

# MIZZOU

W E E K L Y

University of Missouri-Columbia Oct. 12, 1995

## • NOTICE • • • • •

Lester R. Bryant, dean of the School of Medicine, and Tom Murray, University Hospital operations director, will provide information and answer questions faculty and staff members may have concerning hospital negotiations at 9 a.m. Friday, Oct. 13, in Room M105 School of Medicine.

# Kiesler discusses hospital negotiations

UM administrators are exploring possible partnership arrangements that would link University Hospitals and Clinics, not-for-profit teaching hospitals, and Tenet Healthcare Corp., the for-profit health management company that owns Columbia Regional Hospital.

Last week, MU's Faculty Council voted to oppose the merger until its teaching and research implications are better understood. They also asked that MU officials be given more of a voice in the ongoing negotiations.

In an exclusive interview with *Mizzou Weekly*, Chancellor Charles Kiesler shares his views on the Tenet negotiations in particular and the health care revolution in general.

He was joined by Patrick Morton, director of Institutional Research, Budget and Planning.

comparative advantage. By emphasizing rural health, we turned the situation around, meeting a state need and a national need and developing a model program for rural health care service delivery and health care policy. By model I mean that other people can look at our program, learn from it and use it as an example for their own activities. In addition, such models attract new resources.

Considering selling something of the University's is not unique. We considered selling our power plant. We put it out for bids and the outcome was that the two corporations most interested decided we were so good at running it that they could not possibly come in and make a profit and still have us keep our costs where they were. I like that style. That's using potential privatization as a feedback loop from the real world.

become a national, leading figure as a health sciences center and a hospital. Even more amazing, given human nature, is that the whole health sciences center came through all this with very high morale. One reason for choosing to provide some answers here is that I don't want to lose that. That morale has carried us along and allowed us to do a number of things other health sciences centers have not been able to do.

This deal may or may not take place. That's what the negotiations will determine. Before we started these negotiations, I emphasized to President George Russell and Morgan, Stanley and Co. (financial advisers) that we have a sense of what our hospital is worth to us and it may well be the case that what it's worth to others may be less than we can afford to sell it for, or even a part of it. There's no foregone conclusion here that we're selling anything. This is an agreement to negotiate. If this stage were successful, the next stage would be to negotiate in great detail. The number of details that need to be covered would take months. Now we are negotiating an agreement in principle at a rough price and then we get down to the details. Surely we're not going to decide to sell the hospital or part of the hospital in the time frame that's been discussed in the press.

See Kiesler page 12

## Are you in favor of or opposed to the sale of the hospital?

**Kiesler:** Neither one. It's important to recognize that health care is a rapidly changing environment. We need a process of constant self-assessment to remain on course and we need to continually emphasize the things that make our university hospital different from other kinds of hospitals. Simple good sense requires that we consider all possibilities and alternatives for our Health

Sciences Center and University Hospital. A partnership arrangement is a big step. What kind of partnership would be best is part of the negotiations.

When we decided to specialize in rural health care (both service and policy), we went through a similar kind of process. We considered our alternative futures. Some saw an emphasis on rural health as a disadvantage for a health sciences center, but because of our placement in the state I saw it as a potential

## Why are you doing this interview now?

**Kiesler:** I want MU employees to be informed and to be able to put the current situation into some perspective. We've come through such enormous changes at the hospital and the Health Sciences Center during the last two or three years. I'll have been chancellor three years at the end of this month. These changes didn't come with me, but it's been exciting to see the changes that have occurred during this time. They have occurred very successfully. We've

# Fee waiver change could improve graduate recruiting

Academic departments at MU will have more flexibility to recruit the most talented graduate students because of a change in the policy that awards tuition waivers, says Provost Ed Sheridan.

Instead of providing a fee waiver to every graduate student who has a teaching or research assistantship, the new policy will route that money directly to the department to use in its recruiting efforts.

The policy change will have no impact on students who now receive waivers. "I have guaranteed current graduate students that we will not do anything retroactively," Sheridan says.

"Some departments are worried that we will not put as much money into graduate education. The truth is we intend to put the same amount into graduate education as we have in the past."

The provost cites a number of reasons for the new policy. "The waivers are a very poor budgeting mechanism," he says. "We have no way of knowing how much money we're going to spend in a given year because we waive tuition for whatever number of TAs and RAs departments establish. As a responsible university, we must budget an amount and that's the amount that can be spent."

Since the fee waivers were phased in during the late 1980s, the cost has grown from under \$1 million a year to nearly \$10 million during the last fiscal year. "It's not being used creatively," Sheridan says of the

process. "It's a very simplistic, rigid formula. My feeling is we ought to give departments the freedom to use this money more creatively, to really compete for the very best graduate students."

However, some faculty and students are concerned that the new policy will have a negative impact on graduate programs and on graduate students who hold teaching and research assistantships.

Last week, the Graduate Faculty Senate voted to endorse a call from students for an open forum on the issue. Gene Iannotti, president of the senate and associate professor of agricultural engineering, has asked the administration to document why the tuition waiver program needs to be revised, and also called for more input from faculty.

Faculty would like to have more data on how the change will impact graduate programs, says Pat Plummer, professor of physics and chemistry and chairwoman of the Faculty Council. "One of the ways in which we are able to have very good help in the classroom is from our talented advanced graduate students," she says.

"The faculty concern is that we have only recently received any hard data on how the fee waivers are used." Until more is known, Plummer adds, some faculty are reluctant to move ahead with changes that could damage graduate studies.

Sheridan says discussions with the Graduate Faculty

Senate and the Faculty Council will continue.

Sheridan also states that some very important elements in this new policy have been lost in the discussion. For example, nothing in the new policy prevents departments from continuing to use the current system and give all TAs and RAs tuition waivers, he says.

