MU may cut some education, natural resources degrees

BY JANASE SILVEY

University of Missouri administrators have identified five degree programs that could be eliminated.

Two are specialist degrees in the College of Education. The programs — career and technical education and special education — have no students pursuing specialist degrees and could close immediately, according to a report MU sent to the Missouri Department of Higher Education last week. MU's doctorate in special education, however, is on the list of programs administrators do not plan to change.

Three other degrees on a potential chopping block do have students enrolled, including a master's degree in natural resources that was created in the past few years, a doctoral degree in communication sciences and a bachelor's degree in environmental geology.

The higher education department required public colleges to review programs that produce, on average, fewer than 10 bachelor's, five master's and three doctoral graduates per year. Administrators did not plan to release the report to the public, but a copy was forwarded to the Tribune.

Provost Brian Foster warned that the report is a work in progress and that it could be changed after more discussions with faculty.

In a letter to interim education Commissioner David Russell, MU Chancellor Brady Deaton also stressed that the state should expect to see updates as more information from specific departments become available.

"For example," he wrote, "late in 2011 or early in 2012 we will submit a request to CBHE ... to delete a master's in nursing with six separate tracks to be replaced by a new doctor of nursing practices. This new replacement degree will better serve the students and health care needs in Missouri."

MU identified 75 low-producing degrees, mostly at the graduate level. Administrators are recommending no action on 35 of those programs, including the bachelor's in statistics and four degrees that have been deemed to be low-cost because they use resources from other departments.

The rest of MU's low-producing degrees are slated to be reconfigured. One possibility is to put the classical languages degree under the classical studies department, according to the report.

MU's Faculty Council is expected to host a faculty forum Nov. 12 to discuss the report and how to proceed. Chairwoman Leona Rubin said in an e-mail. A time and location have not been set. Foster said afterward he will meet with smaller groups of faculty to discuss specific programs and possible changes.

Mark Ryan, director of the School of Natural Resources, said the master's program now on the chopping block was created in 2008 in response to feedback from professionals in conservation agencies who wanted to add to their credentials mid-career. Only three students are taking classes this semester, Ryan said, but he believes that number will increase if the program's online capabilities are expanded.

"It's honestly a little confusing to me if we're being targeted to eliminate something that we're just in the process of building," Ryan said.

Ryan also argued that because the master's program is interdisciplinary, it won't save much money to eliminate it. "We're putting students into existing courses already taught by faculty that support other degree programs in the school," he said. "So, it's generating a small amount of tuition for the university at relatively little cost, if any."
MU identifies degree programs that could be closed, reconfigured

By Walker Moshop
November 1, 2010 | 10:18 p.m. CDT

COLUMBIA — MU has identified five programs chosen for elimination in a preliminary report.

On Friday, MU Chancellor Brady Deaton sent a report categorizing MU’s low-producing programs to the Missouri Department of Higher Education. According to the report, two programs are to be immediately closed, three are projected to be closed and 34 may be reconfigured.

MU Provost Brian Foster said the report wasn’t final — except for the two closed programs — and its findings were still being updated.

"Everything on this list is still up for discussion," Foster said. "There will be changes in that data."

The education specialist degree offered through the Special Education program, and the education specialist degree offered through the Career and Technical Education program have no students enrolled. They will be immediately removed from MU’s list of active program degree offerings.

“These are programs that are not vital, active programs,” Foster said in reference to degrees with no enrollment.

Special Education Department Chair Michael Pullis said deleting the Education Specialist degree would have a negligible impact on the department because the program has no students and requires no extra resources.

The report indicates three degrees that currently have students are projected to be closed: the master's degree offered through Natural Resources, the doctoral degree offered through Communication Science and Disorders and the baccalaureate degree offered through...
Environmental Geology. Students would be allowed to complete their degrees before the programs are phased out.

Geological Sciences department chair Kevin Shelton said including the Environmental Geology baccalaureate degree in the "projected close" category was a mistake.

He said Geological Sciences and Environmental Geology should have been combined in the report because they are under the same program. Geological Sciences was listed as a low-producing program, but no action is recommended.

He said, until someone tells him otherwise, his assumption is that Environmental Geology won’t be closed.

Faculty and students will have the opportunity to provide evidence to support targeted programs, according to the report. If administrators determine the program should be closed, however, no more students will be admitted. After current students graduate or leave the program, it will be formally removed from the active program list.

