

# MIZZOU WEEKLY

The University of Missouri - Columbia

May 28, 1982

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## Faculty, staff express opinions in letters to chancellor

**Editor's Note:** A number of persons have forwarded duplicates of their letters to the chancellor to the *Mizzou Weekly* with the request that they be printed in full. In order to allow adequate space for a summary of the numerous letters received by the chancellor, we are unable to accommodate those requests. The editors believe that the spirit reflected in those letters, however, is captured by the extensive summary on these pages.

By Monday, more than 900 letters had been received by Chancellor Barbara Uehling in response to her request that faculty and staff write to her expressing their views regarding the University's fiscal needs. About 70 percent of the letters were from faculty; 30 percent were from staff.

Uehling specifically asked faculty and staff if they believed across-the-board reductions, program reductions or program eliminations were preferred; whether the salary goals of reaching the average of the Big 8/Big 10 for faculty and market ranges for staff were appropriate; and whether the process for program review has been conducted appropriately.

She also asked if fiscal goals should include increasing E & E budgets beyond the inflation rate, establishing research incentive plans, funding for a

leave policy, improving the library and increasing scholarships and fellowships.

Uehling also wanted opinions as to whether the University should depend on increased income for its improvements or should reallocate within the campus.

Although the letters have been counted and grouped into content categories by the Office of Institutional Research and Planning, the chancellor has stated that she did not want the letters to become "a counting game."

"I wanted faculty and staff to express their thoughts concerning the fiscal needs of the campus and the reallocation process currently underway," Uehling said. "The issues raised do not lend themselves to yes-or-no answers or to easily compiled statistical data."

Duane Stucky, director of Institutional Research and Planning and deputy to the chancellor, said that the importance of the letters "is not their numbers, but the concern shown by UMC faculty and staff in the wide range of excellent suggestions they have provided. Many individuals wrote long, thoughtful letters which contained outstanding ideas. The letters are very helpful to the chancellor during this time of decision-making."

About 60 percent of the faculty letters received were supportive of the

reallocation process, and about 35 percent of the staff letters received were supportive. (One-third of the staff writers were from only two colleges: the colleges of Education and Public and Community Services.)

Approximately 50 letters were received that did not discuss the issues raised by the chancellor, but offered other fiscal suggestions. Another 20 did not address the issues at all, Stucky said, but merely stated that the author did not believe a particular targeted program should be cut.

A group of about 45 anonymous letters were not considered, Stucky said.

The following is a sampling of the letters, including both those expressing support for and those critical of the campus goals and/or the program review process. Letters selected for *Mizzou Weekly* represent the proportion of viewpoints, both for and against, most often expressed by faculty and staff writers.

### Program Review Process

Receiving the greatest amount of criticism—and also praise—was the program review process currently underway at UMC. Faculty and staff who were opposed to the process often expressed support for the campus goals of increased salaries and improved program budgets and a preference for vertical reallocations instead of

across-the-board reductions.

"My argument has never been with what you are attempting to do," wrote a faculty member. "All along, my argument has been with the method of implementation being used to achieve your very important goals...criticism of the process of implementation should not be interpreted to mean that people disagree with your objective!"

"Last fall I supported the principles which were established to guide the planning process. I supported and continue to support the approach of eliminating entire programs rather than continuing the practice of across-the-board cuts which result in weakening the entire University," wrote another faculty member.

"What I oppose and believe that most of my colleagues oppose is the process which you and Provost Bunn utilized in identifying targets for reduction and elimination. Making decisions which result in drastic changes in our University should be made only after careful and thorough deliberation. In order for we the faculty of programs targeted for reduction to be accepting of the reductions we must be convinced that you and the Provost have done this...."

Yet other faculty and staff wrote: "I'm afraid the majority of the faculty, myself included, who approve (Continued on page 4)

## Governor tours UMC facilities, urges support for bond issue

Gov. Christopher Bond said his tour of the Agricultural Engineering buildings on the UMC campus was "an eye-opening experience" showing that "a crying need" existed for the passage of Constitutional Amendment I.

Bond was on the Columbia campus last week to raise support for the Amendment, which would authorize the state to issue \$600 million in bonds to be used for capital improvements in education, mental health, parks and recreation and for other state economic development programs including water, sewer, transportation and soil conservation.

The bond issue, which will not raise taxes, will appear before Missouri's voters June 8 in a special state election.

Passage of the Amendment would provide approximately \$91 million to the University system over the next five years for renovation and construction projects, according to Sharon Yoder, chairwoman of the University Committee to Approve Amendment I.

She estimates that about \$45 million of those funds would go to the Columbia campus, where one of the top priorities is the construction of a building for the Department of Agricultural Engineering.

The department's current facilities include a building constructed in 1903 which still has the original tie rings on the walls that were used to secure livestock.

Those facilities were described as "almost unbelievably antiquated" in

1963 by the USDA Cooperative State Research Service and Federal Extension Service.

Also included in the department's complex is building T-12, a "temporary" building moved from Camp Crowder to UMC in 1947.

"Missouri's agricultural students need better facilities," Bond said during a press conference following the tour.

Bond also stressed the other advantages of the Amendment, saying passage of the bond issue would "provide some 57,000 jobs when unemployment is a critical issue... (the bond issue) will get Missourians to work and to work right away."

The governor emphasized that taxes would not be increased as a result of the Amendment; he explained that Missouri ranks 35th out of 50 states in terms of the total amount of debt.

The debt per capita in the state of Missouri is \$30, according to Bond, and the average state's is \$202. "Even if all of the bonds were issued in the first year, (Missouri) would only reach three-fourths of the national (state) average" in debt, Bond said.

The bond issue would stimulate economic activity which would, in turn, generate state revenues, Bond said.

Accompanying Bond on the tour were UM President James Olson; Max Lennon, Dean of the UMC College of Agriculture; Leroy Day, chairman of the Department of Agricultural Engineering; Jim Boillot, state Director of Agriculture; Cordell Tindall, member of the UMC Agricultural Engineering Advisory

Council, and representatives from the Farm Bureau, Missouri Farmers

Association and the B.D. Simon Construction Co.

Mary Lee Fleischer



Leroy Day, chairman of the Department of Agricultural Engineering (third from left), discusses the need for new facilities at UMC with (from left) UM President James Olson, Gov. Christopher Bond and Max Lennon, dean of the College of Agriculture. Bond toured the Agricultural Engineering complex last week during a visit to UMC to raise support for Amendment I.

# ASUM continues to work for passage of state bond issue

"We have less than two weeks left before the deadline and we haven't heard of anyone who opposes it," says Jim Clark, legislative director for the Associated Students of the University of Missouri (ASUM), a student lobbying group on campus.

Clark is referring to Constitutional Amendment I, which, if passed, will authorize the state of Missouri to issue \$600 million of long-term bonds for economic development projects.

An estimated \$45 million of those funds would go to the UMC campus for renovation and construction, including

renovation of Ellis Library and construction of a Health Sciences Library, an Agricultural Engineering building, a new building for the School of Law and Engineering laboratories and classrooms, according to Sharon Yoder, chairwoman of the University Committee to Approve Amendment I.

The University Committee and ASUM are only two of the many groups across the state which have come out in support of the state bond issue. The Missouri Chamber of Commerce, the Missouri Farm Bureau, the Missouri School Boards Association and the

State AFL-CIO Labor Council also number among the vast array of organizations representing urban and rural areas, and business and labor interests, which are lending their support to the June 8th referendum.

ASUM's involvement in the project began earlier in the year, when the Missouri General Assembly was considering the bill which authorized the statewide vote.

One of ASUM's "best student lobbyists," Nanci Carroll, a senior in broadcast journalism, worked closely with the University's lobbyist for

passage of House Joint Resolution 113, Clark says. "The bill received wide bipartisan support," he notes, with only four dissenting votes out of 163 in the House, and "one or two" in the 34-member Senate.

Clark's main concern now is getting the word out to the voters of Missouri about the amendment. "The lobbying staffs of the University and the Governor did an excellent job of creating this opportunity; now we have to do an excellent job of making people aware of the vote."

He believes that "word-of-mouth support will pass the Amendment," and sees his job as convincing people to "take five minutes and mention it to somebody."

"We need to have faculty, staff and students willing to remind their friends and neighbors to vote on June 8," he says. "That's the kind of publicity that will win the referendum."

Another of ASUM's activities has been to disseminate information on the bond issue. ASUM interns volunteered to distribute fliers explaining the Amendment to parents and visitors at the graduation ceremonies held on campus a few weeks ago.

Clark's office also contacted each student newspaper in Missouri; most ran front-page stories supporting the referendum.

"Although the amendment will benefit many state agencies," he points out, "Missouri will receive a large share of the building funds because our physical facilities are some of the largest, and oldest, in the state." Other areas of state government receiving direct benefit from the adoption of Amendment I include the Department of Corrections, the Department of Mental Health, flood control and soil conservation projects, state transportation needs and public safety and law enforcement projects.

"Anyone with an office in one of our more venerable buildings on campus has a vested interest in helping us promote the June 8th amendment," Clark says. "We need their help to make our communities aware of the referendum, and of the value of their vote to the economic condition of the state."



Jim Clark, legislative director for ASUM

## Around the campus

**THE SEARCH COMMITTEE** to find a director of Libraries at UMC will interview six candidates beginning May 27.

Candidates also will meet with the UMC Library Staff Council, the Library Committee, composed of faculty members, and campus administrative officials before final recommendations are submitted to Chancellor Barbara S. Uehling and Provost Ronald Bunn.

The director's position opened March 1, following the retirement of John Gribbin, who became director of the UMC Libraries in January 1977 after serving as library director at Tulane University for 10 years.

The candidates are:

- Larry X. Besant, assistant director of libraries and public services at Ohio State University. Besant supervises reference, circulation, undergraduate libraries, the mechanized information center and department libraries at Ohio State. He earned his master's degree in library science from the University of Illinois in 1962.

- Helen Roome Citron, associate director for technical services at Georgia Institute of Technology Library. Citron has served as gift and exchange librarian, head of administrative services and associate director for technical services throughout her career at the Georgia library. She received a master's degree in library services in 1966 from Emory University and a doctoral degree in educational administration from

Georgia State University in 1980.