Departments that oppose the new policy are simply against giving other departments more flexibility, the provost adds. Since current graduate students will not be affected by the new policy, Sheridan says, those in opposition are actually fighting a system that should lead to stronger graduate programs in the future.

In addition, the inflexibility of the fee waivers has hurt recruiting efforts, he says. Some faculty have expressed concern to him that MU is not competitive in recruiting top graduate students.

"If you look at the amount of money that we spend on graduate education, we're above the median in the Big 12 and we're right at the median of our peer institutions in the Big 10," Sheridan says. "But we make the same offer to the very strongest students that we recruit as we do to more modestly talented students. The net effect is that we are not competitive in recruiting some of the very best students while we make generous offers to students other top universities are not seeking."

See related story on page 2

## A BABY IN YOUR FUTURE?

New parents, expectant parents and couples thinking about starting a family are invited to University Hospital's Maternity Fair from 1 - 4 p.m. Sunday, Oct. 22 in the hospital's main lobby.

Couples can learn about pregnancy fitness, nutrition for moms and babies, infant safety, selecting day care and other topics from childbirth experts and educators. Activities include a maternity fashion show, tours of the obstetrical unit and a diaper-bag packing contest for dads.



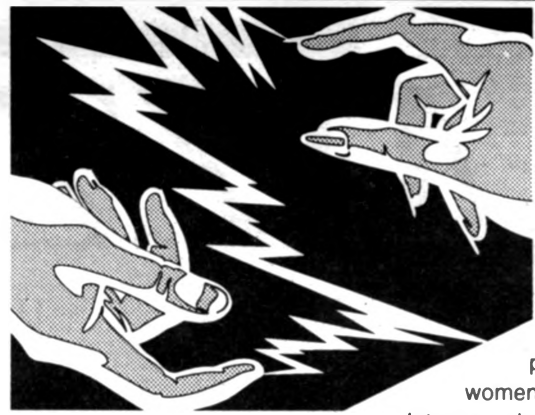
Participants can register for prizes from JCPenney.

The fair is sponsored by University Hospital, JCPenney and KOMU-TV. For more information, call 882-6565.

## FOOTBALL LUNCHEONS MOVED

The Oct. 20 and Nov. 17 football luncheons will be held in the Athletic Dining Hall in the Tom Taylor Building instead of the Tingle Tiger Lounge as previously announced.

Faculty, staff, retirees and alumni are invited to the luncheons, hosted by head football Coach Larry Smith. Cost is \$5 per person and reservations are required. If you plan to attend, please call Phyllis Moore, 882-2076, by the Wednesday prior to the luncheon date.



## BE A RESOURCE MOM

The Resource Mothers Program is looking for volunteer mentors. Administered by MU's Human Environmental Sciences Extension, this program pairs pregnant

teenagers and young women with a mentor. Resource Mothers is an early-intervention child abuse program that offers a supportive environment to pregnant young

women. The program's tenet: Intervene during pregnancy and the young mother will have a healthier baby. Healthier babies mean parenting is less stressful. Less-stressful parenting means a lower risk for child abuse. For more information, call program coordinator Lynn Pike at 882-3243.

## Tuition waivers

In the following interview Provost Ed Sheridan discusses proposed changes in fee waivers for MU graduate students.

**Q. What do you think are some of the biggest concerns people have about the proposed change in fee waivers for graduate students?**

A. One is the question of whether the current fee waiver agreements will be honored, and they will. I already have guaranteed current students that we will

not do anything retroactively. The agreements that were in effect when current students came in and were appointed TAs and RAs and were given tuition waivers will continue.

Also, I think some departments are worried that we will not put as much money into graduate education as we have. The truth is, I intend to devote the same amount of money to graduate education as we have been budgeting.

**Q. Why is this change in the fee waiver policy necessary?**

A. It's a complicated issue. First of all, it's a very poor budgeting mechanism. We

have no way of knowing how much money in a given year we're going to spend because we waive tuition for whatever number of RAs and TAs departments appoint. At other top universities, a specified amount is budgeted and that's the amount that can be spent.

More important than that, a number of faculty have expressed concern that we are not competitive in recruiting the best graduate students. The truth is, if you look at the amount of money that we spend on graduate education we're above the median of the Big 12. But we do something that is unusual. We make the same offer to the very strongest students whom we attempt to recruit as we do to more modestly talented students. The net effect is that we are not competitive in seeking the very best students.

**Q. How will this new policy correct that problem?**

A. I think our inflexibility has hurt us and this new policy will give departments more choices. What we will do is give a department the same amount for graduate education that now is being spent for tuition waivers.

For example, let's say a department has two research assistants. Each receives a stipend of \$6,000 and a tuition waiver of \$4,000. One of those students may be a highly desirable student and the other could be less talented. In today's world, each student gets the same package -- \$10,000.

Under the new system, a department could make the decision to give the strong student both tuition waivers, since the waivers will be in real dollars. But it would be up to the individual departments. Departments could make a decision to continue doing things just the way they have. They could still give a tuition waiver to every student who is an RA or a TA if they want to. They can use their money that way and make no distinction between students. I think it would be a foolish thing to do, except possibly in very strong graduate programs, but they could do it.

**Q. So departments will not see a reduction in the amount of money they have for graduate education?**

A. That's right. We're going to give departments as much money as they received this year. So departments will not lose in this system. And for a couple of years I intend to continue that policy, giving departments a chance to demonstrate they're using the money wisely.

But if I were to observe after a couple of years that departments are basically giving tuition waivers to students who are

not competitive, who are not strong students, then I will reallocate that money. Because no top university gives away education.

