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SUNIVERSITY OF MISSOURI SYSTEM SPECTRUM

UM to buy electronic library catalog

The University of Missouri System Board of Curators approved a \$1.1 million contract to replace the LUMIN library catalog with an easier-to-use, more flexible system.

The board approved a bid of \$1,169,541 from Innovative Interfaces Inc. of Berkeley, Calif., to replace LUMIN. The Innovative Interfaces bid beat out a lower offer for the project from Data Research Associates of St. Louis, based on Innovative Interface's user interface, ease of use and flexibility in allowing for customization by the campuses.

"All academic institutions we interviewed that use this system reported significant increases in the use of their library collections," President George A. Russell told the board. "Less library staff time was consumed in responding to routine inquiries." The Innovative Interface system is in use at the University of Colorado, University of Washington, and the entire higher education system of Ohio.

Russell told the board that although it would pay more up front for the Innovative Interface system than the Data Research bid (\$656,532), the university will realize significant savings over the life of the new catalog system by spending more now.

"We conservatively estimate that staff support in the technical services department can be reduced by 10 percent, or approximately \$240,000," he said. Further savings will also be realized with the new software, Russell said. Currently, the university spends approximately \$750,000 annually to operate the library software. The new software will operate for approximately \$100,000 annually, saving \$650,000, which means the new system will cover its cost in savings in about two years.

Aside from cost, Russell said, the interface should prove to be a huge improvement over LUMIN, which is 14 years old, functionally obsolete, and a target of complaints from students, faculty and staff. The Innovative Interfaces system, Russell said, "is a more fully developed system, in which a searcher can move from one function to another with a minimum of keystrokes."

User training, he said, is simplified because the system will be menu-driven. □

Curators underscore Outreach and Extension's systemwide mission

The University of Missouri Board of Curators Dec. 15 authorized the vice president for university outreach and extension to assume responsibility for all cooperative extension programs and resources. The authorization was part of the Board's approval of Outreach 2000, a strategic plan for University Outreach and Extension that was formulated after consultation with campuses, county extension councils and citizens.

The Board affirmed that outreach is a systemwide mission requiring an integrated, coordinated response by the campuses and the field system to address the educational issues of wide public concern and that funds for outreach and extension must be allocated in accordance with priority needs.

Beginning July 1, 1995, all UM System, campus, state and federal funds, including grants and contracts, supporting the cooperative extension function will be allocated through the vice president's office. General operating funds budgeted for cooperative extension, to campuses and field operations, total \$29.6 million.

Board President James McHugh said, "This action will ensure that fiscal decisions are made according to statewide needs and will allow allocation of resources to campuses and the field system for specific programs and purposes with measurable outcomes."

University President George A. Russell said, "I believe the direction set forth today will focus our future efforts in a way to engage

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Adam Fischer named Board President



Adam B. Fischer

Adam B. Fischer, an attorney and businessman from Sedalia, was elected to a one-year term as president of the University of Missouri System Board of Curators at the Board's Dec. 16 meeting.

Fischer, 52, was appointed to the nine-member board in 1993 by Gov. Mel Carnahan. He served as vice president and chair of the board's Executive Committee in 1994.

The new board president received his bachelor's and law degrees from St. Louis University in 1964 and 1966, respectively. He graduated third in a law school class of 63, served as editor of the law review, and was admitted to Alpha Sigma Nu, the national Jesuit Honor Society.

Fischer taught for two years at Central Missouri State University in Warrensburg, serving as an assistant professor in the law enforcement department. He also served as a special instructor in criminal law at the Missouri State Highway Patrol Academy in Rolla. In 1968, he established a private law practice in Sedalia, where he continues to specialize in corporate law, trusts and estates.

"We are fortunate to have Adam's leadership at a time when the University not only

is continuing its commitment to internal reallocation, but is looking squarely at program review," said outgoing board President James L. McHugh of Webster Groves. "The board congratulates him and looks forward to working with him in the year ahead."



Fred L. Hall Jr.

Fred L. Hall Jr., a Springfield attorney, was elected to succeed Fischer as vice president. Hall was appointed to the board in 1993 by Gov. Carnahan.

Hall holds three degrees from UM-Columbia: a bachelor's degree (1955), master of business administration (1959) and law degree (1959). He is the president of the MU Law School Foundation Board of Trustees and also has served on the UM Advisory Committee on the 21st Century and the President's Advisory Council on Extension.

