Observations

- The functions of the Office of Advancement consists of five separate divisions: They are as follows: Advancement Services and Donor Relations, Alumni and Constituent Relations, Development, Community and Public Affairs, and Special Events and Conference Services.
- The division of Advancement Services and Donor Relations is the administrative arm of the Office of Advancement.
- The Alumni and Constituent Relations division are the so-called “friend raisers” of the Office of Development. That division coordinates alumni events and also works in developing relationships that foster loyalty to UMKC.
- Development is the fund-raising division of the Office of Advancement.
- Community and Public Affairs advocates university policies and objectives with state and local governments and also deals with broad community concerns including those of neighborhood and business organizations.
- Special Events and Conference Services provide comprehensive event planning (e.g., Alumni Awards Dinner, Commencement, Convocation, etc.).
- Until 2003, University Communications was under the auspices of the Office of Advancement. Since that time it has been a part of Student Affairs.
- The Office of Advancement did not suffer from the budget cuts that occurred during the Gilliland administration to the same degree as the academic units.
- During the Gilliland administration, the Office of Advancement managed to increase its General Revenue Allocation (GRA) by approximately \$1,000,000.
- The Office of Advancement started the fiscal year 2001-2002 with a beginning balance of \$1,780,877, an amount which at that time was more than 50% of the GRA allocated (\$3,126,465) to its account in that year.
- The large 2001-2002 beginning balance, coupled with excessive staff turnover (94 individuals occupying 52 positions during the time period surveyed), as well as two revenue sources (miscellaneous revenue and investment incomes) which grew nicely during the time period, insulated the Office of Advancement from the effects of tight finances during the Gilliland administration.

- The committee discovered the afore-mentioned revenue sources late in our investigation and did not have time to fully examine these sources.
- Although the Office of Advancement had a relatively flat amount expended for personnel during the period surveyed, cost savings from excessive staff turnover as well as the factors noted above allowed the remaining staff (especially at Oak Street) to be rewarded handsomely during the Gilliland administration
- At least four of the top seven salaried positions at Oak Street received major salary adjustments during the Gilliland administration as a result of job reclassification. The committee is concerned that “title inflation” may be the result of these reclassifications. It is unaware of any formal national searches that were conducted when current staff were given raises in conjunction with these new titles.
- The current capital campaign, which was launched in FY 2000-2001 and has a financial goal of \$200,000,000 by FY-ending 2006, had secured approximately \$142,000,000 (actual cash gifts and pledges) by summer, 2005.
- Of the \$142,000,000 amount secured, approximately \$96 million represents actual cash received.
- Endowments funds are held in three different types of entities: the UM System, UMKC Affiliate Organizations and by outside organizations (designated by Advancement as FHIT).
- As of FY-ending June 30, 2004, the total endowment of UMKC was approximately \$198 million held as follows: UM System, \$83.5 million; UMKC Affiliate Organizations, \$45.9 million; and FHIT, \$68.5 million).
- The stewardship of the endowment funds have fared much better under the UM System than the other two components of the permanent endowment.
- The total endowment at UMKC (defined as UM System endowed funds, fund balances in Affiliate Organizations and FHIT) increased from approximately \$81 million in 1995 to 190 million in 2000; it has remained relatively flat since 2000 and, as of June 30, 2004, was approximately \$198 million.
- The committee found problems with the gift counting as it appears that some gifts may have been indirectly counted twice, first when an affiliate organization received donated funds and second when the affiliate organization transferred part of these gifted funds to UMKC. Currently, Ms. Nikki Krawitz, Vice President of Finance and Administration, UM System is investigating this concern raised by the committee.

- The committee is convinced that the Office of Advancement has suffered from serious management problems in the past. Excessive staff turnover, lack of clear cut performance standards, complaints by deans and faculty members of the centralized nature of the Office of Development, were all duly noted by the committee.
- Since the beginning of FY 06, however, Pat Long, Acting Vice Chancellor of Development has instituted new procedures for staff accountability.
- The Effectiveness of the Office of Advancement was measured against the office at Mizzou. UMKC's fund raising efforts did reasonably well in the comparative study but only because of the excellent fund-raising year it had in FY-ending 2005.
- The \$29.4 million amount raised by UMKC in 2005 was its best year ever; the fund raising success was attributable in significant part to the UM System matching funds program for endowed chairs and scholarships implemented by Dr. Floyd in 2005. UMKC obtained four new endowed chairs and Interim Chancellor Lehmkuhle was instrumental in the UMKC success.
- Unfortunately, the permanent endowment at UMKC grew by 99% from 1996 through the end of 2004 whereas during this same period UMC's permanent endowment grew by 140%.
- The apparent reason for this growth disparity at least in part is attributable to the high percentage of UMKC endowment assets held outside the UM System (approximately 58% in fiscal year ending June 30, 2004)
- The committee is concerned that the number of UMKC affiliate organizations (61) creates a significant managerial problem as well as significant compliance costs (CPA audits and tax return preparation costs).

**Part II of COSCO Report
University Advancement
I. Findings and Observations**

A. Introduction

The committee met with Mr. Bill French, former Vice Chancellor of Development, on May 4, 2005, and again on May 10, 2005. Prior to the first meeting, the committee sent Mr. French an e-mail requesting him to provide it with an overview of his office staffing and budget numbers immediately before the arrival of former Chancellor Gilliland in 2000 and as of April 30, 2005. We also requested information about the current capital campaign (See Appendix 1). In response to the committee's first e-mail, Mr. French provided the committee with certain information. The subcommittee chair, Professor Hood, also met with Interim Chancellor Steven Lehmkuhle, Vice Chancellor Pat Long, the current acting head of Advancement, Kathy Dunn and Curt Crespino, two employees of the Advancement department in late July, 2005. Other individuals were interviewed by the committee, including current and former UMKC employees (including retired employees) and practicing lawyers. In addition, members of the committee shared their past experiences with Advancement. Additional information was received by the committee in response to several additional questions posed to University Advancement.

The aim of the committee was to look at the organizational structure of University Advancement to assess whether it was effective for its missions of fostering relationships with alumni and community constituents, raising funds to support the university, and its role in managing the endowed funds given to support UMKC programs and professorships. Because UMKC is currently in the midst of a capital campaign, we also

reviewed these efforts. One problem the committee encountered in its work was the lack of information, or incomplete information, provided to it by University Advancement.

This may be due, in part, to the retirement of Mr. French on June 30, 2005 and the subsequent change in senior level administration. However, it suggests the current structure and management of University Advancement may not allow it to fulfill its mission effectively (see sections H and I).

A-1 Functions of University Advancement

At the first meeting with Mr. French, he explained that his office is set up in accordance with Rule 30.010 of the Collected Rules and Regulations of the Board of Curators, a copy of which he distributed to the committee (See Appendix 2). A close examination of that rule indicates why there has been so much confusion about the role and functions of the Advancement department.

Rule 30.010 is titled "Overview of Development." The rule, however, focuses on the term "advancement" and includes "development" as one part of University Advancement. Moreover, most of the rule is vague and offers only broad descriptions and guidelines. For example, it uses the term "friend raising" to describe Alumni Relations (Rule 30.0130 E1) and Constituent Relations (Rule 30.010 E3). The rule does not mandate any particular organizational structure to carry out the mission nor does it mandate what functions must be included in the model. It does, however, require that all "staff personnel assigned to any subdivision of the University for alumni or constituent

relations work, special events, communications or fund raising activities, be under the management and direction of the campus chief advancement officer, unless otherwise determined by the Chancellor” (emphasis added).

To determine how UMKC has implemented the above mission from an organizational standpoint, both the UMKC website and Mr. French’s statements were considered by the committee.

According to UMKC’s current website (as of September 11, 2005), the department of University Advancement consists of five separate divisions: namely, Advancement Services and Donor Relations, Alumni and Constituent Relations, Development, Community and Public Affairs, and Special Events and Conference Services (See Appendix 3). The website was not that helpful in describing the various functions of University Advancement. With the exception of Alumni and Constituent Relations, and Special Events, it appears that the last time this website was updated was 2003.

According to Mr. French, fundraising is the function of Development and cultivating friends for UMKC is the principal goal of Alumni and Constituent Relations.

The staff of Alumni and Constituent Relations are engaged in the so-called friend raising activities and are designated as “friend raisers” by the department. Not only does this division assist in coordinating alumni events such as class reunions, they also work at developing relationships that foster loyalty to UMKC, not only for increasing private

gifts to the campus, but also for expanding the base of volunteers that assist in advancing UMKC's mission.

The website describes the functions of the division of Community and Public Affairs as advocating the university policies and objectives with the legislative and executive branches of government, both state and local. This description is consistent with statements made by Mr. French. It also is the principal agency dealing with community concerns, including those of neighborhood, community, and business organizations. The staff listed on the current website is not consistent with the information provided to us by Mr. French on May 3, 2005. (Compare Appendix 4 with Appendix 3). Its website appears to be out of date.

The final division under Advancement is Special Events and Conference Services. This division provides comprehensive event planning, as well as the coordination of the event. They support events such as the Alumni Awards Dinner, Building Dedications, Commencement and Convocation. It has the most current website of all of the divisions within University Advancement.

B. Advancement Budget Information

Mr. French distributed to the committee the following budget information which we have reproduced as Exhibit A.

[EXHIBIT A]

VICE CHANCELLOR FOR UNIVERSITY ADVANCEMENT

5

<u>Department</u>	1999-2000		2004-2006	
	<u>Actual Expenditures</u>	<u># of Employees</u>	<u>Budget*</u>	<u># of Employee</u>
Alumni Constituent Relations	\$624,109	20	\$737,801	17
Univ. Advancement Administration	\$980,696	6	\$764,748 **	5
Community Affairs	\$193,154	2	\$178,270	2
Development	\$664,053	21	\$1,320,600	23
Special Events	\$89,329	3	\$206,082	6
University Communications %	\$803,454	21		
	<u>\$3,754,795</u>	<u>73</u>	<u>\$3,207,499 ***</u>	<u>52</u>

*Budget includes S&W, Benefits and E&E

In FY99-00, University Advancement held 10 shared positions with academic units. The above figures represent the funding provided by University Advancement. Academic units funded approximately \$340,000 additional S&W/Benefits. In FY04-05, University Advancement holds 15 shared positions with academic units. The academic units fund approximately \$575,527 additional S&W/Benefits.

**Includes rate \$\$ for several current open positions, University Advancement publications and desktop replacement

***Univ. Advancement received approx. \$1,000,000 rate \$ in FY01-02 to cover S&W/Benefits which were being cost-funded.

Note: Of the 52 University Advancement employees (positions, excluding University Communications) in FY99-00 and the 52 in FY04-05, a total of 94 different employees filled them.

% University Communications/Printing were under University Advancement in FY 99-00

VICE CHANCELLOR FOR UNIVERSITY ADVANCEMENT

FY 2004-2005

<u>Department</u>	<u>Actual Expenses (as of 4-30-05)</u>
Alumni Constituent Relations	\$739,743
Univ. Advancement Administration	\$637,420
Community Affairs	\$119,532
Development	\$1,265,174
Special Events	\$219,418
	<u>\$2,981,287</u>

Exhibit A was very confusing to the committee. The 1999-2000 information on Exhibit A shows only actual expenditures not budgeted information. In sharp contrast, the comparative information in 2004-2005 shows only the total budget for that year, albeit the information at the bottom of Exhibit A does show the expenditures for 2004-2005 through April 30, 2005.¹ Further complications arose because the expenditure information for 1999-2000 included the expenditures for University Communications but that department was moved to Student Affairs in 2003.

Initially, the committee was misled by the information; the numbers presented in Exhibit A led us to believe that the Advancement department was receiving a smaller share of the pie in 2004-2005 than in 1999-2000. It took some serious digging to determine that the opposite was true. Advancement did not suffer any of the budget cuts that occurred during the Gilliland administration; in fact, it fared much better than many of the academic units on campus. It succeeded in substantially increasing its General Revenue Allocation (GRA) budget to cover employees who apparently were hired on cost savings funding (See Exhibit A). In fact the GRA of Advancement increased from \$2,345,026 in 1999-2000 to \$3,405,908 for the fiscal year ending June 30, 2005 (Compare Appendices 6A to 7). If the goal of the GRA increase was to provide stability for Advancement employees, the committee questions whether that goal could not have been achieved by other means, especially considering the large staff turnover during the time period surveyed. Advancement

¹ Actual total expenditures for the fiscal year ending June 30, 2005, were not yet available when we met with Mr. French in May, 2005. The total expenditures were \$4,243,351.69 (See Appendix 5).

was also able to survive the adverse impact of tight finances by several transfers into its operating budget, apparently from general campus cost savings as well as two revenue sources: investment income and miscellaneous revenue that the composition of which remains a mystery to the committee.

The committee examined public records including UMKC PeopleSoft in order to provide the information contained in Exhibits B and C (See Appendices 5-10).

**EXHIBIT B
UNIVERSITY ADVANCEMENT
REVENUE BUDGET INFORMATION**

<u>Fiscal Year Ending</u>	<u>GRA Allocation</u>	<u>Investment Income</u>	<u>Transfers In</u>	<u>Misc. Revenue</u>	<u>Total Revenue Sources</u>
1999-2000	\$2,345,026 ²	[NO FURTHER INFORMATION FOUND]			
2000-2001	[NO INFORMATION FOUND ON PEOPLESOFT]				
2001-2002	\$3,126,465 ³	\$279,761	\$480,241	\$184,268	\$4,071,535
2002-2003	\$3,324,873	\$265,094	\$383,547	\$243,111	\$4,217,723
2003-2004	\$3,257,152	\$233,950	\$225,242	\$276,674	\$4,003,101
2004-2005	\$3,263,340	\$329,506	\$ 18,104	\$358,224	\$3,935,394
2005-2006	\$3,405,908				

² The GRA allocated to University Advancement in 1999-2000, as shown on Appendix 6, was \$2,040,202. In 1999-2000, staff benefits were not shown as part of a unit's budget. If we adjust upward for the staff benefit percentage at that time (approximately 20%), the Advancement budget would have been closer to \$2.35 million. Information received from Advancement on September 30, 2005 (See Appendix 6A) conflicted with Appendix 6 and indicated University Advancement GRA at \$2,345,026. The disparity needs to be reconciled and time constraints prevented the committee from making the reconciliation.

³ A major adjustment to the GRA allocation of Advancement was made during the time period between 1999-2000 and the present. In fiscal year 2001-2002, approximately \$1,000,000 was added to Advancement's GRA to cover staff benefits which were shifted to the various units (See Exhibit A and Appendix 8). The committee noticed, however that the \$1,000,000 addition appeared to substantially exceed the amount necessary to cover the shift. Thus, Appendix 8 indicates the staff benefits budgeted and expended amounts for the 2002 year were \$520,893.30 and \$474,488.90, respectively. It appears that the additional amount was being used to fund employees with rate funding who previously had been funded with cost savings (See Exhibit A above-footnote). In addition, the expenditures attributable to University Communications were removed from University Advancement in 2003 (See Appendix 6A) but we have been unable to determine how the Advancement GRA allocation was affected as a result of this removal. We examined the University Communications budgets on PeopleSoft but time constraints precluded reconciliation.

In Exhibit C, the total expenditures for University Advancement for the period surveyed is helpful in explaining this department's operations:

EXHIBIT C
MAJOR EXPENDITURES FOR THE ADVANCEMENT DEPARTMENT⁴

<u>Fiscal Year</u> <u>Ending</u>	<u>Personnel</u>	<u>Student</u> <u>Personnel</u>	<u>Staff</u> <u>Benefits</u>	<u>Operating</u> <u>Expenses</u>	<u>Transfers</u> <u>Out</u>	<u>Total</u> <u>Expenditures⁵</u>
2002	\$2,401,404	\$86,374	\$474,484	\$863,501	\$1,507,836	\$5,371,584
2003	\$2,336,816	\$38,522	\$481,972	\$441,587	\$227,202	\$3,539,249
2004	\$2,370,136	\$40,180	\$625,239	\$401,407	\$306,409	\$3,749,612
2005	\$2,435,745	\$37,862	\$637,402	\$953,990	\$166,443	\$4,243,352

The relatively flat expenditure amount for personnel during the time period surveyed in Exhibit C would lead one to believe that Advancement personnel suffered the same fate as UMKC employees located in the academic units. As explained in the next section, nothing could be further from the truth at least for most of Advancement personnel housed at Oak Street. The reason for the flat amount spent on personnel as illustrated in Exhibit C is attributable to several factors: large staff turnover which created departmental savings; a large beginning balance of \$1,780,877 and substantial increases in miscellaneous revenue (from \$184,269 in 2002 to \$358,224 in 2005) and investment income (from \$279,761 in 2002 to \$329,505 in 2005) during the time period surveyed. The committee is also aware of adjustments made to the operating account by "Other Allocations/Transfers In (account number 393000)" and "Other Allocations/Transfers Out (account number 863001)." Although it is not clear to the committee, these two accounts apparently represent cost savings adjustments made throughout the year.

⁴ A total of \$222,363 was paid to Grenzeback for consulting during the time period 2001-2002 through 2004-2005 (See Appendix 11; See also Appendix 12 for a description of this firm), which amount represents approximately 60 percent of the total amount incurred by Advancement on consulting during the time period surveyed.

⁵ Miscellaneous expenses were considered immaterial and were not included in the total expenditure amounts.

Further investigation is warranted of these two accounts, the year end balances, the miscellaneous revenue account, the investment account, and the operating expense accounts, but because of time constraints the committee was unable to complete this task. An audit of the Advancement accounts may be warranted.

A summary of the year-end balances of the University Advancement Department is set forth in Exhibit D.

**EXHIBIT D
UMKC OFFICE OF ADVANCEMENT
YEAR-END BALANCES**

<u>Fiscal year</u>	<u>Appendix</u>	<u>Year End Balances</u>
2000-2001	(Appendix 8)	\$ 1,780,877.00
2001-2002	(Appendix 8)	\$ 480,788.20
2002-2003	(Appendix 9)	\$ 1,159,262.17
2003-2004	(Appendix 10)	\$ 1,424,239.90
2004-2005	(Appendix 5) ⁶	\$ 1,104,728.11

C. Staffing Information

At the committee's first meeting with Mr. French, he indicated that Advancement has a budget for 52 employees but that several positions were vacant at the time he visited with the committee (See Appendix 4).

Moreover, Exhibit A, supra, indicates a high turnover of staff. Thus, of the 52 paid positions of Advancement during the period surveyed, 94 different employees occupied the 52 positions.

⁶ Note Appendix 6A indicates year-end balance of \$1,093,424. Note the ending balance for 2000-2001 was determined by implication from Appendix 8.

The staffing level of University Advancement from 1999-2005 indicates that, on average approximately 60 percent (sometimes as high as two-thirds of the staff) of the staff were involved in the activities other than development (fund raising) (See Appendix 14). A summary of the staff levels, adjusted by removing University Communications for the years it was part of University Advancement, is as follows:

<u>Fiscal Year</u>	<u>Development Staff</u>	<u>Other Staff</u>	<u>Total Staff</u>
1999	14	30*	44
2000	20	35*	55
2001	21	40*	61
2002	22	32*	52
2003	24	32*	56
2004	23	29	52
2005	22	29	51

* Represents net number after employees from University Communications are removed (See Appendix 14).

Appendix 4, distributed by Mr. French to the committee at the meeting, indicates the following Advancement staff by division as of April 30, 2005:

<u>Division</u>	<u>Number of Employees</u>
Alumni Constituent Relations/ Advancement Services ⁷	17
University Advancement Administration ⁸	5
Community Affairs	2
Development Campaign ⁹ Special Events ¹⁰	23 5

⁷ Includes five positions split-funded and assigned to academic units.

⁸ Includes one open position.

⁹ Includes five open positions: 13 positions are split-funded by and assigned to various academic units and other university departments

¹⁰ In addition, Special Events supervises 10 employees of the Toy and Miniature Museum and 3 employees of Diastole

During this period surveyed, top administrators in the Advancement Department were not adversely affected by the budget cuts affecting the salaries of faculty and staff in the obtained from UMKC Miller Nichols Library):

EXHIBIT E

**Top UMKC Advancement Department
Positions at Oak Street by Salary Level
Salary as of November 2005**

Position	2000	2001	2002	2003	2004	2005
Vice Chancellor University Advancement	\$150,000.00	\$150,000.00	\$161,499.96	\$164,730.00	\$168,050.04	
Assistant Vice Chancellor University Advancement for Major Gifts & Campaign ¹¹			\$62,000.04	\$72,000.00	\$105,000.00	\$107,350.00
Assistant Vice Chancellor University Advancement for Annual Fund and School-based Giving					\$105,000.00	\$107,350.00
Assistant Vice Chancellor Alumni Constituent Relations ¹²	\$57,311.00	\$62,000.00	\$80,000.04	\$80,000.04	\$90,000	\$105,500.00
Special Assistant to the Vice Chancellor ¹³	\$62,300.00	\$65,500.00	\$75,000.00	\$80,000.04	\$90,000.00	\$97,300.00
Assistant Vice Chancellor Community & Public Affairs ¹⁴		\$70,500.00	\$70,000.00	\$85,000.08		\$105,700.00
Director Development (Advancement Services/Donor Relations)	\$52,170.00	\$59,682.00	\$59,682.00	\$65,000.04	\$74,200.08	\$77,168.16

To summarize, it is evident from the above staffing information and the budget information in Part B, that staff turnover was the principal cause of the flat expenditure level for S & W during the time period surveyed; in short, Advancement did not significantly suffer from budget cuts generally imposed by the Gilliland administration.

D. Capital Campaign

¹¹ Change of job title from Director of Development to Assistant Vice Chancellor in 2004.

¹² In 2002, changed job title from Manager of Alumni Affairs to Assistant Vice Chancellor of Alumni Affairs

¹³ In 2002, change of job title from Director of Development to Special Assistant to the Vice Chancellor.

¹⁴ In 2003, change of job title to Assistant Vice Chancellor for Community Affairs.

In response to two questions sent to Mr. French prior to the meeting, he provided the committee with information about the current Capital Campaign (See Appendices 15 & 16)

Before explaining this information, Mr. French was questioned on the counting method of the Capital Campaign. According to him, all gifts made during the relevant time period to UMKC, and to UMKC Affiliates are included in the count¹⁵. For example, contributions made to the KCUR annual fund drive, the athletic department, the Kansas City Repertory Theatre, the UMKC Trustees, grants made available to UMKC (e.g., by the Kaufman Foundation) and contributions to other UMKC affiliate organizations are all counted. The committee also discovered that “amounts received by UMKC” from the affiliate organization were also counted as gifts. As explained below, this latter counting method is troublesome to the committee.

Highlights from Appendix 15 & 16 are as follows:

- The current Capital Campaign start date was the fiscal year 2000-2001.
- The goal of the current Capital Campaign is \$200,000,000, by fiscal year ending June 30, 2006.
- As of April 29, 2005, **the total amount of gifts received** toward the Capital Campaign was \$87,706,735.92 (See Appendices 15 & 16).
- As of April 29, 2005, the **total amount of documented pledges** of the campaign was \$45,613,497.85 (See Appendix 15, pg 6)

¹⁵ It is unclear to the committee how endowment funds held elsewhere (FHIT) are counted in the Capital Campaign and how such funds have been counted in the past.

- The sum of these two amounts is \$133,320,233.77
- The June 30, 2005, University Advancement quarterly report (See Appendix 17, pg 1) indicates that UMKC in fiscal year 2004-2005 raised \$29,450,620.00, its best fund raising year ever. (See Appendix 18, *Kansas City Star*)
- This same report indicates that the money raised in FY 05 through April 30, 2005, was \$21,376,679.86.
- Thus, the amount received in UMKC's current Capital Campaign through the end of FY 05 would be approximately \$8,000,000 higher (\$29,450,620.00-\$21,376,679.86) than the amount reported by Mr. French as of April 29, 2005.
- The *Kansas City Star* article indicates that a **large portion of the funds** received in fiscal year 2004-2005 **was attributable to the collection of pledges previously made** to the Capital Campaign (See Appendix 18).
- Not yet documented pledges amounted to \$8,645,148 (See Appendix 15, page 6); when added to \$133 million sum above, the total Capital Campaign would approximate \$142,000,000. This amount is consistent with the recent University Advancement publication *UMKC Perspectives* (Winter, 2005), which indicated that in excess of \$142,000,000 had been secured (Id at page 22)
- A summary of the amounts received and pledged during the current Capital Campaign by type of gift (as of April 29, 2005) is as follows:

<u>Type of Assistance</u>	<u>Goal</u>	<u>Received</u>	<u>Pledged</u>
Facilities	\$ 92,917,000	\$ 19,327,035	\$ 16,161,807
Faculty	\$ 47,925,905	\$ 11,094,722	\$ 14,250,100
Students	\$ 37,350,000	\$ 10,714,768	\$ 11,568,636

Excellence (See Appendix 16)	\$ 52,912,563	\$56,570,210	\$ 3,632,955
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On the same day as the first meeting with Mr. French, the committee sent him a series of questions concerning Advancement's year end balances and the increase in the Advancement GRA budget for 2005-2006 (See Appendix 19). In addition, Mr. French was asked for suggestions on operating his department without rate funding.

At the next meeting with Mr. French on May 11, 2005, he asserted that a good portion of his year end operating fund balance from the fiscal year ending June 30, 2004, had been committed to hire additional fund raising staff to complete the Capital Campaign.

With regard to the non-rate funding of Advancement, he indicated that donors generally do not like to give money to assist in paying the salaries of the fund raisers. The committee also is aware of the perception in the community that UMKC exacts an overhead charge of 15% on each gift; a perception which is patently untrue. The committee is aware that many Foundations fund the salaries of some or all of their staff from endowment income, donor contributions, and/or other income sources (e.g., the Kansas City Repertory Theatre and the UMKC Law Foundation).

E. Endowment Funds

On July 6, 2005, Professor Hood sent an e-mail to Ms. Kathy Dunn of University Advancement requesting information about endowment funds held by the UM System, by UMKC registered affiliates and by other organizations (outside of the UM System or UMKC affiliates) (See Appendix 20). By that date Mr. French had retired and Vice

Chancellor Pat Long had become acting head of Advancement. Ms. Dunn, however, was the main liaison between the committee and Advancement and, on July 7, 2005, she responded to the committee's request (See Appendix 21). Highlights of Appendix 21 are as follows:

- There are 22 registered affiliate organizations with endowed funds that support UMKC.
- There are 39 endowment funds held for the benefit of UMKC outside of the UM System and UMKC Affiliates.
- Of the 39 endowment funds held elsewhere, 19 are held for the benefit of the School of Medicine (of these 19 endowments, 18 are endowed Chairs and/or professorships).
- Those organizations holding 5 or more of the 39 endowed funds are as follows:

Bank of America	9
Greater Kansas City Community Foundation	5
Children's Mercy Hospital	5
St. Luke's Hospital	10
- Approximately \$10,000,000 was added during the current capital campaign to the permanent endowment through the end of June 30, 2004. Information requested recently by the committee of University Advancement concerning the addition to the endowment for the fiscal year ending June 30, 2005, (See Appendix 22) was not sent until September 30, 2005 as we were finalizing this report. That information would indicate that \$10,946,702 was added to the permanent endowment during the 2004-2005 fiscal year (See Appendix 6A).

The committee tried to obtain copies of current IRS 990s (public information returns for tax exempt organizations) from Advancement for those organizations listed in Appendix

21 as holding endowed funds for the benefit of UMKC, but with limited success. It first requested those 990s on July 14, 2005 (See Appendix 23) and again on September 23, 2005 (See Appendix 24). Because of time constraints the committee decided to complete its report with the 990 information that it was able to locate from other sources including www.guidestar.org. The fund balances of those affiliate organizations for which the committee have located 990's are set forth in Exhibit F as follows:

EXHIBIT F
Selected 990 Information of Certain
UMKC Affiliate Organizations

<u>UMKC</u>		
UMKC Law Foundation	6/30/2004	\$4,486,944
Rinehart Foundation	6/30/2004	\$4,225,549
Edward Snow	6/30/2004	\$39,500
K. C. Repertory Theatre	6/30/2004	\$9,192,142
UMKC Dental Hygienists' Alumni Assoc.	6/30/2004	\$191,052
Dental Alumni Association	6/30/2004	\$820,204
Diastole-Hospital Hill Inc.	3/31/2004	\$793,862
Conservatory of Music of Kansas City	6/30/2004	\$705,179
University Associates	6/30/2004	\$58,029
UMKC Alumni Association	6/30/2004	\$366,082
UMKC Trustees	6/30/2004	\$18,122,213
	Subtotal:	\$39,000,756

On July 11, 2005, Professor Hood asked Ms. Dunn and Ms. Long to provide written responses to the various questions sent to Mr. French on May 10, 2005. (See Appendix 25).

At a meeting held in late July at Chancellor Lehmkuhle's office, Appendices 26 and 11 were handed to Professor Hood. In addition, Appendix 27 was provided to Professor Hood the week prior to that meeting. Some of the highlights of those Appendices as set forth in Exhibit G are as follows:

EXHIBIT G

- **The Endowments, Quasi Endowments and Effective Endowments of UMKC are as follows:**

<u>Fiscal Year Ending</u> <u>June 30, 2005</u>	<u>Held by UM</u> <u>System</u>	<u>Endowments Held</u> <u>Elsewhere</u>	<u>Fund Balances</u> <u>of Affiliates</u>	<u>Total</u> <u>Endowments</u> <u>and Effective</u> <u>Endowments</u>
1995	\$31,916,542	\$25,171,009	\$24,524,712	\$ 81,612,263
1996	\$42,382,056	\$30,038,761	\$27,191,813	\$ 99,621,630
1997	\$56,303,996	\$41,563,918	\$29,562,545	\$127,430,459
1998	\$67,591,918	\$34,119,997	\$37,455,421	\$139,167,336
1999	\$78,362,077	\$60,962,375	\$40,944,249	\$180,268,701
2000	\$85,008,652	\$64,876,468	\$41,095,344	\$190,980,464
2001	\$78,056,103	\$63,206,025	\$40,356,515	\$181,618,644
2002	\$74,104,027	\$61,908,896	\$38,685,983	\$174,698,906
2003	\$76,638,923	\$62,822,982	\$42,972,192	\$182,434,096
2004	\$83,559,973	\$68,553,405	\$45,886,209	\$197,999,587
2005	(Adequate information not available to the committee)			

To summarize, the total endowment (as defined) increased from approximately 81 million in 1995 to 190 million in 2000; it has remained relatively flat since 2000 and, as of June 30, 2004, was approximately 198 million.

F. Stewardship of Endowed Chairs

With the introduction of the State-matching program in the 1993/94, the advancement office at UMKC placed great emphasis on fund raising for endowments for chairs and professorships. These initiatives were highly successful and, according to a report by the Academic Issues Committee to the Faculty Senate (See Appendices 28-29), by November, 1999, UMKC had 46 individual endowments established that qualified for State matching funds and most of these positions had been filled. However, the same report also noted that foundations outside the University of Missouri held a significant number of these endowments and that many of the incumbents were not regular

university employees and “not subject to annual performance evaluations by the dean”. In addition to the 46 endowments listed in this report, four older ones existed without State matching for a total of 50 chair/professorship endowments.

One of the tasks for the committee was an evaluation of the stewardship of these investments and how the program has fared since the 1999 report. Obtaining the necessary background material (See Appendix 30) from Advancement proved to be very difficult. The main reason for these difficulties appears to be the very lax record keeping procedures within this unit. Simple requests such as starting dates and initial values for endowments could not be provided. Ultimately, only employees in the offices of the Vice President for Academic Affairs and the UM System Treasurer made it possible for the committee to accumulate a complete list of current endowed chair and professorship positions and the corresponding endowments (See Appendix 31). Based on this data, it appears that generally the UM System has done a very good job managing these assets. On average the endowments grew by 40 – 50% since 1997 when the majority of them were established.

Unfortunately, the same cannot be concluded for some of the endowments held by outside foundations, e.g. the Children’s Mercy Foundation, Truman Medical Center Foundation and the GKCCF. St. Luke’s Foundation transferred the funds for its chair endowments to the UM System in January, 2004; in general, those funds have fared better.

More alarming is the fact that 3 chairs and professorships listed in the 1999 report are no longer in existence. It is not clear whether the initial pledges for these endowments ever materialized – although the impression was given in 1999 that they were backed up by contractual agreements – or that the donors and/or outside foundations simply withdrew the funds. What is known is that as of June, 2005, UMKC had 44 endowed chairs/professorships with matching State contributions from the 1999/94 program, and 2 professorships and 2 endowed chairs without match for a total of 48. Therefore, it is quite clear that the success rate for funding of endowed chairs turned negative between 2000 and June 2005.

There is hope, however, that this downward trend has been reversed with the arrival of a new administration. Under the new 2005 matching program initiated by President Floyd, in July, 2005, UMKC announced the funding of four new chairs (\$1,500,000), two in the Bloch School and two in the Medical School. Thus, as of the date of this report, UMKC has funded endowments for a total of 52 chairs/professorships.

G. Growth in Endowments, Accounting Confusion

The committee encountered difficulties when it tried to reconcile the growth in UMKC endowment funds, defined in Appendix 15, page 5 “as endowed funds held by UM Curators; UMKC registered affiliates; and other permanent funds held outside the university,” with the gifts made to UMKC and its Affiliates as set forth in Appendix 14, page 4.

- Excluding the transition year 1999-2000 when UMKC was under two chancellors (Gordon Lamb and Martha Gilliland), it is helpful to make a comparison of five years under Chancellor Schwartz with five years under Chancellor Gilliland. In making this comparison, Exhibit H includes the entire fiscal year 2004-2005 even though Chancellor Gilliland resigned, effective December 31, 2004.

EXHIBIT H
Total Cash Received By UMKC and UMKC Affiliates
Comparison of Two Prior Chancellors

<u>Chancellor Schwartz</u>		<u>Chancellor Gilliland</u>	
1994-95	\$15.4	2000-01	\$15.6
1995-96	\$14.8	2001-02	\$16.9
1996-97	\$18.4	2002-03	\$18.7
1997-98	\$12.1	2003-04	\$14.7
1998-99	<u>\$15.9</u>	2004-05	<u>\$29.4</u>
TOTAL	\$76.6		\$93.3

What is interesting about this comparison is that it does not account for the substantial increase in the UMKC endowments that occurred during Chancellor's Schwartz's tenure as a result of the matching (state funds with private funds) endowed chair program. As described above, the endowment increased from \$81,612,263 in 1994-1995 to \$180,268,701 in 1998-1999 during Chancellor Schwartz's regime, whereas it has been relatively flat during Chancellor Gilliland's tenure (See E, supra). Part of this difference can be traced to the different investment returns in the two time periods which affected all investments. Another reason may be the change in emphasis of the donors and the fund raisers. For example, substantial private funds were raised for building projects during the past five years when compared to the prior five-year period. But we are sure of one thing. A major reason it is difficult to reconcile the afore-mentioned schedules is because the endowments for matching funds held in trust outside of UMKC and its

affiliates are not counted in Appendix 14. Since such funds (designated FHIT by Advancement for "Funds Held in Trust") represented a major portion of the endowed chairs obtained during Chancellor Schwartz's regime, arguably they should be counted. This is especially appropriate since Advancement includes FHIT as part of the endowment in Appendix 15.

If we adjust the numbers set forth above for FHIT, then the amount raised in cash during Chancellor Schwartz's regime would increase by approximately \$18,500,000. The revised chart would look as follows:

EXHIBIT H-1
Comparison Period as Adjusted
Total Cash Rec'd by UMKC, UMKC Affiliates
and for FHIT endowed chairs

Chancellor Schwartz
Total \$94.1 million

Chancellor Gilliland
Total \$93.3 million

A second example of accounting confusion that concerns the committee is the possible double counting of gifts. It is clear that the Advancement office counts gifts made by donors to affiliate organizations. It is also clear that on the most recent quarterly report issued by Advancement (See Appendix 17), transfers of funds from the affiliate organizations to UMKC are listed as gifts. For example, in the category of gifts of \$10,000 or more, the UMKC Law Foundation is shown to have made two gifts in this category, one for \$10,000 and a second for \$100,000. The alleged \$10,000 gift represents one-fourth of the \$40,000 amount that the Law Foundation transfers to the university to fund a university employee who exclusively works for the Foundation. Effective this year, the annual amount will be \$60,000 to reflect the partial funding for a second

employee working with the Law Foundation. The source of the Law Foundation funds to make this quarterly \$10,000 (now \$15,000) payment is derived from the law school's annual fund drive (which this past year raised approximately \$105,000), the gifts of which are included by University Advancement in its gift counting method and shown as a gift in the Capital Campaign. It appears to the committee that the Advancement accounting method caused at least \$40,000 of gifts reported this past year to be double counted, once as part of the Law Foundation's fund drive and a second time when a part of those raised funds were transferred to UMKC to pay the salary of the University employee working with the Law Foundation. Appendix 17 also indicates a \$100,000 payment made by the Law Foundation to UMKC; this payment represents 50% of the amount the Law Foundation committed to make to UMKC from its permanent endowment to assist in the courtroom renovation. Does this amount represent double counting? Arguably yes if it represents funds raised in the past by the Law Foundation. On the other hand, if it represents investment gain, it is a closer question. Should the fruits of the tree (a tree that was previously counted) be counted as a separate and distinct gift?

The committee also noticed other payments made to UMKC by other affiliate organizations in the last quarterly report that were included as gifts. The committee would like to know how many, if any, of these transactions resulted in double counting. In this regard, the UMKC 2003-2004 Annual Report on Giving indicates gifts made in excess of \$100,000 by the Law Foundation, the Dr. Roy J. Rinehart Memorial

Foundation, and the UMKC Dental Alumni Association. Were any of these gifts double counted? An audit of these transactions may be warranted.

H. Management Problems

Several faculty members had opined that the Advancement department was poorly managed. The committee had difficulty in determining whether this perception was well founded.

All requests for information had to be channeled through the Vice Chancellor for Advancement (and ultimately only through the Chancellor), which clearly limited the ability of the committee to interview current staff members to find out their job duties. We had requested a brief job description for each Assistant Vice Chancellor, Department Director and Manager in the Advancement department but this information was never provided (See Appendix 25, Question 2).

Notwithstanding this lack of direct access, the committee found evidence of management problems within the Advancement department:

- The most significant factor evidencing management problems was staff turnover. As noted earlier, 94 individuals occupied the 52 staff positions in the UMKC Advancement department from the period 1999-2001 through 2004-2005. Although the committee is aware that fund raising positions generally turn over faster than other positions, the UMKC rate appears extremely high.

One consequence of this excessive staff turnover appears to be the large year end account balances of University Advancement (See Exhibit D, supra).

Acknowledgement of this connection tends to undercut the argument of some administrators who allege that large year-end balances means they are more efficient than their peers with smaller balances. Inefficiency attributable to staff turnover may be a more plausible explanation for some of these large year-end balances.

- The Advancement website, as noted earlier, has not been updated for two years.
- The difficulty the committee had in obtaining information would suggest managerial inefficiencies. Many of the committee questions went unanswered (See Appendix 26, questions 1, 2 and 7, and appendices 32-33). Often the response came in piecemeal fashion and in hard copy rather than in electronic form even though the committee consistently asked for the information in both formats. As noted earlier, many of the committee's questions on the endowed chair program would indicate poor record keeping in the department. Moreover, the accounting confusion noted above (especially the double counting problem) clearly indicates a lack of managerial controls within the department.
- Former deans have opined that the centralized nature of UMKC development effort hindered their fund raising abilities.
- One former dean opined that the dual reporting system of the development staff created divided loyalty problems and hindered the unit's fund raising capabilities.

- According to Professor Hood, when the Kansas City Tax Clinic and the Entrepreneurial Legal Services Clinic were started at the law school, the University Advancement staff at Oak Street was not helpful in the establishment of the two clinics.
- Several faculty members and deans complained of the out-of-date alumni lists for the donor base. In fact one faculty member stated that the most useful thing Advancement could do to assist in the fund raising effort was to maintain an accurate database of potential donors but that this was not being done.
- Vacant positions are some evidence of management problems in Advancement. For example, Appendix 4 indicates there were 6 vacant positions out of the total of 52 positions in Advancement, a 12% vacancy rate; in contrast, in July, 2005, UMC had 8 vacant positions out of 190 positions (See Appendix 34), a 4% vacancy rate.
- Several faculty members have opined that Advancement personnel attend too many meetings and are not spending their time efficiently. In this regard, it seems appropriate to point out that at the UMKC Trustees meeting held in early May, 2005, six members of the Advancement staff were at that meeting (See Appendix 34A).
- The committee had heard that lack of accountability was prevalent in Advancement. Were there any performance guidelines for the staff? If so, how were guidelines determined? These questions were asked of the Oak Street Advancement department through Chancellor Lehmkuhle but had not been answered at the time of this report (See Appendix 35).

- However, the committee has learned that at the beginning of this fiscal year, when Vice Chancellor Long took over Advancement, development officers have met to review the top donor prospects of the university with the goal of assigning these prospects to the various units. Moreover, it appears for the first time that performance standards are being implemented (See Appendix 36). Apparently, each development officer is required to contact each of the top 150 prospects with a personal solicitation call, stewardship visit, etc., during this fiscal year. In addition, other potential prospects have been assigned to Development Officers to prospect and to qualify them for a possible upgrade to the top list. It has been made clear that the development officer performance evaluation for this fiscal year will reflect how well the staff has met the goal. Id.
- The committee is heartened by this development. A perceived lack of staff accountability at Advancement in the past has been a source of concern to the faculty. We also have attached the detailed performance accountability standards (See Appendix 37) used on the UMC campus for comparative purposes and suggest that the new Vice Chancellor for Development consider adopting them.

H. Effectiveness of the UMKC Office of Advancement

At the May 4th meeting, Mr. French distributed a study by Grenzebach, Glier & Associates, Inc., which indicated that the cost of the UMKC fund raising effort was exactly at the median of the seven institutions involved in the study (See Appendix 12).

The seven institutions in the study were UMKC, Cincinnati, Georgia, Louisville, Milwaukee, UM St. Louis and Pittsburgh. The graph set forth in Appendix 12 demonstrates that UMKC's cost of fund raising is approximately 9% of each dollar raised for the campus. The cost is determined by calculating the total development expenditures including salaries, by the total dollars raised, over a three-year average. This rate compares favorably with UMC which reported to the committee in July that its fund raising costs were 10 to 12 cents for each dollar raised (See Appendix 38-response to question 4). On September 26, 2005, in a telephone conversation with Professor Hood, Ms. Linda L'Hote, Executive Director for Advancement at Mizzou, informed him that when the numbers for fiscal year 05 were finalized, the actual fund raising cost had declined to 9.2 cents for every dollar raised for UMC.

The committee was not given the full Grenzebach report. Rather it was given only the title page and a graph showing the comparisons. Consequently, we have no idea of the parameters that went into the report. We do know, however, that Grenzebach was hired by the Advancement department, rather than by the UM System office. We also know that Grenzebach was paid a total of \$222,363 by Advancement for consulting during the time period 2001-2002 through 2004-2005 (See Appendix 11), which amount represents approximately 60% of the total amount spend by Advancement on consulting during this time period. Thus, since Advancement was paying this firm to evaluate the effectiveness of the UMKC development program, this evaluation is viewed with skepticism by the committee.

The endowment fund of the University of Missouri Columbia (UMC) at the end of fiscal year June 30, 2004 was \$437,540,387; of this amount \$403,006,957 was held by the Board of Curators and \$22,782,897 by affiliate organizations (See e-mail from Nikki Krawitz, Vice President of Finance and Administration, UM System, to Professor Hood and Linda L'Hote, dated August 10, 2005-reproduced in full in Appendix 39).

Comparisons of the value of the two endowments held by UMC and UMKC from 1996-2004 is illustrated in Exhibit I as follows:

EXHIBIT I		
UMC and UMKC Total Endowments		
<u>Fiscal Year</u>	<u>UMC</u>	<u>UMKC</u>
1996	\$182,055,309	\$ 99,612,630
1997	\$220,972,904	\$127,430,459
1998	\$271,691,520	\$139,167,336
1999	\$310,164,816	\$180,268,701
2000	\$343,953,896	\$190,980,464
2001	\$320,739,390	\$181,618,640
2002	\$311,982,942	\$174,698,906
2003	\$383,528,383	\$182,434,096
2004	\$437,540,387	\$197,999,587

Thus, during the time period surveyed, UMC's total endowment increased by 140% whereas total endowment at UMKC increased by 99%. While the committee is aware that the different percentage increases stem from several factors, a significant factor appears to be the larger percentage of assets held by the UM System for the Columbia campus when compared to the UMKC campus. As noted earlier, the stewardship of the endowed chairs at UMKC has fared much better under the UM System than under the UMKC affiliate organizations and the outside organizations holding FHIT for UMKC.

Another factor to compare is new endowments for the two campuses. Exhibit J makes this comparison as follows:

On this score UMKC appears to be lagging a bit behind UMC for the period surveyed.

EXHIBIT J
New Gifts Added to Endowment¹⁶

<u>Fiscal Year Ending</u>	<u>UMKC</u>	<u>UMC</u> ¹⁷
2002	\$5,041,152.08	\$14,895,491
2003	\$2,542,267.76	\$14,138,868
2004	<u>\$2,364,960.51</u>	<u>\$13,323,206</u>
TOTAL *	<u>\$9,948,380.20</u>	<u>\$42,357,565</u>

Obviously UMC is a much larger organization than UMKC. To provide a rough measure of a fairer comparison, we weighted the results to take into account UMC's larger staff. The UMC staff of 190 is approximately 3.8 times larger than the UMKC staff of 52. For comparison purposes, UMC's new gifts to endowment should not exceed \$38 million (\$10 million new endowed funds to UMKC X 3.8) assuming both the UMKC staff and UMC staff are working at the same levels of efficiency. From the above comparative schedule, it is clear that UMC raised over \$42 million in new endowment funds for the survey period, an amount that exceeds the comparative 38 million figure by \$4 million. Another relevant comparative measure is the amount of cash actually raised by UMC and affiliates and UMKC and affiliates. Exhibit K makes this comparison as follows:

EXHIBIT K
Total Cash Received
University (UMKC or UMC as the case may be) and Their Respective Affiliates

¹⁶ When this information was compiled, neither UMKC or UMC had compiled the new gifts to their respective endowments for 2005. On September 30th, 2005 the committee received Appendix 6A which indicates a major addition to the UMKC endowment in 2005 of \$10,946,702. We acknowledge elsewhere in this report the contributions of Dr. Floyd and Interim Chancellor Lehmkuhle in improving the performance in 2005.