**Q. When the fee waivers were established, was there any concern that the cost could grow so quickly?**

A. This was phased in over a two- to three-year period during the late 1980s. At first it amounted to about \$800,000, and the belief was that this would never cost the University more than \$1 million. Well, now we're spending about \$10 million and we don't know even this year how much we will spend. We have to see how many RAs, TAs and scholarships we gave in order to determine how much money we're spending. That's what makes it such a poor budgeting mechanism.

And it's not being used creatively. It's just a very simplistic, rigid formula. My feeling is we ought to give departments the freedom to use this money more thoughtfully, to really compete for the very best graduate students.

**Q. Some departments that struggle for funding could argue that tuition waivers are a way help them be more competitive in recruiting graduate students. They say it helps them leverage what money they do have. Do you agree?**

A. These departments will still have the money they currently possess to devote to tuition waivers. The difference is they will have the choice to continue the current policy or to make more individualized decisions.

**Q. Despite your reassurances, graduate students are seeking an appeal mechanism in case a current student does not get the promised tuition waiver. What is your response?**

A. Since graduate students desire this mechanism, we will create one, likely in the Graduate School so it will be independent of departments and colleges. I genuinely doubt any graduate student will ever need it.

**Q. How does this policy change fit in with niche planning?**

A. Niche planning is heavily focused on our strongest areas, and our strongest areas are likely to attract the best graduate students. So eventually we probably will have a significant number of students who are in programs that have niches, because these niches will be desirable to the most talented students.

**Q. What kind of faculty support do you think this new policy has?**

A. I think the faculty are still learning about the proposal. Some faculty are strongly supportive because they've had a

OCTOBER 9 - 15TH

# FIRE

## SAFETY WEEK

**SAFETY TIPS FROM CAMPUS FACILITIES**

Do your part in fire protection.



Keep storage areas neat and clean - store combustible paper, wood, or ignitable liquid fuels in a proper storage cabinet. Help

keep corridors and stairwells free of obstructions.



In the event of a fire -- dial 911 immediately and evacuate the building - don't use the elevator.



Don't misuse extension cords.



Know the locations of the fire alarm pull stations. Remember, even if you pull the alarm, you still need to dial 911.



Know the two evacuation routes for your building.



Know the locations and types of your fire extinguisher and learn how to use them properly.



**A GOOD MEAL FOR A GOOD CAUSE**



Hotel and restaurant management students enrolled in a commercial food production course will fix you a four-course meal and a non-alcoholic beverage for only \$12 to \$18. The idea is to give these students a chance to apply the theories and techniques they have studied throughout their college careers.

It happens at the D.W. Reynolds Alumni and Visitors Center on these dates: Oct. 24 and 31; Nov. 7, 14, 21 and 28; Dec. 5. Times available are from 5:30 - 7:30 p.m. Reservations are required but they are limited. Call 882-4114 to make yours.

**MEN'S BASKETBALL: TOP TEAMS AND TV**

Nine teams that were ranked in the final 1995 *Associated Press* poll, including No. 5 Kansas, No. 6 Arkansas, No. 7 Massachusetts and No. 10 Maryland appear on the 1995-96 MU men's basketball schedule.

The schedule also includes one of the most extensive television packages in Missouri basketball history. Twelve games will be featured on national television (five ESPN, two ABC, two CBS) along with three games at the Rainbow Classic in Honolulu, Hawaii, that will be covered by either ESPN or

ESPN2. In all, 22 of the 29 games will be televised.

"This will be ranked among the toughest schedules in the country," says Director of Athletics Joe Castiglione. "The other exciting aspect of the schedule is that it provides an incredible number of opportunities for our fans around the country to see us play on television. To our knowledge, we will have more nationally televised games this season than we have ever had before. It's terrific for our University and athletic program, but also a tribute to the performance of our basketball team and the quality coaching of Norm Stewart."

**UNIVERSITY FORUM SET FOR OCT. 25**

Provost Edward Sheridan and James Perley, president of the American Association of University Professors, will present the first University Forum session of 1995-96 academic year from 3:40 - 6 p.m. on Wednesday, Oct. 25, in Room 208 Reynolds Alumni and Visitor Center. Their topic will be "In Search of External Dollars: Risks and Benefits to the Academy."

A reception will precede the presentation, will begins at 4 p.m. A cash bar will follow.

chance to think about it and know it can only improve graduate education. There are other faculty who have not had a chance to hear all aspects of this and are reacting out of fear that their department may lose some graduate money. The current proposal gives departments the time and the opportunity to improve their graduate programs. At the same time, if they wish to make no changes, they have that choice.

**Q. What impact do you think this will have on teaching?**

A. If we attract stronger graduate students then certainly it will have an impact on teaching because we will have even more

talented people in the classrooms than we do now. So, if it does have an impact on teaching I can only see it as being positive.

**Q. Some faculty are concerned that the issue of fee waivers is an academic issue that should be decided by faculty. What's your response?**

A. I agree that the issue of fee waivers is an academic issue that should be decided by the faculty. That is the reason this innovation is being so seriously discussed with the Graduate Faculty Senate. It also is being discussed with graduate student leaders.

However, this is not just an academic question. We're talking about \$10 million that could easily become \$12 million or \$15 million, and it is the responsibility of the provost to set the academic budget. Somebody has to step in and ask, "How much money do we have to devote to this?"

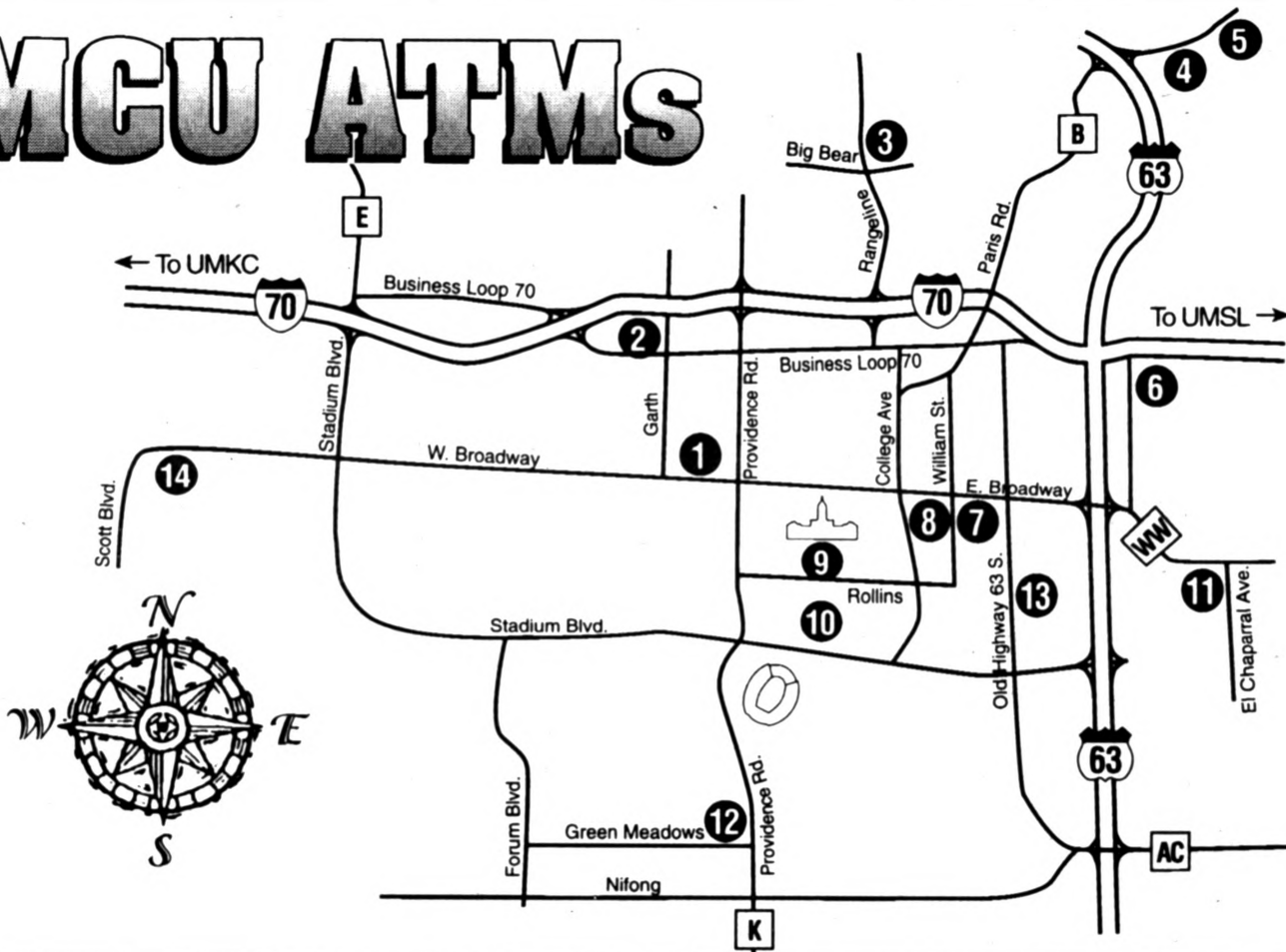
**Q. When the waivers were phased in, it was to improve quality of graduate students at MU. Has it not had that effect?**

A. I think it has had a positive effect. We have many superb graduate students and a large number of excellent programs. The new proposal is simply to improve a good

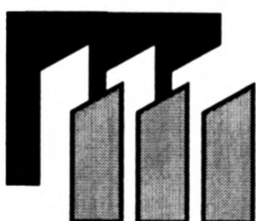
situation by giving departments more flexibility. In addition, we need to solve two problems.

One is a faculty concern that we are not competitive for the best qualified graduate students. The second is that our programs, excellent as many are, are not perceived nationally as being strong. This is in spite of MU spending money on assistantships and tuition waivers that make us more than competitive with all but two Big 12 universities. The proposed changes will permit graduate programs to compete for the best qualified students and should draw attention to the seriousness of our efforts.

**MICRO CREDIT UNION ATMS**



- 1 MCU Columbia Office**  
1st & Broadway  
2 drive-up & 1 walk-up
- 2 Ellis Fischel Cancer Center**  
115 Business Loop 70 West
- 3 Casey's General Store**  
2520 Rangeline • Big Bear Boulevard  
(no deposits)
- 4 SquareD** • 4800 Paris Road  
(no deposits - employees only)
- 5 3M** • 5400 Route B  
(no deposits - employees only)
- 6 Columbia Regional Hospital**  
404 Keene Street  
(outpatient service entrance)
- 7 Boone Hospital Center**  
1600 East Broadway  
(near reception desk - visitors and employees only)
- 8 Stephens College**  
Stamper Commons  
1300 East Broadway  
(no deposits)
- 9 MU Campus** • Brady Commons  
(north side) • Rollins Road
- 10 University Hospital & Clinics**  
1 Hospital Drive  
(near personnel office)
- 11 Casey's General Store**  
1011 S. El Chaparral Ave.  
(no deposits)
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# MIZZOU PEOPLE

Have you been promoted, won an award or presented a paper recently? The 'People' column wants to know about it. Send your news to Susan Salzer at 407 Reynolds Center. But please be patient; we receive many entries, and publish them in the order in which they are received.

## Appointments & Promotions

**Susanne M. Darcy**, assistant director of independent study, was chosen to serve as a consultant-evaluator for the Commission on Institutions of Higher Education of the North Central Association of Schools and Colleges.

**Aaron Thompson**, assistant professor of human development and family studies, has been appointed to the provost's Service Learning Advisory Board.

## Awards & Honors

**John L. Bullion**, professor of history, served as chairman and commentator of a session on "Colonial New Hampshire" at the 17th annual Mid-America Conference on History.

**John Cheatham**, professor of music, won the 1995-96 American Society of Composers, Authors and Publishers Award.

**Leslie Denson**, interior designer in campus facilities, **Susan Elledge**, design project manager of UM facilities planning and development, **Don England**, health facilities designer of facilities design and development, **Harriet Green-Sappington**, assistant director for facilities planning and development, **Rita Houg**, administrative associate of residential life, and **Kim Penton**, senior interior designer, hosted the national University Interior Designer

Conference at MU.

**John Foley**, professor of English, served as lecturer and discussion leader for a postdoctoral seminar of the International Folklore Fellows.

**Clenora Hudson-Weems**, associate professor of English, chaired the First National Conference on Civil/Human Rights of African Americans titled "From Money, Miss., to Union, S.C.: The Legacy of American Oppression."

**Christine Neal**, curator of the Museum of Art and Archaeology, chaired a session at the annual Midwest Museum Conference, titled "Curators Crossing Boundaries."

**Mary Smith**, senior secretary, animal science department, has been selected the third-quarter recipient of the College of Agriculture, Food and Natural Resources Staff Recognition Award.

**Arvarh E. Strickland**, professor of history, served as chair and commentator of a session on "Being Black in White America" at the 17th annual Mid-America Conference on History.

**Marty Townsend**, assistant professor of English and director of the Campus Writing Program, was invited by the editor of *U.S. News and World Report's* "America's Best Colleges" and "America's Best Graduate Schools" to appear on the panel "College Rankings: Where Do We Go From Here?" at the American Association of Higher Education's annual assessment conference.

**Eli Zaretsky**, associate professor of history, received the Stoller Foundation Award for his essay "Bisexuality and the Ambivalent Legacy of Psychoanalysis."

## Grants & Fellowships

**John Foley**, professor of English, received a sixth summer seminar grant from the National Endowment for the Humanities for 1996.

**Tony Prato**, professor of agricultural economics, received the 1995 Norman A. Berg Fellowship.

**R. Michael Roberts**, professor of animal science, received a \$1 million, five-year grant from the National Institute of Child Health and Development for his research on interferons, proteins that play a key role in

livestock pregnancies as well as in human health and disease.

**Louis Ross Jr.**, senior electron microscope specialist, geological sciences, was awarded a visiting scientist fellowship at the National Center of Electron Microscopy, Lawrence Berkeley National Laboratory.

**Gary Weisman**, associate professor of food science and human nutrition, and co-investigators **John Turner** and **Lane Clarke** have received two grants totalling \$135,000 from the Cystic Fibrosis Foundation for their work on P2u purinergic receptors in cystic fibrosis.

## National & International Presentations

**Kent Albright**, design project manager, was invited to give a presentation about MU's campus design standards at the Central States Association of Physical Plant Administrators annual meeting.

**Martin Camargo**, professor of English, presented "An Oxford *Forma dictandi* of the Late Fourteenth Century" at the Fourth Biennial Conference of the Early Book Society; and "Non solum sibi sed aliss etiam": Neoplatonism and Rhetoric in Augustine's *De doctrina christiana*," at the 10th Biennial Conference of International Society for the History of Rhetoric.

**Bede Clark**, professor of art, was represented at the 1995 Wichita National competition for "Storage Jar" and "Krater," and at the 1995 Monarch National Ceramic Competition for "Ewer."

**Lynne McMahon**, associate professor of English, presented a poetry reading, lecture, and workshop at Poets' House in Northern Ireland.

**Peter Mueser**, associate professor of economics, presented "Understanding Apparent Violations of Rational Choice Theory" July 5-8 at the Western Economic Association's annual meeting.

**Lawrence Okamura**, professor of history, presented "Numismatic Stations of a Political Process" Sept. 20-23 at the Saalburg Museum's International

Colloquium.

**Rod Santos**, professor of English, presented "On the Memory of Stone" at the Poets' House in Northern Ireland, and "Poetry's Guarded Secrets" at the San Jose Center for Poetry and Literature.

**Marty Townsend**, assistant professor of English and director of the Campus Writing Program, presented "Institutional Activism" at the annual meeting of the National Council of Writing Program Administrators.

## Publications

**Reuben Altman**, professor of special education, is author of "A Developmental Study of Nonverbal Pragmatic Communication in Students With and Without Mental Retardation" published in *Education and Training in Mental Retardation and Developmental Disabilities*.

**Michael Bernard-Donals**, assistant professor of English, had an article, "Bakhtin's Phenomenology: A Reply to Gary Saul Morson," published in *The South Central Review* and the article, "Jazz, Rock'n'Roll, Rap and Politics" published in the *Journal of Popular Culture*.

**Martin Camargo**, professor of English, was published in *Rhetoric and Pedagogy: Its History, Philosophy, and Practice: Essays in Honor of James J. Murphy*. His article was titled "Between Grammar and Rhetoric: Composition Teaching at Oxford and Bologna in the Late Middle Ages."

**John Foley**, professor of English, was author of the articles, "Words in Tradition, Words in Text," published in *Semeia* and "The Poet's Self-Interruption in *Andreas*," published in *Prosody and Poetics in the Early Middle Ages: Essays in Honour of C.B. Heatt*.

**Lynne McMahon**, associate professor of English, is author of the poem, "Reprise" published in *The New Republic*.

**Rod Santos**, professor of English, is author of the essay "Into the Unknown to Find the New: Baudelaire's Voyage into the Twenty-First Century" published in *American Poetry Review* and the poem, "Elegy for My Sister" published in *The New Yorker*.

## United Way selects leaders

This year, the University hopes to raise \$255,000 to benefit the Columbia Area United Way's 30 social service agencies. Last year, the University raised \$248,016.

"We have a strong tradition of supporting the community," says Chancellor Charles Kiesler of MU's role in the Columbia Area United Way. Kiesler and UM System President George Russell are honorary chairmen of the University's 1995 campaign.

The planning committee consists of Rose Porter, associate dean of nursing at MU; David Lendt, director of UM System University Relations; Tom Murray, University Hospital operations director; Jim Clark, manager of business fiscal operations at University Hospital; Dan Kennedy, senior marketing major; Pat Higgins, manager of business services; and Ben Morris, junior marketing and management major.

Jan Van Buren, assistant dean of human environmental sciences, will head Academic Region I. Its goal to reach is \$73,950. Region I is composed of the School of Medicine, College of Engineering, School of Law, College of Human Environmental Sciences, School of Journalism, College of Business and Public Administration, School of Library and Informational Science, College of Education, Graduate School and Research Center.

In charge of Academic Region II's \$61,200 effort is

Paulletta King, manager of business services with the veterinary diagnostic lab. This region is made up of the College of Agriculture, College of Arts and Science, Division of Extension, College of Veterinary Medicine and School of Nursing.

Todd Coleman, assistant vice chancellor of alumni relations, will lead the Administrative Region. It consists of Student Affairs, Alumni and Development, chancellor's and provost's offices, Intercollegiate Athletics, Administrative Services, Business Services, Computing Services, Campus Facilities, University Relations, Libraries, KOMU-TV and Human Resource Services. The region's goal is \$40,800.

Leading the University Hospitals and Clinics' goal of \$25,500 are Jim Clark, manager of business fiscal operations at University Hospital and Clinics; Emily Smith, coordinator of guest services and volunteers at Ellis Fischel Cancer Center;

Jeff Jackson, computer project manager of information services; Puri Wilson, supervisor of orthopaedic and the physical medicine and rehabilitation clinic; Lynn Wheeler, executive staff assistant of marketing, development and human resources; Margie Anglen, executive staff assistant financial and facilities planning; Cindy Monnig, senior secretary Rusk rehabilitation therapy; Jon Rosen, coordinator of staff education; Margaret Chitwood, senior receptionist, clinical information services; Todd Bocklage, assistant manager of respiratory care; Frances Deuel, senior staff assistant to the hospital operations director; Scott Schmidt, staff

nurse IV, cardiology; Michele Smith, administrative assistant, pathology; Kathy Morgan, interim manager of nutrition and food services; and Virginia Allen, staff chaplain, pastoral care. The region is composed of Financial and Facilities Planning, Rusk, Medical Center, Clinical Information Services, Heart Center and General Administration, Trauma/Surgery Center, Ellis Fischel, Facility Services, Children's Hospital, Women's Center, clinics and corporate.

The UM Region consists of Academic Affairs, Board of Curators, Management and Financial Services, Human Resource Services, Institutional Research, president's office, treasurer's office, State Historical Society and Internal Auditing. The Retiree's Region includes all MU and UM retirees living in Boone and surrounding counties. Dave Lendt, director of UM System University Relations; Ralph Caruso, chief information officer, president's office; Blake Danuser, human resource administrator; Phil Harrison, assistant to the president; Vivian Mason, administrative assistant, University Extension; Cuba Plain, senior budget analyst, planning and budget; David Russell, associate director, University Relations; and Sandy Stegall, University extension communication officer, are in charge of the UM Region's effort to raise \$25,500 and the Retirees' Region as it works to raise \$28,050.

The campaign closes on Nov. 10. An awards ceremony will be held Dec. 5. To donate to this year's campaign, contact your regional leader or call Patsy Higgins at 882-7254 for more information.

— By Christie Studdard



FOR THE  
**RECORD**

Applications and nominations for the position of faculty fellow in the Office of the Vice President for Academic Affairs are invited. The position is available beginning Jan. 1, 1996, and the appointment will be for 12 to 20 months. The position is open to any tenured faculty member of the University of Missouri. Applications from those in the sciences and engineering with records of substantial academic achievement and some administrative experience are especially welcome.

The faculty fellow will work with the vice president for academic affairs on the full range of the office responsibilities. This includes staff support for the president on academic issues, particularly those related to University-wide policies and which are considered by the Board of Curators and the Coordinating Board for Higher Education. The office is also involved in academic planning, academic program reviews and evaluation of proposals for new degree programs as well as academic personnel policies, including faculty performance evaluation. The vice president is responsible for the University of Missouri Press, the Western Historical Manuscript Collection and the Office of Patents and Licensing. The faculty fellow will have specific responsibilities related to research support, including oversight of the patent office. In addition, there are a variety of short-term assignments and tasks.

This is a full-time position for a faculty member on leave of absence. In unusual circumstances, it may be possible to arrange for some teaching and there would be an opportunity for some continued research and creative activities.

The salary will be the faculty member's 1995-96 salary plus an additional stipend for the administrative responsibility and, in the case of an individual from a campus other than Columbia, a relocation allowance.

Applications and nominations should be submitted by Nov. 1. Applications should include a letter explaining the applicant's interest and qualifications for the position, a curriculum vita and the names of three references, at least one of whom should be the person's department chairman or divisional dean.

For more information, call Vicki Dennison at 882-6396.

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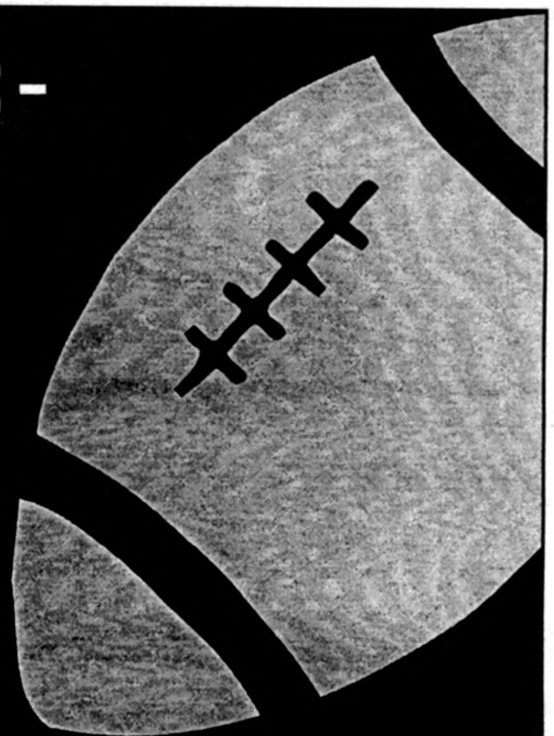
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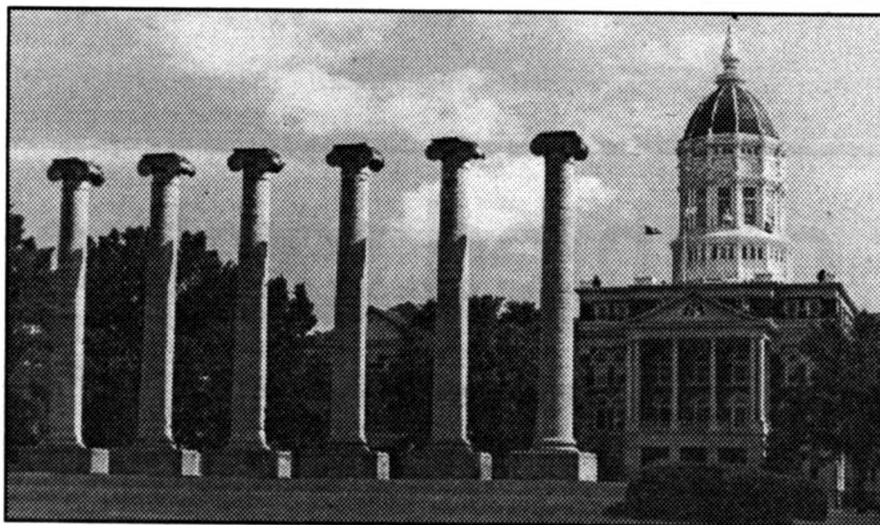
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**MIZZOU  
WEEKLY**

Volume 17 Number 8

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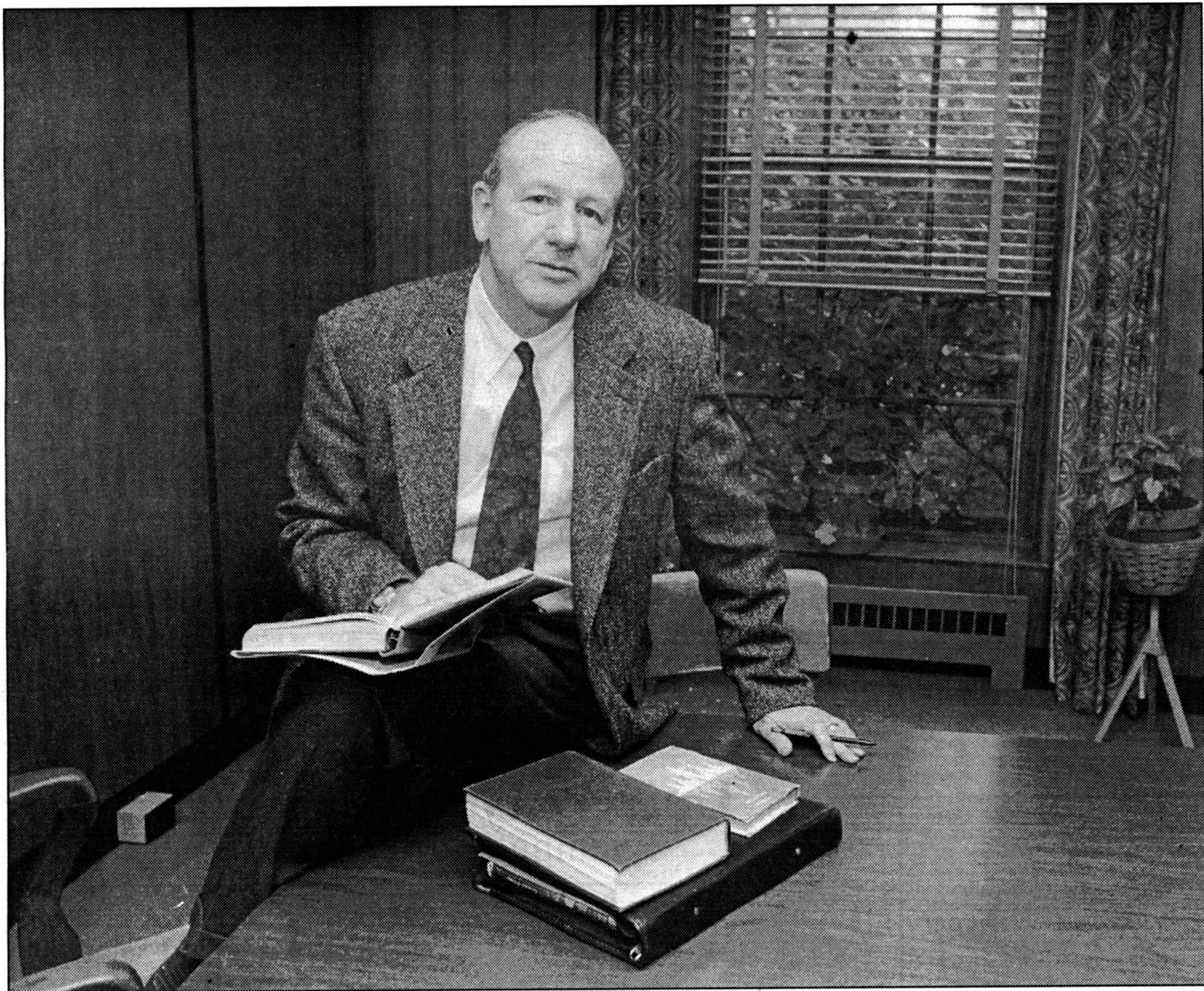


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# Professor granted exclusive rights to letters of Tennessee Williams

*Professor of English Albert Devlin and a colleague have received permission to edit the never-before-published letters of Tennessee Williams.*

In 1954, vacationing playwright Tennessee Williams wrote a letter to his friend and editor Bob MacGregor, at New Directions Books. Williams's sexually daring collection of short stories, *Hard Candy*, was to be published in a few months and the author had a request:

"Now please do me this favor," Williams wrote from his Singapore hotel room. "Don't distribute the book anywhere that my mother would be likely to get her hands on it. That is, around Saint Louis. It must not be displayed in windows or on counters anywhere ... My mother's reaction is the only one that concerns me. I think she would be shocked to death by 'Two on a Party' — although it seems that she did get hold of 'One Arm' (the story of a homosexual hustler) somehow or other. It still makes me shudder to think of her reaction! She has aged greatly since ... Isn't it awful to have conventional blood ties? You just can't break them."

This telling letter is among the thousands MU English Professor Albert Devlin and a colleague will read for *The*

*Selected Letters of Tennessee Williams*, their collection of the writer's unpublished correspondence. The Williams estate recently gave Devlin and Pennsylvania State University Professor Nancy Tischler exclusive publication rights to the letters, which chronicle the writer's years growing up in St. Louis — a place he came to hate and called "the city of St. Pollution" — through his prime as America's premier dramatist and into his decline, after years of drug and alcohol abuse had done their damage. Williams died in 1983 at the age of 71.

In all, the letters span 50 years of his life, with many written during the '40s and '50s when Williams was at the height of his career. Their publication will fill a void in the study of Williams's life and work, Devlin says.

"This rich primary source material is hidden away in files and library collections and trunks scattered all over the world," Devlin wrote in a letter to the trustee of the Williams estate. "Publication of a large selection of the letters could reveal Williams's full range of personal,

familial and professional relations, his wide reading and profound artistic intelligence, his social and political sympathies and his sadness too."

Devlin says he's been surprised by things he's learned about Williams while reviewing his letters. For example, the playwright makes relatively infrequent mention of his much-loved and lobotomized sister, Rose, who inspired a great deal of his work, including the character of Laura in *The Glass Menagerie* (1945).

"There is simply very little reference to Rose, although artistically he returns to her again and again," Devlin says. "She is one of the basic building blocks of his writing and it's surprising that she is so infrequently cited in his letters given her prominence in his work."

Rose, 86, lives in a hospital in New York state.

The letters also tell much about Williams's need for approval and applause and his overwhelming anxiety about his career. Consider, for example, this 1955 letter to *New York Times* theater critic Brooks Atkinson, shortly after *Cat on a Hot Tin Roof* opened on Broadway:

"Now that you've written your lovely notice I can tell you that I would have just died if you hadn't liked and praised *Cat*, I would have literally just died! I can't explain to you or myself or anybody why the reception of this play meant so damnably much to me, why I was so disgustingly craven about it, why the wait for the morning notices to come out was the most unendurable interval of my life. ... It must stem from some really fearful lack of security, some abysmal self-doubt. Also, it takes such ugly, odious tangential forms such as my invidious resentment of (William) Inge's great success despite my friendly attitude toward Bill and his toward me, I was consumed with envy of his play's (*Bus Stop*) success and could hardly discuss it with you when we met in the village a week or so ago. Hideous competitiveness which I never had in me before! But after *Camino* (*Camino Real*, which failed disastrously in 1953) I was plunged into such depths I thought I would never rise from. I love writing too much, and to love anything too much is to feel a terror of loss: It's a kind of madness."

Williams's friend Carson McCullers was with him when he wrote the letter. She attached a brief note in a shaky hand to Atkinson saying "I am so thankful you are in the theatre."

Devlin and his colleague Tischler are central figures in Williams studies. Her book, *Tennessee Williams: Rebellious Puritan*, was the first full-length study of the playwright. Devlin is editor of a 1986 collection of Tennessee Williams interviews that is recognized as a basic research tool by Williams scholars. The two worked on the production of a Williams documentary, "Tennessee Williams: Orpheus of the American Stage," broadcast nationally in December 1994 as part of PBS's American Masters Series. Neither Devlin nor Tischler knew Williams personally.

Letters that Williams wrote while an undergraduate at Mizzou will be included in the anthology, Devlin says.

"Williams basically enjoyed his time here," Devlin says. "Columbia at that time was still Southern in accent and reminiscent of the small, