

# MIZZOU

WEEKLY

University of Missouri-Columbia / Dec. 5, 1991

EXTRA

## 'These are not ordinary times'

*A message from the provost*

The purpose of this special edition of *Mizzou Weekly* is to inform the MU community of past and current events related to planning for the future of the institution. Over the last 18 months, there has been engendered at MU a spirit of openness, thoughtful debate, and consensus building as we developed the document *MU in the 1990s: Goals and Objectives for Planning, Budgeting and Evaluation*. While not everyone agreed with the final shape of the plan, everyone at least had the opportunity to speak and many suggestions found their way into the final document. It is in this spirit of participative governance that this issue is being published. You are asked to participate in whatever way and to whatever extent possible in proposing the reshaping of the University. As you will discover by what is printed on the following pages, time is desperately short to accomplish this task.

To better understand what now we are being asked to do, let me summarize briefly where we have been. About 18 months ago, a Long Range Planning Committee was formed for the purpose of developing for MU a five-year plan to map the future for the institution. There were three characteristics of this process that made it very different

from previous planning exercises. First, it was decided to build the plan from the "bottom-up." Rather than an administratively crafted plan put forward for reaction, this plan would be drawn from a review of departmental and divisional plans. Secondly, there was a commitment made at the outset that this plan would be nurtured - tended to so that it remained dynamic. Too often in the past, planning was done for its own sake - an empty exercise focusing more on generating the plan than on improving the institution. The third important difference in this planning activity was its openness. Hearings were conducted to debate and to make changes as drafts evolved. Much of what was suggested at the hearings found its way into the plan, *MU in the 1990s*. The next step was for the MU Planning Council to develop a set of measures to be used to determine progress toward achieving the imperatives and attaining the goals and objectives of the plan. It remains our intent to do so and once again to conduct open hearings to reaffirm priorities and test the appropriateness of the measures.

Two important groups were formed as a result of the plan, the MU Planning Council and, reporting to it, the Academic

Planning Committee. Their overarching purpose is to keep the plan dynamic. Their specific purpose is to represent the campus community in making recommendations regarding program mix and resource allocation. These two important bodies are working hard today in a context and on a timetable not envisioned at the time of their formation. Their efforts have produced the criteria and processes published inside.

Little did we know that this deliberative process would be abbreviated by a change in the administration and an urgent request from the new president of the University of Missouri System, George Russell, to supply to him, by Nov. 10, the MU list of funding priorities and a statement of where from within MU's existing budgets those resources would be found. The first MU response was predicated on passage of Proposition B.

Some have expressed concern over the contents of the final response to the President about funding priorities. There was included in that response reference to examples of programs to receive additional funding via reallocation. Where, asked many, did those examples come from? Some of the examples were drawn from the most recent annual submission to the state of "Program Improvements Requests." These requests have been submitted for a number of years. It is true that historically the requests were drawn up by the administration. Two important points must be made here. First, the new planning process growing out of activities leading to *MU in the 1990s* will ensure that everyone on campus will know of such things as "Program Improvements Requests" before they are submitted in behalf of the institution. Such documents will be published as drafts and

open for debate. The second important point is that we were directed to submit a response in a very short time frame. Knowing that the previously sent Program Improvements Requests were generally unknown to the campus at large, we nevertheless, had to rely upon them in part to be consistent, but more importantly, because they were the only recommendations to which any thought had been given. Remember, we were well on our way toward the open process when we were asked for an immediate response. That response will be examined along with all other documents finally to emerge from the current review process. Some have said that our response to the President's recent request does not represent the spirit or the substance of our long range plan. It was simply the best that we could do given time constraints and what was already on file.

It is my fervent hope that we will return soon to a more deliberative and open process. Before doing so, however, we must undertake yet another important activity that in ordinary times we would accomplish in a much more iterative and deliberate way. Unfortunately, these are not ordinary times at MU. The criteria, process, and timetable found in the

### SPECIAL General Faculty Meeting

Tuesday, Dec. 10  
4 p.m.

Jesse Auditorium

Topic: MU's planning process

## A special edition

Limited state funding will pose numerous challenges to the University in the years ahead.

Hard decisions, some relating to program elimination or reduction, must be made in the next several months. MU's planning process, which begins with suggestions from the MU community and proceeds through committee meetings toward open hearings, will play a vital role in the development of these decisions.