¹⁷ See Appendix 21, page 4 (UMKC information) & Appendix 39, page 4 (UMC information)

<u>Fiscal Year Ending</u>	<u>UMKC</u>	<u>UMC¹⁸</u>
2001	\$15.6	\$ 50,943,520
2002	\$16.9	\$ 97,998,201
2003	\$18.7	\$ 63,374,976
2004	\$14.7	\$ 63,917,261
2005	<u>\$29.4</u>	<u>\$ 74,795,454</u>
TOTAL	<u>\$95.3</u>	<u>\$351,029,412</u>

Utilizing the weighted 3.8 factor for staff differentials, the above comparative table for total gifts received indicates that UMKC appears to be somewhat ahead of UMC for the period surveyed. When the \$95.3 million UMKC raised is multiplied by the 3.8 staff differential factor noted above, its adjusted total would be \$362.1 million. UMC's total gift for the period is slightly less than this amount by approximately \$11,000,000..

By far the most encouraging sign for UMKC is the amount raised in the most recent fiscal year FY 05, which is the major reason why UMKC does very well in the above comparison. Raising \$29.4 million (its best year to date) was a significant achievement for UMKC and occurred against a backdrop of campus unrest. It is difficult to quantify the reasons for this success. But one apparent factor seems obvious: the establishment in 2005 by President Floyd of a matching program (with UM System funds) that resulted in the several new endowed chairs at UMKC (see earlier discussion on endowed chairs).

We also acknowledge the efforts of Interim Chancellor Steve Lehmkuhle who was instrumental in securing the funding for a fourth chair on this campus during FY 05.

¹⁸ See appendices 38 & 40. Note that the private grant amount for 2005 set forth in Appendix 40 is the second to last line from the bottom. The private grant amount for 2005 was not yet available when appendix 38 was compiled.

To see the impact of the FY 05 fund raising efforts on the above, a modified example seems appropriate. If, for example, in FY 05, the funds raised by UMKC had not exceeded its average for the prior four years (approximately 16.5 million), then its number for the UMC comparison would have been \$313 million¹⁹ rather than \$363 million. We also make note of the problem mentioned above of double counting and the accounting at UMKC may be skewed as a result.

The committee has previously noted how successful the endowed chair program was under Chancellor Schwarz's administration and under the interim administration of President Floyd and Chancellor Lehmkuhle. In contrast, efforts at raising private dollars for bricks and mortar projects have not been as successful. In this regard, we make note of the private fund raising deficiencies for the Health Science Building, the proposed alumni center and the student center expansion. This lack of success is not surprising as the committee is well aware that many potential donors do not want to donate money for bricks and mortar projects.

Two other factors the committee wishes to emphasize. First more than 50% of the UMKC Advancement staff focuses on areas other than development. In contrast, Ms. L'Hote informed Professor Hood that about 120 of the UMC Advancement staff is engaged in activities exclusively devoted to fund raising. Thus, at UMKC, 44% of the total staff is engaged in the development (fund-raising) side, whereas at UMC, approximately 64% of the total staff is on the development side.

¹⁹ The total amount of gifts would have declined from \$95.3 million to \$82.4 million resulting in the decline to \$313 million (multiplying 82.4 X 3.8 = 313)

Another difference between the two campuses lies in the differences in the fund-raising model. Historically, UMKC has had a centralized model with excessive control maintained at Oak Street, albeit recent indicators suggest more flexibility in the structure (See Appendix 36, *supra*). In contrast, UMC uses a more decentralized model (See Appendix 38 answer to question 11).

I. Problems With Proliferation of Affiliate Organizations

We have already mentioned the committee's concern about the centralized fund raising model used by Advancement. By far the most frequent complaint heard by members of the committee has been the excessive control exercised in the past by the Oak Street Advancement Office on accessing the prospective donor base. The committee is also aware of the large number of affiliate organizations at UMKC and is concerned that the excessive control by the Office of Advancement in the past may have spawned the growth of these organizations over the years. UMKC has a total of 61 Affiliate Organizations (See Appendix 41), of which 22 organizations hold fund balances for the benefit of UMKC (See E, *supra*). In addition, 39 organizations outside of UMKC hold funds for FHIT for the benefit of UMKC. *Id.* The sheer number of affiliate organizations and the number of organizations holding FHIT appears to create a staggering management problem for the UMKC Advancement department.

In addition, in the past Advancement personnel have expanded their role beyond what would appear appropriate for personnel trained in fund-raising and Alumni constituent relations. This is

illustrated by the following excerpt from Part I of our report is included below. See also Appendix 42.

“University Advancement, the fundraising department, has secured funding in the past for the scholarships and fellowships. In certain situations, the selection of the recipients of the awards is done by a group of business and community leaders not employed by UMKC. Once the funds were secured, at least in certain instances, the Advancement Department (and not the Provost’s Office) has been transmitting the information with respect to the candidates to this outside selection committee. Moreover, representatives of the Advancement Department have attended the meetings where the recipients have been selected by such selection committee COSCO is of the opinion that input from Advancement is not the wisest policy as the selection committee needs the advice from someone experienced in assessing the applicant pool—namely an academic, not the fundraisers who secured the funding. The committee is of the opinion that if the Vice Chancellor for Advancement reports to the Provost, the current liaison role of Advancement, as noted above, would be much a different one indeed. “

The proliferation of affiliate organizations arguably has caused unnecessary accounting costs. Moreover, these fees are escalating as a result of the congressional reforms made after the Enron scandal. For example, an affiliate organization required to have a certified audit coupled with the cost of preparing a IRS form 990 may be expending several thousand dollars each year. In light of these increased costs some way must be found to improve the efficiency of the overall fund raising effort at UMKC. Discouragement of the formation of affiliate organizations coupled with incentives to become part of an umbrella organization for existing affiliate organizations may be worth exploring.

Hood, Edwin

From: Hood, Edwin
Sent: Friday, April 22, 2005 2:43 PM
To: French, Bill
Cc: Floyd, Elson S.; Osborne, William P.; Ebersole, Gary L.; Crossland, Philip P.; Driever, Steven L.; Mardikes, Tom; Gardner, Randy; Bame, Karen J.; Esser, Alfred F.; Knopp, Jerome
Subject: Cosco meeting

Bill:

As you may be aware, a standing faculty senate committee was recently formed to examine the organizational structure and community outreach of UMKC. This committee is commonly referred to as COSCO. I am the chair of that committee. The committee recently met with President Floyd and he asked that we commence our examination with the vice chancellors. This past Tuesday we had a very productive meeting with Bill Osborne. He detailed his entire department with helpful charts, budget numbers, etc. He took a snapshot of his operation when he first arrived at the Provost office in 2004 and then compared it to his current operation. He also showed detailed budget numbers, with respect to the various departments that are within his portfolio, when he arrived in 2004 and what is planned for 2006.

If at all possible, the committee would like you to do the same with Advancement with the following modifications

1. We would like to see a snapshot of your operation immediately before Martha Gilliland was hired, both the organizational structure and the budget numbers for the various departments within your portfolio.
 2. Then we would like a look at your operation for 2005 and what is planned for 2006, both the personnel and the budget.
 3. It is often stated that the current capital campaign has raised in excess of \$130 million. Could you please detail the gifts, pledges, etc, within that amount as well as the respective dates that the pledges, gifts, etc, were made.
 4. Also, if a cost/ benefit analysis of your department exists (i.e., the amount of rate \$\$ spent per year to produce the gifts made to UMKC for that year), we would appreciate it if you could share that information with us.
 5. Finally, in connection with the \$130 million amount, how much of that sum was attributable to efforts by others (e.g., dean or professor connections, etc) rather than the efforts attributable to your department.
- The committee would like to meet with you at 2 pm on Tuesday, May 3rd, here at the law school (in the administrative conference room). If this is a time that is convenient for you, please let me know. It took us almost two hours to visit with Bill Osborne. If it is not convenient, please list several time options during that week when you will be available to meet with us.

I am ccing the other Vice Chancellors so that they can get some idea what kind of information we are seeking on this first go around, although the information request from Pat Long and Larry Gates may vary slightly.

Thanks so much for your cooperation
Ed Hood

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Chapter 30: Development

30.010 Overview of Development

Bd. Min. 8-22-68; Bd. Min. 4-19-69, Amended Bd. Min. 12-15-94, Amended 8-31-95.

A. Statement of Purpose -- The purpose of all advancement programs sponsored or affiliated with the University of Missouri shall be:

1. To involve citizens of the state, alumni, and friends nationally in University-related efforts.
2. To serve citizens of the state, alumni, and friends nationally through organized personal and other communications.
3. To assist the University in obtaining the public funds necessary to provide the highest quality academic, research and service opportunities for the citizens of the state and nation.
4. To assist the University in obtaining private funds, to complement and augment public resources for those academic, research and service opportunities which cannot be provided by public funds.

B. General Information

1. University Advancement encompasses all programs concerned with institutional support. It involves organized groups of the University's various publics in support of specific programs.
2. University Advancement describes those administrative service programs relating to the involvement of volunteers with the University of Missouri. It generally consists of (1) advancement communications, (2) friend raising (alumni relations and other individuals), and (3) development. University Advancement organizes and mobilizes persons who have a direct interest in the University.
3. Advancement programs emanate from the Office of the President so University policies and procedures can be fully implemented. Each campus program will be directed so that maximum understanding, acceptance, and fulfillment of total institutional needs,

as well as campus objectives, are achieved.

4. **Advancement Council** -- There shall be an advancement council consisting of the chief advancement officer of each campus and University Outreach as well as other members appointed by the President.
5. **Staff personnel assigned to any subdivision of the University for alumni or constituent relations work, special events, communications or fund raising activities shall be under the management and direction of the campus chief advancement officer, unless otherwise determined by the chancellor.**

C. Scope of Operations -- Programs under the purview of University Advancement primarily use motivated volunteers.

D. Advancement Communications -- A variety of written, electronic and other media will be used to communicate with specific audiences to achieve coordinated, planned goals for advancing the University of Missouri.

E. Friend Raising

1. **Alumni Relations**

a. **Alumni Programs** -- Alumni programs form the basis for many activities of institutional support. They should be driven by the unique qualities of each campus to take advantage of campus strengths in meeting University objectives.

b. **Alumni Associations** -- All divisions of each campus are encouraged to maintain alumni organizations specializing in their particular field or area. These divisional alumni organizations shall be chartered by and associated with the campus alumni association.

2. **Alliance of Alumni Associations** -- An alliance of alumni associations, composed of representatives from each campus alumni association, shall have the following purposes:

a. To advance the image of the University of Missouri;

b. To serve, upon request of the Office of the President, as a vehicle for accomplishing programs of mutual benefit to all campuses; and

c. To provide means for the interchange of ideas among the alumni associations of the University of Missouri.

3. **Other Individuals** -- The University conducts many educational and service programs involving other than full- and part-time students; it is an integral part of the economic,

social and cultural life of all Missourians. For this reason, groups of persons who are not alumni should be involved in University advancement. These citizens are interested and can be mobilized and utilized to assist the total advancement program.

F. Development

1. All gifts, both individual and corporate, are accepted and managed within the policies of the Board of Curators with complete assurance that requests and wishes of donors are fulfilled.
2. All development programs will be based on the right of an individual to allocate his or her gift for use to any department, division, or campus within the University. Strong, sustaining programs in annual, corporate, planned and special gifts shall be operated under this fundamental principle. Unrestricted gifts shall be managed in the best interests of the University by the President of the University, or his or her designee, under authority granted by the Board of Curators. The University reserves the right to reject any proposed gift.

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In the meantime, please direct your inquiry to the appropriate office:

- Advancement Services and Donor Relations (816) 235-1566
- Alumni and Constituent Relations (816) 235-1563
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Laurie McCormack	Senior Director - Campaign Planning	(816) 235-6
Terry Mohajir	Assistant Athletic Director - External Relations	(816) 235-6
Linda Robbins	Leadership Gift Officer - Conservatory	(816) 235-1
Daniel Ryan	Leadership Gift Officer - A & S/B & PA	(816) 235-5
Karen Schreiner	Manager Alumni Affairs - SICE	(816) 235-2
Pam Sibert	Development Director - MRT	(816) 235-6
Debra Simon	Advancement Officer	(816) 235-5
Lisen Tammeus	Development Director - Nursing	(816) 235-5
Parker VanHecke	Development Director - KCUR	(816) 235-2
Jennifer Wampler	Development Director - Pharmacy	(816) 235-2
Martha Yager	Manager - Alumni Affairs	(816) 235-2
Paula Yehle	Development Manager	(816) 235-2

-- Development Quick Links --

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Community

Overview of Community and Public Affairs

Great cities have great universities, and thriving as Kansas City's university requires a healthy community. University of Missouri - Kansas City moves toward its vision of creating a campus without borders, the Community and Public Affairs continues to explore ways to become an essential community partner with the surrounding community through the improvement of its quality of life and the enhancement of its viability.

The Office also regularly communicates with elected officials in Kansas City and Jefferson City, our staff works to advocate the university's policy objectives and priorities with the legislative and executive branches of government. Official University contacts are generally made through the office of Community and Public Affairs, giving elected and appointed officials one point of contact and one voice for the University.

As Kansas City's University, we are committed to being involved in the community where we reside. The Community Affairs staff works to promote mutual understanding and supportive relationships between the University of Missouri - Kansas City and a variety of community sectors. The office also plays a central role in communicating the University's mission, vision, and values through acts of community engagement, and reflecting the community's needs and concerns back to the university.

The Community Affairs Office also:

- Serves as the university's representative to neighborhood organizations and community and business associations,
- Encourages faculty, staff and student participation in local community activities,
- Promotes communication between the University and surrounding neighborhoods on community health and safety issues,
- Advises University administration and departments on community concerns,
- Actively promotes the university's visibility and image, and
- Partners with branches of the University such as Center for the City to assist the community in accessing the University's many resources.

Please continue learning more about the University's commitment to becoming an essential community partner by visiting other portions of our Web site.

Community**Staff**

Mary Larson Diaz, Assistant Vice Chancellor of Community and Public Affairs
5115 Oak Street
309 Administrative Center
Kansas City, MO 64110
E-mail: diazm@umkc.edu

Stancia Jenkins, Director of Community Affairs
5115 Oak Street
310 Administrative Center
Kansas City, MO 64110
E-mail: jenkinsst@umkc.edu

Juno Friedman
5115 Oak Street
309 Administrative Center
Kansas City, MO 64110
816-235-1051
friedmanj@umkc.edu



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SEARCH

QUICK LINKS

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- About the Network
- Latest News
- Events
- UMKC Facts
- Legislator Lookup
- Advocate Training
- Links
- Contact the Staff
- Join

Contact Us

If you have any questions or comments, please contact:

Mary Larson Diaz
 Assistant Vice Chancellor for Community and Public Affairs
diazm@umkc.edu
 (816) 235-1046

Curt Crespino
 Assistant Vice Chancellor for Alumni and Constituent Relations
crespinoj@umkc.edu
 (816) 235-6079

Susan Hopkins
 Executive Director of the Alumni Association
hopkinss@umkc.edu
 (816) 235-1564

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- SPECIAL EVENTS HOME
- OFFICE OF SPECIAL EVENTS
- PLANNING YOUR EVENT
- EXAMPLES OF EVENTS
- ADMIN. CENTER FACILITIES
- CALENDARS
- CATERING

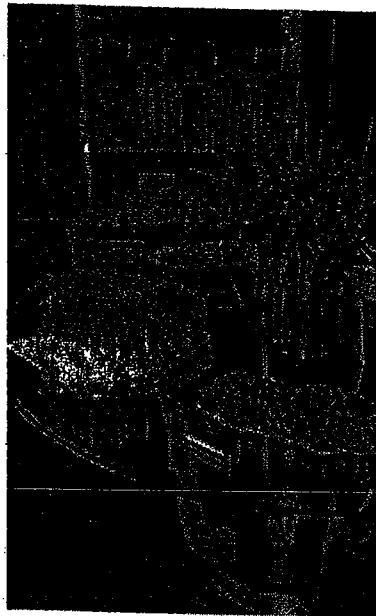
UMKC Special Events and Conference Services

UMKC's Department of Special Events and Conference Services expands the overall impact of our division, University Advancement, www.umkc.edu/advancement/. Our efficient staff and quality services underscore daily the goal of being an "essential community partner."

The staff of Special Events and Conference Services views UMKC meetings and events as an open house for the University. We strive to have every participant leave with a new appreciation for UMKC. We're in the business of building images and relationships, and the best way to achieve these goals is through a consistent focus on quality planning: providing great food, terrific entertainment, a comfortable environment, and impeccable service. We can advise on a small portion of the event or assist through the entire planning process.

Our professional staff is eager to work with you!

- *Showcasing UMKC
- *Removing Borders
- *Sparking Conversations
- *Attracting Visitors
- *Enhancing Our Image



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Office of Special Events

Special Events is a division of University Advancement. We are your professional that provides comprehensive event planning for a small meeting all the way up formal event.

Staff

Joan M. Bubacz-Director of Events and Conference Services
(816) 235-1611 or bubaczj@umkc.edu

Laura Rupp-Manager of Events and Conference Services
(816) 235-6004 or ruppl@umkc.edu

Kathryn Young-Coordinator of Events and Conference Services
(816) 235-5606 or youngk@umkc.edu

Heather Swanson-Administrative Center Conference Assistant
(816) 235-5982 or swansonh@umkc.edu

Jill DauBresse-Special Events Administrative Associate I
(816) 235-6246 or daubressej@umkc.edu

Our delivery address is:

University of Missouri-Kansas City
5115 Oak Street
Special Events
300B AC
Kansas City, MO 64110

Our mailing address is:

University of Missouri-Kansas City
5100 Rockhill Road
Special Events
300B AC
Kansas City, MO 64110

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search

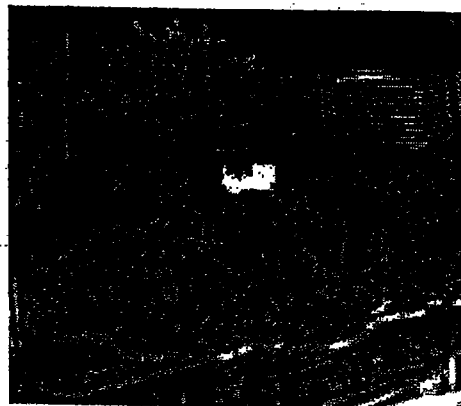
[QUICK LINKS](#) [Popular Sites](#)

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- [PLANNING YOUR EVENT](#)
- [EXAMPLES OF EVENTS](#)
- [ADMIN. CENTER FACILITIES](#)
- [CALENDARS](#)
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Planning Your Event

Guidelines- Planning an event is an event in itself. We have put together some guidelines to help you with the planning process. Please call our office for quest support.

There is no charge to departments for assistance with events related to the work of University Advancement: institutional enhancement, cultivating relationships, fund-raising, capital campaign and donor relations. Departments remain responsible for funding events they host.



Some things to think about when planning your event:

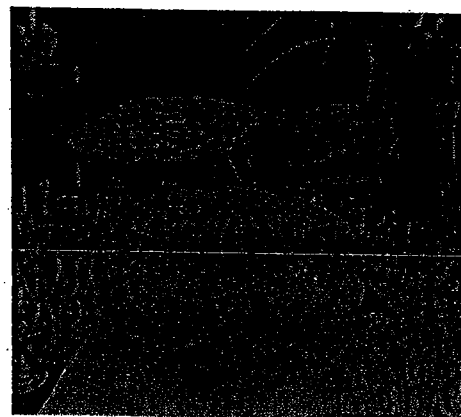
- *Location and setup
- *Target Audience and Number of Attendees
- *Budget
- *Caterer and menu selections
- *Entertainment
- *Technical Support
- *Design of Invitations and/or Programs
- *Decorations and/or Mementos
- *Parking and Transportation
- *Hotel Accomodations for Speakers and other special guests
- *Photographs/Videos
- *Event Staffing
- *Security

Checklists-

- [Special Events Form](#)
- [Executive Cabinet Request Form](#)

List of Venues-

- [Campus Contact Sheet](#)
- www.umkc.edu/ucenter/facilities/



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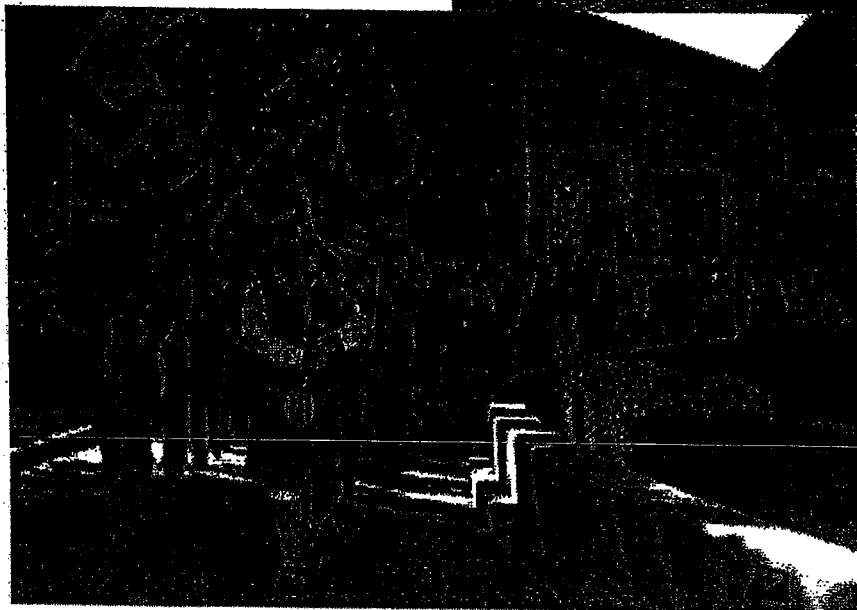
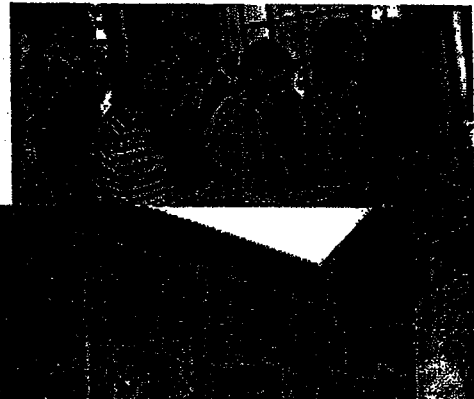
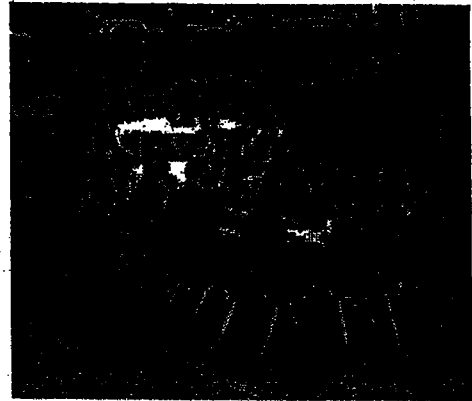
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Examples of Events We Support

- Crescendo Gala
- Trustees' Dinner
- Entrepreneur of the Year Dinner
- Alumni Awards Dinner
- Building Dedications
- Inaugurations
- Starr Symposium
- GAF Reception and Luncheon
- Commencement
- Convocation
- Cockefair Lectures



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Alumni Constituent Relations/Advancement Services (17)

Assistant Vice Chancellor Alumni Constituent Relations
Senior Clerk
Director
* Manager Alumni Affairs - A&S/Education
Assistant Director
Chief Clerk
Programmer Analyst-Specialist
* Development Director-Bloch
Director Development (Life Sciences and Marketing/Communications)
* Manager Alumni Affairs - Law
* Manager Alumni Affairs - Conservatory
* Manager Alumni Affairs - Medicine
Director Development (Advancement Services/Donor Relations)
Manager Alumni Affairs - ACR
Senior Secretary
Manager Alumni Affairs (Minority Affairs)
Coordinator

Curt Crespino
Elizabeth Hinrichs
Kim Huyett
Karen Beal
Susan Hopkins
Geneva Watson
Cathy Dobson
Amy Dulin
Lisen Tammeus
Paula Yehle
Barbara Lutman
Mary McCamy
Shannon Stone
Vicki Barham
Kim Poindexter
Dee Evans
Greg Hinrichs

University Advancement Administration (5)

Vice Chancellor University Advancement
Special Assistant to the Vice Chancellor
Manager Business/Fiscal Operations
Executive Staff Assistant II
Administrative Associate I

Bill French
Kathy Dunn
Carla Heins
Stacy Teater
Open

Community Affairs (2)

Assistant Vice Chancellor Community & Public Affairs
Director

Mary Larson-Diaz
Stancia Jenkins

Development/Campaign (23)

- Assistant Vice Chancellor University Advancement for Major Gifts & Campaign
- Assistant Vice Chancellor University Advancement for Annual Fund and School-based Giving
- Theatre Assistant (Development Director KC Rep)
- * Development Director - Conservatory
- * Development Director - KCUR
- * Development Director - SCE
- * Development Director - Medicine
- * Development Manager - Dentistry
- * Development Director - Dentistry
- * Development Director - Nursing/Pharmacy
- Development Director (Corps and Foundations)
- * Development Director - A&S
- Development Director (Research)
- Proposal Writer I (Campaign Communications)
- Proposal Writer
- Manager Stewardship/Development Coordinator
- * Development Director - Bloch
- * Development Director - Law
- * Development Director - Student Affairs/Libraries
- * Development Director - Planned Giving
- Coordinator - Annual Fund
- * Assistant Director Athletics (Development Director Athletics)

- Laurie McCormack
- Terry Ward
- Cynthia Rider
- Linda Robbins
- Parker Van Hecke
- Theresa Larson
- David Hanzlick
- Donna Weber
- Barry Daneman
- Emily VanArsdale
- Jennifer Ingraham
- Pam Eglinski
- Rebecca Cavanaugh
- Heather Haas
- Karen Stites
- Kathryn Houston
- Christine Rogers
- Open
- Open
- Open
- Open
- Open
- Will Rudd

Special Events (5)

- Director Events and Conference Services
- Manager Special Events
- Coordinator Special Events
- Administrative Associate I
- Conference Assistant

- Joan Bubacz
- Laura Rupp
- Kathryn Young
- Jill DauBresse
- Kelle Smith

Note: Diastole and the Toy and Miniature Museum now report under Special Events

- Diastole
- Toy and Miniature Museum

- 3 employees
- 10 employees

* Positions are shared. The academic unit(s) fund partial salary and benefits.

University Advancement
Operations 2005

	Orig Budget	Budget	Actuals
BEGINNING BALANCE			
350000-Beginning balance	1,358,694.00	1,412,686.36	1,412,685.97
REVENUES			
390000-Mandatory Transfers In	0	0	0
391000-Non Mandatory Trfs In	0	0	0
392000-Revenue Allocations/Transfers	36,982.00	59,265.00	-18,104.18
393000-Other Allocations/Transfers In	0	-1,700.00	1,500.00
400000-General revenue allocation	3,263,340.00	3,263,340.00	3,263,340.00
403001-Extension Noncredit Fees	0	0	0
420001-Sales of aux enter/educ activ	0	400	400
450000-Internal sales & services	4,050.00	857	528.85
470000-Endowment income	0	0	0
475000-Investment income	152,000.00	227,000.00	329,505.57
480001-Gift income	0	0	0
494001-Misc Revenue	303,950.00	378,584.00	358,223.59
495000-Misc Revenue-non taxable	0	0	0
TOTAL REVENUES	3,760,322.00	3,927,746.00	3,935,393.83
TOTAL SOURCES	5,119,016.00	5,340,432.36	5,348,079.80
EXPENDITURES			
700001-S & W - Teaching & Research	0	0	0
704000-S&W-GTA's/GRA's	0	0	0
705000-S&W-Admin & Support	2,632,099.00	2,469,723.00	2,435,745.31
707100-S&W-Student employees	35,000.00	35,200.00	37,861.81
708000-S&W-Other	0	-1,614.00	-1,614.36
710000-Staff Benefits	701,376.00	644,665.00	637,402.10
720001-Department operating expense	451,064.00	922,659.35	953,990.20
760001-Student aid	0	0	0
770000-Equipment > \$5,000	0	-21,250.00	10,750.00
777300-Office Equipment - Capital	0	0	0
778000-Equipment M & R Capital	0	1,000.00	0
790000-Fac & non-capital improve	0	2,630.00	2,773.63
862001-Non Mandatory Trf Out	0	166,443.00	166,443.00
863001-Other Allocations/Transfer Out	0	7,000.00	0
TOTAL SALARIES & WAGES	2,667,099.00	2,503,309.00	2,471,992.76
TOTAL BENEFITS	701,376.00	644,665.00	637,402.10
TOTAL OTHER EXPENDITURES	451,064.00	1,078,482.35	1,133,956.83
TOTAL EXPENDITURES	3,819,539.00	4,226,456.35	4,243,351.69
ENDING BALANCE BEFORE FUTURE COM	1,299,477.00	1,113,976.01	1,104,728.11
Future Commitments			
720000-E&E	110,000.00	0	0
TOTAL FUTURE COMMITMENTS	110,000.00	0	0
ENDING BALANCE			
880000-Ending Balance	1,189,477.00	1,113,976.01	
Calculated Ending Balance	1,189,477.00	1,113,976.01	

The
UNIVERSITY of
MISSOURI
SYSTEM



Fiscal Year **2000**
Operating Budget

Table 26. FY1999-2000 Recurring General Operating Budget Expenditures by Administrative Division, by Major Object of Expense, University of Missouri-Kansas City

	Salaries & Wages	Staff Benefits	Expense & Equipment	Total
CHANCELLOR:				
Chancellor	\$497,338	\$0	\$209,246	706,584
VICE CHANCELLOR, ACADEMIC AFFAIRS:				
Campus Accounts	965,638	0	1,072,500	2,038,138
College of Arts & Sciences	13,016,972	0	576,927	13,593,899
Computer Science Telecommunications	1,945,591	0	352,381	2,297,972
Conservatory of Music	3,427,850	0	274,000	3,701,850
Continuing Education	0	0	41,667	41,667
Graduate Faculties and Research	1,181,304	0	539,879	1,721,183
Instructional Computing	286,947	0	1,513,053	1,800,000
Libraries	2,771,732	0	1,787,879	4,559,611
Office of Cultural Events	1,313,157	0	364,424	1,677,581
School of Biological Sciences	3,828,855	0	1,195,531	5,024,386
School of Business & Public Administration	3,507,983	0	132,007	3,639,990
School of Dentistry	10,426,616	0	1,931,951	12,358,567
School of Education	3,695,746	0	116,914	3,812,660
School of Law	3,789,243	0	684,718	4,473,961
School of Medicine	11,067,309	0	746,056	11,813,365
School of Nursing	1,522,409	0	136,526	1,658,935
School of Pharmacy	2,961,898	0	319,023	3,280,921
Summer Session	1,293,415	0	0	1,293,415
Vice Chancellor - Academic Affairs	1,765,835	0	1,313,725	3,079,560
Total Vice Chancellor, Academic Affairs	\$68,768,500	\$0	\$13,099,161	\$81,867,661
VICE CHANCELLOR, ADMINISTRATIVE AFFAIRS:				
Campus Accounts	\$25,000	\$16,234,263	\$6,894,857	\$23,154,120
Campus Scholarships/Waivers	0	0	15,110,000	15,110,000
Campus Utilities	0	0	3,625,364	3,625,364
Vice Chancellor - Administrative Affairs	10,670,691	0	6,927,324	17,598,015
Total Vice Chancellor, Administrative Affairs	\$10,695,691	\$16,234,263	\$32,557,545	\$59,487,499
VICE CHANCELLOR, STUDENT AFFAIRS:				
Campus Accounts	\$0	\$0	\$450,655	\$450,655
Vice Chancellor - Student Affairs	3,863,945	0	983,249	4,847,194
Total Vice Chancellor, Student Affairs	\$3,863,945	\$0	\$1,433,904	\$5,297,849
VICE CHANCELLOR, DEVELOPMENT & COMMUNITY RELATIONS:				
Vice Chancellor for University Advancement	\$1,618,017	\$0	\$422,185	\$2,040,202
Total General Operating Budget	\$85,443,491	\$16,234,263	\$47,722,041	\$149,399,795

Hood, Edwin

From: Dunn, Kathy
Sent: Friday, September 30, 2005 3:32 PM
To: Hood, Edwin
Cc: Lehmkuhle, Stephen W.; Long, Pat; Crespino, Curtis J.; Larson-Diaz, Mary
Subject: COSCO Information
Attachments: COSCO-FY00&FY05 Comparison.doc; COSCO-GiftstoEndow.doc

Ed....

I believe the following or attached information fills all current requests to University Advancement with the sole exception of the "Counting Policies" used by U-M System for Capital Campaigns. These have been requested but have not been received as of this email. We do have the UMKC Counting Policies which have been in place since the opening of the Capital Campaign in 2000, and which are part of the System documentation. These can be submitted for use by the Committee if needed. I will forward the full System document when it is received.

As I understand, the following questions have been submitted for review/answer. The requested information is as follows:

1. Information to fill in blanks from pages 4 & 5 of your draft report. ATTACHMENT #1 above, "COSCO - FY00 & FY05 Comparison," should give the information requested.
2. Year-End Balance for 2004-2005 = \$1,093,424 (page 4 of your draft)
3. University Communications moved to Student Affairs from Advancement in 2003. (page 4 of your draft)
4. NEW GIFTS to U-M System-held endowments is attached, "COSCO-Gifts to Endowments". PLEASE NOTE: These numbers reflect what our UMKC database system shows as gifts to endowments held by the Curators only....not any gifts to endowments held privately, or by outside affiliates.

Kathy M. Dunn

Deputy to the Vice Chancellor
 University Advancement &
 Liaison to the Chancellor's Office
 University of Missouri-Kansas City
 Room 307 - Administrative Center
 5100 Rockhill Road
 Kansas City, MO 64110

Phone: 816/235-5777

Fax: 816/235-5189

Email: dunnk@umkc.edu

UNIVERSITY ADVANCEMENT

GRA / EXPENSES / PERSONNEL

1999 - 2000

	<u>GRA</u>	<u>EXPENSES</u>	<u>PERSONNEL</u>
University Advancement:	\$2,345,026	\$2,951,341	52
University Communications:	<u>\$1,282,704</u>	<u>\$ 803,454</u>	<u>21</u>
	\$3,627,730	\$3,754,795	73
Expense over Revenue	(\$127,065)		

NOTES:

1. In FY99-00, University Advancement held 10 shared positions with academic units. The figures above represent the funding provided only by University Advancement.
2. University Communications moved from Advancement to the Office of Student Affairs in 2003.

2004 - 2005

University Advancement:	\$3,207,499	\$3,583,061	52
Expense over Revenue:	(\$419,163)		
	\$209,388	Advancement positions cost-funded S&W	
	\$ 37,862	Advancement cost-funded S&W - Students	
	\$170,963	Advancement cost-funded Benefits	
	\$ 950	Other	

NOTES:

1. Diastole lines moved to Advancement in late spring, 2005. Reports through Special Events. Projected Advancement budget increase (GRA) for FY06 includes the annual Diastole line + mandated 2% salary increases.
2. In FY05, University Advancement held 15 shared positions with academic units. The figures above represent the funding provided only by University Advancement.
3. University Advancement received approximately \$1,000,000 in rate dollars in FY01-02 to cover S&W/benefits which were previously cost-funded expenses.

UNIVERSITY ADVANCEMENT

NEW GIFTS TO CAPITAL-ENDOWMENT FUNDS
AS RECORDED in UMKC DATABASE*

FY1994	\$ 2,986,907
FY1195	\$10,132,778
FY1996	\$ 9,317,903
FY1997	\$12,215,578
FY1998	\$ 4,626,327
FY1999	\$ 8,797,041
FY2000	\$ 2,305,526
FY2001	\$ 3,605,596
FY2002	\$ 5,041,152
FY2003	\$ 2,342,268
FY2004	\$ 2,363,527
FY2005	\$10,946,702

**Does not include new gifts to endowments held outside U-M System or any investment income.*

9/30/05

Advancement
Operations 2006

	Orig Budget	Budget	Actuals	Encumbered
BEGINNING BALANCE				
350000-Beginning balance	1,578,186.00	1,630,660.00	1,104,794.10	
REVENUES				
390000-Mandatory Transfers In	0	0	0	
391000-Non Mandatory Trfs In	0	0	0	
392000-Revenue Allocations/Transfers	39,199.00	39,699.00	38,699.00	
393000-Other Allocations/Transfers In	0	0	0	
400000-General revenue allocation	3,405,908.00	3,405,908.00	3,405,908.00	
403001-Extension Noncredit Fees	0	0	0	
450000-Internal sales & services	5,150.00	5,165.00	129.55	
470000-Endowment income	0	0	0	
475000-Investment income	225,000.00	225,000.00	69,781.03	
480001-Gift income	0	0	0	
494001-Misc Revenue	285,750.00	285,750.00	41,242.35	
TOTAL REVENUES	3,961,007.00	3,961,522.00	3,555,759.93	
TOTAL SOURCES	5,539,193.00	5,592,182.00	4,660,554.03	
EXPENDITURES				
700001-S & W - Teaching & Research	0	0	0	0
705000-S&W-Admin & Support	2,293,789.00	2,691,156.00	621,500.05	2,030,647.30
707100-S&W-Student employees	25,000.00	25,000.00	1,487.74	93,452.31
710000-Staff Benefits	549,755.00	747,292.00	175,510.01	574,975.19
720001-Department operating expense	676,108.00	677,108.00	93,807.19	1,748.00
760001-Student aid	0	0	0	0
770000-Equipment > \$5,000	0	0	0	0
790000-Fac & non-capital improve	100	1,600.00	1,424.57	0
862001-Non Mandatory Trf Out	0	0	0	0
863001-Other Allocations/Transfer Out	0	0	0	0
TOTAL SALARIES & WAGES	2,318,789.00	2,716,156.00	622,987.79	2,124,099.61
TOTAL BENEFITS	549,755.00	747,292.00	175,510.01	574,975.19
TOTAL OTHER EXPENDITURES	676,208.00	678,708.00	95,231.76	1,748.00
TOTAL EXPENDITURES	3,544,752.00	4,142,156.00	893,729.55	2,700,822.80
ENDING BALANCE BEFORE FUTURE COM	1,994,441.00	1,450,026.00	3,766,824.48	2,700,822.80
Future Commitments				
TOTAL FUTURE COMMITMENTS	0	0		
ENDING BALANCE				
880000-Ending Balance	1,994,441.00	1,450,026.00		
Calculated Ending Balance	1,994,441.00	1,450,026.00		

Advancement
Operations 2002

	Orig Budget	Budget	Actuals
BEGINNING BALANCE			
350000-Beginning balance	449,647.79	1,425,577.60	1,780,837.28
REVENUES			
390000-Mandatory Transfers In	0	0	0
391000-Non Mandatory Trfs In	0	0	0
393000-Other Allocations/Transfers In	0	3,863,786.14	480,241.33
400000-General revenue allocation	2,026,387.00	3,126,465.00	3,126,465.00
402400-Grad educ winter fees-resident	0	0	0
420001-Sales of aux enter/educ activ	0	0	0
450000-Internal sales & services	0	1,152.82	775.15
470000-Endowment income	0	0	0
475000-Investment income	200,000.00	200,000.00	279,761.31
480001-Gift income	0	2,025.00	23.6
480900-Gifts-corp or business-cash	0	0	0
494001-Misc Revenue	170,002.00	220,703.25	184,268.61
495000-Misc Revenue-non taxable	0	10.25	0
TOTAL REVENUES	2,396,389.00	7,414,142.46	4,071,535.00
TOTAL SOURCES	2,846,036.79	8,839,720.06	5,852,372.28
EXPENDITURES			
700001-S & W - Teaching & Research	0	0	0
704000-S&W-GTA's/GRA's	0	0	0
705000-S&W-Admin & Support	1,610,387.00	2,537,909.19	2,401,403.90
705100-S&W-Exempt executive/admin	0	0	0
707100-S&W-Student employees	0	19,110.00	86,373.95
710000-Staff Benefits	323,594.00	520,893.30	474,488.90
720001-Department operating expense	295,407.00	2,067,477.08	863,500.81
742000-Other misc expense	0	0	0
750000-Professional services	0	3,000.00	0
760001-Student aid	0	1	600
770000-Equipment > \$5,000	0	4,701.00	0
789000-Equipment - M & R Non Capital	0	1,104.00	-766.58
790001-Facilities & capital imprvmnts	0	9	38,147.13
860001-Mandatory Trfs Out	0	0	0
862001-Non Mandatory Trf Out	0	0	0
863001-Other Allocations/Transfer Out	1	1,723,209.08	1,507,835.97
868000-Other Expenditures	0	170	0
TOTAL SALARIES & WAGES	1,610,387.00	2,557,019.19	2,487,777.85
TOTAL BENEFITS	323,594.00	520,893.30	474,488.90
TOTAL OTHER EXPENDITURES	295,408.00	3,799,671.16	2,409,317.33
TOTAL EXPENDITURES	2,229,389.00	6,877,583.65	5,371,584.08
ENDING BALANCE BEFORE FUTURE COM	616,647.79	1,962,136.41	480,788.20
Future Commitments			
TOTAL FUTURE COMMITMENTS	0	0	
ENDING BALANCE			
880000-Ending Balance	616,647.79	1,962,136.41	
Calculated Ending Balance	616,647.79	1,962,136.41	

Advancement
Operations 2003

	Orig Budget	Budget	Actuals
BEGINNING BALANCE			
350000-Beginning balance	104,693.00	480,788.89	480,788.20
REVENUES			
390000-Mandatory Transfers In	0	0	0
391000-Non Mandatory Trfs In	0	0	0
393000-Other Allocations/Transfers In	0	432,653.11	383,457.17
400000-General revenue allocation	3,311,103.00	3,324,873.00	3,324,873.00
403001-Extension Noncredit Fees	0	0	0
420001-Sales of aux enter/educ activ	0	25	0
450000-Internal sales & services	750	601	1,186.00
470000-Endowment income	0	0	0
475000-Investment income	202,700.00	80,000.00	265,095.63
480001-Gift income	0	500	0
494001-Misc Revenue	208,100.00	214,511.00	243,111.48
TOTAL REVENUES	3,722,653.00	4,053,163.11	4,217,723.28
TOTAL SOURCES	3,827,346.00	4,533,952.00	4,698,511.48
EXPENDITURES			
700001-S & W - Teaching & Research	0	0	0
704000-S&W-GTA's/GRA's	0	0	0
705000-S&W-Admin & Support	2,642,142.00	2,341,649.30	2,336,816.17
707100-S&W-Student employees	0	44,500.00	38,522.39
708000-S&W-Other	0	3,261.00	3,260.87
710000-Staff Benefits	549,858.00	486,370.00	481,921.85
720001-Department operating expense	289,464.00	441,266.00	441,586.98
742000-Other misc expense	0	0	0
760001-Student aid	0	0	0
770000-Equipment > \$5,000	0	50	0
789000-Equipment - M & R Non Capital	0	2,805.00	2,430.64
790001-Facilities & capital imprvmnts	0	7,584.00	7,508.34
863001-Other Allocations/Transfer Out	0	282,099.91	227,202.07
TOTAL SALARIES & WAGES	2,642,142.00	2,389,410.30	2,378,599.43
TOTAL BENEFITS	549,858.00	486,370.00	481,921.85
TOTAL OTHER EXPENDITURES	289,464.00	733,804.91	678,728.03
TOTAL EXPENDITURES	3,481,464.00	3,609,585.21	3,539,249.31
ENDING BALANCE BEFORE FUTURE COM	345,882.00	924,366.79	1,159,262.17
Future Commitments			
TOTAL FUTURE COMMITMENTS	0	0	
ENDING BALANCE			
880000-Ending Balance	345,882.00	924,366.79	
Calculated Ending Balance	345,882.00	924,366.79	

Advancement
Operatoins 2004

	Orig Budget	Budget	Actuals
BEGINNING BALANCE			
350000-Beginning balance	769,646.00	1,159,195.48	1,159,196.17
REVENUES			
390000-Mandatory Transfers In	0	0	0
392000-Revenue Allocations/Transfers	0	7,030.00	7,030.00
393000-Other Allocations/Transfers In	30,644.00	224,218.96	225,242.33
400000-General revenue allocation	3,308,452.00	3,257,152.00	3,257,152.00
403001-Extension Noncredit Fees	0	0	0
420001-Sales of aux enter/educ activ	0	0	0
450000-Internal sales & services	750	3,804.00	3,053.50
470000-Endowment income	0	0	0
475000-Investment income	200,000.00	330,000.00	233,949.80
480001-Gift income	0	0	0
494001-Misc Revenue	209,625.00	254,863.50	276,673.77
TOTAL REVENUES	3,749,471.00	4,077,068.46	4,003,101.40
TOTAL SOURCES	4,519,117.00	5,236,263.94	5,162,297.57
EXPENDITURES			
700001-S & W - Teaching & Research	0	0	0
704000-S&W-GTA's/GRA's	0	0	0
705000-S&W-Admin & Support	2,311,998.00	2,418,246.86	2,370,136.31
707100-S&W-Student employees	30,000.00	37,800.00	40,179.72
710000-Staff Benefits	521,441.00	638,896.05	625,238.78
720001-Department operating expense	417,890.00	415,292.60	401,407.02
760001-Student aid	0	0	0
770000-Equipment > \$5,000	0	0	0
790000-Fac & non-capital improve	600	6,100.00	6,241.18
790001-Facilities & capital imprvmnts	0	0	0
862001-Non Mandatory Trf Out	0	0	0
863001-Other Allocations/Transfer Out	125,050.00	390,199.35	306,408.59
TOTAL SALARIES & WAGES	2,341,998.00	2,456,046.86	2,410,316.03
TOTAL BENEFITS	521,441.00	638,896.05	625,238.78
TOTAL OTHER EXPENDITURES	543,540.00	811,591.95	714,056.79
TOTAL EXPENDITURES	3,406,979.00	3,906,534.86	3,749,611.60
ENDING BALANCE BEFORE FUTURE COM	1,112,138.00	1,329,729.08	1,412,685.97
Future Commitments			
TOTAL FUTURE COMMITMENTS	0	0	
ENDING BALANCE			
880000-Ending Balance	1,112,138.00	1,329,729.08	
Calculated Ending Balance	1,112,138.00	1,329,729.08	

UNIVERSITY ADVANCEMENT TOTAL PERSONNEL BUDGET (S/W & Benefits)

ua budget info 7-13-05

	<u>FY01-02</u>	<u>FY02-03</u>	<u>FY03-04</u>	<u>FY04-05</u>
Budget				
S&W	\$2,378,395	\$2,448,942	\$2,249,232	\$2,271,284
Benefits	\$287,697	\$501,528	\$465,517	\$559,369
	<u>\$2,666,092</u>	<u>\$2,950,470</u>	<u>\$2,714,749</u>	<u>\$2,830,653</u>

Actuals				
S&W	\$2,279,133	\$2,158,573	\$2,156,305	\$2,201,404
Benefits	\$425,221	\$436,870	\$557,806	\$566,515
	<u>\$2,704,355</u>	<u>\$2,595,443</u>	<u>\$2,714,112</u>	<u>\$2,767,919</u>

CONSULTING	<u>FY01-02**</u>	<u>FY02-03</u>	<u>FY03-04</u>	<u>FY04-05</u>
Valentine Radford	\$20,000	\$0	\$0	\$0
Grenzebach	\$104,211	\$37,298	\$47,630	\$33,224
Stelter Co.	\$0	\$13,800	\$0	\$0
Greg Legassic	\$0	\$0	\$6,122	\$0
Gary Baker	\$0	\$0	\$1,440	\$0
Bob Manthe*	\$28,800	\$28,800	\$28,800	\$28,800
	<u>\$153,011</u>	<u>\$79,898</u>	<u>\$83,992</u>	<u>\$62,024</u>

*Bob Manthe is a long-time Advancement employee who started UMKC's Planning Giving program. At his retirement, he was put on a short-term contract to provide planned giving services while a search was conducted for a full-time professional. This position has been filled; contract will end December 31, 2005.