Because enrollment was so low in some degrees, removing them wouldn’t substantially impact a department, Foster said. He added that no faculty would be eliminated.

Additionally, 34 programs may undergo a “reconfiguration process.”

Deaton explained in his report that these programs don’t meet state criteria for productivity. They do, however, feature “subject matter or other critical characteristics of importance.”

The report suggests that merging or reconfiguring programs could preserve the subject matter, “achieve critical mass in number of faculty and other resources” and reduce the overall number of programs.

“The goal will NOT be to further reduce the numbers of faculty in programs where numbers are already small,” the report stated. “Instead, the goal is to sustain crucial subject matter areas in a viable program configuration.”

Foster said that although the program review discussion is centered around cutting costs, the university has already achieved savings, particularly through the hiring freeze it implemented two years ago.

“We’re not going to realize much in savings by closing programs,” he said.
The goal of reconfiguration isn't to cut resources, Foster said, but to combine and strengthen programs that have low faculty numbers due to the hiring freeze.

Four degrees within the Department of German and Russian Studies are included in the list of programs that may be reconfigured. Department Chair Timothy Langen said his department hadn't received any formal request to make any changes. He said there were no obvious ways to reconfigure the department's programs.

"But this is a discussion," he said. "If someone has a proposal, I'll listen."

The report indicates that 35 of the low-producing programs are likely to be untouched for one or more of the following reasons:

- They are low-cost, interdepartmental programs built on courses from other programs and delivered at no additional cost. No savings would be found in closing them.
- They are master's or educational specialist programs within a discipline that has a productive doctoral program.
- They are programs that have been offered for fewer than five years and therefore have not admitted a full set of students. There has been inadequate time to quantify a three-year graduation average.
- They are certificate programs.
- They have high national rankings or stature.
- They are critical to MU's mission.
- Their classification as low-producing is based on faulty data.
- They are terminal, not master's, degrees.

Faculty Council Chairwoman Leona Rubin sent the report to faculty in an e-mail Saturday night.

"How these programs get 'reconfigured' remains to be determined but will involve and require significant faculty input," she said. "Faculty Council and the Provost office are working on a preliminary process, but ultimately faculty within the units will need to work through any reconfiguration."

Rubin said a faculty forum will be held between 2 and 5 p.m. on Nov. 12 to discuss the report and provide faculty an opportunity to give feedback and discuss how to move forward.

Foster said the conversation on how to reconfigure programs will be driven by faculty, deans and others directly involved in the programs.
"The discussion will be pretty much wrapped up by end of December," he said.

All Missouri public colleges and universities are going through a similar process.

During the next few months, the state will analyze initial reports and consult with university officials. The state's time line calls on the higher education department to recommend what actions the institutions should take regarding low-producing programs by next Monday. The state's final findings will be submitted to the Missouri Coordinating Board for Higher Education on Feb. 10.

The coordinating board will give Gov. Jay Nixon its report on Feb. 11.
Five MU degree programs have been slated for elimination, according to a report from Chancellor Brady Deaton released Monday.

A report documenting MU's low-producing programs was given to the Missouri Department of Higher Education on Friday. The report cuts two programs immediately, with three more likely to be cut in the near future and 34 others to be reconfigured.

The education specialist degrees offered through the special education program and the Career and Technical Education program, respectively, were the first to be removed from the list of active degree options.

Students pursuing the three degrees projected to be cut will be permitted to finish their programs before they are phased out. The Natural Resources master's degree, the Communication and Science Disorders doctoral degree and the Environmental Geology baccalaureate degree are affected.

Geological Sciences Department Chairman Kevin Shelton said he was caught off guard by the Environmental Geology baccalaureate degree's inclusion in the "projected close" category. He said the report did not combine the Geological Sciences and Environment degrees, though it should have.

"I have no idea why the BA degree in the Department of Geological Sciences is listed under the 'Projected Close, Active Students' category," Shelton said. "No administrator at MU has informed me of any reason for the listing. Until told otherwise, I will assume it is a mistake."

School of Natural Resources Director Mark Ryan said the degree in question in his department was instated in 2008 and required no new courses, faculty or staff.

