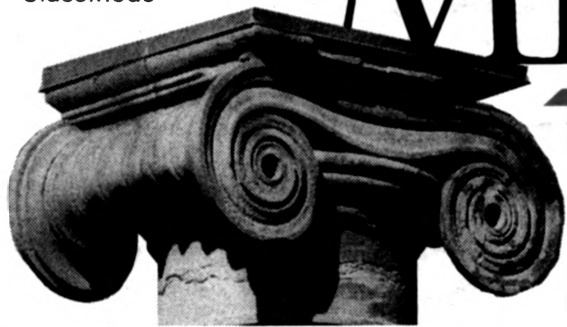


MizzouWeekly



Mizzou Authors
University Bookstore will sponsor an African-American history authors festival Feb. 19 from 1-3 p.m.

Improving the Process

A campus committee has recommended improvements to the academic grievance process.
Page 3

Special Report

This issue of *Mizzou Weekly* contains the complete committee report on the grievance process.
Page 3

Feb. 15, 2001

University of Missouri-Columbia

Top cat

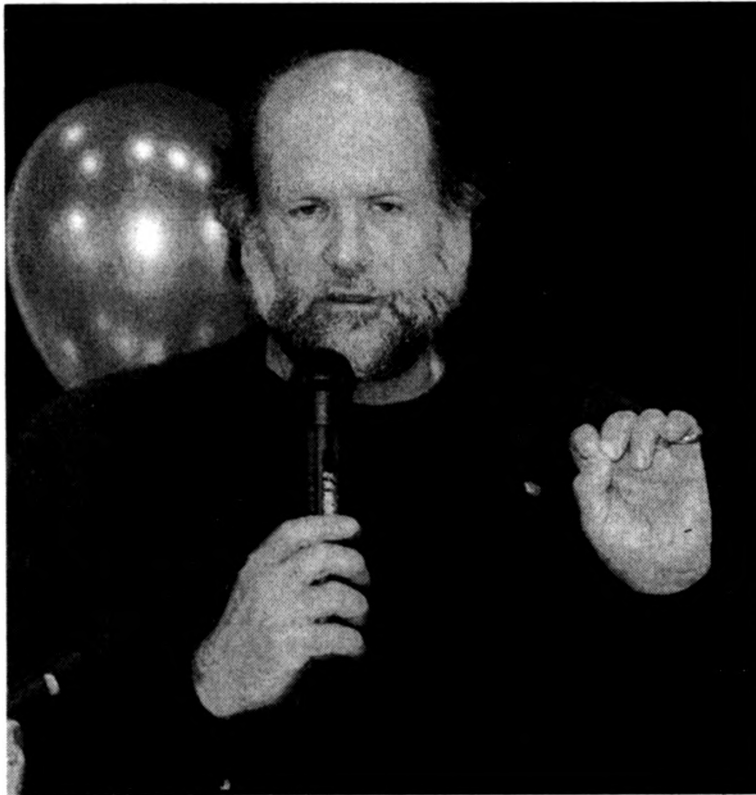
TIGERS FOR TIGERS

MU is home to the nation's first mascot conservation program

It was Mizzou's birthday party last week, but the birthday present and the many happy returns were for wild tigers around the world. At MU's Founders' Day celebration Feb. 8, national conservation leaders and campus officials announced an exciting new partnership between the Mizzou Tigers for Tigers conservation program and the Save The Tiger Fund, an initiative launched by ExxonMobil and the National Fish and Wildlife Foundation in 1995 to help preserve wild tigers.

"It is an honor today to announce the partnering of Mizzou Tigers for Tigers and the Save The Tiger Fund to support two critical tiger conservation projects in Nepal," said Chancellor Richard Wallace. "With this partnership, MU has made a significant stride toward assuring that there will be wild tigers as long as there are Mizzou Tigers."

The Mizzou Tigers for Tigers



Rob Hill photo

PAWS FOR THE CAUSE John Seidensticker, chair of the Save The Tiger Fund Council and senior curator at the National Zoological Park, was on campus Feb. 8 to help launch a partnership between his national organization and Mizzou Tigers for Tigers.

program is designed to raise awareness and support for the conservation of critically endangered wild tigers, the animal species represented by MU's mascot. According to the

World Wildlife Fund, it is the first mascot conservation program of its kind in the country.

The program's major goals are to raise awareness of the

conservation needs of wild tigers, to develop research and educational partnerships with organizations in tiger-range countries and in the United States, and to support funding of tiger conservation efforts.

At the Founders' Day celebration, Mizzou Tigers for Tigers announced that, through donations from generous supporters, it will provide \$10,000 to help fund two Save The Tiger Fund projects in Nepal. One project is aimed at habitat restoration for tigers in Bardia National Park; the other focuses on linking seven protected tiger areas across southern Nepal.

"A university-based mascot conservation program was an idea whose time had come and I am so proud that we made it work at MU," said Mike Baltz, coordinator of Mizzou Tigers for Tigers. "The partnership with the Save The Tiger Fund is in many ways an acknowledgement of how successful we have been. I hope that Clemson, Auburn, Morehouse, Princeton and all the other 'tiger schools' in the country will create equally successful 'Tigers for Tigers' programs."

A strategic discussion

FUTURE FOCUS

Open meetings to prompt discussion of MU's future

Members of the University community are invited to a series of open discussions about MU's strategic plan for the future. Every year, MU updates this plan and focuses on a set of goals and objectives that are of high priority for achievement of its mission and vision.