In addition to electing officers, the board saw the terms of three of its members expire. John Lichtenegger of Jackson, who was named to fill an unexpired term in 1985 and was later appointed to a full six-year term, ended 10 years on the board. Webb Gilmore of Kansas City also completed his sixth year. John David Collins of Macon completed the unexpired term of the late Andy Runge. The governor is expected to appoint new members in January. □

Cooperative extension moved to System

continued from front page

all campuses of the University in this fundamental mission, which is unique to the modern land-grant university."

Vice President for University Outreach and Extension Ronald J. Turner emphasized that the transition will be made in a systematic, deliberate way with extensive consultation with the University campuses, Lincoln University and extension councils through the Missouri Extension County Council Leadership Conference. "Every aspect of the extension system must be focused on responding to priority needs at the local level," Turner said. "Decisions necessary to implement Outreach 2000 will be made on a rational basis in view of the statewide needs assessments taking place in the next few months. We will employ a long-term, careful and reasoned approach to ensuring that programs of the highest quality, taking advantage of faculty resources on all campuses, are delivered to help people solve local educational problems."

"This action will ensure that fiscal decisions are made according to statewide needs and will allow allocation of resources to campuses and the field system..."

— James McHugh

"This is a very complex organizational change. I intend to support President Russell and the Board in developing the planning process for a transition over a period of years," said UM-Columbia Chancellor Charles A. Kiesler.

Expanded use of new telecommunication technologies will play a larger role in delivery of local programs. An example is the Telecommunication Community Resource Center at Poplar Bluff, which since December 1993 has provided credit and non-credit University programs via interactive video.

The Board also supported a review of the University's formula for allocating state dollars for University Outreach and Extension, based on its broader mission. "Outreach and extension will receive appropriate consideration, along with teaching and research, in fulfilling the overall University mission," said Curator Adam Fischer, incoming Board President.

The Outreach 2000 plan calls for a new role for extension councils in local personnel hiring and evaluation and a more active role in program planning, delivery and evaluation.

"I support these changes wholeheartedly and look forward to renewed cooperation among county extension councils, local extension staff, faculty and administration," said Jim Dickerson, chairman of the Missouri Extension County Council Leadership Conference. □

Board eyes fee increase for January

UM System President George A. Russell told the Board of Curators he will propose a fee increase of about 10 percent in January, when the curators set fees for the 1995-96 academic year.

Russell reminded curators that he was following the goals outlined in the University's five-year plan, adopted in 1992, which called for fees to rise at the rate of inflation plus \$200 per academic year for each of the five years. In the fourth year of the plan, under Russell's tentative proposal, the cost per credit hour for resident undergraduate study would rise from \$101 to \$111. The percentage increase in fees for other categories of students would be approximately the same as for that of undergraduate residents.

"We will be fine-tuning the figures over the next three or four weeks, but my formal recommendation will be close to the figures I share today," Russell told the board at its Dec. 15 meeting in Columbia.

Curator Mary Gillespie of St. Louis noted that the University had generated more internal reallocations than called for in its original plans, and asked, "If we can continue to generate internal funding, do we really need a tuition increase? It seems to me we ought to take another look at the planned increase in student fees."

Curator John Lichtenegger of Jackson said that UM fees are still competitive statewide because most institutions of higher education adopted fee increase plans in the wake of the failure of Proposition B in 1991.

"The increase from \$101 a credit hour to \$111 a credit hour is just a marginal difference, when you look at what we're charging and what the regional universities are charging," he said. "We don't cost much more than they do. I'm amazed we can run a major public research university on what we charge."

Fred Hall, a curator from Springfield, asked whether the fee increases have kept students from coming to the University. "Do we have people who are saying they won't come because they can't afford it?" he asked.

"The fee structure is more important in the choice between a public and a private university," Chancellor Charles Kiesler of UM-Columbia said. "People have a good sense of what you get for your money. I don't think it really has affected us, except in categories of students. We tend to give need-based aid depending on how good a student you are; a C-plus student is not going to be as likely to get aid from us."

Chancellor Blanche Touhill of UM-St. Louis, however, said the fee increases had a significant effect on enrollment at her campus. "I believe it has affected the size of our freshman class, along with the tightening of admissions standards," she said. "I believe it has caused more students in the St. Louis area to go to the local community colleges."