UNIVERSITY ADVANCEMENT PAY TO UNIVERSITY COMMUNICATIONS

	<u>FY01-02</u>	<u>FY02-03</u>	<u>FY03-04</u>	<u>FY04-05</u>
	\$111,234	\$100,290	\$106,629	\$254,680
Campaign:	\$8,586	\$41,181	\$31,693	\$67,174
Perspectives:	\$87,370	\$51,395	\$47,199	\$128,813
Annual Report:	\$0 *	\$0 *	\$22,102	\$35,284
Other:	\$15,278	\$7,714	\$5,635	\$23,409

* did not separately track annual report expense

UNIVERSITY ADVANCEMENT PAY TO INFORMATION SERVICES (new computers and/or supplies)

	<u>FY01-02</u>	<u>FY02-03</u>	<u>FY03-04</u>	<u>FY04-05</u>
	\$16,813	\$14,861	\$2,060	\$7,114

UNIVERSITY ADVANCEMENT RECHARGES MADE TO ADMIN & FINANCE

	<u>FY01-02</u>	<u>FY02-03</u>	<u>FY03-04</u>	<u>FY04-05</u>
	\$118,310 rate	\$74,000 cost	\$41,259 rate	\$0
	\$64,948 rate			
	<u>\$183,258</u>	<u>\$74,000</u>	<u>\$41,259</u>	<u>\$0</u>

Note: All figures reflect the Advancement Division portion of campus-wide rate/cost cuts needed to balance the budget when State withholdings became permanent withholdings.



Benchmarking Study Report

November 17, 2003

Prepared by:

Donna L. Wiley
Senior Executive Vice President
and Managing Director

Erin E. McHugh
Consulting Associate

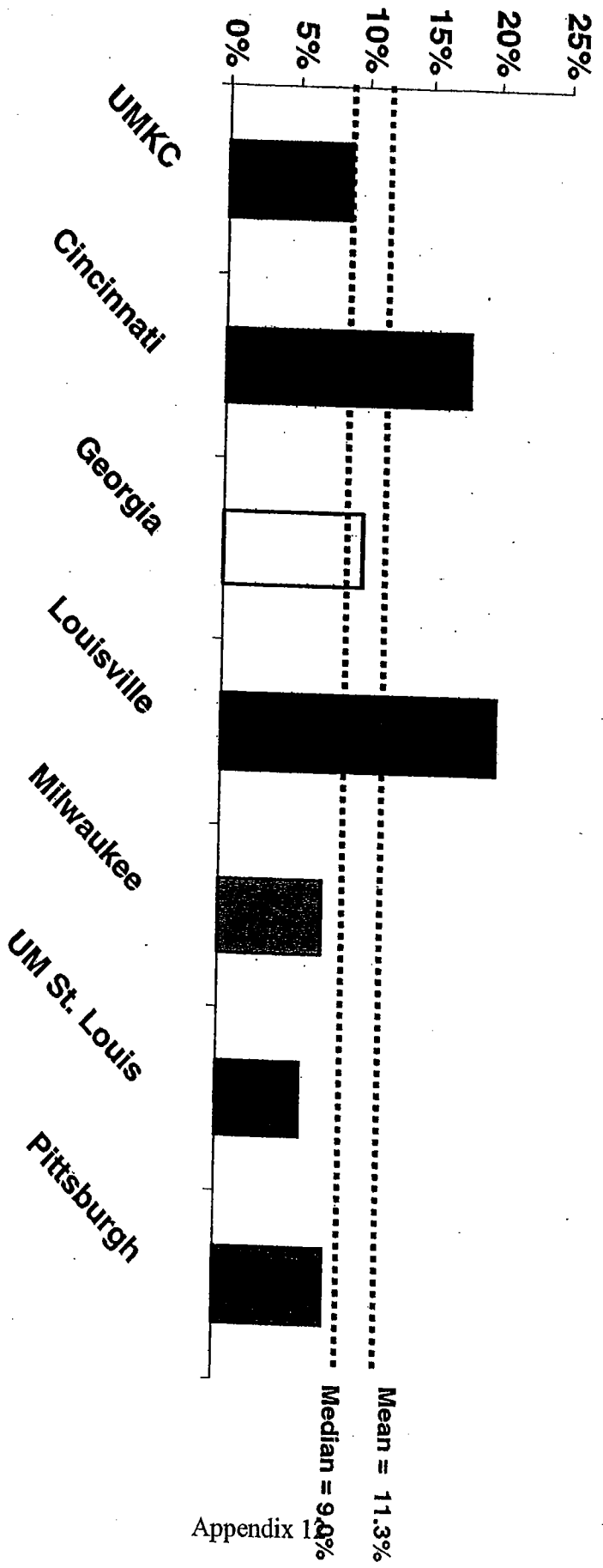
Confidential

Not for Duplication

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GRENZBACH GLIER & ASSOCIATES, INC.
Consultants in Philanthropic Management

Cost Per Dollar Raised Development Expenditures



Appendix 1

- The cost of fundraising is calculated by dividing total development expenditures including salaries, by the total dollars raised, over a three-year average.

Memo

To: Prof. Ed Hood
From: Kathy M. Dunn
CC: Interim Chancellor Steve Lehmkuhle; Executive Vice Chancellor Pat Long; Assistant Vice Chancellor Curt Crespiro
Date: August 23, 2005
Re: COSCO Materials

As requested, please find enclosed two documents that complete our responses to the COSCO Committee. These are as follows:

1. **An overview of Private Giving to UMKC since 1990.** Please note that this report reflects cash received in each fiscal year.
2. **A review of the personnel in University Advancement from 1999 to the present.** Please note that from 1999-2003, University Communications reported through the Advancement Division. The transfer of that department to the Vice Chancellor for Student Affairs in 2003 left Advancement with these specific areas of focus: Development (fund raising); Alumni & Constituent Relations; Community/Public Affairs; Special Events. Advancement Services.

I hope these are helpful items to you and the committee. Let me know if you have further questions.

Enclosures - 2

UNIVERSITY ADVANCEMENT STAFF 1999 - 2005

1999

14 Development staff
51 Other*

*includes 20 University Communications staff and 1 Sports Info Director; neither of which are under University Advancement any longer



2001

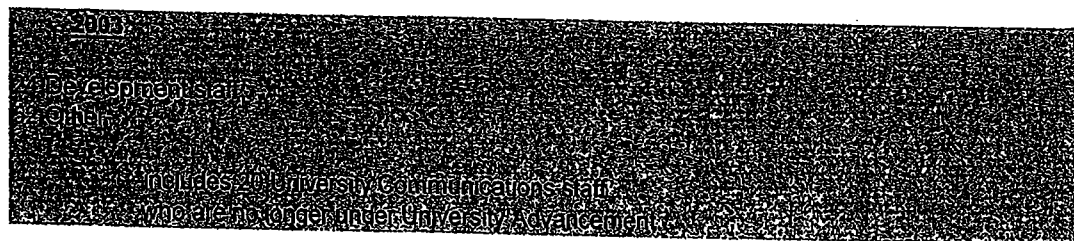
21 Development staff
62 Other*

*includes 22 University Communications staff who are no longer under University Advancement

2002

25 Development staff
53 Other*

*includes 20 University Communications staff who are no longer under University Advancement



2004

23 Development staff
27 Other



Because of difficulty in reading this information, it has been retyped on the next page.

UNIVERSITY ADVANCEMENT STAFF 1999 - 2005

1999

14 Development Staff
51 Other*

*includes 20 University Communications Staff and 1 Sports Info Director; neither of which are under University Advancement any longer

2000

20 Development staff
57 Other*

*includes 21 University Communications staff and 1 Sports Info Director; neither of which are under University Advancement any longer

2001

21 Development staff
62 Other*

*includes 22 University Communications staff who are no longer under University Advancement

2002

25 Development staff
53 Other*

*includes 20 University Communications staff who are no longer under University Advancement

2003

24 Development staff
52* Other

*includes 20 University Communications staff who are no longer under University Advancement

2004

23 Development staff
29 Other

2005

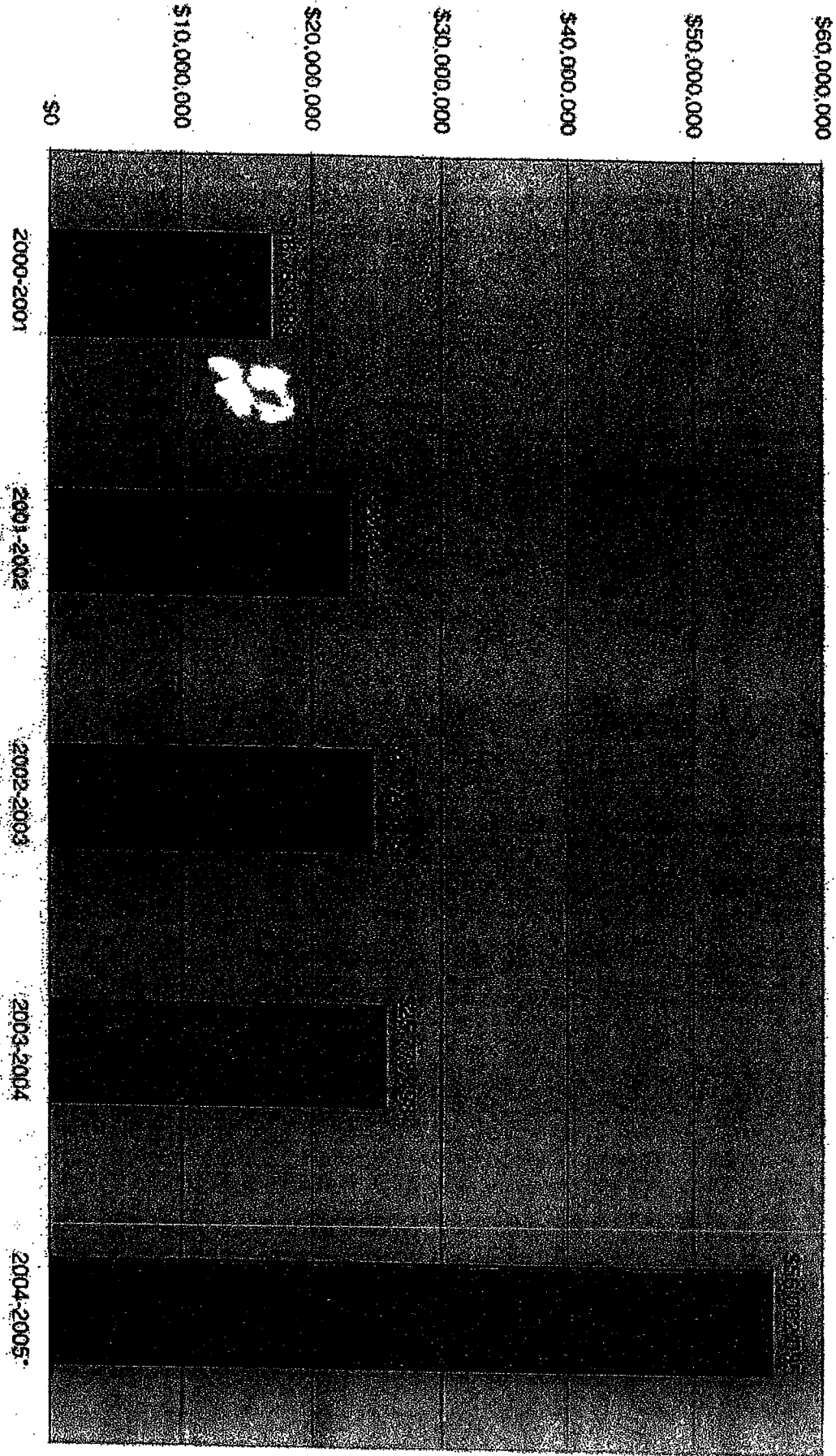
22 Development staff
29 Other

Total Cash Received in Private Gifts to UMKC and its Affiliates
 Prepared August 2005

YEAR	TOTAL RECEIVED (In Millions)	PERCENT INCREASE
90-91	8.3	
91-92	8.7	4.7%
92-93	9.3	6.9%
93-94	8.4	-10.0%
94-95	15.4**	83.3%**
95-96	14.8	-3.9%
96-97	18.4	24.3%
97-98	12.1	-34.2%
98-99	15.9	31.4%
99-00	10.2	-35.8%
00-01	15.6	52.9%
01-02	16.9	8.3%
02-03	18.7	10.6%
03-04	14.7	-21.4%
04-05	29.4	100.0%

** Includes \$8,634,771 of Robert Flarsheim
 Estate gift

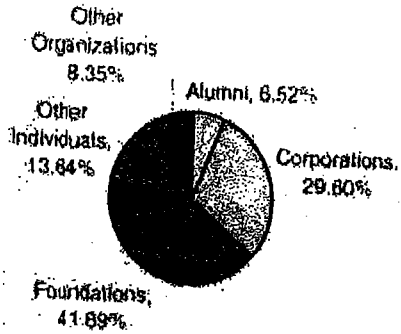
UMKC - Gifts and Pledges



Gifts and pledges through April 28, 2005.

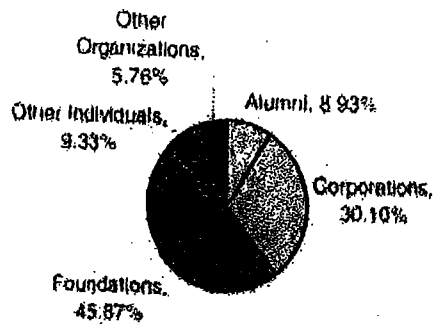
Gifts and Pledges by Source: Total \$ Received and Source %

2001



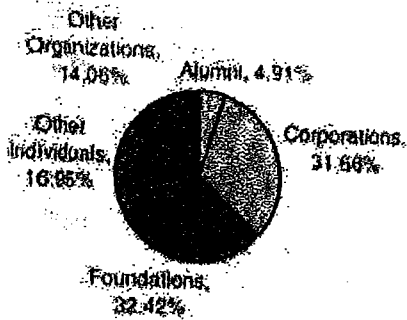
Total Received \$16,783,999

2004



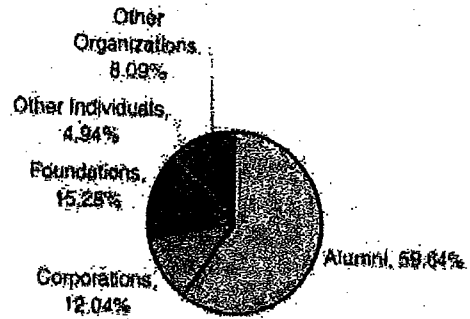
Total Received \$25,778,498

2002



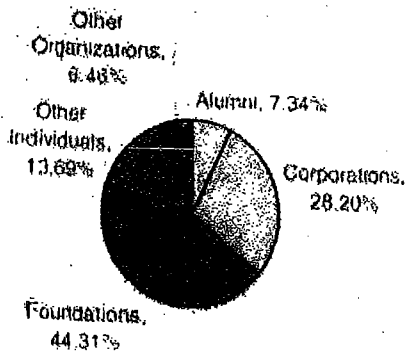
Total Received \$22,902,371

2005



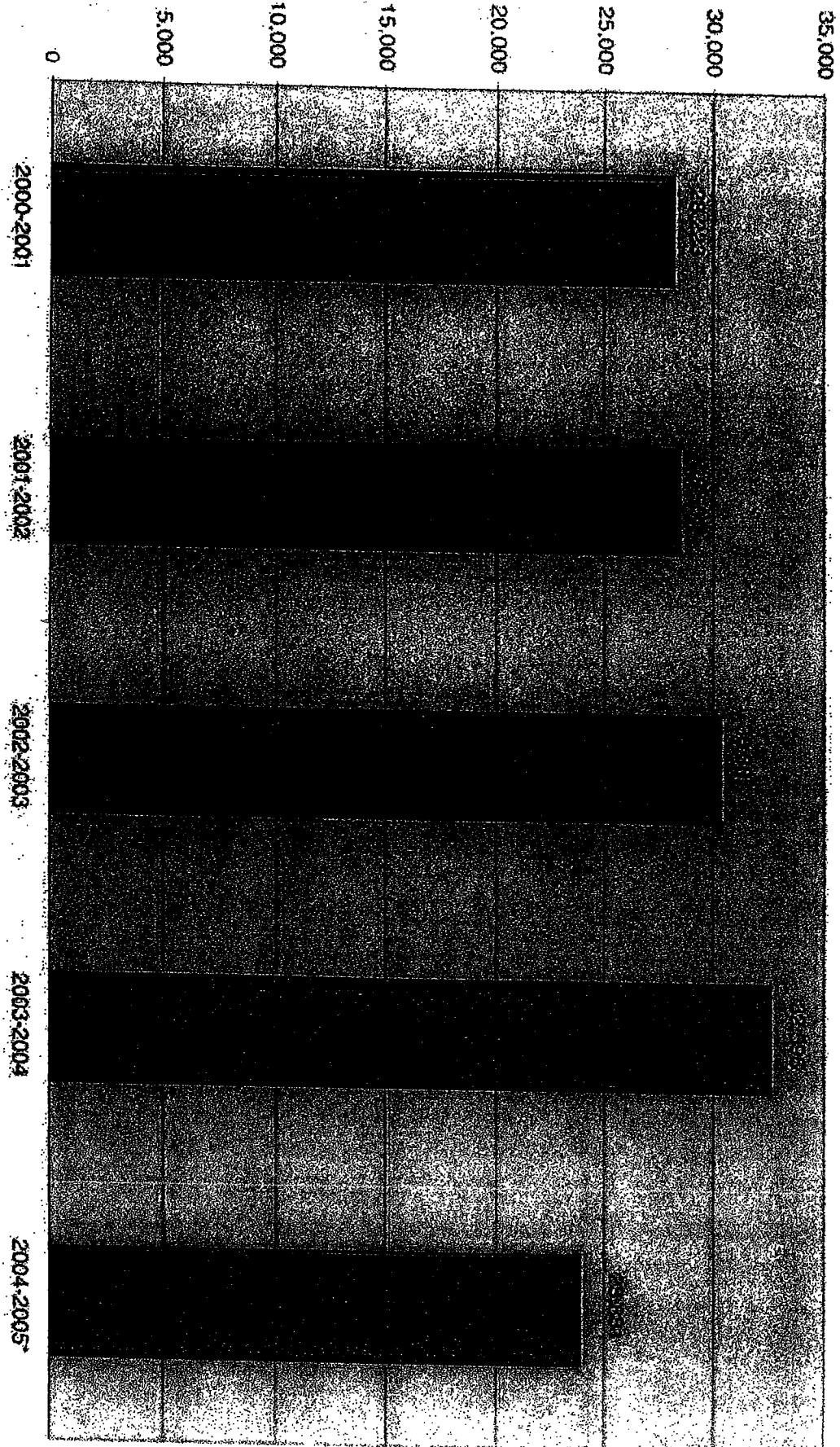
Total Received \$56,062,035
(as of 4-28-05)

2003



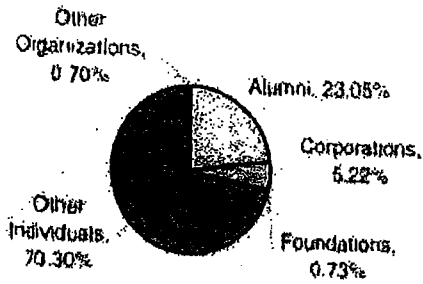
Total Received \$24,760,934

UMKC - Number of Gifts



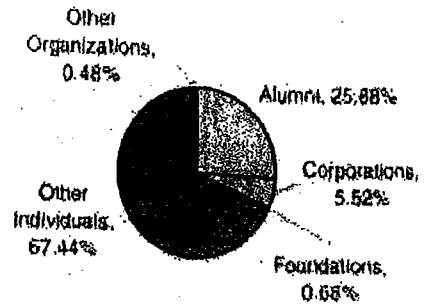
Gifts by Source: % of Gifts by Total # of Gifts Received

2001



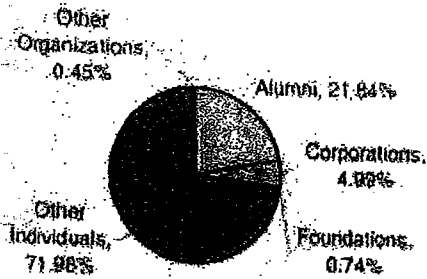
Total Gifts Received 28,223

2004



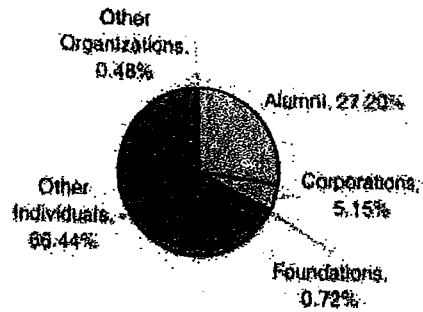
Total Gifts Received 32,596

2002



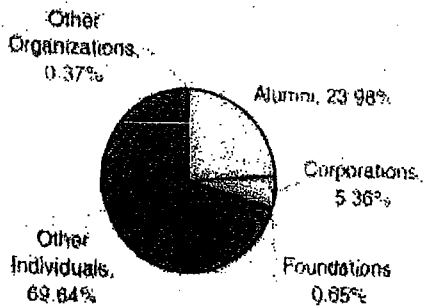
Total Gifts Received 28,501

2005



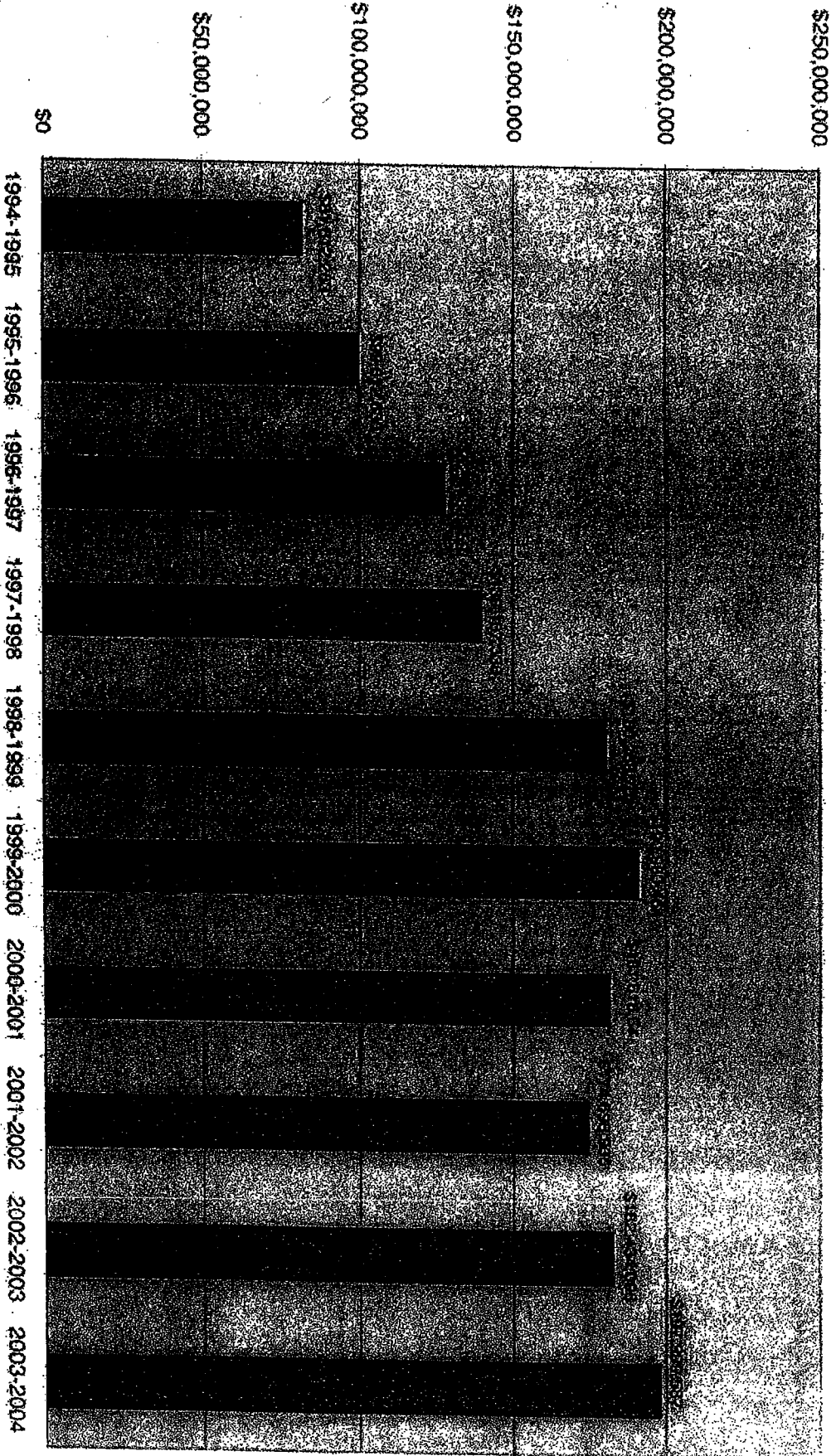
Total Gifts Received 23,881
(as of 4-28-05)

2003



Total Gifts Received 30,337

UMKC ENDOWMENTS



Defined as endowed funds held by UMKC Curators, UMKC registered affiliates, and other permanent funds held outside the university.

UMKC Capital Campaign

Update as of April 29, 2005

Actual Gifts Received		Cumulative Total
	\$ 87,706,735.92	
Life and Health Sciences		
Health Science Building \$4,325,540	\$ 19,497,027	
Life Sciences Faculty Excellence \$5,092,352		
Performing and Visual Arts	\$ 15,687,891	
Student Experience	\$ 12,573,852	
Library \$6,017,020		
Residence Hall \$2,003,400		
Student Center \$243,088		
Alumni Center \$54,736		
Urban Connection	\$ 22,754,191	
Bloch School \$12,473,001		
Law Courtroom \$383,053		
Annual, A&S, Unrestricted	\$ 17,193,774	
Documented Pledges	\$ 45,613,497.85	\$ 133,320,233.77
Life and Health Sciences		
Health Science Building \$4,437,397	\$ 6,028,403	
Performing and Visual Arts	\$ 584,777	
Student Experience	\$ 1,077,563	
Library \$305,030		
Student Center \$330,000		
Alumni Center \$125,054		
Urban Connection	\$ 33,918,797	
Bloch School \$32,867,378		
Law Courtroom \$464,356		
Annual, A&S, Unrestricted	\$ 4,003,959	
Not Yet Documented Pledges	\$ 8,645,148.00	\$ 141,965,381.77
Life and Health Sciences	\$ 3,500,000	
Performing and Visual Arts	\$ 251,000	
Student Experience	\$ 1,150,000	
Urban Connection	\$ 2,494,148	
Annual, A&S, Unrestricted	\$ 1,250,000	
Requests Pending	\$ 44,831,208.00	
Life and Health Sciences	\$ 17,514,334	
Performing and Visual Arts	\$ 5,156,250	
Student Experience	\$ 3,005,100	
Urban Connection	\$ 14,619,839	
Annual, A&S, Unrestricted	\$ 4,535,685	

***Note: The amount that can be officially counted towards the campaign is a sum of the actual dollars received and the documented pledges only.

UMKC Capital Campaign Needs by Mission Areas

Lead In Life and Health Sciences

- School of Bio Sciences
- School of Dentistry
- Health Research Center
- Health Sciences Bldg.
- School of Medicine
- School of Nursing
- School of Pharmacy
- Total

Goal	Received	Pledged	Goal	Received	Pledged
\$ 2,950,000	\$ 4,080	\$ 690	\$ 2,500,000	\$ -	\$ -
\$ 10,158,468	\$ 6,940,142	\$ 5,315	\$ 500,000	\$ -	\$ -
\$ 16,567,000	\$ -	\$ -	\$ 16,567,000	\$ -	\$ -
\$ 11,600,000	\$ 4,329,802	\$ 4,440,110	\$ 11,600,000	\$ 4,329,540	\$ 4,437,397
\$ 11,700,000	\$ 6,300,582	\$ 1,525,575	\$ 2,000,000	\$ -	\$ -
\$ 3,500,000	\$ 795,212	\$ 11,990	\$ -	\$ -	\$ -
\$ 3,600,000	\$ 1,127,199	\$ 44,723	\$ -	\$ 5,000	\$ -
\$ 60,075,468	\$ 19,497,027	\$ 6,028,403	\$ 33,167,000	\$ 4,390,540	\$ 4,437,397

Deepen and Expand Strength in the Visual and Performing Arts

- Conservatory
- KCUR
- Kansas City Rep Theatre
- Total

Goal	Received	Pledged	Goal	Received	Pledged
\$ 16,050,000	\$ 4,897,336	\$ 584,410	\$ 12,000,000	\$ 174,005	\$ 200,000
\$ 3,600,000	\$ 4,400,245	\$ 367	\$ 1,000,000	\$ -	\$ -
\$ 15,200,000	\$ 6,390,310	\$ -	\$ 6,000,000	\$ -	\$ -
\$ 34,850,000	\$ 15,687,891	\$ 584,777	\$ 19,000,000	\$ 174,005	\$ 200,000

Create a Vibrant Learning and Campus Life Experience

- Alumni Center
- Library
- Oak Street Residence Hall
- Student Affairs
- Student Center
- Total

Goal	Received	Pledged	Goal	Received	Pledged
\$ 3,000,000	\$ 54,736	\$ 125,054	\$ 3,000,000	\$ 54,736	\$ 125,054
\$ 18,800,000	\$ 6,017,020	\$ 305,030	\$ 16,000,000	\$ 2,138,214	\$ 105,000
\$ 2,000,000	\$ 2,003,400	\$ -	\$ 2,000,000	\$ 2,003,400	\$ -
\$ 4,710,000	\$ 4,255,608	\$ 317,479	\$ 1,400,000	\$ -	\$ -
\$ 3,500,000	\$ 243,088	\$ 330,000	\$ 3,500,000	\$ 243,088	\$ 330,000
\$ 32,010,000	\$ 12,573,852	\$ 1,077,563	\$ 25,900,000	\$ 4,439,438	\$ 560,054

Engage in Urban Issues

- Business & Public Admin.
- Center for the City
- School of Education & IUE
- School of Law
- School of Comp. & Enghn.
- Total

Goal	Received	Pledged	Goal	Received	Pledged
\$ 39,750,000	\$ 12,473,001	\$ 32,867,378	\$ 7,500,000	\$ -	\$ 10,500,000
\$ 8,000,000	\$ 826,560	\$ -	\$ -	\$ -	\$ -
\$ 16,695,000	\$ 3,907,095	\$ 542,736	\$ 3,675,000	\$ -	\$ -
\$ 7,900,000	\$ 3,409,454	\$ 503,693	\$ 2,000,000	\$ 383,053	\$ 464,356
\$ 1,250,000	\$ 2,336,081	\$ 4,990	\$ -	\$ -	\$ -
\$ 72,995,000	\$ 22,754,191	\$ 33,818,797	\$ 13,175,000	\$ 383,053	\$ 10,964,356

Funds for Great Educations Excellence

- Arts & Sciences
- Athletics
- Chancellor's Fund
- Established Programs*
- Organizational Change
- Provost
- Research/Graduate Studies
- Total

Goal	Received	Pledged	Goal	Received	Pledged
\$ 9,000,000	\$ 3,947,210	\$ 769,067	\$ -	\$ -	\$ -
\$ 3,675,000	\$ 1,350,965	\$ 515,000	\$ 1,675,000	\$ -	\$ -
\$ 10,000,000	\$ 5,476,253	\$ 1,320	\$ -	\$ -	\$ -
\$ 2,500,000	\$ 3,660,609	\$ 951,906	\$ -	\$ -	\$ -
\$ 2,000,000	\$ 1,925,090	\$ 100,000	\$ -	\$ -	\$ -
\$ 4,000,000	\$ 833,334	\$ 1,666,666	\$ -	\$ -	\$ -
\$ 31,175,000	\$ 17,193,774	\$ 4,003,959	\$ 1,675,000	\$ -	\$ -

Grand Total

Established Programs includes: UMKC Trustees, Alumni Association, University Associates, Women's Council, University Advancement, Edgar Snow Fund, Continuing Education, and Cockefair Chair

UMKC Capital Campaign Needs by Mission Areas

Lead in Life and Health Sciences

	Goal	Received	Pledged	Goal	Received	Pledged	Goal	Received	Pledged
School of Bio Sciences	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -
School of Dentistry	\$ 3,805,905	\$ 1,748,787	\$ -	\$ 1,000,000	\$ 1,035,570	\$ -	\$ 4,852,563	\$ 4,155,785	\$ 5,315
Health Research Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Health Sciences Bldg.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
School of Medicine	\$ 7,750,000	\$ 3,340,585	\$ 1,500,000	\$ 500,000	\$ 319,867	\$ 2,000	\$ 1,450,000	\$ 2,640,150	\$ 2,713
School of Nursing	\$ 1,500,000	\$ 3,000	\$ -	\$ 1,700,000	\$ 386,491	\$ -	\$ 300,000	\$ 408,721	\$ 23,575
School of Pharmacy	\$ 3,000,000	\$ 3,000	\$ -	\$ 600,000	\$ 196,754	\$ -	\$ -	\$ 922,446	\$ 11,990
Total	\$ 16,055,905	\$ 5,092,352	\$ 1,500,000	\$ 4,250,000	\$ 1,938,602	\$ 2,000	\$ 6,602,563	\$ 8,135,453	\$ 89,006

Deepen and Expand Strength in the Visual and Performing Arts

	Goal	Received	Pledged	Goal	Received	Pledged	Goal	Received	Pledged
Conservatory	\$ 1,550,000	\$ 765,430	\$ -	\$ 2,500,000	\$ 1,911,602	\$ 301,250	\$ -	\$ 2,046,289	\$ 83,160
KCUR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,600,000	\$ 4,400,245	\$ 83,160
Kansas City Rep Theatre	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,200,000	\$ 6,390,510	\$ 367
Total	\$ 1,550,000	\$ 765,430	\$ -	\$ 2,500,000	\$ 1,911,602	\$ 301,250	\$ 11,800,000	\$ 12,836,854	\$ 83,527

Create a Vibrant Learning and Campus Life Experience

	Goal	Received	Pledged	Goal	Received	Pledged	Goal	Received	Pledged
Alumni Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library	\$ 800,000	\$ 1,005	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 3,877,801	\$ 200,030
Oak Street Residence Hall	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Student Affairs	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 4,073,890	\$ 315,889	\$ 310,000	\$ 161,718	\$ 1,590
Student Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 800,000	\$ 1,005	\$ -	\$ 3,000,000	\$ 4,073,890	\$ 315,889	\$ 2,310,000	\$ 4,039,519	\$ 201,620

Engage in Urban Issues

	Goal	Received	Pledged	Goal	Received	Pledged	Goal	Received	Pledged
Business & Public Admin. Center for the City	\$ 13,250,000	\$ 3,789,749	\$ 11,000,000	\$ 8,000,000	\$ 747,865	\$ 10,550,000	\$ 11,000,000	\$ 7,935,387	\$ 817,378
School of Education & IUE	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 626,560	\$ -
School of Law	\$ 3,520,000	\$ 10,050	\$ 100	\$ 8,500,000	\$ 325,977	\$ 17,986	\$ 3,000,000	\$ 3,571,068	\$ 524,650
School of Comp. & Engh.	\$ 1,500,000	\$ 5,950	\$ -	\$ 1,350,000	\$ 640,639	\$ 6,000	\$ 2,450,000	\$ 2,379,813	\$ 33,338
Total	\$ 250,000	\$ 13,180	\$ -	\$ 750,000	\$ 248,531	\$ 1,810	\$ 250,000	\$ 2,076,370	\$ 3,180
Total	\$ 26,520,000	\$ 3,818,929	\$ 11,000,100	\$ 16,600,000	\$ 1,963,012	\$ 10,575,796	\$ 16,700,000	\$ 16,589,198	\$ 1,378,545

Funds for Great Educational Excellence

	Goal	Received	Pledged	Goal	Received	Pledged	Goal	Received	Pledged
Arts & Sciences	\$ 3,000,000	\$ 773,266	\$ 750,000	\$ 3,000,000	\$ 249,364	\$ 88	\$ 3,000,000	\$ 2,924,580	\$ 18,980
Athletics	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 369,987	\$ 350,000	\$ -	\$ 980,978	\$ 165,000
Chancellor's Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	\$ 5,475,253	\$ 1,320
Established Programs*	\$ -	\$ 143,740	\$ -	\$ -	\$ 208,232	\$ 23,614	\$ 3,308,637	\$ 3,308,637	\$ 928,292
Organizational Change	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 1,925,080	\$ 100,000
Provost	\$ -	\$ 500,000	\$ 1,000,000	\$ 2,000,000	\$ -	\$ -	\$ 333,334	\$ 333,334	\$ 666,666
Research/Graduate Studies	\$ -	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 1,313	\$ -
Total	\$ 3,000,000	\$ 1,417,007	\$ 1,750,000	\$ 11,000,000	\$ 827,583	\$ 373,701	\$ 15,500,000	\$ 14,949,185	\$ 1,890,258

Grand Total

Established Programs includes: UMKC Trustees, Alumni Association, University Associates, Women's Council, University Advancement, Edgor Snow Fund, Continuing Education, and Cockfair Chair

**University Advancement Quarterly Report
As of June 30, 2005**

Monthly Summary

	Apr 1-30, 2004	Apr 1-30, 2005	YTD 2004	YTD 2005	YTD % Change
Total Contributions	\$ 837,981.81	\$ 1,684,111.36	\$ 11,596,837.63	\$ 21,376,679.86	84.33%
# of Alumni Donors	913	975	7,314	4,122	-43.64%
# of All Other Donors	2,989	3,101	7,856	9,919	26.26%
# of Alumni Gifts	990	1,063	7,257	7,118	-1.92%
# of All Other Gifts	3,098	3,256	20,508	19,695	-3.96%
Average Gift	\$ 204.99	\$ 389.93	\$ 417.68	\$ 797.25	90.88%

	May 1-31, 2004	May 1-31, 2005	YTD 2004	YTD 2005	YTD % Change
Total Contributions	\$ 642,087.99	\$ 2,498,246.98	\$ 12,238,925.62	\$ 23,866,980.84	95.01%
# of Alumni Donors	499	642	4,531	4,451	-1.77%
# of All Other Donors	1,479	1,712	11,289	10,567	-6.40%
# of Alumni Gifts	533	701	7,790	7,825	0.45%
# of All Other Gifts	1,579	1,848	22,087	21,552	-2.42%
Average Gift	\$ 304.02	\$ 980.09	\$ 409.64	\$ 812.44	98.33%

	Jun 1-30, 2004	Jun 1-30, 2005	YTD 2004	YTD 2005	YTD % Change
Total Contributions	\$ 2,488,759.46	\$ 5,499,985.24	\$ 14,727,685.08	\$ 29,450,620.08	99.97%
# of Alumni Donors	599	623	4,764	4,728	-0.76%
# of All Other Donors	1,963	1,431	11,854	11,110	-6.28%
# of Alumni Gifts	646	676	8,437	8,503	0.78%
# of All Other Gifts	2,073	1,564	24,159	23,132	-4.25%
Average Gift	\$ 915.32	\$ 2,455.35	\$ 451.82	\$ 930.95	106.04%

**Activity Summary
April 1- June 30, 2005**

Contact Type	
Personal Visit	111
Campus Visit	57
Correspondence	1059
Event	171
Telephone	313
Total	1711

Contact Purpose	
Financial Request	137
Cultivation	268
Information	570
Introduction	22
Qualification	0
Stewardship	640
Volunteer Recruiting	74

Proposal Information	
# Proposals Delivered	137
\$ Proposals Delivered	\$ 12,358,165
# Proposals Accepted	99
\$ Proposals Accepted	\$ 1,480,301

Volunteer Summary	
Volunteer Hours	16395
Board Meetings	64
Committee Meetings	45

UNIVERSITY OF MISSOURI-KANSAS CITY

ANALYSIS REPORT OF CR 4 2005

CR 4	2005 7/1/2004-6/30/2005	2004 7/1/2003-6/30/2004	Difference	% Change
UMKC	\$8,500,353.81	\$3,418,877.13	\$5,081,476.68	148.63
Transfers to UMKC	\$0.00	\$0.00	\$0.00	0.00
TOTAL UMKC	\$8,500,353.81	\$3,418,877.13	\$5,081,476.68	148.63
Affiliates	\$980,008.29	\$539,871.43	\$440,136.86	81.53
Funds Held by Others	\$291,917.48	\$10,080.70	\$281,836.78	2795.81
TOTAL UMKC & AFFILIATES & FUNDS HELD BY OTHERS	\$9,772,279.58	\$3,968,829.26	\$5,803,450.32	146.23
Transfers to UMKC	\$0.00	\$0.00	\$0.00	0.00
Adjusted Total	\$9,772,279.58	\$3,968,829.26	\$5,803,450.32	146.23
Number of Donors	6,633	6,313	320	5.07
Number of Gifts	9,169	8,919	250	2.80
Fiscal YTD	Current 7/1/2004-6/30/2005	Last Year 7/1/2003-6/30/2004	Difference	% Change
UMKC	\$20,065,690.16	\$10,731,334.85	\$9,334,355.31	86.98
Transfers to UMKC	\$0.00	\$0.00	\$0.00	0.00
TOTAL UMKC	\$20,065,690.16	\$10,731,334.85	\$9,334,355.31	86.98
Affiliates	\$3,833,975.58	\$3,258,840.85	\$575,134.73	17.65
Funds Held by Others	\$5,550,954.34	\$737,509.38	\$4,813,444.96	652.66
TOTAL UMKC & AFFILIATES & FUNDS HELD BY OTHERS	\$29,450,620.08	\$14,727,685.08	\$14,722,935.00	99.97
Transfers to UMKC	\$0.00	\$0.00	\$0.00	0.00
Adjusted Total	\$29,450,620.08	\$14,727,685.08	\$14,722,935.00	99.97
Number of Donors	15,838	16,618	-780	-4.69
Number of Gifts	31,635	32,596	-961	-2.95