This special edition of *Mizzou Weekly* contains these components: A message from Provost Gerald Brouder, explaining the situation; letters from the academic planning committee to deans and administrative units, outlining the planning criteria, process and timetable; and the lists of members of the MU Planning Council and academic planning committee.

The topic will be discussed at a special general faculty meeting at 4 p.m. Dec. 10 in Jesse Auditorium. All members of the MU community are invited. Staff who are able to attend should be allowed to do so without loss of personal day or vacation time.

text in this issue must be implemented. In effect, we must set aside our paced planning process and work doubly hard to provide to the President and the Board of Curators a resource list to be used to fund the maintenance of human and capital assets. To the greatest extent possible, our response must be tied to the achievement of the imperatives, goals and objectives of *MU in the 1990s*. Let us not, however, confuse what we are doing at the moment with what was intended in terms of process in implementing our long-range plan. We are instead responding to a mandate to find resources. Once having done so, we must return to the process of nurturing and tending to our plan, changed as it may be.

In doing what we must in the very short time available, let us not forget our purposes. MU is an institution created to educate the citizens of Missouri, to discover and disseminate knowledge, and to take all that is good from within and make it available through outreach programs. What we do now is critically important to those who will follow us. Our legacy must be one of improved quality. None of us wants to contribute to the decline of a fine institution. We simply cannot continue to cut across the board.

In closing, let me restate a few of the points made publicly last February as I was being considered for the privilege of serving as chief academic officer for this fine University. My purpose is to show that as much as a year ago, each of us knew that change was coming, that it was necessary and that it would be disquieting. These predictions grew out of an increasing sense that we were losing the confidence of the public, the legislature, and our own Board of Curators. We must change to regain that confidence if MU is to have a bright future.

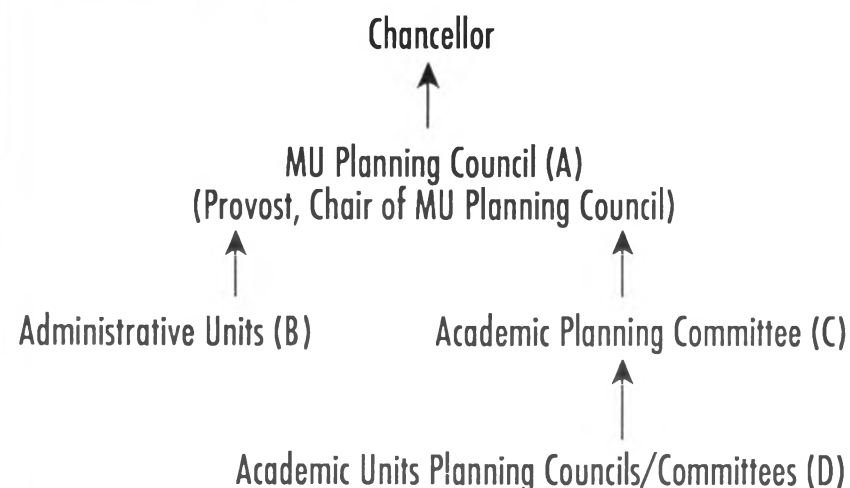
I have stated often that we are too large for our budget and that to ensure quality, we must narrow our breadth. Some argue with merit that our very breadth enriches and makes MU unique. The interactions of diverse programs and faculty afford students an experience available nowhere else in public higher education in Missouri. I agree. But as stated earlier, these are not ordinary times and we must now turn our attention away from breadth as a strength to protection and reinvigoration of the core as a necessity. In all that we do in this temporal crisis, we must pass our judgments through the singular criterion of academics first. Only in that way will we reaffirm the fundamental purposes of the institution.

Last year, I held out a vision for a somewhat smaller MU with model undergraduate programs known extensively for their quality, not their size. Nothing would be better than a waiting list of the very best students. I dreamed aloud also of a somewhat larger doctoral program to play upon our unique position in the state as a public Research I and graduate institution. I spoke often of my intention to clarify and reestablish the valued practice of shared governance: to diminish the energy-consuming squabbles between faculty and administration; to diminish the sense of "we" and "they."