"It is a small degree program for early to moderate career professionals to upgrade their skills credentials," Ryan said. "Cutting it will save no money."
The report grants faculty and students a chance to salvage their programs, showing evidence as to why it should not be cut. If their pleas are unsuccessful and administrators decide the program will remain closed, no more students will be able to pursue the degrees.

According to the report, the remaining 34 programs listed in the report are not meeting state criteria for productivity, though they are still important. Although they will not be cut, they are being reconfigured.

MU spokesman Christian Basi said program cuts such as these are nothing new.

"From a general viewpoint, this review is not something that is only happening now," Basi said. "We're constantly reviewing programs, because the programs and the field of discipline are constantly evolving."

He said the actions being proposed are more a result of savings and actions MU has taken in the recent past, such as hiring freezes and discovering inefficiencies within departments.

"As we've progressed in that area, we've looked and said, 'Maybe we need a professor in this area or a faculty member in this area, but maybe we don't need one in this area because we don't have a high demand for it,'" Basi said.

A faculty discussion on the report will be held at 2 p.m. Nov. 12. The dialogue will give faculty an outlet to discuss the report's outlines.

The Missouri Coordinating Board for Higher Education will submit a final report to Gov. Jay Nixon on Feb. 11.
The University of Missouri Board of Curators might not vote next month on whether to change retirement plans for future employees, system President Gary Forsee said today.

That's a switch from what administrators have been saying for the past year. Forsee late last year set a December deadline for curators to vote on a retirement benefits change and, until today, has stood firm on that timeline.

But this morning, Forsee said at a curators meeting that he has heard concerns from employees who think the discussion has been rushed.

"It would be foolish to rush" a December vote "if we weren't ready," he said.

At issue is whether the university should continue to offer defined benefits plans to new hires or instead provide defined contributions plans. Unlike defined benefits, which guarantee a portion of salary after retirement, defined contributions require employees to invest, much like 401(k) plans.

Any switch would not affect current employees, although Forsee said he realizes employees are concerned about new hires not paying into the existing retirement system.

In light of concerns, Forsee is forming an advisory committee made up of faculty and staff from all four campuses to work with Betsy Rodriguez, vice president of human resources, on any potential change. A recommendation would only be presented to the curators for a vote next month if all stakeholders feel ready, Forsee said.

"This is about our employees," he said. "There should be no question that's on top of the list."

Forsee plans to host a series of town-hall meetings to address questions and concerns this month. A town hall forum at MU is scheduled for 10 a.m. Wednesday in Jesse Hall Auditorium.

Curators spent most of today hearing details of pension plans from various consultants. The meeting — which was videoconferenced from all four campuses — started with a discussion of the basics of retirement plans and was expected to conclude with an in-depth look at the system's existing plan.

"Whatever the plan design, be it a defined benefits or defined contributions plan, the No. 1 priority should be focused on providing adequate and secure income through retirement," said Richard Hiller, vice president of government market for TIAA-CREF financial services. "That objective can be met regardless of what plan it is."

And neither plan is risk-free, he said, adding that the traditional 401(k) does not guarantee financial security through retirement.

Curators were going to continue discussions through this afternoon, but this morning they seemed to be leaning toward some sort of hybrid plan that would combine employee contributions with some guaranteed benefit.
Curator Wayne Goode said he was happy to shift the discussion from solely protecting the university's risks to more of a shared-risk package.

"I think we all pretty much understand what the general defined contribution plan looks like," Goode said. "The risk doesn't disappear. It lands somewhere." And with the 401(k) "defined contributions plan, the risk lands squarely on the employee."

At least one curator said he's not sure the UM System needs to change its plan. Curator Don Downing said he would support keeping the current defined benefits plan, "even if we have to tinker around the edges. I'm not convinced yet we need to move to a defined contributions plan or make any major structural changes."

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COLUMBIA MISSOURIAN

UM curators dig deep into retirement-plan discussion

By Josh Barone
November 1, 2010 | 11:15 p.m. CDT

Forsee will hold town meetings to gather faculty and staff input at all four campuses

COLUMBIA -- Revamping the University of Missouri System's benefits plan inched one step closer to fruition Monday, as the school's governing board devoted an entire day to weighing the pros and cons of change.

The UM System Board of Curators met via telepresence, not to take action but to explore concerns and identify objectives for developing a new retirement plan for faculty and staff.