UNIVERSITY OF MISSOURI-KANSAS CITY

STATISTICAL REPORT-QTR 4 2005

DONORS		2005	2004	YTD	YTD
		4/1/2005-6/30/2005	4/1/2004-6/30/2004	7/1/2004-6/30/2005	7/1/2003-6/30/2004
ALUMNI	Amount of Gifts	\$462,536.30	\$197,549.36	\$1,598,109.40	\$1,278,967.26
	# of Donors	1,830	1,584	4,728	4,764
	# of Gifts	2,448	2,169	8,503	8,437
	Average Gift	\$252.69	\$124.83	\$380.25	\$151.59
OTHER INDIVIDUALS	Amount of Gifts	\$932,483.62	\$505,073.13	\$2,979,671.62	\$2,093,018.52
	# of Donors	4,365	4,293	10,068	10,647
	# of Gifts	6,107	6,135	21,123	21,983
	Average Gift	\$212.69	\$119.97	\$292.06	\$192.21
FOUNDATIONS	Amount of Gifts	\$2,652,853.35	\$1,127,596.12	\$10,163,409.83	\$4,849,412.72
	# of Donors	33	36	80	87
	# of Gifts	63	59	222	223
	Average Gift	\$83,437.68	\$19,112.30	\$127,309.10	\$21,516.74
CORPORATIONS	Amount of Gifts	\$5,060,182.45	\$1,863,602.13	\$10,048,033.14	\$5,159,224.56
	# of Donors	379	375	889	1,043
	# of Gifts	508	511	1,639	1,798
	Average Gift	\$9,961.99	\$4,600.79	\$6,124.59	\$2,869.16
OTHER ORGANIZATIONS	Amount of Gifts	\$664,223.86	\$275,008.52	\$4,661,396.09	\$1,347,062.02
	# of Donors	26	25	73	77
	# of Gifts	43	45	148	155
	Average Gift	\$15,447.07	\$6,111.30	\$31,959.22	\$8,690.72
TOTAL	Amount of Gifts	\$9,772,279.58	\$3,963,329.26	\$29,450,620.08	\$14,277,885.08
	# of Donors	6,633	6,313	15,338	16,518
	# of Gifts	9,169	8,919	31,615	32,596
	Average Gift	\$1,465.80	\$624.99	\$1,883.93	\$871.32

Program Gift Status Report - UMKC and Affiliates
 University of Missouri - Kansas City
 through 06/30/2005

	Last Fiscal Year 07/01/2003 - 06/30/2004	Last Fiscal Year To-date 07/01/2003 - 06/30/2004	This Fiscal Year 07/01/2004 - 06/30/2005	Change YTD
I. School & College Report				
UM System Development Pending				
Bud Persons Memorial Schol	\$4,500.00	\$4,500.00	\$0.00	\$-4,500.00
Annual Fund	\$4,500.00	\$4,500.00	\$0.00	\$-4,500.00
Annual Fund	\$6,636.73	\$6,636.73	\$21,317.50	\$14,680.77
Arts & Sciences	\$6,636.73	\$6,636.73	\$21,317.50	\$14,680.77
Annual Fund-Arts & Sciences	\$96,392.26	\$96,392.26	\$1,686,850.91	\$1,590,458.65
Arts & Sciences	\$24,704.95	\$24,704.95	\$27,670.00	\$2,965.05
Biological Sciences	\$71,687.31	\$71,687.31	\$1,659,180.91	\$1,587,493.60
Annual Fund-Biological Sciences	\$130.00	\$130.00	\$635.00	\$505.00
Business & Public Administration	\$130.00	\$130.00	\$635.00	\$505.00
Annual Fund-B&PA	\$2,401,476.04	\$2,401,476.04	\$5,009,491.17	\$2,608,015.13
Business & Public Administration	\$24,155.01	\$24,155.01	\$26,635.00	\$2,479.99
Grants & Research	\$1,902,521.03	\$1,902,521.03	\$4,982,856.17	\$3,080,335.14
Chief Information Officer	\$474,800.00	\$474,800.00	\$0.00	\$-474,800.00
Chief Information Officer	\$7,500.00	\$7,500.00	\$0.00	\$-7,500.00
Conservatory	\$7,500.00	\$7,500.00	\$0.00	\$-7,500.00
Agency	\$1,219,224.58	\$1,219,224.58	\$990,946.81	\$-228,277.77
Annual Fund-Conservatory	\$40,188.00	\$40,188.00	\$28,422.31	\$-11,765.69
Conservatory Trustees	\$11,721.50	\$11,721.50	\$8,895.00	\$-2,826.50
Conservatory Womens Committee	\$1,155,315.08	\$1,155,315.08	\$941,664.50	\$-213,650.58
Continuing Education & Extension	\$12,000.00	\$12,000.00	\$8,000.00	\$-4,000.00
Dentistry	\$0.00	\$0.00	\$3,965.00	\$3,965.00
Dentistry	\$47.61	\$47.61	\$0.00	\$-47.61
Rinehart Agency	\$47.61	\$47.61	\$0.00	\$-47.61
Rinehart Foundation	\$1,327,096.11	\$1,327,096.11	\$1,752,989.14	\$425,893.03
Education	\$635,464.61	\$635,464.61	\$673,224.76	\$37,760.15
Annual Fund-Education	\$1,900.00	\$1,900.00	\$1,905.00	\$5.00
Education	\$689,731.50	\$689,731.50	\$1,077,859.38	\$388,127.88
Annual Fund-Education	\$716,036.28	\$716,036.28	\$869,061.84	\$153,025.56
Annual Fund-Education	\$10,762.00	\$10,762.00	\$6,575.00	\$-4,187.00

Program Gift Status Report - UMKC and Affiliates
 University of Missouri - Kansas City
 through 06/30/2005

	Last Fiscal Year 07/01/2003 - 06/30/2004	Last Fiscal Year To-date 07/01/2003 - 06/30/2004	This Fiscal Year 07/01/2004 - 06/30/2005	Change YTD
I. School & College Report				
Education	\$705,274.28	\$705,274.28	\$862,486.84	\$157,212.56
Law	\$1,001,595.76	\$1,001,595.76	\$866,187.47	\$-135,408.29
Grád Tax Law Found/Rest	\$0.00	\$0.00	\$50.00	\$50.00
Law	\$537,116.05	\$537,116.05	\$485,802.64	\$-51,313.41
Law Foundation Agency	\$14,828.97	\$14,828.97	\$13,016.86	\$-1,812.11
UMKC Law Foundation	\$449,650.74	\$449,650.74	\$367,317.97	\$-82,332.77
Library	\$1,413,955.40	\$1,413,955.40	\$1,009,686.96	\$-404,268.44
Annual Fund-Library	\$1,238.32	\$1,238.32	\$1,130.00	\$-108.32
Friends of the Library	\$7,985.00	\$7,985.00	\$5,935.00	\$-2,050.00
Library	\$1,404,732.08	\$1,404,732.08	\$1,002,621.96	\$-402,110.12
Medical School	\$258,912.97	\$258,912.97	\$2,229,352.30	\$1,970,439.33
Annual Fund-Medicine	\$40,244.00	\$40,244.00	\$17,096.00	\$-23,148.00
Medical School	\$218,668.97	\$218,668.97	\$2,212,256.30	\$1,993,587.33
Nursing	\$336,040.00	\$336,040.00	\$481,473.41	\$145,433.41
Annual Fund-Nursing	\$2,815.00	\$2,815.00	\$2,752.50	\$-62.50
Nursing	\$333,225.00	\$333,225.00	\$478,720.91	\$145,495.91
Pharmacy	\$193,374.00	\$193,374.00	\$368,407.47	\$175,033.47
Agency	\$12,150.00	\$12,150.00	\$15,670.00	\$3,520.00
Annual Fund-Pharmacy	\$115.00	\$115.00	\$100.00	\$-15.00
Pharmacy	\$79,363.00	\$79,363.00	\$261,211.66	\$181,848.66
Pharmacy Foundation	\$101,746.00	\$101,746.00	\$91,425.81	\$-10,320.19
SCE	\$238,489.17	\$238,489.17	\$163,331.97	\$-75,157.20
Annual Fund-SICE	\$3,880.00	\$3,880.00	\$18,425.00	\$14,545.00
SCE	\$234,609.17	\$234,609.17	\$144,906.97	\$-89,702.20
Total:	\$9,221,406.91	\$9,221,406.91	\$15,449,731.95	\$6,228,325.04

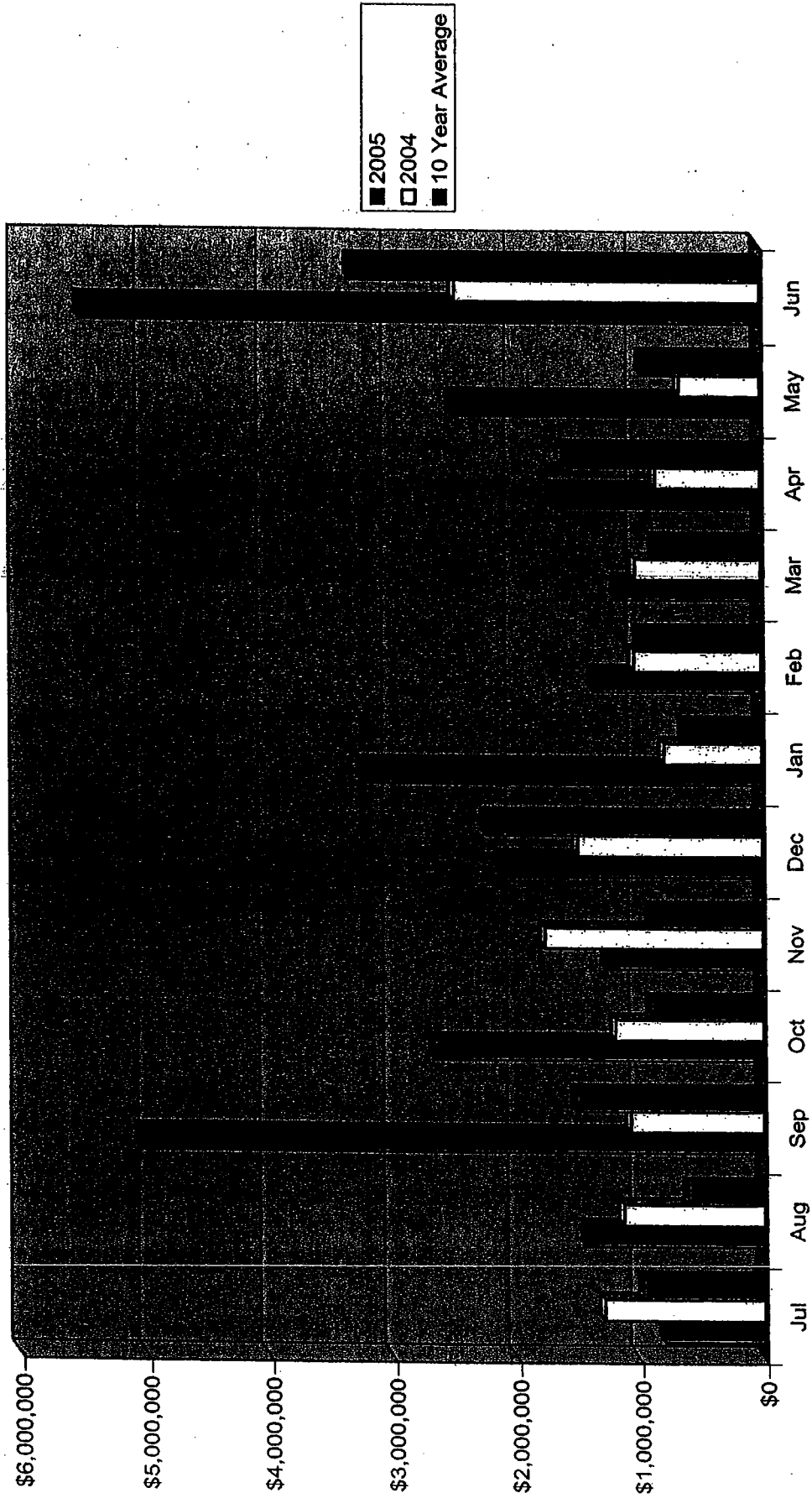
Program Gmt Status Report - UMKC and Affiliates
 University of Missouri - Kansas City
 through 06/30/2005

	Last Fiscal Year 07/01/2003 - 06/30/2004	Last Fiscal Year To-date 07/01/2003 - 06/30/2004	This Fiscal Year 07/01/2004 - 06/30/2005	Change YTD
II. Other Programs				
Alumni Association	\$17,725.00	\$17,725.00	\$36,329.25	\$18,604.25
Alumni Association	\$8,275.00	\$8,275.00	\$425.00	\$-7,850.00
Alumni-Association Agency	\$9,450.00	\$9,450.00	\$35,904.25	\$26,454.25
Athletics	\$1,022,950.18	\$1,022,950.18	\$953,520.35	\$-69,429.83
Annual Fund-Athletics	\$260.00	\$260.00	\$155.00	\$-105.00
Athletics	\$1,022,690.18	\$1,022,690.18	\$953,365.35	\$-69,324.83
Chancellor	\$422,768.30	\$422,768.30	\$20,197.50	\$-402,570.80
Chancellor	\$422,768.30	\$422,768.30	\$20,197.50	\$-402,570.80
Cultural Events	\$1,133,071.00	\$1,133,071.00	\$1,107,774.44	\$-25,296.56
KCUR-FM Station Fund	\$1,133,071.00	\$1,133,071.00	\$1,107,774.44	\$-25,296.56
Edgar Snow Memorial Fund	\$5,350.00	\$5,350.00	\$22,335.00	\$16,985.00
Edgar Snow Agency	\$0.00	\$0.00	\$22,335.00	\$22,335.00
Edgar Snow Memorial Fund	\$5,350.00	\$5,350.00	\$0.00	\$-5,350.00
Kansas City Repertory Theatre	\$1,487,670.06	\$1,487,670.06	\$1,527,938.53	\$40,268.47
Kansas City Repertory Theatre	\$1,487,670.06	\$1,487,670.06	\$1,527,938.53	\$40,268.47
Research Admin/Grad Studies	\$125.00	\$125.00	\$470.00	\$345.00
Annual Fund-Graduate Studies	\$125.00	\$125.00	\$355.00	\$230.00
Research Admin/Grad Studies	\$0.00	\$0.00	\$115.00	\$115.00
UMKC Trustees	\$400,316.84	\$400,316.84	\$905,116.71	\$504,799.87
Agency	\$12,291.84	\$12,291.84	\$15,008.76	\$2,716.92
UMKC Trustees	\$388,025.00	\$388,025.00	\$890,107.95	\$502,082.95
University Advancement	\$530,070.23	\$530,070.23	\$5,962,660.99	\$5,432,590.76
University Advancement	\$530,070.23	\$530,070.23	\$5,962,660.99	\$5,432,590.76
University Associates	\$8,554.50	\$8,554.50	\$10,780.00	\$2,225.50
University Associates	\$7,879.00	\$7,879.00	\$10,400.00	\$2,521.00
University Associates Agency	\$675.50	\$675.50	\$380.00	\$-295.50
V.C. Academic Affairs	\$81,165.00	\$81,165.00	\$863,783.75	\$782,618.75
Grants & Research	\$850.00	\$850.00	\$2,535.00	\$1,685.00
V.C. Academic Affairs	\$80,315.00	\$80,315.00	\$861,248.75	\$780,933.75

Program Gift Status Report - UMKC and Affiliates
 University of Missouri - Kansas City
 through 06/30/2005

	Last Fiscal Year 07/01/2003 - 06/30/2004	Last Fiscal Year To-date 07/01/2003 - 06/30/2004	This Fiscal Year 07/01/2004 - 06/30/2005	Change YTD
II. Other Programs				
V.C. Administrative Affairs	\$8,937.00	\$8,937.00	\$1,003,430.00	\$994,493.00
V.C. Administrative Affairs	\$8,937.00	\$8,937.00	\$1,003,430.00	\$994,493.00
V.C. Student Affairs	\$356,473.76	\$356,473.76	\$1,496,006.35	\$1,139,532.59
Annual Fund-Student Affairs	\$435.00	\$435.00	\$465.00	\$30.00
V.C. Student Affairs	\$356,038.76	\$356,038.76	\$1,495,541.35	\$1,139,502.59
Womens Council	\$31,101.30	\$31,101.30	\$90,545.26	\$59,443.96
Womens Council Agency	\$9,736.30	\$9,736.30	\$74,115.26	\$64,378.96
Womens Council GAF	\$17,000.00	\$17,000.00	\$11,020.00	\$-5,980.00
Womens Council Membership	\$3,180.00	\$3,180.00	\$5,410.00	\$2,230.00
Womens Council OF	\$1,185.00	\$1,185.00	\$0.00	\$-1,185.00
Total:	\$5,506,278.17	\$5,506,278.17	\$14,000,888.13	\$8,494,609.96
Grand Total:	\$14,727,685.08	\$14,727,685.08	\$29,450,620.08	\$14,722,935.00

Current Months vs. 10-Year Average



New Documented Pledges

April 1 to June 30, 2005

Donor Name	Fund Name	Pledge Amount
Ewing Marion Kauffman Foundation	Entrepreneurial Network	\$115,100.00
Dr. Barton J. Girdwood	Orthodontics Renovations	\$25,000.00
Ewing Marion Kauffman Foundation	Entrepreneurship	\$490,000.00
Courtney S. Turner Charitable Trust	Conservatory of Music Building Fund	\$300,000.00
		\$930,100.00

April 2005 Gifts over \$10,000

Donor Name	Fund Name	Gift Amount
The Aeroflex Foundation	C Bentley&WH Knight Piano Schl	\$10,000.00
Aquila, Inc.	UMKC Trustees Scholars Program	\$10,000.00
Aquila, Inc.	UMKC Trustees Scholars Program	\$10,000.00
Mrs. Kay Callison	UMKC Trustees Scholars Program	\$10,832.95
Cloud L. Cray Foundation	UMKC Oper Outreach-Ctr Econ Ed	\$10,000.00
Cloud L. Cray Foundation	Center for Economic Education	\$40,000.00
Marie H. Dunne Trust	Marie Dunne Memorial Scholarship	\$48,967.21
East Carolina University	CCE Scholarship	\$10,000.00
H&R Block Foundation	Henry W. Bloch Scholars Program	\$48,185.00
Kansas City Power & Light Company	UMKC Trustees Scholars Program	\$10,000.00
Ewing Marion Kauffman Foundation	Entrepreneurial Network	\$60,000.00
KC Orthodontic Support & Research Fdtn.	Orthodontics Renovations	\$10,916.00
Lathrop & Gage LC	UMKC Trustees Scholars Program	\$10,000.00
Lynn Foundation	Art Dept - Unrestricted	\$20,000.00
Menorah Legacy Foundation	Women's Center Programs	\$10,000.00
Mr. Bill Pfeiffer	WC GAF Endowment Agency	\$10,000.00
Prime Health Foundation	Prime Health Foundation	\$12,500.00
M. Marie Rogers Estate	M. Marie Rogers Scholarship	\$374,467.01
Clay C. Rogers Trust	Law Foundation-Restricted	\$50,000.00
Dr. Wilber B. Spalding Jr.	Dr. Wilbur & Mary Lou Spalding Scholarsh	\$10,423.38
Victor E. Speas Foundation	Kemp Comm Center	\$25,000.00
Sprint Foundation	Sprint Urban Education Scholarship	\$150,000.00
Richard J. Stern Foundation for the Arts	Conservatory 100th Anniversary	\$75,000.00
Richard J. Stern Foundation for the Arts	Kansas City Repertory Theatre	\$10,000.00
Truman Medical Center Charitable Fdtn.	Medicine - Surgery Research & Educ Fund	\$42,608.55
Dr. Stephen Wiles	Stephen Wiles, MD Scholarship	\$15,000.00
		\$1,093,900.10

April 2004 Gifts over \$10,000

Donor Name	Fund Name	Gift Amount
The Aeroflex Foundation	C Bentley&WH Knight Piano Schl	\$10,000.00
Anne Smith Douthat Trust	KCUR FM Radio Station Fund	\$25,000.00
Cloud L. Cray Foundation	Center for Economic Education	\$38,000.00
Muriel McBrien Kauffman Foundation	M-PACT Center Fund	\$34,000.00
Muriel McBrien Kauffman Foundation	Consv. Annual Fund Campaign	\$60,000.00
Law Foundation of UMKC	Law School Advancement Support	\$10,000.00
Dr. Roy J. Rinehart Memorial Foundation	Endo - Major Equipment	\$10,000.00
Richard J. Stern Foundation for the Arts	Consv. Annual Fund Campaign	\$48,000.00
Jane T. Strandberg Estate	Consv. Annual Fund Campaign	\$25,000.00
Jane T. Strandberg Estate	John J. Strandberg Library Fund	\$25,000.00
UMKC Trustees	Chancellors Development Fund	\$50,000.00
		\$335,000.00

April 2003 Gifts over \$10,000

Donor Name	Fund Name	Gift Amount
The Aeroflex Foundation	C Bentley&WH Knight Piano Schl	\$10,000.00
Aquila, Inc.	UMKC Trustees Agency	\$10,000.00
Aquila, Inc.	UMKC Trustees Agency	\$10,000.00
Helen Blond Spécial Fund	UMKC Trste H Blond Schl/Agency	\$15,000.00
Helen S. Boylan Foundation	Consv. Campaign (Grant Hall)	\$10,000.00
Cloud L. Cray Foundation	Center for Economic Education	\$35,500.00
KC Orthodontic Support & Research Fdtn.	Orthodontics Renovations	\$11,000.00
Lillian Stauffer Estate	Truman Stauffer Scholarship	\$21,602.29
Ewing Marion Kauffman Foundation	CSBE K Comm Ed Program	\$41,700.00
Ewing Marion Kauffman Foundation	National Entrepreneur Center	\$250,000.00
Ewing Marion Kauffman Foundation	SOE A&S Partner Program	\$150,000.00
Muriel McBrien Kauffman Foundation	Consv. Annual Fund Campaign	\$20,000.00
Muriel McBrien Kauffman Foundation	Consv. Annual Fund Campaign	\$15,000.00
Muriel McBrien Kauffman Foundation	Consv. Annual Fund Campaign	\$25,000.00
Muriel McBrien Kauffman Foundation	M-PACT Center Fund	\$34,000.00
Lois Haskell Estate	Library In-Kind Gift	\$15,883.00
Morelock Foundation, Alma E.	Missouri Rep Theatre	\$40,000.00
Rheta A. Sosland Charitable Fund	Rheta Sosland Child & Fam Dev	\$40,000.00
Estate of Ferne M. Wells	Ferne M. Wells Native American Fund	\$15,224.68
Women's Cmte. for the UMKC Con. of Music	Womens Comm. Scholarships-Conserv	\$15,000.00

May 2005 Gifts over \$10,000

Donor Name	Fund Name	Gift Amount
Mr. Ralph B. Anderson	Ralph Anderson Scholarship	\$15,561.15
Anonymous	Operation Breakthrough	\$75,000.00
Baptist-Trinity Lutheran Legacy Fndtn	Special Patient Care Emergency Gifts	\$25,000.00
Dr. Phillip G. Barkett	Class of 1960	\$10,000.00
Blue Cross & Blue Shield of Kansas City	Herman & Dorothy Johnson Scholarship	\$15,000.00
Bertha Degginger Estate	Degginger Scholarship Fund	\$24,530.00
Eye Foundation of Kansas City	Felix & Carmen Sabates Chair	\$1,500,000.00
Donald & Adele Hall Donor Advisory Fund	UMKC Trustees Scholars Program	\$200,000.00
Hispanic Community Development Fdtn	Leo Long/Hispanic CC Scholarship	\$15,000.00
Irv Hockaday Family Fund	Kansas City Repertory Theatre	\$25,000.00
Ewing Marion Kauffman Foundation	Entrepreneurship	\$100,000.00
Muriel McBrien Kauffman Foundation	UMKC Trustees Unrestricted Fund	\$10,000.00
Muriel McBrien Kauffman Foundation	Consv. Annual Fund Campaign	\$59,000.00
Muriel McBrien Kauffman Foundation	M-PACT Center Fund	\$34,000.00
Law Foundation of UMKC	Robert Downs Scholarship	\$15,000.00
The Shubert Foundation Inc.	Kansas City Repertory Theatre	\$40,000.00
Mr. Richard M. Ware	Library-Unrestricted	\$70,875.00
Women's Cmte. for the UMKC Con. of Music	Women's Committee Scholarship	\$12,500.00
		\$366,375.00

May 2004 Gifts over \$10,000

Donor Name	Fund Name	Gift Amount
Aquila, Inc.	UMKC Trustees Agency	\$10,000.00
Helen Blond Special Fund	UMKC Trste H Blond Schl/Agency	\$15,000.00
Mrs. Kay Callison	Callison Library Endowment	\$11,130.00
IBEW/NECA Labor Management Coop	Center for Construction Excellence	\$10,000.00
Ewing Marion Kauffman Foundation	MCNL Internship Program	\$10,000.00
William T. Kemper Foundation	Library-Unrestricted	\$10,000.00
David Woods Kemper Memorial Foundation	C. B. Cockefair Chair	\$10,000.00
Catherine C. Mackay Trust	Catherine C. Mackay Scholarship	\$279,515.11
Women's Cmte. for the UMKC Con. of Music	Women's Committee Scholarship	\$12,500.00
		\$368,145.11

May 2003 Gifts over \$10,000

Donor Name	Fund Name	Gift Amount
Bank of America	Missouri Rep Theatre	\$10,000.00
Edna, Richard and John Belger Trust	Fine Arts Gallery	\$15,000.00
Cerner Corporation	Sally Ride Sponsorship	\$14,180.00
Cloud L. Cray Foundation	Center for Economic Education	\$21,000.00
DST Systems, Inc.	Strategic Planning Program	\$50,000.00
General Motors Corporation	SICE Unrestricted Gifts	\$22,500.00
Robert Wood Johnson Foundation	2000 Local Init Fund Partners	\$56,034.00
Mrs. Corky Pfeiffer	WC GAF Endowment	\$10,000.00
The Skillbuilders Fund	Sally Ride Sponsorship	\$15,000.00
Ewing Marion Kauffman Foundation	E A Smith Lecture & Colloquim	\$125,000.00
Ewing Marion Kauffman Foundation	Beyond Boundaries	\$37,500.00
Barbara Hall Marshall Fund	Oak Street Housing	\$1,000,000.00
Saint Luke's Hospital Foundation, Inc.	Research Supplies	\$125,000.00
Frank and Sarah Salizzoni Foundation	Bloch Scholars Program	\$44,500.00
Alfred P. Sloan Foundation	Business Risk	\$98,267.00
Mr. Neil N. Sosland	Tiberius Klausner Scholarship	\$10,066.77
		\$1,654,047.77

June 2005 Gifts over \$10,000

Donor Name	Fund Name	Gift Amount
Mr. Michael J. Albano	Alumni Association Agency	\$30,180.50
Ms. Suzanne E. Allen	Miller Nichols Library Expansion Fund	\$10,116.00
AMC Entertainment Inc.	Athletic Value Gift	\$42,402.00
Anonymous	Elmer C Rhoden Nursing Scholar	\$25,000.00
Anonymous	School of Education Remodeling Fund	\$50,000.00
Anonymous	Nursing-Computer Classroom	\$50,000.00
Barton Brands	Athletic Value Gift	\$13,500.00
Dr. Bradley L. Bradshaw	Bradley L. Bradshaw MD, JD Scholarship	\$15,000.00
Mrs. Kay Callison	Callison Library Endowment	\$10,845.00
Capitol Iron Works	Annual Fund-Computing & Engineering	\$15,000.00
Coca-Cola Bottling Co. of Mid-America	Athletic Value Gift	\$105,000.00
Delta Air Lines, Inc.	Athletic Value Gift	\$12,000.00
Stanley H. Durwood Foundation	Stanley H. Durwood Scholarship	\$30,000.00
Enterprise Leasing	Athletic Value Gift	\$20,000.00
H&R Block Foundation	VC Student Affairs Unrestricted	\$80,000.00
Hall Family Foundation	Health Sciences Building	\$1,500,000.00
The Headache & Pain Center, Inc.	Sirridge Humanities Endowment	\$10,000.00
Ewing Marion Kauffman Foundation	Entrepreneurship	\$245,000.00
Muriel McBrien Kauffman Foundation	Kansas City Repertory Theatre	\$25,000.00
William T. Kemper Foundation	Kemper Research	\$50,000.00
Law Foundation of UMKC	Law Advocacy Project	\$100,000.00
Law Foundation of UMKC	Law School Advancement Support	\$10,000.00
Menorah Legacy Foundation	Women's Wellness	\$44,183.00
Metro Sports	Athletic Value Gift	\$413,600.00
Mr. Warren B. Mosler	Warren Mosler Center-Full Empl	\$249,000.00
MyPromoStore.com	Athletic Value Gift	\$24,000.00
Margaret Suzanne Neal Estate	Margaret Neal Chair	\$1,100,000.00
Barbara Pendleton Trust	Women's Center	\$25,000.00
Barbara Pendleton Trust	WC GAF Endowment Agency	\$25,000.00
Dr. Roy J. Rinehart Memorial Foundation	Orthodontics Dept Renovations	\$80,000.00
Dr. Roy J. Rinehart Memorial Foundation	Rinehart Dent Assts	\$44,092.21
Dr. William N. Rosenthal	Rosenthal Family Scholarship	\$15,031.58
Mr. Stuart Serota	Dean's Fund for Clinical Excellence	\$10,834.00
S. Orlando Somers Trust	Dr. S. Orlando Somers Professorship	\$53,406.00
Sprint	University Fund Campaign	\$11,320.00
Dr. Oscar B. Tate Estate	Rinehart - Estate of Oscar B. Tate	\$245,000.00
Dr. Robert Tian-Run Tung	Tung - Dimond Scholarship	\$15,000.00
UMKC Dental Alumni Association	Rinehart Dent Assts	\$133,578.72
Dr. Michael L. Weaver	Michael Weaver Scholarship	\$15,607.90
WHB Sports Radio 810	Athletic Value Gift	\$65,000.00
		\$5,018,696.91

June 2004 Gifts over \$10,000

Donor Name	Fund Name	Gift Amount
American Century Co. Foundation	Missouri Repertory Theatre Inc	\$10,000.00
Louis & Elizabeth Flarsheim Foundation	Non-Profit Leadership	\$15,000.00
Francis Families Foundation	Missouri Repertory Theatre Inc	\$25,000.00
Initiative for a Comp. Inner City-KC	ICIC-Strategic Grant	\$11,500.00
Kansas City Section American Society	ASCE Geotechnical Group Scholarship	\$14,000.00
Ewing Marion Kauffman Foundation	Kauffman KCSOURCELINK	\$300,000.00
Ewing Marion Kauffman Foundation	Principals Institute	\$100,000.00
Muriel McBrien Kauffman Foundation	Missouri Repertory Theatre Inc	\$25,000.00
William T. Kemper Foundation	Kemper Research	\$50,000.00
Mae Lane Lane Revocable Trust	Unrestricted Dental	\$25,000.00
Law Foundation of UMKC	Law Advocacy Project	\$100,000.00
Nyberg Pharmacy, Inc.	Pharmacy Foundation	\$10,500.00

(continued)

June 2004 Gifts over \$10,000 (continued)

Donor Name	Fund Name	Gift Amount
Elmer C. Rhoden Charitable Trust	Elmer C Rhoden Nursing Scholar	\$25,000.00
Elmer C. Rhoden Charitable Trust	Sch of Ed-Teacher Ed Asst Fund	\$25,000.00
Elmer C. Rhoden Charitable Foundation	Nursing-Computer Classroom	\$50,000.00
Elmer C. Rhoden Charitable Foundation	School of Education Remodeling Fund	\$50,000.00
Dr. Roy J. Rinehart Memorial Foundation	Rinehart Dent Assts	\$68,688.38
Mr. Stuart Serota	Dean's Fund for Clinical Excellence	\$10,000.00
The Shubert Foundation Inc.	Missouri Repertory Theatre Inc	\$30,000.00
S. Orlando Somers Trust	DR. S. Orlando Somers Prof.	\$75,000.00
Victor E. Speas Foundation	2000 Local Init Fund Partners	\$25,000.00
Sprint	Missouri Repertory Theatre Inc	\$15,000.00
Touched by Cancer Foundation	Integrative Medicine	\$20,000.00
UMKC Dental Alumni Association	Rinehart Dent Assts	\$117,799.85
		\$1,197,488.23

June 2004 Gifts over \$10,000

Donor Name	Fund Name	Gift Amount
Mr. Thomas D. Barr	Barr/Westermann Library	\$20,000.00
Boehringer Ingelheim Pharmaceuticals	Boehringer Ingelheim-DIC	\$20,000.00
Ewing kauffman Fund for Greater KC	2000 Local Init Fund Partners	\$25,000.00
Federal Estate Planning Symposium	Estate Planning Soc Prize	\$10,000.00
Ewing Marion Kauffman Foundation	MO Family Dev Triain & Cr	\$90,000.00
Ewing Marion Kauffman Foundation	Center for the City	\$50,000.00
Ewing Marion Kauffman Foundation	Forum Kauffman/Mott/Danforth	\$100,000.00
Ewing Marion Kauffman Foundation	Forum Kauffman/Mott/Danforth	\$10,000.00
William T. Kemper Foundation	Kemper Research	\$50,000.00
Kenneth LaBudde Trust	Library In-Kind Gift	\$76,345.00
Carrie J. Loose Trust	Chancellors Development Fund	\$25,000.00
Mr. Warren B. Mosler	Warren Mosler Center	\$355,000.00
Red Cross Pharmacy	Pharmacy Foundation	\$10,500.00
Dr. Roy J. Rinehart Memorial Foundation	Rinehart Dent Assts	\$53,444.74
S Orlando Somers Trust	Dr. S. Orlando Somers Pro	\$68,638.11
Mr. Stuart Serota	Sirridge Humanities Endowment	\$10,000.00
The Shubert Foundation Inc.	Missouri Rep Theatre	\$25,000.00
Victor E. Speas Foundation	2000 Local Init Fund Partners	\$40,000.00
Mr. James E. Stowers, Jr.	Endo - Major Equipment	\$60,000.00
The Ten Ten Foundation	MNL Expansion	\$15,000.00
The Third Trust	Everett Trost Scholarship	\$74,601.82
UMKC Dental Alumni Association	Rinehart Dent Assts	\$116,255.53
Katherine B. Weaver Estate	C B Cockefair Chair	\$102,855.02
		\$1,407,640.22

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August 21, 2005

Section: B

FUND-RAISING RECORD: Donations for UMKC

A year of turmoil at the University of Missouri-Kansas City also turned out to be a banner year for fund raising.

A year of turmoil at the University of Missouri-Kansas City also turned out to be a banner year for fund raising.

UMKC raised more than \$29 million in donations in the year that ended June 30. That is the most the university has raised in a single year and nearly double donations received the previous year.

In 2000, the university began an effort to raise \$200 million for building improvements, faculty seats, scholarships and other advancements. The public phase of the campaign was announced in early December, one day before Martha Gilliland resigned as chancellor in the face of a faculty revolt.

Fund raising in the past year was helped by payments on substantial pledges from previous years.

UMKC also took advantage of two offers by the University of Missouri system. One matched donations that paid for faculty chairs. Another matched gifts of \$15,000 for scholarships for students with financial needs.

A donor-recruiting effort paid off with more than 3,300 new contributors. Overall, more than 15,000 persons donated or pledged money.

The strong showing is a welcome sign that the Kansas City area is eager to see UMKC grow and prosper.

---- INDEX REFERENCES ----

REGION: (Kansas (1KA13); Missouri (1MI10); USA (1US73); Americas (1AM92); North America (1NO39))

Language: EN

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Hood, Edwin

From: Hood, Edwin
Sent: Wednesday, May 04, 2005 2:49 PM
To: Esser, Alfred F.; Bame, Karen J.; Driever, Steven L.; Crossland, Philip P.; Mardikes, Tom; Gardner, Randy; Knopp, Jerome; Ebersole, Gary L.; French, Bill
Cc: Floyd, Elson S.; Lehmkuhle, Stephen W.
Subject: RE: Trustees membership list

Dear Bill,

Thanks for meeting with us today. We look forward to visiting with you again next week.

As a follow up to today's meeting, I have the following questions:

1. At the beginning of this fiscal year, it is my understanding that your department had a carry forward balance (sometimes referred to as year end balance) of \$1,424,000. Is this the correct number? If not, what is the correct number?
2. After you answer the first question, please explain why this balance is so high and what uses do you have planned for these funds. Also, have you spent any of this balance as of this date?
3. What do you expect your year end balance to be at the end of this year?
4. What future uses do you expect to be made of the year end balances that occur this year?
5. Larry Gates indicated to the Chancellor's Budget Advisory Committee, that your department's budget next year will be increased approximately 6% (from \$3,207,499 to \$3,405,908). Why the increase, especially in light of such large year end balances?
6. At the meeting today, you indicated that all of your budget was rate funded. Can you come up with some suggestions on how you could operate without rate funding? Other Cosco members would you also think about this issue too. I think this is an extremely important area to explore.
7. Other questions will follow later.

Ed

-----Original Message-----

From: Esser, Alfred F.
Sent: Wednesday, May 04, 2005 2:13 PM
To: Hood, Edwin; Bame, Karen J.; Driever, Steven L.; Crossland, Philip P.; Mardikes, Tom; Gardner, Randy; Knopp, Jerome; Ebersole, Gary L.; French, Bill
Subject: Trustees membership list

COSCO Members,

as requested I am sending you the current list of UMKC Trustee members.

At our meeting this morning Bill was kind enough to check off those who were present yesterday afternoon at the Trustee meeting with the "Blue Ribbon Task Force". They are indicated by a red box around the name.

Bill, please take a look and check whether I made a mistake, and also if there are any new (or old) trustees missing on the list of attendees.

Thanks,
 Alfred

--
 Alfred F. Esser, Ph.D.
 Marion Merrell Dow Professor
 Division of Cell Biology & Biophysics
 School of Biological Sciences
 University of Missouri-Kansas City
 5007 Rockhill Road

Hood, Edwin

From: Hood, Edwin
Sent: Wednesday, July 06, 2005 2:58 PM
To: Dunn, Kathy
Cc: Esser, Alfred F.; Ebersole, Gary L.; Bame, Karen J.; Mardikes, Tom; Driever, Steven L.; Gardner, Randy; Knopp, Jerome; Durig, James; Lehmkuhle, Stephen W.; Long, Pat
Subject: FW: [Fwd: More COSCO questions]

Kathy:
Here are the questions for advancement:
Thanks
[Hood, Edwin]

Follow-up Questions for Bill French (May 24, 2005):[Hood, Edwin] (now Kathy Dunn)

1. Please provide a list of all the "UMKC registered affiliates" that hold endowments for the benefit of UMKC.
2. Please provide a list of all the "other entities outside UM/UMKC" that hold endowments for the benefit of UMKC.
3. AS previously requested, please provide the amounts (\$\$) in new gifts (net influx, that is, without reinvested income) into the 3 endowment categories during 2001/02 - 2003/04.

9/29/2005

Memo

To: Prof. Ed Hood
From: Kathy M. Dunn
CC: Interim Chancellor Steve Lehmkuhle; Executive Vice Chancellor Pat Long
Date: 7/7/2005
Re: University Advancement Information to COSCO

As per your request of July 6, please find enclosed three documents that correlate to your questions. They are as follows:

- 1) A list of all UMKC "Registered Affiliate" organizations that hold endowment funds for the benefit of UMKC.
- 2) A listing of all endowments and quasi-endowments that are held outside of the UMSystem or UMKC Affiliates. These endowments are listed by name, together with the school or programs that their resources support.
- 3) New gifts to endowments during the fiscal years 2001-02; 2002-03; 2003-04. As requested, these figures are new gift dollars only, and do not reflect investment income. Please note the breakdown of gifts to endowments held by System, Affiliates, and those held outside these two categories.

I understand any further questions about these or other Advancement issues will be submitted through Dr. Lehmkuhle. I trust this information will be helpful to your work.

Registered Affiliate Organizations with Endowed Funds that Support UMKC:

Advisory Committee to the Carolyn B. Cockefair Chair
Diastole - Hospital Hill, Inc. (501 (c) 3)
Edgar Snow Memorial Fund, Inc. (501 (c) 3)
Ernest Dick Scholarship Fund Advisory Committee
Friends of the Conservatory of Music at UMKC (501 (c) 3)
Friends of the Library of UMKC (501 (c) 3)
Herman A. Johnson Scholarship Fund Committee
KC Repertory Theatre, Inc. Board of Trustees (501 (c) 3)
Law Foundation of UMKC (501 (c) 3)
Pharmacy Foundation of UMKC (501 (c) 3)
Rinehart Foundation (501 (c) 3)
SPARK (501 (c) 3)
Starr Education Committee
UMKC Alumni Association (501 (c) 3)
UMKC Athletic Association, Inc. (501 (c) 3)
UMKC Dental Hygienists' Alumni Association (501 (c) 3)
UMKC School of Dentistry Alumni Association (501 (c) 3)
UMKC Trustees (501 (c) 3)
University Associates (501 (c) 3)

Women's Committee for UMKC Conservatory of Music (501 (c) 3)
Women's Club of UMKC
Women's Council of UMKC

**Endowments and Quasi Endowments Held
Outside UM System and UMKC Affiliates**

Division	As of 6/30/04
A&S	Francis M Bernardin Trust at Bank of America
BIOS	Marion Merrel Dow Missouri Professorship in Structural Biology at CMH
BPA	Henry & Marion Bloch at GKCCF
BPA	Arvin Gottlieb Chairs at Gottlieb Foundation
BPA	Opal Greene Trust for the Robert Greene Scholarship at UMB
CONS	Conservatory of Music Endowment Fund (GKCCF)
CONS	Bertha Degginger Trust at Bank of America
CONS	Henry Dexter Musselman Music Study Scholarship at Valley View Bank
CONS	Mary Zeskey Scholarship Endowment at UMB
LAW	Ed Smith Chair of Law, the Constitution, and Society (GKCCF)
MED	Maxwell G Berry Endowed Chair in Internal Medicine at St. Luke's
MED	Franklin Dickson Chair in Orthopaedic Surgery - St Lukes
MED	Ralph Coffey Professorship at GKCCF
MED	Endowed Chair in Emergency Medicine at St Luke's
MED	Merl & Muriel Hicklin Missouri Endowed Chair in Medicine at HHHSC
MED	Daniel J Lauer Chair/Metabolism and Vascular Research at St Luke's
MED	Edward T Matheny, Jr. Endowed Chair in Neuroscience at St Luke's
MED	Missouri Endowed Chair in Cardiovascular Research at MAH/St Luke's
MED	Marion Merrell Dow Missouri Chair of Pediatric Medical Research at CMH
MED	John & Ruth Musselmann Medical Scholarship - Bank of America
MED	Arthur W Robinson Endowed Chair in Internal Medicine at St Luke's
MED	Joseph Boon Gregg Chair in Pediatric Cardiac Surgery at CMH
MED	William Brown/Chair in Medical Genetics & Molecular Medicine at CMH
MED	Desmond & Betty Ann Curran Professorship in Macular Disease (St Luke's Eye Fdn)
MED	Paul Koontz Chair - Breast Disease at St Lukes
MED	Dee Lyon's Chair Pediatric Immunology at CMH
MED	Sosland Chair in Trauma Services at TMC
MED	Schutte Chair in Medical Leadership/Women's Health at TMC
MED	Westport Anesthesia Services/MO Chair in Anesthesiology Research-St Lukes
PHAR	Gracla Bremer Estate at Firststar Bank
PHAR	Marion Merrell Dow Missouri Chair of Pediatric Clinical Pharmacy at CMH
UWIDE	Black Scholarship Fund at GKCCF
UWIDE	E. Grey Dimond Unitrust at Bank of America
UWIDE	Helen English Trust at Bank of America
UWIDE	Helen Kemper Educational Fund at Commerce
UWIDE	Percy Franklin Lucas Memorial Fund Trust at Bank of America
UWIDE	Wallace Shields Trust at Bank of America
UWIDE	Swinney Trust at Bank of America
UWIDE	Victor Wilson Trust Fund at Bank of America

CMH = Children's Mercy Hospital

GKCCF = Greater KC Community Foundation

UMB = UMB Bank

TMC = Truman Medical Center

New Endowment Gifts

Fiscal Year 2001-02

Account Held	Amount
Affiliate	\$71,606.99
System	\$4,969,545.09
Outside	\$0.00
	\$5,041,152.08

Fiscal Year 2002-03

Account Held	Amount
Affiliate	\$41,795.41
System	\$2,500,472.35
Outside	\$0.00
	\$2,542,267.76

Fiscal Year 2003-04

Account Held	Amount
Affiliate	\$25,286.30
System	\$2,339,674.21
Outside	\$0.00
	\$2,364,960.51

Hood, Edwin

From: Hood, Edwin
Sent: Sunday, September 25, 2005 3:34 PM
To: Lehmkuhle, Stephen W.
Subject: FW: Re Counting methodology

Reminder--another one--I think this is the last unanswered question

From: Hood, Edwin
Sent: Thursday, September 22, 2005 4:09 PM
To: Dunn, Kathy
Cc: Lehmkuhle, Stephen W.; Long, Pat; Zielke, Nancy; Crespino, Curtis J.; Stone, Shannon
Subject: RE: Re Counting methodology

Steve-----With respect to number 2, I am going to show the report both ways
 With respect to number 3, I really want the 2005 number --we can forget the rest of the question as I think I can get it--at least on the chairs--for the 1994 to 2000 period
 With respect to number 4, I am pretty sure we have double counting with respect to that issue unless someone knows otherwise? Comments?

From: Dunn, Kathy
Sent: Thursday, September 22, 2005 1:06 PM
To: Hood, Edwin
Cc: Lehmkuhle, Stephen W.; Long, Pat; Zielke, Nancy; Crespino, Curtis J.; Stone, Shannon
Subject: RE: Re Counting methodology

Good afternoon....
 I understand Steve L. is fielding all requests of this nature now, so as he was copied on your original email, he may have already responded to you. If not, I will assume you and Steve are working on how to proceed with your questions and will await instruction from him.