- Paul M. Gherman, assistant director for administrative services at Iowa State University Library. Gherman has been active in planning a \$9.6 million addition to the Iowa State Library, as well as developing a promotion, tenure and performance evaluation system and planning for the systematic adoption of microprocessors within the library. He received his master's degree in library science from the University of Michigan in 1971.

- Dean Schmidt, interim director of the UMC Libraries and head of the Health Sciences Library. Schmidt has had primary planning responsibility for a new UMC Health Sciences Library facility while directing Health Sciences Library technical services, budgeting and public services. He has been head of the Health Sciences Library since 1962. He received his master's degree in library science from the University of Minnesota in 1953.

- Thomas W. Shaughnessy, assistant director for public services and collection development, University of Houston. Shaughnessy has responsibility for all public services programs at Houston including circulation, reserves, library instruction, reference services, government publications, special collections and branch libraries. He received his master's degree in library science from the University of Pittsburgh in 1964 and a doctoral degree in library administration from

Rutgers University in 1970.

- Don L. Tolliver, assistant director of planning and budget at the University of Michigan libraries. Tolliver directs personnel, budget and other units which form the administrative services division. He received his master's degree in library science from the University of Illinois in 1967 and a doctoral degree in administration, supervision and curriculum from Purdue University in 1970.

The six candidates were selected from among more than 30 applicants who responded to UMC advertisements as well as to the search committee's personalized requests for applications.

"We received applications from many well-qualified individuals but these six applicants were most outstanding," said Charles Nauert Jr., professor of history and chairman of the Library Search Committee. "All candidates come from libraries noted for important collections and up-to-date technologies. The committee also looked for extensive personnel experience and administrative abilities."

**THE 14TH SUMMER REPERTORY THEATRE SEASON** opens Monday, July 5, with "Dames at Sea," a musical about a hometown girl who dances and a hometown boy who writes songs and their meeting on Broadway.

"Holiday," Phillip Barry's 1928 comedy blending romance and social satire, opens July 7.

"On Golden Pond," which centers on a family asking if this is the last of 44 wonderful summers or the start of

something even more beautiful, opens July 9.

All of the plays will be performed in the University Theatre in the Fine Arts Building at 8:15 p.m. "Dames at Sea" will be performed July 5, 6, 12, 15, 20, 23, 27, 28, 31 and Aug. 2 and 5.

"Holiday" will be presented July 7, 8, 14, 17, 19, 22, 30 and Aug. 4. "On Golden Pond" will be performed on July 9, 10, 13, 16, 21, 24, 26, 29 and Aug. 3.

Season ticket prices are \$14 general admission, \$12 UMC faculty or staff (employee may purchase two tickets at this price), \$10 senior citizen, children (Continued on page 8)

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# MIZZOU PEOPLE

## Professor Smith to retire from teaching, but not from forestry

About 1,400 undergraduates have received forestry degrees from UMC. And Professor Richard C. Smith has taught most of them in at least one class.

"I may have missed a few because of double sections" during the 1970s when a lot of students were attracted to the school because of the popularity of environmental issues, Smith says, "but most of them I've had in class."

Assistant director of forestry and director of graduate studies in forestry, Smith joined the Department of Horticulture and Forestry in 1947 as an assistant professor. Seven months later forestry became a separate department with a four-year program. In 1957 the department became the School of Forestry and was incorporated into the School of Forestry, Fisheries and Wildlife in 1974.

Smith says the goal of the forestry undergraduate program is to teach students two things. First, to prepare them for the first five or 10 years of their careers, and second, to provide the background to allow additional studies.

"We can't prepare our students for their entire life's work," Smith says, "because the forestry field is changing too rapidly. We try to give them a good foundation and they have to continue from there."

Smith is currently teaching a course in public resource policy, which studies the development of U.S. policies and current natural resource controversies.

In the past 35 years, Smith has also taught courses in forest economics, forest engineering and forest management.

Smith has contributed many years of work to the development of the forestry program, but is concerned for its future. "The big thing we have to do to keep from slipping from national prominence," Smith says, "is to provide better physical facilities for both teaching and research." Currently the School of Forestry, Fisheries and Wildlife faculty and activities are distributed among five separate buildings.

Smith has also contributed to the development of professional organizations in the state of Missouri. He is a member of the Conservation Federation of Missouri and the American Forestry Association and is the founding father of the Missouri chapter of the Society of American Foresters.

Smith formed the idea for the Missouri chapter of the SAF while on sabbatical leave in Portland, Ore. "I attended an excellent monthly meeting of the SAF there and I thought we should organize in Missouri," Smith says.

"We started the chapter in 1963 at breakfast in the Hawthorn Room of the Memorial Student Union," Smith says. The purpose of the organization is to help members attain their professional goals through mutual education, field trips and sharing information on various research projects.

Recently Smith received the First Karkhagne Award from the Missouri chapter of SAF in recognition of his service to the forestry profession. The chapter praised him for his contributions to professional resource

management which extend nationally "through his publications, service to the Society on many national committees and his influence upon nearly every forestry student and professional forester with whom he has had contact."

The award also noted that "his opinions are valued for their fairness, thoroughness and genuine concern for his fellow foresters, the environment, and most of all, the human race."

The award was named Karkhagne after a mythical monster native to southern Missouri. The mainstay of the Karkhagne's diet is limestone, and he has a special craving for cornerstone monuments. "That's why you can't find cornerstone monuments in the Ozarks," jokes Smith.

(In fact, Smith explained that the cornerstone monuments, used by surveyors to mark the corners of sections, have deteriorated over the years or been removed by people, not the monster.)

Through his study of the forestry industry of Missouri since he moved here 35 years ago, Smith has witnessed the improvements the state has achieved.

"We are making progress," Smith says. "Things are much better than they were 30 to 35 years ago, but we are still in a period of restoring the resources that were lost through lack of management and by overuse."

"Things are looking up, but we still have problem areas," he says, "including soil erosion, damage from disease and insects and waste of wood through natural mortality."

"We waste as many trees by letting them die naturally and leaving them, as we harvest and put to use," Smith says.

"For a long time we didn't worry about our resources because we lived in a big country with an abundance of available resources," Smith says. "Now we have learned that it's worthwhile to restore our renewable natural resources."

The low point for the conservation of forests in Missouri was reached around 1930, Smith says. More than one third of the state's forest land burned every year, resulting in losses of soil, trees, wildlife and clearwater streams.

But today there are more trees than in the '30s, Smith says. There is not as much forest land as then, but the timber volume is much larger and the quality is better.

Smith's concern for conservation is based on personal experiences during dust bowl days. "I was camping out on a job once during the Depression in northern Minnesota," he says. "When I woke up the next morning, my face was covered with dust blown in from Nebraska."

The soil erosion problems on the Great Plains that existed during the dust bowl days are developing again, Smith says. "We're headed for trouble again."

Smith plans to retire from the forestry school in August, but he won't retire from the forestry profession.

He has a contract with the U.S. Forest Service for research in the Black Hills which will continue past his retirement. After that, he hopes to work part time with the Pacific

Larry Boehm



Professor Richard C. Smith, assistant director of forestry and director of graduate studies in forestry, recently received the First Karkhagne Award, named in honor of a mythical monster, from the Missouri chapter of the Society of American Foresters. Smith plans to retire in August after 35 years of teaching at UMC.

Northwest Research branch of the U.S. Forest Service.

Smith has been involved in the development of many areas of forestry throughout his career—students, professional organizations and research—but he is proudest of helping to train young foresters.

"When you conduct research, too often you write a report, somebody reads it and throws it on a shelf."

"But it is the friendships that you make with students that are the most meaningful," Smith says. "That may sound like a cliché, but it's true. I still correspond with many former students."

Smith's students will soon have to look farther to find their teacher than the crowded little office in the basement of the Agriculture Building, filled with books, a preserved cyprus knee and a wood sculpture of the Karkhagne. Smith, who has been awarded a professor emeritus title, will be busy conducting research in other states and playing twice as much golf "to get it out of my system."

"I might even try to write a book, just for entertainment," Smith says, "about hair-raising woods experiences and the tall tales I've heard."

—Barbara Smith Mellott



## Letters

(From page 1)

in principle and in general the program for selective cuts and reallocation, have been content to let the administration take the political heat in recent months. But let me assure you—and I trust belated is better than never—that there is still widespread support for the approach the administration is taking."

Another letter stated, "The process established for program review was straightforward and fair. Everyone favored it in principle until specific units were mentioned. Then there was much over-reaction stimulated in part by the press who seem to give wide publicity to a loud and vocal minority.

***"Many faculty members feel that the proposed cuts were made with too little real faculty input..."***

I'm perplexed that my Board of Curators has reacted before a proposal has been presented by your administration. I'm certain that on sober reflection the Board will reserve judgment until proposals and alternatives are in hand."

"One might add, in defense of the plan, that many of us were gratified to observe that the provost showed a great deal of sensitivity to the primary missions of a land-grant university when he identified programs for elimination or reduction," wrote another faculty member. "It was unfortunate that some of these programs have a disproportionate number of women and minorities on their staffs, since we are very deficient in our overall ratio, but I agree with you also that our eventual solution must be to have a fair ratio in all other areas rather than in certain 'female' professions."

Lack of input by the faculty and deans, data perceived to be outdated and inaccurate and disagreement over the objectivity of the criteria and its applications were cited as the major failings of the program review process.

"I believe that many faculty members feel that the proposed cuts were made with too little real faculty input and in a rather arbitrary and too hurried a manner. They also wonder whether their own Departments might not be next in line to be axed," wrote a faculty member.

Another stated, "I share with numerous others dismay over the lack of input units had in the initial recommendation proffered by Provost Bunn."

"I submit that the planning which is now taking place is deficient in that no concerted attempt has been made to achieve consensus on those goals, nor is there the feeling that the faculty voice is even being heard. As a case in point, the decision to move ahead with the midyear salary increases was made despite the opposition formally voiced by faculty in several of the largest colleges after they had learned what it would cost in educational programs. Perhaps those who opposed the increases were mistaken, but it is discouraging to recall that their concerns received no apparent serious attention. The whole process proceeded as implacably as if there had been unanimity on both the ends and the means. It is also discouraging to recall the implications that those who opposed the raises and the campus guidelines for awarding them were those who were not likely to qualify for a salary increase, for that assuredly was not the case," said a faculty member from the College of Arts and Science.

