



Mizzou Weekly

25 and Counting

The campus community is invited to help honor faculty and staff with 25 years of service at 1:30 p.m. Oct. 2 in Jesse Auditorium. **Page 2**

Fixing the Process

MU continues to work on improving its academic grievance procedures. **Page 4**

Sept. 27, 2001

University of Missouri-Columbia

Don't forget the Tiger Rally from 6 to 8 p.m. tonight in downtown Columbia.

By the Numbers

New efforts are under way to better manage enrollments

Page 3

Recognizing MU's achievements

THE BIG PICTURE Strategic planning has helped MU focus on its goals and priorities

Chancellor Richard Wallace encourages Mizzou — and all the diverse members of the University family — to give themselves a pat on the back.

"Sometimes it's too easy to focus on the problems and the challenges that jump out at us, so that we don't see the bigger picture — all the things that are going well here at MU. We have any number of success stories on campus to celebrate," Wallace says.

"As we begin a new academic year, perhaps it would be an appropriate time to recognize some of those achievements," he says. "There are challenges facing us; we know that. We don't have our heads in the sand. But so many people and so many programs at MU — and our faculty, staff and students — are doing just a super job. We should congratulate ourselves on that."

This edition of *Mizzou Weekly* is dedicated to a report from Chancellor Wallace to the MU community on those successes Mizzou has achieved and the challenges it faces.



Rob Hill photo

A CAMPUS REPORT As Chancellor Wallace notes the successes that MU has achieved, he calls on the University community to continue meeting the challenges this campus will face in years to come.

Celebrating Mizzou's successes

The success stories at MU can be found on every corner

of campus:

◆ Students in Missouri and from around the country are voting with their feet and enrolling at Mizzou. This fall

MU had its highest enrollment in 10 years, increasing by 4 percent over the previous year to 23,906 undergraduate and graduate students. Much of that

enrollment increase can be attributed to better student retention.

◆ MU is seeing unprecedented growth in its research enterprise. (Please see related article on Page 3 about the growth in research.) Over a four-year period from 1996 to 1999, Mizzou increased its research grants from federal agencies by nearly 57 percent to \$71 million. That's more than double the median growth rate for all public AAU universities. MU jumped 11 places in the national research rankings — from 58 in 1996 to 47 in 1999.

◆ Mission enhancement funds from the state are making a difference all over campus by allowing MU to make targeted investments in the University's priorities. So far, nearly \$20 million in mission enhancement funds have been used on a one-time basis to boost academic and research infrastructure. New faculty who are hired through the enhancement funds will be making an impact for years to come.

◆ This past summer, Mizzou got the go-ahead for state funding that will ensure construction of two long-awaited capital improvement projects. The \$60 million Life Sciences Center will revolutionize research and education in the life

SEE Success on Page 2

Chancellor Wallace offers an encouraging message

To the MU community:

The University of Missouri-Columbia is a premier public research university committed to the highest level of excellence to serve the state, the nation and the world. Our dual roles as the state's land-grant university and, at the same time, as a global player on the international stage were brought home in very human terms during the past two weeks as we responded to the horrific events of September 11.

MU Extension's Fire and

Rescue Training Institute sent highly skilled volunteers to New York City to aid rescue efforts, while here in Columbia we came together as a campus to embrace our international students and to recommit to the values we hold dear as an academic community. As we lowered our flags to half staff, we worked hard to raise our standards of understanding, tolerance and respect for all others even higher than before.

There is, I strongly believe, a new spirit at Mizzou. Our vision is to build an even greater

University — to increase MU's national prominence among our peer institutions in the Association of American Universities (AAU), with at least 10 of our graduate and research programs ranked among the very best in the nation.

We will accomplish this by achieving the goals of our Strategic Plan which we have developed as a community and which focus on 1) strengthening research, graduate and professional programs, 2) providing exemplary undergraduate education; 3)

emphasizing our land-grant responsibilities; 4) developing and managing resources wisely, 5) committing to shared values, and 6) communicating effectively.

MU is already a great asset for the state of Missouri. We are essentially two universities in one — the state's major land-grant and research university. We are Missouri's only public member of the AAU and the only public institution in the state ranked by the Carnegie Foundation as a Doctoral/Research University-

Extensive (University I).

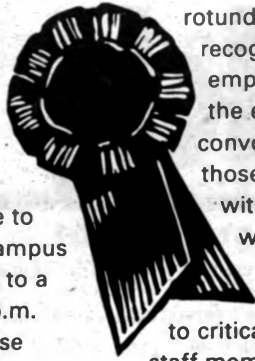
We educate students from every county in the state, every state in the nation and over 100 countries. We provide medical care for patients from every county in the state, our faculty support extension and outreach activities in all those locations, and in particular we serve the urban areas of the state where 27 percent of our students come from greater St. Louis and 10 percent from the Kansas City metropolitan area.

MU provides 65 percent of **SEE Vision on Page 8**

25 and counting

Mizzou will be honoring its own next week – nearly 600 faculty and staff members with 25 or more years of service to the University. The campus community is invited to a convocation at 1:30 p.m. Tuesday Oct. 2 in Jesse Auditorium so they can help congratulate friends and colleagues on their long years of service.

Former Gov. Roger Wilson – an MU alumnus – will be the guest speaker. Following the convocation, there will be a reception in the Jesse Hall



rotunda. Similar recognitions for long-term employees were held in the early 1990s. This convocation will honor those faculty and staff with 25 or more years who have not previously been recognized. Subject to critical staffing needs, MU staff members have been granted release time to attend.

Remembering Langston Hughes

There are more than a few Missouri connections to Langston Hughes, one of the 20th century's most prolific and influential African-American

writers. Hughes was born in Joplin, Mo., and the 100th anniversary of his birth next year is being marked by the University of Missouri Press publication of the 18-volume *The Collected Works of Langston Hughes*. Several volumes of the collection have been published.

Arnold Rampersand, a literary critic, author and biographer of Hughes, will give an informal talk on the acclaimed writer at 7:30 p.m. Friday, Oct. 5 in the Memorial Union's Stotler Lounge. Rampersand, who teaches at Stanford University, also is the editorial board chair for the Missouri Press' Hughes project.

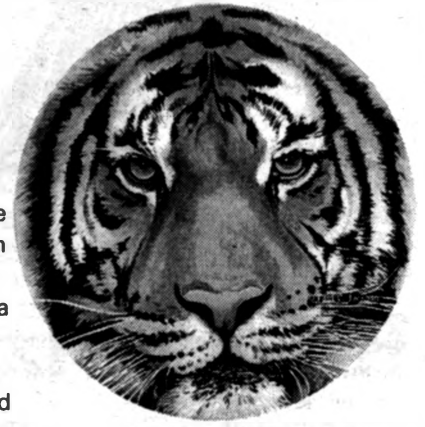
The public is invited to his talk and to the reception that follows. The first six volumes of the collection will be available for purchase and signing.