Kathy

From: Hood, Edwin
Sent: Wednesday, September 21, 2005 4:31 PM
To: Stone, Shannon; Dunn, Kathy; Long, Pat; Lehmkuhle, Stephen W.; Zielke, Nancy
Subject: Re Counting methodology

Kathy et al:

I am now preparing my part of the Cosco report on Advancement. I want to finish it by the end of this week and I need some help. Here are the questions that I have esp as they relate to the counting method:

1. I did not receive all of the 990's that I requested --Nancy Zielke knows the ones that I am missing. Nancy --can you obtain them for me yet this week?
2. With respect to the info sent to me by Bill French and Kathy Dunn, I am puzzled. At one time we claimed to be the number one campus in obtaining chairs under the state matching program when Eleanor was here. In fact the information on endowments that KD gave me in July is consistent with this. Yet the information on the actual gifts received (August 23rd memo from KD) does not reconcile with the growth in the endowments from all sources. 1999 is the case in point. On the detailed list of endowments sent to me by KD in July, The Med school endowment alone increased that year by more than 21 million yet the total gifts shown that yr(15.9 million) on the August 23rd schedule sent to me by KD was less than that endowment increase. It is clear from the numbers that the 21 million is new \$\$ not increases in the value of the existing endowment. I do not understand this?
3. When I met with KD, SL, PL and CC this summer, Pat Long handed to me(in hard copy) a response to question 6 of the series of questions that I sent to Bill French on May 10th. It stated "sent last week" in response to that part of the question re new gifts to endowment for all 10 yrs(1994 to 2004). I have no record of that

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response. I do have a document that showed new endowment gifts for the yrs 2001 through 2004 (provided to me on July 7). I do not have those numbers for 1994 --2000. I also wd like the endowment numbers for 2005. I am trying to figure out the counting method . Again can you help me.

4. I noticed on the most recent advancement report that the Law Foundation was listed as a donor on gifts in excess of \$10,000. Is this not double counting if we count the gifts made during the year to the affiliate organization as part of the amounts received during the year?

I have added Shannon Stone to this list as have been informed that she is the finance person in Advancement. I wd appreciate it if you could help on these questions as soon as possible. Thanks

Ed

Hood, Edwin

From: Hood, Edwin
Sent: Thursday, July 14, 2005 6:02 PM
To: Lehmkuhle, Stephen W.; Dunn, Kathy; Long, Pat
Cc: Esser, Alfred F.; Joy, Sandra
Subject: Additional q's re advancement

Dear Steve , Pat, and Kathy:

As I mentioned to you Steve, I think it would be a good idea if I met with you, Kathy, and Pat to further discuss advancement issues. Prior to that meeting, it would be nice if I had all of the latest 990's for the 501 (c) (3) affiliate organizations. I think Mary Ann Richey has all of the copies--at least she is listed as the book keeper on a number of the previous 990s that I found on line.

Maybe Sandy Joy can set up this meeting--I can come over to your shop. I am fairly flexible next week and Kathy will be back. I also will send you in another e-mail some additional q's that I would like advancement to answer. Thanks.

Ed
PS Thanks for coming yesterday--I thought it was a useful meeting
BTW--I have the recent 990's for the Mo Rep, the Dental Hygenist Alumni Assoc, the Dental Alumni Assoc, Diastole--HHF, Conservatory of Music, University Associates, UMKC Alumni Assoc, and the Edward Snow Memorial Fund-- so I do not need the 990's for these affiliates

Hood, Edwin

From: Hood, Edwin
Sent: Thursday, September 22, 2005 4:09 PM
To: Dunn, Kathy
Cc: Lehmkuhle, Stephen W.; Long, Pat; Zielke, Nancy; Crespino, Curtis J.; Stone, Shannon
Subject: RE: Re Counting methodology

Steve-----With respect to number 2, I am going to show the report both ways
 With respect to number 3, I really want the 2005 number --we can forget the rest of the question as I think I can get it--at least on the chairs--for the 1994 to 2000 period
 With respect to number 4, I am pretty sure we have double counting with respect to that issue unless someone knows otherwise? Comments?

From: Dunn, Kathy
Sent: Thursday, September 22, 2005 1:06 PM
To: Hood, Edwin
Cc: Lehmkuhle, Stephen W.; Long, Pat; Zielke, Nancy; Crespino, Curtis J.; Stone, Shannon
Subject: RE: Re Counting methodology

Good afternoon....

I understand Steve L. is fielding all requests of this nature now, so as he was copied on your original email, he may have already responded to you. If not, I will assume you and Steve are working on how to proceed with your questions and will await instruction from him.

Kathy

From: Hood, Edwin
Sent: Wednesday, September 21, 2005 4:31 PM
To: Stone, Shannon; Dunn, Kathy; Long, Pat; Lehmkuhle, Stephen W.; Zielke, Nancy
Subject: Re Counting methodology

Kathy et al:

I am now preparing my part of the Cosco report on Advancement. I want to finish it by the end of this week and I need some help. Here are the questions that I have esp as they relate to the counting method:

1. I did not receive all of the 990's that I requested ---Nancy Zielke knows the ones that I am missing. Nancy --can you obtain them for me yet this week?
2. With respect to the info sent to me by Bill French and Kathy Dunn, I am puzzled. At one time we claimed to be the number one campus in obtaining chairs under the state matching program when Eleanor was here. In fact the information on endowments that KD gave me in July is consistent with this . Yet the information on the actual gifts received (August 23rd memo from KD) does not reconcile with the growth in the endowments from all sources. 1999 is the case in point. On the detailed list of endowments sent to me by KD in July, The Med school endowment alone increased that year by more than 21 million yet the total gifts shown that yr(15.9 million) on the August 23rd schedule sent to me by KD was less than that endowment increase. It is clear from the numbers that the 21 million is new \$\$ not increases in the value of the existing endowment. I do not understand this?
3. When I met with KD, SL, PL and CC this summer, Pat Long handed to me(in hard copy) a response to question 6 of the series of questions that I sent to Bill French on May 10th. It stated "sent last week" in response to that part of the question re new gifts to endowment for all 10 yrs(1994 to 2004). I have no record of that response. I do have a document that showed new endowment gifts for the yrs 2001 through 2004(provided to me on July 7). I do not have those numbers for 1994 --2000. I also wd like the endowment numbers for 2005. I am trying to figure out the counting method . Again can you help me.
4. I noticed on the most recent advancement report that the Law Foundation was listed as a donor on gifts in excess of \$10,000. Is this not double counting if we count the gifts made during the year to the affiliate organization as part of the amounts received during the year?

I have added Shannon Stone to this list as have been informed that she is the finance person in Advancement.

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Hood, Edwin

From: Hood, Edwin
Sent: Monday, July 11, 2005 1:58 PM
Dunn, Kathy; Long, Pat
Lehmkuhle, Stephen W.; Bubacz, Bruce S.
Subject: FW: Questions from Cosco

Dear Kathy and Pat:

I had written back to Bill re this e-mail and suggested to him that I did not expect him to answer the questions for the May 10th meeting. Some of these questions we talked about at the May 10th meeting. It has now been more than two months and we have not received written responses to these questions. Please send me written responses to each of these questions, both in e-mail and hard copy formats, as soon as possible. My deadline for writing my report is fast approaching. Thanks for your cooperation.

Ed

-----Original Message-----

From: French, Bill
Sent: Tuesday, May 10, 2005 3:10 PM
To: Hood, Edwin
Cc: Dunn, Kathy; Lehmkuhle, Stephen W.
Subject: RE: Questions from Cosco

Ed, If you really want the data you are requesting for the meeting tomorrow, I decline. I do not have the staff or the uncommitted time to stop everything and go after these questions nor is it fair to write at 3:00 on the afternoon before the mtg. Some should be answered through Personnel etc. If you prefer to reschedule, that is fine, otherwise I am prepared to respond to the questions you sent May 4.

-----Original Message-----

From: Hood, Edwin
Sent: Tuesday, May 10, 2005 3:01 PM
To: French, Bill
Cc: Long, Pat; Ebersole, Gary L.; Floyd, Elson S.; Knopp, Jerome; Crossland, Philip P.; Gardner, Randy; Driever, Steven L.; Bame, Karen J.; Esser, Alfred F.; Mardikes, Tom; Osborne, William P.; Gates, Larry C.; Lehmkuhle, Stephen W.
Subject: Questions from Cosco

Dear Bill:

Below are several questions that members of Cosco would like answered by you

1. Are there any regulations within the University System (CRR, or UKC-UM contract) or outside (IRS, accounting standards, etc) that would prohibit funding the activities of the University Advancement Division solely from donations and gifts? If so, please provide the direct citation for the regulation(s).
2. Provide a brief job description (not exceeding 2 pages) for each Assist. Vice Chancellor, Department Director and Manager in any of the 6 Departments (Alumni Relations, Advancement Administration, Community Affairs, Development, Special Events, University Communications).
3. Provide the total personnel budget (salaries & wages and fringe benefits) and the total spent on any consultants contracts for each of the 6 departments within your portfolio for AY 2001 - 2005. In addition what are the proposed budgets for each of the six departments for 2006.
4. How much did "University Advancement" pay for services rendered to "University Communications" and to "Information Services" during AY 2001/02, 2002/03, 2003/04, and

during the current AY?

5. Were there any recharges or payments made to the Division of Administration & Finance for accounting services or other services during the AYs 2002 - 2005? If so, how much?

6. Please provide a revised chart that shows not only the value of the total UMKC endowments from 1994 - 2004 but also how much of it belongs into each of the 3 categories: 1. Held by Curators, 2. UMKC registered affiliates, and 3. Other permanent funds outside UM.

In addition, please provide a graph that shows the value (\$\$) in new gifts (net influx, that is, without reinvested income) into the 3 endowment categories during each year.

7. In the event your department is asked to share in a reallocation of Rate-\$\$\$ for other units within UMKC, How would you accomplish such a reallocation? Please consider all options to accomplishing a reallocation, including the funding of employees by gift \$\$\$\$ and not rate money, salary and job reclassifications, reductions in force, not filling vacancies, etc.

Thanks for your cooperation

Ed Hood

Cc: Dunn, Kathy; Lehmkuhle, Stephen W.

Subject: RE: Questions from Cosco

Ed, If you really want the data you are requesting for the meeting tomorrow, I decline. I do not have the staff or the uncommitted time to stop everything and go after these questions nor is it fair to write at 3:00 on the afternoon before the mtg. Some should be answered through Personnel etc. If you prefer to reschedule, that is fine, otherwise I am prepared to respond to the questions you sent May 4.

-----Original Message-----

From: Hood, Edwin

Sent: Tuesday, May 10, 2005 3:01 PM

To: French, Bill

Cc: Long, Pat; Ebersole, Gary L.; Floyd, Elson S.; Knopp, Jerome; Crossland, Philip P.; Gardner, Randy; Driever, Steven L.; Bame, Karen J.; Esser, Alfred F.; Mardikes, Tom; Osborne, William P.; Gates, Larry C.; Lehmkuhle, Stephen W.

Subject: Questions from Cosco

Dear Bill:

Below are several questions that members of Cosco would like answered by you

1. Are there any regulations within the University System (CRR, or UKC-UM contract) or outside (IRS, accounting standards, etc) that would prohibit funding the activities of the University Advancement Division solely from donations and gifts? If so, please provide the direct citation for the regulation(s). This is one that we would rather not consider as an option right now because of the "talk" in the community it might generate. So, would researching and citing any regulations be productive at this time.
2. Provide a brief job description (not exceeding 2 pages) for each Assist. Vice Chancellor, Department Director and Manager in any of the 6 Departments (Alumni Relations, Advancement Administration, Community Affairs, Development, Special Events, University Communications). This will take time from what I understand. We will be gathering for the Search Firm and could provide to COSCO or others at a later time.
3. Provide the total personnel budget (salaries & wages and fringe benefits) and the total spent on any consultants contracts for each of the 6 departments within your portfolio for AY 2001 - 2005. In addition what are the proposed budgets for each of the six departments for 2006 Curt is investigating how much time and effort it will be to gather and let us know.
4. How much did "University Advancement" pay for services rendered to "University Communications" and to "Information Services" during AY 2001/02, 2002/03, 2003/04, and during the current AY? Same as #3.
5. Were there any recharges or payments made to the Division of Administration & Finance for accounting services or other services during the AYs 2002 - 2005? If so, how much? Same as #3

6. Please provide a revised chart that shows not only the value of the total UMKC endowments from 1994 - 2004 but also how much of it belongs into each of the 3 categories: 1. Held by Curators, 2. UMKC registered affiliates, and 3. Other permanent funds outside UM. Sent last week.

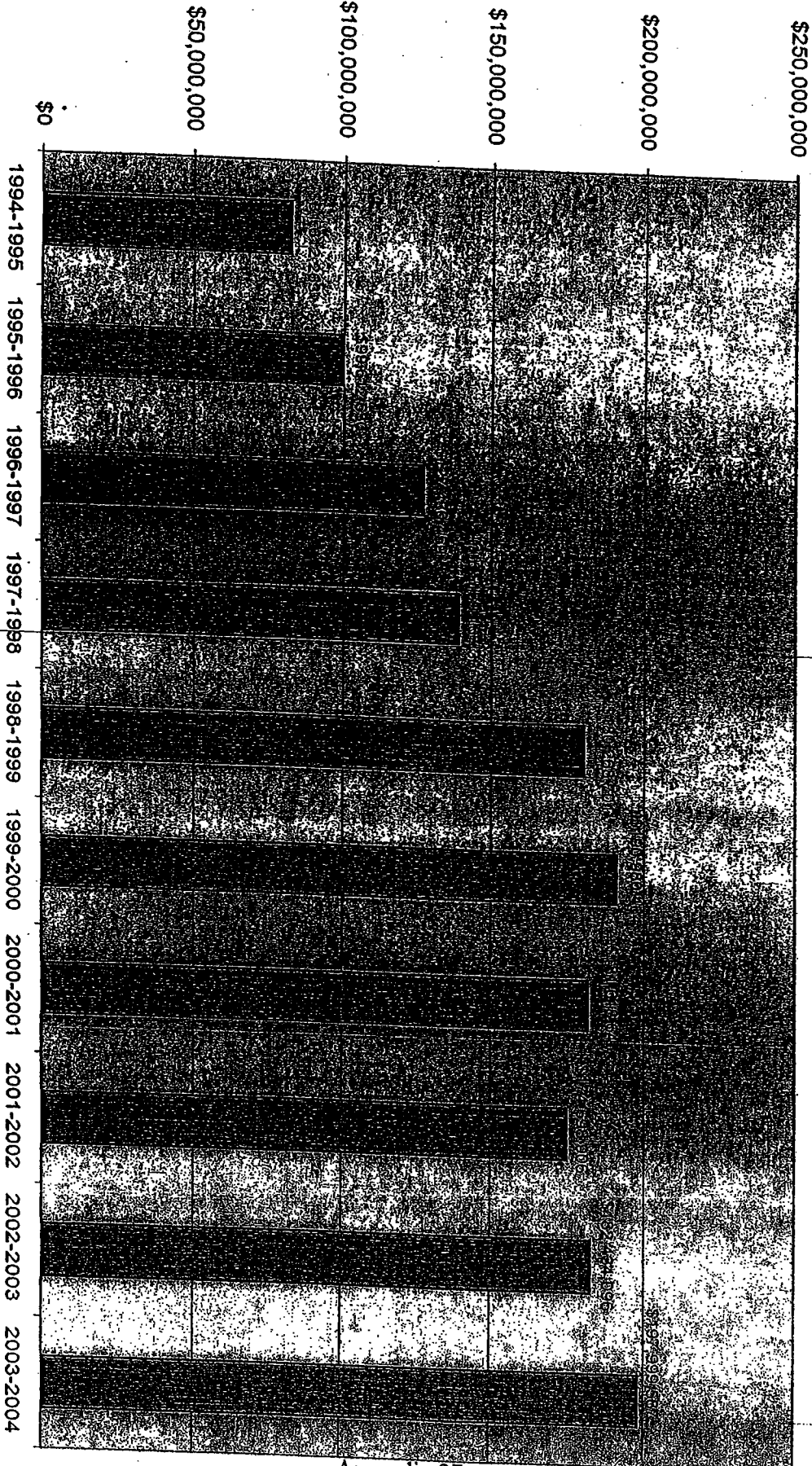
In addition , please provide a graph that shows the value (\$\$) in new gifts (net influx, that is, without reinvested income) into the 3 endowment categories during each year. Sent last week.

7. In the event your department is asked to share in a reallocation of Rate \$\$\$ for other units witin UMKC, How would you accomplish such a reallocation? Please consider all options to accomplishing a reallocation , including the funding of employees by gift \$\$\$\$ and not rate money, salary and job reclassifications, reductions in force, not filling vacancies, etc. A question that I don't think we could adequately answer at this time and I would not want to make predictions or assumptions for the next VC.

Thanks for your cooperation

Ed Hood

UMKC ENDOWMENTS*



*Defined as endowed funds held by UM Curators; UMKC registered affiliates; and other permanent funds held outside the university.

UMKC Endowments, Quasi-Endowments and Effective Endowments Summary
As of June 30, 2004

	Endowments and Quasi-Endowments Held by UM for UMKC	Endowments for the Support of UMKC Held Elsewhere	Fund Balances for Affiliate Accounts	Total Endowments & Effective Endowments All sources
UMKC General				
Non-Specific or Crosses Divisions	\$23,954,847	\$26,468,849	\$29,829,638	\$80,253,334
Academic Unit Specific				
Arts and Sciences	\$3,208,269	\$807,022	\$852,775	\$4,868,066
Biological Sciences	\$4,825,089	\$894,007	\$154,765	\$5,873,860
Business and Public Administration	\$9,369,743	\$9,645,369	\$1,874,580	\$20,889,692
Computing & Engineering	\$354,177	\$0	\$15,865	\$370,042
Conservatory of Music	\$6,547,373	\$1,637,877	\$2,351,550	\$10,536,800
Dentistry	\$6,702,689	\$0	\$5,104,690	\$11,807,379
Education	\$5,193,269	\$0	\$1,530	\$5,194,799
Law	\$3,882,566	\$831,061	\$4,624,574	\$9,338,200
University Libraries	\$7,519,604	\$0	\$225,316	\$7,744,920
Medicine	\$10,209,445	\$25,519,077	\$63,204	\$35,791,727
Nursing	\$784,093	\$0	\$280,290	\$1,064,383
Pharmacy	\$1,008,809	\$2,750,143	\$507,432	\$4,266,383
Total	\$83,559,973	\$68,553,405	\$45,886,209	\$197,999,587

Funds held outside may be understated as some do not report annually.

UMKC Endowments, Quasi-Endowments and Effective Endowments Summary
As of June 30, 2003

	Endowments and Quasi-Endowments Held by UM for UMKC	Endowments for the Support of UMKC Held Elsewhere	Fund Balances for Affiliate Accounts	Total Endowments & Effective Endowments All sources
UMKC General				
Non-Specific or Crosses Divisions	\$24,530,619	\$21,183,192	\$28,042,265	\$73,756,076
Academic Unit Specific				
Arts and Sciences	\$2,944,801	\$807,022	\$746,562	\$4,498,385
Biological Sciences	\$4,304,623	\$894,007	\$132,278	\$5,330,908
Business and Public Administration	\$8,317,509	\$8,974,172	\$1,580,715	\$18,872,396
Computing & Engineering	\$301,828	\$0	\$13,609	\$315,437
Conservatory of Music	\$5,701,357	\$1,627,753	\$2,193,900	\$9,523,011
Dentistry	\$5,961,960	\$0	\$5,094,984	\$11,056,944
Education	\$4,697,903	\$0	\$3,565	\$4,701,469
Law	\$3,463,528	\$749,356	\$4,104,901	\$8,317,785
University Libraries	\$5,833,442	\$0	\$276,957	\$6,110,399
Medicine	\$8,993,717	\$25,519,077	\$54,713	\$34,567,507
Nursing	\$690,413	\$0	\$227,304	\$917,717
Pharmacy	\$897,222	\$3,068,402	\$500,438	\$4,466,062
Total	\$76,638,923	\$62,822,982	\$42,972,192	\$182,434,096

Funds held outside may be understated as some do not report annually.

UMKC Endowments, Quasi-Endowments and Effective Endowments Summary
As of June 30, 2002

	Endowments and Quasi-Endowments Held by UM for UMKC	Endowments for the Support of UMKC Held Elsewhere	Fund Balances for Affiliate Accounts	Total Endowments & Effective Endowments All sources
UMKC General				
Non-Specific or Crosses Divisions	\$22,938,032	\$21,183,192	\$24,223,920	\$68,345,145
Academic Unit Specific				
Arts and Sciences	\$2,852,498	\$807,022	\$865,064	\$4,524,584
Biological Sciences	\$4,373,724	\$894,007	\$144,347	\$5,412,078
Business and Public Administration	\$8,282,490	\$8,617,711	\$1,743,693	\$18,643,894
Computing & Engineering	\$299,529	\$0	\$0	\$299,529
Conservatory of Music	\$5,326,588	\$1,118,083	\$2,308,743	\$8,753,414
Dentistry	\$6,039,133	\$0	\$4,795,307	\$10,834,440
Education	\$4,782,772	\$0	\$0	\$4,782,772
Law	\$3,460,348	\$701,402	\$3,532,694	\$7,694,444
University Libraries	\$5,176,302	\$0	\$292,637	\$5,468,939
Medicine	\$8,963,843	\$25,519,077	\$60,768	\$34,543,688
Nursing	\$702,069	\$0	\$221,000	\$923,069
Pharmacy	\$906,698	\$3,068,402	\$497,810	\$4,472,911
Total	\$74,104,027	\$61,908,896	\$38,685,983	\$174,698,906

Funds held outside may be understated as some do not report annually.

UMKC Endowments, Quasi-Endowments and Effective Endowments Summary
As of June 30, 2001

	Endowments and Quasi-Endowments Held by UM for UMKC	Endowments for the Support of UMKC Held Elsewhere	Fund Balances for Affiliate Accounts	Total Endowments & Effective Endowments All sources
UMKC General				
Non-Specific or Crosses Divisions	\$26,779,065	\$23,069,910	\$23,056,668	\$72,905,643
Academic Unit Specific				
Arts and Sciences	\$3,002,142	\$807,022	\$1,073,569	\$4,882,733
Biological Sciences	\$3,962,177	\$894,007	\$170,319	\$5,026,503
Business and Public Administration	\$8,902,432	\$8,681,399	\$2,139,836	\$19,723,667
Computing & Engineering	\$330,545	\$0	\$0	\$330,545
Conservatory of Music	\$4,995,330	\$1,290,061	\$2,727,992	\$9,013,383
Dentistry	\$6,732,394	\$0	\$4,818,202	\$11,550,596
Education	\$5,116,912	\$0	\$0	\$5,116,912
Law	\$3,838,829	\$1,070,988	\$5,202,355	\$10,112,172
University Libraries	\$3,694,893	\$0	\$304,593	\$3,999,486
Medicine	\$8,686,404	\$24,375,855	\$72,517	\$33,134,776
Nursing	\$1,013,386	\$0	\$253,466	\$1,266,852
Pharmacy	\$1,001,594	\$3,016,783	\$536,998	\$4,555,375
Total	\$78,056,103	\$63,206,025	\$40,356,515	\$181,618,644

Funds held outside may be understated as some do not report annually.

UMKC Endowments, Quasi-Endowments and Effective Endowments Summary
As of June 30, 2000

	Endowments and Quasi-Endowments Held by UM for UMKC	Endowments for the Support of UMKC Held Elsewhere	Fund Balances for Affiliate Accounts	Total Endowments & Effective Endowments All sources
UMKC General				
Non-Specific or Crosses Divisions	\$29,193,808	\$23,069,910	\$23,484,499	\$75,748,217
Academic Unit Specific				
Arts and Sciences	\$3,256,299	\$807,022	\$1,203,885	\$5,267,206
Biological Sciences	\$4,365,974	\$1,018,949	\$185,120	\$5,570,043
Business and Public Administration	\$9,825,611	\$9,869,152	\$2,410,328	\$22,105,091
Computing & Engineering	\$363,337	\$0	\$0	\$363,337
Conservatory of Music	\$5,308,891	\$1,241,893	\$2,974,164	\$9,524,948
Dentistry	\$7,425,601	\$0	\$4,459,132	\$11,884,733
Education	\$5,737,055	\$0	\$0	\$5,737,055
Law	\$4,372,257	\$1,137,673	\$5,202,355	\$10,712,285
University Libraries	\$3,038,018	\$0	\$273,118	\$3,311,136
Medicine	\$9,782,376	\$24,248,734	\$79,764	\$34,110,874
Nursing	\$1,203,504	\$0	\$262,424	\$1,465,928
Pharmacy	\$1,135,921	\$3,483,135	\$560,555	\$5,179,611
Total	\$85,008,652	\$64,876,468	\$41,095,344	\$190,980,464

Funds held outside may be understated as some do not report annually.

UMKC Endowments, Quasi-Endowments and Effective Endowments Summary
As of June 30, 1999

	Endowments and Quasi-Endowments Held by UM for UMKC	Endowments for the Support of UMKC Held Elsewhere	Fund Balances for Affiliate Accounts	Total Endowments & Effective Endowments All sources
UMKC General				
Non-Specific or Crosses Divisions	\$31,071,927	\$23,069,910	\$24,096,087	\$78,237,924
Academic Unit Specific				
Arts and Sciences	\$2,128,086	\$807,022	\$1,257,762	\$4,192,870
Biological Sciences	\$3,912,175	\$906,360	\$192,735	\$5,011,270
Business and Public Administration	\$9,382,378	\$9,135,596	\$2,571,831	\$21,089,805
Computing & Engineering	\$326,125	\$0	\$0	\$326,125
Conservatory of Music	\$4,400,391	\$1,227,672	\$3,110,527	\$8,738,590
Dentistry	\$4,326,877	\$0	\$3,838,033	\$8,164,910
Education	\$5,219,994	\$0	\$0	\$5,219,994
Law	\$4,038,849	\$1,006,705	\$4,735,896	\$9,781,450
University Libraries	\$2,431,764	\$0	\$276,992	\$2,708,756
Medicine	\$9,031,370	\$21,584,758	\$72,670	\$30,688,798
Nursing	\$1,083,332	\$0	\$266,871	\$1,350,203
Pharmacy	\$1,008,809	\$3,224,352	\$524,845	\$4,758,006
Total	\$78,362,077	\$60,962,375	\$40,944,249	\$180,268,701

Funds held outside may be understated as some do not report annually.

UMKC Endowments, Quasi-Endowments and Effective Endowments Summary
As of June 30, 1998

	Endowments and Quasi-Endowments Held by UM for UMKC	Endowments for the Support of UMKC Held Elsewhere	Fund Balances for Affiliate Accounts	Total Endowments & Effective Endowments All sources
UMKC General				
Non-Specific or Crosses Divisions	\$26,540,316	\$18,947,058	\$22,218,432	\$67,705,806
Academic Unit Specific				
Arts and Sciences	\$1,804,685	\$609,895	\$1,192,997	\$3,607,577
Biological Sciences	\$3,382,603	\$754,958	\$0	\$4,137,561
Business and Public Administration	\$7,039,127	\$8,460,693	\$2,448,701	\$17,948,522
Computing & Engineering	\$293,423	\$0	\$0	\$293,423
Conservatory of Music	\$4,195,602	\$1,107,568	\$3,010,872	\$8,314,042
Dentistry	\$3,926,116	\$0	\$3,381,677	\$7,307,793
Education	\$4,767,427	\$0	\$0	\$4,767,427
Law	\$3,367,041	\$896,402	\$4,233,914	\$8,497,357
University Libraries	\$2,293,929	\$0	\$252,507	\$2,546,436
Medicine	\$8,087,542	\$550,000	\$0	\$8,637,542
Nursing	\$944,197	\$0	\$255,760	\$1,199,957
Pharmacy	\$949,910	\$2,793,422	\$460,561	\$4,203,893
Total	\$67,591,918	\$34,119,997	\$37,455,421	\$139,167,336

Funds held outside may be understated as some do not report annually.

UMKC Endowments, Quasi-Endowments and Effective Endowments Summary
As of June 30, 1997

	Endowments and Quasi-Endowments Held by UM for UMKC	Endowments for the Support of UMKC Held Elsewhere	Fund Balances for Affiliate Accounts	Total Endowments & Effective Endowments All sources
UMKC General				
Non-Specific or Crosses Divisions	\$21,202,503	\$18,827,989	\$17,910,359	\$57,940,851
Academic Unit Specific				
Arts and Sciences	\$1,496,433	\$609,895	\$833,400	\$2,939,728
Biological Sciences	\$2,825,577	\$651,925	\$0	\$3,477,502
Business and Public Administration	\$6,071,618	\$6,907,392	\$1,724,502	\$14,703,512
Computing & Engineering	\$248,821	\$0	\$0	\$248,821
Conservatory of Music	\$3,809,958	\$1,089,219	\$2,152,566	\$7,051,743
Dentistry	\$3,355,342	\$0	\$2,473,659	\$5,829,001
Education	\$4,030,935	\$0	\$0	\$4,030,935
Law	\$2,667,510	\$672,535	\$3,565,463	\$6,905,508
University Libraries	\$2,064,385	\$0	\$227,190	\$2,291,575
Medicine	\$6,919,244	\$10,182,704	\$29,886	\$17,131,834
Nursing	\$788,242	\$0	\$182,348	\$970,590
Pharmacy	\$823,428	\$2,622,259	\$463,172	\$3,908,859
Total	\$56,303,996	\$41,563,918	\$29,562,545	\$127,430,459

Funds held outside may be understated as some do not report annually.

UMKC Endowments, Quasi-Endowments and Effective Endowments Summary
As of June 30, 1996

	Endowments and Quasi-Endowments Held by UM for UMKC	Endowments for the Support of UMKC Held Elsewhere	Fund Balances for Affiliate Accounts	Total Endowments & Effective Endowments All sources
UMKC General				
Non-Specific or Crosses Divisions	\$17,855,989	\$16,593,033	\$16,728,566	\$51,177,588
Academic Unit Specific				
Arts and Sciences	\$764,880	\$530,198	\$781,382	\$2,076,460
Biological Sciences	\$2,334,664	\$461,180	\$0	\$2,795,844
Business and Public Administration	\$5,431,100	\$6,907,392	\$1,616,354	\$13,954,846
Computing & Engineering	\$209,753	\$0	\$0	\$209,753
Conservatory of Music	\$1,852,645	\$460,331	\$2,002,226	\$4,315,202
Dentistry	\$2,902,090	\$0	\$2,283,900	\$5,185,990
Education	\$495,086	\$0	\$0	\$495,086
Law	\$2,098,070	\$0	\$2,947,231	\$5,045,301
University Libraries	\$1,740,919	\$0	\$230,419	\$1,971,338
Medicine	\$5,964,971	\$3,702,089	\$26,001	\$9,693,061
Nursing	\$18,040	\$0	\$142,431	\$160,471
Pharmacy	\$713,849	\$1,384,538	\$433,303	\$2,531,690
Total	\$42,382,056	\$30,038,761	\$27,191,813	\$99,612,630

Funds held outside may be understated as some do not report annually.

UMKC Endowments, Quasi-Endowments and Effective Endowments Summary
As of June 30, 1995

	Endowments and Quasi-Endowments Held by UM for UMKC	Endowments for the Support of UMKC Held Elsewhere	Fund Balances for Affiliate Accounts	Total Endowments & Effective Endowments All sources
UMKC General				
Non-Specific or Crosses Divisions	\$14,008,210	\$14,757,012	\$15,407,373	\$44,172,595
Academic Unit Specific				
Arts and Sciences	\$695,733	\$475,751	\$745,614	\$1,917,098
Biological Sciences	\$1,938,138	\$0	\$0	\$1,938,138
Business and Public Administration	\$3,856,788	\$6,907,392	\$1,538,168	\$12,302,348
Computing & Engineering	\$172,858	\$0	\$0	\$172,858
Conservatory of Music	\$630,591	\$460,331	\$2,013,208	\$3,104,130
Dentistry	\$1,548,161	\$0	\$1,765,831	\$3,313,992
Education	\$506,544	\$0	\$0	\$506,544
Law	\$1,534,112	\$0	\$2,315,414	\$3,849,526
University Libraries	\$1,565,726	\$0	\$181,740	\$1,747,466
Medicine	\$4,802,578	\$1,349,347	\$24,200	\$6,176,125
Nursing	\$14,471	\$0	\$134,846	\$149,317
Pharmacy	\$642,632	\$1,221,176	\$398,318	\$2,262,126
Total	\$31,916,542	\$25,171,009	\$24,524,712	\$81,612,263

Funds held outside may be understated as some do not report annually.

Report to the Senate and the Senate Academic Issues Committee

Re: Missouri Endowed Chair and Professorship Program

Summary of an interview of J.H. Waterborg, UMKC Senator, on behalf of the Academic Issues Committee of the Faculty Senate at UMKC, with UMKC Vice-Chancellor for Advancement, W. French on Th, November 11, 1999.

This program was started by President G. Russell in 1993 as a flexible, tripartite set of contributions to establish endowed positions:

1. A private donor gives an endowment to the UM Curators OR to Registered Affiliates such as UKC Trustees, Alumni Association, St.Lukes Foundation, Childrens Mercy Foundation, TMC, Community Foundation, Gotlieb Foundations, etcetera. President Pacheco has expressed reservation related to endowment gifts to Registered Affiliates. \$1,100,000 is required to endow a chair, \$550,000 for a professorship. Nominally 5% of the principal represents the annual funds available.
2. An equal state match is required.
 - Requested by Russell as rate money, legislature-provided funds were limited to annual cost by the Governor, and matches were accepted by the Curators on this basis, marked as "permanent Missouri Match approved."
 - President George stopped for 1 year the process to acquire endowed positions, a process in which UMKC was far ahead of the other UM campuses with some 40-odd endowments completed or near completion.
 - President Pacheco, after study, made the decision to use UM System (not campus) Mission Enhancement funds (\$4,000,000 rate money, equal to an endowment of some \$80 million at 5% per year) to support the positions approved. With interest accrued funds of \$15-20 million, this allowed the UM System to support 103 endowments. For UMKC, \$39.5 million "endowment" represents the 43 or 44 endowed positions that are permanently matched. They were partly noted as "permanent Missouri Match" and partly "FY99 Mission Enhancement" in the endowment position database of June 99 (this information, in a pdf file, can be found at <http://www.umkc.edu/sbs/waterborg>). However, all now receive their state match from the same UM fund of rate money, representing for UMKC an endowment match of \$39.5 million. French clearly stated that NO campus Mission Enhancement funds were currently being used as a "state match" to any endowed UMKC position in this program.
It would be appropriate to request that the Senate's budget committee confirm that this statement was correct. (note JHW)
3. A campus match is required. However, the size of the campus match is undefined and, once identified by the Academic Units, can be used in part or full to fill or support the endowed position. UMKC campus Mission Enhancement funds, provided to specific Academic Units, can be used as campus match money, as may apply for instance to the endowed position in Nursing.

The endowment program was initiated to raise quality and excellence in research and teaching. Once an endowment position is filled, taking into account the wishes or restrictions of the donor of the private endowment and the choice by the Academic Unit of the faculty member to fill the position, the UMKC Office of Advancement does no longer play a role. Whether and how (well) the endowed position contributes to the goal(s) set is the responsibility of the Academic Unit, and its Dean or Director. This also applies to endowed positions filled by non-regular faculty who, usually, are not subject to annual performance evaluations by the dean.

Thus, one would expect that annual evaluations of all endowed positions, filled by regular and non-regular faculty, review yearly in which way and to which extent endowed positions contribute

to UMKC's goals for excellence in teaching and for their contributions to the Research II goal of UMKC in all measures used. (note JHW)

One obligation for non-regular faculty in endowed positions of the Medical School at Truman Medical Center, St.Lukes and Children's Mercy, is defined in the contract for the endowed position: grant applications 'should' be submitted through UMKC's Office of Research Administration. Until a short time ago, only Harris has done so. ORA acknowledges that the Medical School endowed positions contribute only between \$100,000 and \$150,000 to recognized UMKC research funds. Currently, St.Lukes has declared its commitment that all endowed positions should do so. Apparently just recently, a grant submission by Morrison through ORA, supports this notion. Children's Mercy so far has been hesitating to require the same. This is based on the earliest endowment contracts made which did not specify anything related to grant submission through UMKC. French expects that the current renewal of these contracts will rectify this situation and understanding.

To date, the recent deans in the Medical School apparently did not evaluate any of their endowed positions at St.Lukes and Children's Mercy. Friedland, the new dean, has assumed the one position endowed to the Medical School, the Hicklin Chair in Medicine, initially filled by Franklin. Apparently he has called a meeting for all holders of endowed positions at the Medical School.

One hopes that this will result in appropriate evaluation of the contribution to research and teaching by all 18 Medical School chair and professorship holders. Friedland should be given time to show that this works. (note JHW)

It has been the decision of President Pacheco that the non-regular faculty that hold endowed positions in the Medical School at UMKC are eligible to compete for UMRB (University of Missouri Research Board) funds, subject to the same rules of peer review evaluation as regular faculty.

Report made: November 25, 1999
Jakob H. Waterborg

ID: 1 (UMKC #13)

Title: Daniel J. Lauer/MO Chair in Metabolic & Vascular Res.

Request Date: 06/27/96

Approval Date: 07/10/96

Position Description: "The position of Daniel J. Lauer / Missouri Chair in Metabolism and Vascular Research will be recognized jointly as a non-tenured, full-time member of the internal medicine department faculty of the UMKC School of Medicine and as a medical staff member of St. Luke's Hospital (SLH) of Kansas City, subject to the chair holder's satisfaction of the requirements of each."

Use of Supplement Funds: "The funds established by the endowment at SLH and at the University of Missouri must be used exclusively by the UMKC School of Medicine and SLH to support items which include, but are not limited to: a) salary and benefits of the chairholder; b) salary and benefits of support staff, interns, residents, and graduate assistants associated with the chairholder; c) and equipment, professional dues, journal subscriptions, literature search costs, and professional travel."

Link to Mission Enhancement: To enhance the quality of the faculty, graduate medical education, and research in the UMKC School of Medicine and in its sponsored programs and affiliated hospitals.

Extramural Funding: --NIH awards of \$227,019 (1996) and \$212,902 (1997).

AHA (Kansas)/ SLH Fdn. award of \$66,460 (1997-99). SLH Fdn. awards of \$30,000 (1998).

Bristol Myers-Squibb award of \$45,560 (1998). Parke-Davis award of \$75,000 (1998).

His primary intent is to stimulate clinical research among physician-investigators at UMKC/SLH.

Name: William S. Harris, Ph.D.

Campus: UM-Kansas City

Department: School of Medicine / St. Luke's Hospital

Additional Comments: updated, 6/24/98

This chair holder, however, has processed his research proposals and contracts through the UMKC Office of Research Administration.

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 2 (UMKC #14)

Title: Marion Merrell Dow/MO Chair in Pediatric Medical Res.

Request Date: Feb. 1995

Approval Date: 01/11/96

Position Description: "...a chair for Director of Pediatric Medical Research...to be shared jointly by The Children's Mercy Hospital and the UMKC Schools of Medicine and Pharmacy." Major community-related duties and responsibilities: "Interact with Schools of Medicine, Pharmacy, Biological Science, Dentistry, etc., to develop increased collaborative research (UMKC AND KU opportunities). Improve communication, planning and research development with intra- and inter-university structures."

Use of Supplement Funds: "The funds established by the endowment at The Children's Mercy Hospital and at the University of Missouri must be used exclusively by the UMKC Schools of Medicine and Pharmacy and The Children's Mercy Hospital to support the salaries and research efforts of the Chair in Pediatric Medical Research and the Chair in Pediatric Clinical Pharmacology at The Children's Mercy Hospital and at UMKC."

Link to Mission Enhancement: To enhance the quality of the faculty, graduate medical education, and research in the UMKC School of Medicine and in its sponsored programs and affiliated hospitals.

Extramural Funding: NICHHD award of \$1,325,041 (1994-99). Bristol-Myers Squibb awards of \$242,366 (1997-open). Hoechst-Marion Roussel award of \$66,395 (1997).

Name: Ralph E. Kauffman, M.D.

Campus: UM-Kansas City

Department: School of Medicine / The Children's Mercy Hospital

Additional Comments: updated, 11/19/98

"Total funding from grants and sponsored programs at Children's Mercy Hospital has increased by nearly 50% over the past two years, exceeding \$5M for 1997. This effort is ongoing and has already resulted in a noticeable increase in competitive Federal grants submitted." "[Dr. Kauffman has] taken particular interest in how growth and development affects the way the body handles medication and eliminates it from the system. He's looked at a wide variety of medication types and most recently, non-narcotic pain relievers."

Scholarship & Service: from Nov. 1998 issue of *P.R.N.* (a publication of the School of Medicine):

"Doctors Speak to Congress"

"Ralph Kauffman, MD, professor of pediatrics and director of Medical Research at Children's Mercy Hospital, and Gregory Kearns, PharmD, professor of pediatrics and chief of Clinical Pharmacology at Children's Mercy, testified about the benefits of medical research for children last month before the U.S. House Commerce Committee in Washington, D.C.

"The committee conducted hearings into the Food and Drug Administration Modernization Act, which includes a provision for increased pharmaceutical testing for children. As much as 80 percent of the medication on the market today in the United States has not been tested on children.

"Dr. Kauffman, a long-time vocal national advocate for increased testing for pediatric medications, appeared at the request of the American Academy of Pediatrics. Both he and Dr. Kearns traveled to Washington at the request of the pharmaceutical manufacturer's association to speak in favor of drug testing in children.

"As section chief at Children's Mercy, Dr. Kearns oversees drug testing."

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 3 (UMKC #15)

Title: Marion Merrell Dow/MO Chair in Pediatric Clinical Pharmacology

Request Date: Feb. 1995

Approval Date: 01/11/96

Position Description: "...a chair for Director of Pediatric Clinical Pharmacology to be shared jointly by The Children's Mercy Hospital and the UMKC Schools of Medicine and Pharmacy."

Use of Supplement Funds: "The funds generated in support of this position have been used in support of Dr. Kearns' salary. In addition, the School of Pharmacy currently provides a 1.0 FTE faculty member, Dr. Susan Rahman, who works in conjunction with the efforts of the Pediatric Clinical Pharmacology Center. This past year, Dr. Rahman received funding for HPLC instrumentation in the amount of approximately \$45,000 from the school as well."

Link to Mission Enhancement: To enhance the quality of faculty, research programs, professional education, graduate medical education, and the national image in the UMKC Schools of Medicine and Pharmacy and in their sponsored programs and affiliated hospitals.

Extramural Funding: Dr. Kearns has a 1998 calendar year grant from the National Institute of Child Health and Human Development for \$303,000 in direct costs, and \$100,000 in annual support from the Marion Merrell Dow Foundation (& UM). He also has grants of under \$50,000 each from three pharmaceutical companies: Zeneca, Aronex, and Pharmacia & Upjohn.

Name: Gregory L. Kearns, Pharm.D., FCP

Campus: UM-Kansas City

Department: School of Pharmacy / The Children's Mercy Hospital

Additional Comments: Updated, 11/19/98

"During his time with us, Dr. Kearns has established the largest pediatric clinical pharmacology program in the United States at the Children's Mercy Hospital and University of Missouri-Kansas City, in conjunction with the Division of Pharmacology in the School of Pharmacy and the Department of Pediatrics in the School of Medicine. This NIH-funded pediatric pharmacology research unit, which is one of only seven such units in the United States, is located in the Section of Pediatric Clinical Pharmacology and Experimental Therapeutics at Children's Mercy Hospital. Dr. Kearns is currently participating in fifteen clinical trials, seven of which are being coordinated by him as the principal investigator."

Scholarship & Service: 8 peer-reviewed publications, one textbook chapter and 10 published abstracts during 1997. Dr. Kearns and his colleagues in the Section of Pediatric Clinical Pharmacology have developed an important service program at The Children's Mercy Hospital. The Pediatric Clinical Pharmacology Consultation Service provides state-of-the-art clinical consultation in the areas of pharmacokinetics, pharmacodynamics, pharmacotherapy, adverse drug reaction evaluation, clinical toxicology, therapeutic drug monitoring and experimental therapeutics to physicians located at CMH and affiliated institutions in metropolitan Kansas City. This service is unique to the State of Missouri and surrounding states.

from Nov. 1998 issue of *P.R.N.* (a publication of the School of Medicine):

"Doctors Speak to Congress"

"Ralph Kauffman, MD, professor of pediatrics and director of Medical Research at Children's Mercy Hospital, and

Gregory Kearns, PharmD, professor of pediatrics and chief of Clinical Pharmacology at Children's Mercy, testified about the benefits of medical research for children last month before the U.S. House Commerce Committee in Washington, D.C.

"The committee conducted hearings into the Food and Drug Administration Modernization Act, which includes a provision for increased pharmaceutical testing for children. As much as 80 percent of the medication on the market today in the United States has not been tested on children.

"Dr. Kauffman, a long-time vocal national advocate for increased testing for pediatric medications, appeared at the request of the American Academy of Pediatrics. Both he and Dr. Kearns traveled to Washington at the request of the pharmaceutical manufacturer's association to speak in favor of drug testing in children.

"As section chief at Children's Mercy, Dr. Kearns oversees drug testing."

Any Campus Match: permanent Missouri Match approved
Amount of Endowment: \$1,100,000.00 (original amount)

ID: 4 (UMKC #19)

Title: St. Luke's/MO Chair in Cardiovascular Res. at MAHI

Request Date: 05/01/96

Approval Date: 05/04/96

Position Description: "The position of Missouri Endowed Chair in Cardiovascular Clinical Research will be recognized jointly as a non-tenured, full-time member of the internal medicine department faculty of the UMKC School of Medicine and as a medical staff member of Saint Luke's Hospital, subject to the chair holder's satisfaction of the requirements of each."

"The Mid America Heart Institute of SLH, the midwest's premier cardiac center with a world renowned reputation for diagnosis and treatment of heart disease, seeks a board certified cardiac physician for an Endowed Chair of CV Clinical Research."

Use of Supplement Funds: "The funds established by the endowment at SLH and at the University of Missouri must be used exclusively by the UMKC School of Medicine and SLH to support items which include, but are not limited to: a) salary and benefits of the chairholder; b) salary and benefits of support staff, interns, residents, and graduate assistants associated with the chairholder; c) and equipment, professional dues, journal subscriptions, literature search costs, and professional travel."

Link to Mission Enhancement: To enhance the quality of the faculty, graduate medical education, and research in the UMKC School of Medicine and in its sponsored programs and affiliated hospitals.

Extramural Funding: yes

Name: Ben D. McCallister, M.D.