"Many of the faculty and staff have felt frustrated by the inability to offer input into the decision-making process. In fact, all departments in our division prepared up-to-date information to be made available to the Provost prior to

the announced reallocation of funds. However, the Provost's office refused to accept this data and indicated necessary information was on hand. Later we discovered outdated and incomplete data were used when determining the rating of the College on the criteria for budget reductions," wrote another faculty member.

A great deal of criticism was focused on the data used by the provost to make his recommendations.

A faculty member who served on the academic program review committee wrote, "Evaluative criteria must be operationalized so that they can be communicated clearly and used objectively to describe the value of the programs investigated. Thus, the operational definitions of mission, quality, cost and need should provide a basis to rank order the UMC programs. The operational definitions of these (acceptable) criteria have not sufficiently met the tests of objectivity to permit practical implementation. Evaluative conclusions must be supported by more than impressions.

"The reported process of reaching conclusions for the proposed recommendations appears to have several deficiencies. First, the evidence, that presumably was used, was found in numerable incidents to be faulty and contradictory. Second, no clearly defined comparison base was presented so that targeted programs could be compared with other programs across the campus, nor with comparable programs in other universities. Third, the procedure of assessing program aggregates without taking account of variance within the aggregate is a direct violation of accepted validation and research principles. The procedure used results in a meaningless average attained by summing the 'five star' programs and the 'one star' programs that exist in most, if not all, UMC divisions. The inevitable result is a regression to the mean that totally defeats the goal to improve quality."

***"I don't see any realistic alternatives to the course now underway, however unfortunate...its outcome."***

"Cost data used to compare home economics to other institutions compared apples and oranges—small units, non-land-grant institutions, land grant, and private....Not only that, the study was five years old...." wrote a faculty member from the College of Home Economics who concluded, "I think the dissent you have been hearing is more with the process, the lack of input, and the application of criteria to inadequate data than with the question of across-the-board or vertical cuts."

"The original recommendations were based on incomplete, if not inaccurate data, which added to perceptions of 'hidden agendas' and pre-determined 'hit lists,'" wrote a faculty member from the College of Education.

"It appeared that the recommendations were based upon inaccurate and incomplete information and the application of the criteria showed bias and prejudice," wrote a faculty member from the Dietetic Education Program.

On the other hand, faculty supportive of the process wrote:

"It is only natural and inevitable that those affected by the proposed cuts should resist vigorously and attempt to marshal political support for their views. It is probably equally inevitable that those 'spared' at this time would, like B'r'er Rabbit in the fable, lay low. Frankly, however, I don't see any realistic alternatives to the course now underway, however unfortunate and distasteful its outcome may be. We all recognize, I think, that the basic problem stems at least in part from the fact that the state is undertaxed and cannot support public higher education at a level competitive with most

surrounding states."

In addition, a member of the original Criteria Committee which met in the fall of 1981 called the procedures "correct":

"To be brief, my impression is that the procedures that you and the provost have followed and the identity of the programs selected conform exactly to what our committee expected. Your own letter of 11 May to the faculty is precisely correct: last fall, when we were talking of program reductions in the abstract, opinion was overwhelmingly favorable to the principle that specific programs should be selected for reduction, and overwhelmingly opposed to still another round of across-the-board cuts. Now, however, when it comes to actual decision-making, the outcries are loud and the political pressures intense. But

***"Some faculty...still believe that no real fiscal crisis... does indeed exist."***

in my opinion, you have been doing exactly what nearly everyone then said was necessary."

Another wrote, "Although I have my own opinions (generally favorable) about the specific selections made for reduction, I cannot claim to have precise data on cost, quality, and productivity to argue specific cases. I do, however, have something to say about your procedures, especially in light of criticisms recently voiced. Our committee's discussions very explicitly favored the principle that the chancellor and the provost must take the initiative in selecting programs for reduction. We felt very keenly that if the divisional deans were brought into the process before the actual selections were made, each dean would merely present a defense of his or her own programs, and nothing at all would be accomplished. As one of us put it kindly but accurately: 'They'll lie!' That is exactly what we are witnessing now. The divisional deans, by reason of the nature of their task, are advocates. They will not and cannot make the kind of hard decisions that are now demanded. Each one naturally functions as defender of his or her own unit, and none can be expected to give priority to the general interest of the University over the preservation of his or her own programs."

A number of faculty and staff seemed to agree with the letter which suggested that the administration "announce a halt to current program reductions and indicate that UMC will spend the next six to nine months in establishing, with faculty, staff and administrators, new goals and objectives for the campus."

"The only way you can regain our support and our confidence in your leadership is to discard the process which we consider to be absolutely faulty and begin anew with a process which is totally objective, which utilizes all relevant information which is available and which is careful, thorough and deliberate," recommended the author of another letter.

"My considered recommendation would be that this process be shut down for the moment, that efforts be made to demonstrate unquestionable need for massive internal reallocations, that assurances be given that criteria for evaluation can be data-based and objective in a review process of all programs, and that specific evidence be offered which would suggest that reallocations can result in a better institution, not just a higher paid faculty of decreased numbers. In summary, my feeling is that all the wrong things have been done for a number of right reasons!"

"In establishing 'goals which are common to the campus community,' I believe it is essential to have full and frank discussions of the problems

which face us. I emphasize *discussion*, for there appear to be fundamental questions concerning even the basic assumptions which the campus is using in its planning process. It is hardly relevant to cite as an indication of little faculty dissent, as you did in your letter, the fact that 87 percent of the faculty polled by the *Columbia Missourian* said 'yes' to the question, 'Would you be in favor of dropping entire programs on the Columbia campus to preserve and strengthen others?' when those polled were unaware of which programs would be dropped and which would be preserved, much less whether there were other ways of coping with our budget problems. There are, in fact, some faculty who still believe that no real fiscal crisis of the magnitude which dictates cutting programs does indeed exist. They may be misguided, but their views should not be ignored," stated one letter.

Several faculty members recommended that the divisional deans be allowed to participate in the early discussions of the process. "They can probably do more to influence faculty and staff and explain what is to happen more effectively than anyone in top

***"In summary, my feeling is that all the wrong things have been done for a number of right reasons!"***

campus administration. We need to involve them and adjust the goals and objectives to be in line with their support and knowledge of the impact of the particular decisions."

Yet others specifically asked the administration not to waver in its efforts to continue the review process.

"Let me begin by saying that I do at this point feel that it would be ruinous to the University for you to back down in any substantial way on the proposed program eliminations. This does not mean, of course, that the details in each respective case are not susceptible to further clarification and—perhaps—modification. But there ought to be no bowing to pressures, whether internal or external," one faculty member wrote.

Another wrote, "I must admit that I was surprised at the surprise that emanated from Jesse Hall and University Hall at the degree of opposition these proposals generated. Scores of people who had thought themselves secure for life suddenly find themselves facing unemployment, careers destroyed in most cases, since only the very young and/or the very exceptional academic will be able to find another position in these times. It would be utterly naive—not to say callous—to assume they would simply bow their heads and walk away; they are fighting for their careers."

Other letters critical of the program review process recommended that the process be continued in a different form, or suggested that all programs on campus be evaluated by a group of faculty, staff and students, allowing this group to target programs for reduction and elimination.

"It is my belief that every Department on this campus should be evaluated against the four established criteria by a program review committee similar to the one heretofore utilized and that when that test has been completed there will have been identified sufficient sub-programs, programs, or even Departments which could be eliminated or 'substantially' reduced."

"My disappointment with the current process is based upon a lack of program review. If all programs on campus were required to justify their existence and asked to review their budget utilization, some standard of performance could perhaps be expected to emerge. Variances could be considered, rejected or supported,



and a general climate of cohesiveness developed."

#### Type of Reductions

Despite some dissatisfaction with the current program review process, a majority of the faculty and staff expressed preference for program reductions and eliminations to across-the-board cuts.

"It is unfortunate that we have to even consider eliminating programs; but when you are faced with survival of higher education, better to trim where it will hurt the least (in the long run) that *not* to plan, *not* to stop the chipping away at our foundation," wrote a staff member. "While I cannot agree with some of the proposals, I do believe we must cut. Salary freezes or across-the-board cuts would do irreparable damage to the University in terms of morale, quality of teaching and research, and services provided to the State as a whole."

A faculty member from the College of Education wrote, "If 'across-the-board reductions' means decreasing present division and department budgets by a fixed percentage, I oppose and assume that a majority of the faculty continues to oppose this approach."

From the College of Agriculture came the comment, "I do not like across-the-board reductions. They would, if long continued, result in mediocrity, but it should be possible to selectively make reductions and accomplish the same purpose."

"I supported and continue to support the approach of eliminating entire programs rather than continuing the practice of across-the-board cuts which results in weakening the entire University," wrote a faculty member from the College of Education.

And from the College of Arts and Science:

"I commend you and the provost for trying to bring order and foresight into the chaos created by annual across-the-board cuts made at the last minute, always under pressure of an unexpected (but predictable) crisis. The present practice of across-the-board cuts is not your creation, for it goes back at least as far as the time of your predecessor. I clearly remember coming across a very senior, very conservative, and very highly respected divisional dean at a gas station nearly a decade ago, and hearing him say then that if the chancellor (your predecessor) did not stop making across-the-board cuts and did not start setting clear priorities, there would be no high-quality programs left on this campus."

From the School of Nursing came the comment, "Across-the-board cuts are perhaps the worst solution, since this would but downgrade the University as a whole. Selective program cuts and perhaps even the elimination of some

***"Every department...should be evaluated against the four established criteria by a...review committee."***

programs is not overly drastic."

"The 'chipping away' (from across-the-board reductions) that has occurred has been unsystematic and inequitable and has been based more upon expediency than upon any long-range planning," wrote another faculty member.

A few faculty members did favor across-the-board reductions to the elimination of specific programs. "At this time I cannot think of any programs which are sufficiently unnecessary to merit elimination."