The discussion is years in the making, but within the past year, the system has more earnestly looked into revamping its current pension-based retirement plan to one based on direct contributions, similar to a 401(k).

Any changes to the system’s benefits, which likely would take effect in 2012, would apply only to new hires.

A new committee

UM President Gary Forsee opened the meeting by asking the curators to focus on the needs of employees, not cost or the UM System budget.

"It is about the employees," Forsee said. "This is about making sure we have the correct framework for the future."

As a way to give UM employees a conduit for their interests, Forsee announced the formation of a new committee whose sole purpose will be to advise Betsy Rodriguez, UM vice president of human resources. It will include the system’s Compensation and Human Resources Committee and select faculty and staff.
“I believe that’s the most efficient way for the faculty and staff voices to be heard,” Forsee said.

Additionally, Forsee is working to “winnow down” the range of discussion on this topic to alleviate the worries of current faculty and staff, many of whom are afraid that a move to defined contributions would jeopardize their pensions.

However, the current defined-benefits plan is fully funded for the foreseeable future, Forsee said, adding the disclaimer that there is a future liability “based on the current snapshot of the market.”

The defined-benefits plan largely is contingent on the fluctuations of the market, with most of the risk falling to the UM System. That liability is the reason a benefits plan should change to make it less volatile in the future, Forsee said.

“Can we continue to add new employees to a defined-benefit plan, realizing the market risks we’ve seen?” he said at a post-meeting news conference. “Can you start to mitigate risk in the short term, and obviously in the long term, by plan-design change?”

**Defined contributions**

Under a direct-contribution plan, most of the risk would shift from the UM System to its employees. The plan also would be portable.

At the meeting, Mary Ann Dutemple, a senior consultant from Towers Watson, presented a sample plan that would include contributions from both the UM System and its employees.

Under her scenario, the system would put 5 percent of an employee’s salary into the retirement fund and provide a 200 percent match to employee contributions up to 2 percent. Thus, an employee could maximize UM contributions at 9 percent.

To differentiate levels of employment, the plan would require a 1 percent contribution from hourly employees and 2 percent from professionals. Employees would be vested in the program after three years of service.

For example, the UM System would put $5,000 into a retirement fund for an employee who makes $100,000 per year. The employee would contribute $2,000, and the system would match that with $4,000. That would bring the system’s contribution to $9,000 per year, which the employee would receive after remaining at UM for three years.
Dutemple listed a series of benefits such a plan would offer to meet the system's objectives:

- **Competitiveness:** The 9 percent maximum university contribution would make UM competitive among its peers, according to documents from the meeting.

- **Link to service:** The three-year vesting would not reward short-term employees.

- **Program complexity:** The program could be difficult to understand, but Dutemple added the silver lining that it would allow for a 9 percent contribution.

- **Cost sharing:** Contributions would be mandatory, but faculty and staff would pay different amounts depending on employment status.

- **Program cost:** The net cost to the university would be 7.8 percent to 8.5 percent of payroll, according to meeting documents.

**Forsee's tour**

Forsee plans to embark on a two-week tour of UM's four campuses and hold town hall meetings to seek additional faculty and staff input. The meeting at MU will be at 10 a.m. Wednesday.

At a post-meeting news conference, Rodriguez said the system will rely primarily on the meetings to reach out to faculty and staff.

"It's a matter of people taking the time to learn about it," she said. "It's a complex issue, so it makes it more difficult to have that conversation. Once I get in front of a group, it's a lot easier."

The ultimate goal is to marry the system's research with faculty and staff input to create a viable benefits plan that meets as many objectives as possible.

Forsee long has stressed a December 2010 deadline to have a plan recommendation for the Board of Curators, but he said Monday that the deadline might be more fluid than originally intended.

Curator Warren Erdman said: "I think we could come forward with a recommendation in that time frame — I don't think anything prevents it. But we're not bound by it."
Retirement plans still up for debate for curators

The UM system Board of Curators will decide on a new employee benefits system in December.

By Kaillyn Gibson and Travis Cornejo

Published Nov. 2, 2010

With a vote on retirement benefits for employees quickly approaching, the UM system is in the midst of a series of meetings to gather input on their options.

In the past week, both the Compensation and Human Resources Committee of the UM system Board of Curators and the Intercampus Faculty Council met to further discuss retirement benefits. They are currently faced with the option to keep their current plan, switch to a new one or integrate aspects of a new one into the existing plan.