Campus: UM-Kansas City

Department: School of Medicine / St. Luke's Hospital

Additional Comments: updated, 8/3/98

"Saint Luke's has been a leader in outcomes research and can continue to excel in that area, Dr. McCallister says, because the Heart Institute has one of the nation's largest databases of heart patients.... The Heart Institute has a strong relationship with industry and will continue to work with companies in testing new drugs, devices and equipment."

Scholarship & Service: "He has published as author or a co-author, six articles in prestigious peer reviewed journals. He has three publications in preparation or acceptance phases. He has had three abstracts published. Dr. McCallister is on the Review Boards of five major journals in the field of cardiology, as well as for the Journal of the American Medical Association. He has given multiple local, regional, and national lectures and presentations, including five national presentations. Dr. McCallister was elected Governor of the American College of Cardiology, Missouri Chapter, and serves on the Executive Committee of the American College of Cardiology Board of Governors nationally. He holds multiple offices and committee appointments in the American College of Cardiology or American Heart Association."

"Although Dr. McCallister does not have direct intramural or extramural grant support for research of his own, he performs a vital role as Director and Coordinator of the Cardiovascular Research and Outcome Center of the Mid-America Heart Institute. The Heart Institute has one of the largest cardiology-based clinical data repositories in the nation, largely due to the activities of Dr. McCallister and his colleagues. He has been instrumental in helping to obtain 1.4 million dollars in direct funding for cardiovascular research and educational activities in the Heart Institute.... There are approximately sixty research projects on-going at the present time in the Heart Institute, and Dr. McCallister is the Administrative Supervisor for all of these. He is beginning a collaborative project with neurosciences as part of the Stroke Program here at Saint Luke's Hospital." --June 30, 1998

Any Campus Match: permanent Missouri Match approved
Amount of Endowment: \$1,100,000.00 (original amount)

ID: 5 (UMKC #21)

Title: Marion Merrell Dow/MO Professorship in Structural Biology

Request Date: 01/09/96 and 04/14/97

Approval Date: 01/29/96 and 05/20/97

Position Description: [original] "The Scientific Education Partnership Missouri Professorship and the x-ray crystallographic laboratory [funded by the UM Research Board] are regional and national resources that significantly strengthen UMKC's and KU's cooperative research in molecular medicine."

Use of Supplement Funds: A postdoctoral researcher has been hired as a Research Instructor with funds from this Professorship. This is important to the structural biology research program because it is allowing them the opportunity to develop a new research area that is distinct from that of the chair holder's NIH-funded research. Part of the salary of the professorship holder will be provided when the Missouri Match is transferred to this account.

Link to Mission Enhancement: The professorship holder contributes to the goal of positioning UMKC for leadership in structural biology and molecular genetics. [UMKC Part C, "Selected Academic Units," School of Biological Sciences.] Because of the success in attracting federal research funding, this professorship also contributes to the goal of Research II status.

Extramural Funding: Dr. Carlson's most recent grant (Feb., 1999) is for \$235,064 from the National Institutes of Diabetes, Digestive and Kidney Diseases. Carlson is active in seeking a cure for diabetes and muscular dystrophy, and has received grants from NIH, NSF and the Muscular Dystrophy Assoc.

Name: Gerald M. Carlson, Ph.D.

Campus: UM-Kansas City

Department: School of Biological Sciences

Additional Comments: Updated, 2/26/99

"The University of Missouri-Kansas City has made a dedicated commitment to develop the area of Structural Biology as a first step in Fundamental Biotechnology growth as an academic priority for the next decade. Biotechnology, as a young science, shows the tangible promise to impact advances in agriculture, environmental preservation, and medicine – three sectors critical to the well-being of society and of gigantic economic potential. For growth of new industries in Kansas City it has been identified as a prime research area."

Scholarship & Service: In addition to the SEP/Missouri Professorship funds, the laboratory is funded by the NIH to work on the structure of the enzyme phosphorylase-b kinase (PhK) from skeletal muscle. This enzyme has four copies each of four different subunits, $(\alpha\beta\gamma\delta)_4$, and is instrumental in triggering the breakdown of stored animal starch (glycogen) to produce energy in contracting muscle. Its activity is stimulated by a variety of metabolic activators that bind to specific sites on PhK's α , β and γ regulatory subunits, causing conformational changes in them that are in turn transmitted to the catalytic δ subunit, whose activity is thus altered. During the last year Dr. Carlson and his colleagues have used chemical and genetic techniques to determine how subunit interactions are altered by various activators and which parts of different subunits interact with each other.

The chemical technique relies on bifunctional chemical crosslinkers to covalently link amino acid side chains of adjacent subunits in the multi-subunit PhK. Using several different crosslinkers, Dr. Carlson found that various activators of PhK targeted separately to its three regulatory subunits all cause changes in the way that the α and β subunits interact with each other. He also found that the structural changes induced by Ca^{2+} ions are distinct from those of other activators, which makes sense given that all forms of the enzyme, no matter how it is activated, still require Ca^{2+} for activity. The genetic technique utilized is called two-hybrid genetic screening and is carried out in yeast that we have genetically transformed with different regions of the various subunits in pairs. If the two regions interact, the yeast colonies that contain them are blue due to a specific marker gene. From this approach, Dr. Carlson has found regions of the α subunit that are involved in its interaction with β and other regions involved in forming α - β contacts within the $(\alpha\beta\gamma\delta)_4$ holoenzyme.

Work during this Activities Report period has resulted in three published papers and three manuscripts that have been submitted. Dr. Carlson presented five abstracts at national and international meetings and presented two invited talks at national meetings.

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$550,000.00 (original amount)

ID: 6 (UMKC #25)

Title: Westport Anesthesia Svcs./Mo Chair in Anesthesiology Res.

Request Date: 05/01/96

Approval Date: 05/04/96

Position Description: "The position of [the Westport Anesthesiology Services] / Missouri Endowed Chair Anesthesiology Research will be recognized jointly as a non-tenured, full-time member of the internal medicine department faculty of the UMKC School of Medicine and as a medical staff member of Saint Luke's Hospital (SLH), subject to the chair holder's satisfaction of the requirements of each."

Use of Supplement Funds: "The funds established by the endowment at SLH and at the University of Missouri must be used exclusively by the UMKC School of Medicine and SLH to support items which include, but are not limited to: a) salary and benefits of the chairholder; b) salary and benefits of support staff, interns, residents, and graduate assistants associated with the chairholder; c) and equipment, professional dues, journal subscriptions, literature search costs, and professional travel."

Link to Mission Enhancement: To enhance the quality of the faculty, graduate medical education, and research in the UMKC School of Medicine and in its sponsored programs and affiliated hospitals.

Extramural Funding: open position

Name: David C. Morrison, Ph.D.

Campus: UM-Kansas City

Department: School of Medicine / St. Luke's Hospital

Additional Comments: updated, 2/9/99

For the last 13 years, he was with the University of Kansas Medical Center and, most recently, held the position of Kansas Masons Distinguished Professor of Cancer Research.

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 7 (UMKC #30)

Title: Arthur W. Robinson/MO Chair in Internal Medicine

Request Date: Dec. 1997

Approval Date: 11/20/98

Position Description: "The position of Arthur W. Robinson / Missouri Endowed Chair in Internal Medicine will be recognized jointly as a non-tenured, full-time member of the internal medicine department faculty of the UMKC School of Medicine and as a medical staff member of Saint Luke's Hospital (SLH), subject to the chair holder's satisfaction of the requirements of each."

"The Arthur W. Robinson Chair in Internal Medicine at Saint Luke's Hospital will be Chairman of the Department of Internal Medicine at Saint Luke's Hospital.... He/she will also assume the title and responsibilities of Vice-Chairman of the Department of Internal Medicine at the University of Missouri-Kansas City School of Medicine for Saint Luke's Programs."

Use of Supplement Funds: "The funds established by the endowment at SLH and at the University of Missouri must be used exclusively by the UMKC School of Medicine and SLH to support items which include, but are not limited to: a) salary and benefits of the chairholder; b) salary and benefits of support staff, interns, residents, and graduate assistants associated with the chairholder; c) and equipment, professional dues, journal subscriptions, literature search costs, and professional travel."

Link to Mission Enhancement: This Missouri endowed chair adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: Donald R. Campbell, M.D.

Campus: UM-Kansas City

Department: School of Medicine / St. Luke's Hospital

Additional Comments: Updated, 11/20/98

The Chair is responsible for Internal Medicine collaborative research efforts. Dr. Campbell has been "Chief of Staff at the [Kansas City] Veterans' Affairs Medical Center for the past year. His research activities have included many clinical studies and also joint efforts in basic research in the laboratory he is associated with at the VA. He wishes to continue in both kinds of research and... he might continue the laboratory research program at the VA."

Scholarship & Service: During 1997, Dr. Campbell produced five journal articles, one book chapter and three abstracts in his field of gastroenterology. Presentations were made to the American Association for Cancer Research Meeting and the American Gastroenterological Association Meeting. Dr. Campbell has been a participating investigator in over fifty funded research projects.

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 8 (UMKC #27)

Title: Edward T. Matheny, Jr./MO Chair in Neuroscience

Request Date: 02/17/97

Approval Date: 11/20/98

Position Description: "The position of Edward T. Matheny, Jr./ Missouri Endowed Chair in Neuroscience will be recognized jointly as a non-tenured, full-time member of the internal medicine department faculty of the UMKC School of Medicine and as a medical staff member of Saint Luke's Hospital (SLH), subject to the chair holder's satisfaction of the requirements of each."

"The individual selected for this position will develop and implement research and educational aspects of the Neuroscience Program at Saint Luke's Hospital in collaboration with the University of Missouri-Kansas City School of Medicine. The Chair will also have responsibility for seeking funds for research support and for continuing research activities in Neuroscience...."

Use of Supplement Funds: "The funds established by the endowment at SLH and at the University of Missouri must be used exclusively by the UMKC School of Medicine and SLH to support items which include, but are not limited to: a) salary and benefits of the chairholder; b) salary and benefits of support staff, interns, residents, and graduate assistants associated with the chairholder; c) and equipment, professional dues, journal subscriptions, literature search costs, and professional travel."

Link to Mission Enhancement: This Missouri endowed chair adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: Marilyn M. Rymer, M.D.

Campus: UM-Kansas City

Department: School of Medicine / St. Luke's Hospital

Additional Comments: updated, 12/4/98

Dr. Rymer has been affiliated with St. Luke's since 1988. "She has achieved national and even international recognition for her work as Medical Director of the Center for Clinical Neurologic Studies here in Kansas City, and as Medical Director for the Stroke Program at Saint Luke's Hospital."

Scholarship & Service: Dr. Rymer has published articles in 1994 and 1995, with two in 1996. Beginning in 1990, she has been a principal investigator in 24 research protocols for various pharmaceutical companies and, in one instance, the National Institutes of Health. "Her fields of clinical investigation involve Alzheimer's Disease, stroke, and anticoagulation.... Dr. Rymer has served on the Steering Committee for the National Stroke Association in the development of a stroke center network, and is the liaison from the state of Kansas to the American Heart Association's Stroke Council.... By accepting the Chair, Dr. Rymer would be able to devote an estimated 65% to 75% of her time to pure academic administration and research...."

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 9 (UMKC #28)

Title: Dale & Dorothy Thompson Professorship in Nursing

Request Date: 02/17/97

Approval Date: 12/01/97

Position Description: "This new position reflects the commitment of the School to foster an environment supportive of diversity and promoting cultural competence of students. The Professorship will be the medium for meeting the goals of the School as set forth in its Strategic Plan to: 1) prepare students to provide culturally competent care, and 2) conduct research related to the health of minority populations."

"The responsibilities of the Professorship will be to maintain an active program of scholarship and funded research; conduct research to improve health of minority populations; mentor faculty and students in scholarship and teaching activities; contribute to the creation of an environment supportive of cultural diversity; contribute to the development of cultural content and student clinical experiences for the nursing curricula; contribute to the teaching mission of the School through course offerings and guiding student research; provide service to the School and nursing profession appropriate to the position and consistent with other responsibilities of the professorship."

Use of Supplement Funds: to be announced

Link to Mission Enhancement: The professorship holder will aid the School of Nursing in the multicampus Cooperative Doctoral Program and in efforts to increase research funding. [UMKC Part C, "Selected Academic Units," School of Nursing: Mission Enhancement funds will provide half of the salary and benefits for this position.]

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Nursing

Additional Comments: Updated, 6/22/98

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$550,000.00 (original amount)

ID: 10 (UMKC #33)

Title: Joseph Boon Gregg / Children's Mercy Hospital Chair in Pediatric Cardiac Surgery

Request Date: Dec. 1997

Approval Date: 11/20/98

Position Description: "The Chief [of the Section of Cardiac Surgery], under the direction of the Surgeon-in-Chief oversees all cardiac surgery matters of the hospital."

Use of Supplement Funds: "The funds established by the endowment at The Children's Mercy Hospital and at the University of Missouri must be used exclusively by the UMKC School of Medicine and The Children's Mercy Hospital to support the salaries and research efforts of The Children's Mercy Hospital/Missouri Chair in Pediatric Cardiac Surgery at The Children's Mercy Hospital and at UMKC."

Link to Mission Enhancement: This Missouri endowed chair adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: Gary K. Lofland, M.D.

Campus: UM-Kansas City

Department: School of Medicine / The Children's Mercy Hospital

Additional Comments: updated, 2/9/99

"Dr. Lofland has served in various academic and hospital appointments including associate professorships in surgery and pediatrics at Virginia Commonwealth University and, most recently, in a clinical professorship at Georgetown University Medical Center."

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 11 (UMKC #29)

Title: St.Luke's/MO Chair in Emergency Medicine

Request Date: Dec. 1997

Approval Date: 11/20/98

Position Description: "The position of Saint Luke's / Missouri Professorship in Emergency Medicine will be recognized jointly as a non-tenured, full-time member of the emergency medicine department faculty of the UMKC School of Medicine and as a medical staff member of Saint Luke's Hospital (SLH), subject to the endowed professor's satisfaction of the requirements of each." "...will initiate and foster basic and/or clinical research within the Department of Emergency Services at Saint Luke's Hospital."

Use of Supplement Funds: "The funds established by the endowment at SLH and at the University of Missouri must be used exclusively by the UMKC School of Medicine and SLH to support items which include, but are not limited to:

a) salary and benefits of the professorship; b) salary and benefits of support staff, interns, residents, and graduate assistants associated with the professorship; c) and equipment, professional dues, journal subscriptions, literature search costs, and professional travel."

Link to Mission Enhancement: This Missouri endowed professorship adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: Gary M. Gaddis, M.D., Ph.D.

Campus: UM-Kansas City

Department: School of Medicine / St. Luke's Hospital

Additional Comments: updated, 12/4/98

Dr. Gaddis has been affiliated with TMC since 1989 and was an Asst. Professor of Medicine at UMKC between 1989 and 1992.

Scholarship & Service: Dr. Gaddis had three book chapters in 1993, one journal article in each of 1994 and 1995. A paper was submitted to the *Annals of Emergency Medicine* in December, 1997. He is a member of the St. Luke's Hospital Low Molecular Weight Heparin Interdisciplinary Team. In 1995 he received from the *Annals of Emergency Medicine* their Outstanding Consultant Award, presented to the top 10% of peer reviewers as judged by the editors.

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 12 (UMKC #32)

Title: Edward P. Nelson Professorship in Pediatric Dentistry

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description: "The professorship will be located in the department of pediatric dentistry and will provide leadership in the areas of community outreach and the oral health of urban and rural children."

Use of Supplement Funds: to be announced

Link to Mission Enhancement: This Missouri endowed professorship adds a new distinguished teacher and researcher who will promote academic excellence in predoctoral and graduate dental education and research in the UMKC School of Dentistry's program of clinical pediatric dentistry. This position is strongly linked to Mission Enhancement Theme 3A (*Graduate Education/Research in the Health Sciences*) and also is linked to Theme 1 (*Research II*).

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Dentistry

Additional Comments: Updated, 6/19/98

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$550,000.00 (original amount)

ID: 13 (UMKC #35)

Title: Sosland Chair in Trauma Services / Truman Medical Center

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description:

Use of Supplement Funds: to be announced

Link to Mission Enhancement: This Missouri endowed chair adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Medicine / Truman Medical Center
Additional Comments:
Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement
Amount of Endowment: \$1,100,000.00 (original amount)

ID: 14 (UMKC #36)

Title: Sam and Helen Kaplan / Children's Mercy Hospital Chair in Genetics and Molecular Medicine

Request Date: Dec. 1997

Approval Date: 11/20/98

Position Description: "The Section Chief, Genetics, under the direction of the Chief, Division of Human Development, oversees all genetics matters of the hospital." Administrative Related: "Develop a collaborative genetics program within Kansas City. This has no limits in its potential including Truman Medical Center, St. Luke's Hospital, KU Medical Center and the greater pediatric community at large."

Use of Supplement Funds: "The funds established by the endowment at The Children's Mercy Hospital and at the University of Missouri must be used exclusively by the UMKC School of Medicine and The Children's Mercy Hospital to support the salaries and research efforts of The Children's Mercy Hospital/Missouri Chair in Genetics and Molecular Medicine at The Children's Mercy Hospital and at UMKC."

Link to Mission Enhancement: This Missouri endowed chair adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: Merlin G. Butler, M.D., Ph.D.

Campus: UM-Kansas City

Department: School of Medicine / The Children's Mercy Hospital

Additional Comments: updated, 2/9/99

"Dr. Butler comes to UMKC from Vanderbilt University, where he was Associate Professor of Pediatrics, Pathology and Orthopedics for 13 years."

Scholarship & Service: "Dr. Butler has over 200 publications in the area of medical genetics and molecular medicine."

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 15 (UMKC #37)

Title: Pat Curran / St. Luke's Eye Foundation Professorship in Macular Disease

Request Date: Dec. 1997

Approval Date: 11/20/98

Position Description: "The position of the Dr. Desmond and Betty Ann Curran/Missouri Professorship in Macular Disease will be recognized jointly as a non-tenured, full-time member of the ophthalmology department faculty of the UMKC School of Medicine and as a medical staff member of Saint Luke's Hospital (SLH), subject to the endowed professorship holder's satisfaction of the requirements of each."

Use of Supplement Funds: "The funds established by the endowment at the University of Missouri must be used exclusively by the UMKC School of Medicine and Saint Luke's Hospital to support the salary and research efforts of the Professorship in Macular Disease. Such support includes, but is not limited to: a) salary and benefits of the professorship holder; b) salary and benefits of support staff, interns, residents, and graduate assistants associated with the professorship holder; c) and equipment, professional dues, journal subscriptions, literature search costs, and professional travel."

Link to Mission Enhancement: This Missouri endowed professorship adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Medicine / St. Luke's Hospital

Additional Comments: updated, 11/20/98

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement
Amount of Endowment: \$550,000.00 (original amount)

ID: 16 (UMKC #38)

Title: Schutte Chair in Medical Leadership (Women's Health)

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description:

Use of Supplement Funds: to be announced

Link to Mission Enhancement: This Missouri endowed chair adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Medicine / Truman Medical Center

Additional Comments:

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 17 (removed from Mo. Match list of 43 by ltr. of 2/18/99)

Title: St.Luke's Chair or Professorship in Breast Disease

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description:

Use of Supplement Funds: to be announced

Link to Mission Enhancement: To enhance the quality of the faculty, graduate medical education, and research in the UMKC School of Medicine and in its sponsored programs and affiliated hospitals.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Medicine / St. Luke's Hospital

Additional Comments: updated, 2/18/99

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: undecided (incomplete match as of 12/98)

ID: 18 (UMKC #39)

Title: Paul Koontz Chair at St. Luke's

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description:

Use of Supplement Funds: to be announced

Link to Mission Enhancement: To enhance the quality of the faculty, graduate medical education, and research in the UMKC School of Medicine and in its sponsored programs and affiliated hospitals.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Medicine / St. Luke's Hospital

Additional Comments: updated, 2/18/99

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 19 (removed from Mo. Match list of 43 by ltr. of 2/18/99)

Title: UMKC / TMC Professorship in Surgery

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description:

Use of Supplement Funds: to be announced

Link to Mission Enhancement: This Missouri endowed professorship adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Medicine / Truman Medical Center

Additional Comments: updated, 2/18/99

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$550,000.00 (original amount) (incomplete match as of 12/98)

ID: 20 (UMKC #5)

Title: Marion H. Bloch/MO Chair in Leadership

Request Date: 01/16/92

Approval Date: 01/30/92

Position Description: The holder of the Marion Bloch/Missouri Chair in Leadership will anchor a crucial element of the School's mission – to provide the Kansas City area greater leadership resources through degree programs and executive seminars. He will also conduct research on leadership and advance the state of knowledge about training leaders.

Use of Supplement Funds: clerical assistance, research support, travel

Link to Mission Enhancement: To enhance the quality of the faculty in the business administration graduate education program, to increase the quality and productivity in scholarship and research in the Bloch School, and to provide a key resource in leadership education to the urban community.

Extramural Funding: \$11,719 from Harvard University (research relating to the National Center for Educational Leadership)

Name: Dr. Lee G. Bolman

Campus: UM-Kansas City

Department: Henry W. Bloch School of Business and Public Administration
Business Administration Division

Additional Comments: updated, 1/7/99

Scholarship & Service: Since joining the UMKC faculty in the Fall of 1993, Lee Bolman has made many significant contributions to the scholarly and teaching missions of the Bloch School and the University. Highlights of his achievements:

Since 1993, Bolman has published four books in English (including the highly-respected *Reframing Organizations: Artistry, Choice and Leadership*, and the best-seller, *Leading with Soul*), and ten in other languages (including Chinese, Japanese, Korean and several of the major European languages)

Bolman played a leadership role in the planning group that developed the Bloch School's pioneering Executive MBA program; he developed and has led every year the one-week Executive Residency that has served as a highly-successful introduction for each new incoming EMBA class

Bolman took on responsibility for the Rockhill Workshop, one of the Bloch School's major educational collaborations with the Kansas City business Community; the workshop convenes a lively, international mix of academics and business practitioners each year to explore issues at the cutting edge of business practice

Bolman has added significant leadership components to the Bloch School's curriculum, including two new courses (MA-533: Leadership in Organizations, and MA-583: Leading with Integrity), and a continuing leadership strand in the Executive MBA Program.

Bolman has been visible in the Kansas City community through his writing and numerous speeches to a variety of

business and community groups, and has been featured or quoted frequently in the *Kansas City Star* (as well as in national media, including the *Chicago Tribune*, *USA Today*, the *Wall Street Journal*, and many others).

Dr. Bolman's publications with his co-author, Dr. Terrance E. Deal of Vanderbilt University, continue to bring both national and international recognition to the Bloch School and UMKC. During the 1997-98 year, Dr. Bolman's 1997 book, *Reframing Organizations: Artistry, Choice and Leadership*, was published in Norwegian and Swedish editions. *Reframing Organizations* has sold more than 150,000 copies, and is currently in print in six foreign languages (Dutch, French, Korean, Norwegian, Spanish, Swedish). Dr. Bolman's earlier book, *Leading with Soul*, was published in Mandarin Chinese during the 1997-98 year, and is also in print in Dutch, Japanese and Portuguese. Dr. Bolman also published a chapter, "Reframing Leadership in Organizations," in F. W. Lane's *Current Issues in Public Administration*, and wrote a commissioned paper, "Leadership and Organizational Vitality," for the Blue Ribbon Schools Program of the U.S. Department of Education.

Dr. Bolman's primary new activity in the previous year has been research for a new book, aimed primarily at managers and white-collar employees, on how to understand organizations. The manuscript, with a working title of *Escape from Cluelessness: a Guide for the Organizationally Challenged*, is nearing completion, with publication expected in mid-1999.

Dr. Bolman made more than 20 presentations on leadership to business and community groups in the Kansas City metro area in 1996-97. His audiences included Butler Manufacturing, Utilicorp United, Kansas City Council on Philanthropy, Kansas City Rehabilitation Institute, American Red Cross, Leadership Johnson County, Kansas City Centurions, Blue Springs Chamber of Commerce, Unity Church and a conference for state pharmacy officers sponsored by Hoechst, Marion Roussel.

Any Campus Match: permanent Missouri Match approved
Amount of Endowment: \$1,100,000.00 (original amount)

ID: 21 (UMKC #12)

Title: Charles N. Kimball, MRI/MO Chair in Mgmt. Of Technology & Innovation

Request Date: 02/28/96

Approval Date: 03/25/96

Position Description: The Charles N. Kimball Chair is a resource to Kansas City area businesses, working to advance their skills in the economically crucial areas of technology management and innovation, through applied research and teaching. The Kimball Professor has missions in both service and scholarship. In service, the chairholder works closely with businesses in the Kansas City area and with the institutions that support them, such as the Center for Entrepreneurial Leadership at the Kauffman Foundation and the Center for Business Innovation. In scholarship, the Kimball Professor will establish a research program in the management of technology and innovation relevant to established and start-up companies, to companies that consider themselves technology based and those that do not. The Chairholder is developing and carrying out programs which will foster a more active and close relationship between UMKC and other campuses, including Columbia and Rolla, of the University of Missouri System, and Midwest Research Institute.

Use of Supplement Funds: FY98: office assistance, professional travel, general E&E

Link to Mission Enhancement: To position the Bloch School to respond to the educational needs of the Kansas City business community and to increase the quality and productivity of interdisciplinary scholarship and research.

Extramural Funding: several applications

Name: Dr. David L. Bodde

Campus: UM-Kansas City

Department: Henry W. Bloch School of Business and Public Administration

Business Administration Division

Additional Comments: updated, 9/23/98

Dr. Bodde's research focuses on understanding the influence on competitive advantage of corporate strategy, including the deliberate cultivation of entrepreneurial behavior; technology (which is in part internal and in part external) and entrepreneurship. Also, the impact of public policy on these factors.

The Chairholder participates actively in the Kansas City business community, with membership on the boards of the Kansas City Power and Light Company, the Commerce Funds (a family of mutual funds), and Midwest Superconductivity, Inc. In addition, the Chairholder is an active mentor of high technology companies through the Helzburg Entrepreneurial Mentoring Program.

Scholarship & Service: 1997-98 scholarship included: (1) the presentation of two invited papers on the future of nuclear

energy at meetings organized by the Atlantic Council of the United States -- the first in Seoul, Korea, and the second in Cannes, France; (2) invitation to participate in a National Academy of Sciences study of the ways that developing countries may participate more fully in the world knowledge economy; (3) contributions to *Investors' Business Daily* and in *Science*, the latter of which resulted in a meeting with the Speaker of the House of the U.S. Congress; and (4) leadership of the peer review team report on the "Partnership for a New Generation of Vehicles," for the National Academy of Sciences.

Service activities for 1997-98 include: (1) chairmanship of the U.S. Department of Energy's Environmental Management Advisory Board, advising on the cleanup of the nuclear weapons complex. This is the largest single program in the DoE, occupying 40% of the budget, about \$7 billion per year. The Board was cited in the *Congressional Record* for its advice to the DoE on the use of advanced technology in accelerating the pace and reducing the cost of the cleanup process; (2) member of the Advisory Council of the Electric Power Research Institute, a \$400 million not-for-profit research institute specializing in electric energy and supporting technologies; (3) continued gubernatorial appointment to the Board of Directors of the Missouri Corporation for Science and Technology; (4) appointment by Gov. Carnahan as Missouri representative to the 15-state Southern Technology Council, which promotes economic development; (5) service as chairman of the Center for Business Innovation Board of Directors, a business incubator associated with the University of Missouri-Kansas City, through March 31st; and (6) university service as chairman of an endowed chair search committee, and membership on the university-wide Thomas Jefferson Award Committee.

Any Campus Match: permanent Missouri Match approved
Amount of Endowment: \$1,100,000.00 (original amount)

ID: 22 (UMKC #22)

Title: Douglas Stripp/MO Professorship of Law

Request Date:

Approval Date: 1994

Position Description:

Use of Supplement Funds: FY98: student assistance, professional travel, library acquisitions, general E&E

Link to Mission Enhancement: To enhance the quality of the faculty in the School of Law, and to strengthen the professional and graduate education programs by increasing the quality, productivity, and student participation in scholarship and research.

Extramural Funding: "In 1996, the UMKC Schools of Medicine and Law started a Forensic Fellowship Program that has now completed its second academic year. The program is funded by an outside grant...." "From April 26-May 9, an interdisciplinary team of American lawyers and social scientists...traveled to Singapore and Malaysia to study aspects of how the nations dealt with problems of drug control, prevention, rehabilitation, and punishment. The purpose was to examine how the countries -- which were reputed to be drug-free societies -- dealt with these serious societal problems in order to determine whether their practices were adaptable for use in communities in Missouri.... [The team leader was Prof. Moenssens.] The costs of the research project were underwritten by AMC

Entertainment, Inc., as part of the company's public interest activities."

Name: Prof. Andre A. Moenssens

Campus: UM-Kansas City

Department: School of Law

Additional Comments: Updated, 9/23/98

Professor Moenssens has proposed a "Forensic Center for Law, Medicine and Public Policy -- an interdisciplinary academic consortium. Faculty from the UMKC schools of medicine, nursing, and biological sciences, along with the departments of sociology and psychology, are among those who may join the School of Law in the consortium. Its purpose: to identify interdisciplinary research projects, attract funding and publish or relay findings to the legal and scientific communities."

In February of 1998, the American Academy of Forensic Sciences, of which Prof. Moenssens has been a Fellow since 1966, bestowed upon him the Harold A. Feder Jurisprudence Award for his contributions to the Academy and interdisciplinary forensic studies.

Scholarship & Service: Professor Moenssens saw the publication, in April of 1998, of the sixth edition of his book on *Cases and Comments on Criminal Law*, Foundation Press (1054 pp.), in which were contained his two new chapters on forensic psychiatry, psychology and neurology. His article titled "Handwriting Identification Evidence in the Post-Daubert World," was published in 66 *U.M.K. C.L. Rev.* 251 (Winter 1997--published in May, 1998); some 300 reprints of this article were requested for dissemination to forensic experts, laboratories, and lawyers throughout the

country.

Any Campus Match: permanent Missouri Match approved
Amount of Endowment: \$550,000.000 (original amount)

ID: 23 (UMKC #20)

Title: Victor E. & Caroline E. Schutte/MO Professorship in Urban Affairs

Request Date: 5/28/92

Approval Date: 6/11/92

Position Description: The Professorship in Urban Affairs brings significant benefits to the community, the University and the Bloch School. The scope of the position includes: developing and offering undergraduate and graduate courses in urban administration and urban; establishing an urban and minority leadership development strategy aimed at minority recruitment, scholarship and internship support; providing assistance to community leadership development groups and serving on selected advisory boards; working with Cookingham Institute staff and other UMKC resources to address the issue of diversity and urban community leadership; and pursuing applied research and scholarship projects and grants to generate knowledge in the field of urban affairs.

Use of Supplement Funds: none

Link to Mission Enhancement: To enhance the quality of the faculty in the public administration graduate education program, and to increase the quality and productivity in doctoral education, scholarship, and research in the Bloch School of Business and Public Administration, with special emphasis on the Urban Affairs mission.

Extramural Funding: Co-principal investigator (with Sociology) \$400,000 HUD grant.

Name: Dr. Nolen M. Ellison

Campus: UM-Kansas City

Department: Henry W. Bloch School of Business and Public Administration

L.P. Cookingham Institute of Public Affairs

Additional Comments: updated, 9/23/98

Dr. Ellison is a key participant in the Bloch School's multi-year grant from the U.S. Dept. of Housing and Urban Development for the establishment of a Community Outreach Partnership Center in Metropolitan Kansas City. In addition, he is contributing to the Kansas City, Kansas, component of the Bi-State Empowerment Zone/Enterprise Community initiative. An initial effort in KCK's Northeast Area #5 will be the field testing of community building planning strategies, supported by the Kauffman Foundation, Greater Kansas City Neighborhood Alliance, and the Local Initiative Support Corporation. This project will have long term implications for HUD investments in urban public housing.

Scholarship & Service: The Schutte/Missouri Professor of Urban Affairs is engaged in an active program of applied research related to urban economic and community development. He will participate in the 1998-99 HUD-CityScape National Conference on urban redevelopment as an invited speaker. He has two pending proposals designed to support urban outreach and applied research activities in the Greater Kansas City community. The activities currently engaged in by Dr. Ellison are all part of the five year academic, research and urban outreach strategy reviewed by the Schutte Foundation staff and the Bloch School Dean's Advisory Council.

Any Campus Match: permanent Missouri Match approved
Amount of Endowment: \$550,000.00 (original amount)

ID: 24 (UMKC #6)

Title: Arvin Gottlieb/MO Chair in Strategic Management

Request Date: 10/19/92

Approval Date: 10/23/92

Position Description: This position is designed to provide business students with leading edge education in strategic management. The Chair holder teaches graduate students in the MBA, MS Accounting and Executive MBA programs. She also conducts case field research and advises business executives. She also oversees student groups who work with area small businesses.

Use of Supplement Funds: student assistance, office assistance, professional travel, general E&E

Link to Mission Enhancement: To enhance the quality of the faculty in the business administration graduate education program, and to increase the quality and productivity in scholarship and research in the Bloch School of Business

and Public Administration and to assist in urban economic development.
Extramural Funding: Kauffman Foundation; Initiative for a Competitive Inner City. Amount \$125,000.

Name: Dr. Marilyn L. Taylor

Campus: UM-Kansas City

Department: Henry W. Bloch School of Business and Public Administration
Business Administration Division

Additional Comments: updated, 9/23/98

Dr. Taylor is one of the leading case researchers in the field. She was selected by Ewing Kauffman to write the case studies on the merger of Marion Laboratories and Merrell Dow. Since arriving at the Bloch School Dr. Taylor has assumed the academic directorship of the Executive MBA program, an innovating project that has attracted wide attention.

Scholarship & Service: Dr. Taylor is also a leading force in the Initiative for a Competitive Inner City program jointly sponsored with the Kauffman Foundation and Harvard University; the Foundation provided the grant funds for this project in a large part because of their confidence in her. Dr. Taylor currently serves as ICIC-KC's Director of Research and Coordinator of the Business School Network. In these capacities she has coordinated a program which ICIC national regards as its national model. She and ICIC-KC Senior Research Associate and Kauffman Fellow Gary Baker along with a number of community, business, and academic leaders recently completed a two-year study of Kansas City's urban core. The summary results of this study were released in a day-long set of activities headed by ICIC's national founder, well-known Harvard Business School Professor, Dr. Michael E. Porter.

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$1,100,000.00 (original)

ID: 25 (UMKC #7)

Title: Arvin Gottlieb/MO Chair in Bus. Economics & Finance

Request Date: 10/19/92

Approval Date: 10/23/92

Position Description: This Chair brings a nationally prominent business finance professor to the Bloch School to provide curriculum leadership in a field highly relevant to the Kansas City area business environment. He teaches graduate students, plays a major role in executive education, and conducts extensive research.

Use of Supplement Funds: FY98: student assistance, research assistance, professional travel, general E&E

Link to Mission Enhancement: To enhance the quality of the faculty in the business administration graduate education program, to increase the quality and productivity in scholarship and research in the Bloch School of Business and Public Administration and to engage in service to the urban community.

Extramural Funding: none directly

Name: Dr. George E. Pinches

Campus: UM-Kansas City

Department: Henry W. Bloch School of Business and Public Administration
Business Administration Division

Additional Comments: updated, 9/23/98

Played a key role in the establishment of the Executive MBA Program. Engaged in a contract research project at Hoechst, Marion Roussel examining the strategic, organizational and financial implications of employing fast cycle teams in the drug development process.

Scholarship & Service: Dr. Pinches, as Editor, has completed a Special Issue of the *Quarterly Review of Economics and Finance* on real options, and completion of two papers on real options. Real options involve the use of option techniques and processes to assist firms in making capital investment decisions involving real (or capital) assets, where firms have flexibility and option-like decisions are necessary. Dr. Pinches is also completing a book co-authored with a consultant in Taiwan to assist firms in making value-maximizing decisions. This is accomplished by starting with accounting data, incorporating economic value data and finally market value data, along with the identification of key value drivers, so firms can make decisions that create value, restructure for value and cease destroying value.

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 26 (UMKC #9)

Title: Ewing Marion Kauffman Fdtn./MO Faculty Chair of Teacher Education

Request Date: 02/17/97

Approval Date: Feb. 1997

Position Description:

Use of Supplement Funds: FY98: professional travel, general E&E

Link to Mission Enhancement: To enhance the quality of the administration (dean's position) and faculty, and to strengthen master's/doctoral education and productivity in scholarship and research in the School of Education. Additionally, the chair holder is expected to strengthen undergraduate education, urban initiatives and, through the promotion of research, to assist in moving the institution towards a Research II designation.

Extramural Funding: information requested

Name: Dr. Bernard Oliver

Campus: UM-Kansas City

Department: School of Education

Additional Comments: updated, 6/22/98

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 27 (UMKC #10)

Title: Ewing Marion Kauffman Fdtn./MO Faculty Chair in Interdisciplinary/Interprofessional Services

Request Date: 02/17/97

Approval Date: Feb. 1997

Position Description: "...the Chairholder will advance the delivery of integrated human services, social services and educational services to children and families; infuse integrated services into teacher education and professional development programs emphasizing the education of the whole child; [and] involve other schools and units within UMKC and human and social service agencies in the community to bring about change in the current patterns of disciplinary preparation...."

Use of Supplement Funds: to be announced

Link to Mission Enhancement: To enhance the quality of the faculty and to strengthen master's/doctoral education and productivity in scholarship and research in the School of Education. Additionally, the chair holder is expected to strengthen undergraduate education, urban initiatives, and program development.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Education

Additional Comments: updated, 6/22/98

The Dean of Education has met with the Kauffman Foundation to discuss the directions/expectations of the position and its relationship to Kauffman initiatives. The search process will commence during the 1998-99 academic year.

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 28 (UMKC #11)

Title: Ewing Marion Kauffman Fdtn./MO Chair in Entrepreneurial Education

Request Date: 02/17/97

Approval Date: Feb. 1997

Position Description:

Use of Supplement Funds: to be announced

Link to Mission Enhancement: To enhance the quality of the faculty and to strengthen master's/doctoral education and productivity in scholarship and research in the School of Education. Additionally, the chair holder is expected to strengthen undergraduate education and community partnerships.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Education

Additional Comments: updated, 10/20/98

The Dean of Education has met with the Kauffman Foundation to discuss the directions/expectations of the position and its relationship to Kauffman initiatives. The search process will commence during the 1998-99 academic year.

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 29 (UMKC #16)

Title: Ewing Marion Kauffman/MO Chair in Entrepreneurship

Request Date: 07/01/97

Approval Date: 10/31/97

Position Description: The Chair in Entrepreneurism will bring significant benefits to the business community, the University and the Bloch School. The scope of the position includes: develop and offer graduate courses in entrepreneurship and related topics; work with Bloch School faculty in building an overall Entrepreneurship program of study to prepare graduates for key roles in new venture success; establish linkage and play a leadership role in working with the Metropolitan Entrepreneurs' Council, the Kauffman Foundation's Center for Entrepreneurial Leadership and the Bloch School on developing education programs for entrepreneurs; direct the Bloch School's Center for Small Business and Entrepreneurship on effective consultation; and assist in placing and overseeing student interns in new businesses and at the Center for Business Innovation.

Use of Supplement Funds: research and administrative support

Link to Mission Enhancement: This Missouri endowed chair adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate education and research and in outreach to new, entrepreneurial ventures in the community.

Extramural Funding: Feb., 1999: Mo. Southern State College, \$50,000; U.S. Dept. of Commerce, \$50,000.

Name: Dr. Patricia G. Greene

Campus: UM-Kansas City

Department: Henry W. Bloch School of Business and Public Administration
Business Administration Division

Additional Comments: updated, 2/26/99

Dr. Greene will also be a visiting scholar at the Kauffman Foundation Center for Entrepreneurial Leadership, where she will conduct research on entrepreneurship.

"While at Rutgers, Dr. Greene demonstrated a strong interest in community outreach, something she intends to continue in her new role at the Bloch School. 'I want to study the infrastructure of entrepreneurship for the region to see what kinds of programs are available where we can complement or build a synergy.' Dr. Greene says. She believes that there are community groups that do things as well as universities and that there is no reason to do what they are already doing...."

Scholarship & Service: "Currently, Greene is on an interdisciplinary team with a grant from the National Science Foundation to explore the influence of gender in forming a business."

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 30 (UMKC #17)

Title: Lorena Cravens Millsap/MO Professorship in Composition

Request Date: 05/15/96

Approval Date: Sept. 1996

Position Description:

Use of Supplement Funds: to be announced (position to commence Fall 1998)

Link to Mission Enhancement: To enhance the quality of the faculty and to strengthen master's/doctoral education and productivity in scholarship and research in the Conservatory of Music.

Extramural Funding: information requested

Name: Dr. Chen Yi [surname: Chen]

Campus: UM-Kansas City

Department: Conservatory of Music

Additional Comments: updated, 1/7/99

"Previously, Chen was the Composer-in-Residence for the Women's Philharmonic and has served on the composition faculty of The Peabody Conservatory of Music at Johns Hopkins University. Chen earned a doctoral degree in musical arts from Columbia University and her master of arts and bachelor of arts degrees from the Central Conservatory of Music in Beijing.

Scholarship & Service: As one of the most important composers in her generation today, Chen Yi's professional activity is truly extraordinary. Just some highlights include: Fall, 1998—Ying Quartet at the Eastman School of Music; Stuttgart Chamber Orchestra in Stuttgart; NKH Orchestra (Japan Broadcasting Corporation) in Beijing plus live and televised performance in Tokyo; Concert Tribute to Eleanor Roosevelt commissioned by New Heritage Foundation, by Women's Philharmonic with Jean Stapleton, narrator, in San Francisco; guest lecturer – Xinghai Conservatory, Central Conservatory in Beijing, Eastman School of Music, Brooklyn College Conservatory; winner of the American Society of Composers, Authors and Publishers (ASCAP) Award. Winter, 1999—Subscription series performance of Symphony 2 with National Symphony Orchestra, Leonard Slatkin, conductor, in Washington, D.C.; San Francisco Citywinds performance of Chamber Music America commission, in New York; Stuttgart Chamber Orchestra five-city China tour; Singapore Symphony premiere of commissioned work; panelist, Bush Foundation Artist Fellowship Program; guest lecturer – Duke University, Old Dominion University.

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$550,000.00 (original amount)

ID: 31 (UMKC #18)

Title: Rose Ann Carr/Marvin Millsap/MO Professorship II

Request Date: May 1996

Approval Date: Sept. 1996

Position Description: "... maintain a performance schedule that reflects the career of a distinguished performing artist/teacher, play an active role in the recruitment and retention of a high caliber cello class and teach applied cello to undergraduate and graduate students...."

Use of Supplement Funds: to be announced (position to commence Fall 1998)

Link to Mission Enhancement: To enhance the quality of the faculty and to strengthen performance, master's/doctoral education, and productivity in scholarship and research in the Conservatory of Music.

Extramural Funding: information requested

Name: Prof. Carter Eneyart

Campus: UM-Kansas City

Department: Conservatory of Music

Additional Comments: updated, 8/1/98

"Carter Eneyart earned the B.M. degree from the Eastman School of Music and the M.M. from Carnegie Mellon University. Advanced graduate studies included work with members of the Budapest Quartet. Mr. Eneyart has enjoyed an international career as cellist in solo, chamber and orchestral settings...."

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$550,000.00 (original amount)

ID: 32 (UMKC #23)

Title: Jack A. Strandberg/MO Chair in Piano

Request Date: 05/15/96

Approval Date: Sept. 1996

Position Description: "... maintain a performance schedule that reflects the career of a distinguished performing artist; on-campus performances would be expected. Teach applied piano to undergraduate and graduate students...."

Use of Supplement Funds: to be announced (position to commence Fall 1998)

Link to Mission Enhancement: To enhance the quality of the faculty and to strengthen performance, master's/doctoral education, and productivity in scholarship and research in the Conservatory of Music.

Extramural Funding: information requested

Name: Dr. Robert Weirich

Campus: UM-Kansas City

Department: Conservatory of Music

Additional Comments: "Robert Weirich earned the D.M.A., M.M.A. and M.M. degrees from the School of Music of Yale University and the B.M. degree from the Conservatory of Music of Oberlin College.... He is the recipient of three ASCAP/Chamber Music America Adventuresome Programming Awards, two Distinguished Achievement Awards from the Educational Press Association of America, a Solo Recitalist Grant from the National Endowment for the Arts, and the Pope Foundation Award for the Arts...."

Any Campus Match: permanent Missouri Match approved
Amount of Endowment: \$1,100,000.00 (original amount)

ID: 33 (UMKC #24)

Title: Dorothy and Dale Thompson/MO Professorship in Arts & Sciences (Global Art)

Request Date: 02/17/97

Approval Date: Dec. 1997

Position Description: "The successful candidate will work with extant faculty in designing and placing in practice an innovative curriculum in non-western global art, and will lead by example in promoting scholarly research and/or creativity, lecture series, external and internal grantsmanship, and entrepreneurial collaborations with other prominent regional and national academic and cultural institutions."

Use of Supplement Funds: to be announced

Link to Mission Enhancement: The professorship holder will aid the College of Arts and Sciences' Department of Art and Art History in forming a Center for Global Arts to enhance UMKC's fine arts, international and community outreach missions. [UMKC Part C, "Selected Academic Units," College of Arts & Sciences - Art and Art History Department.]

Extramural Funding: "The current director of [NEH] initially hired Dr. Wahlman to her first academic position when he was at the University of Mississippi. The current plans for [NEH are] to fund ten cultural centers around the country, with funding in the order of \$10,000,000. It is my assessment that Dr. Wahlman would have an inside track in obtaining one of these centers for the University of Missouri-Kansas City." "She is the author of...grants and funding requests totaling nearly \$400,000 in support of her research projects. As an administrator, she contributed to capital and other successful requests awarded to her programs in excess of \$9 million."