Chancellor Richard Wallace and the Strategic Planning Advisory Council want to involve all members of the MU community in this effort through the open discussions. "Our objective," Wallace says, "is to provide the widest opportunity possible for discussion and debate about the future of MU."

Three categories of questions will be addressed at all the meetings: What should be the vision for MU over the next several years? What should be changed in our current strategic plan? Are there other planning issues that need to be discussed? The strategic plan is available on the web at <http://web.missouri.edu/~uawww/strategicplan2000/>.

These sessions will be arranged around campus units and major constituent groups, however all faculty, staff and students, regardless of academic and/or administrative affiliation, are invited to any of the sessions. In addition to the locations and times listed below, discussion meetings with other individuals and groups will be available on request.

See Discussions on Page 8

Operation Recovery

BOUNCING BACK MU Health Care saves \$40 million by cutting expenses and work redesign

We have reached another milestone in what we call Operation Recovery," Keith Weinhold said Feb 9 as he

announced that MU Health Care has saved \$40 million by cutting expenses throughout its hospitals and clinics in Columbia.

This figure includes \$14.3 million in savings announced in November, \$1.1 million through an administrative restructuring in January and an additional \$24.6 million identified Feb. 9.

About one half of the savings — \$21.3 million — came from labor reductions. In the third round of cuts, announced last week, 91 employees were laid off and 322 positions were eliminated through attrition.

Hardest hit were employees in the technical/professional job category. "These make up roughly 70 percent of all our positions," said Weinhold, director of University Hospital, Children's Hospital and Ellis Fischel Cancer Center. "It's quite understandable that more layoffs would come from here rather than from other areas."

Though some staff nurse jobs were eliminated, Weinhold said that only three were involved in patient care in outpatient areas; the rest came from nonpatient areas. If those nurses want to return to MU Health Care and work with patients, Weinhold said, "We will take them back."

The cutbacks follow the deletion of 238 positions in November— 60 through layoffs, 178 through attrition — and 17 administrative and managerial positions in January — 2 through attrition. Individuals who have worked in their jobs for more than five years will receive one week's salary for each year they have been employed. Those not meeting that criteria will receive four weeks' pay.

In four months, the health-care system reduced its workforce by 668 positions, with 502 of those (75 percent) eliminated through attrition and 166 through layoffs. These cuts are part of an effort to recover from the \$23 million deficit MU Health Care faced at the end of fiscal year 2000. Without these and other streamlining efforts, the system would be looking at an \$80 million shortfall by 2003.

See Recovery on Page 2

Summary of reductions

November reductions	\$14.3 million
January reductions	\$1.1 million
February reductions	\$24.6 million
TOTAL	\$40 million

Breakdown of nonlabor vs. labor

Nonlabor reductions	\$18.7 million
Labor reductions	\$21.3 million

Calling all kids

Looking for a way to break the Saturday morning cartoon routine for your child? University Bookstore is offering a literary alternative with its Tiger Reading Club. The program is offered every third Saturday in the bookstore's general books section from 10 to 11 a.m. Volunteers from the University community read children's books to club members and there are crafts and a coloring time. This Saturday, Feb. 17, beginning at 10 a.m. your child can hear the story of Isabella Abnormella and make a magic wand bookmark.

There's no age limit for children to participate in the club, but the ideal age is from 3- to 8-years-old, says Tiffany Anderson, promotions and events coordinator for Student Auxiliary Services. "This is a service to help introduce people to our wide selection of children's books." Parents are welcome to stay and interact with the children or even help out with the crafts.

Hometown connections

Mizzou students all across campus are making a difference through their academic achievements and their community contributions.

You can help get out the good news about MU student accomplishments through the Hometown Connections program.

Housed in the MU News Bureau, the program promotes the achievements of MU students through their hometown newspapers. Do you know a student working on an exciting project or who has earned impressive honors, scholarships or fellowships? Then help Hometown Connections give them the recognition they deserve and help promote the University at the same time. For more information, call 882-7869, or check out the online

information form at www.missouri.edu/~hometown

The Buck's stops here

Buck's Ice Cream Place in Eckles Hall has been a campus tradition for decades. But if you had to travel across campus for Buck's frozen goodies, finding a nearby parking space could be a hassle. That's not a problem anymore. A number of visitors spaces have been added next to the new Stringer



wing of Eckles Hall. "Hopefully, with the addition of these parking spots, that will make it a little more accessible and convenient for people to come and purchase ice cream," says Rick Linhardt, Buck's manager. The ice cream emporium is open from noon to 5 p.m. Monday through Friday. Stop on by; now you'll be in and out quicker than you can say Tiger Stripe ice cream.

RECOVERY from Page 1

Last year, the Board of Curators hired consultants Johnson & Johnson to help MU Health Care correct its financial situation. Primarily, the deficit is attributed to problems with the billing system, a slowdown in the growth of Medicare payments, the rising cost of prescription drugs and no comparable increases in state support to keep up with the cost of providing indigent care. "We will use the same principles that we were taught to use by our consultants here on out," Weinhold said.

He acknowledged his colleagues' cooperative efforts at Columbia Regional Hospital and at the Quarterdeck, where most of the corporate services are housed. "A sense of urgency and commitment has stayed with us throughout the process, and we are exactly on the timeline we set last August," he said.