Another faculty member commented, "I am inclined to prefer across-the-board reductions over major program reductions or program elimination."

#### Salaries

Opinions concerning increased salaries for faculty and staff ranged from those who believed it was absolutely necessary in order to maintain the quality of the University to those who considered it inappropriate during the current economic times.

From the College of Education came a letter supporting the goal of increased salaries while criticizing the program review process. "I would like to first reiterate my support for the concept of raising faculty and staff salaries.... My vote is yes with regard to your noble goals, and no with regard to the implementation process."

A staff member from the library wrote, "I believe we must have increases for both faculty and staff if only to keep up with the cost of living.... Certainly we need to be able to keep and attract good (if not excellent) faculty. However, I question using the Big 8/Big 10 as the major (sole) criterion for determining the figures. It seems to me, that in the long run, our goal should be to become the leader of these schools in all areas, including salary...."

"The staff should of course be given the same consideration when it comes to salary. If the University is not competitive, it will lose even more capable people. We *must* be seen as a choice for people with skills, talent, and creativity. The University must offer adequate compensation for services rendered when compared with the market as a whole."

And from a professor of marketing: "UMC, in the long run, must be competitive, not just with respect to salaries, but with respect to working conditions. Today, UMC is not

***"Better to trim where it will hurt the least than not to plan, not to stop the chipping away at our foundation"***

competitive. A doctoral student in marketing, who just passed his comprehensive examinations in April 1982, has accepted a position at Texas A&M in September 1982 for \$30,000 plus a guaranteed summer stipend of \$4,000. *This is more than three of the full professors in the Department of Marketing made in 1980-81.* Our two most recently recruited assistant professors are making but \$26,000 for 1981-82. Unless UMC becomes competitive, we will be able to recruit only mediocre faculty. Your goal of bringing UMC salaries up to competitive levels is sound. It simply reflects the hard realities of the marketplace."

"I definitely feel the salary goals need to reach the average of the Big 8/Big 10 faculty and market ranges. In the 7½ years I have worked here my buying power has decreased by approximately 35 percent and my workload has increased by 20 percent. Therefore, I am ready to have a substantial pay increase and additional faculty in our curriculum. I am tired of spending 65 hours per week. It's time to do less for more," wrote a faculty member in the School of Health Related Professions.

Others disagreed with either the need or the appropriateness of pay raises at this time for faculty and staff.

"Raising salaries to the average of the Big 8/Big 10 is not a politically viable goal in times of economic recession with 10 percent of the population unemployed and employees in major industries agreeing to reductions in wages and benefits," wrote one faculty member.

Another stated, "It must be kept in mind that the state of Missouri as a whole has a depressed economy.

Raising salaries is a good goal but should not take precedence over all other goals."

Ill feelings concerning the midyear salary increases surfaced in several letters. "Many also question whether the need to boost the salaries of a number of 'squeaking wheels' to levels comparable to the best paid faculty in other institutions is really as important as getting all faculty (and staff) salaries up to a decent level. The hurried and controversial midyear salary adjustments did little to unite the faculty. It did not keep some vocal, and, I believe, overpaid faculty from leaving and was very discouraging to

***"Faculty need security as well as higher salaries... high salaries do not assure quality effort."***

many who received minimum or no raises," wrote a faculty member from the Department of Chemistry.

Others agreed that increasing salaries would not necessarily prevent "quality" faculty from leaving UMC, and that salary was perhaps not as important a consideration for faculty as might be believed.

"I do not believe that 'quality faculty' can be retained merely by increasing salary," wrote one faculty member, who also added that the University "cannot rise on the glories of a few; as an enterprise, it requires the solid efforts of many to provide the base for outstanding achievements of students, faculty and staff."

"As I observe and listen to faculty and staff I sense they are not convinced a salary scale in the middle of the Big 8 and Big 10 is either attainable or necessary," stated another letter. "The current difference in the Big 8/Big 10 average and University of Missouri average salary will convince very few people to move."

"Faculty need security as well as higher salaries, and reallocation is not a sustaining answer to this. High salaries do not assure quality effort," wrote a retired professor.

Others stated they would prefer to forgo pay raises in order to preserve the quality of the University. "I personally, like all my colleagues, want to be paid as much as possible... Yet, if given the choice, I prefer that preference be given to maintaining our University."

Another faculty member wrote, "Frankly, an enhanced salary is desirable in my eyes, but... given a choice of salary versus staying at UMC, you might be surprised that I would favor the latter. Note that I do expect the University to be in a position to reward *merit* (when documented) and salary is one effective way to do this."

#### Increased Income or Reallocation

Additional support from the state legislature was seen by many faculty and staff as necessary for the University's future.

"I do hope that University officials will begin to speak *loudly* in Jefferson City from now on," wrote a staff member.

Other suggestions for increasing

***"Salary freezes or across-the-board cuts would do irreparable damage to the University."***

income as well as benefits for faculty and staff were the establishment of an early retirement program, a four-day work week and the option of half-time tenured positions.

"If UMC administration really wants

to improve quality and salaries, offering early retirement incentives entices poorer quality faculty to retire; whereas, productive, ambitious older faculty will stay. The salaries of retired faculty could probably buy about one or two new faculty/retired faculty," wrote one faculty member.

Duplication of programs among the four-campus system was cited by a number of faculty and staff as one possibility for reduction. "Why do we have duplication in the professional schools?" asked one faculty member. "Why should the system have two medical schools? Where is the statewide coordination for education, liberal arts, home economics programs?"

Another faculty member wrote, "Additional monies must come from outside this campus or programs which are duplicated elsewhere could be eliminated on this campus. Planning must be made statewide. Can this state afford more than one medical school, law school, business school, etc. within its state-supported university system?"

UMC's quality was an issue discussed at length by those favoring the University's reallocation process. From Arts and Science faculty:

"Our society is in real danger of developing a segregated two-class system of higher education. The extremely rich will always be able to buy first-class education by sending

***"Unless UMC becomes competitive, we will be able to recruit only mediocre faculty. Your goal...is sound."***

their children to the Harvards and the Princetons, which will also take in a few impoverished scholarship students, just for show. But a system of high-quality public universities available at low cost opens comparable opportunity for first-class education to a much broader segment of our society, a segment chosen by individual talent rather than by the accidents of birth."

Another letter stated, "Given this fiscal situation, I (and I firmly believe most of my colleagues) believe that it is far, far better to have a scaled-down operation that attempts to preserve the highest possible quality in its programs than to continue to support at reduced level *all* programs irrespective of quality or need. I would perhaps go ever further than some in my hope that the University may in the long run actually emerge as a stronger institution than it is at present. No institution, public or private, goes through a life of unchallenged growth and expansion. Periodic evaluations of programs—and the reduction or even elimination of those that are inessential, redundant, or ineffective—are absolutely necessary if we are to remain strong. Of course, in a university the value of programs cannot be judged in pecuniary terms only. But it is possible to identify programs that are ancillary or tangential to the University's central missions. Obviously we cannot simply expect to continue to grow equally on all fronts; nor should we be expected to contract equally on all fronts."

Another wrote:

"I support and applaud your and Provost Bunn's efforts to improve the quality of this institution: it is precisely what I had been trying to prod campus and central administrators to do for the better part of a decade. I also agree with Dave West's observations that the focus of public discussion must be shifted from salaries back to quality. The two are, of course, inextricably connected: which of the curators would go to the cheapest available surgeon for open-heart surgery? How many of

(Continued on page 8)



# Footnotes

## SCHOOL OF LAW

**WILLIAM B. FISCH**, professor, spent the academic year 1980-81 on sabbatical leave as a Senior Fulbright Research Scholar in Hamburg, Germany, attached to the Max Planck Institute for Foreign and International Private Law, studying recent developments in German civil procedure. His article, "Recent Reforms in German Civil Procedure: The Constitutional Dimension," will be published in *Civil Justice Quarterly*.

Fisch spoke to the German-American Lawyers Association in Hamburg in April 1981, on the topic, "Alternatives to Formal Litigation: Compulsory Arbitration in the U.S." He also lectured at the American Studies Seminar at the University of Hamburg in May 1981 on "The Role of the Courts and the Process of Change."

**WILLIAM F. FRATCHER**, professor, authored a chapter entitled "Trusts in the United States of America" in a book entitled *Trusts and Trust-like Devices* edited by W.A. Wilson of the University of Edinburgh and published in May in London. He has prepared the 1981 pocket parts for Simes and Smith, *The Law of Future Interests*, published by West Publishing Company.

Fratcher participated in the fifth British Legal History Conference held in July at the University of Bristol, England. He also is reporter for the Missouri Bar Probate and Trust Committee Subcommittees for Revision of Missouri Probate and Trust Law.

**JAMES E. WESTBROOK**, professor of law and interim dean, is serving as chair of a committee of the Midwestern Law Schools Association to draft by-laws and make arrangements for the annual meeting. The Association is composed of schools in Missouri, Kansas, Oklahoma, Arkansas and Nebraska. He assisted the Rolla, Missouri, charter commission in the drafting of a home rule charter.

**TOM HANLEY**, associate law librarian, continues as editor of the *Mid-America Association of Law Libraries Newsletter* for 1982. He is a member of the program committee for the Southwestern Association of Law Libraries meeting planned for Dallas this spring. He attended an institute of computer management for law library needs in Charlottesville, Va.

**TIMOTHY HEINZ**, professor, has been named to the National Academy of Arbitrators, the most prestigious organization of arbitrators in the United States. He gave a speech to a conference in Bay City, Mich., on "Robotics and Its Effect on Collective Bargaining Agreements."

Heinz published "The Partial Closing Conundrum: The Duty of Employers and Unions to Bargain in Good Faith," in the *Duke Law Journal*. His article on "The Subpoena Power of Labor Arbitrators" was published in the *Utah Law Review* and reprinted in *Corporate Counsel's Annual*.

**WILLIAM HENNING**, associate professor, has completed his LL.M. thesis on "Proceeds Under the Uniform Commercial Code" and has contracted to prepare a book on execution of judgments in Missouri for the Harrison Publishing Company.