Name: Dr. Maude Southwell Wahlman

Campus: UM-Kansas City

Department: Art and Art History Department

Additional Comments: Updated, 6/22/98

Start-up funds of \$30,000 are being provided Dr. Wahlman.

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$550,000.00 (original amount)

ID: 34 (UMKC #8)

Title: Merl and Muriel Hicklin/MO Chair in Medicine

Request Date: 1993

Approval Date: Apr. 1994

Position Description: "The Hicklin Chair must be a Board certified internist who may be Board certified in a subspecialty of internal medicine....The Hicklin position specifically seeks an individual who has broad training and scholarly activity beyond the field of clinical internal medicine [such as] innovations in ambulatory care, computer sciences, the humanities as they relate to clinical medicine, managed care or medical education...." In conjunction with the Dean and Chairman of the Department of Medicine the focus of the Hicklin Chair was determined to be in the area of Clinical Effectiveness and Managed Care education and research."

Use of Supplement Funds: "The funds established by the endowment at Hospital Hill Health Services Corporation and at the University of Missouri must be used exclusively by the UMKC School of Medicine and Hospital Hill Health Services Corporation to support items which include, but are not limited to: a) salary and benefits of the chairholder; b) salary and benefits of support staff, interns, residents, and graduate assistants associated with the chairholder; c) and equipment, professional dues, journal subscriptions, literature search costs, and professional travel."

Link to Mission Enhancement: To enhance the quality of the faculty, graduate medical education, and research in the UMKC School of Medicine and in its sponsored programs and affiliated hospitals.

Extramural Funding: yes

Name: John R. Sharp, M.D., M.B.A., FACPE

Campus: UM-Kansas City

Department: School of Medicine / Truman Medical Center

Additional Comments: updated, 8/3/98

Scholarship & Service: "Dr. Sharp is beginning several research projects looking at the effectiveness of clinical protocols in the outcomes of high-risk labor, stroke, and possible heart attack patients.... By determining what works and what doesn't in producing the best possible outcomes, you can narrow the variables in providing health care, Dr. Sharp says, and consequently, reduce costs."

Clinical research projects include: (1) Acute Myocardial Infarction Outcomes (AMIGOS) prediction model, with student Bharat Gopal, (2) Acute Digestive Illness Outcomes System, with G.I. Fellows, and (3) Ventilator Associated Pneumonia Process Improvement Team, with Dr. Osama Mitri, a medical resident.

"The primary accomplishment during the year was the establishment of a Managed Care Faculty Practice Plan with primary care Family Physicians and Internists developing a panel of private practice patients – a new source of revenue to both the Physician Corporation, Hospital Hill Health Services Corporation, and Truman Medical Center. Developing new revenue sources as available health care dollars from public funded sources decreases is an important strategy in order to continue to meet the need of the medically indigent in the region."

Any Campus Match: permanent Missouri Match approved

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 35 (UMKC #43)

Title: Gary and Anita Robb Chair in Law

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description:

Use of Supplement Funds: to be announced

Link to Mission Enhancement: To enhance the quality of the faculty in the School of Law, and to strengthen the professional and graduate education programs by increasing the quality, productivity, and student participation in scholarship and research.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Law

Additional Comments: updated, 12/4/1998

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 (original amount) (incomplete match as of 12/98)

ID: 36 (UMKC #44)

Title: Norman Royall Professorship in the College of Arts & Sciences

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description:

Use of Supplement Funds: to be announced

Link to Mission Enhancement: To enhance the quality of the faculty and to strengthen master's/doctoral education and productivity in scholarship and research in the College of Arts and Sciences.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: College of Arts and Sciences

Additional Comments: updated, 12/4/1998

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$550,000.00 (original amount) (incomplete match as of 12/98)

ID: 37 (UMKC #31)

Title: Edward A. Smith Chair in Law, the Constitution and Society

Request Date:

Approval Date: 1996

Position Description: "The Chair is created to add to the School's tenured faculty a nationally eminent scholar and teacher who will make a significant contribution to student learning and scholarship in these areas of the law."

Use of Supplement Funds: to be announced

Link to Mission Enhancement: This Missouri endowed chair adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate education and research.

Extramural Funding: joining UMKC in the fall

Name: John Q. LaFond

Campus: UM-Kansas City

Department: School of Law

Additional Comments: Updated, 6/16/98

"Professor LaFond's scholarly focus has been upon the intersection of law and mental health policy."

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 (original amount)

ID: 38 (UMKC #34)

Title: Martha Jane Phillips Starr Distinguished Professorship in Women's and Gender Studies

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description: The Women's and Gender Studies program is an 18 credit interdisciplinary minor in the College of Arts and Sciences. The Phillips Professor will be a tenure line faculty member involved in women's studies whose prominence will help advance and expand the program. "The University is committed to the interdisciplinary concept and wants to 'enhance programs where we can achieve world class performance and create knowledge and skills that address future needs.' The Women's and Gender Studies program as envisioned lends itself well to this interdisciplinary approach by 'teaming' appropriate individuals to provide key level discourse of these issues in the multiple discipline areas."

Use of Supplement Funds: to be announced

Link to Mission Enhancement: To enhance the quality of the faculty and to strengthen master's/doctoral education and productivity in scholarship and research in the College of Arts and Sciences. The envisioned program in Women's and Family Studies lends itself well to our distinctive interdisciplinary graduate programs.

Extramural Funding: no

Name: Dr. Moira Ferguson, appointed for FS99

Campus: UM-Kansas City

Department: College of Arts and Sciences

Additional Comments: updated, 3/24/99

The Phillips Professorship (in combination with the Women's and Gender Studies program) will build on the history of singular, successful, innovative efforts in women's and gender studies at UMKC, and will offer opportunities for faculty, graduate and undergraduate research in the field.

Scholarship & Service: "Dr. Ferguson's area of scholarly expertise, which draws upon Women's Studies, English literature and history, and African-American Studies, has made her the foremost scholar in the field of black women's writing. Her scholarship—literary, historical, and theoretical—is preeminent in its exploration of the intersections of gender, race, class, and colonialism particularly through abolitionist and feminist discourses." Dr. Ferguson "served as a board member on Modern Language Association committees, the highly prestigious journal, *Feminist Studies*, and as a consultant to the NEH and MacArthur Fellowship programs." "Dr. Ferguson's scholarship informs and is informed by her remarkable commitment to social service. She is a visionary leader dedicated to public outreach through active community service.... Internationally, she was a U.S. delegate to the World Conference on Violence Against Women, in Delhi, India, and a delegate to the U.N. Fourth World Conference on Women, in Beijing."

Any Campus Match: Yes, \$35-40,000 rate funding through a fully-funded A&S position

Amount of Endowment: \$550,000.00 (original amount)

ID: 39 (UMKC #40)

Title: Valentine Radford/MO Professorship in Marketing

Request Date: 05/27/98

Approval Date: 06/02/98

Position Description: The Valentine Radford professor will take the leadership in revising and updating the School's marketing graduate program, making it more attuned to the needs of the business community and the marketing profession. He/she will also teach graduate and Executive MBA courses, conduct research and serve as liaison with marketing organizations and employers.

Use of Supplement Funds: to be determined

Link to Mission Enhancement: This Missouri endowed professorship adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate education and research and serve as a link to the business community.

Extramural Funding: joining UMKC in the fall....Dr. Brown will be the director of the Center for Direct Marketing Education and Research, and may be expected to apply for funding in that capacity, apart from his tenured professorship.

Name: Dr. Gene Brown

Campus: UM-Kansas City

Department: Henry W. Bloch School of Business and Public Administration
Business Administration Division

Additional Comments: updated, 1/20/99

The linkage with a major marketing firm will provide strong support for research and student placement. Dr. Brown is a senior figure in the field of marketing with a strong performance record in scholarship and community outreach.

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$550,000.00 (original amount)

ID: 40 (UMKC #41)

Title: William and Mary Grant Professorship in Jazz Studies

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description: "The William and Mary Grant Missouri Distinguished Professorship of Jazz Studies builds on the Conservatory's strengths in performance, composition, recording engineering and musicology. It also complements the University's Marr Sound Archives and offers a unique opportunity to tap into Kansas City's rich jazz traditions." Responsibilities include maintaining "a high professional profile in the field as a jazz arranger/composer and/or performer," and teaching "arranging or composition courses and direct ensembles for undergraduate, masters and doctoral students."

Use of Supplement Funds: to be announced

Link to Mission Enhancement: This Missouri endowed professorship adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate education and research.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: Conservatory of Music

Additional Comments: updated, 5/27/99

"The William D. & Frances D. Grant Charitable Trust & Foundation will begin the proposed gift by making an annual contribution of \$27,500, adjusted for inflation each year thereafter, until such time as the full capital contribution in the amount of \$550,000 has been completed."

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$550,000.00 (original amount)

ID: 41 (UMKC #42)

Title: Helen Kemper Buettner Professorship in Accounting

Request Date: 10/28/97

Approval Date: 11/05/97

Position Description: The Helen Kemper Buettner professor will assume the role of Director, Division of Accountancy. He will upgrade the accounting curriculum, encourage scholarship, and develop outreach offering to other institutions. He will also act as principal liaison with professional accounting firms and other area employers.

Use of Supplement Funds: to be determined

Link to Mission Enhancement: This Missouri endowed professorship adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate education and research and provide service to community firms and agencies.

Extramural Funding: Position filled effective 9/1/98.

Name: Dr. Lanny Solomon

Campus: UM-Kansas City

Department: Henry W. Bloch School of Business and Public Administration
Accountancy Division

Additional Comments: updated, 6/22/98

Several Kansas City accounting firms assisted with the endowment by supplementing the Buettner funds.

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$550,000.00 (original amount)

ID: 42 (removed from Mo. Match list of 43 by ltr. of 2/18/99)

Title: Paul and Marilee Williams / TMC Chair/Professorship in Community and Family Med.

Request Date: Dec. 1997

Approval Date: Dec. 1997

Position Description:

Use of Supplement Funds: to be announced

Link to Mission Enhancement: To enhance the quality of the faculty, graduate medical education, and research in the UMKC School of Medicine and in its sponsored programs and affiliated hospitals.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Medicine / Truman Medical Center

Additional Comments: updated, 2/18/99

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 (original amount) (incomplete match as of 12/98)

ID: 43 (UMKC #26)

Title: Maxwell G. Berry Chair in Internal Medicine

Request Date: 02/17/97

Approval Date: 11/20/98

Position Description: "The Maxwell G. Berry Chair in Internal Medicine will function as an Associate Program Director for the Internal Medicine Residency. He/she will also carry the title and have primary responsibility as the Director of the Primary Care Program within the Internal Medicine Residency at the University of Missouri-Kansas City School of Medicine."

"Will be Board Certified in Internal Medicine and in his/her subspecialty, if applicable."

Use of Supplement Funds: "The funds established by the endowment at Saint Luke's Hospital and at the University of Missouri must be used exclusively by the UMKC School of Medicine and Saint Luke's Hospital to support items which include, but are not limited to: a) salary and benefits of the chair holder; b) salary and benefits of support staff, interns, residents, and graduate assistants associated with the chair holder; and c) equipment, professional dues, journal subscriptions, literature search costs, and professional travel."

Link to Mission Enhancement: This Missouri endowed chair adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: open position
Campus: UM-Kansas City
Department: School of Medicine / St. Luke's Hospital
Additional Comments: updated, 11/20/98
Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement
Amount of Endowment: \$1,100,000.00 (original amount)

ID: 44 (UMKC #47; replacing ID#42 in Mo. Match list of 43 by ltr. of 2/18/99)
Title: Children's Mercy Hospital/Dee Lyons/MO Chair in Pediatric Immunology Research
Request Date: 2/18/99
Approval Date: 11/1/98 (approx. date of President Pacheco's approval of chair "trades")
Position Description: "a chair for a Chief of Pediatric Immunology Research"
Use of Supplement Funds: "Income generated from the investment of the principal of the endowments, as stipulated by the endowment spending policy of the Board of Curators, will be used to support the salaries and other general expenses of the chair holder." "The funds established by the endowment...must be used exclusively...to support the salaries and research efforts of the Chair in Pediatric Immunology Research at The Children's Mercy Hospital and at UMKC."

Link to Mission Enhancement: This Missouri endowed chair adds a new distinguished teacher and researcher who will promote academic excellence in undergraduate and graduate medical education and research in the UMKC School of Medicine and its affiliated hospitals.

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Medicine / The Children's Mercy Hospital

Additional Comments:

Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement

Amount of Endowment: \$1,100,000.00 "The Children's Mercy Hospital Foundation has secured funding in the amount of \$513,000.00 from Fred W. Lyons, Jr., and \$587,000.00 from The Children's Mercy Hospital Foundation for the purpose of providing income to fund a chair...."

ID: 45 (UMKC #45)

Title: Dr. Leo A. Rogers/MO Chair in Orthodontics and Dentofacial Orthopedics

Request Date: 2/18/99

Approval Date: 11/1/98 (approx. date of President Pacheco's approval of chair "trades")

Position Description: "The Rogers Chair in Orthodontics would enable us to recruit a senior orthodontist-scientist to join our interdisciplinary cranio-facial reconstruction team."

"This endowed chair was established by Dr. Leo Rogers to add a nationally eminent scholar and teacher to make a significant contribution to teaching, research, and service components of orthodontics. Responsibilities include course development and clinical instruction for post-graduate residents in orthodontics and advanced dental education. Active involvement in research and development of computer-based instruction is expected. Experience and willingness to participate in the craniofacial team at Children's Mercy Hospital and in clinical treatment of patients with craniofacial defects is highly desirable." "Applicants must be board certified or in the process of completing their board certification in orthodontics."

Use of Supplement Funds: to be announced

Link to Mission Enhancement: This Missouri endowed professorship adds a new distinguished teacher and researcher who will promote academic excellence in graduate dental education and research in the UMKC School of Dentistry's program of orthodontics and advanced dental education. This position is strongly linked to Mission Enhancement Theme 3A (*Graduate Education/Research in the Health Sciences*) and also is linked to Theme 1 (*Research II*).

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Dentistry

Additional Comments:

Any Campus Match: Yes, cost funding; pending rate from Mission Enhancement

Amount of Endowment: \$1,100,000.00 "The financing for the Rogers Chair has been arranged as follows: \$550,000 immediately and \$550,000 placed into an irrevocable trust, which will come to the School at the death of Dr. Rogers."

ID: 46 (UMKC #46; replacing ID#19 in Mo. Match list of 43 by ltr. of 2/18/99)

Title: Dr. S. Orlando Somers Professorship in Advanced General Dentistry

Request Date: 2/18/99

Approval Date: 11/1/98 (approx. date of President Pacheco's approval of chair "trades")

Position Description: "The Somers Professorship would provide leadership for our interdisciplinary Advanced Education in General Dentistry (AEGD) Program. It would enable us to replace [a retiring faculty member] with a clinician-scientist, who can expand the program's outreach capabilities and contribute to our clinical research efforts in dental materials and bio-compatible composites and adhesives."

Use of Supplement Funds: to be announced

Link to Mission Enhancement: This Missouri endowed professorship adds a new distinguished teacher and researcher who will promote academic excellence in graduate dental education and research in the UMKC School of Dentistry's program of Advanced Education in General Dentistry. This position is strongly linked to Mission Enhancement Theme 3A (*Graduate Education/Research in the Health Sciences*) and also is linked to Theme 1 (*Research II*).

Extramural Funding: open position

Name: open position

Campus: UM-Kansas City

Department: School of Dentistry

Additional Comments:

Any Campus Match: Yes, cost funding; pending rate from Mission Enhancement

Amount of Endowment: \$550,000

Hood, Edwin

From: Hood, Edwin
Sent: Wednesday, July 20, 2005 2:09 PM
To: Dunn, Kathy; Long, Pat; Lehmkuhle, Stephen W.
Cc: Esser, Alfred F.; Driever, Steven L.; Durig, James; Bame, Karen J.; Knopp, Jerome; Gardner, Randy; Crossland, Philip P.; Ebersole, Gary L.
Subject: FW: UMKC endowments

Dear Kathy and Pat:

At the end of AY1998/1999 VC Bill French provided the UMKC Faculty Senate a list of all "Missouri endowed chairs and professorships" at UMKC that required a matching component (see attachment).

As Chair of the Cosco Committee, I have been asked to request from you an updated and enlarged list which includes all endowed chair and professorships currently in existence at UMKC.

We would this new and current list to contain the following information:

1. Title of Chair/Professorship
2. Endowment starting date
3. Initial endowment value
4. Current (July 1, 2005) endowment value
5. Endowment holder, i.e., UM Curators, or name of UMKC-affiliated foundation, or other foundation.
6. Academic location of chair/professorship and name of current faculty holding the chair or professorship.

We do not need any of the "additional comments" shown in the attached 1999 document.

Thank you for your help and cooperation.
[Hood, Edwin] Ed Hood

**MISSOURI ENDOWED CHAIR AND PROFESSORSHIP PROGRAM
UMKC**

September 2005

#	Title of Chair/Professorship	College/Department	Date Match Approved by President	Current Holder of Professorship/Search Status	Year endowment started/value	Endowment value as of 7/1/04	Comments
1	Dorothy and Dale Thompson Missouri Endowed Professorship in Arts	Arts and Sciences	12-97 Letter of apvl 3/97	Dr. Maude Southwell Wahlman (1999)	1997/ \$550,000 6/30/97	\$933,487	
2	Martha Jane Starr Phillips Missouri Endowed Professorship in Women's and Gender Studies	Arts and Sciences	12-97 6/99	Dr. Moira Ferguson (1999) open	1997/ \$550,000 6/30/99 \$592,582.21	\$559,268	
3	Marion Merrell Dow Missouri Endowed Professorship in Structural Biology	Biological Sciences	11-96 1/96	Dr. Gerald M. Carlson (1998) Open August 04 Henry M. Miziorko (fall, 04)	1996/ \$550,000 Funding complete 1/97. Balance 6/30/97 = \$651,924.77	\$887,836	Funds held in trust outside of U.
4	Arvin Gottlieb Missouri Endowed Chair in Business Economics and Finance	Bloch Business School	Contract signed 5-95 Trust doc signed 5/95. endowment agrmt signed 10/93	Dr. Marilyn L. Taylor (1998) Stephen W. Pruitt	1992/ \$1,100,000 Unknown.		
5	Arvin Gottlieb Missouri Chair in Strategic Management	Bloch Business School	Contract signed 5-95 See above	Dr. George E. Pinches (1998) Dr. Marilyn L. Taylor	1992/ \$1,100,000 See above	See above	See above
6	Charles N. Kimball M/R/Missouri Chair in Management of Technology and Innovation	Bloch Business School	2-96	Dr. David Bodde (1998) Open August 04 Michael Song (09-01-05)	1996/ \$1,100,000 6/30/96 \$1,096,104.54	\$1,507,272	
7	Ewing Marion Kauffman Missouri Endowed Chair in Entrepreneurial Leadership (was the Marion Merrell Dow Missouri Professorship in Entrepreneurship)	Bloch Business School	4-98 First approved 3/97. Upgraded to CH level August 2000	Dr. Patricia G. Greene (1999) Open July 2003 Mark Edward Parry (fall 05)	1997/ \$1,100,000 Funding as of 6/30/97 \$1,169,479.34.	\$1,378,800	

8	Missouri Endowed Professorship in Accounting	Bloch Business School	Chancellor signed contract August 10, 1999 See Notes	Dr. Lanny Solomon (1999) Open August 04	1997/ \$550,000 See Notes		Per request from UMKC this position is being reviewed for accounting entries made 2002.
9	Marion H. Bloch Missouri Endowed Chair in Leadership	Bloch Business School	1/30/92 June 2, 94 letter fr G Russell to E Schwartz.	Dr. Lee G. Bolman (1998)	1992/ \$1,100,000 Unknown FHIT UKC Trustees	\$1,119,588 Unknown FHIT UKC Trustees	Pre 1994 position. matched from time match money was available.
10	Beth K. Smith Missouri Endowed Chair in Non-Profit Leadership	Bloch Business School	MTP approval letter - 1-11-00	Dr. David Ranz (1993)	\$1,100,000 6/30/01 funding @ \$1,075,632.71. Amt deemed acceptable	\$1,093,508	
11	Victor and Caroline Schutte Missouri Endowed Professorship in Urban Affairs	Bloch Business School	8-94	Dr Nolen M. Ellison (1998) Open 10-23-01 Robyne S. Turner 07-01-02	1992/ \$550,000 FRS only goes back to 1996. funding complete prior to fiscal yr end 1996	\$1,094,727	
12	Valentine Radford Missouri Endowed Professorship in Marketing	Business	12-97 9/98	Dr. Gene Brown	1998/ \$550,000 6/99 \$607,297.57	\$570,468	
13	Lorena Searcy Cravens Millsap Missouri Endowed Professorship in Composition	Conservatory	1997 9/96 letter of approval	Dr. Chen Yi (1998)	1996/ \$550,000 6/30/99 \$607,297.67	\$634,487	
14	Rose Ann Carr and Marvin Millsap Missouri Professorship II (Cello)	Conservatory	1997 9/96 letter of approval	Dr. Carter Enyeart (1999)	1996/ \$550,000 6/30/97 \$583,058.50	\$618,210	

15	William and Mary Grant Professorship In Jazz Studies	Conservatory	12-97 Endowment Contract signed 9/99.	Bobby Watson (8-14-00)	1997/ \$550,000 Unknown FHIT UKC TTEES	\$562,957 Unknown - corpus held @ UKC-trustees	First (partial) year state matching funds applied 6/30/00.
16	Raymond R. Neevel Professorship In Choral Music	Conservatory	MTP approval letter 12-12-01 (exchange for Norman Royall) Contract signed by Shirley S. DeJarente 01-10-02 and sent to MTP on 01-14-02	Scott Anderson (Fall 2003) Open	\$550,000 June 2002 \$534,541.75	\$608,301	First partial state match completed fy2003
17	Jack Strandberg Missouri Chair of Piano	Conservatory (piano)	9-96	Dr. Robert Weirich (1998)	1996/ \$1,100,000 6/30/96 \$1,103,615.01	\$1,529,253	
18	Dr. S. Orlando Somers Missouri Endowed Professorship in Advanced General Dentistry	Dentistry	MTP approval letter 3-16-99	John W. Thurmond	1998/ \$550,000 June 30, 1999 \$550,000	\$533,155	
19	Edward P. Nelson Missouri Endowed Professorship in Pediatric Dentistry	Dentistry	Approval date 1999	Open	1997/ \$550,000 6/30/98 \$627,679.35	\$653,282	
20	Dr. William L. Lefkowitz Missouri Endowed Professorship in Oral Biology	Dentistry	MTP approval letter 2-25-00 1-11-2000	Lynda Bonewald (2001)	1999/ \$550,000 6/30/99 \$681,050.11	\$681,735	
21	Dr. Leo A. Rogers Missouri Endowed Professorship in Orthodontics	Dentistry	MTP approval letter 3-16-99	Dennis Killiany (2001) Open August 04	1998/ \$550,000 6/30/99 \$597,096.93	\$578,573	
22	Ewing Marion Kauffman Foundation Missouri Faculty Chair in Interdisciplinary /Interprofessional Service	Education	March, 1997	Extended to December 2001 Bruce Anthony Jones (2001)	1997/ 6/30/97 \$1,169,479.34	\$1,442,671	

23	Ewing Marion Kauffman Foundation Missouri Chair of Teacher Education	Education	March, 1997	Dr. Bernard Oliver (1998) Open August 04 Linda Edwards	1997/ \$1,100,000 6/30/97 \$1,169,479.34	\$1,442,671	
24	Ewing Marion Kauffman Foundation Missouri Endowed Chair in Entrepreneurial Education	Education	March, 1997	Edward Underwood	1997/ \$1,100,000 6/30/97 \$1,169,479.34	\$1,443,020	
25	Douglas Stripp Missouri Endowed Professorship of Law	Law	11-96	Dr. Andre Moenssens (1998) Robert H. Kloroff, JD - January 04	1994/ \$550,000 6/30/1996 \$562,981.27	\$800,978	
26	Edward A. Smith Missouri Endowed Chair in Law, the Constitution and Society	Law	1996 Approved in mass apvl of 9/98 upon receipt of add'l state fund PARTIAL FHIT @ GKCCF and partial @UNMO	John Q. LaFond (1998) (open after 08-31-05)	1996/ \$1,100,000 Funding completed 6/98 to qualify for state matching funds 6/30/98 \$533,942.25	\$573,118	Only part of corpus held at the U - part is held at GKCCF.
27	Joseph Boon Gregg Missouri Endowed Chair in Pediatric Cardiac Surgery	Medicine/CMH FHIT at CMH Foundation	MTP signed contract 10-22- 98	Gary K. Lofland (1999)	1997/ \$1,100,000 Qualified 1 st partial state match fy end 99 -\$ applied fy00	\$1,017,584	1st match fy00
28	Marion Merrell Dow Missouri Endowed Chair in Pediatric Medical Research	Medicine/CMH FHIT at CMH Foundation	Contract signed 1-96	Dr. Ralph E. Kaufman (1998)	1995/ \$1,100,000 Qualified 1 st partial state match fy end 96 -\$ applied fy97	\$1,450,820	1 st match 1997
29	William R. Brown Missouri Endowed Chair in Genetics and Molecular Medicine	Medicine/CMH FHIT at CMH Foundation	1998 thank you letter from Children's Mercy	Merlin G. Butler (1999)	1997/ \$1,100,000 Qualified 1 st partial state match fy end 99 -\$ applied fy00	\$995,598	1 st match fy00
30	Dee Lyons Chair in Pediatric Immunology	Medicine/CMH FHIT at CMH	MTP approval letter 3-16-99	Larry J. Rosewassen (07-01-05)	1999/ \$1,100,000	\$1,091,720	1 st match '00

	Research	Foundation	MTP signed contract	Qualified 1 st partial state match fy end 99 - \$ applied fy00			
31	The Westport Anesthesia Services Missouri Endowed Chair in Anesthesiology Research (originally the Gerald F. Tuohy Missouri Endowed Chair in Anesthesiology Research -- changed 3-23-98)	Medicine/St.Lukes	Original contract signed by GAR 5-4-96 Amendment signed 3-98	Dr. David C. Morrison (Jan - June, 1999) John Q. Wang - July 04 1996/ \$1,100,000	\$1,668,148	Funds for St Luke's state matching positions managed by University of MO per Agency Agreement as of 1/5/04	
32	Edward T. Matheny, Jr. Missouri Endowed Chair in Neuroscience at St. Luke's Hospital	Medicine/St.Lukes	10-22-98	Marilyn Rymmer (1999) 1997/ \$1,100,000	\$1,677,650	Funds for St Luke's state matching positions managed by University of MO per Agency Agreement as of 1/5/04	
33	Arthur W. Robinson, MD. Missouri Endowed Chair in Internal Medicine	Medicine/St.Lukes	MTP signed contract 10-22-98	Dr. Donald Campbell (1997) 1997/ \$1,100,000	\$1,700,400	Funds for St Luke's state matching positions managed by University of MO per Agency Agreement as of 1/5/04	
34	St. Luke's Missouri Endowed Chair in Cardiovascular Clinical Research at MAHI	Medicine/St.Lukes	Signed 5-96	Dr. Ben McCallister (1998) 1996/ \$1,100,000	\$1,540,362	Funds for St Luke's state matching positions managed by University of MO per Agency Agreement as of 1/5/04	
35	Paul Koontz Missouri Chair in Breast Disease	Medicine/St.Lukes	12-97	Dr. David Robinson (2000) 1997/ \$1,100,000	\$1,188,794	Funds for St Luke's state	

				Open August 04			matching positions managed by University of MO per Agency Agreement as of 1/5/04
36	St Luke's Missouri Endowed Chair in Emergency Medicine	Medicine/St. Lukes	MTP signed contract 10-22-98 for Professorship MTP signed contract 9-22-99 for Chair	Gary M. Gaddis (1999)	1997/ \$1,100,000	\$1,328,821	Funds for St Luke's state matching positions managed by University of MO per Agency Agreement as of 1/5/04
37	Daniel J. Lauer Missouri Chair in Metabolic and Vascular Research	Medicine/St. Lukes	7-96	Dr. William S. Harris (1998)	1996/ \$1,100,000	\$1,511,110	Funds for St Luke's state matching positions managed by University of MO per Agency Agreement as of 1/5/04
38	Franklin D. Dickson Missouri Endowed Chair in Orthopaedic Surgery	Medicine/TMC TCM	June 12, 2002 Replaced Maxwell G. Berry in Internal Medicine	Hong-Wen Deng (09-01-05)			1 st match in 2004. State match \$ from Berry position moved to this position.
39	Victor and Carolyn Schutte Missouri Endowed Chair in Women's Health	Medicine/TMC TCM	Approval date 1999 FHIT TCM	Richard Derman (2001)	\$1997 \$1,100,000	\$1,158,028	
40	Sosland Missouri Endowed Chair in Trauma Services	Medicine/TMC TCM	MTP signed contract 09-22-99 FHIT TCM	Dr. David C. Morrison (2001) Open	1997/ \$1,100,000 Unknown	\$920,257	1 st state match 01
41	Mert and Muriel Hicklin Missouri Endowed Chair in Medicine	Medicine/UMKC Radiology (2-28-00)	Signed 4-94	Dr. John Sharp (1998) Dr. Michael Friedland (1999) Open 4-11-02	1993/ \$1,100,000	\$1,874,698	

42	Dorothy and Dale Thompson Missouri Endowed Professorship in Nursing	Nursing	Approval date 1999	Tina Hines	1997/ \$550,000 FY99	\$745,553	
43	Marion Merrell Dow Missouri Endowed Chair in Pediatric Clinical Pharmacology	Pharmacy/CMH FHIT CMH	James T. McGill signed contract 1-11-96	Dr. Gregory L. Kearns (1998)	1995/ \$1,100,000 unknown	\$1,450,820	1 st match fy97

44. The Curran Professorship has been withdrawn from the State-match program and will be replaced by the William T. and Marjorie Strridge Professorship in Medical Humanities once the latter is fully funded.

Chairs and Professorships at UMKC without Missouri match

1	Rex L. Diveley Endowed Chair of Orthopaedic Surgery	Medicine	James J. Hamilton, MD	unknown	\$2,134,936
2	Ralph R. Coffey Endowed Chair in Surgery	Medicine	Charles Van Way III, MD	unknown	\$1,975,268
3	Hashinger Prof. In Medicine at UM System	Medicine	George Reisz, MD	unknown	\$271,515
4	Marion Merrell Dow Endowed Chair (Bio Sciences)	Biological Sciences	Alfred Esser, Ph.D.	1991/ \$1,100,000	\$2,576,122

A new State-matching program was initiated by President Floyd in 2005.

Since July 2005 UMKC has fully funded (\$1,500,000) the following chairs in this new program:

1. Henry W. Bloch Chair of Finance
2. Henry W. Bloch Chair of Entrepreneurship
3. Felix and Carmen Sabates Chair in Vision Research
4. Margaret Neal Chair in Orthopedic Surgery

The following endowments that were initiated at some time in the past for the benefit of UMKC have disappeared:

1. Maxwell G. Berry Chair in Internal Medicine
2. Desmond and Betty Ann Curran Endowed Professorship in Macular Disease

plus the following 3 from the 1999 list:

ID: 19 (removed from Mo. Match list of 43 by ltr. of 2/18/99)
Title: UMKC./TMC Professorship in Surgery
Request Date: Dec. 1997
Approval Date: Dec. 1997
Campus: UM-Kansas City
Department: School of Medicine / Truman Medical Center
Additional Comments: updated, 2/18/99
Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement
Amount of Endowment: \$550,000.00 (original amount) (incomplete match as of 12/98)

ID: 35 (UMKC #43)
Title: Gary and Anita Robb Chair in Law
Request Date: Dec. 1997
Approval Date: Dec. 1997
Position Description:
Name: open position
Campus: UM-Kansas City
Department: School of Law
Additional Comments: updated, 12/4/1998
Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement
Amount of Endowment: \$1,100,000.00 (original amount) (incomplete match as of 12/98)

ID: 42 (removed from Mo. Match list of 43 by ltr. of 2/18/99)
Title: Paul and Marilee Williams / TMC Chair/Professorship in Community and Family Med.
Request Date: Dec. 1997
Approval Date: Dec. 1997
Position Description:
Name: open position
Campus: UM-Kansas City
Department: School of Medicine / Truman Medical Center
Additional Comments: updated, 2/18/99
Any Campus Match: Yes, cost funding; pending rate from FY99 Mission Enhancement
Amount of Endowment: \$1,100,000.00 (original amount) (incomplete match as of 12/98)

Hood, Edwin

From: Hood, Edwin
Sent: Thursday, September 22, 2005 4:09 PM
To: Dunn, Kathy
Cc: Lehmkuhle, Stephen W.; Long, Pat; Zielke, Nancy; Crespino, Curtis J.; Stone, Shannon
Subject: RE: Re Counting methodology

Steve——With respect to number 2, I am going to show the report both ways
 With respect to number 3, I really want the 2005 number —we can forget the rest of the question as I think I can get it—at least on the chairs—for the 1994 to 2000 period
 With respect to number 4, I am pretty sure we have double counting with respect to that issue unless someone knows otherwise? Comments?

From: Dunn, Kathy
Sent: Thursday, September 22, 2005 1:06 PM
To: Hood, Edwin
Cc: Lehmkuhle, Stephen W.; Long, Pat; Zielke, Nancy; Crespino, Curtis J.; Stone, Shannon
Subject: RE: Re Counting methodology

Good afternoon....

I understand Steve L. is fielding all requests of this nature now, so as he was copied on your original email, he may have already responded to you. If not, I will assume you and Steve are working on how to proceed with your questions and will await instruction from him.

Kathy

From: Hood, Edwin
Sent: Wednesday, September 21, 2005 4:31 PM
To: Stone, Shannon; Dunn, Kathy; Long, Pat; Lehmkuhle, Stephen W.; Zielke, Nancy
Subject: Re Counting methodology

Kathy et al:

I am now preparing my part of the Cosco report on Advancement. I want to finish it by the end of this week and I need some help. Here are the questions that I have esp as they relate to the counting method:

1. I did not receive all of the 990's that I requested —Nancy Zielke knows the ones that I am missing. Nancy —can you obtain them for me yet this week?
2. With respect to the info sent to me by Bill French and Kathy Dunn, I am puzzled. At one time we claimed to be the number one campus in obtaining chairs under the state matching program when Eleanor was here. In fact the information on endowments that KD gave me in July is consistent with this . Yet the information on the actual gifts received (August 23rd memo from KD) does not reconcile with the growth in the endowments from all sources. 1999 is the case in point. On the detailed list of endowments sent to me by KD in July, The Med school endowment alone increased that year by more than 21 million yet the total gifts shown that yr(15.9 million) on the August 23rd schedule sent to me by KD was less than that endowment increase. It is clear from the numbers that the 21 million is new \$\$ not increases in the value of the existing endowment. I do not understand this?
3. When I met with KD, SL, PL and CC this summer, Pat Long handed to me(in hard copy) a response to question 6 of the series of questions that I sent to Bill French on May 10th. It stated "sent last week" in response to that part of the question re new gifts to endowment for all 10 yrs(1994 to 2004). I have no record of that response. I do have a document that showed new endowment gifts for the yrs 2001 through 2004(provided to me on July 7). I do not have those numbers for 1994 —2000. I also wd like the endowment numbers for 2005. I am trying to figure out the counting method . Again can you help me.
4. I noticed on the most recent advancement report that the Law Foundation was listed as a donor on gifts in excess of \$10,000. Is this not double counting if we count the gifts made during the year to the affiliate organization as part of the amounts received during the year?

I have added Shannon Stone to this list as have been informed that she is the finance person in Advancement.

I wd appreciate it if you could help on these questions as soon as possible. Thanks
Ed

Hood, Edwin

From: Hood, Edwin

Sent: Thursday, September 22, 2005 8:59 PM

To: Lehmkuhle, Stephen W.

Subject: Cosco questions again---or the pia is at it again

Steve:

Would you get this statement verified for me re counting method on current capital campaign?
" It includes all gifts made during the campaign to UMKC , UMKC Affiliates, and to outside organizations (eg, GKCCF) which receives funds (not including funds to study us) for the benefit of UMKC. "

ETH

DEVELOPMENT & ALUMNI RELATIONS

Campus Police 882-7201

7/1/05

University Development/Alumni Relations

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103 Neff Hall

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Casey Baker, Director, External Relations	884-7833
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Sheila Voss, Library Development Coordinator	882-9168
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105 Life Sciences Center

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Performing Arts

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Michael Todd Vaughn, Data Base Admin. 884-5467
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Biographical Records

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 Ashley Kochert, Office Support Staff III 884-6030
 Ruth Walters, Office Support Staff III 882-3236
 Mark Reedy, Office Support Staff III 884-8825
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 Research 882-5153
 Chari Severns, Manager Development Research 884-1418
 Doris Mayuiers, Development Research Analyst 882-1749
 Carol Romano, Development Research Analyst 884-8566
 Heidi Harmelink, Development Research Analyst
 884-5956
 Deanne Moss, Administrative Assistant 884-8996

University Special Programs

302 Reynolds Alumni Center

882-4704
 Vacant, Special Asst. to the Vice Chancellor 882-4705
 Charlene Johnson, Exec. Staff Assistant 882-4704

MU Botanic Gardens & Special Projects

401 Reynolds Alumni Center

Terri Gray, Director of Development 884-3160

Health Sciences

DC 205.00

Fax: 884-4809

Jim Salmo, Sr. Exec. Dir. For Advancement 884-3038
 Kali Geiger, Exec. Staff Asst. 884-3038

School of Medicine

DC205.00

Fax: 884-4809

Sue Dunkin, Exec. Director for Advancement 882-5371
Bonnie Beedle, Exec. Staff Assist. 882-5371
Barbara Hasselriis, Director of Development 882-5371
Jenea Oliver, Sr. Director of Development 882-6100
Joyce Wesseldine, Administrative Assistant 882-6100
Helen Oetting, Director, External Affairs Dev 882-4872
Crystal Aulbur, Coordinator of External Affairs 882-6949
Paula McDonald, OSSIII 882-5021
Allegra Waddell, Coordinator, Donor Relations 884-9204
Nevada Bailey, Gift Processor 882-3103
Dale J. Powers, Coordinator of Special Events 884-1190

University Hospital

One Hospital Drive

DC066.00

Fax: 884-4246

Jim Ray, Director of Development 882-4806
Dan Fowler, Director of Development 882-5686
Katie Sinquefield, Administrative Asst. 884-0724

School of Nursing

S219 School of Nursing

Fax: 884-4544

Tracy Feller, Director of Development 884-0421
Laura Minor, Administrative Assistant 884-3775
Pam Roe, Coordinator, Media & Public Relations 884-2690

School of Health Professions

519 Lewis Hall

Meichele Foster, Development Officer 884-0927
Sharon Reams, Administrative Asst. 882-0266

MUAA (Missouri University Alumni Association)

123 Reynolds Alumni Center

Toll Free: 1-800-372-6822

Todd McCubbin, Associate Vice Chancellor
for Alumni Relations and Executive Director 882-6615
Linda Crane, Exec. Staff Asst. 882-6615
Cindy Frazier, Chief Fiscal Officer 882-0011
Kelley Rohlifing Marchbanks, Coordinator of Legislative Relations 882-3941
Valerie Goodin, Senior Director, Chapter Dev. 882-0078
Nicole Fischer, Office Asst. IV 884-9097
Carrie Lanham, Senior Director, Career Services 882-4366
Alex Rico, Office Asst. III 884-3747
Jayson Meyer, Coordinator of Alumni Activities 882-8208
David Roloff, Membership/Marketing Director 882-6205
Cathy Herren, Coordinator of Member Services 882-6613
Marsha McCartney, Office Asst. III 882-6612
Carin Huffman, Coordinator of Student Programs 884-3204

α ALUMNI EVENTS

Rachel Benninghoff, OSS III	882-1373
Lauren Bacon, Coordinator of Alumni Activities	882-2634
Vacant, Senior Secretary	884-2346
Charlotte Burkett, Sr. Data Entry Operator	882-5151
Ann Carter, Office Support Staff II	882-6611
Shannon Walls, Director of Lifelong Learning	884-8928

Intercollegiate Athletics

Mizzou Arena

Fax: 884-1374

Mark Ingram, Director of Athletic Development	882-0702
Vacant, Asst. Director, Tiger Scholarship Fund	884-0580
Krista Danner, Assistant Director of Development	884-6475
Eric Morrison, Director External Operations	882-3531
John Rasmussen, Dir. Tiger Scholarship Fund	882-5188
Debbie Perkins, Administrative Assistant	882-2670
Vacant, Senior Secretary	882-0704

Special Assistant to the Chancellor

401 Reynolds Alumni Center

Bill Bondeson, Consultant	884-3128
Melanie Himmelberg, Administrative Assistant	882-3045
Norm Stewart, Consultant	884-6096
Office Support Staff II	884-3480

Richard Wallace, Chancellor Emeritus	882-8800
104 Ellis Library	
Vicki Dennison	882-8800
104 Ellis Library	

Deans

College Ag/F/NR

Dean Thomas Payne
Linda Holsinger, 882-3752
2-69 Ag. Bldg.
Fax 884/6539

A&S

Dean Richard Schwartz
Jill Housh, 882-4421
317 Lowry
Fax 882/3404

Business

Dean Bruce Walker
Carol Ritter, 882-6688
407 Cornell
Fax 882/0365

Education

Dean Carolyn Herrington
Rosemary Fleharty, 882-5124
118 Hill
Fax 884/5785

Engineering

Dean Jim Thompson
Leslie Powell, 882-0197
W1025 Engineering Bldg. East
Fax 882/2490

Graduate School

**Suzanne Ortega, Dean, Graduate
School
& Vice Provost for Advanced Studies**
Ruth Erwin, 882-9576
210 Jesse
Fax 884/4872

HES

Dean Stephen R. Jorgensen
Teresa Howard, 882-6227
113 Gwynn Hall
Fax 884/4807

Journalism

Dean R. Dean Mills
Anne Colmery, 882-6686
120 Neff Hall
Fax 884/8989

Law

Dean Lawrence Dessem
Mary Kempf, 882-3247
230 Hulston
Fax 882/4984

MU Libraries

James Cogswell, Director
Kathy Lowery, 882-9169
104 Ellis
Fax: 882-8044

Medicine

Dean William M. Crist, MD
Mary Smithmier-Weeks, 884-9080
MA202
Fax 884/4808

School of Health Professions

Dean Richard Oliver
Jeneva Powell, 884-6705
504 Lewis Hall
Fax 884/8000

Nursing

Dean Rose Porter
Sherry Cass, 882-0278
S215 Nursing
Fax 884/4544

Vet Med

Dean Joe Kornegay, DVM
Jennifer Sonnenberg, 882-3768
W203 Vet. Med Bldg.
Fax 884/5044

Chancellor Brady Deaton

Ann Oberhaus, 882-0627
105 Jesse Hall
Fax 882/9907

Interim Provost Lori Franz

Shirley Johnson, 882-6596
114 Jesse Hall
Fax 882/0080

Hood, Edwin

From: French, Bill
Sent: Wednesday, May 04, 2005 3:22 PM
To: Hood, Edwin
Subject: RE: Trustees membership list

There were a few UMKC staff. Osborne, French, Dunn, Crespino, Jenkins, McCormack, Ward, John Allen from Communications. That is from memory. Do you have a list of all of the faculty who attended? That would round out the full list of those present.

-----Original Message-----

From: Hood, Edwin
Sent: Wednesday, May 04, 2005 2:23 PM
To: Esser, Alfred F.; Bame, Karen J.; Driever, Steven L.; Crossland, Philip P.; Mardikes, Tom; Gardner, Randy; Knopp, Jerome; Ebersole, Gary L.; French, Bill
Subject: RE: Trustees membership list

Also who were the other people from your staff present., Bill

-----Original Message-----

From: Esser, Alfred F.
Sent: Wednesday, May 04, 2005 2:13 PM
To: Hood, Edwin; Bame, Karen J.; Driever, Steven L.; Crossland, Philip P.; Mardikes, Tom; Gardner, Randy; Knopp, Jerome; Ebersole, Gary L.; French, Bill
Subject: Trustees membership list

COSCO Members,

as requested I am sending you the current list of UMKC Trustee members.

At our meeting this morning Bill was kind enough to check off those who were present yesterday afternoon at the Trustee meeting with the "Blue Ribbon Task Force". They are indicated by a red box around the name.

Bill, please take a look and check whether I made a mistake, and also if there are any new (or old) trustees missing on the list of attendees.

Thanks,
Alfred

--
Alfred F. Esser, Ph.D.
Marion Merrell Dow Professor
Division of Cell Biology & Biophysics
School of Biological Sciences
University of Missouri-Kansas City
5007 Rockhill Road
Kansas City, MO 64110
Phone: 816-235 5316 - FAX: 816 235 1503
www.umkc.edu/sbs/

Hood, Edwin

From: Hood, Edwin
Sent: Friday, September 23, 2005 10:53 AM
To: Lehmkuhle, Stephen W.
Subject: Advancement

SL

I have many more questions re advancement but again it is tough to get answers since you are the designated traffic cop./ I want so bad to finish this report I can taste it. But I want it to be as fair and complete as possible . Several people have expressed an opinion to me from personal exp, that the mgmt is bad there but I can not cite confidential sources. But I can ask these questions:

1. What are the performance guidelines for staff? How were these standards arrived at?
2. Do they hold the staff to the performance guidelines?
3. How are staff evaluated.?
4. Are there written evaluations for staff that measure performance against these standards?
5. When were they implemented? When were the performance guidelines implemented ?

By the way, we asked for job descriptions and did not receive any.
I can talk about management in general terms but I want to be as fair as possible to them
That is why I am asking the questions above. Maybe we shd meet as suggested.