Spot a tiger

MU and artist-in residence Paul Jackson invite school children and community members to help lay a few of the 350,000 tiles that will make up the "Tiger Spot" mosaic on Lowry Mall in front of Ellis Library. The mosaic art work, a gift to the University, depicts the face of a Bengal Tiger.

The general public is invited to lay tiles from 10 a.m. to 5

p.m. Oct. 1 through Oct. 5. Artists will be on hand to describe the ancient mosaic art form. No reservations are necessary for groups fewer than 10.



Spot, a watercolor by Paul Jackson

SUCCESS from Page 1

sciences at MU with much-needed laboratory and teaching space. Plans also are being drawn up for a \$75 million basketball arena to replace a cramped and aging Hearnes Center and open up more space for many of MU's intercollegiate athletic programs.

◆ Several innovative mentoring programs have been established to nurture new faculty members and help them excel in the classroom. The Colleague Circles program matches first-year professors with campus veterans known for their teaching expertise. A second program called the New Faculty Teaching Scholars offers early-career faculty a boost in becoming effective teachers and scholars.

◆ The new Student Success Center opened this summer on Lowry Mall to consolidate MU's many student support programs under one roof in the heart of campus. Students now can go to one location for services such as advising, tutoring and other academic assistance, and career and academic counseling.

◆ The campus is tackling a coordinated initiative to plan its student enrollments so they better match the academic goals of the University. Those enrollment management efforts go beyond simply what happens in the classroom, and include a constellation of issues that range from student recruitment and retention and financial aid to advising, student life, even the physical appearance of the campus, to name a few.

◆ The new MU Institute of Public Policy in the Harry S Truman School of Public Affairs has mobilized faculty expertise in dozens of academic disciplines to assist state and local decision-makers. In its first year, more than 100 faculty members are affiliated with the institute.

◆ A thorough, campuswide study on advising, backed up

with additional financial resources, is jumpstarting an effort to improve the face of undergraduate advising at MU.

Planning for the future

When Wallace assumed the leadership of MU as interim chancellor in 1996, one of his first steps was to call on the University community to join in developing a campus strategic plan that would chart Mizzou's future. (Please see article on Page 5 about the strategic plan.)

He credits that long-term strategic planning as a catalyst in many of these successes. "I think one of the most important accomplishments for the campus is an improved programmatic focus through strategic planning. Without a blueprint for how you spend your money, you're not going to improve," Wallace says.

"If you simply put the money out there willy-nilly based on historical spending patterns, you have no way of knowing whether you're better off or not because you haven't set any targets."

Setting targets is what the MU strategic plan is all about, and early on the campus already has scored a number of bullseyes. Careful budget planning over the last five years allowed MU to avoid serious disruptions in its programs when tight state budgets forced Gov. Bob Holden to announce a 5 percent withholding in state money for the current year.

In spite of that unexpected drop in state support, MU had built a strong enough balance sheet in recent years that the campus was able to honor a commitment to provide salary increases for faculty and staff that averaged 4 percent this year.

"Unfortunately, the state's revenue situation may not improve for another year or two, which is going to pose quite a challenge if we are going to

remain on track with our planning goals and objectives," Wallace says.

"We are still strongly committed to achieving those goals, and we are at work on a multi-year plan that will allow appropriate raises and progress on our planning goals."

There's good news on the development front as well. "We have moved in a very systematic manner to develop our potential for major gift support. There are tremendous opportunities for us out there. In fact, some years down the road, the potential increase in development could represent the equivalent of what we're seeing now with mission enhancement," Wallace says.

"That's not going to help us right away, but it's not going to take 10 years either. Within a few years we should begin to see the fruit of our efforts."

Tackling MU's challenges

One major benefit of the strategic planning process is that it helps MU identify the challenges it does face. Last spring, Chancellor Wallace and leaders of the strategic planning process broadened the effort. All of the University's constituent groups were invited to a series of nearly a dozen open forums to discuss the strategic plan and to provide input on the plan's goals.

"I hope that those who participated will agree that those public discussions, did make a difference — and they did," Wallace says. "I think several important messages came through.

"We knew we weren't as competitive as we should be on financial packages for graduate students — stipends, fee waivers, health insurance, the whole bit. So those discussions sharpened our focus on the need for more competitive financial packages for graduate students.

"Also, we heard time and time again that no matter how hard we have worked on infrastructure for support of research and creativity, we're still falling short. We need to pay careful attention to start-up packages for new faculty and the need to renovate and build new laboratory space."

And Wallace acknowledges that other challenges await Mizzou down the road. A sagging state economy could trigger future cuts in state support for Missouri's flagship university.

"The more we learn, the more we understand that the state truly is in a difficult financial situation," Wallace says. "Compared to other state agencies, we've been hit to a lesser extent so far. If the state's economy doesn't improve we may see additional withholdings."

Another issue that continues to bedevil the campus is a cumbersome academic grievance process that some faculty say too often bogs down into an acrimonious bureaucratic procedure that can stretch out for years. Efforts are under way to streamline the process, and a new campus mediation service has been established to help resolve disputes informally. (Please see article on Page 4 about the academic grievance process.)

Another challenging issue is the MU Research Reactor, the largest research reactor at any university in the country. The reactor is a magnet for groundbreaking research in everything from the latest radiopharmaceutical drugs that diagnose and treat cancer to archaeology and rocket research.

In recent years, the federal Nuclear Regulatory Commission has raised concerns about routine safety procedures at the reactor and has questioned whether the administrative culture at the reactor has fostered a chilling effect on workers' ability to speak

out on issues.

"The NRC's concerns are a challenge," Wallace says, "but the leadership at the reactor is changing. We are reexamining with faculty the mission and direction of the reactor, and we expect to come out of this even stronger."

The campus community is working to meet all those very real challenges as soon as reasonably possible. However, some challenges that MU faces are long-term issues that require constant attention.

"We need to work harder to achieve a sense of community on campus. That's something you can never back away from," Wallace says. "It's very easy to fall into a trap of pointing fingers at each other, blaming each other and failing to find that common ground that will bring us together and help us move forward.

"If we end up fighting and feuding with each other, we simply shoot ourselves in the foot — or someplace worse — and we won't get much done."

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MU sees unprecedented growth in research funding

ON TARGET NSF figures show MU's growth in federal funding is twice the median rate

In recent years, one of MU's main priorities has been to grow its research enterprise and improve graduate education. That initiative has blossomed, and Mizzou's rate of growth in federal research grants is far outstripping its peer institutions among large public research universities.

A recent report from the Office of Research documents MU's booming success on the research front. Over a four-year period from 1996 to 1999, Mizzou increased its research grants from federal agencies by nearly 57 percent to \$71 million. That's more than double the median growth rate for all public AAU universities.

In fact, MU's share of federal research money is growing faster than any of its peer universities. Mizzou leapfrogged 11 places in the national research rankings — from 58 in 1996 to 47 in 1999, the last year for which NSF figures are available.

"That is absolutely unprecedented," says Jack Burns, vice provost for research. "No other public AAU university is

growing at that rate. It's not just one or two of our academic divisions making advances, it's nearly all of them — and they're winning good, hefty awards, too. We've left most of the Big 12 universities in the dust."