No votes were taken in either meeting.

IFC, who met Thursday, does not have the power to approve or veto any change in the policy, but is the voice of faculty from all four UM system campuses to the Board of Curators, which will vote on a re-evaluated policy in December.

“This is about looking forward and understanding the risk factors that are important for the university to understand financially as it looks about its overall benefits and compensation plans for the future.” UM system President Gary Forsee said Monday at the beginning of the Board of Curators meeting.

The UM system currently adheres to a defined benefit plan, which involves the university investing money into stock and bonds to ensure employees will receive a certain percentage of their former salary after they retire.

“Principal number one is that a retirement plan should focus on providing adequate and secure income throughout retirement,” said Rich Hiller, a representative from financial advisors TIAA-CREF. “This is a bedrock principle.”

Rocaton Investment Advisors LLC said the current Retirement Fund policy calls for broad diversification among a wide variety of global capital markets—a good thing, given the instability inherent in investing in capital markets.
“When we talk about risk in the portfolio, we’re primarily talking about the uncertainty of capital market returns,” CEO Robin Pcllish said.

One proposed change to the retirement plan is a defined contribution plan in which the university would instead entrust faculty and staff to invest a percentage of their salaries at their own risk.

IFC member Leona Rubin said the latter plan appeals mostly to younger staff members.

“‘So in one case, the university does the investment and in the other the individual does,’” Rubin said. “Senior members like the defined benefit plan while younger faculty like the defined contribution plan because it is more portable. You can take it when you leave. But that’s a generality and not always true.”

For Monday’s meeting, Towers Watson senior consultant Mary Ann Dutemple and The Segal Company Vice President Howard Rog each put together a study, evaluating the impact if the UM system implemented a defined contribution plan for new employees.

In Rog’s projection, 50 percent of active employee payroll would be covered under the defined contribution plan by 2019. Total payroll would increase to more than $2 billion by 2034. Of that, 85 percent would be covered by the defined contribution plan.

Although changes to the current retirement plan would not directly affect current UM employees, IFC member for MU Clyde Bentley said a reduction of benefits might not entice new faculty.

“If our salaries are already low, that could be pretty tough for lower paid staff,” Bentley said.

Betsy Rodriguez, UM system vice president of Human Resources, compared the UM system’s retirement plan to other plans in the Big 12 and Big 10. The second half of Rodriguez’s presentation included feedback from faculty and staff.

“We did hold informational meetings August, September and October,” Rodriguez said. “I was on the road quite a bit.”

From those meetings, Rodriguez said challenges the UM system has faced include a belief among faculty and staff that a decision about retirement benefits has already been made and some perceive the timeline for a decision is too fast.

“The faculty would like to see more time to consider this than to push it right through to December,” Bentley said. “If we had a couple more months to look at it, it would be better.”

Faculty can learn more about the different retirement plans and voice their opinions at an open town hall meeting 10 a.m. Tuesday in Jesse Auditorium. Forsee and Chancellor Brady Deaton will host the forum and allow for questions from the audience.
Noteworthy | MU wins Kauffman Foundation grant; job fair in North Kansas City; workshop to discuss 'generation-friendly' workplaces

Grant for MU

The University of Missouri system will receive a $100,000 Ewing Marion Kauffman Foundation grant for its creative approach to helping bring student and faculty innovations to market. Carnegie Mellon University and the University of North Carolina-Chapel Hill also will get grants as “Kauffman Commercialization Leaders.”

Job fair time

A job fair from 10 a.m. to 3 p.m. Wednesday at the North Kansas City Community Center, 1999 Iron St., is expected to bring recruiters from about 30 companies.

Professional dress and plenty of resumes are the order of the day. For more information, call 816-920-5627.

Across the years

How to create a “generation-friendly” workplace — populated by up to four generations — will be the subject of a workshop for employers sponsored by AARP and Metropolitan Community College.

The seminar will be held from 10 a.m. to 2 p.m. Dec. 6 at Carnegie Village, 107 Bernard Drive, Belton. Register by calling 816-604-1600.
Cats can make owners happier, healthier and gentler

By Janice Lloyd, USA TODAY

Why do 33% of the households in the USA have cats? And how do you explain why there are 16 million more pet cats than dogs?