Hood, Edwin

From: Pike, Diane M.
Sent: Monday, September 26, 2005 12:55 PM
To: Hood, Edwin
Cc: Suni, Ellen; McCormack, Laurie
Subject: performance expectations
Attachments: priorities - template.doc

Ed:

Per your request, this is the template we used to establish our goals. It is the general outline upon which our individual performance goals are based - a starting point for input and discussion.

We each have our unit goals; Law School is working toward \$7.3 million. And that's actually higher since the cost of the courtroom is more. I have also outlined for Ellen and Laurie a plan for annual giving. Because I am the first full time development director, we are establishing some baselines upon which to base evaluation. For this first year, some of the performance is about activities toward goals rather than outcomes.

Since the first of the fiscal year, we have met as development directors to review the top prospects of the university and assign each to a unit. This was a lengthy and arduous process. It is our responsibility as directors of development to "touch" each of the top 150 prospects with a personal solicitation, call, stewardship visit - something of significance - during this fiscal year. Additionally, we have lists of other prospects assigned to the respective units that we are to prospect and qualify for possible upgrade to the top 150 lists. It has been made clear that our performance evaluations for this fiscal year will reflect how well we have met this goal.

This is a significant and strategic plan that, in my opinion, ensures maximum efficacy and efficiency in working with donors. It is my understanding this is the first time this particular strategy has been used at UMKC. Additionally, prospects have been rated and the research department provides significant input as to interest and potential. The strategy is coordinated through the Asst. Vice Chancellors to ensure that donors and prospects are managed well and that each unit has appropriate access to donors and prospects. Based on my experience elsewhere, it is an effective and strategic method of managing development operations.

I hope this is helpful. If you need additional information, please let me know.

Diane

Diane M Pike, CFRE
Director of Development
UMKC School of Law
5100 Rockhill Road
Kansas City, MO 64110
816-235-2441
816-235-5276 (fax)

Review of 2004-05 & Focus for 2005-06

Top 3-5 Highlights for 2004-05:

Top 3-5 Areas of Focus (top priorities) for 2005-06:

Personal and/or Professional Goals for 2005/06:

How can I best support you?

Evaluation of _____
In the Performance of Key Roles of the MTU Development Professional in the Fundraising Process – FY 2006

1. Identify prospects by extensive analysis of constituent databases, volunteer prospect review, and personal visits to prospects.

Objective: Maintains an accurate, balanced and strategic portfolio of primary and secondary prospects, as stated in the Annual Plan. The portfolio should be balanced with appropriate numbers of rated and staged prospects given the area of responsibility. **Benchmarks:** approximately 150 primary, no more than 30 secondary, and a minimum of 20 assessment visits to identify new prospects.

	Consistently Exceeds Requirements	Often Exceeds Requirements	Meets Requirements	Sometimes Meets Requirements	Rarely Meets Requirements

Appendix 37

2. Cultivate and involve prospects by developing personal relationships, stimulating invitations to multiple university events, making repeat personal visits, recruitment to volunteer committees, arranging visits with people on campus, increasing their network with other successful alumni in their city of profession, etc.

Objective: Individual goals are to specified in the Annual Plan. **Benchmarks:** 400 contact reports, including 200 substantive personal contacts, annually, with at least one substantive contact with each primary prospect.

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3. Be highly team oriented and collaborative with other development staff, calling on regional major giving officers, annual giving staff, corporate and foundation staff, planned giving staff, communications staff, Jefferson Club staff, research staff, and all other development and MTJAA staff as partners.

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4. Actively and respectfully participate in the prospect coordination and management process—for the good of the prospect and the University.

Consistently Exceeds Requirements	Often Exceeds Requirements	Meets Requirements	Sometimes Meets Requirements	Rarely Meets Requirements

5. Staff deans, faculty, and other academic leaders – setting up appointments, providing objectives and briefings on prospects, drafting follow up letters and contact reports for the data base, and prioritizing the dean's time.

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6. Recruit and staff volunteers and volunteer committees well, learning what the volunteer can provide, who the volunteer knows, and helping the volunteer with assignments and follow up.

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7. Develop an effective strategy for each primary and secondary prospect. Generally strive to ask the right prospect for the right gift for the right program at the right time by the right person.

Objective: Record realistic and effective strategies on each prospect.

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8. Ask for gifts personally, often as part of a team, or facilitate asking of prospects by influential individuals such as volunteers and academic leaders.
 Objective: Solicit or facilitate the asking of gifts from prospects using the prescribe proposal process. Demonstrate working to close proposed gifts.
 Benchmark: 12-15 major gift proposals per year. Closure rate of 30% or greater.

10,000
 25,000
 100,000

Consistently Exceeds Requirements	Often Exceeds Requirements	Meets Requirements	Sometimes Meets Requirements	Rarely Meets Requirements

9. Develop timely reports, letters, proposals or gift agreements following a contact based on the content of the conversation with the prospect and the points of agreement or issues needing resolution. Be accountable for the input of pertinent information into the data base; a true mark of professionalism.

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10. Provide stewardship to donors regarding their gifts and showing the impact of their support. This can include regular reporting, special letters from and appointments with recipients of donor generosity, and special invitations to campus or events with deans or the Chancellor.

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Summary (circle or highlight one):

Consistently Exceeds Requirements Often Exceeds Requirements Meets Requirements Sometimes Meets Requirements Rarely Meets Requirements

(evaluated person)

(evaluator)

For Executive Directors of Advancement and Directors of Development who supervise:

	Consistently Exceeds Requirements	Often Exceeds Requirements	Meets Requirements	Sometimes Meets Requirements	Rarely Meets Requirements
<p>11. Provide leadership to staff as assigned. Demonstrate effective leadership with a focus on goal attainment, developing a collaborative environment, building confidence in others, demonstrating knowledge of development, setting priorities, and managing the performance of staff.</p>					

Hood, Edwin

From: LHote, Linda L.
Sent: Monday, July 25, 2005 2:42 PM
To: Hood, Edwin
Cc: Esser, Alfred F.; Housh, David P.; Floyd, Elson S.; Lehmkuhle, Stephen W.; Krawitz, Nikki; Smarr, David; Otto, Richard J.
Subject: UMKC Faculty Senate Committee (COSCO) Examination of the Organizational Structure at UMKC
Attachments: UMKC Development Questions.doc; Vice Chancellor Organizational Chart.ppt; Campaign Cash Flow Year End 2005.xls; Campaign Productivity Year End 2005.xls; Campaign Counting Policy July 2004.DOC; Staff Directory July 2005.doc

Dear Ed and Alfred,

I am sorry but I must cancel your meeting with Dave Housh, scheduled for Wednesday, July 27th, as he needs to work on a complex and very large gift.

Please find attached the answers to some of your questions. Others' answers will be forthcoming from Nikki Krawitz, Dave Smarr and Dick Otto (thank you so much for assisting Ed and Stephen Lehmkuhle with this project!).

May I suggest the following: While others are gathering information for your questions, you may wish to review the COSCO document attached. When I return from vacation the week of August 8th, I'll call to see if you would like to initially have a telephone conference call to discuss these issues, and then, if necessary, we can arrange a personal visit.

I hope this preliminary information is useful for your assessment.

Best wishes,

Linda L'Hote

**UMKC COSCO QUESTIONS
For Vice Chancellor Housh**

1. We would like to see a snapshot of your operation for the fiscal year ending June 30, 2001, both the organizational structure and the budget numbers for the various departments within your portfolio.

The current organizational chart is attached.

Dick Otto, Development Administrative Manager, will furnish the budget numbers for our general operating budget for development.

In addition to these dollars, we have a special campaign allocation for \$1.8 million for campaign support for a five year period. This budget funds all publications, newsletters, campaign events; web support, donor recognition, the For All We Call Mizzou Singers, and many other campaign related expenses. Campaign positions included in the campaign allocation include: 1.5 FTE writers; 1 FTE graphic designer; 1 FTE web staff; 1 FTE campaign event director.

2. Then we would like a look at your operation for 2005 and what is planned for 2006, both the personnel and the budget.

We are currently considering extending the campaign for three years and significantly raising the goal. If the National Campaign Steering Committee makes the decision to proceed with the extension, then we will add a very small number of additional staff. These positions include adding one professional development researcher; one additional planned giving professional staff; one campaign events professional staff; and 2-3 support staff in Gift Processing and Biographical Records.

The budget will be the same as this year's operating budget.

3. Does MU have a current capital campaign? How do you define what is included in your capital campaign? Can you tell us how much has been raised in the current campaign from its beginning date until the present? Can you tell us how much has been raised in your campaign since fiscal year beginning July 1, 2000? Please detail the gifts, pledges, etc, that were made?

MU is currently in a \$600 million campaign. To date of June 30, 2005, we have raised \$570,992,740 or 95.17%. These figures do NOT include final figures for private grant support for this fiscal year; these figures should be available early in September.

Attached are: Campaign Cash Flow from FY 2000-01 (start of Campaign) to year end FY 2005; these figures represent cash actually received

Campaign Productivity for same dates; these figures include new cash, pledges, and expectancies (bequests, insurance policies, trusts, gift annuities, etc.).

The type of gift distribution for this fiscal year includes:

New outright (Cash) gifts:	\$ 43,505,166.71
New pledges:	\$ 22,034,280.48
New Expectancies:	\$ 56,597,533.12

For more details on the campaign, including unit goals and productivity to date, visit our website at Missouri.edu. On the homepage, click on "Giving to MU".

We include gifts and pledges that meet our campaign counting policies. The most significant difference in campaign counting and regular fund raising counting is that donors of revocable deferred gifts must reach the age of 65 years by the end of the campaign. This rule insures campaign credibility. The policies are attached. Currently we have over \$7 million in regular counting that is not including in campaign counts due to the age restriction.

4. Also, if a cost/benefit analysis of your department exists (i.e., the amount of rate \$\$ spent per year to produce the gifts made to MU for that year), we would appreciate it if you could share that information with us.

The annual average cost of fund raising during the campaign has ranged from \$ 10. cents to \$.12 cents on the dollar. These figures include costs funded by University Development (central development) and costs funded by the individual units for fundraising and related costs such as events, external relations, gift announcements, publications, etc.

5. In connection with the amount raised by your department, how much of that sum was attributable to efforts by others (e.g., dean or professor connections, etc) rather than the efforts attributable to your department.

Our major gift fund raising is accomplished in a collaborative, team approach environment. Typically, professional fund raising staff makes assessment and cultivation calls to determine preliminary "matches" with donor interest and institutional priorities.

When gift "matches" are identified, we then may ask deans and faculty to accompany us on calls for first-hand presentations on priorities and programs. Deans and faculty are also very active in determining their priorities, writing drafts of major proposals, and writing "business plans" for high level projects.

Faculty are also very involved in the acquisition of significant private grant support and work very closely with our Grants staff and development staff.

Because of our collaborative approach, we do not attempt to "track" who receives the "credit" not how much time is involved by the different constituencies as we are all involved in meeting the institution's private support goals.

6. Please provide a complete list of (benefits eligible) employees associated with each of the divisions in your portfolio.

A current staff directory is attached. Note that an offer has just been extended for the full time Director of Development for MU Extension and this position will also report to the Vice Chancellor for Development.

7. Are there any regulations within the University System or outside (IRS, accounting standards, etc) that would prohibit funding the activities of the University Advancement Division solely from donations and gifts? If so, please provide the direct citation for the regulation(s).

This item is to Nikki Krawitz, Vice President, for Finance and Administration, University of Missouri System.

8. Provide a brief job description (not exceeding 2 pages) for each Assistant Vice Chancellor, Department Director and Manager in all of the various departments within the portfolio of the UMC Vice Chancellor for Advancement.

This information will be furnished by Dick Otto.

9. Provide the total personnel budget (salaries & wages and fringe benefits) and the total spent on any consultants contracts for each of the departments within your portfolio for AY 2001 – 2005. In addition what are the proposed budgets for each of the departments for 2006.

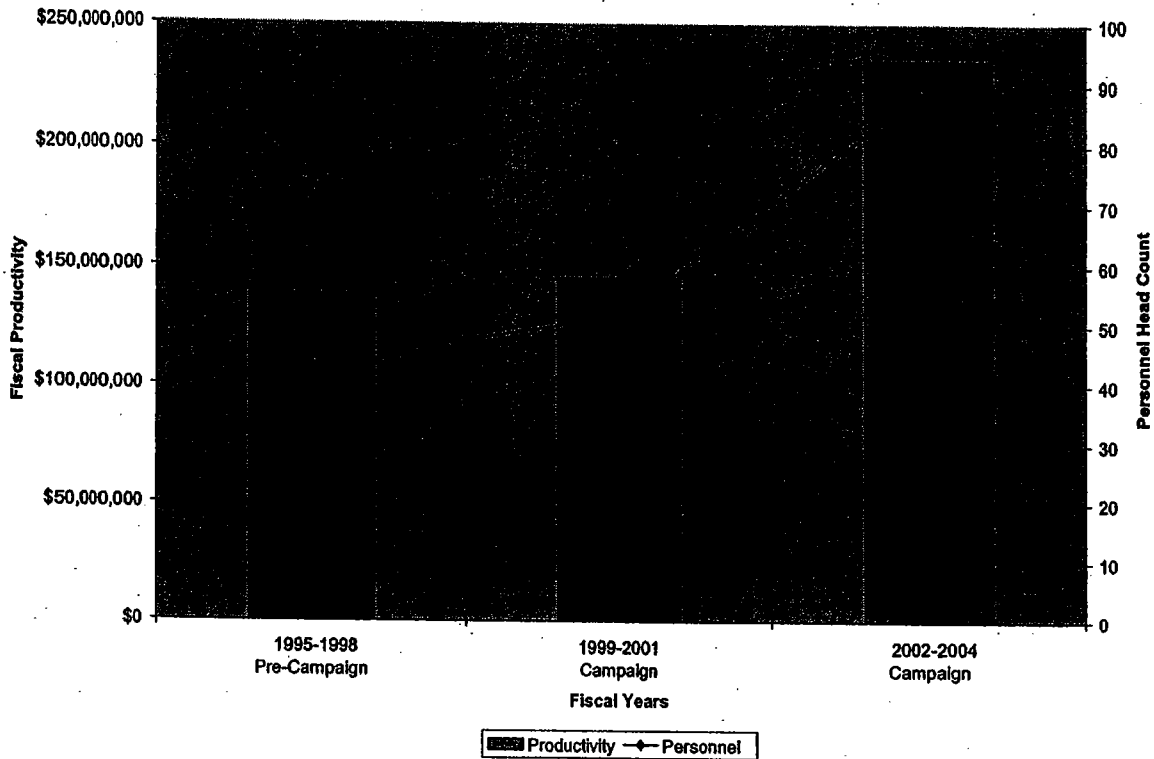
We may not be able to furnish this information in the timeline you wish as we are currently focusing on a Campaign Extension Feasibility Study prior to our National Campaign Steering Committee meeting scheduled for August 12. Obtaining this information is quite complex because we have to work with all the fund raising units across campus to secure their costs, as well as those from University Development.

The attached spread sheet, completed in March might meet your needs for assessment and planning purposes.

Personnel includes all .75 FTE and above whose primary purpose is development. Figures show both personnel "head counts" and productivity, as defined in 3. above.

Dick Otto will furnish figures for campaign consulting since beginning the campaign.

MU Development Productivity and Personnel



10. Please provide a chart that shows not only the value of the total UMC endowments from 1994 – 2005 but also how much of it belongs into each of the following 3 categories: 1. Held by Curators, 2. Held by UMC registered affiliates, and 3. Held by other permanent funds outside UMC.

This item is referred to Nikki Krawitz.

11. How does the UMC Advancement department differ from the UMKC Advancement department?

UMC development is a large, complex federated (decentralized system) under the supervision of the Vice Chancellor for Development & Alumni Relations; all units who employ professional development staff have a dual report to the Vice Chancellor and their respective deans or other Provost or Chancellor Report.

Unlike UMKC, MU does not have an institutional foundation, or similar organization, whose primary function is fund raising.

Oversight for development is provided by the MU Development Council (currently called the National Campaign Steering Committee), as provided by the Collected Rules and Regulations.

12. Please provide a list of all "UMC registered affiliates" that hold endowments for the benefit of UMC.

Dave Smarr, Project Director, Vice Chancellor for Administrative Services, maintains this list, and he can furnish you with the most recent names and figures.

13. Please provide a list of all the "other entities outside UM" that hold endowments for the benefit of UMC.

This information is contained in 12. above.

14. Please provide the amounts (\$\$) in new gifts (net influx, that is, without reinvestment income) into the 3 endowment categories during 2000/01 – 2004/05.

This item is referred to Nikki Krawitz.

University of Missouri - Columbia
Program Cash Flow Status Report

	FY 2000-2001	FY 2001-2002	FY 2002-2003	FY 2003-2004	FY 2004-2005	5 Year Total	Average
Campus Support Programs	\$ 3,634,290	\$ 10,832,288	\$ 3,314,810	\$ 2,548,532	\$ 13,216,145	\$ 33,546,065	\$ 6,709,213
Development Pending	\$ 25,258	\$ 246,916	\$ 930	\$ 26,644	\$ 30,705	\$ 330,453	\$ 66,091
The Graduate School	\$ 526,294	\$ 148,748	\$ 41,982	\$ 26,057	\$ 343,389	\$ 1,086,470	\$ 217,294
Health Sciences Center	\$ 3,237,068	\$ 7,198,393	\$ 3,881,272	\$ 4,605,290	\$ 6,889,641	\$ 25,811,664	\$ 5,162,333
MU Libraries	\$ 245,750	\$ 1,233,664	\$ 578,410	\$ 723,128	\$ 345,806	\$ 3,126,758	\$ 625,352
The College of Agr, Food & Natl. Res.	\$ 2,594,121	\$ 2,461,177	\$ 2,468,290	\$ 9,079,920	\$ 4,872,749	\$ 21,476,257	\$ 4,295,251
The College of Arts and Science	\$ 1,360,328	\$ 1,928,524	\$ 6,543,922	\$ 1,667,310	\$ 3,501,443	\$ 15,001,527	\$ 3,000,305
The College of Business	\$ 4,900,928	\$ 13,855,389	\$ 7,525,239	\$ 3,930,156	\$ 2,626,660	\$ 32,838,372	\$ 6,567,674
The College of Education	\$ 730,159	\$ 676,435	\$ 185,960	\$ 2,334,953	\$ 454,608	\$ 4,382,115	\$ 876,423
The College of Engineering	\$ 1,811,962	\$ 1,268,127	\$ 1,696,872	\$ 3,572,687	\$ 4,908,018	\$ 13,257,666	\$ 2,651,533
The College of Human Env. Sciences	\$ 237,036	\$ 316,923	\$ 538,754	\$ 356,364	\$ 1,116,302	\$ 2,565,379	\$ 513,075
The College of Vet. Medicine	\$ 2,570,291	\$ 740,598	\$ 974,269	\$ 597,009	\$ 1,066,605	\$ 5,948,772	\$ 1,189,754
The School of Journalism	\$ 1,245,302	\$ 2,058,607	\$ 713,321	\$ 821,223	\$ 1,864,131	\$ 6,702,584	\$ 1,340,517
The School of Law	\$ 1,285,566	\$ 846,532	\$ 1,059,475	\$ 1,150,710	\$ 1,268,615	\$ 5,610,898	\$ 1,122,180
Life Sciences	\$ 1,633,437	\$ 956,636	\$ 48,468	\$ 37,217	\$ 2,675,758	\$ 668,940	\$ 668,940
The School of Natural Resources	\$ 89,399	\$ 68,754	\$ 57,833	\$ 190,735	\$ 76,453	\$ 483,174	\$ 96,635
The School of Nursing	\$ 94,915	\$ 83,336	\$ 157,551	\$ 194,786	\$ 371,282	\$ 901,870	\$ 180,374
Intercollegiate Athletics	\$ 7,372,356	\$ 34,538,915	\$ 14,079,450	\$ 12,886,456	\$ 15,368,367	\$ 84,245,544	\$ 16,849,109
University of Missouri					\$ 97,318	\$ 97,318	\$ 97,318
Center for Autism & Neurodevelopment					\$ 500,000	\$ 500,000	\$ 500,000
Total Gifts	\$ 31,961,023	\$ 80,136,763	\$ 44,774,976	\$ 44,760,428	\$ 58,955,454	\$ 260,588,644	\$ 52,117,729
Grants and Contracts - Private	\$ 18,982,497	\$ 17,861,438	\$ 18,600,000	\$ 19,156,833	\$ 74,600,768	\$ 14,920,154	\$ 14,920,154
Total Private Support	\$ 50,943,520	\$ 97,998,201	\$ 63,374,976	\$ 63,917,261	\$ 276,233,958	\$ 55,246,792	\$ 55,246,792

PRELIMINARY

FOR ALL WE CALL MIZZOU
**A Comprehensive Campaign To Support The
University of Missouri – Columbia**

Campaign Counting Policy

The purpose of this policy is to establish a consistent and accountable method for recording outright and planned gifts during the *For All We Call Mizzou* comprehensive campaign. Gift acceptance and valuation shall meet the reporting standards established by the National Association of College and University Business Officers (NACUBO) and the Council for Advancement and Support of Education (CASE). Gifts may be recorded for the campaign only if received or pledged during "counting period," which runs from July 1, 1999 through December 31, 2005.

Pledges

Only pledges confirmed by the donor on an approved development or campaign pledge form shall be entered in campaign reporting documents. No verbal pledges shall be reported.

To be counted toward the campaign goal, the pledge must be made during the "counting period" and must be payable in full within a period of not more than five years from the date of the pledge.

Standards for Reporting Gifts

A. Cash

Cash gifts shall be reported at full value as of the date received by the University.

B. Securities

Marketable securities will be valued at the average of the high and low market value on the date the donor relinquishes control of the assets to the University. Closely held securities may be counted only if the valuation can be substantiated through a qualified outside appraisal or comparable sales prices.

C. Real Estate

Gifts of Real Estate are reviewed on a case-by-case basis and must be approved by the University prior to acceptance. The value of the gift of real estate is based on its appraised value.

D. Personal Property

Gifts of Personal Property (paintings, antiques, coins, rare books, etc.) are reviewed on a case-by-case basis and must be approved by the University prior to acceptance. The gift will be reported at the value declared by the donor, which is normally the fair market value on the date the gift is received. The receipt issued to a donor of personal property will not list a dollar value, but will provide a description of the assets gifted to the University.

E. Charitable Remainder Trusts, Pooled Income Funds, and Charitable Gift Annuities at MU

Gifts of charitable remainder trusts, pooled income funds, and Charitable Gift Annuities will be recorded at the fair market value of the assets gifted.

F. Charitable Lead Trusts

Only projected income received during the term of a Charitable Lead Trust will be recorded for the University of Missouri-Columbia's Campaign.

G. Third Party Trusts (Charitable Remainder Trusts, Pooled Income Funds, Charitable Gift Annuities)

Any trust held for the benefit of the University with a trustee other than the University of Missouri shall be counted as an outright gift in the category *Third Party Trust - Irrevocable* if the University is the irrevocable beneficiary.

If the donor retains the right to change the charitable beneficiary, the gift shall be recorded as an expectancy in the category *Third Party Trust - Revocable*.

H. Testamentary Commitments

Testamentary commitments will be recorded toward the campaign as an expectancy if (1) the donor/donors is/are at least 65 years of age by the campaign's completion date; and (2) the commitment is accompanied by one of the following: 1) a copy of the portion of the estate-planning document that mentions the testamentary commitment; 2) a signed Estate Gift Intention Form; or 3) written correspondence from the donor/donors which contains information on the type, amount, and purpose of the gift. The Campaign Steering Committee may grant special exception to these criteria.

The amount recorded for the University's campaign objective will be the current value of the amount specified (or estimated).

I. Life Insurance

Gifts of permanent life insurance will be recorded toward the campaign as an expectancy if the donor/donors is/are at least 65 years of age by the campaign's completion date. The University must be owner and beneficiary for any gift of life insurance.

The cash value of the policy at the time the asset is gifted to the University, and/or the value of subsequent annual premium payment made by the donor shall be counted as an outright gift; but conversely will reduce the value of the expectancy.

J. Private Grants

Private grants are all grants to the University that are not based on a contract and do not come from government sources. Private grants will be counted in the campaign total.

K. Special Gifts

The Executive Committee of the Campaign Steering Committee will make the final decision on any gifts that do not clearly fall into one of the above categories.

The information below is quoted from CASE

Exclusions

The following types of funds should be excluded from campaign report totals, even if received under circumstances indicating that the payor regarded them as a contribution:

- advertising revenue;
- alumni membership fee/dues;
- contract revenues, including sponsored research funds;
- contributed services;
- contributions from cities or regional governments, even though those entities may be incorporated;
- discounts on purchases;
- earned income, including transfer payments from medical or analogous practice plans;
- gifts or pledges, outright and deferred, that already have been counted in previous campaigns, even if realized during the campaign reporting period;
- governmental funds, whether local, state (including state matching grants), federal, or foreign;
- investment earnings on gifts even if accrued during the campaign reporting period and even if required within the terms specified by the donor (the only exception being interest accumulations counted in guaranteed investment instruments that mature within the time frame of the campaign, such as zero coupon bonds);

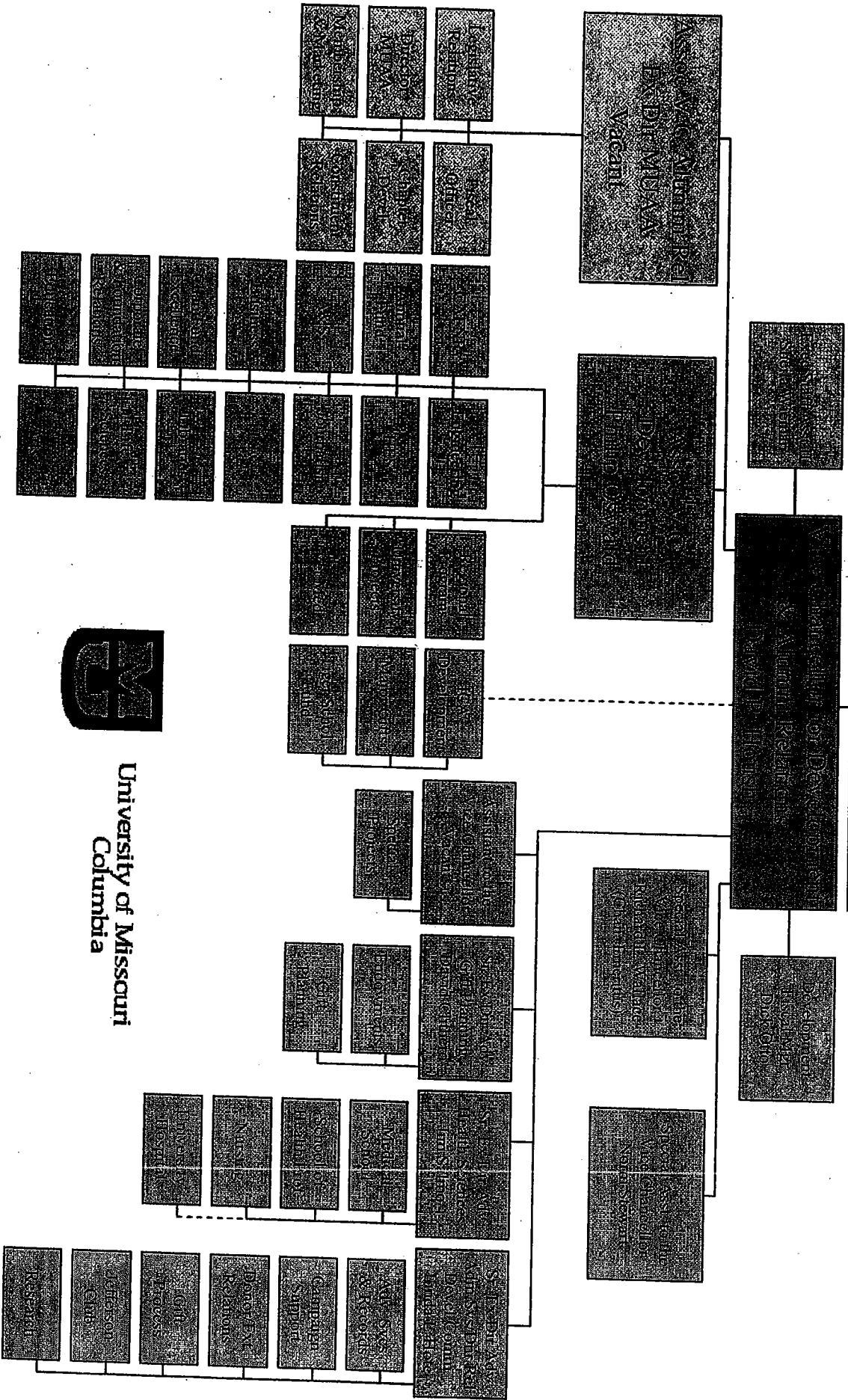
- sale of merchandise;
- surplus income transfers from ticket-based operations, except for any amount equal to that permitted as a charitable deduction by the IRS or Revenue Canada; and
- tuition payments.

It is recognized that certain state and federal government programs requiring private matching funds bear a special relationship to the encouragement of philanthropy. Nevertheless, the difference between public and private support is profound within the American tradition. Campaigns are clearly instruments of philanthropy, while governments are channels for the implementation of public policy. While both philanthropy and public policy may be motivated by compassion for others, only philanthropy involves the disposition of privately held resources for the public good. *Therefore, governmental funds should not be reported in campaign totals.*

Development &



Alumni Relations



University of Missouri
Columbia

University of Missouri - Columbia
Current Fiscal Year Productivity Report

	FY 2000-2001	FY 2001-2002	FY 2002-2003	FY 2003-2004	FY 2004-2005	5 Year Total	Average
Campus Support Programs	\$ 8,437,885	\$ 12,312,480	\$ 5,714,606	\$ 7,556,072	\$ 17,983,845	\$ 52,004,888	\$ 10,400,978
Development Pending	\$ 50,258	\$ 245,916	\$ 25,930	\$ 35,644	\$ 30,705	\$ 388,453	\$ 77,691
The Graduate School	\$ 532,736	\$ 134,978	\$ 40,377	\$ 65,417	\$ 344,089	\$ 1,117,597	\$ 223,519
Health Sciences Center	\$ 6,873,022	\$ 15,697,279	\$ 5,141,474	\$ 9,544,916	\$ 27,878,754	\$ 65,135,445	\$ 13,027,089
MU Libraries	\$ 222,132	\$ 1,417,137	\$ 1,430,790	\$ 351,595	\$ 445,464	\$ 3,867,118	\$ 773,424
The College of Agr, Food & Natl. Res.	\$ 3,813,442	\$ 4,291,613	\$ 2,565,712	\$ 10,392,701	\$ 8,529,750	\$ 29,593,218	\$ 5,918,644
The College of Arts and Science	\$ 2,196,439	\$ 2,559,629	\$ 8,017,457	\$ 2,031,323	\$ 6,325,068	\$ 21,129,916	\$ 4,225,983
The College of Business	\$ 6,323,196	\$ 15,085,777	\$ 4,385,101	\$ 4,716,546	\$ 9,746,557	\$ 40,257,177	\$ 8,051,435
The College of Education	\$ 1,696,084	\$ 1,566,566	\$ 633,899	\$ 4,402,834	\$ 911,761	\$ 9,211,144	\$ 1,842,229
The College of Engineering	\$ 4,222,949	\$ 1,823,531	\$ 1,491,860	\$ 11,141,641	\$ 14,828,637	\$ 33,508,618	\$ 6,701,724
The College of Human Env. Sciences	\$ 729,859	\$ 346,471	\$ 635,883	\$ 1,379,378	\$ 759,915	\$ 3,851,506	\$ 770,301
The College of Vet. Medicine	\$ 2,762,067	\$ 937,536	\$ 2,448,731	\$ 1,169,561	\$ 3,947,070	\$ 11,264,965	\$ 2,252,993
The School of Journalism	\$ 2,061,630	\$ 4,407,999	\$ 5,938,541	\$ 33,455,475	\$ 6,785,546	\$ 52,649,191	\$ 10,529,838
The School of Law	\$ 1,498,994	\$ 1,673,184	\$ 1,037,950	\$ 1,578,602	\$ 2,468,823	\$ 8,257,553	\$ 1,651,511
Life Sciences		\$ 1,560,077	\$ 954,078	\$ 77,850	\$ 43,160	\$ 2,635,165	\$ 658,791
The School of Natural Resources	\$ 89,289	\$ 68,654	\$ 56,244	\$ 598,885	\$ 165,581	\$ 978,653	\$ 195,731
The School of Nursing	\$ 1,169,938	\$ 74,235	\$ 1,171,798	\$ 1,659,225	\$ 402,586	\$ 4,477,782	\$ 895,556
Intercollegiate Athletics	\$ 7,116,611	\$ 39,411,712	\$ 21,387,910	\$ 21,275,478	\$ 14,117,101	\$ 103,308,812	\$ 20,661,762
University of Missouri	\$ 21,694	\$ 2,690			\$ 122,569	\$ 146,953	\$ 29,391
Center for Autism & Neurodevelopment					\$ 6,300,000	\$ 6,300,000	
Total Gifts	\$ 49,818,225	\$ 103,617,464	\$ 63,078,341	\$ 111,433,143	\$ 122,136,981	\$ 450,084,154	\$ 90,016,831
Grants and Contracts - Private	\$ 18,982,497	\$ 17,861,438	\$ 18,600,000	\$ 19,156,833	\$ 74,600,768	\$ 14,920,154	\$ 14,920,154
Total Private Support	\$ 68,800,722	\$ 121,478,902	\$ 81,678,341	\$ 130,589,976	\$ 402,547,941	\$ 80,509,588	\$ 80,509,588

PRELIMINARY

Hood, Edwin

From: Krawitz, Nikki
Sent: Wednesday, August 10, 2005 9:20 AM
To: LHote, Linda L.; Hood, Edwin
Cc: Esser, Alfred F.; Housh, David P.; Floyd, Elson S.; Lehmkuhle, Stephen W.; Smarr, David; Otto, Richard J.
Subject: RE: UMKC Faculty Senate Committee (COSCO) Examination of the Organizational Structure at UMKC

Attachments: Endowment project- Columbia campus info.xls

Attached is the response to questions 10 and 14. Please note that there are two sheets in the file with the information requested. Regarding question #7

7. Are there any regulations within the University System or outside (IRS, accounting standards, etc) that would prohibit funding the activities of the University Advancement Division solely from donations and gifts? If so, please provide the direct citation for the regulation(s).

There are no regulations prohibiting funding activities of Advancement solely from donations and gifts. That said, we have been advised by General Counsel that in order to do this, we must disclose to our donors on restricted gifts that we are doing this and the amount that is being used for this purpose. We have provided the chief development officers with this information in the past and wording for use with restricted giving and endowments that would be appropriate.

Please let me know if you need additional info.

Nikki

Natalie "Nikki" Krawitz
 Vice President for Finance and Administration
 University of Missouri System
 215 University Hall
 Columbia, MO 65211
 Tel: 573-882-3611
 Fax: 573-882-6809
 e-mail: krawitzn@umsystem.edu

From: LHote, Linda L.
Sent: Monday, July 25, 2005 2:42 PM
To: Hood, Edwin
Cc: Esser, Alfred F.; Housh, David P.; Floyd, Elson S.; Lehmkuhle, Stephen W.; Krawitz, Nikki; Smarr, David; Otto, Richard J.
Subject: UMKC Faculty Senate Committee (COSCO) Examination of the Organizational Structure at UMKC

Dear Ed and Alfred,

I am sorry but I must cancel your meeting with Dave Housh, scheduled for Wednesday, July 27th, as he needs to work on a complex and very large gift.

Please find attached the answers to some of your questions. Others' answers will be forthcoming from Nikki Krawitz, Dave Smarr and Dick Otto (thank you so much for assisting Ed and Stephen Lehmkuhle with this project!).

May I suggest the following: While others are gathering information for your questions, you may wish to review the COSCO document attached. When I return from vacation the week of August 8th, I'll call to see if you would like to initially have a telephone conference call to discuss these issues, and then, if necessary, we can arrange a personal visit.

I hope this preliminary information is useful for your assessment.

Best wishes,

Linda L'Hote

New Gifts to Endowments - Columbia Campus Only

Fiscal Year	Total	Sub-Total: Endowms & Def Gifts	Endowments*	Deferred Gifts*	Gift Income Registered Affiliates**
2005	-	-	-	-	-
2004	13,323,206	11,850,888	11,433,322	417,566	1,410,399
2003	14,138,868	13,337,103	13,209,817	127,286	705,294
2002	14,895,491	14,895,491	14,248,382	647,109	
2001	10,019,666	10,019,666	9,605,687	413,979	
2000	13,190,001	13,190,001	12,199,254	990,747	
1999	11,954,673	11,954,673	10,176,794	1,777,880	
1998	17,657,375	17,657,375	16,224,394	1,432,981	
1997	11,309,468	11,309,468	10,310,945	998,522	
1996	9,072,217	9,072,217	8,444,374	627,843	
1995	6,879,539	6,879,539	5,896,982	982,557	
1994	5,296,635	5,296,635	5,164,262	132,373	

* Ties to Financial Report Detail Statement of Changes in Fund Balances, Revenues & Other Additions, Private
 ** Information obtained through review of the affiliates' audit reports.
 ^ Information obtained from worksheet maintained by Controller's Office for auditors.

**Gift Income
Funds Held in
Trust ^**

61,919
96,471

Gifts, Grants & Contracts.

Value of Endowments - Columbia Campus Only

Fiscal Year	Ending Net Assets			
	Total	Held by Curators*	Held by Affiliates**	Held by Funds Held in Trust ^
2005				
2004	437,540,387	403,006,957	22,782,897	11,750,533
2003	383,528,383	353,665,411	19,144,653	10,718,319
2002	311,982,942	311,982,942		
2001	320,739,390	320,739,390		
2000	343,953,896	343,953,896		
1999	310,164,816	310,164,816		
1998	271,691,520	271,691,520		
1997	220,972,904	220,972,904		
1996	182,055,309	182,055,309		

* Ties to Controllers Office worksheet, Endowment Net Assets by Business Unit.

** Information obtained through review of the affiliates' audit reports.

^ Information obtained from worksheet maintained by Controller's Office for auditors.

University of Missouri - Columbia
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Center for Autism & Neurodevelopment	\$	\$	\$	\$	\$ 6,300,000	\$ 6,300,000	\$
Total Gifts	\$ 49,818,225	\$ 103,617,464	\$ 63,078,341	\$ 111,433,143	\$ 122,136,981	\$ 450,084,154	\$ 90,016,831
Grants and Contracts - Private	\$ 18,982,497	\$ 17,861,438	\$ 18,600,000	\$ 19,156,833	\$ 17,800,000	\$ 92,400,768	\$ 18,480,154
Total Private Support	\$ 68,800,722	\$ 121,478,902	\$ 81,678,341	\$ 130,589,976	\$ 139,936,981	\$ 542,484,922	\$ 108,496,984

Hood, Edwin

From: Crespino, Curtis J.
Sent: Monday, October 03, 2005 11:04 AM
To: Hood, Edwin; Lehmkuhle, Stephen W.
Cc: Long, Pat; Bubacz, Bruce S.; Dunn, Kathy
Subject: RE:

Ed, I am not certain what document you are looking at, but here is the official data on our affiliate organizations as reported through this year's annual chartering process. Please note that this report is different from the UMKC Endowment/Quasi Endowment/Effective Endowment report that you also have. The latter reports on ALL endowments held for the benefit of the University -- they are not necessarily officially chartered affiliated organizations. On that report, there are 39 funds/endowments that are held outside UM System and UMKC Affiliate organizations (i.e. chair/professorship endowments, the E. Grey Dimond Unitrust, and the Victor Wilson Trust).

2005 Constituent Chartering Report:

- total UMKC Affiliate Organizations 61

- total # of UMKC Affiliate Organizations that are separately incorporated (501 c3 status) 21

Please note that we do have affiliate organizations that hold and/or advise on assets but are not separately incorporated. Those assets are invested in the University System investment pool and recorded on the University's books in some cases (i.e. the Cockefair Advisory Board) and in other cases those assets are held and invested outside (i.e. Bloch Endowment Committee/Board who advise on assets that are held at the Community Foundation). In still other cases, the endowment assets are split (i.e. the Herman Johnson Black Scholarship Committee whose assets are held both internally as well as at the Community Foundation).

-----Original Message-----

From: Hood, Edwin
Sent: Sunday, October 02, 2005 11:34 AM
To: Lehmkuhle, Stephen W.
Cc: Crespino, Curtis J.
Subject: RE:

Steve:

Thanks---I know there are 39 affiliate organizations with fund balances that are included in the endowment count. Do you happen to know the total numbers of affiliate organizations? I heard it is 69. Is that correct?

Ed

From: Lehmkuhle, Stephen W.
Sent: Sunday, October 02, 2005 9:54 AM
To: Hood, Edwin
Cc: Crespino, Curtis J.
Subject: RE:

It is my understanding based on a conversation with Curt that these are not partial FTEs. There are three individuals. I am copying Curt in the event that I misunderstood our conversation.

Steve

*Stephen Lehmkuhle
Interim Chancellor
University of Missouri - Kansas City
301 Administrative Center
5100 Rockhill Road
Kansas City, Missouri 64110*

Memo

To: Prof. Ed Hood
From: Kathy M. Dunn
CC: Interim Chancellor Steve Lehmkuhle; Executive Vice Chancellor Pat Long; Curt Crespino
Date: August 22, 2005
Re: COSCO Materials

As you requested, the enclosed documents give background to the Arthur Mag Fellowships, a program based with the UMKC Trustees. Please note in the documents that selection is made annually by a 3-person committee of outside representatives, as per the donor's instructions.

It is my understanding that the Vice Chancellor for Advancement, at the direction of the Chancellor, calls this group together each year for deliberations on the Mag Fellows applications. I have learned that each year the selection committee requests that they have more than one applicant from the schools in order to have a pool from which a selection can be made. Over the years, the composition of this panel has changed; however the directive to have multiple applicants from a school has been consistent.

I believe you have received the UMKC Trustees Form 990 for 2004 and the current value of Real Estate holdings under separate cover. It is my understanding that the only outstanding information left to submit to the committee is the review of fundraising results from 1990-present. My colleagues in the Development Office have been rather overwhelmed with end-of-fiscal year reports, however I do think this information will be available by the end of this week.

As always, let me know if you have further questions about this material or other Advancement matters.

Best regards.

Enclosure

June 22, 1982

Mr. David A. Rismiller, Chairman
University of Kansas City Trustees
Commerce Bank of Kansas City
P.O. Box 248
Kansas City, Mo. 64141

Dear Mr. Rismiller:

The first National Bank of Kansas City, Trustee of the Edward F. Swinney Trust (a member organization of the Kansas City Association of Trusts and Foundations), agrees to grant to the University of Kansas City Trustees the sum of \$200,000 for the purpose of establishing the Arthur Mag Fellowship Fund.

The fellowship fund shall be held as a perpetual trust fund and shall be managed by the University of Kansas City Trustees as long as that organization is in existence as a tax exempt public charity. If for any reason the University of Kansas City Trustees goes out of existence or no longer qualifies as a public charity, the University of Kansas City Trustees agree to establish the Arthur Mag Fellowship Fund as a separate, perpetual tax exempt trust fund.

The income from the Mag Fellowship Fund is to be used to provide stipends for Post Baccalaureate students at the University of Missouri-Kansas City who enroll in one of the following three schools at the University: School of Business Administration; College of Arts and Sciences; and/or the Law School.

Qualification criteria for selection as an Arthur Mag Fellow shall encompass not only a high standard of academic achievement, but, equally, shall include consideration of personality, good citizenship, and commitment to community service. All other selection factors being equal, it is urged that preference be given residents of Metropolitan Kansas City.

Eligible candidates shall be nominated by the Chancellor of the University of Missouri-Kansas City, and selection from a listing provided by the Chancellor shall be made by a three-member committee consisting of:

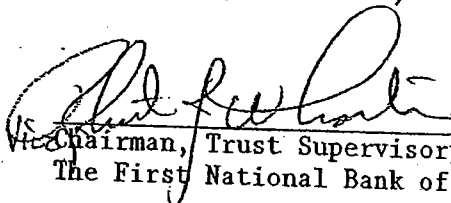
Page 2
David A. Rismiller
June 22, 1982

- 1.) The Chairman of the Board of the Kansas City Association of Trusts and Foundations
- 2.) A Designee of the First National Bank of Kansas as the Trustee of the Edward F. Swinney Trust
- 3.) The Chairman of the Board of the University of Kansas City Trustees

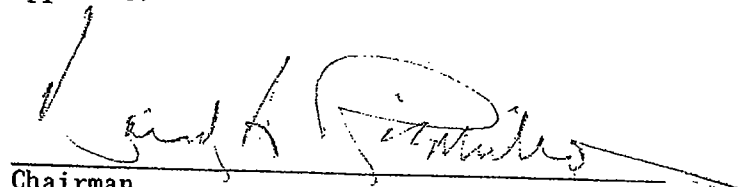
Though it is the thought of the Grantor that three Fellowships be awarded annually if qualified recipients are available, the choice as to number of fellowships and their recommended distribution among the three schools shall be left to the discretion of the Chancellor. Final selection of fellows will be made by the selection committee.

The University of Kansas City Trustees, in accepting this grant, agree that they shall at least annually conduct a public awards ceremony to announce said fellowships.

Respectfully submitted,


Chairman, Trust Supervisory Committee
The First National Bank of Kansas City

Approved:


Chairman,
University of Kansas City Trustees

RECEIPT

RECEIVED from the Edward F. Swinney Trust for
deposit into the University of Kansas City Trustees -
Arthur Mag Fellows 40 16327 00 the following security:

Cash in the amount of \$216,000.00 on October 25, 1982

THE FIRST NATIONAL BANK OF
KANSAS CITY, CUSTODIAN FOR
THE UNIVERSITY OF KANSAS CITY -
ARTHUR MAG FELLOWS

By: Linda S. Schnell
Trust Representative