What triggered this dramatic rise in outside research funding for MU scientists? "When people ask that question I say, first you start with the chancellor's strategic plan, going back five years. Goal No. 1 in the plan is to increase extramural funding and improve graduate programs," Burns says.

"How do we do that? Well, in my mind it was the planning process that helped us accomplish that goal. We focused our resources to target our best areas of opportunity. That is, we target programs that already were good or very good and by adding extra resources or faculty members make them truly world class. In turn, those world-class faculty produce more research funding and world-class research."

There are other success stories on the research front. The number of patent applications pending for MU researchers increased nearly 90 percent over the past two years — from 33 to 63. During the

University	Rank in FY99	Rank in FY96	Federal Awards in FY99 (in thousands \$)
U. North Carolina	12	10	223,840
U. Illinois	13	14	182,695
U. Texas	19	16	135,170
Indiana U.	21	22	125,172
Purdue U.	32	27	92,527
U. Missouri-Columbia	47	58	70,956
U. Kansas	51	54	67,025
Iowa State U.	53	47	63,670
U. Massachusetts	58	61	55,451
U. Oklahoma	64	72	50,658
U. Nebraska	67	65	46,928

same period, the amount of royalties MU receives for inventions jumped 152 percent — from \$1.5 million to \$3.9 million.

And, as external research funding has skyrocketed, it has meant an extra dividend for campuswide research support and for departments and researchers. Out of each grant dollar that MU researchers generate, the central campus retains a portion — referred to as "indirect costs" — to pay for overhead costs the

University incurs, such as administration expenses, research space, building maintenance, utilities and other expenses.

A portion of that money is returned to the originating departments through a program called the Research Incentive Fund, or RIF. Until recently the incentive fund was capped at just over \$3.2 million. During the 1999 fiscal year that budget cap was dropped and was replaced with a percentage formula. Now, 25 percent of indirect cost

monies are returned to departments.

And, as the amount of external funding grows, so does the amount of the RIF returns to departments. In the past four years it has increased from \$3.2 million in 1998 to an estimated \$5.2 million in the current year.

Another new source of research support at MU is a funding initiative that puts idle grant dollars to work until they're needed by the original

SEE Research on Page 7

Making the enrollment discussion more inclusive

JUST THE FACTS MU's new head of enrollment management says detailed data can drive good decision making

When Ann Korschgen joined MU this spring in the newly created position of vice provost for enrollment management, one priority was to assemble the data that could help answer fundamental questions about Mizzou's student body.

"One of the first questions I asked was who currently persists in graduating at Mizzou; who succeeds now," Korschgen says. Her query resulted in a detailed research report that documents dozens of different variables and their impacts on six-year graduation rates at MU.

Some of those findings are not at all surprising. Students who entered MU on academic probation were much less likely to graduate in six years (27 percent) than students who were not on probation (56 percent). Some graduation figures from

Mizzou mirrored national statistics. For example, women were more likely to graduate (59 percent) than men (51 percent).

However, some of the MU statistics raised other questions. Out-of-state students graduated at a higher rate (58 percent) than in-state students (55 percent). And students who initially enroll in a winter or summer semester are much less likely to graduate (34 percent and 32 percent) than those who start during a fall term (56 percent).

Overall, 60 percent of MU undergraduates complete their degrees in six years. But graduation rates are only one component of Mizzou's enrollment management initiative.

What is enrollment management? "Essentially it is shaping the size and characteristics of the student body to be consistent with the academic priorities and mission of the institution," Korschgen says.

"Enrollment management is a whole constellation of issues that come together to create a

campus culture and an environment that supports student learning and student success."

Those efforts go beyond simply what happens in the classroom, she says. They include student recruitment and

retention, financial aid, advising, student life, even the physical appearance of the campus, to name a few.

And it all starts with a careful collection and examination of the facts, Korschgen says. "We have to start with good data to enhance our decision making. Without looking at the data, sharing it with others and talking about its meaning, we have no context in which to start making decisions about what should be an optimum size for our institution."

MU has been crunching those kinds of numbers for years, but Korschgen's appointment signaled a new initiative to better coordinate the complex factors that have to do with student enrollments.

Korschgen arrived this spring from the University of Wisconsin-LaCrosse, where she last served as interim dean of student development and academic services, which included the enrollment management functions. Since then, a number of campus units have been reorganized into the

Division of Enrollment Management and now report to Korschgen. Those units are the offices of Admissions, University Registrar, Student Information Systems, Financial Aid and Community Relations.

Provost Brady Deaton praises her broad experience in higher education. "Her experience in enrollment management will help further the excellent work that we have done in recruiting students the last few years," Deaton said. "Our enrollments are reaching record levels, and we are confident that Dr. Korschgen will bring the leadership needed to manage these high levels and provide support for our students' academic success."

A native of Doniphan, Mo., Korschgen earned an undergraduate psychology degree from MU in 1971. "I come from a small town of less than 2,000 people, and the University of Missouri-Columbia opened up a whole new world for me," Korschgen said. "I look forward to having a role in introducing

SEE Korschgen on Page 6

GRADUATION RATES BIG 12	
Texas A&M	70%
Baylor	68%
UT-Austin	65%
U of Colorado	64%
Iowa State	60%
U. of Missouri-Columbia	60%
Oklahoma State	50%
U. of Kansas	54%
Kansas State	48%
U of Nebraska	47%
U of Oklahoma	46%
Texas Tech	45%

Searching for a 'fair and right' resolution

FIXING THE PROCESS

Chancellor Wallace says he is committed to resolving problems with MU's academic grievance process

Any community with an interest in justice has to give its members an opportunity to be heard when they believe they have been harmed. Even in a university community of well-meaning individuals dedicated to a common educational goal, there are times when people believe they have been harmed by actions taken in the name of the institution.

The University also has a formal process that allows those individuals a hearing, after attempts are made to resolve the matter informally. For staff at MU, that can take the form of a formal grievance that is heard and decided by an administrative hearing officer.

For faculty grievances on academic or personnel matters, those matters are adjudicated by a panel of faculty volunteers. The hearing panel listens to evidence from both parties and then recommends to the chancellor whether a harm has been done and how that harm could be remedied.

In recent years, the academic grievance procedure for faculty at MU has fueled a controversy that continues to frustrate attempts by both faculty members and the administration to improve the process.

Most people agree on several points: The grievance process is unpleasant for everyone involved, and it is a cumbersome, often lengthy proceeding that can take years to resolve. For many, the agreements end there.

Two years ago, Chancellor Richard Wallace appointed a faculty task force to take a hard

look at MU's grievance policy and to recommend ways it could be improved. Chaired by Mel George, president emeritus of the UM System, that group suggested a number of ways to streamline and speed up the process. The task force also stressed the importance of better training for those who lead grievance hearing panels.

A training program for panel members has been developed, and many of the recommendations for procedural changes already have been put in place. The few procedural recommendations that have not been carried out, Wallace says, involve changes to UM System rules that likely would require approval from the Board of Curators.