Jim Poehling, director of Columbia Regional, said that every effort has been made not to reduce patient services. "There were some programs eliminated at Regional but, at all institutions, our effort was to

	Total positions eliminated	
	Through attrition	Through layoffs
November	178	60 (43 full time, 17 part time)
January	2	15 (all full time)
February	322	91 (77 full time, 14 part time)
Total	502	166 (135 full time, 31 part time)

reduce management layers. Our colleagues did what we could to make sure patient care was not compromised in any way. That was our primary goal, and I think we carried that off pretty well."

Said Weinhold: "I'm proud of what all of our staff has done together. It hasn't been painless, it hasn't been easy and it hasn't come without a certain amount of frustration. We believe we are done with mass general layoffs, so we are pleased to be moving on to the next phase of this process: implementation."

Since August, when Operation Redesign began, 36 employee teams systemwide have worked to develop plans to cut expenses and to redesign work processes. Of the \$40 million in savings generated by the squads, \$18.7 million will come from a combination of redesign and

smarter management practices aimed at improving efficiencies without affecting patient care and customer service.

"The teams came up with literally hundreds of projects, some of which we have started and others will be phased in later," Weinhold said, adding that he is not aware of anything in the plans that will detract from quality and service. "We have measures that will objectively help us track and monitor that," he said. "If quality does suffer, we have plans to make adjustments as needed."

Ideas were rejected if data indicated patient care could be affected, said Weinhold, who cited, as an example, the decision to retain both an adult emergency transport team and a pediatric emergency team. "Although combining these

teams into one service would have saved significant dollars, a review of the literature indicated that patient outcomes could be adversely affected by doing so," he said. "As the area's only Children's Hospital, we felt it was important to provide a separate transport team specially trained to meet the emergency needs of pediatric patients."

Other examples of the changes that will be implemented now and over the next several months include:

- ◆ Create .75 FTE pediatric nurses who work during busy winter season but take summers off; this is something other children's hospitals have done successfully.

- ◆ Reduce the cost of surgical supplies through volume purchasing.

- ◆ Establish physician-approved protocols that will allow nurses to discharge surgical patients from the recovery room to their hospital rooms once they are stable. Upon discharge, attendants will transport the patients to the hospital floors instead of nursing staff, better using the time and skills of the professional nursing staff. Customer service will be enhanced by enabling patients to be moved to their rooms and reunited with their family members more quickly.

- ◆ Set criteria for the use of beepers and services such as voice mail and business sets.

- ◆ Centralize medical records coders in one location and improve processes to achieve more efficient and timely

Continued on Page 8

	Layoffs by hospital			
	November	January	February	Total
University Hospital and Clinics	27	5	47	79
Ellis Fischel Cancer Center	15	6	7	28
Columbia Regional Hospital	18	3	5	26
Corporate services		1	32	33



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MizzouWeekly

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Editor John Beahler
Advertising Jessica Pinney
Assistant Jana Long
Photographers Rob Hill, Steve Morse
Writer/designer Sue Richardson

Improving MU's grievance process

STREAMLINING Committee recommends mediation as a tool to relieve pressure on the academic grievance system

After months of discussions and fact-finding meetings, a committee of MU faculty and administrators has recommended a number of ways to improve the academic grievance procedure on campus.

One of the committee's central findings is that the academic grievance process has become clogged with disputes that the system was never intended to handle. The committee report urges that alternative methods be developed to resolve those disputes and that faculty members have adequate information about options open to them.

In a report submitted last November, the committee applauded efforts now under way at Mizzou to establish a campuswide mediation service for faculty and staff. That service, with the help of volunteer mediators, will try to settle conflicts informally before they escalate to formal grievances.

Calling the current academic grievance procedure "cumbersome, overly long and potentially contentious," the committee also recommended administrative steps to streamline and improve the process.

And, noting the growing number of non-tenured faculty on campus, the report called for "clarity about the rights they have."

Chancellor Richard Wallace appointed the committee last spring, when MU's Faculty Council and other faculty groups raised concerns about the academic grievance process. Wallace said he welcomed the committee's recommendations

and he praised the group's work.

"I think they drafted a well-informed, well-reasoned report that is full of very helpful recommendations, every one of which we will implement as soon as we possibly can," Wallace said.

However, he noted, the campus first will have to ensure that several of those recommendations are consistent with the UM System grievance policy established by the Board of Curators.

"But I'm optimistic that we're going to be able to do it all," Wallace said. "Deputy Chancellor Mike Middleton is working closely with me and others to take steps to get it done."

Mel George, UM System president emeritus, was chair of the committee. Other members included Middleton; Eddie Adelstein, associate professor of pathology; Bruce Cutter, professor of forestry; Provost Brady Deaton; Beth Geden, professor emerita of nursing; and Ed Hunvald, professor emeritus of law.

The committee's charge "was not to invent or re-do" existing board policy, George stressed. "I am concerned that some people will look at our report and be disappointed that we didn't devise a new formal process, but we just didn't have the authority to do that and were not invited to do that."

"So what we have tried to do is to suggest ways that the campus can make the present procedure function more effectively and recommend some flexibility in the process."

For example, one suggestion to streamline the process is to reduce the grievance hearing panel from five members to three if both parties agree to the reduction. Fewer members could mean fewer delays as panel members try to juggle busy

schedules.

Another recommendation is that chairs of hearing panels receive training so they understand how to move the process along and comply with time limitations.

Committee members agree that a major recommendation is to develop and publicize alternative methods of resolving disputes. "I think one of the main conclusions of our committee is that the formal academic grievance process was originally designed to handle a specific category of problems," George said.

"In the absence of other means available to resolve conflicts, we think it has been used in cases where other procedures – such as mediation – would be more effective and more efficient for all involved.