Russell defended the increases in fees by comparing the change in college costs relative to family income over the years. "The myth persists that charges are substantially more today than two or three decades ago," he said. "While the gross charges to attend college consume about 2 percent more of a family's income than 30 years ago, both nationally and at the University of Missouri, when financial aid is considered, this myth is not true."

The president said that when the growth in financial aid is considered, the net charge to attend the University is lower than 20 or even 30 years ago.

"In 1993-94, on average, the annual charges for attending the University of Missouri are only 5.4 percent of the median family income," he said, compared with 15.3 percent of median family income in 1963-64 and 9.9 percent in 1975-76. "Meanwhile, UM growth in financial aid exceeds the national growth by about 250 percent. There has been much greater concern at UM for keeping education affordable."

Russell also told the curators that compared with other public members of the Association of American Universities, while required fees are about 3.5 percent higher at UM, room and board costs are substantially lower, and more financial aid is available. He said that combined expenses for residential students at the University are about 11 percent below the public AAU average.

The president told the board that it needs to continue to discuss the proper level of fees for professional schools. He noted that fees as a percent of cost vary widely across the system's professional schools. "What should students pay in these professional schools?" Russell asked the board. "What level of financial aid is appropriate? It's not a question for me to answer, but I believe for you to answer in the coming year."

Some of the curators said they believe the level of fees and financial aid for professional students should depend upon the state's need for professionals in a particular field.

"If we are going to subsidize professional students with state money, then the distribution of financial aid has got to reflect the state's priorities in some professions," said Board President James L. McHugh of Webster Groves. "So I would expect there to be disparities among the different levels of financial aid for different professions."

Curator John C. Cozad of Platte City agreed. "There are a whole lot of factors to consider in this situation," he said, "and when you factor them all in, you're not going to have total equality" in the level of state support among the professional schools.

The Board of Curators will meet Jan. 26-27, in St. Louis to consider the administration's student fee proposals. □

College Affordability at UM

(In Constant 1994 Dollars)

Year	MFI*	Gross Charges	Aid	Net Charges	Net as % of MFI
1963-64	\$26,827	\$4,478	\$ 365	\$4,113	15.3%
1975-76	\$33,826	\$4,330	\$ 985	\$3,345	9.9%
1987-88	\$35,298	\$4,962	\$2,282	\$2,680	7.6%
1991-92	\$34,329	\$5,731	\$3,299	\$2,432	7.1%
1992-93	\$34,098	\$6,100	\$3,834	\$2,266	6.6%
1993-94	\$34,081	\$6,425	\$4,584	\$1,841	5.4%
% Change					
63-64 to 93-94	27%	43.5%	1,156%	-55.2%	-9.9%

*Median Family Income

Five-year plan ahead of schedule

The University of Missouri System will complete its list of deferred maintenance projects in four years instead of five and is also ahead of schedule in its effort to raise faculty salaries and address other priorities laid out in UM's five-year financial plan, President George A. Russell told the Board of Curators in a presentation Dec. 15 at UM-Columbia.

Russell reported to the board, at its request, on the progress made so far on the \$127 million reallocation plan adopted in March 1992. In the third fiscal year of the plan, the University has reallocated about \$99 million in recurring and one-time funding for the improvement of the physical plant, libraries, financial aid, equipment, salaries and specific campus priorities.

"The massive voluntary adjustment by this board in 1992, with the adoption of the five-year plan, was the single act of vision that anticipated this time and circumstance," said Board President James L. McHugh of Webster Groves. "The five-year plan has been implemented with dispatch and with the selective judgment that has made us a model of responsible management."

The original five-year plan called for \$26.5 million to be reallocated toward salaries by FY1997, a figure that later was adjusted to \$26 million. At the end of three years, the UM System will have reallocated \$17.8 million from other areas to compensation — about 68 percent of its goal.

"Our goal," Russell said, "is to attain the median salary levels for public universities within the Association of American Universities — the 29 research universities with which we compare ourselves and with whom we must compete. We are aiming at a moving target here, but the results are gratifying. At the junior faculty level, we have already reached parity."

The University has made progress at a similar pace in the area of maintenance and repair, where of the \$21.2 million budgeted over five years, \$14.9 million, or about 70 percent, has been dedicated to erasing a longstanding list of approximately 880 deferred maintenance projects.