Another recommendation from George's task force was that MU establish a campuswide mediation service that could help employees resolve their disagreements informally before they get to the stage of a grievance.

MU's Campus Mediation Service is up and running now, and nearly two dozen faculty and staff have been trained to serve as mediators. Art Hinshaw, the mediation service director, says the number of contacts requesting mediation are about what he thought they would be at the end of the program's first six months of operation.

A majority of contacts, Hinshaw says, have involved grievances that either were on file or were about to be filed. Although steps have been taken to improve grievance procedures, a number of faculty are still concerned with the way the process is handled.

"The first step in clearing the air is to make sure the correct information is out on the table," says Chancellor Richard Wallace.

"I think there is an exaggerated notion of the number of academic grievances that are filed and the number of instances in which I failed to support a grievance panel.

"I know faculty are frustrated by this issue, and I'm as frustrated as they are," he says. Wallace says he is especially frustrated by the incorrect perception that he routinely overturns the recommendations of faculty panels that review grievances.

A report completed last week by the provost's office does not support that perception. Since Wallace became interim chancellor in July 1996 until last week, MU faculty have filed 43 academic grievances. Many of those grievances include more than one faculty member and concern more than one issue. A number are still on appeal to the UM System president.

Of those 43 grievances:

- ◆ A total of 13 were withdrawn, resolved informally or dismissed as not grievable.

- ◆ In 19 cases the hearing panel found for the respondent and Wallace upheld the panel's recommendations.

- ◆ In two cases the panel found for the grievant and Wallace upheld those recommendations.

- ◆ In one case the panel found for the grievant and Wallace found for the respondent.

- ◆ In two cases the panels split their decisions, finding for the grievant on some issues and for the respondent on others. Wallace upheld the panels' recommendations.

- ◆ In two cases the panels split their decisions, finding for the grievant on some issues and for the respondent on other issues. Wallace found for the respondents.

- ◆ Three grievances are

FACULTY GRIEVANCES FILED BY ACADEMIC DIVISION AT MU SINCE JULY 1996

Agriculture, Food and Natural Resources	3
Arts and Science	5
Business	1
Education	2
Engineering	16
Graduate School	1
Human Environmental Sciences	3
Journalism	3
Libraries	1
Medicine	6
Research Reactor	1
Veterinary Medicine	1

pending and one was dismissed as not timely.

Ultimately the decision rests with the chancellor's office whether to uphold or overrule a hearing panel's recommendation. "I take that responsibility very seriously," Wallace says.

After the panel makes its recommendation, he reads the original complaint, the panel's report and much of the extensive file that documents the process. In some cases he's listened to hours of audio tape from a hearing.

"I want to make sure that we've done everything in accord with the rules, and that the results are fundamentally right and fair and in the best interests of the institution," he says.

Faculty Council has also formed an ad hoc committee to look at the process here at MU as well as at other universities to see if they can develop a better way to handle grievances.

Council member Judith Goodman is chair of that committee, and she says her group has looked at grievance procedures at nearly 30 schools.

They then narrowed that number down to a handful of universities and currently are examining different components of grievance procedures at those schools to see which ones might improve the process at MU.

For instance, some universities have enforced deadlines in the process, says Goodman, associate professor of communication sciences and disorders. When a deadline is missed, the grievance automatically proceeds to the next stage in the process.

At other universities, grievances are heard by a faculty panel that serves for a specified term with regularly scheduled meetings rather than trying to juggle the schedules of busy professors around a particular grievance.

Wallace applauds Faculty Council's efforts and agrees that the controversy surrounding grievances must be resolved. "I'm now convinced that the process has needed in the past more extensive administrative support, and I intend to see that happens," he says.

"Given everything that we've done, I'm still not satisfied that the process works as well as it should and neither is Faculty Council. The council has appealed to the American Association of University Professors, which concerns me, but it has also decided to work with the provost's office and with my office to see if we can find something that would improve this."

Guidance for those participating in the academic grievance process

University of Missouri System rules governing the faculty grievance process are contained in the Collected Rules and Regulations of the University of Missouri at Section 370.010. There is a similar process for administrative and support staff at Section 380.010.

Section 370.010 A. provides the definition of a grievance:

A grievance is defined as an allegation that:

There has been a violation, a misinterpretation, an arbitrary or discriminatory application of University policy, regulation, or procedure which applies personally to the faculty member, relating to the privileges, responsibilities, or terms or conditions of employment as a member of the faculty, or

The faculty member has been discriminated against on the basis of race, color, religion, sex,

national origin, age, disability, or status as a Vietnam era veteran, or by action inconsistent with the Board of Curators' Policy on Maintaining a Positive Work and Learning Environment, or

There has been an infringement on the academic freedom of the faculty member.

The grievance process is intended to address whether or not the "policy, regulation, or procedure" that is the root of

the grievance has been applied appropriately. The issue to be addressed in the grievance is that of the proper application of policy – not whether the policy is "good" or "bad" policy.

The grievance process is neither designed nor intended to address poor or unpopular management decisions or to mediate issues of perceived fairness or unfairness except in the application of the policy.

The grievance process is not

a punitive process. If the primary goal of the grievant is to punish a wrongdoer, this process will be unsuccessful in achieving that goal.

The expected outcome of the grievance process should be viewed as the remediation and/or relief of the "policy, regulation, or procedure" being grieved and not the redressing of personal issues or concerns.

Targeting priorities

BROAD-BASED PLANNING

Long-range planning at MU has become a participatory process

Webster's defines a plan as "any detailed method, formulated beforehand, for doing or making something."

It takes a detailed plan to build a great university. Here at MU, faculty, staff and administrators have been deeply involved over the past five years in crafting a plan that will steer Mizzou to greater national prominence. Here at MU, what that plan is making is a university for a new century.

"Detailed" might not go far enough in describing the planning task that the University has undertaken. With just under 24,000 students, with thousands of faculty and staff, with huge academic and medical enterprises that are rooted in MU's mission to the state, it might seem that detailed planning for the future can be an impossible job.

Does the incredible complexity found at Missouri's flagship university make strategic planning too unwieldy to contemplate? No, says Chancellor Richard Wallace. "It's more of a challenge, but it only becomes unwieldy if you don't really come at it. The campus may look to be of a size and a complexity where it defies management, but that's a give-up proposition."

Nobody has given up. Wallace and other campus planners are drawing on the expertise of people from around campus as MU charts out its path for the future. For example, four years ago, a major question was how best to invest the new mission enhancement monies that Missouri was providing to MU. Those ongoing enhancement appropriations have been targeted for campus priorities and are built into future budgets. Now, an important question is how MU will continue to build world-class research programs and continue to break new ground in education as mission enhancement funds level off.

After Wallace was named interim chancellor in 1996, he launched a comprehensive effort to include members of the University community into the planning process. The first step was to decide what MU's priorities and goals were. To add more voices to that decision, Wallace appointed a broad-based group from around campus called the Strategic Planning Advisory Council, with Tom Dougherty, professor of

management, as the council's first chair.