"We think that the grievance process has been stretched to cover things it was probably not originally designed to cover. It is not the only possible conflict resolution device, and in many cases it is not the best. So we're very pleased and supportive of the mediation procedure."

Middleton agreed that the committee's endorsement of a campus mediation program is a key component of that group's report. "I think the most significant thing about the report was its recognition that this alternative process can relieve some of the pressure on the grievance system," he said.

"That's well on its way. A policy committee has been established that will design the campus mediation program. We hope to get the training started in March and train about 20 to 25 people as mediators," Middleton said.

"We are fortunate to have five or six people who volunteered or were nominated who already have extensive experience in

mediation, so we should have a good cadre of people to serve as mediators," he said. "We hope to get that program operating by April."

Middleton added that while some criticisms of the grievance procedure are legitimate, they miss an important point: The process was designed to be a formal, deliberate procedure that protects due process for faculty complaints.

"Our grievance process is very similar to a court proceeding, in that evidence is given and considered by the hearing panel," he said. "That kind of system is time consuming and cumbersome.

"My experience is that there are a lot of disputes that go to the grievance process that really shouldn't be resolved in this formal setting. They ought to be resolved by the two people involved sitting down at a table and discussing what their true interests are."

The legalistic nature of the grievance process makes it important that chairs of hearing committees receive training in how to proceed. "It would make the life of the chair easier," said committee member Bruce Cutter, who, like other members has served on and headed grievance hearing panels.

"Very few of us are lawyers, and as such we're not used to dealing with formal evidence and the evidentiary chain of command – what has to be done, when it has to be done, who you can talk to, who you can't talk to.

"The grievance process is very unpleasant. It's unpleasant for the grievant, for the respondent and for members of the panel."

Another issue the committee report stressed is that the grievance process is only intended to address whether or not a University policy has been applied appropriately, if there has

been discrimination, or if academic freedom has been infringed.

"Quite frankly, a bad or unpopular management decision does not constitute a grievable offense," Cutter said.

And, while Cutter agreed that mediation is a promising alternative to the grievance process, he also pointed out that mediation would be voluntary. Both parties would have to agree to use that method to resolve their dispute.

One proposal the committee debated at length was whether or not the campus should invoke binding arbitration in grievance matters.

Eddie Adelstein was one committee member who favored binding arbitration because "it would force both sides to mediate in good faith," he said.

Others argued that binding arbitration could be costly and leave judgements in the hands of individuals who aren't familiar with an academic setting. "The way it's done in an industrial situation would probably not work with us," Cutter said.

The report noted that binding or non-binding arbitration could be considered later if the mediation program and changes to the grievance process don't resolve concerns.

The committee's recommendations are still a step in the right direction, Adelstein said. "It's an honest attempt, and a substantial attempt, to improve the grievance process. I think this is a really good beginning. I don't think it's the end."

George said that despite differing opinions on some issues, the committee worked well together. "I bet every single member would tell you that he or she would have gone farther here and not as far there, but the members agree with the core of the report," George said. "I think we learned from each other."

Report of the Committee to Review the Academic Grievance Procedure

November 2000

I. The current academic grievance procedure, part of the Collected Rules and Regulations of the University of Missouri System, was never intended to resolve all disputes. The grievance process is intended to determine whether specific actions were in compliance with University policy, and the basis for filing a grievance is limited to quite specific grounds.

However, because there have not been available other formal means of resolving conflicts or settling more general questions

of "fairness," the grievance procedure has apparently been used in cases where other, less confrontational means should have been employed. Our first recommendation is:

That the campus implement and publicize, as quickly as possible, a mediation service, as called for under Executive Order 30.

Indeed, several of our later recommendations assume such a mediation service, and we are pleased that the campus has

begun its implementation. Having in place a well-publicized and well-supported mediation service will, we believe, help significantly in reducing the number of grievances and the number of attempts to use the grievance procedure inappropriately.

We stress, however, that the campus must see that mediators are adequately trained, accessible, competent, and cared for. Their contribution needs to be recognized and their service rewarded. And the mediation service must be well publicized

and absolutely confidential.

There are other possible conflict resolution mechanisms that the campus could consider, and the committee spent considerable time discussing one such mechanism, namely, binding arbitration. Although there is a good deal to recommend a system of binding arbitration – speed being one of the major benefits – the committee in the end decided that it is perhaps premature to recommend implementing such a system at this time.

One of the major dilemmas

we discussed was whether arbitrators under such a system would come from within the MU faculty (putting individual faculty potentially in a very awkward situation of rendering individual judgments against colleagues) or from outside the University (in which case their specific knowledge of MU might be very limited). The potential cost of such a system is also a deterrent.

We believe it wise for the campus to give the new mediation service a chance to work effectively and to give the

Continued on Page 4

Appendix I

The Grievance Process

The grievance process for FACULTY (both regular and non-regular) (see CR 310.020 Paragraph A Regulations Governing Application of Tenure for a definition of faculty) is outlined in CR 370.010 Academic Grievance Procedures. There is a similar process for administrative and support staff (CR 380.010 Administrative, Service & Support Staff Grievances). The first item in CR 370.010, shown below, is a definition of what constitutes a grievance.

A. GRIEVANCE, DEFINED — 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 and 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.