Moreso now than ever, we must work toward the common goal of reshaping the institution for its improvement. If we fight among ourselves or refuse to answer the mandate to change, we will give up our only opportunity to control our own destiny. In short, unless we do what we are asked, and do it well, someone else will. It is not a matter of whether or when we will change as an institution; it is more a question of how and to what extent will we change ourselves.

As Provost and Chair of the MU Planning Council, I will do everything possible to ensure that judgments are made in good faith and with the best interests of MU and its future in mind. I pledge to work harder than ever in these difficult times and with your help and understanding we will be a better institution. - Gerald Brouder, provost

#### Structure for Planning:



- A Representatives from Faculty, Students, Administration and Staff; chaired by Provost
- B Vice Chancellors, Director of Intercollegiate Athletics and Executive Director of the Hospital and Clinics
- C Joint committee, representatives from Council of Deans, Faculty Council and Students
- D Vice Provosts, Colleges, Schools

# To academic divisions:

December 2, 1991

TO: Provost and Deans

FROM: The Academic Planning Committee

Calculations completed by President George Russell and the Campus Planning Council show that MU will need to identify \$36.5 million in recurring funds and \$27.75 million in nonrecurring funds over the next five years to be expended on the maintenance of human and physical assets. To the greatest extent possible, the imperatives and program improvements identified in the campus Long Range Plan (*MU in the 1990s*) will be addressed. While additional revenue sources, e.g., capital appropriations and a projected increase in student fees, should yield about \$30.62 million (recurring), we must still find internally at least \$5.88 million in recurring funds and all the nonrecurring funds. In addition, we must be prepared to accommodate reductions in our base budget from shortfalls in state appropriations that may continue to occur.

The charge of the Academic Planning Committee is to recommend to the Campus Planning Council a plan that identifies the appropriate sources and recipients of both recurring and nonrecurring funds within academic areas. The Planning Council will review our recommendation, develop its own recommendation for the nonacademic areas, integrate the two documents into a single plan, and forward that recommendation to Chancellor Haskell Monroe. The Chancellor's recommendation will be due to President Russell on Feb. 1.

## Process and timetable

To provide the necessary information for the Academic Planning Committee to make its recommendations, each dean should begin a process to update the five year plan for his or her division according to the guidelines detailed below. The Provost should do the same for those units that report to the Provost's office through a director or similar administrator other than a dean. Before submitting the plan to the Academic Planning Committee, each unit must share it with faculty, students and staff. Though the time for this process is brief, it is important that units share their plans at a time sufficient to allow for potential changes. So the planning committee can have access to the raw materials that undergird unit plans, administrators should append an evaluation, based on the Criteria for Academic Program Priorities, for each program in the unit.

Various campus documents define the term "program" differently. Ordinarily a "program" is synonymous with a department, but each unit submitting a plan should narrow this definition if doing so will provide a better basis for discerning quality, establishing priorities for improvements, and identifying units for potential reduction or elimination. In cases where departments contain readily identifiable, discrete degree granting and/or instruction generating and/or research generating units, each should be analyzed and evaluated individually in this exercise. All separately budgeted units other than departments that draw on general operating funds should be included, whether they lead directly to a degree or not. Where divisions share administrative responsibilities for a program, the deans shall jointly determine the process for reviewing and reporting it under the specified criteria. It is also important that the general operating funds allocated to administration in the office of the dean or director be accounted for and justified. In the latter case, each dean or director should describe his or her administrative organization, showing the number of administrators, support staff, and the duties of each.

Each division has the leeway to decide the more specific details of its planning process, yet the expectation is clear that the ownership of the plan must extend beyond the dean. Each plan must include, therefore, a description of the process used to generate it and, in particular, the

involvement of relevant groups. Plans are due in the Provost's office Friday, Dec. 20.

## Guidelines for divisional plans

Each divisional plan must be no more than 20 double-spaced pages, not including appendices. Each must contain at least the following sections.

### Section 1: The unit and its importance to MU and the University

This section should explain, using the Criteria for Academic Program Priorities, the importance of the division or unit to MU and the University. Instances in which the unit contributes to and/or is dependent on programs in other divisions or units should be identified, and the importance and quality of that cooperative effort should be assessed. If programs are significantly duplicated in whole or in part within MU or the University, it is especially important to address the issue of why those programs, as offered in your division, are vital to the mission and goals of the campus as described in the campus long range plan. Your argument may support consolidation or continued duplication, not both.