Recently, we published a story on this page about how many ways dogs are good for our health and well-being. Cat lovers responded, demanding equal time. And so... to cats:

Yes, kittens are adorable. Yes, they can grow up to be good mousers and are very entertaining to watch. And yes, cats are independent and don't require as much care as dogs. But research shows cats can also be caretakers for us and our families, improve our health and teach us and our children to be kinder, gentler souls.

years with her elderly cat, Cleo, at TigerPlace, a retirement community in Columbia, Mo. Their enduring friendship is a classic example of how humans and animals can become family and look out for each other.

Wesselman visits other residents, and her children stop by, but Cleo is her best friend, she says. They've been together nearly 21 years.

They start and end the day together.

"She sleeps on her own pillow right beside mine," Wesselman says. "In the morning, she pecks on my cheek to wake me up. It's really sweet. I pet her, tell her I love her and take her to the kitchen to prepare her food."

Cleo and Wesselman "live for each other. I really think they keep each other going," says Mary Kay Swanson, a TigerPlace employee.

Research shows that being able to care for a pet improves our morale, helps validate us and encourages us to take care of ourselves, says Rebecca Johnson, director of the University of Missouri's Research Center for Human-Animal Interaction. The body of research is leading more retirement communities and universities to roll out the welcome mat for pets.
Is one pet better for you than another? A cat can't make you healthier by begging with leash in mouth to go out for a jog, but a purr can lower blood pressure and quiet a stressed-out brain, research shows.

And they insist on compassion. They're enforcers, Johnson says. "A dog will let you hang it on the head and still love you. A cat won't do that. Children have to learn to be gentle to cats or the cat will go away."

Some parents welcome feline help reinforcing values during child-rearing, and the cats become an integral part of the family.

When one of their Bengal cats dashed out a window this summer, Jud and Katherine Smith of Cumberland, Maine, and their two daughters were so upset that they took out a full-page ad for three days in The Portland Press Herald with their telephone number, a photo of Kaden and an offer of a $500 reward.

Three weeks went by before someone found Kaden 7 miles away from home. He was lighter and tired, but he's "back with his family," Jud says.

Cleo's health recently concerned Swanson. Before veterinarians detected she had diabetes they could treat with insulin, Swanson talked with Wesselman about putting Cleo down.

Cleo was standing nearby during the conversation. Wesselman was distraught.

"I think Cleo overheard us talking," Swanson says. "She rebounded the next day. I've never seen Theodora so grateful or happy. Cleo is doing well. She's off insulin, and we're monitoring her blood on a weekly basis."

That morning peck on the cheek and nightly tuck-in endure.
MedZou clinic competes for $50,000
By JAN ESE SILVEY

A University of Missouri student-run health clinic is in the running for a $50,000 grant to expand its services.

Student leaders say the MedZou clinic would use the funds to purchase imaging services such as X-rays, ultrasounds and colonoscopies for their patients.

MedZou is among hundreds of projects competing for $50,000 in the online Pepsi Refresh Project. Supporters can vote for it by visiting www.refresheverything.com. Today is the first day of voting.

MedZou opened two years ago inside the Central Missouri Community Action agency at 800 N. Providence Road as a way to serve uninsured patients using physician and medical student volunteers.

The clinic is open from 5 to 9 p.m. every Thursday and has served more than 400 patients since December 2008.

Patients receive free routine checkups, help with managing diseases such as diabetes and any necessary lab work. The clinic works with local pharmacists to provide free prescriptions as well.

It costs about $25 to serve each patient, said Rebecca Fish, a second-year medical student and volunteer. The program's funding comes from grants from the MU School of Medicine and the Association of American Medical Colleges and from donations.

Adding imaging services is crucial to be able to diagnose problems, Fish said. Right now, preliminary tests might indicate there's a problem, but without an X-ray or other type of screening, it's impossible to confirm a diagnosis and recommend treatment, she said.

"If a patient is suspected to have colon cancer, he can't go ahead with treatment until he has a colonoscopy," said Adam Harrold, a fellow medical student who works for the clinic. "There's only so much we can do for our patients right now. If we had this grant, we could do more."

Fish said the grant funding would likely last five years because the imaging services would only be needed in certain circumstances.

"It's not a huge population of patients," she said, "but it is a significant need in that population."

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