There are several pertinent points that pertain to this process:

- 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 the policy - not whether the policy is a 'good' or 'bad' policy.
- The grievance process as outlined is *neither designed to 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 a punitive action, 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.
- The grievance process may take longer than a year to resolve; however, at the grievant's request, the process may continue beyond the faculty's appointment period regardless of the type of appointment, i.e., nonregular and regular faculty appointments and terminal appointments.
- Complaints involving termination of regular faculty, on whatever grounds, are governed by CR Chapter 310 Academic Tenure Regulations rather than the grievance procedure referenced in this document.

The role of the respondent in the grievance process:

When the grievance is filed with the Chancellor's Office, the chancellor then appoints an administrative officer as the "respondent." The respondent may or may not be the person who was responsible for the implementation/interpretation of the "policy, regulation, or procedure" under question.

Persons filing a grievance need to be aware of this. The rationale for the appointment of the respondent is that the chancellor appoints the person who can represent the position of the University.

Choice of the "respondent" in the mediation process:

In the mediation process, the chancellor plays no role in determining the parties involved in the mediation process.

REPORT from Page 3 recommended campus implementation procedures for the academic grievance procedure an opportunity to improve that procedure.

If, after a period of experience with a mediation service and changed operations of the grievance procedure, there is still widespread discontent with dispute resolution methods on campus, then we would urge the chancellor to consider a system of binding or non-binding arbitration.

II. Whatever dispute resolution methods are available on campus, it is imperative that the faculty understand the methods available and how they compare. Therefore, our second recommendation is:

That the campus undertake a structured program of education, primarily through easily available explanatory brochures that will help faculty understand the available dispute resolution means.

To begin implementing this recommendation, we have drafted (see Appendix I of this report) an information piece dealing with the present academic grievance procedure. When supplemented with information about a new mediation service, this appendix could be included in a brochure that would be available in every departmental office, with a summary published annually in such publications as Mizzou Weekly, for example.

III. We recognized that our task was not to re-write the present academic grievance procedure, embodied in board policy and pertaining to all four campuses of the University.

We do, however, have many suggestions for specific implementation steps, some of which may require your recommending minor changes in board policy or your obtaining interpretations from the Office of the President or the Office of the General Counsel that would enable the campus to use our recommended procedures without risk of violating Board policy. Our third recommendation, therefore, is:

That the chancellor adopt, approve, and implement the procedural steps outlined in Appendix II, designed to provide for more effective and more rapid operation of the academic grievance procedure at MU.

Major recommendations in this campus implementation plan include the possibility of delaying or interrupting an academic grievance for possible resolution through mediation, the possibility of using a three-person rather than a five-person panel to speed up the process, the provision of training and the clarification of the role of the chair of a panel, and a simplifying of the process of review by the chancellor and appeal to the president after a hearing committee has made its recommendation.

In addition, approval of our campus implementation procedures will make a public statement that the chancellor gives the same kind of weight to the recommendations of the faculty hearing panel as is traditionally given by administrators to the recommendations of faculty in matters of faculty appointment, promotion, and tenure.

We believe that this is a key recommendation that will make hearing panels take their responsibilities seriously and will, we believe, make the entire grievance process more credible and hence, more effective.

IV. There is one final area of concern. Several grievances have involved the status of non-regular members of the faculty at MU. The number of such faculty is increasing relative to the whole, and we are mindful that the variety of such positions is great.

We believe that everyone who is classified as a member of the faculty has that status because of certain intellectual attributes and certain responsibilities related to teaching and research, which should convey some rights as well as responsibilities. Many such faculty have served for many years with great distinction; such faculty should, we believe, have clarity about the rights they have, including any expectation of continuing

employment.

We applaud the attempts Provost Deaton has made to work with the deans to clarify the status of non-regular faculty. In particular, we are mindful and supportive of his letter to the Council of Deans of October 7, 1999, calling to the attention of the deans the guidelines suggested by Faculty Council for non-regular faculty and endorsing the suggestion that there be a move toward some common "fair employment" guidelines for such faculty across the campus.

Such guidelines should cover such issues as access to resources, the definition and applicability of academic freedom, and possibilities for multi-year appointments. While we understand that divisional missions vary and the roles of different categories of non-regular faculty vary, we nevertheless believe strongly that there is some commonality required in what is expected of non-regular faculty and what rights non-regular faculty have. Our final recommendation, therefore, is:

That the chancellor and provost make clear to the deans that some clarity and codification of personnel practices relative to non-regular faculty is imperative and that a deadline be established for divisional proposals which will then be reviewed by the provost and either accepted or modified for implementation no later than September 1, 2002.

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calendar



Concerts & Plays

Thursday, February 15
BLACK HISTORY MONTH PERFORMANCE: "Vietnam Blues," a performance of poetry and spoken word by Ahmos Zubolton, writer-in-residence with the Black Studies Program, will be presented from 4-5 p.m. at the Black Culture Center, 823 Virginia Ave.

Friday, February 16
UNIVERSITY CONCERT SERIES: *Porgy and Bess*, performed by Living Arts Inc. from New York City, will be presented at 7 p.m. in Jesse Auditorium. For ticket information, call 882-3781.

Sunday, February 18
GUEST RECITAL: Trombonist David Vining will perform at 2 p.m. in Whitmore Recital Hall.

STUDENT RECITAL: Chamber Choral Ensembles, conducted by Heloiza Branco and Isabela Ribeiro, will perform at 8 p.m. at the First Baptist Church, 1112 E. Broadway.

Tuesday, February 20
UNIVERSITY CONCERT SERIES: *Peter Pan*, performed by the Big League Theatricals from New York City, will be presented at 7 p.m. in Jesse Auditorium. For ticket information, call 882-3781.