"By June 30 — the end of the plan's first three budget years — we will have completed 87 percent of the costs of these projects," Russell said. "The Rolla and Kansas City campuses will be finished; the Columbia and St. Louis campuses plan

to finish their projects in Fiscal Year 1996 — a full year ahead of schedule.

"Excellent progress has been made by the campuses in meeting this objective, even though they also have had to fund \$6 million in ADA (Americans with Disabilities Act) projects, which were unanticipated when the five-year plan was adopted."

Curator Fred Hall of Springfield asked what the administration was doing to avoid the need for massive repair projects in the future.

Russell noted that, in addition to "catching up" with deferred maintenance projects, the plan calls for budgeting the equivalent of 1.5 percent of the total physical plant replacement value — about \$1.4 billion — toward "keeping up" year after year with maintenance and repair. He said the University is about three-quarters of the way toward achieving this goal. "By Fiscal Year 1997," he said, "we will no longer request funding for repair and maintenance from the General Assembly."

The University is ahead of its five-year target in other categories, Russell said. It has completed 63 percent of its plan to reallocate \$3.8 million toward libraries; 67 percent of its \$8.7 million target in student financial aid; and 71 percent of its \$27.2 million target in specific campus priorities.

Curator John C. Cozad of Platte City noted that the category of campus priorities had grown from about \$21 million in the original plan to \$27.2 million, and asked Russell for an explanation.

"I'm happy that number has gone up, but I'd like to know where it has gone up specifically," Cozad said. "That's the area in which we're talking about repairing damage." Russell promised to put together a more detailed report on campus-based priorities.

Russell said the UM System has funded the \$99 million in improvements from three sources, the largest of which is money reallocated internally — \$53.6 million, or 53 percent of the total. The second-largest amount is from student fees, which generated \$27 million, or 27.2 percent of the total. The net cost increase to students under the five-year plan, however, was \$19.6 million, because \$7.6 million has been reallocated toward financial aid. Finally, Russell said, increases in state appropriations have contributed \$19.5 million to the five-year goals, or 19.7 percent of the total. □



George A. Russell

Webb Gilmore elected to Academy of Squires

Webb R. Gilmore, an outgoing member of the Board of Curators from Kansas City, was recently elected to the Academy of Missouri Squires. The Academy was founded in 1960 by Gov. James T. Blair, Jr. to honor Missourians who have reached the highest level of accomplishments in their community, state or nation.

The membership of the Academy is limited to 100 members. As vacancies arise, each succeeding class is elected by the membership of the Academy, after receiving nominations from the public as well as from the membership of the Academy. The governor and former governors of Missouri are automatically members.

Gilmore is chairman of the law firm of Gilmore & Bell. He is a graduate of the



Webb R. Gilmore

United States Naval Academy and the University of Missouri-Columbia School of Law. Gilmore specializes in the field of tax-exempt bond financing, with a specialty in hospital financing, and has served as bond counsel for many of the hospital systems in Missouri.

Joining Gilmore in the most recent election to the Academy is Norm Stewart, head basketball coach at UM-Columbia for 27 years. Stewart was named

National Coach of the Year by six organizations and publications in 1994, including the Associated Press.

Other members of the Academy associated with the University of Missouri include Don Faurot, Dan Devine, C. Brice Ratchford, James L. McHugh, James C. Olson, Sam B. Cook, W.H. Bert Bates and George Russell. □

Board President calls for program review

Outgoing Board of Curators President James L. McHugh called on the University administration and board to begin a round of academic program reviews in spring of 1995.

McHugh proposed his schedule for program review in an address to the board at its Dec. 15 meeting in Columbia, where the curators were updated on the progress of the University five-year financial plan. McHugh asked the board to approve a resolution reaffirming the five-year plan, which passed 8-0. Curator Mary Gillespie of St. Louis abstained.

"By this resolution, we will send a clear and unambiguous message to the taxpayers, to the Missouri General Assembly, to the Carnahan administration and to the administrators, faculty, students and alumni of this University that we intend to hold ourselves to the highest level of fiscal responsibility," McHugh said.