### Section 2: Program reconfigurations

Identify any adjustments, such as program reconfigurations or mergers, that might be made within your division or between your division and other units that would support your program priorities or those of the campus. Give an estimate of the time it would take to complete the adjustment. Explain the academic and fiscal impact of each adjustment on your division and on the campus as a whole, relative to the campus long range plan.

### Section 3: Budget decrease options

We are asking each dean or other administrator to prepare a plan showing how each division or unit could absorb a 15% permanent reduction in its GO budget over the next five years. When planning for this 15% reduction, assume that this year's withholding has already been permanently subtracted from your budget. In addition to this 15% reduction, describe any measures you could take to contribute to the \$27.75 million needed as a pool of nonrecurring funds. From these plans, the committee will recommend the programs, departments or entire divisions or units that must be reduced or eliminated in order to provide the funds for our goals and objectives. The Provost and the Academic Planning Committee are resolute in the belief that cutting the budget across the board is not a satisfactory reduction strategy either within or across divisions. It is essential that each division's plan clearly reflect its program priorities. Replacing general operating dollars with nonrecurring dollars may not be used as a reduction strategy. Although attrition may be an important part of your plan, recall that an incentive program to increase the number of early retirements by faculty and staff has already been proposed in calculating additional revenue sources.

You must explain, relative to the Criteria for Academic Priorities, the impact on your division or unit and on the campus as a whole of all adjustments necessary to attain this planned reduction. The impact statement should also relate directly to your five year plan and that of the campus.

While all the Criteria for Program Priorities are important, any proposal to discontinue a program must be principally justified relative to the criterion of centrality. According to the Collected Rules and Regulations (320.150), "the role of a program in the University's educational mission should be a principle determinant of whether or not it should be discontinued."

### Section 4: Budget increase plans

Identify your specific funding priorities for programs (as finally defined for your planning process). Give a dollar amount for each funding priority, suggesting what it will take to accomplish your goals for that program and how the goals will be achieved. Justify each funding priority

relative to the Criteria for Academic Program Priorities as well as the imperatives and objectives in the campus long range plan. How do your priorities support the campus effort to address these imperatives and goals? You may find it useful to consider the description of campus planning priorities contained in the Chancellor's letter to President Russell of Nov. 20, but note that the list of areas, programs and dollar amounts given in Section II of the Funding Priorities portion of that letter is a list of examples of what might receive funds, not a firm budgetary commitment.

## Criteria for academic program priorities

The following criteria should be addressed in developing divisional plans. While all the criteria are important, the committee recognizes that all will not be equally applicable to every division and program. However, the issue of centrality will be closely examined, especially for all programs targeted for enhancement, reduction or elimination.

### I. Centrality

A. How important is the program for achieving the University's mission and, more specifically, MU's mission as described in MU in the 1990's? What is the program's importance for MU's mission in each of the following categories:

Graduate Education and Professional Education  
Undergraduate Education  
Research and Creative Endeavors  
Extension and Service

B. How important is the program relative to serving the curricular needs of other programs on campus? To their research needs? To the needs of the Extension Division?

C. To what extent does the program make a positive contribution to student diversity and to the University's affirmative action goals?

### II. Quality

A. What indicators of excellence are appropriate to the program's faculty, staff, students and curriculum?

B. To what extent does the program satisfy those indicators?

C. Assess the state of the program's equipment needs, the quality of the space assigned to it, and the quality of its support facilities?

### III. Comparative Advantage

A. Is the program available on other campuses (public and private) in the state?

B. If so, how is the program different from the comparable programs offered elsewhere? In what ways is the program unique?

C. Are there reasons why this campus should be offering this program? Would this program be better off if located on another campus?

D. Would the program improve its comparative advantage by merging all or part of it with another program(s) on campus?

### IV. Societal Need

A. What is the anticipated societal need for graduates from the program, including both employment and other opportunities for graduates?

B. Does the program address the solution of Societal problems through its curriculum and/or its research?

### V. Demand

A. What is the student (undergraduate and graduate) demand for the program as reflected by current enrollments? Has the demand for the program changed in the last five years? Is the demand likely to change in the next five years? Why?

