Nixon finds money for blind health program

By Rudi Keller

JEFFERSON CITY — In another step toward a more hands-on role with lawmakers, Gov. Jay Nixon told Senate Appropriations Committee Chairman Kurt Schaefer and a St. Louis lawmaker yesterday that he had found money to partially restore state medical coverage for the blind.

Nixon met with Schaefer, R-Columbia, and Sen. Tim Green, a Democrat, to tell them that a wrinkle in federal Medicaid regulations would produce $18 million, of which he wanted to use $17.75 million for the blind medical care. The program costs $28 million annually.

Green is the Senate's senior lawmaker, with 22 years in the House and Senate.

Nixon "clearly articulated that he wanted funding restored for the blind," Schaefer said, adding that he told Nixon that his No. 1 priority is to keep state college and university aid at this year's level in the next budget. The House cut to the medical program, which serves almost 3,000 blind Missourians, helped that chamber send the Senate a budget that meets Schaefer's goal. "It was a good conversation," Schaefer said.

The Senate Appropriations Committee will make its changes in the $24 billion state budget next week, Schaefer said.

In the budget before the Senate, basic school aid is $5 million plus $1 more than in the current budget, and the University of Missouri would receive its first increase in actual state aid since fiscal 2010. The $347.9 million allocation is more than $4 million more than Nixon allowed the school this year but $113 million less than fiscal 2010.

In his original budget plan, Nixon had sought to cut $106 million from public colleges and universities. He allocated $40 million to mitigate that cut, and the House changes restored the remainder.

Nixon's meeting is the second in a week seeking help from lawmakers to restore the program. He met with several House members last week before final votes on the budget. The bill that contained the cut received only 90 favorable votes, the lowest total of all 13 spending bills.

"We will live within our means to keep the state's fiscal house in order and to protect vital priorities, such as providing health care for needy blind Missourians," Nixon said in a prepared statement.
The unexpected money is part of a state grant application for more generous federal aid for its in-home services program. The federal government is providing incentives for services that help prevent more expensive nursing home spending.

Budget Director Linda Luebbering said the state's grant consultant discovered that the extra federal help covers services for mental health clients. The state is counting on the grant and had already used the expanded aid to set the budget for Medicaid clients who need services for disabilities or because they are older than 65, she said. "It was new information for us," she said. "The governor wanted" Schaefer and Green "to be the first to know."

The governor also made his point, she said. "We want the full $28 million restored so they have access to the same health care services they have right now," Luebbering said.

The House budget didn't completely eliminate funding. It set aside $2 million in general revenue and $4 million from a proposed repeal of a tax exemption on newsprint and equipment purchased by newspapers. House Budget Committee Chairman Ryan Silvey, R-Kansas City, sponsor of the bill that would repeal the exemption, said Nixon's moves show "he may finally be realizing his failure to be a leader in this process because he chose not to engage with us until it was too late."

The decision to count the money was announced as part of a formal budget amendment from Nixon. That amendment also included $250,000 to study the economic impact and military importance of Missouri's military bases as well as $50 million from a federal grant to replace antiquated computers used for the state Medicaid system.

The $50 million for updating the states computer also became a lightning rod for criticism in the House. The money comes from a federal program linked to the health insurance exchanges that are a key part of the federal health care overhaul that was argued before the U.S. Supreme Court this week. Republicans in the General Assembly have blocked all attempts to implement a health insurance exchange in the state. Silvey refused to consider spending the money because Nixon had not asked for it in a formal budget amendment.

The money to study Missouri's military bases is being sought as rumblings about a possible new round of base closings are coming from Washington. U.S. Rep. Vicky Hartzler, R-Harrisonville, has a public forum on base closings set for next week in Jefferson City.

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Thomas Hiles prepares for his new role as MU vice chancellor for development and alumni relations

By Ryan Finan
March 29, 2012 | 4:53 p.m. CDT

COLUMBIA — Thomas Hiles has been named vice chancellor for development and alumni relations at MU.

He said Thursday he plans to use his 27 years of experience in higher education to build on the momentum of previous fundraising campaigns when his appointment begins in July.