The board president, however, said the University needs to take a step beyond the five-year plan, and soon. He laid out this timetable for program review:

- The president and chancellors will report to the Board of Curators at the March 1995 meeting and delineate the process they will use to review and evaluate programs.
- The president and chancellors will bring the Resources and Planning Committee a list of programs that are essential for the University of Missouri to meet its special role in state higher education. This list must be presented no later than June 1995.
- The president and chancellors will identify for the Resources and Planning Committee, also no later than June 1995, those programs and activities that are to be enhanced, and by how much, beyond the improvements called for in the current five-year plan.

McHugh said the University needs to go beyond its five-year plan and into further program review because of a heightened demand for public accountability of higher education.

"Although Hancock II failed at the polls, the spirit of tax limitation did not, and we can expect to see this spirit reflected in national and state fiscal policies," McHugh said.

McHugh said the criteria that would be used to identify essential programs are whether a program meets a critical state need; whether it is duplicated by other programs in the state; its reputation, quality and investments in it; and its demonstrated productivity in teaching and research.

Finally, McHugh asked President Russell to review the rules and regulations that address program review, including both the addition and discontinuance of programs, and to make "recommendations for any necessary modifications to facilitate timely and thoughtful action." □

UM Research Board awards \$1.4 million in grants

The University of Missouri Research Board, a panel of 16 faculty members appointed by UM System President George A. Russell, has awarded \$1.4 million to support 50 research projects across the University's four campuses.

Researchers from the four UM campuses filed 149 requests for grants in September 1994, totaling \$5.2 million. The 50 awards granted in December range from \$635 to translate a scholarly essay into German to \$60,000 for an upgrade of equipment at the geological sciences department at UM-Columbia.

The board granted six engineering requests for a total of \$153,726; seven in humanities and fine arts for \$83,627; 14 in life sciences for \$492,371; 14 in physical sciences and mathematics for \$513,091; and nine in social and behavioral sciences for \$222,410.

The Research Board is aided by a system of peer reviewers in selecting projects. The board has established a network of UM experts in each discipline, and they address specific criteria in evaluating a request. The board then considers the recommendation of the peer reviewers. □

UM Research Board December 1994 Awards

UM-Columbia James Carrel , <i>Biological Sciences</i> , \$25,000	Steven Nothwehr , <i>Biological Sciences</i> , \$38,548	Da-Ming Zhu , <i>Physics</i> , \$43,732
Jan Colbert , <i>News/Editorial</i> , \$27,163	Naomi Ritter , <i>German, Russian and Asian Studies</i> , \$635	UM-Rolla Douglas Carroll , <i>Basic Engineering</i> , \$21,000
David DuBois , <i>Psychology</i> , \$38,435	Leona Rubin , <i>Biomedical Sciences</i> , \$22,023	Nuran Ercal , <i>Chemistry</i> , \$49,885
John Foley , <i>English</i> , \$6,130	Lisa Sattenspiel , <i>Anthropology</i> , \$24,047	Fathi Finaish , <i>Mechanical and Aerospace Engineering</i> , \$33,273
Kevin Fritsche , <i>Animal Sciences</i> , \$29,195	David Schenker , <i>Classical Studies</i> , \$9,206	Ronald Kellogg , <i>Psychology</i> , \$18,125
Nonnie Furbee , <i>Anthropology</i> , \$26,152	Guy Schupp , <i>Physics and Astronomy</i> , \$20,000	O. Robert Mitchell , <i>Electrical Engineering</i> , \$25,000
C. Michael Greenlief , <i>Chemistry</i> , \$44,700	Robert Segar, Jr. , <i>Civil Engineering</i> , \$25,841	Joseph Newkirk , <i>Metallurgical Engineering</i> , \$25,074
Eileen Hasser , <i>Veterinary Biomedical Sciences</i> , \$30,000	George Smith , <i>Biological Sciences</i> , \$48,600	Michael Schulz , <i>Physics</i> , \$49,345
Timothy Jones , <i>Surgery and Physiology</i> , \$23,640	David Wood , <i>Political Science</i> , \$29,384	John Story , <i>Physics</i> , \$49,885
Raghu Krishnapuram , <i>Electrical and Computer Engineering</i> , \$23,538	UM-Kansas City Karen Bame , <i>Molecular Biology and Biochemistry</i> , \$31,140	Michael Van De Mark , <i>Chemistry</i> , \$19,000
Douglas Krull , <i>Psychology</i> , \$16,996	Shirley Bean , <i>Academic Studies</i> , \$24,300	George Waddill , <i>Physics</i> , \$49,952
Kiratadas Kutikkad , <i>Research Reactor</i> , \$22,500	Frances Connelly , <i>Art and Art History</i> , \$15,468	UM-St. Louis Janet Braddock-Wilking , <i>Chemistry</i> , \$12,309
Stanley Manahan , <i>Chemistry</i> , \$28,300	Yan-Ching Jean , <i>Chemistry</i> , \$38,400	Mark Burkholder , <i>History</i> , \$31,000
Mark Martin , <i>Biochemistry</i> , \$48,600	Douglas Law , <i>Cell Biology and Biophysics</i> , \$26,500	Valerian D'Souza , <i>Chemistry</i> , \$26,474
Mark McIntosh , <i>Molecular Microbiology and Immunology</i> , \$49,480	Jeffrey Longhofer , <i>Sociology</i> , \$11,108	Paul Finney , <i>History</i> , \$9,375
Hector Neff , <i>Research Reactor</i> , \$60,000	Virginia Rider , <i>Molecular Biology and Biochemistry</i> , \$30,000	James O'Brien , <i>Chemistry</i> , \$48,494
		John Rawling , <i>Philosophy</i> , \$18,513
		Lon Wilkens , <i>Biology</i> , \$39,760

Research Board 'seeds' UM projects for three years

UM President George A. Russell wants the Board of Curators to get the word out to their constituents: State money spent to start University research projects is paying off.

Since the University of Missouri Research Board was founded in 1992, it has provided more than \$9 million to fund a variety of projects across all academic disciplines, Russell told the board in a year-end report on research activities at its meeting Dec. 16 in Columbia.

"As you know, I had very high expectations about the impact of providing significant seed money support to be administered by a board composed of our very best faculty," Russell said. "And results to date do not disappoint me."

Of the 343 projects funded in part by the board, Russell said, most are ongoing and will be for several years. Fifty of these projects, however, have been completed, and final reports submitted by the researchers demonstrate that the "seed money" has helped attract a substantial amount of external funding.

The 50 completed projects received a total of \$1,147,676 in support from the board, and to date the faculty involved in the projects already have received 63 percent more than the amount granted by the board in external support — a total of \$1,870,394. The faculty involved in those projects have 30 applications still pending with outside grant agencies for additional support.

As a result of Research Board funded projects, Russell said, these faculty have reported that they have published 107 journal articles, three books, and two book chapters.

"This is, I believe, an incredible success

record for the first group of completed projects," Russell said. "If, for example, we extend this record to all 343 of the projects funded by the board, we will receive about \$14.7 million in external research funding. I am confident we will do much better."

Russell said the board, a panel of 16 faculty members from all four UM campuses, is not providing continuing support to projects that should already be competitive for external support. Rather, its members have directed support as seed money for new projects and for newer research faculty. Of the 343 awards, 157, or about 46 percent, have gone to assistant professors. Another 89, or 26 percent, have gone to associate professors.

Russell said he was providing the data to curators so they might spread the word to citizens across the state of Missouri.

"The research conducted by the University of Missouri and the other doctoral granting higher education institutions in this country has played and must continue to play a vital role in determining our health and our economic and social well-being," he said. "Few outside academe and the federal government really understand the purpose and importance of our role. Thus, I have been deeply grateful for the opportunity to explore it with you, and I will now try to expand that audience to include some of those in state government and the legislature."

Russell displayed a publication — "University Research: Its Role, Conduct & Funding" — now in production and intended for broad distribution throughout the state early in 1995.

It is a distillation of a series of presentations made by him to the Board of Curators

during 1994, designated the University of Missouri's "Year of Research" by Board President James L. McHugh.

The board was funded in part through the elimination of about 100 administrative positions in the UM System office. It also receives funding from revenues generated by the Missouri Research Park in St. Charles County and the former Weldon Spring research fund. The smallest grants, typically around one or two thousand dollars, provide money for faculty members to complete publication of books.

The raw number of grants has been distributed evenly among academic disciplines, but the amount of funding awarded depends upon the type of grant. Individual or collaborative projects are eligible for funding ranging from \$3,000 to \$50,000, and smaller amounts of funding are considered for completion of a book, special library acquisitions, workshops and conferences, and expenses for performances. □

SPECTRUM

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