B. How many degrees (undergraduate and graduate [by type]) have been awarded in the last five years?



# To administrative units:

December 2, 1991

TO: Vice Chancellors  
Director of Intercollegiate Athletics  
Executive Director of Hospitals and Clinics

FROM: MU Planning Council

Our campus is expected to identify \$36.5 million in recurring funds and \$27.75 in nonrecurring funds over the next five years. All these funds will be used to support our mission and goals as defined in the campus long range plan (*MU in the 1990s*). While revenue sources, e.g. capital appropriations and a projected increase in student fees, have been found for approximately \$30.62 million of the recurring funds, we must still find another \$5.88 million in recurring funds, as well as all of the nonrecurring funds, internally. In addition, we must be prepared to accommodate reductions in our base budget resulting from shortfalls in state appropriations that may continue to occur. The priorities identified in the planning process, of which this request is a part, are intended to identify the sources of the necessary internal revenue and the recipients of the funds allocated to achieve our highest priorities.

The Planning Council will receive the recommendations of the Academic Planning Committee regarding appropriate sources and recipients of these funds within academic areas. The Council will review those recommendations concerning academic areas and develop its own recommendations for nonacademic support areas and forward an overall recommendation to the Chancellor. The current expectation is that the Chancellor's recommendation will be due to President Russell on Feb. 1. For purposes of this review, academic programs are those activities within the administrative area of the Provost and nonacademic, support programs are those within the administrative areas of the other officers reporting to the Chancellor.

## Process and timetable

We request that each of you update the five-year plan for the programs and activities in your administrative area. Your planning should include an evaluation of each program unit or administrative function relative to the Criteria for Administrative Program Review (attached). These evaluations are to be submitted as an appendix to

the updated five-year plan. Note that the term program is intended to mean a major administrative support service, e.g. Accounting, Purchasing, Alumni Relations, News Services, Career Planning and Placement, Total Person Program, etc.

Your plan is due in the Provost's Office (in his capacity as Chair of the Planning Council) on Friday, Dec. 20 at which time it will be sent with all the other non-academic unit plans to the Planning Council for its review. The Academic Planning Committee shall review plans from academic divisions (which are also due in the Provost's Office Dec. 20) and set campus academic priorities consistent with the long range plan in the period between Dec. 20 and Jan. 10 when its recommendations will be delivered to the Planning Council. Since many of the services in your areas directly support the academic activities, these academic priorities may dictate a change in the priorities developed in your planning process during January when the Planning Council is preparing its recommendations for the Chancellor.

## Guidelines for divisional plans

The plan for your area must be no more than 20 pages, not including appendices, and contain at least the following sections.

### Section 1: The division and its importance to MU

Explain, relative to the Criteria for Administrative Program Review, the importance of the division to MU. If any of the division's programs are significantly duplicated within MU or the University System, it is especially important to address the issue of why those programs, as offered in your division, are important to the mission and goals for the campus as described in the campus long range plan.

Describe the budget and staff of your office as well as of any other groups not covered by the definition of a program but responsible for budgeted ancillary activities in the division.

### Section 2: Program reconfigurations

Identify any adjustments, such as program reconfigurations or mergers, that might be made within your division or between your division and other units that would support the imperatives and academic objectives of the campus plan. Give an estimate of the time it would

take to complete the adjustment. Explain the academic and fiscal impact of each adjustment on your division and on the campus as a whole, relative to the campus long range plan.

### Section 3: Budget decrease plans

Explain and justify – relative to both the Criteria for Administrative Program Review and the imperatives and academic objectives of the campus long range plan – how you would adjust to decreases over five years of 15, 20 and 25 percent in your current GO budget. Assume that this year's withholdings have been permanently subtracted from your budget. In addition to these reduction scenarios, describe any measures you could take to contribute to the \$27.75 million needed as a pool of nonrecurring funds. Explain the impact of each adjustment on your division, relative to your five year plan, and on the campus relative to the campus long range plan. Where appropriate, comment on the effect(s) of the adjustments on the overall quality of the educational and cultural campus environment.

### Section 4: Budget increase plans

Identify for programs in your area any potential increases in expenditures that may be necessary to achieve the imperatives and academic objectives of the campus long range plan.