As vice chancellor, Hiles will lead the university's third major fundraising initiative, which is to be directed toward corporations and foundations.

Hiles replaces David Housh who retired in August. Housh led the For All We Call Mizzou campaign that raised a record-breaking $1 billion. Chancellor Emeritus Richard Wallace will hold the position on an interim basis until Hiles arrives.

Hiles began his career in higher education at DePaul University in Chicago, with stops at Western Kentucky University, the University of Maryland and Rice University before reaching his current post at Ohio's Bowling Green State University.

"Tom has a very extensive background directing major campaigns at many different kinds of universities," said Linda L'Hote, associate vice chancellor of development who served on the search committee.

His assignments have included:

- Vice president for university advancement at Western Kentucky University and director of the WKU Foundation from 1998 to 2010.
- Development at DePaul University in Chicago.
- Fundraising at University of Maryland.
- Director of campaigns at Rice University in Houston.
Vice president for institutional advancement/president of the foundation at Bowling
Green State University in Bowling Green, Ohio.

"I've certainly been in campaigns within all of those institutions," he said. "I feel fortunate to have had 27 years in higher education."

Having a broad knowledge of how these programs work on a national level will help MU expand on its current success, Hiles said.

"Donors give big leadership gifts for big ideas," he said.

Before he begins formulating strategies with Chancellor Brady Deaton for MU's next fundraising initiative, Hiles said he is going to get a head start by making a point to meet the staff and the most important donors. He wants to establish himself in the community as soon as possible.

"I like to cut to the chase," he said. "I have a lot of work to dig in .... I want to make sure we are covering all of our bases."

His fundraising/alumni program is supported by a staff of 165 and a budget of $14.5 million. L'Hote said Hiles was chosen from a list of five "excellent applicants." The search committee that helped Deaton make a final decision was assembled by School of Journalism Dean Dean Mills. After two days of interviews with the committee and private interviews with Deaton, Hiles was brought back with one other candidate. The committee's vote was unanimous for Hiles, L'Hote said.

She said he brings an impressive background to the table.

"Corporate and foundation fundraising is extremely important for this coming campaign, and he has excellent background in those areas," L'Hote said. "Everyone (in the program) thinks he is going to bring great ideas to the operation."

Hiles' wife, Sara Shipley Hiles, graduated from MU School of Journalism and his late father graduated from the MU School of Business on the G.I. Bill in 1949. He received his undergraduate degree from Graceland College in Lamoni, Iowa, and he completed a master's degree in education administration at DePaul University in Chicago.

Before Hiles entered higher education he taught high school in Kansas City.

"He called this a destination job at a destination university," L'Hote said.
Animal mounds in Peru believed oldest ever found

Anthropologist finds orcas, condors and alligators while looking at satellite maps

By Stephanie Pappas

Manmade mounds shaped like orcas, condors and even a duck may be the oldest evidence of animal mounds outside of North America, according to a former University of Missouri anthropologist.

Writing in the magazine Antiquity, Robert Benfer, a professor emeritus, describes a series of mounds, some more than 1,300 feet (400 meters) across, in coastal valleys in Peru. Archaeological evidence at the sites pegs some at more than 4,000 years old.

"It's going to shake everybody's views," Benfer told LiveScience. "The previous oldest animal figures were at Nazca and they're 2,000 years old."

The Nazca Lines are simple stone outlines of animals decorating the Nazca Desert in Peru. Like the newly discovered mounds, they may have had ritual significance. In addition, the shapes likely coincided with the constellations these ancient people saw in the Milky Way.

Strange shapes
Benfer discovered the mounds while looking at satellite photos of a site about which he'd long held suspicions. The feature seemed shaped like a condor, he said, but archaeological wisdom suggested that animal effigy mounds were a North America-only phenomenon, with few exceptions, such as one at a Central America site in Mexico.
The satellite photos revealed furrows that looked like teeth as well as a burned charcoal area perfectly positioned in the spot where the eye of the bird would be. Global positional system (GPS) information and an archaeological investigation of the site convinced Benfer that he was, in fact, looking at a condor-shaped mound, with the eye likely being a site where offerings were burned. The condor is oriented according to astronomical rules: It lines up with the most extreme orientation of the Milky Way as seen from the Chillon Valley where the mound is found.