But once those planning goals are decided, the University has another decision to make: How does it meet those goals and objectives? To answer that question, the chancellor named another group of faculty and staff, called the Resource Advisory Council, and called on them to help build a financial plan that will allow MU to achieve its goals.

Last year, Wallace and other University leaders decided to broaden participation in the planning effort. Scores of people attended nearly a dozen different public hearings last spring that focused on specific aspects of MU's strategic plan.

Those hearings reached out to all of the University's constituents — from alumni and students, to staff and faculty, to the administration and all the academic and administrative divisions.

"My goodness, the coverage was unbelievable," Richard Loeppky, professor of chemistry, says of the public forums. Loeppky is now chair of MU's Strategic Planning Advisory Council.

"I think one of the things that came out of these hearings, and also comes out of our strategic planning process in general, is that a broad group is able to acquaint the provost and the chancellor with the important issues that the faculty and staff believe must be accomplished in order for us to meet the objectives and goals of our strategic plan," Loeppky says.

Some common themes emerged at those hearings this spring. For example, many faculty and staff "noted a great need to improve facilities and equipment, both related to instruction and research," Loeppky says. "I believe the chancellor and the provost really came to understand the importance of that."

Loeppky became acquainted with a few new issues at those public hearings as well. "One of the things I found out is that the needs are often just as great in areas outside of science as they are in science," he says. "They might not cost as much, but there is still a great need and we need to focus our attention on that."

A number of staff members who attended the public hearings last spring spoke to the need for more continuing education to help in their personal and professional development. That in itself might not seem surprising. "Although I was

SEE Plan on Page 9



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"The Spot to Be"

Celebrate the Unveiling of Tiger Spot

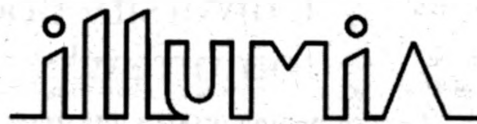
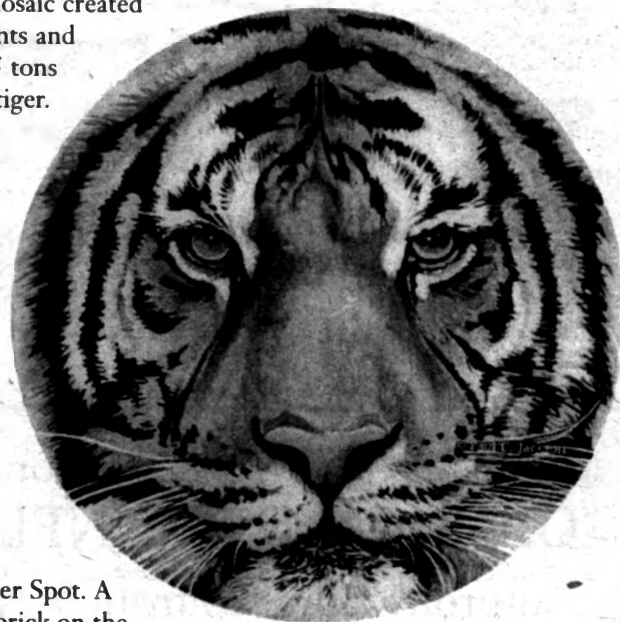
4 p.m., Oct. 12, Lowry Mall, north entrance to Ellis Library
Meet the creators of Tiger Spot, a mosaic created by artist Paul Jackson, MU art students and volunteers. The team used nearly 1.5 tons of glass to form the circular face of a tiger.

Lay a Tile Oct. 1-Oct. 5

Adults and children may lay tiles in the mosaic from 10 a.m. to 5 p.m., Oct. 1 through Oct. 5. Groups of 10 or fewer may participate without making reservations. Jackson and team will be on site to explain the process and assist with tile laying. There is no fee.

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Make a mark on history through a personalized commemorative brick permanently placed at the site of Tiger Spot. A \$250 donation reserves an engraved brick on the perimeter of this new landmark.



A Paul Jackson Gallery



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916 E. Walnut St., Columbia, MO 65201
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To reserve a time for laying a tile or to order commemorative bricks:

MU College of Arts and Science
317 Lowry Hall, Columbia, MO 65211
Phone: (573) 882-4409
E-mail: AdvanceAS@missouri.edu

KORSCHGEN from Page 3
future students to the same kind of transforming educational experience that I had here."

Here at Mizzou, Korschgen also has assembled a wide array of constituents from across campus to help develop an enrollment management plan that addresses some key questions.

Take MU's graduation rates for example. At 60 percent, that rate is lower than many other public AAU institutions. "So the question is, is that OK? Is this what we want here, and collectively we decide yes or no," Korschgen says.

"What I'm hearing right now is that people think we can do better than that, especially given the ability indicators of our students. We have smart students at MU, and there's no reason we could not retain and graduate them at a higher rate."

And there are other questions. What should be MU's optimal size? If the campus decides to grow enrollments, how should it be done and what would be the full cost? Do we want to change the mix of the student body — for example, student ability levels or the numbers of non-resident, multicultural or transfer students? What would be the impact on the academic units?

Although any decision on enrollments ultimately impacts the entire University, Korschgen's goal is to make the discussion more inclusive. "We're trying to broaden the process and include the entire campus because it will have to be the entire campus community that supports whatever decision we make. It's important that people have a voice and are heard in this process," she says.

For example, academic deans have a key role in addressing how

student enrollments would impact faculty workloads and space needs. There are important financial considerations as well. According to recent data, every additional 1,000 students who are retained at MU means a \$5 million to \$5.5 million gross annual increase in general operating funds.

Part of that intensive fact finding includes comparing Mizzou's numbers to peer institutions around the country and to colleges and universities within Missouri. MU is not alone in wrestling with a number of important enrollment issues. "A huge national issue is diversity. I'm sure every campus is asking, 'How can we increase the diversity of our student body?'" Korschgen says.

"We have found that the African-American students from Missouri that we accepted and did not attend ended up going to

institutions around the country. So our competition is national for Missouri African-American students."

Another issue that MU shares with peer institutions is how best to use scholarships and what the mix should be between merit- and need-based financial aid, she adds. "Students at Mizzou who come here on merit scholarships do better and graduate at a higher rate than students who do not receive merit scholarships."

And, as the enrollment management team does its work, there's also an opportunity for the campus to get a better picture of who makes up the MU student body, why they're here and how they're succeeding.

"For instance, I think people fail to realize how many of our new students are transfer students," Korschgen says. "This year, 22 percent of our new students coming in are transfer

students, and that's been going up in recent years."

"Also, we have proportionately fewer graduate and professional students than other AAU institutions. That will be a question we'll need to address — whether or not we want to increase our graduate and professional student numbers."

But all the complex enrollment questions circle back to the same point of origin. "We have to start at some point, and that point is with the facts," Korschgen says. "Then we decide whether or not the current situation is in keeping with our educational mission and our strategic plan and, if not, then we need to decide how we're going to change it."



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RESEARCH from Page 3
 researcher. The concept, which was launched several years ago by Provost Brady Deaton and Burns, is called the research incentive fund bank.

Burns compares it to a federal reserve bank. At any one time, there are millions of dollars of unexpended research funds held by Mizzou researchers. That money is pooled, and other scientists from around campus can borrow from the fund for large research equipment purchases and then pay back the money as they receive their own grants. "The RIF bank has given us important flexibility," Burns says.

For example, an eminent research team at MU successfully won an \$11 million grant from the National Science Foundation for a national maize genome study. But the grant stipulated that MU pledge \$600,000 in matching money, much of it for upfront equipment expenses. The research team was able to "borrow" that matching money from this central fund.

Mizzou's human infrastructure for research has received a boost in recent years as well. A new

campus network of full-time grant writers help MU researchers win outside funding for their work. "Last year, that network was responsible for more than \$85 million of new grant proposals," Burns says. "Not all of them were funded, but a goodly number of them were."

Some additional initiatives are planned for the current year. In its report last year, a campus committee that looked at research incentives recommended some changes in MU's policy on sabbatical, development and research leaves. The administration this year will take a close look at current faculty leave policies.

"The research incentives committee felt that the current leave policy has several problems," Burns says. "One is that it's not funded adequately, which results in relatively few faculty being able to go on leave."

"When we looked at this, I believe that something less than 2 percent of our faculty were on leave using this program. When you look at a typical large research university like the University of Wisconsin-

Madison, they have upwards of 15 or 20 percent of their faculty on leave.

"The reason that's important is because it gives our faculty opportunities to get out and freshen up their skills, spend a year or a semester interacting with their colleagues doing state-of-the-art research and, most importantly, bringing that all back to the campus."

The provost's office this year also will ask all department chairs to review with their faculty the way in which RIF monies are distributed at the departmental level. "We have a hundred departments and a hundred different schemes. That's fine; there's nothing wrong with that," Burns says. "But it's been close to a decade since those policies were put together, and it's time for everybody in the department to sit down and reconsider whether they'd like a different policy."

"Do they want to alter the formula in terms of what goes back to the individual investigators or what stays with the department chairs for the general good of the department? We don't have any particular

constraints or preconceived notions on what the right distribution is - it very much depends on the department. We simply want them to discuss it."

But, with the nation's economic downturn and with state and federal budgets under pressure, will MU be able to sustain its spectacular trajectory in research funding? Burns is optimistic.

Improvements to the research infrastructure - in equipment and laboratory renovations - have been steady and will take a quantum leap with the new Life Sciences Center. And, Mizzou's investment in human capital will

pay big dividends down the road.

"What's exciting about what we're seeing here at MU is that only a relatively small number of our mission enhancement faculty have actually been hired or have been on board long enough to contribute," he says.

"One of the reasons I'm optimistic about where we're going in the future is because those new faculty coming on board - who will all be hired with very high expectations and in many cases successful track records - should allow us to continue that momentum for some time to come."

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VISION from Page 1

the public PhDs awarded in the state, 35 percent of the total PhDs awarded, 60 percent of doctors in education, and 72 percent of PhDs in mathematics.

We grant Missouri's only PhDs in agriculture, human environmental sciences, journalism and the terminal degree in veterinary medicine. MU is the number one provider of practicing physicians in Missouri and educates about one-fourth of Missouri's practicing attorneys and two-thirds of the state's veterinarians. Based on the last reporting figures available from all public institutions reporting to the NSF (1999), MU expended \$54 million in federal research funding compared to \$21 million for the other UM campuses and \$3.5 million for the rest of the state. Of course, that figure has increased significantly today.

We are a very strong pillar in the University of Missouri System that is comprised of four vibrant universities, each with its own unique mission that is very important to the future success of our state.

The strength of the UM system rests firmly on the high quality, major attributes and commitment to service of MU and our sister universities. We seek out partnerships among ourselves and with other institutions in the state when they will further strengthen our own endeavors and Missouri's.

One of the greatest challenges we face is scarcity of resources, Missouri, which now ranks 34th nationally in per capita support of higher education, faces very legitimate competing needs for resources. The state, which now funds about 24 percent of our total budget — and for this we continue to be very grateful — provides barely adequate support for its one public AAU institution.

While other institutions in the state also seek increased funding for their own legitimate needs, we must continue to make the case that support of the state's premier public research university is absolutely critical to Missouri's ability to compete at the national level for the well-being of its citizens.



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Essentials

Introduction to Windows Oct. 30

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Network Concepts II Oct. 17

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Microsoft Word:

Word Processing Basics

Oct. 3 and 30

Fundamentals Oct. 3 and 30

Formatting Oct. 16

Page and Document Layout

Oct. 24

Merges Oct. 4

Macros Oct. 4

Microsoft Excel:

Fundamentals Oct. 2, 12 and 31

Formatting Oct. 11

Printing and Graphics Oct. 16

Database and Security Features

Oct. 23

Macros and Customization

Oct. 25

Microsoft Outlook:

E-Mail Basics Oct. 2 and 31

E-Mail Concepts Oct. 2 and 31

Calendar Oct. 10

Journal, Notes and Tasks Oct. 25

Microsoft PowerPoint:

Fundamentals Oct. 24

Graphics Oct. 30

Online Features and

Customization Oct. 9

Microsoft Access:

Fundamentals: Tables

Oct. 4 and 19

Fundamentals: Queries Oct. 11

Forms and Reports Oct. 17

Advanced Forms, Reports and

Queries Oct. 8

Charts, Macros and Active X

Oct. 23

Adobe Photoshop:

Photoshop 1: Introduction to

Photoshop 6.0 Oct. 11 and 16

Photoshop 2: Basic Color and

Selection Techniques

Oct. 1 and 24

Web Authoring:

Fundamentals Oct. 2, 18 and 24

HTML 1: Basic Coding

Oct. 10, 1 and 23

HTML 2: Page Organization and

Enhancement Oct. 4 and 17

HTML 3: Tables and META Tags

Oct. 9 and 31

FrontPage Fundamentals Oct. 19

FrontPage Forms, Tables and

Designs Oct. 9

Netscape Composer Oct. 17

SPSS Statistical Software:

SPSS for Windows: Basic

Oct. 13

SPSS for Windows: Intermediate

Oct. 20

SPSS for Windows: Statistical

Analysis Oct. 6 and 27

Dates subject to change; classes with fewer than five participants subject to cancellation. All classes are filled on a first-come, first-served basis.

Visit the IAT Services Web site for the most up-to-date course listings and online registration at

<http://iatservices.missouri.edu/training/>

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PLAN from Page 5

surprised at some of the roadblocks that exist to it," Loeppky says.

"We really tried to direct our attention to that, and I have seen directives since that time which have changed as a result of that process. That's a relatively small thing that doesn't cost a lot of dollars; it just requires some enlightenment and rethinking."

And, although it took a lot of work to hold the open forums, the results were valuable because they went outside the traditional planning process. "These hearings were different, because they allowed for oral presentations," Loeppky says.

"All those planning papers and documents that make their way up through the administration and are piled in corners and gather dust were circumvented to some extent by this process. People had to listen and there was open discussion."