Wednesday, February 21
GUEST RECITAL: Simon Sargon, composer-in-residence, will perform at 8 p.m. in Whitmore Recital Hall.

Thursday, February 22
THEATER SERIES: *Black No More* will be performed at 8 p.m. tonight, Feb. 23-24, March

1-3 and at 2 p.m. March 4 in Rhynsburger Theatre. For ticket information, call 882-PLAY.

UNIVERSITY CONCERT SERIES: The Prazak Quartet will perform at 8 p.m. in Jesse Auditorium. For ticket information, call 882-3781.

Friday, February 23
HEARNES CENTER EVENT: The Gaither Homecoming Musical Spectacular, featuring the Gaither Vocal Band, will perform at 7 p.m. in the Hearn Center. For ticket information, call toll free (866) 400-8849

GUEST RECITAL: Soprano Alissa Walters will perform at 8 p.m. in Whitmore Recital Hall.

Courses

Friday, February 16
HUMAN RESOURCES SEMINAR: "Understanding Diversity I: Building Awareness to Improve Productivity, Morale and Service at MU" will be held from 9 a.m.-noon in S203 Memorial Union. Registration is required, call 882-2603.

Wednesday, February 21
FIRST AID & CPR WORKSHOP: "Adult First Aid/Cardiopulmonary Resuscitation" will be held today, March 7, April 18, May 2 and June 6 from 8:30 a.m.-3 p.m. in the Environmental Health and Safety building in Research Park. Registration is required, call 882-7018.

HUMAN RESOURCES SEMINAR: "Campus Safety-Your Personal Priority" will be held from 9-10:30 a.m. in 146 Heinkel Building. Registration is required, call

882-2603.
NEW EMPLOYEE ORIENTATION: Open to all new benefit-eligible staff from 1:30-5 p.m. today in N214/215 Memorial Union.

Lectures & Seminars

Thursday, February 15
NUTRITIONAL SCIENCES SEMINAR: Dennis Winge from the University of Utah will present "Metallochaperones for Copper Metallation of Cytochrome c Oxidase" at 4 p.m. in 209 Gwynn Hall.

Friday, February 16
FORESTRY SEMINAR: John Brown from the Agricultural Investigation Research Corp. will present "Forensic Forestry" at 3 p.m. in 210 Natural Resources Building.

Saturday, February 17
SURGERY GRAND ROUNDS: Lisa Jacobs, assistant professor of surgery, will present "Management of Early Stage Breast Cancer" at 9 a.m. in Acuff Auditorium, MA217 Medical Sciences Building.

Monday, February 19
BLACK HISTORY SEMINAR: "African-American Youth and the Hip-Hop Generation" will be the topic of a panel discussion at this brown-bag seminar from noon-1 p.m. in 323 Gentry Hall.

CARDIOVASCULAR RESEARCH SEMINAR: Jack Wilmore from Texas A&M University will present "Alterations in Risk Factors for Cardiovascular Disease and Diabetes with Exercise Training: The HERITAGE Family Study" from noon-1 p.m. in 133 Dalton Cardiovascular Research Center.

SOIL & ATMOSPHERIC SCIENCES SEMINAR: Martha Patton, adjunct assistant professor of English and assistant director of the Campus Writing Program, will present

"Scientific Writing" at 4 p.m. in 123 Natural Resources Building.

Tuesday, February 20
BIOLOGICAL SCIENCES SEMINAR: Lori Redmond from the Johns Hopkins University School of Medicine will present "Molecular Mechanisms of Dendrite Development: Roles for Notch and CaM Kinase IV" at 3:30 p.m. in 18 Tucker Hall.

Wednesday, February 21
MIDDAY GALLERY EVENT: Benton Kidd, graduate research assistant at the Museum of Art and Archaeology, will present "Decking the Walls: The Tel Anafa Stucco" at 12:15 p.m. in the Museum of Art and Archaeology.

Thursday, February 22
NUTRITIONAL SCIENCES SEMINAR: James Hagberg from the University of Maryland-College Park will present "Genetics of Exercise Training Adaptations in Humans" at 4 p.m. in 209 Gwynn Hall.

Friday, February 23
FORESTRY SEMINAR: Peter Becker, a former biology faculty member at the University of Brunei, will present "Fleet Hardwoods vs. Plodding Conifers: Bond's Slow-Seedling Hypothesis Revisited" at 3 p.m. in 210 Natural Resources Building.

BLACK HISTORY MONTH LECTURE: Delia Cook, assistant professor of history at UM-Kansas City will present "The Black Community at the University of Missouri-Columbia" from 7-8:30 p.m. in the Black Culture Center, 823 Virginia Avenue.

Meetings

Thursday, February 22
FACULTY COUNCIL: The Faculty Council will meet today at 3:30 p.m. in S203 Memorial Union. Additional meetings will be held March 8, April 5 and 19, and May 3.
STAFF ADVISORY COUNCIL: The Staff Council will meet today from 1-3 p.m. in S206 Memorial Union. Additional meetings will be held at the same time and location on March 8 and 22, April 12 and 26, and May 10 and 24.

Special Events

Friday, February 16
Saturday, February 17
TIGER READING CLUB: Story time, crafts, and coloring will be offered in the University Bookstore's children's book section from 10 a.m. to 11 a.m.

Tuesday, February 20
HEALTH SCREENING: A glucose screening will be held from 1-5:30 p.m. in the Health Information Center at Columbia Mall.

Wednesday, February 21
BASKETBALL LUNCHEON: Faculty, staff, alumni and retirees are invited to a luncheon where basketball assistant coaches will discuss the current season. Registration required, call 884-0319.

Friday, February 23
ART & ARCHAEOLOGY EVENT: "Beautiful Bricks and Banners," a ribbon cutting ceremony and reception in honor of Pickard Hall's exterior restoration, will be held at 5 p.m. at Pickard Hall.

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Appendix II: Proposed Campus Implementation Procedures for Academic Grievances

A. Initiation of Grievance Process

1. Counseling of prospective grievants

A brochure should be widely distributed setting forth the various options available for dealing with disputes and stating where advice can be obtained as to them. Advice and counseling as to the various formal and informal options of dealing with disputes should be readily available to faculty members. Such advice and counseling could be provided by the mediation coordinator of a mediation service or by persons appointed by Faculty Council or by both.

2. Extension of time for informal resolution

If, after the initiation of a grievance, the chancellor, under Section G.1, appoints a person to attempt an informal resolution, the academic grievance officer can, with the consent of the grievant, extend the informal resolution period beyond the 45 day limit.

3. Request for withdrawal of grievance

The chancellor or the academic grievance officer may suggest that a faculty member not file or withdraw a complaint and instead submit the dispute to mediation. If the faculty member agrees to this, the chancellor or academic grievance officer should specify a time period for the mediation and such time shall not count toward the 180 day limit for initiating a grievance.

4. Form for use in initiating a

grievance

The provost's office should develop a form for use in initiating a grievance. This form should contain a place for setting out which section of the definition of a grievance applies. If it is claimed that the allegation falls under Section A.1, there must be a statement specifying what — University policy, regulation or procedure — is alleged to have been violated, misinterpreted or misapplied.

5. Obtaining advice on adequacy of a complaint

The chancellor, upon receipt of a complaint which may not satisfy the Section A definition of a grievance, may ask a panel of two faculty members to review the complaint. A number of faculty should be selected by Faculty Council so that at least two will be available at all times to review a complaint and give an opinion within five working days as to whether it satisfies Section A.

Their opinion will be transmitted to the chancellor, the academic grievance officer, the grievant and the respondent. The opinion is not a final determination. After receiving the opinion, the grievant may choose to redraft and resubmit the complaint. The respondent may use the opinion in deciding whether to request the hearing committee to dismiss the complaint under Section G.2.b.3(d).

6. Suspension of proceedings for mediation

At any point in the process, the

grievant and respondent may agree to go to mediation. If this decision is made after the hearing committee has been appointed, the proceedings shall be suspended for such time as determined by the chancellor to allow for mediation.

If the mediation is successful, such result shall be reported to the chancellor and to the hearing committee. If the mediation is not successful, the grievance process shall resume before the same hearing committee. The time period of such mediation shall not count toward time limitations in the academic grievance procedure.

7. Chancellor to consider effect of pending administrative action

In accord with Section F.6, upon the filing of a grievance, the chancellor should consider the effect on the grievance process of any administrative action which is the subject of the complaint and may direct that such action not be taken pending the resolution of the grievance. At the request of the grievant, the grievance process may extend beyond the grievant's appointment term.

B. The Hearing Committee

1. Hearing committee with three instead of five members

By mutual agreement between the chancellor and the grievant, the hearing committee may consist of three rather than five

members.

2. Chair of hearing committee to receive training

The chair of a hearing committee shall have received training or have previously served as the chair of a hearing committee. The training should be provided by the provost's office, with the assistance of faculty members who have

previously served as chairs. If the person selected as chair of a hearing committee has not received training or previously served as a chair, such training should occur as soon as possible after such selection.

3. Information checklist

An information checklist as to the various steps and time periods should be prepared by

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For more information please visit <http://iatservices.missouri.edu/training/> or call 882-6006.

Campus Facilities Congratulates Two of Its Best



Clay Oswald

January's Employee of the Month

A plasterer in Construction Services, Clay fills in as a carpenter or painter when needed. "Can't" or "won't" aren't part of his vocabulary.



David Wassman

February's Employee of the Month

An administrative assistant, David has been instrumental in helping to implement the new Maximo billing system in CF's Finance.



the provost's office and provided to the hearing committee at the initial meeting.

4. Former chair to be present at initial meeting

A former hearing committee chair should be present at the initial meeting of the hearing committee to answer questions and provide advice on the conduct of a hearing. Such former chair should also be available at the request of the chair of the hearing committee for advice.

5. Meeting of chair, grievant and respondent

Prior to the hearing the chair of the hearing committee should meet together with the grievant and the respondent to determine what facts the grievant and respondent can agree to. Such agreement can be offered as evidence at the hearing.

6. Role of the chair It is the responsibility of the chair of the hearing committee to move the process along and comply with the time limitations. While not always possible it is desirable to have the hearing conducted in a single session. Decisions concerning the admission or exclusion of evidence are made by the chair, subject to being overruled by the committee. Evidence that is not relevant should be excluded. Evidence that is unduly cumulative or repetitive can be excluded if the

value of such evidence is substantially outweighed by the time it takes to present it.

7. General guidelines for chairs conducting hearing

To the extent possible, hearings should be conducted informally while still allowing the grievant and the respondent to present their positions and offer relevant evidence. Suggested procedure is:

a. Have all persons present identify themselves for the record. Note whether any committee members are absent.

b. The grievant makes a statement concerning the grievance setting out the facts that are the basis for the grievance.

c. The respondent makes a statement of the respondent's position, including stating what matters asserted by the grievant the respondent agrees with and what matters the respondent does not agree with.

d. The grievant presents evidence (If by witnesses, see 8 below; if by documents, see 9 below).

e. The respondent presents evidence.

f. Rebuttal evidence is permitted by both.

g. Closing statements (see 10 below).

8. General guidelines for receiving testimony

a. The witness makes a statement.

b. Questioning by the committee.

c. Questioning by the party calling the witness.

d. Questioning by the other party.

e. Questioning may continue to allow full presentation of relevant material.

9. General guidelines for documents

Each side should be permitted to discuss the document, the party offering the document going first.

10. Closing statements

At the conclusion of the evidence, the parties should be permitted to make a statement. In general, the grievant should go first, then the respondent, and then the grievant may respond to any new material stated by the respondent. A time limit for such statements can be set by the chair.

C. Review and Determination by Chancellor and Appeal to President

1. Review of hearing committee report

After the hearing committee has submitted its report (see Section G.2.b.3(i)) the grievant and the respondent may, within seven days, submit to the chancellor, with a copy to the other party, a written statement noting any

claimed inaccuracies in the report.

2. Review of the record

The chancellor in making the determination under Section G.2.b.3(j) shall review the grievance as filed and the report of the hearing committee and the written statements of the grievant and respondent. The chancellor need not review the transcript or tape of the hearing unless such is needed to resolve an issue raised by the grievant or the respondent.

3. Decision of the chancellor

In accord with past practice, the recommendations of the hearing committee will be upheld in substance unless there are clear and compelling reasons for overturning or modifying the recommendations. If the recommendations are overturned or modified the reasons will be provided to the grievant and respondent and any administrator whose actions gave rise to the grievance.

4. Appeal to the president

On appeal the president shall review the grievance as filed, the report of the hearing committee (including any written statements by the grievant and respondent submitted under 1 above) and the decision of the chancellor. The president need not review the transcript or tape of the hearing unless such is needed to resolve an issue raised by the grievant or

the respondent.

5. Compliance with procedures and time limitations

Compliance with the procedures and in particular with the time limitations is extremely important. It is the responsibility of the chancellor to see that the time periods are adhered to. But any immaterial or minor violation of the academic grievance procedure or the campus implementation procedures that does not affect the validity of a decision of the hearing committee is not a basis for overturning or modifying the decision.

D. Annual Report

The annual report submitted to the Faculty Council by the academic grievance officer in October of each year in accord with Section G.2.b.(3)(1) should include information relevant to meeting the time limitations. Such report should include, in addition to the date each grievance was filed, the dates of any effort at informal resolution, the date of the first hearing by the hearing committee, the date of the hearing committee's report, the date of the determination by the chancellor, the date of the filing of an appeal to the president and the date of the president's decision. This report and the additional information are not confidential.



You are Invited

African-American History Author Festival

Monday, February 19, 2001
1:00 - 3:00 p.m.

Featured authors include:

Arvarh Strickland, Clenora Hudson-Weems, Jack A. Batterson, B.C. Jones, Gary Kremer, and Wilma King



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RECOVERY from Page 2
charting. More timely and accurate coding should expedite the billing process and increase revenues.

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Staff Reductions

Layoffs by classification

EXECUTIVE/ADMINISTRATIVE/ MANAGERIAL Example: associate directors, department managers		CLERICAL Example: unit clerks, administrative assistants, secretary	
November	3	November	9
January	15	January	0
February	1	February	23
Total	19	TOTAL	32
TECHNICAL/PROFESSIONAL Example: staff nurse, coordinator, physical therapist, medical technologist, ITS staff		SERVICE/MAINTENANCE Example: engineer, carpenter, pipefitter, electrician, distribution attendant	
November	41	November	7
January	0	January	0
February	65	February	2
TOTAL	106	TOTAL	9

DISCUSSIONS from Page 1

- ◆ Arts and Science; Agriculture, Food & Natural Resources; Engineering; Human Environmental Sciences at 3:30-5 p.m., Tuesday, Feb. 20, Memorial Union Auditorium
- ◆ Medicine, Nursing, Veterinary Medicine, Health Professions, Hospital and Clinics at 3:30-5 p.m., Monday, Feb. 19, Memorial Union Auditorium
- ◆ Business, Education, Journalism, Law, Information Science & Learning Technologies at 3:30-5 p.m., Monday, Feb. 26, Memorial Union Auditorium
- ◆ Administrative Services, Intercollegiate Athletics, Budget, Development, Student Affairs, University Affairs at 3:30-5 p.m., Thursday, March 1, N201/202 Memorial Union
- ◆ Extension, Libraries, Computing Information and Access Technologies at 3:30-5 p.m., Thursday, Feb. 22, Columns A&B, Reynolds Alumni Center
- ◆ Students, including

- Missouri Students Association, Graduate Professional Council, Graduate Student Association, Association of Black Graduate and Professional Students, Legion of Black Collegians at 4:30-6 p.m., Wednesday, March 7, Memorial Union Auditorium
- ◆ Staff, including Staff Advisory Council at 3:30-5 p.m., Thursday, March 15, Memorial Union Auditorium
- ◆ Faculty Council and Graduate Faculty Senate at 3:30-5 p.m., Tuesday, March 6, Columns C, Reynolds Alumni Center
- ◆ Missouri Alumni Association, MU Retirees Association, MU Parents Association at 3:30-5 p.m., Monday, March 5, N214/215 Memorial Union



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