Next to the condor is a second mound, this one oriented toward the spot where the sun rises on the day of the June solstice, the start of summer. This 1,062-foot-long (324 m) mound appears to be a combination puma and alligatorlike cayman, Benfer reported. Stone pillars, plastic structures and ancient ceramics are associated with all of the sites.

**Astronomical markers**

In another Peruvian coastal area, the Casma Valley, Benfer discovered two additional birdlike figures, both "looking" toward the June solstice sunrise. Most likely, he said, these mounds were built under the direction of astronomer-priests. The ancient civilization that constructed the mounds would have depended on astronomical clues to know when to plant and harvest crops and fish, Benfer said. This astronomical knowledge would eventually turn up in the Inca civilization in the 1400s and 1500s, which recognized the same constellations.

"This was the beginning of a very long tradition," Benfer said.

The oldest of the sites dates back to 2200 B.C. Benfer plans to return to the mounds to extract organic material for more precise radiocarbon dating, which is based on the time it takes that carbon to decay.

The four large mounds are only the tip of the iceberg, he added — he has explored only five of the 54 valleys along the Peruvian coast and has found numerous smaller mounds, including ones shaped like orcas and even a duck. Many unexplored valleys likely hold more mounds, Benfer said.

"It's a totally unexpected find," he said. "It's especially unexpected to archaeologists like me who had walked over some of these sites before without realizing what we walked over."
Images of alcohol may incite racism, MU researcher finds

By Janese Silvey

A University of Missouri researcher has repeatedly found that alcohol can bring out inner racial biases. Now, Bruce Bartholow has discovered that just looking at pictures of booze can have the same effect.

In a recent study, participants who looked at a series of magazine ads for alcoholic beverages were more likely to incorrectly associate guns with black men than those who looked at ads for nonalcoholic beverages such as coffee or juice.

After viewing the magazine ads, people were asked to take a computerized test in which pictures of white and black men's faces were shown for a moment, followed immediately by a picture of a handgun or a tool.

Racial bias was present in both groups taking the fast-paced picture test, but those who had seen pictures of alcohol were much more likely to incorrectly think a picture of a tool was a gun after seeing a black man's face.

Bartholow thinks looking at alcohol sparks a subtle cue to people that they can loosen up.

"In a bar where people are drinking, talk gets looser and people say things they normally wouldn't say," he said. "What seems acceptable in that environment might not be at work or church. Possibly what's happening here is people are loosening their standards and allowing automatic beliefs about groups that they try hard to control in other situations."

In the real world, though, mistaking a tool for a gun can be deadly.

Alcohol apparently wasn't involved in the Trayvon Martin case in which an unarmed black 17-year-old was shot by a neighborhood watch guard in Florida. But Bartholow's co-researcher, Elena Stepanova of Florida Gulf Coast University, said the Martin case reminded her of the Amadou Diallo case in 1999. In that incident, New York police officers shot and killed an unarmed black man when he reached for his wallet.

"The wallet was misconstrued as a gun by police officers," Stepanova said. "Associations between blacks and guns, violence and criminal behavior played a role in Mr. Martin's case. Mr. Martin was essentially a victim of racial stereotypes that so many in our society hold, and that cost him his life."
The study was published in the Journal of Experimental Social Psychology.

Bartholow is awaiting word on a grant to further study how university logos used to advertise alcohol affect students' attitudes and behavior. In a previous study, he found that using college colors on beer cans made people assume drinking was acceptable.

"This fall, I noticed more grocery stores in town and lots of bars having displays of Bud Light with the university logo on them," he said. "That's troubling to me because research shows when you affiliate alcohol with a trusted group, it changes people's perceptions about what is safe and OK. … We already associate in this culture young black men with threat and violence. Pair that with the idea that you're around campus and see beer signs linking MU with beer. Seeing those things might make people relax even further."