## SCHOOL OF MEDICINE

The School of Medicine has received a continuation of grant funds from The **ROBERT WOOD JOHNSON FOUNDATION** for its Family Medicine Fellowship Program.

The \$910,227 grant provides an additional three years' funding for the program, which seeks to develop a cadre of young faculty who will contribute to academic family medicine. The Department of Family and Community Medicine is one of only five universities nationwide offering the Foundation-supported fellowship program, which is designed for physicians preparing for full-time academic careers in family medicine.

Among the largest philanthropic organizations in the world, The Robert Wood Johnson Foundation is a leader in supporting efforts to improve health care programs in the U.S.

**KARL D. NOLPH**, professor of nephrology, was an invited lecturer at the symposium of CAPD, sponsored by Manchester Royal Infirmary Jan. 28 in Manchester, England. He spoke on "Peritoneal anatomy, physiology and clearances in CAPD" and "Selection of patients for CAPD and Future Trend."

Nolph also spoke at the symposium entitled "Controversies in Nephrology - 1982," sponsored by Georgetown University Medical Center Jan. 30 in Washington, D.C. His lecture was "CAPD or CCPD - Which is Better?" He was also an invited lecturer at the symposium on CAPD sponsored by St. Thomas Medical Center Jan. 15 in Akron, Ohio. His lectures were "Peritonitis detection and treatment" and "CAPD, Complications and Considerations."

**LARRY STRAUSBACH**, assistant professor of infectious diseases, presented a paper entitled "What's New in Antimicrobial Therapy?" at the 1981 ASHP Mid-Year Clinical Meeting and Exhibit Dec. 6-7 in New Orleans.

**PHILIP ANDERSON**, professor of dermatology, has published "Blues of a Guest Editorialist" in the Dec. 1981 issue of *The Journal of Dermatologic Surgery and Oncology*.

Anderson along with **JAMES ROLLER**, clinical

assistant professor of dermatology, presented "Leprosy" to the Department of Medicine's "Saturday Matinee" on Jan. 9.

**JOHN BAUER**, associate professor of nephrology, and **STEPHEN C. BROOKS**, assistant professor of nephrology, had their article entitled "Body Fluid Composition in Normal and Hypertensive Men" published in *Clinical Science*, Vol. 62, pages 43-49, January 1982.

**CLARK WATTS**, professor and chief of the division of neurological surgery, addressed the annual meeting of the Southern Neurosurgical Society March 13 in White Sulphur Springs, West Va. His topic was "Mechanisms of Action of Chymopapain FDA in Lumbar Disc Disease."

**DOUGLAS W. MORGAN**, instructor in pharmacology and child health, has published "Modulation by Thyroid Status of Hepatic Low KM Phosphodiesterase," co-authored with O. Shaheen, W.G. Keyes and M. Heimberg in *Endocrinology* 110:260-264 (1982).

**MARGARET FLYNN**, professor, and **GEORGIA NOLPH**, associate professor, both in the department of family and community health, have published "Serum Lipids in Human Fed Diets Containing Beef or Fish and Poultry" in the December 1981 issue of the *American Journal of*



**Walter Rolley Jr.**, janitor, was honored by his fellow employees with gifts and a potluck dinner on his last day of work, May 5. Rolley had been a University employee for 34½ years. He began working at the Memorial Student Union waiting on tables, then became a janitor with the Physical Plant Department. The past six years Rolley worked in Curtis Hall and prior to that he worked in Rothwell Gym for more than 20 years.

## Clinical Nutrition

**STAN INGMAN**, associate professor of family and community medicine, will publish "Utilization of Specialized Ambulatory Care by the Elderly—A Study of a Clinic" in the March 1982 issue of *Medical Care*.

**ELAINE DOYLE**, assistant professor of family and community medicine, presented a workshop on "The Psycho-Social Care of the High-Risk Family" in January during St. Louis University's Eighth annual symposium on the role of the community hospital in the delivery of peri-natal health care.

**J. DONALD EASTON**, professor and chairman of neurology, was chairman of the Seventh International Joint Conference on Stroke and Cerebral Circulation, held Feb. 18-20 in New Orleans. **MARKU KASTE**, visiting professor of neurology, from the University of Helsinki, Finland, presented a paper at the conference entitled: "Increase of Low Serum Concentration of High Density Lipoprotein (HDL) Cholesterol in TIA Patients Treated with Phenytoin." The American Heart Association sponsors the conference each year.

**HOWARD C. HOPPS**, curator's professor of pathology, has been listed in the 1982-83 edition of *Who's Who in Technology Today*. This set of reference books will include over 25,000 of today's scientists and engineers presently working on advanced technology. Publication will be in the spring of 1982.

## DEPARTMENT OF PHYSICS

**LOUIS V. HOLROYD**, professor of physics and manager of hazardous waste for the UMC Department of Environmental Health and Safety, was a speaker at a Labor-Management Seminar on Hazardous Waste Management held Feb. 26 at Kansas City Royal Stadium Club.

Holroyd spoke on the report to the Missouri Legislature recently published concerning the

Missouri Hazardous Waste Task Force. Holroyd serves as Chairman of the Task Force and was nominated to the Task Force by President Olson to represent Missouri education.

## DEPARTMENT OF POLITICAL SCIENCE

**ROBIN REMINGTON**, professor, has been selected for honorary membership by the UMC Mortar Board chapter. Honorary membership is the highest honor that a collegiate chapter may confer. Remington has also been awarded a \$2,000 grant by the American Council of Learned Societies for research in Yugoslavia from May 25 to July 8.

**MINOO ADZLERABBI** has had her dissertation entitled "Social, Economic and Political Preconditions of the Iranian Revolution, 1979" accepted for publication by Documentary Publishers.

**DAVID WOOD**, professor, has a review in the latest issue of *American Political Science Review* on Derek Urwin's book on European agrarian movements and parties. The second edition of Wood's book *Comparing Political Systems: Power and Policy in Three Worlds* has been published by John Wiley. Co-authors were Gary Bertsch and Robert Clark.

**GREG CASEY**, associate professor, was tapped as an honorary member by QEBH on Tap Day. Faculty who have been tapped in previous years include **FRED SPIEGEL**, professor, by Mystical Seven and **DAVID LEUTHOLD**, chairman and professor, by QEBH.

Faculty who presented papers at the Midwestern Political Science Association convention April 29-May 1 in Milwaukee include: **WAYNE FRANCIS**, professor, "State Legislative Committee Systems: Organizational Adaptation to Demand"; **PAT PERTORE**, associate professor, "Mercantile Categories in Socialist Transition: The Law of Value and Bourgeois Right"; and **SAUNDRA SCHNEIDER**, "Patterns of Social Policy Development in Four Welfare States." Other faculty on the program include **RICHARD HARDY**, assistant professor, and **ARTHUR KALLEBERG**, professor. **RICHARD WATSON**, professor, and **DAVID WOOD**, professor, are on the MWPSA Executive Council.

## COLLEGE OF PUBLIC AND COMMUNITY SERVICES

**DAVID M. COMPTON**, professor and chairman, presented two papers in Miami, at a regional conference sponsored by the City of Miami and Project STAR. Compton spoke on "Program Evaluation for Leisure Services to the Handicapped" and "Assessing Leisure Functioning in Handicapped Children and Youth: A Comprehensive Approach."

Compton presented a research paper with Peter Witt and Patty Forsyth entitled "The Development of A Leisure Knowledge Test" at the Society of Park and Recreation Educators Research Symposium Oct. 25 in Minneapolis.

He also presented a keynote speech entitled "The Importance of Leisure," at a State Department of Mental Health Community Placement Workshop Nov. 19 in Osage Beach, Mo. Compton submitted a final research report on 1981 Recreation Attitudes, Awareness and Needs Survey of St. Louis County Residents with Jaclyn Card, Bill Lind, Anthony Zito and Gordon Howard.

He was appointed to serve as member of the President's Task Force, Society of Parks and Recreation Educators, National Recreation and Park Association, effective October 1981.

## DEPARTMENT OF ROMANCE LANGUAGES

**ALLEN THIBER**, associate professor of French, presented a paper on Beckett at the Ohio State Humanities Colloquium in May 1981, a paper on Joyce and Celine last summer at the International Celine Symposium at Oxford, and had his paper on Claude Simon presented at the South Atlantic Modern Language Association meeting held last November in Louisville.

**MICHAEL UGARTE**, assistant professor of Spanish, presented two papers "El cuarto de artras: Carmen Martin Gaitels Open Enclosures," arranged by Division of 20th Century Spanish literature and "Max Aub's Aesthetic of Exile," a special session on Spanish exile literature of the Civil War, at the meeting of the Modern Language Association last December in New York.

**VERN G. WILLIAMSEN**, professor of Spanish, presented a paper "Las lecturas 'nuevas' de algunas 'comedias viegas' calderonianas," at the International Congress on Calderon and his Theater last summer in Madrid. His paper "The Function of Audible 'Sign' in Two Calderonian Plays," was given at the International Congress on Calderon de la Barca held in October at the University of Nebraska.

Several of Williamssen's articles have been published recently: "Bibliography of Publications on the Comedia," in *Bulletin of the Comediantes*, 33 (1981), pages 181-220; "Women and Blacks Have Brains, Too: A Play by Diego Jimenez de Enciso," in *Studies in Honor of Everett W. Hesse*, Society of Spanish and Spanish American Studies (1981), pages 199-206; and "Dos refundiciones tirsianas: Amor no teme peligros y Los balcones de Madrid," in *Estudios*, 37 (1981) pages 133-155.

**MARGARET SAYERS PEDEN**, professor of Spanish, reviewed an article on John Felstiner's *Translating Neruda*, for Winter 1982 *Translating Review*. She was a guest translator last summer

at the Summer Translation Institute at the University of California, Santa Cruz.

Peden also was a moderator of a panel on practical aspects of literary translation held last October at the University of Indiana.

## DEPARTMENT OF SPEECH AND DRAMATIC ART

**EDWARD S. SMALL**, associate professor of radio-TV film, was the invited artist at the recent ACCA cinema and video festival in St. Louis. He screened and discussed his films "CRT Barns," "House" and "In Progress" done with J.J. Murphy March 23 at Washington University's Gallery of Art. His collaboration on the film "In Progress" is featured in *Afterimage*, Vol. 9, No. 7/Feb. 1982 pages 12-15 in Scott MacDonald's latest interview with J.J. Murphy: "I Never Understood Anything About Cowboys."