As the academic year kicked off this past August, word came from Jefferson City that a sagging state economy would force Gov. Bob Holden to withhold an additional 5 percent of the University's state appropriation.

"The fact that we had been so careful in our strategic planning put this particular campus in a much better situation to deal with financial difficulties created by a lowered state appropriation than was true for almost all other state higher education institutions," Loeppky says. "We were remarkable."

That same participatory process has helped the Resource Advisory Council plumb the University's bottom line and offer advice on the best way to budget the money that's needed to meet MU's priorities.

"When faculty and staff have some part in the planning, they have a greater commitment to the implementation. The responsibility for actions that are taken are much more broadly accepted and shared" says Rob Weagley, chair of the resource council. One important recent activity of the resource council was to develop a detailed list of criteria for judging the performance of academic units on campus. "In a world of limited resources, we do have to have make hard decisions and we do have to have a way to make them," say Weagley, associate professor of consumer and family economics.

A case in point is a new budget model for academic divisions that the resource council is exploring. Called the "RAC model," it would be phased in over a number of years and would partially tie campus general operating funds to the number of credit hours taught in a division and the number of majors.

"As strategic planning becomes institutionalized it will change this place for the long term," Weagley says.

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**Tuesday, October 2
1:30 p.m.**

Jesse Hall Auditorium

Reception to follow Jesse Rotunda

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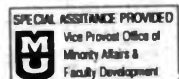
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calendar



Concerts & Plays

Thursday, September 27

MU THEATER SERIES: "Assumptions," a series of eight 10-minute plays written members of the Missouri Playwright's Workshop will be performed at 8 p.m. tonight, Sept. 28 and 29 and at 2 p.m. Sept. 30 in the Corner Playhouse. The plays are intended for adult audiences only. For ticket information, call 882-7529.

Friday, September 28

STUDENT RECITAL: The University Philharmonic will perform at 8 p.m. in Jesse Auditorium. Cost: \$5 for adults, students are free.

Sunday, September 30

STUDENT RECITAL: Show-Me Opera will perform at the Columbia Arts Festival in downtown Columbia.

Wednesday, October 3

STUDENT RECITAL: Concert Band and Symphonic Wind Ensemble will perform at 8 p.m. in Jesse Auditorium. Cost: \$5 for adults, free for students.

Thursday, October 4

STUDENT RECITAL: The Jazz

Combo will perform at 2 p.m. in Whitmore Recital Hall.

Courses & Workshops

Friday, September 28

HUMAN RESOURCES WORKSHOP: "Take Charge of Your Finances/Principles of Investing on a Shoestring Budget" will be presented from 8 a.m.-noon in N201/202 Memorial Union. Registration is required, call 882-2603.

Tuesday, October 2

FIRST AID & CPR WORKSHOP: "Adult First Aid/Cardiopulmonary Resuscitation (CPR)" will be presented from 8:30 a.m.-3 p.m. today and Dec. 4 in the Environmental Health & Safety classroom. Registration is required, call 882-7018.

EMPLOYEE ASSISTANCE

WORKSHOP: "Dealing with Difficult People at Work" will be presented from 5:30-7:30 p.m. in 119 Parker Hall. Registration is required, e-mail OsbornT@missouri.edu or call 882-6701.

Wednesday, October 3

NEW EMPLOYEE ORIENTATION: Open to all

new benefit-eligible staff from 8:30 a.m.-noon today, Nov. 7 and Dec. 5 in S203 Memorial Union and from 1:30-5 p.m. Oct. 17 in N214/215 Memorial Union and Nov. 21 and Dec. 19 in S203 Memorial Union.

Thursday, October 4

ACCOUNTING SERVICES WORKSHOP: "MoCodes and PeopleSoft Chartfields" will be presented from 9 a.m.-noon today, Nov. 1, and Dec. 6 in the Turner Parking Office Computer Lab. Registration required, go to <http://www.missouri.edu/~muacct/training.htm>.

RADIATION SAFETY

WORKSHOP: "Radiation Safety at MU-New Radiation Workers" will be presented from 1-3:30 p.m. today, Nov. 1, and Dec. 6 in the Environmental Health & Safety classroom. Registration required, call 882-7018.

Friday, October 5

MUSEUM WORKSHOPS: ◆"Drawing Lessons from the Masters," a three-day workshop for children in grades 2-4, will be held from 1-3 p.m. on Oct. 20, 27 and Nov. 3 at the Museum of Art and Archaeology. Registration is required by today, call 882-3591.

◆"Making Video into Art," a workshop for children ages 10-17, will be held from 2-4 p.m. on Oct. 20 at the Museum of Art and Archaeology. Registration is required by

today, call 882-3591.

Exhibits

BRADY COMMONS

GALLERY: The Hispanic Heritage Month Art Exhibition will be on display through Oct. 4. Brady Commons Gallery hours are 9 a.m.-6 p.m. Monday-Friday, 10 a.m.-4 p.m. Saturday, and 1-6 p.m. Sunday.

MUSEUM OF ART & ARCHAEOLOGY:

◆"Newspaper Lithographs by Honoré Daumier: Social Satire in the Nineteenth Century" is on display. The "Ancient

History" series of Daumier's work will be on display through Oct. 21.

◆"Breaking Barriers: Artists Reinvent the Museum" will be on display through Jan. 13, 2002.

• "Tradition and Change: Art from Oceania" will be on display through 2003.

◆"The Art of World War II: Works from Missouri Collections" will be on display Sept. 15 through Jan. 27.

The museum, located in Pickard Hall, is open from 9 a.m.-5

Continued on Page 12



A Celebration in Honor of William R. Biers

Presented by the Department of Art History and Archaeology
Blake-More Godwin Lecture Fund

A Reception

Friday, October 5 5:15 p.m.
Cast Gallery, Pickard Hall

A Public Lecture

Friday, October 5 6:00 p.m.
Auditorium, Pickard Hall

"To Know the Artist is to Understand the Vase"
John Oakley, College of William and Mary

8:30 a.m.
Saturday,
October 6
Coffee

A Symposium
"The Art of
Greek Vases"

9:30 a.m.
Auditorium,
Pickard Hall

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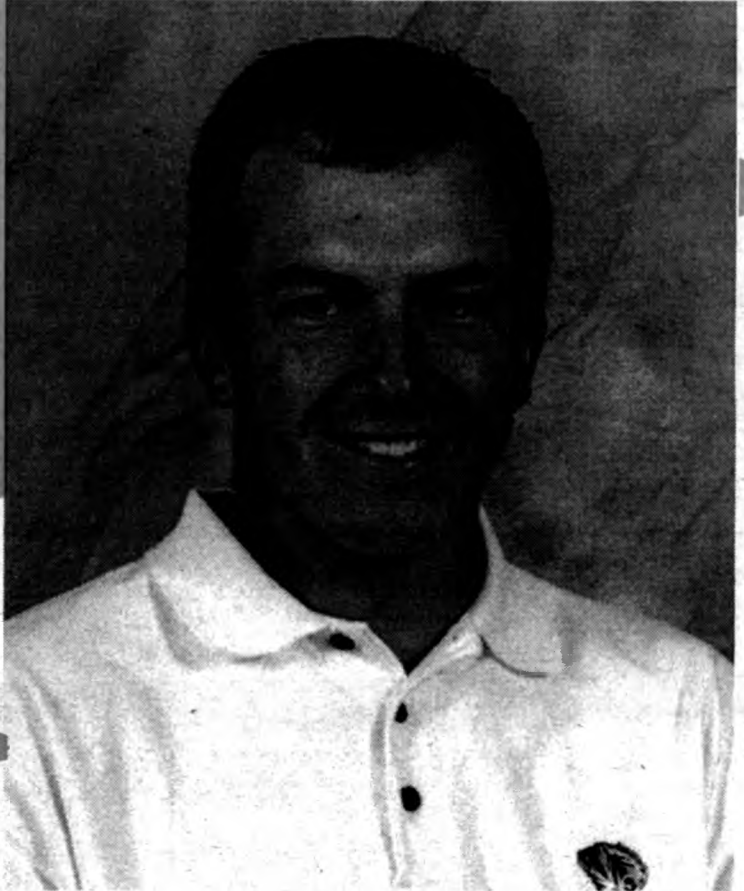
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CALENDAR from Page 10

p.m. Tuesday-Friday, 6-9 p.m. Thursday and noon-5 p.m. Saturday and Sunday.

STATE HISTORICAL SOCIETY:

- ◆“The Spirit of America: Posters from the Great War” is on display in the north-south corridor.
- ◆“St. Louis Post-Dispatch Editorial Cartoon Collection: The 1940 Election Trial” is on display in the east-west corridor.

The corridors are open from 8 a.m.-4:30 p.m. Monday-Friday and 9 a.m.-4:30 p.m. Saturday. Thursday and noon-5 p.m. Saturday and Sunday.

UNIVERSITY ARCHIVES: The University Archives offer a number of online exhibits that document the history of MU. Links to the archives' exhibits are located at www.system.missouri.edu/archives/exhibitlist.html

Films

Thursday, October 4

MUSEUM FILM SERIES: *Casablanca* will be shown at 8 p.m. in 106 Pickard Hall.

Lectures & Seminars

Thursday, September 27

HISPANIC HERITAGE MONTH PANEL DISCUSSION: Dolores Arce Kaptain, research associate at the University of Missouri-Kansas City; Christina Vazquez, Department of Rural Sociology; Gerardo Lopez, Assistant Professor of Educational Leadership Policy and Analysis; and Elizabeth Barham, assistant professor of Rural Sociology, will present a discussion of “Researching the Americas and Its Peoples: The Hispanic Tapestry II, Latinos in the Midwest” at noon in N208 Memorial Union.

INTERNATIONAL AFFAIRS SEMINAR: Jonathan Kriekhaus, assistant professor of political science, will present “Miracles and Debacles: The Politics of Third World Growth” from noon-1 p.m. in S16 Memorial Union.

Friday, September 28

BIOCHEMISTRY LECTURE: David Dennis of Queen's University in Ontario will present “The Good, the Bad, and the Transgenic: Learning to Love Genetically Modified

Organisms” at 1 p.m. in Ellis Auditorium.

ECONOMICS SEMINAR:

Michael McCracken, assistant professor of economics, will present “Evaluating Long-Horizon Predictability” at 3:30 p.m. in 207 Middlebush Hall.

Saturday, September 29

SURGERY GRAND ROUNDS: Basil Pruitt from the University of Texas-San Antonio will present “The Changing Epidemiology of Infections in Critically Ill Severely Injured Patients” at 9 a.m. in MA217 Acuff Auditorium in the Medical Sciences Building.

Monday, October 1

NURSING SEMINAR: Victoria Grando, assistant professor of nursing, will present “Post-Hospitalized Elders in Nursing Homes” at noon in S455 School of Nursing.

Tuesday, October 2

BIOLOGICAL SCIENCES SEMINAR: Don Sakaquchi from Iowa State University will present “Neural Stem Cell Transplants into the Eye: A Strategy for CNS Rescue and Repair” at 3:30 p.m. in 18 Tucker Hall.

Reception/Refreshments will be at 3:15 p.m. in 111 Tucker.

WOMEN'S CENTER FORUM:

Allison Mitchell, a member of the Women's Alliance, and Theresa Wilson, health educator with MU Student Health Center, will present “Emergency Contraception: Get the Facts” at 4 p.m. in 229 Brady Commons.

Wednesday, October 3

FAMILY MEDICINE GRAND ROUNDS: Kurt Strange from Case Western Reserve University will present “Toward a Basic Science of Generalist Practice” at 9:30 a.m. in MA217 Medical Sciences Building.

MIDDAY GALLERY EVENT:

James Borgan, professor of art at UM-Rolla, and Michael Hicks, film and TV producer for University Extension, will present “The Art of Edwina Sandys: A Documentary, a Video-Book, and a Poem” at 12:15 p.m. at the Museum of Art and Archaeology.

GRADUATE EDUCATION

LECTURE: Jules LaPidus, past president of the Council of Graduate Schools, George Walker from Indiana University, Jody Nyquist from the University of Washington, and Brady Deaton, provost, will

present “Post Baccalaureate Futures” from 2:45-5:15 p.m. in Memorial Union Auditorium.

BIOLOGICAL SCIENCES

SEMINAR: Phil deVries from the Milwaukee Public Museum will present “Mutualism Between Catapillars and Ants” at 4 p.m. in 106 Lefevre Hall.

Thursday, October 4

HISPANIC HERITAGE

LECTURE: Lalo Alcaraz, a satirist, editorial cartoonist and Latino journalist, will present “Latino USA: A Cartoon History” at 7 p.m. in 204 Neff Hall.

Friday, October 5

BIOCHEMISTRY LECTURE:

Sarah Woodson from Johns Hopkins University will present “RNA Folding Mechanisms: Role of Sequence Order and

Transcription” at 1 p.m. in Ellis Auditorium.

ART HISTORY AND

ARCHEOLOGY LECTURE:

John Oakley from the College of William and Mary will present “To Know the Artist is to Understand the Vase” at 6 p.m. in Pickard Hall Auditorium.

Meetings

Thursday, September 27

STAFF ADVISORY COUNCIL MEETING: The Staff Advisory Council will meet at 1 p.m. in S204 Memorial Union.

Special Events

Thursday, September 27

TIGER RALLY: The Downtown

Tiger Twilight Festival will be held in downtown Columbia from 6-8 p.m. followed with a concert by Mini Mizzou.

Saturday, September 29

ALUMNI BOOK SIGNING: Woody Falgoux will sign his book *One Dream: The NFL* from 9-11 a.m. in University Bookstore.

Thursday, October 4

POETRY READING: Rosanna Warren will have a reading of work at 7 p.m. in 22 Tate Hall.

Friday, October 5

WOMEN'S CENTER EVENT: In honor of Hispanic Heritage Month, a midday siesta and merienda will be held from 2-4 p.m. in 229 Brady Commons.

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Scanning system software Book Pavilion
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