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Economy is ripe for bond issue, Kelly says

By Rudi Keller

JEFFERSON CITY — There is still time to take advantage of low interest rates and hungry contractors by moving forward with an $800 million state bond issue weighted heavily toward higher education projects, state Rep. Chris Kelly told the House Budget Committee yesterday.

Kelly, D-Columbia, is trying to win passage of the borrowing plan for the third year in a row. It would set aside at least $550 million for construction on college and university campuses and a minimum of $40 million for improvements in state parks. No more than $210 million could be spent on major repairs and new construction for state operations.

At the bottom of the recession, the state could have used federal subsidies to cut borrowing costs. Interest rates are still low and contractors are still working on thin profit margins, Kelly told the committee.

"What large corporation, if it had the ability and the need we have, would not use its power in the economy?" Kelly asked the committee.

Committee members spoke favorably and agreed the state has significant needs. The committee did not vote on the bill.

Rep. Tom Flanigan, R-Carthage, said the Capitol Building, based on his reviews, could use $400 million to $500 million for repairs and renovation.

"We can get a pretty good start with $100 million," Flanigan said.

Lawmakers have not asked voters for a bond issue since 1994, and a $600 million bond issue from 1982 will be paid off next year.

"As compared to other states in the United States, our debt level is very low," Kelly said. "What I am terribly afraid of is we are not going to do this and the economy busts open, inflation takes off, and we will have lost our chance to do this."

The actual bonded amount, Kelly said, is open to debate. Based on his inquiries, he said the state could borrow $2 billion, and "nobody would even quiver in the marketplace."
Nikki Krawitz, vice president of finance for the University of Missouri System, told the committee she could quickly name buildings on each campus, including Lafferre Hall at MU, in need of investment.

The university has grown so much it has "added the equivalent of another large major university without the facilities to go with it," she said.

Wally Pfeffer, representing MU alumni, asked lawmakers to take advantage of the market. Needs can mount, and costs increase with delay, he said.

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The telephone call came from out of the blue. When Tim Wolfe picked up in his Walpole, Mass., home one summer morning last year, he had no idea who was on the other end of the line. In fact, it was University of Missouri Curator Warren Erdman, but as Wolfe soon found out, the "why" was as significant as the "who": OPPORTUNITY WAS CALLING.

Erdman, then-chairman of the Board of the Curators, had spent the first half of the year searching for a new president of the University of Missouri system. He and the other curators, along with search firm Greenwood/Asher & Associates, were compiling a list of potential candidates to replace Gary Forsee, who stepped down Jan. 7, 2011, to care for his wife, Sherry, in her battle against cancer. Wolfe's name was on his list.

Caught off-guard, Wolfe peppered Erdman with a series of incredulous questions. Today, he laughs at the memory.

"I asked him, 'You want me to what?' I was just floored. And I was flattered. The opportunities were intriguing, but I still had a lot of questions and I wondered about fit."

For Erdman, there was no question of fit. "I think he was a bit surprised to get a call from me," he says. "I didn't know him and he didn't know me. I just knew [business school] Dean Joan Gabel very high on Tim and that was good enough for me to at least call and start a dialogue with him."

The dialogue may have started that day, but Erdman had his work cut out for him.

"I would describe it in phases," he says. "Phase I was introducing him to the concept and then selling him on the idea of just being a candidate; Phase II was meeting him in person and getting him comfortable about the unique opportunity to make his native Missouri better if he were to become president of the university system; Phase III was the more formal candidate interview process with the search committee, which included three interviews and extensive background examination and skills assessment."

Wolfe had his own homework plans. He'd recently left Novell Corp. when his position as president of the Americas was eliminated in a buyout by Attachmate. His "unemployment," as he calls it, made the timing optimal for this new opportunity. As his interest grew, he set out to do his own research, and credits a conversation with Gary Forsee as the turning point in his thinking.

"His view was very compelling," Wolfe says.

The curators found Wolfe's candidacy compelling as well, and on Dec. 13 named him the 23rd president of the university. He would have two months for a crash course in all things UM before he officially took office in mid-February, just in time to deal with the system's twin financial woes of shrinking state resources and a pressing need for belt-tightening as administrators try to bridge a widening funding gap.

THE NEW JOB has meant a homecoming for 53-year-old Wolfe. Born in Iowa City, Iowa, he moved to Columbia in the fourth grade when his father, Joe, joined the MU faculty, an appointment that stretched into a 30-year career of teaching broadcast and film classes in the Communication Department until his retirement in 1997. His mother, Judith, earned four degrees from MU and taught in Columbia Public Schools; she is currently an assistant professor of law and director of information resources at the Massachusetts School of Law in Andover.

Wolfe defines growing up in Columbia as "great childhood, great friends, healthy environment, great schools, lots to do." The second of the Wolfe's four children, he was a Roy Scout, a paperboy and an athlete; as quarterback, he led the Rock Bridge High School Bruins to the 1975 Class 3A state championship in his senior year.

Football offered its own lessons in leadership, says Wolfe's teammate and current MU Head Baseball Coach Tim Jamieson.

"Tim's greatest strength was his leadership," says Jamieson, who as a junior played backup to Wolfe. "Our
coach had the quarterbacks call their own plays, which was unusual even back then. We had a great deal of talent on offense so Tim had to manage the game and the personalities on the team. He was well-liked and well-respected, which is not common among all leaders.”

Wolfe spent his college days at Mizzou, where he joined Beta Theta Pi fraternity, worked at The Pasta Factory, and liked to hang out at Harpo’s and Bullwinkle’s. He earned a bachelor’s degree in personnel management in 1980.

After graduation, Wolfe went to work for IBM as a sales representative in Jefferson City, and then moved up to manager in Kansas City. While in Kansas City, he met and married his wife, Molly, a University of Kansas graduate with a degree in business who also worked at IBM. The couple has two children, 17-year-old twins Tyler and Madison.

Wolfe spent 20 years at IBM, eventually becoming vice president and worldwide leader of the Enterprise Resource Planning Unit, and later serving as partnership executive for the University of Missouri and Cerner. In 1995, he completed the Harvard Business School’s Advanced Management Program.

He was called a “change agent” at IBM. “I took over problems and fixed them,” he says.

He left IBM in 2000 as vice president and general manager of the global distribution sector to join Covansys, a global consulting and technology services company headquartered in Michigan. As executive vice president, Wolfe led a large, international team in consulting engagements, taking advantage of an offshore development model. The company rebranded from CBSI to Covansys and changed its strategy during his three-year tenure.

Wolfe joined Novell, an infrastructure software provider, in 2003. As Novell’s president of the Americas, he oversaw the company’s strategy, product development, mergers and acquisitions, marketing investments and community service initiatives, and implemented a shared services model for key operational units. He negotiated the sale of Novell to Attachmate last spring; shareholder value jumped 40 percent after the sale.

In his free time, University of Missouri President Tim Wolfe enjoys running, golf, fly-fishing, reading and music.

He runs more for mental exercise than physical. “It is my ‘think’ time,” he says. Wolfe has clocked times in a variety of organized runs, from 5Ks to marathons, and set an 8:12 pace for himself in the 1993 New York City Marathon to finish in 3:35:11.

His golf handicap is in the low teens; favorite courses are Augusta National in Georgia and Pebble Beach in California.

A favorite fly-fishing spot is Montana, but his best haul came out of Alaska.

He likes the work of most mystery authors when reading for pleasure. As for nonfiction, “I recently read Reframing Academic Leadership by Joan Gallos and Lee Bolman,” he says. “Joan and Lee are faculty members on the UMKC campus and it was a great read.”

A guitar player, Wolfe’s musical tastes run to country when he’s tuning in to the radio, “but I listen to almost everything — jazz, rock, classical — it is all on my iPod.”
but in the subsequent restructuring, Wolfe's position was eliminated.

"The process of selling the company was very challenging, tedious and frustrating," he says. "Running a company that has publicly declared it is looking for a buyer puts a lot of stress on client relationships and keeping your people. But overall, the experience at Novell was very positive."

TRULASKE COLLEGE OF BUSINESS

Dean Joan Gabel also sees pluses in Wolfe's Novell experience. "He did what any great leader does," Gabel says. "He implemented a positive exit strategy for his company."

Gabel first met Wolfe shortly after she arrived at MU in 2010. "Tim was the first 'executive-in-residence' I hosted as dean," she says. "It's a program where business leaders come in for a day and give presentations. I was new here — just a couple of weeks in. When I met him, I mentioned that I planned to ask for feedback from all the presenters in the program. That night, I received a multipage, detailed email on opportunities for improvement at the college. It was such a constructive critique — this is stuff I still look to, two years later. He has a unique perspective and he communicates it in a clear, helpful and strategic style."

Gabel tapped Wolfe to be a member of the business school's Strategic Development Board, a list of names she referred to when Erdman asked her for suggestions of potential presidential candidates. "Most of the CEOs we work with are excellent leaders and they love MU," Gabel says. "Tim stood out because he could take what he has learned in his leadership journey and apply it. He can bridge academia and his experience in large business organizations. He gets it."

PAST FEW MONTHS since Wolfe was named president have put the new CEO on the fast track to learning everything he can about the four-campus system, a period he calls his "journey of enlightenment."

He was a quick says MU Chancellor Brady Deaton. "Tim is open, inquisitive and eager to learn, focused and strategic," Deaton says, "and he has firm ideas for getting our message out to the public."

Former Interim President Steve Owens is a fan. "He immediately impressed me and others with his passion for higher education and the University of Missouri, his remarkable work ethic — he worked every day for six weeks before he was on the payroll — and his intellect, especially in quickly grasping some of the unique aspects of academia."

Erdman calls him "the best listener that I've ever met. He genuinely wants to learn from every conversation. He respects the opinions and experiences of others and really applies what he learns to his own informed decision-making."

Listening is Wolfe's hallmark, one of the takeaways from his time at IBM, Covansys and Novell.

"Listen. Listen to your clients or the market, listen to your people, listen to experts," he says. "In most cases, all of these people will inform you as to what is required for success."

He terms his leadership style as "inclusive, engaged and collaborative."

"Implicit in leadership is trust," he says. "You facilitate where you want to be, and allow the people you lead to find the best route. If you can bring people to the table and get them to focus on arriving at a consensus that's the power of conversation. You have to include everyone in how they define goals and achievements, but that doesn't mean you don't hold them accountable."

Wolfe has no plans for immediate

The University of Missouri Board of Curators set out to find a new president for the four-campus system last year with this checklist of qualifications:

- Have passion for public higher education and the university's unique mission
- Lead with vision, and inspire creativity and innovation for a sustainable future
- Leverage the university's resources to advance the state's economy, education, health and culture
- Serve as a tireless champion for public higher education issues such as quality, access and affordability
- Create and sustain a culture of transparency, accountability and shared governance
- Be an effective and compelling communicator
- Cultivate strategic relationships with academic, political, business and other relevant constituencies
- Have the academic, business and political acumen necessary to lead a complex and diverse system, including the ability to effect change through strategic decision-making
- Champion a working and learning environment that reflects strong positive values, diversity and integrity
- Assemble, develop and empower an excellent team of leaders and be able to work with a diverse board of curators
- Understand and respect the differences among the four campuses
- Appreciate the state of Missouri and Midwest history, culture, socioeconomic environment and aspiration

"We were looking for the candidate who best met all of the candidate criteria that our stakeholders told us they wanted in their next president from our statewide stakeholder feedback meetings," says Curator Warren Erdman who, as then-chairman of the board presided over last year's presidential search. "Tim Wolfe best met all of those criteria."
changes in the university system's organizational structure. "Organizational changes do not improve performance or results," he says. "Out of the conversations come priorities and resources. Then, down the road, you can look at meaningful change."

His role, he says, is to be the leader of the University of Missouri system, and help the four campuses, plus the healthcare system and Extension Service, achieve the goals defined in their mission statements. "They are all unique and serve different constituencies," he says.

Economic development is part of each campus's mission, as integral as teaching, research and service, Wolfe adds. "Missouri is in a race for jobs, and that race is a global one. We have to provide a business-friendly climate in the state to attract business and convince those already here to expand. The $64,000 question is, 'How?' With an educated workforce, we have a value proposition for companies: if you locate here, rest assured you'll have graduates prepared for success, in a business environment complemented by research and innovation."

Economic development, he says, "is about getting business, higher education, the city and the state to focus together on opportunities in the marketplace, as one industry in partnership."

**THE CLOCK IS TICKING**

Wolfe's first challenges as University of Missouri president. A $47 million budget gap must be resolved before the fiscal year begins in July. As he told the Board of Curators in a teleconference Feb. 20, "There's one thing I want to make clear: We need more help. Without more resources, we face the loss of jobs and the loss of programs. There are programs, functions and roles that we can no longer afford."

He has no specifics yet for the budget cuts that are coming, calling the process "a work in progress," yet he concedes that three-quarters of the university's budget is personnel, raising the specter of layoffs in Columbia where the largest employer is the system's flagship campus.

The Board of Curators is looking to the new president's corporate expertise to help in that arena. "President Wolfe's business acumen will be essential in working with our campus chancellors to narrow our $47 million budget gap next year," says chairman David Bradley. "We feel that Tim will collaborate with staff to make the least painful choices to bring our university expenses in line with revenue."

The system's strategic plan will influence where the cuts occur, Wolfe says. "Our top priorities are student academic success and raising salaries so we can pay our people market rates."

But where to find that help, those extra resources, to stave off the next round of cuts as traditional sources of public higher education funding erode? Owens notes that Wolfe is already committed to enhancing outside sources of revenue — such as creating more public/private partnerships — and allocating resources to those areas that are vital in maintaining quality.

Wolfe is looking for a partnership with the people of the Show-Me State. "We have to make all 6 million Missourians aware of what we're doing at the University of Missouri. We have to give them a reason to care. When people care, they get involved and they help find those resources."

He began crafting an awareness campaign his first day on the job, and issued a call to action to faculty, staff and students to tell the university's story. "We're going to convince every Missourian of the power and value of our four unique campus brands, our health care system and Extension Service," he says. "By the way, that's the easy part. We have much to brag about."

"The University of Missouri system is the biggest asset in the state. It's my job to make sure everyone knows that — and they will."
When Sir Thomas Overbury coined the phrase “beauty is only skin deep” four centuries ago, there was no medical aesthetics industry to argue with him. These days, the demand for body sculpting through cosmetic surgery, facial aesthetics and medical lasers has spawned a booming industry with a market expected to exceed $3 billion by 2017.

Dermal fillers, injectable substances placed under the skin to improve skin quality, is one of the fastest-growing segments of the medical aesthetics market. A group of local entrepreneurs plans to tap into that market with a product they say is an improvement over fillers used in procedures today. EternoGen LLC, a medical biotech company in Columbia, incorporates nanotechnology and protein engineering to create biological implants that stimulate tissue regeneration and last longer than current products on the market. The company’s work was so impressive, it attracted one of the first University of Missouri Enterprise Investment Program awards to commercialize the research.

Used to smooth out facial scarring, soften wrinkles and alleviate the gauntness of lipoatrophy, dermal fillers are applied through a minimally invasive procedure that proponents say offers many of the benefits of a surgical facelift without the downtime, and at less expense. The catch: the treatment is not permanent and must be repeated and maintained. Originally, animal- or human-based collagen was used as a filler, but the implanted tissue broke down too fast — in less than six months — and the industry moved on to hyaluronic acid, particle-based calcium hydroxyapatite and polymer-based poly-l-lactic acid, substances that lasted six to 12 months before patients required new injections. EternoGen’s patent-pending product, a collagen-based gel enhanced with gold nanoparticles, promises to be more durable as it stimulates tissue regeneration and offers the added triple bonus of antioxidating, antimicrobial...