## DEPARTMENT OF STATISTICS

**ASIT P. BASU**, professor and chairman, chaired a session and presented a paper entitled "Locally Most Powerful Rank Tests for Censored Data" at the spring meeting of the Institute of Mathematical Statistics, the American Statistical Association and the Biometric Society, held March 14-17 in San Antonio, Texas.

At the same meeting, the following faculty members also presented papers: **RICHARD W. MADSEN**, associate professor, presented "P-values for Multi-stage and Sequential Tests."

**JOHN PANARETOS**, visiting assistant professor, presented "Sufficient Conditions Specifying Bivariate Distributions."

**ROBERT K. TSUTAKAWA**, professor, and **STEVEN E. RIGDON**, graduate student, presented "Parameter Estimation in Latent Trait Models."

**EVDOKIA KEKALAKI**, visiting assistant professor, presented "Spells and Contagion Models in Accident Theory."

## COLLEGE OF VETERINARY MEDICINE

**BRUCE JANKE**, postdoctoral fellow, presented "Experimental Infection of Colostrum-Deprived Neonatal Pigs with a Cytopathic Porcine Rotavirus Isolate," authored by himself and **LARRY MOREHOUSE**, professor and director of the veterinary medicine diagnostic lab, and **ROBERT SOLARZANO**, professor of veterinary medicine, at the Conference for Research Workers in Animal Disease in November in Chicago.

Janke also presented "Hepatitis with Giant Cell Transformation in a Foal," at the annual meeting of the American College of Veterinary Pathologists Nov. 10-13 in Monterey, Cal.

**CATHERINE VOGELWEID**, presented the abstract, "Examination of Endotoxin-Treated Jejunal Epithelium Using SEM," at the Conference for Research Workers in Animal Disease in Chicago.

**WILLIAM FALES**, associate professor of veterinary microbiology, presented "Antibacterial Susceptibility of Gentamicin-Resistant Organisms Recovered from Companion Animals" at the Conference for Research Workers in Animal Diseases in Chicago.

Fales has been named to the 1981 *Who's Who in Technology Today* (3rd edition.)

**BRENT JONES**, assistant professor of veterinary medicine and surgery, presented six seminars to animal health technicians and veterinarians at the annual meeting of the California Veterinary Medical Association Oct. 18-Nov. 2 in San Francisco. The seminars were: "Small Animal Diagnostics and Therapeutics," "Diagnostics and Therapeutics of Gastrointestinal Disease," "The Pathophysiology and Treatment of Shock," "The Electrocardiogram—It Is Not That Tough!" "Diseases of the Liver" and "The Diagnosis and Treatment of Intestinal Diseases."

Jones also presented a paper on small animal endoscopy on Jan. 12 and 13 in Lyonsville, Pa.

**BRENT JONES**, assistant professor of veterinary medicine and surgery, presented an endoscopy seminar to the Wichita Veterinary Medical Association, Feb. 12-14.

**RODNEY MOXLEY**, research associate of veterinary pathology, presented "Update on TGE in Swine" to the Illinois State Veterinary Medical Association Feb. 13-15 in Chicago.

**EMMETT McCUNE**, professor of veterinary microbiology, presented "The Use of Ventilation to Balance the Environment for Turkeys" at the Midwest Poultry Federation meeting Feb. 18-19 in St. Paul, Minn.

**C.J. BIERSCHWAL**, professor of veterinary medicine and surgery, presented 5 papers on breeding soundness Feb. 21-24 in Fargo and Bismark, N.D.

**OLEN BROWN**, professor of veterinary microbiology, presented "Oxygen and Redox-Active Drugs: Shared Toxicity Sites" to the Society of Toxicology Feb. 23-25 in Boston.

**M.J. BOJRAB**, professor of veterinary medicine and surgery, presented "Superficial Cosmetic Surgery, Wound Management and Bandaging Techniques" to the Ohio Veterinary Medical Association Feb. 26-March 1 in Columbus.

**DAVID THAWLEY**, professor of veterinary microbiology, presented "Pseudorabies Control: Methods of Herd Clean-up" to the National Pork Congress March 10-12 in Indianapolis.

# People

**MARION SAMUEL OFFUTT**, former chairman of the University's agriculture department, died May 18 at the age of 63.

Offutt earned his bachelor of science, master's and doctorate degrees in agronomy at the University and taught here for six years. He left in 1956 to join the faculty at the University of Arkansas, from which he retired this month.

He was a member of Sigma Xi, Gamma Sigma Delta and Alpha Zeta. He received both the Gamma Sigma

Delta Outstanding Teacher award and the John W. White award for excellence in teaching.

Survivors include Offutt's wife, the former Dorothy Holmes; one daughter, two sisters, two brothers and two grandchildren.

Memorial contributions may be sent to the M.S. Offutt Scholarship Fund, University of Arkansas Foundation Inc., Fayetteville, Ark., 72701.

**MICHAEL A. VIREN**, associate professor of economics and director of the UMC-based Public Utilities Program, has been named acting director of Campus Computing

Services, effective May 1.

Viren will serve part time in the position until July 1, when he will assume the acting position nearly full time. The position will be expanded to include energy and utilities planning. An official search process for a permanent appointee will be conducted soon.

As director of the Public Utilities Program, Viren directs research into methods of overcoming problems in the economic regulation of public utilities. In addition to the research activities, an educational program is being developed to educate and train students to work for public utilities and

regulatory agencies.

Before coming to UMC, Viren was the senior vice president of Criterion Inc., a consulting firm based in Dallas specializing in the problems of regulated industries. He also has served as the director of the utility division of the Missouri Public Service Commission.

Viren replaces Michael Staman who was director of Campus Computing Services since May 5, 1980. Staman accepted a position in April as a senior principal consultant with the Systems and Computer Technology Corp. (SCT), a company which serves the computing needs of higher education throughout



# Graduate Faculty Senate selects committee representatives

Sector chairpersons and committee representatives were recently elected for the 1982-83 Graduate Faculty Senate.

Chairpersons of the standing committees are Judith Grosenick, professor of special education, Academic Affairs; John McGowan, professor of educational and counseling psychology, Membership; David Imig, associate professor of child and family development, Problems and Procedures; and Daniel Gulstad, professor of Romance languages, Research Affairs.

John Gross, professor of extension education, was elected chairman of the behavioral sciences sector.

Members from the behavioral sciences sector elected to committees were Josephine Holik, associate professor of clothing and textiles, and Grosenick, to Academic Affairs; Floyd Delon, professor of educational administration, and McGowan to Graduate Faculty Membership; Imig, and Steven Richards, associate professor of psychology, to Problems and Procedures; and Bob Stewart, professor of professional and vocational technical education, and John Mueller, professor of psychology, to Research Affairs.

Ruth Baldwin, professor of food science and nutrition, was elected chairwoman of the biological sciences sector.

Members from the biological sciences sector elected to committees were Ronald Sprouse, professor of microbiology, and Edward Pickett, professor of biochemistry, to Academic Affairs; Russell Larson, associate

professor of agronomy, and John Faaborg, assistant professor of biological sciences, to Graduate Faculty Membership; Billy Cumbie, professor of biological sciences, and Charles Rabeni, assistant professor of forestry, fisheries and wildlife, to Problems and Procedures; and Louis Sherman, associate professor of biological sciences, and Keith Byington, associate professor of pharmacology, to Research Affairs.

James Curtis, professor of Germanic/Slavic studies, was elected chairman of the humanities sector.

Members of the humanities sector elected to committees were Charles Sherman, professor of music, and Kurt Ritter, assistant professor of speech and dramatic arts, to Academic Affairs; Bina Gupta, associate professor of philosophy, and Patricia Crown, assistant professor of art history and archaeology, to Graduate Faculty Membership; Robert Sattelmeyer, associate professor of English, and Margaret P. Sommers, associate professor of Romance languages, to Problems and Procedures; and William Berry, professor of art, and Gulstad to Research Affairs.

Marc Jacobs, professor of mathematics, was elected chairman of the mathematical sciences sector.

Members of the mathematical sciences sector elected to committees were Michael Leonard, associate professor of industrial engineering, and Charles Slivinski, professor of electrical engineering, to Academic Affairs; Earl Charlson, professor of electrical engineering, and William A.

Thompson Jr., professor of statistics, to Graduate Faculty Membership; David Guell, associate professor of engineering, and Gordon Springer, assistant director of computer science, to Problems and Procedures; and Paul Ehrlich, associate professor of mathematics, and Shankha Banerji, professor of civil engineering, to Research Affairs.

John Bauman, professor of chemistry, was elected chairman of the physical sciences sector.

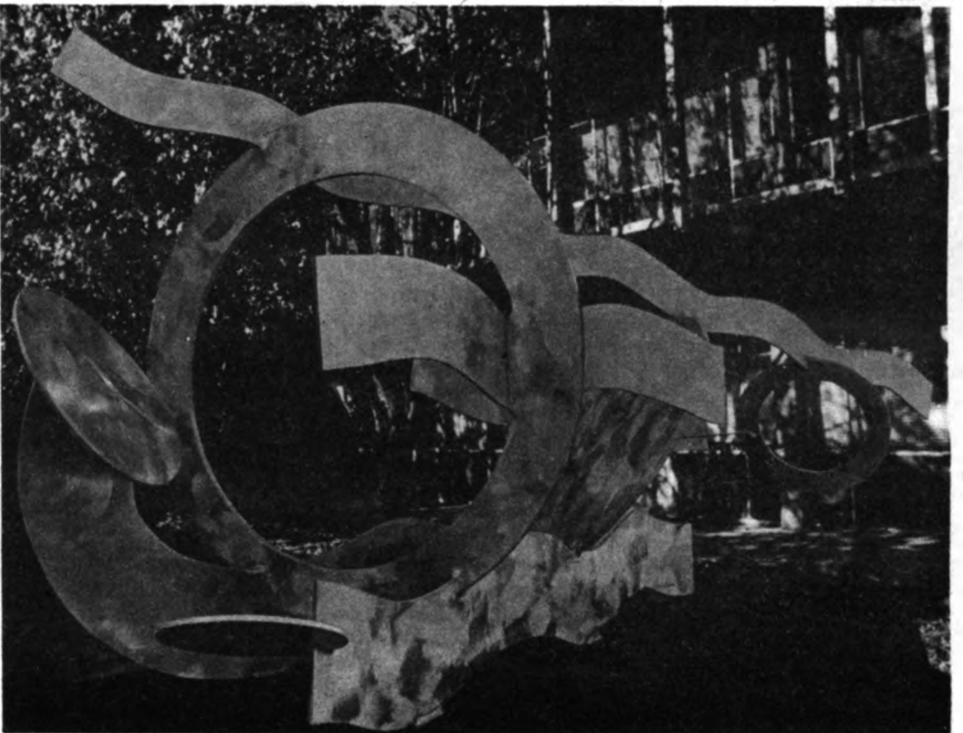
Members from the physical sciences sector elected to committees were David Troutner, professor of chemistry, and Franklin Harris, professor of agricultural engineering, to Academic Affairs; Samuel Werner, professor of physics, and Thomas Freeman, professor of geology, to Graduate Faculty Membership; David Cowan, associate professor of physics, and Milton Shanklin, professor of agricultural engineering, to Problems

and Procedures; and Aaron Krawitz, associate professor of mechanical and aerospace engineering, and Ernest Kung, professor of atmospheric science, to Research Affairs.

Donald Shawver, professor of marketing, was elected chairman of the social sciences sector.

Members of the social sciences sector elected to committees were James Stallman, professor of accountancy, and Edward Hassinger, professor of rural sociology, to Academic Affairs; Loretta Hoover, associate professor of human nutrition, and Peter Gardner, professor of anthropology, to Graduate Faculty Membership; Jesse Wheeler Jr., professor of geography, and Robert Finley, professor of agricultural economics, to Problems and Procedures; and Robert Penfield, associate professor of management, and Paul Wallace, professor of political science, to Research Affairs.

## Sculpture to be moved to garden



Mary Lee Fieschner

The sculpture "Donna" will be moved from its temporary location outside of the Fine Arts Building to a sculpture garden which will be constructed this summer through MSA funds. The sculpture was built last October by art students and Dutch sculptor Hans van der Bovenkamp.

Stephen Lahr, assistant professor of art and education, was instrumental in bringing van der Bovenkamp to Columbia. Van der Bovenkamp specializes in large-scale public sculpture.

"Donna," named after Donna Moore, a graduate student who was a driving force behind the creation of the sculpture, is approximately 6 feet long by 4 feet tall. Jim Adams, owner of a machine shop in Columbia, donated the aluminum and the workspace to construct the sculpture.

1983.

- National Achievement/National Merit Scholarship Program: \$120,310 to bring highly qualified and motivated students to UMC.

- Chancellor's Festival of Music for academic years 1982-83, 1983-84 and 1984-85: \$25,000 for continuation of the music festival established in 1977 to provide an opportunity for UMC students, faculty, staff and the public to become involved with internationally

renowned artists, scholars and composers in the preparation and performance of major works.

- College of Business and Public Administration Requests: \$24,000 for renovations in Middlebush Hall: The funds include \$10,000 to develop a student academic advisement center and placement office and \$14,000 for expansion of the educational computer facilities.

## Development Fund Board approves University projects

Twelve University projects totaling \$317,810 have been approved by the UMC Development Fund Board.

Unrestricted alumni gifts will be used to fund the projects, which were recommended by Provost Ronald F. Bunn and Chancellor Barbara Uehling.

The projects include various types of special research efforts, programs in English, art and music and renovation of two areas in Middlebush Hall.

The following recommendations were approved for funding:

- Faculty Development Projects: \$40,000 to support faculty attendance at workshops and meetings of learned societies and to fund a portion of the 137 faculty development proposals received during Winter Semester 1982.

- Weldon Spring Awards: \$30,000 in supplemental funds to continue projects that run beyond the one year supported by the Weldon Spring Fund. Programs currently receiving support from the fund are the Interdisciplinary Program in Plant Biochemistry, the Center for the Study of Energy and Public Policy, the Missouri Cultural Studies Program and the Hazardous Waste Management/Industrial Hygiene Research Center.

- Graduate Research Council: \$40,000 to support faculty research efforts. The Graduate Research Council will review

the faculty requests for ongoing and pilot research plans.

- Graduate Student Teaching Award Program: \$8,000 for a program that honors 75 graduate teaching assistants with \$100 awards.

- The Missouri Review (1981-82): \$5,500 to help defray publishing costs and payments to authors for Missouri Review, an English department quarterly publication that includes literary research, poetry, fiction, interviews and reviews.

- Missouri English Series: \$1,500 to continue an annual series of lectures in literature and language open to students, faculty and the public.

- English Research: \$10,000 to continue a major bibliographic research and publication effort.

- Art History and Archaeology Curator of Artifacts: \$10,000 to catalog artifacts in the Museum of Art History and Archaeology. The project will permit first-time showing of museum artifacts now in the collection, but not yet cataloged.

- Art Department's Missouri Folk Arts Council/Folk Art Acquisition, Documentation and Exhibit: \$3,500 to acquire Missouri Folk Art for exhibition. The art will be photographed and the photo collection will be displayed around the state in

the United States.

Initially Staman will be working from SCT's headquarters in Malvern, Pa., as a member of its academic corporate staff in support of multiple university sites. In addition to eventual responsibilities managing sites, he will be working in the areas of academic planning, marketing support and the development of the academic computing services provided by the corporation.

MARCUS S. ZUBER, professor of agronomy, is this year's winner of the National Award for Agricultural Excellence, presented by the National

Agri-Marketing Association.

Zuber, who came to the University in 1946, is one of the world's leading corn breeders and is recognized internationally for his work as a geneticist. He has released 43 inbred corn lines, one of which is the parent hybrid responsible for one-seventh of all the corn grown in the United States.

Zuber is also known for developing the corn hybrids used in Missouri's corn cob pipe industry.

Numerous awards have come to Zuber throughout his 45-year career. He is a fellow in the American Association for the Advancement of Science and in the American Society of

Agronomy, and a recipient of the Gamma Sigma Delta Senior Faculty Award of Merit and the University's Faculty-Alumni Award. He was also named the 1973 Outstanding Educator of America.

Zuber earned his B.S. degree from South Dakota State University and his M.S. and Ph.D. from Iowa State.

THOMAS R. YONKE, chairman of the Department of Entomology, was elected president of the Central States Entomological Society during the recent annual meetings held at Kansas State University, Manhattan, Kan.

GARY N. ONOFRY was recently elected vice president/president-elect of the Medical Group Management Association of Missouri. Onofry, manager of Patient Accounts for University Physicians, was elected at the annual meeting of the group held last month in Kansas City.

The medical group is composed of administrators and managers of Missouri clinics and is dedicated to improving management techniques throughout the state.

Before being elected to his present post, Onofry was chairman of the MGMO-Mo Third Party Payor committee.



# This week

To list your department or division's events in the next *Mizzou Weekly*, write or call the Office of Internal Communication, 606 Maryland, 882-6004, by Friday two weeks before the event is scheduled.

All events are free and open to the public unless otherwise noted.

## 29 Saturday

**Tour and Press Conference:** Sen. John Danforth (R.-Mo.) will meet with the press and tour research facilities in Schweitzer Hall, 10:30 to 11:15 a.m. Meet in 108 Schweitzer.

## Letters

from page 5

the taxpayers of this state really want their children educated by professors who have stayed here only because they are unable to find a position elsewhere? It is increasingly difficult for me to justify to myself and to my family remaining at an institution where I am earning substantially less after fifteen years of service and professional growth than I earned when I came. If the curators and legislators really think that a salary freeze is a viable alternative to program elimination, they must have it made clear to them that the chief consequence will be to provide the rest of the country with a 'happy hunting ground,' and I would estimate that something on the order of 200 faculty will leave within two years."

And from another:  
"Finally, a word about quality, since it seems to have become an issue. There has been much talk recently that we should not try to be a Harvard or a Princeton. Perhaps that is true, but what about trying to be a Wisconsin, an Indiana, a Michigan, even a California? Surely those are not inappropriate goals for a state university."

### Other Fiscal Goals

Although many faculty and staff expressed support for the additional fiscal goals mentioned by the chancellor, others felt such items were luxuries in a time of shrinking budgets.

Several expressed the thought that "increased support of these areas

## 2 Wednesday

**Museum of Art and Archaeology Lunchtime Tour:** "Vasarely et Cinetisme," screen prints by the originator of Op Art, Richard G. Baumann, curator of Renaissance and modern art, 12:25 p.m., Pickard Hall.

# Exhibits

**Anthropology Museum**  
Hours: 10 a.m. to noon, 1 to 3 p.m., Tuesday through Saturday.  
**Through June:** "People Meeting People: Development of U.S. Culture," an exhibit exploring the origins and development of culture in the United States during the 19th century.

Displays will include implements for agriculture, household goods and tools of commerce. The materials emphasize

the interactions of blacks, Orientals, American Indians and Euro-Americans and the effects of these interactions on cultural developments in the 20th century.

**Museum of Art and Archaeology**  
Hours: Noon to 5 p.m., Tuesday through Sunday.

**Through Aug. 29:** "Victor Vasarely: Kinetic Visions," an exhibit of 12 silkscreen prints and a major painting by one of the pioneers of "Op Art" will be on display in the Prints and Drawings Gallery. The works show how Vasarely used geometric shapes in new configurations to create the illusion of movement and three-dimensional form on a flat surface.

**Permanent display:** McLorn Gallery has been re-opened with a new permanent installation of Chinese and

Japanese art. Several recent gifts of ivory, jade, cloisonne, lacquer and porcelain are on display for the first time. In addition, five Japanese woodblock prints, including a triptych, a print made in three sections, by Utamaro.

**Fine Arts Gallery**  
Hours: 9 a.m. to 2:45 p.m. Monday through Friday, 2:30 to 4:30 p.m. Sunday

**Through May 28:** High School Senior Exhibition: Entries submitted by high school seniors from around Missouri.

**Western Historical Manuscript Collection**

Hours: 8 a.m. to 4:45 p.m. Monday through Friday.

**Through August:** "The Stark Brothers Nurseries and Orchards," a colorful exhibit of pictures in seed catalogs from the turn of the century.

cannot be at the expense of essential programs."

"I do not believe you can justify them when you are considering terminating tenured faculty," wrote another faculty member.

One staff member who wrote in favor

**"It would be ruinous to the University for you to back down in any...way on the proposed...eliminations."**

of these additional fiscal goals said, "Letting enhancements in technology and the opportunities for better communications, efficiency, etc. they bring slip by, is unconscionable for a major university. We must keep pace in all areas if we are to have a bright future."

Such goals were seen as "factors which faculty weigh in considering conditions of employment," wrote one faculty member. "An increase in available services from the library, support staff of quality to handle production of materials to support teaching and research efforts, availability of better equipment, increase in travel allowances—these are the non-salary, non-taxable increments in faculty compensation which will be valued by many."

Many other letters expressed support for funding additional fiscal goals,

including the leave policy and research incentive plan. "I would be delighted to work with you in any way to assist in the process of setting up these programs."

Other letter writers felt the library essential to the teaching and research missions of the University. "It must not be allowed to continue slipping," one faculty member wrote.

In addition, equipment and expense budgets were seen as too low "to continue our teaching and research missions."

Other writers had suggestions for the administration. A physician at UMC Hospital suggested that perhaps the hospital administration could work more closely to encourage graduate physicians to admit their patients to the UMC Hospital to increase funds; a faculty member from the College of Business and Public Administration suggested that perhaps a new graduate school or college of public affairs could

be created to offer human service programs so that those areas would not be slighted at UMC, despite the budget cuts.

Others offered general support for the administration. One individual wrote:

"May I say that during my 18 years at this University, I have seen the University struggle with various stresses, some seemingly self-imposed. I have never been more encouraged than now, with the quality of leadership. When the path is flat and smooth, leadership must look far ahead; when it is steep and rough, leadership must both look far ahead and take decisive initiatives. More than one course over the next immediate difficulty might be possible, but those being led have a measure of responsibility to follow the leader's selected footsteps provided the compass needle steadily points toward the objective."

## Announcements

(From page 2)

or non-UMC student with ID, and \$3 for UMC summer session student.

Tickets are also available for single performances. Ticket prices for "On Golden Pond" and "Holiday" are \$5 for general admission, \$4 for faculty/staff, \$3 senior citizen, children or non-UMC student with ID, and \$1 for UMC summer session student.

Single performance tickets to "Dames at Sea" cost \$6 for general admission, \$5 faculty/staff, \$4 senior

citizen, children or non-UMC student with ID, and \$1 UMC summer session student.

Season ticket forms may be picked up at 129 Fine Arts. Beginning June 28, the Theatre Box Office will be open Monday through Saturday from noon to 5 p.m. Tickets will be available the Monday before the performance or at the door.

While the Theatre can make no refunds, tickets may be easily exchanged.

For more information, call 882-7857.

# Jobs

## Faculty openings

The following teaching and research positions are available at the University; however, all of the positions are dependent upon funding and enrollment. For more information, call the Office of the Assistant Provost, 116 Jesse, 882-2094.

**Assistant professor of oboe** in the Department of Music, to begin Aug. 15, 1982; responsible for studio instruction of oboe majors and non-majors, secondary teaching assignment in music history/literature; to perform as member of resident faculty woodwind quintet; Master's degree minimum requirement, with strong interest and experience in performance of woodwind quintet literature and teaching experience at university or professional music school; deadline June 13, 1982;

**Research associate of special education** in the College of Education, to begin as soon as possible after June 14; to provide direct link between the project, agency personnel and enrolled children and their families, orientation of personnel, instructional programming for children, and periodic measurement of child progress and collection of data concerning individual education programs of assigned children; Bachelor's degree in a field related to early childhood development, language development and/or special education required, Master's preferred, with experience in the instruction of young children, preferably handicapped infants, and experience in training with other professionals; deadline June 14, 1982.

**Teaching and research assistant to associate professor** in the School of Nursing, to begin Aug. 15, 1982; to teach in undergraduate or graduate program and conduct research; clinical masters in adult nursing and/or maternal child nursing and grant writing experience preferred; teaching experience and evidence of research capabilities required; must have earned doctorate and Master's degree in nursing, maternal-child nursing clinical expertise preferred; deadline Aug. 1, 1982.

Teaching and research assistant to associate

**professor** in the School of Nursing, to begin Aug. 15, 1982; to teach in undergraduate or graduate program and conduct research; clinical master's in adult nursing and/or maternal child nursing and grant writing experience preferred; teaching experience and evidence of research capabilities required; must have earned doctorate and master's degree in nursing, adult nursing clinical expertise preferred; deadline Aug. 1, 1982.

**Assistant or associate professor** in the Department of Medicine, to begin Oct. 1, 1982; to function as attending nephrologist in renal wards and on renal consulting service, attend on general medicine wards and in numerous renal clinics, perform or supervise trainees in hemodialysis, kidney transplantation, peritoneal dialysis and renal biopsy, give numerous lectures and participate in conference, develop programs in clinical and/or laboratory research and publish results in medical journals; must be board certified in internal medicine, board certified or qualified in nephrology, M.D. or D.O. degree required, with experience in hemodialysis, kidney transplantation, peritoneal dialysis and renal biopsy; must have previous publications in the area of renal disease; deadline Sept. 30, 1982.

## Staff openings

The following job openings at the University were approved and posted Monday, May 24, and include the department where the vacancy exists. The openings are listed under the name of the Personnel recruiting staff member handling the positions. For more information or to apply for a job, contact the appropriate recruiter at the Personnel Office, 309 Hitt St., at 882-4221.

### CHARLES HUNTER

Assistant director, U. Rel./Exten. Info. Officer, Univ. Rel.-UMca; Director, news services, University Relations; Coordinator, special assignments, Chancellor's Office; Insurance manager, Business Service-UMca.

### MARY SLEDGE

Clinical specialist, nursing, Child Health; Computer engineer, Research Reactor-UMca; Computer programmer I, St. Louis, Mo. Institute

of Psychiatry; Continuing education coordinator, UED-Engineering; Cryogenics operator, Physics; Police officer, University Police; Reactor maintenance engineer, Research Reactor-UMca; Reactor operator, Research Reactor-UMca; Research specialist, Agronomy; Sr. research/laboratory technician, Plastic Surgery; Research specialist, Dalton Research Center.

### JANE CORREIA

Clerk typist II, Wage & Salary, Personnel Svc./Employee Rel.; Clerk typist II, Special Education; Library clerk II, Ellis Library (2pm-11pm, Sunday-Thursday); Secretary, Clothing & Textiles; Secretary, Continuing Medical Education; Secretary, Labor Education; Secretary, Psychiatry; Secretary, State Historical Society-UMca; Secretary, Western Historical Manuscript Collection-UMca; Sr. accounting clerk, Accounting Services; Word processing operator I, Educational Administration.

### FRAN WARREN

Administrative associate I, Health Service Management; Assistant director, West. Hist. Manu. Coll.; Manager, technical services, Academic Support Center.

### CAROL WAITS

Secretary, Veterinary Medicine-Animal Resources, (full-time temp. ends 11-82); Sr. research/laboratory technician, Child Health (20 hrs. per wk., perm.); Sr. research/laboratory technician, Pathology (30 hrs. per wk., perm.); Stenographer, Alumni Relations (20 hrs. per wk., perm., 10am-2pm); Training associate, Residential Life-Food Service (full-time perm.); Word processing operator I, Geology (20 hrs. per wk., perm., effec. 7-82); Word processing operator I, Graduate School (full-time, temp. till 8-82).

The following jobs were listed by the Health Sciences Center Personnel Office. For more information, call 882-8186.

### ANN NADLER

ADMINISTRATIVE/PROFESSIONAL Associate Hospital Director, Professional Services; Manager, Cafeteria, Food Service; Manager, Nutrition and Dietetics; Manager,

Patient Accounts; Manager, Speech & Hearing; Manager, Financial Reporting; Manager, Financial Planning.

### PATTY SCOTT

#### CLERICAL

Clerk II, Patient Accounts; Hospital Unit Clerk, Med. Float; Maternal Child Float (2); Secretary, Cardiology; Senior Accounting Clerk, Hospital Reimbursement; Senior Secretary, Hospital Accounting; Financial Services (2).

### GINA KINCAID/JO GROVE

#### NURSING (882-8701)

Administrative Nurse I, Nursing (5); Assistant Director, Nursing; Assistant Manager of Pharmacy, IV Therapy; Clinical Nurse I, Nursing; Education Nurse I, Nursing (2); IV Nurse, Nursing (3); Licensed Practical Nurse, Sr., Nursing (13); Nurse Anesthetist, Anesthesiology (4); Nurse Practitioner, Employee Health; Staff Nurse, Nursing (15); Surgical Technologist, Nursing.

### LORI TANZER

#### TECHNICAL

Certified Respiratory Therapy Technician, Respiratory Therapy; Computer Programmer/Analyst II, Computer Center; Medical Technologist, Pathology, Blood Bank, Special Hematology (5); Medical Technologist, Pathology; Nuclear Medicine Technologist, Radiology; Physical Therapist, Rusk, Hospital; Radiologic Specialty Technologist, Radiology (2); Radiologic Technologist, Radiology (2); Registered Cytotechnologist, Cytology Lab; Registered Respiratory Therapist, Respiratory Therapy; Senior Radiologic Technologist, Radiology; Senior Registered Respiratory Therapist, Respiratory Therapy.

### PART-TIME OR TEMPORARY

Clinical Nurse I, Nursing (2); Food Service Attendant I, Cafeteria, Production, CTS (6); Food Service Attendant II, Production; H.U.C., Rusk; SICU (2); Licensed Practical Nurse, Sr., Nursing (6); Pharmacy Technician, Outpatient Pharmacy; Physical Therapist, Hospital, Rusk; Staff Nurse, Nursing (10); Student Assistants, Nursing (10).



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