

## Moore, Marsha M.

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**From:** Justice, George  
**Sent:** Friday, January 13, 2012 5:55 AM  
**To:** Churchill, Robert  
**Subject:** Re: Medical Physics

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

I understand this, Bob. Thanks for your response. At some point we'll have to talk about implications for Medical Physics. Hope all is well.

George

On 1/13/12 4:35 AM, "Churchill, Robert" <[ChurchillR@health.missouri.edu](mailto:ChurchillR@health.missouri.edu)> wrote:

>Boote's departure presents a huge problem. We have a PhD in medical  
>physics who can teach physics to our residents, but she is not ABR  
>certified. That is a real problem. Clinical revenue is down because of  
>the economy and decreasing reimbursement rates for radiology services.  
>The hospital paid half of Boote's salary, but they will not put a penny  
>toward the salary of a Boote replacement. Radiology, and most all  
>clinical departments, get next to nothing in GO. There is no appetite  
>to replace Boote or any other non revenue generating faculty because of  
>lack of funding.

>  
>On Jan 12, 2012, at 2:14 PM, "Justice, George" <[justiceg@missouri.edu](mailto:justiceg@missouri.edu)>  
>wrote:

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>>

>> Hi, Bob.

>>  
>> I just had a faculty meeting with NSEI. They told me Evan Boote is  
>>leaving the university. I'm awfully sorry to hear that.

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>> They are also very interested in trying to secure appropriate  
>>staffing for our Medical Physics program. I'm copying my assistant,  
>>Bev Vaughn, and asking her to contact your assistant to figure out a  
>>time we could talk through Medical Physics staffing, etc., and whether  
>>we'd want to put in for any new hires. With Bill Miller's retirement,  
>>we do have some small flexibility, but the NSEI faculty also believe  
>>that you've committed 2.0 FTE to the program.

>>  
>> Let's talk.

>>  
>> Best,  
>> George

## Moore, Marsha M.

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**From:** Justice, George  
**Sent:** Friday, January 13, 2012 6:16 AM  
**To:** Foster, Brian L. (Provost)  
**Subject:** FW: Medical Physics  
**Attachments:** NSEI draft 12-23-10 bf mod 122710GJ1-10-11.docx

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Brian,

I have to say "you told us so." I remember when we were discussing accreditation for Medical Physics and you wondered out loud whether it was something we should even pursue. Bob Churchill's message (see below) doesn't surprise me at all. We had an NSEI faculty meeting yesterday and I more or less told them that this is what I anticipated (given Boote's imminent departure). There was a lot of fulmination about the letter you signed inviting the accreditors to campus, etc.

When we went in for accreditation for Medical Physics, Bob promised a lot more than he can deliver. That is, he seems to have promised 2.0 FTE, but he won't even be able to replace the .50 FTE he had been contributing with Evan Boote (who is leaving MU for a position in Michigan and had been helping with medical physics on the Med School side).

I've read the overall NSEI memo, with your excellent suggestions, all of which I have adopted. I'm attaching it (having accepted changes) to this message for an additional look. I a few more minor changes (for example, changing the number of faculty from five to four, reflecting Bill Miller's retirement). Please let me know what you think. Has the chancellor been able to look at this? Do we need to brief the incoming president?

(One thing I'd like you to take another look at: the notion of their "persistent fiscal deficit," which is a phrase I originally put in the document. It's true--their salaries, benefits, and required expenses are greater than their GO allocation, and they "manage" the budget through running GO beyond zero and then reluctantly making up the deficit at the end of the year with other funding, like RIF or their own salaries. I don't think, though, that we should get hung up on that when there are other issues core to our university values pushing us to this decision.)

Best,  
George

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The Nuclear Science and Engineering Institute (NSEI) was founded at the University of Missouri in November of 2002 to build on MU's unique assets—especially facilities (exemplified by the MU Research Reactor) and human resources (in faculty and staff) devoted to research and education in Nuclear Science and Engineering. The structure of NSEI, which was laid out in a letter from Chancellor Richard Wallace, was an experimental effort to harness MU's resources effectively. The Institute was given five years to achieve financial self-sustainability and success in research and education. After those five years, the NSEI structure would be fully evaluated and either discontinued, modified, or continued.

Several events delayed the review mandated in Chancellor Wallace's letter. Most important, the interim director retired in 2006 and the search for a full-time director failed. The mandated review was finally conducted in the spring of 2010, however (please see attached review document). Clearly, NSEI has significant successes, but there also some concerns and some unrealized opportunities, as the review describes.

In light of the report of the external reviewers and of the a persistent annual fiscal deficit in general operating funds—the latter even after having absorbed the .50 salary line of the interim director with no replacement—the university has decided to restructure NSEI in order to better achieve the high aspirations that led to its founding. **It is critical to stress that modifying the current structure, consistent with the terms laid out in the founding documents, does not signal an abandonment of research and education in Nuclear Science and Engineering.** The founding documents and the 2010 external review alike see the prominence and success of the MU Research Reactor as a unique resource in the state and in the country.

**Comment [GJ1]:** I want to be as careful as possible in describing this deficit, since I don't think it can be the major reason we decide to make a change. We haven't had to ask the provost to make up this deficit—the faculty have done so from other accounts at their disposal. Perhaps we should take this out? They cannot cover their salaries, benefits, and instructional expenses with reliable funding—but I also suspect that they do this on purpose, because getting more from the university is part of their MO. Bottom line, though, is that they could not afford to hire additional faculty, including Atcher, without additional stable funding.

Based on input from MU faculty, the external report, deans, and others, the following three actions are anticipated to achieve an effective restructuring.

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- First, it is critical that the new structure facilitate the engagement and a sense of ownership of many faculty broadly in the fields of Nuclear Science and Engineering, both in research and the educational programs. In the future, faculty who are actively engaged will not be tenured in the Institute, but all faculty will have a formal appointment as research or instructional faculty (see item 2 below). According to the letter founding the institute, the four current faculty members whose tenure homes moved with NSEI from the College of Engineering to the Graduate School will have two years to find departmental homes acceptable to themselves and to their new host departments.
- Second, the graduate programs in Nuclear Engineering, currently housed in the Graduate School, will remain there as interdisciplinary master's and doctoral degrees in Nuclear Science. The Graduate School will commence a search for a director of the graduate programs, which include master's degrees with emphases in Health Physics and Medical Physics as well as power-related engineering focuses. The director of the graduate programs will have a tenure home elsewhere but will report to the graduate dean in her or his role as program

**Comment [GJ2]:** I've taken out "engineering" because that word was such a flat to the College of Engineering and we've just said the remaining degree will be in "Nuclear Science" (a change that will have to go up to MDHE as a name change for the degree).

director. A committee comprising self-identified faculty interested in participating in the program will shape the future goals and curriculum of the master's and doctoral degrees. Current students will continue to be served during and after the transition period, which should be complete by July 1, 2011.

- Third, NSEI will continue as a research center, reporting directly to the Vice Chancellor of Research and likely physically housed at the MU Research Reactor. This "Big C Center" will engage researchers from across campus in a structure much like other successful Big C centers at MU (e.g., the Dalton Center). Faculty will affiliate with the Center for research, but salaries and academic homes will be in the various disciplinary departments and colleges.

The University of Missouri is confident that research and education into nuclear science will continue to be critical to the future of our nation and our university. Faculty members currently with tenure homes in NSEI will continue to play a central role in both research and education, and the university commends them for their ongoing success in research, education, and service and hard work. The new structure will engage a much larger number of faculty, give them a sense of ownership, and greatly increase MU's research presence in Nuclear Science and Engineering.