Identify any opportunity to generate new resources to be allocated to the imperatives or academic objectives of the campus long range plan and identify the costs associated with those opportunities.

## Criteria for administrative program review

1. Are the administrative services in scope and quality appropriate to the mission of the University and the achievement of the imperatives and objectives of the campus long range plan?
2. Are the services efficient?
3. Is the structure effective? That is, are the administrative units organized appropriately and are they in optimal relationship to each other?
4. Could any of the services be provided by vendors? Would the privatization be more efficient, effective and at lower cost?

### MU Planning Committee Academic Year 1991-92

Nov. 20, 1991

Gerald Brouder, chairman  
Provost

Marilyn Coleman  
Associate professor and chairwoman of  
Human Development and Family Studies  
Extension

Jay Dix  
Associate professor of pathology

William Fisch  
Professor of law

Roger Gafke  
Vice chancellor for Development, University  
and Alumni Relations

Kee Groshong  
Vice chancellor for Administrative Services

Allen Hahn  
Professor of veterinary medicine and surgery

Suzanne Holland  
Interim vice chancellor for Student Affairs

Paulletta King  
Administrative associate II, Veterinary  
Medical Diagnostic Laboratory  
Chairwoman, Staff Advisory Council

Rebecca Lambe  
Representative, Missouri Students Association

Rob Logan  
Associate professor of journalism  
Chairman, Faculty Council

Peter Markie  
Professor of philosophy  
Chairman, Academic Planning Committee

Roger Mitchell  
Dean, College of Agriculture, Food and  
Natural Resources

Diane Oerly, ex officio  
Director of information resources, Campus  
Databases

Tricia Scaglia,  
Representative, Missouri Students Association

Judson Sheridan, ex officio  
Vice provost  
Dean, Graduate School

Karen Touzeau  
Assistant vice chancellor for Personnel  
Services/Affirmative Action

Robert Woodward  
Representative, Graduate Professional  
Council

### Academic Planning Committee Academic Year 1991-92

Nov. 20, 1991

Peter Markie, chairman  
Professor of philosophy

Larry Clark  
Dean, College of Arts and Science

Earl Fraser  
Representative, Graduate Professional  
Council

Mike Hosokawa  
Professor of family and community medicine

Benjamin Joplin  
Representative, Missouri Students Association

Pat Plummer  
Professor of chemistry

Michael Porter  
Associate professor of communication  
President, Graduate Faculty Senate

Bea Smith  
Dean, College of Human Environmental  
Sciences

Nancy Stull  
Coordinator of Student Services and Records,  
College of Business and Public  
Administration

Susan Taylor  
Associate professor of nursing

Russ Zguta  
Professor of history

To be named  
Chairman, Committee on Undergraduate  
Education

# CALENDAR

Send calendar items in Campus Mail to  
Michelle Holden, 1100 University Place, by noon Wednesday  
the week before publication.  
Events are free and open to the public unless otherwise noted.

## HIGHLIGHTS

**SCHOOL OF FINE ARTS SERIES:** The Department of Theater will present *The Rainmaker* at 8 p.m. Dec. 5-7 and 9-11; and 2 p.m. Dec. 8 in Rhynsbarger Theater. Cost: \$6 public, \$5 faculty, staff and retirees, \$4 students.

**MU WOMEN'S BASKETBALL:** The Mid-America Classic, with MU, the University of Iowa, Austin Peay and Wright State, will be at 6 and 8 p.m. Dec. 6-7 at the Hearnes Center. Cost: \$4 adults; \$2 students/children.

**UNIVERSITY CONCERT SERIES:** The University Philharmonic, University Singers, Choral Union and guest soloists, conducted by David Rayl, will perform Mozart's *Requiem* at 8 p.m. Dec. 8 in Jesse Aud. Cost: \$7. Call 882-3781.

**GENERAL FACULTY MEETING:** The faculty will discuss the MU planning process at 4 p.m. Dec. 10 in Jesse Aud.

## 5 Thursday

**SCHOOL OF FINE ARTS SERIES:** See Highlights.

## 6 Friday

**BIOCHEMISTRY SEMINAR SERIES:** Barry Haymore of the Monsanto Co. will present "Engineering Metal-Binding Sites into Proteins" at 1:40 p.m. in 28 Schweitzer Hall.

**MANAGEMENT RESEARCH SEMINAR:** Jim Wall, professor of management, will present "Korean/Chinese Community Mediation" at 3 p.m. in 309 Middlebush Hall.

**CHEMISTRY:** Malcom Chisolm, a professor at Indiana University, will present "Small Alkoxide Clusters of Molybdenum and Tungsten. Models for Metal Oxides and Templates for Organometallic Chemistry" at 3:40 p.m. in 103 Schlundt Hall.

**MOLECULAR MICROBIOLOGY AND IMMUNOLOGY:** Dominic Spinella, of the Immune Response Corporation, Carlsbad, Calif., will present "T Cell Receptor Expression in Marine Collagen-Induced and Human Rheumatoid Arthritis" at 3:40 p.m. in M640 Medical Science Bldg.

**MU WOMEN'S BASKETBALL:** See Highlights.

**WOMEN'S CENTER:** The Feminist Alliance and the Women's Center will co-sponsor the "Take Back the Night March" at 7 p.m. at the south entrance to Jesse Hall.

**HOLIDAY PARTY:** An old-time music and dance holiday party featuring a "Banjo Extravaganza" will be from 7-11 p.m. at the Corner Playhouse. Refreshments will be provided, and your desserts will be appreciated. Call 882-6296.

**MSA/GPC FILM:** *Home Alone* will be shown at 7 p.m. and 9:30 p.m. in Ellis Aud. Cost: \$2.50.

**SCHOOL OF FINE ARTS SERIES:** See highlights.

**LAWS OBSERVATORY:** The observatory, atop the Physics Building, will be open from 8-10 p.m. for public viewing of the skies, weather permitting. Sponsored by the Arts and Science Student Government and Central Missouri Amateur Astronomers.

## 7 Saturday

**JINGLE BELL RUN FOR ARTHRITIS:** Rusk Rehabilitation Center will sponsor a 5K run and walk at 8:30 a.m., starting at the center and finishing at University Hospital. Participants are asked to raise pledges, and prizes will be awarded based on the amount of money turned in and for the team challenge. Cost: \$6 on or before Dec. 6; \$8 race day. Register at Triathletics, 1 S. Fourth St.

**MSA/GPC FILM:** *Home Alone* will be shown at 7 p.m. and 9:30 p.m. in Ellis Aud. Cost: \$2.50.

**STUDENT ENSEMBLE SERIES:** The University Band, conducted by Dale J. Lonis, will perform at 8 p.m. in Jesse Aud.

**SCHOOL OF FINE ARTS SERIES:** See Highlights.

## 8 Sunday

**SCHOOL OF FINE ARTS SERIES:** See Highlights.

**RECREATION/INTRAMURALS:** Creative/International Dance taught by Sandradee, a native of Jamaica, will be offered from 5:50-6:50 p.m. Sundays through Dec. 8 in B301 Student Recreation Center. Call 882-2066.

**UNIVERSITY CONCERT SERIES:** See Highlights.

**MSA/GPC FILM:** *Adam's Rib* will be shown at 8 p.m. in Ellis Aud. Cost: \$1.

## 9 Monday

**BIOCHEMISTRY SEMINAR:** Thomas Hurley, associate professor of child health, will present "Regulation of Cytosolic Ion Levels in Secretory Cells" at 3:40 p.m. in S248 School of Nursing.

**SOIL AND WATER RESOURCES SEMINAR:** Mark Jenner will present "Land Application of Broiler Litter: Producer Level Management Alternatives" at 3:40 p.m. in 133 Mumford Hall.

**STUDENT ENSEMBLE SERIES:** The MU Brass Choir, conducted by Betty Scott, will perform traditional brass pieces and some Christmas works at 8 p.m. in the Whitmore Recital Hall.

# EXHIBITS

**BINGHAM GALLERY:** The Graduating Seniors Show is on display through Dec. 18. The opening reception will be from 4-6 p.m. Dec. 6. Hours: 10 a.m.-4 p.m. Monday through Friday and 2-4 p.m. Sunday. Gallery is in the Fine Arts Building.

**BRADY COMMONS GALLERY:** Michel Hudson will have a one-person exhibit featuring abstract paintings in acrylics, oils, inks and watercolors through Dec. 18. Hours: 10 a.m.-5 p.m. Monday through Friday, and 10 a.m.-4 p.m. Saturday.

**JESSE AUD. LOBBY:** "Teams, Trucks, Tri-Motors, and Trains: the Transportation Paintings of Ollie C. Ziegler," showcasing the contributions Missouri has made to the history of transportation, is being presented through December.

**JESSE HALL CASES, SECOND FLOOR:** "The Maine Acadian Culture Survey, St. John River Valley Folklife Survey Project" and "The Life and Times of Odon Guitar" will be on display through Jan. 20.

**MEMORIAL UNION DISPLAY CASE:** "Welcome Home," an exhibit on MU Homecoming compiled by University Archives, is on display through December.

**MUSEUM OF ART AND ARCHAEOLOGY:** "Inspired by the Past: Works on Paper by Jorg Schmeisser" is being presented through Jan. 12. Also, "Kabuki Actors and Utawaga Kunisada," an exhibition of 14 Japanese woodblock prints, is on display through Jan. 19. The museum, in Pickard Hall, is open from 9 a.m.-9 p.m. Tuesday, 9 a.m.-5 p.m. Wednesday through Friday and noon-5 p.m. Saturday and Sunday.

**STATE HISTORICAL SOCIETY:** The gallery, in the east end of Ellis Library, is featuring "Remember the War...50 Years Ago," with oils and lithographs by Thomas Hart Benton and wartime editorial cartoons by Daniel Fitzpatrick; and "The Colored Engravings of Karl Bodmer," both through mid-December. The corridors are featuring "Salon Photographs by Andy Tau" and "Decades: 1882 to 1972, Editorial Cartoons," through mid-December. The gallery is open from 8:30 a.m.-4 p.m. Monday through Friday. The corridors are open from 8 a.m.-4:30 p.m. Monday through Friday and 9 a.m.-4:30 p.m. Saturday.

**UNIVERSITY HOSPITAL:** "Living and Learning," an exhibition of two- and three-dimensional works by art students and teachers at Hickman High School, is on display through Jan. 1 in the main lobby concourse.

**WOMEN'S CENTER:** Drawings by Mary Harris are on display through Dec. 13 in 229 Brady Commons.

**MSA/GPC FILM:** *The Innocents* will be shown at 8 p.m. in Ellis Aud. Cost: \$1.50.

**SCHOOL OF FINE ARTS SERIES:** See Highlights.

## 10 Tuesday

**PHARMACOLOGY RESEARCH**

**SEMINAR:** Robert A. Floyd, of the Oklahoma Medical Research Foundation, will present "Oxidative Damage in Stroke and Aging Brain" at 3:40 p.m. in M558 Health Sciences Center.

**GENERAL FACULTY MEETING:** See Highlights.

**WOMEN'S CENTER:** "Lesbian Roundtable: Generation Gap in the Community" will be at 7 p.m. in 229 Brady Commons.

**MU WOMEN'S BASKETBALL:** The Tigers will play Illinois at 7:30 p.m. at the Hearnes Center. Cost: \$3 adults; \$2 children/students.

**SCHOOL OF FINE ARTS SERIES:** See Highlights.

## 11 Wednesday

**PLANT PATHOLOGY SEMINAR:** Bill Wintemantel, of the Department of Plant Pathology, will present "Comparative Analysis of Plant and Animal Retroviruses" at 3:30 p.m. in 200 Waters Hall.

**CULTURAL HERITAGE SEMINAR:** John Miles Foley, director of the Center for Studies in Oral Tradition and professor of English, will present "Word-Power, Performance and Tradition" at 3:40 p.m. in 22 Tate Hall.

**MEN'S BASKETBALL:** The Tigers will play Nebraska-Kearney at 7 p.m. at the Hearnes Center. Cost: \$8 in D section.

**ECOLOGY AND EVOLUTION SEMINAR:** Scott Robinson, of the Illinois National History Survey, will present "Avian Nesting Success in Illinois Fragmented Landscapes" at 7:30 p.m. in 106 Lefevre Hall.

**MSA/GPC FILM:** *Young Frankenstein* will be shown at 8 p.m. in Ellis Aud. Cost: \$1.50 public, free for MU students with ID.

**SCHOOL OF FINE ARTS SERIES:** See Highlights.

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# MIZZOU

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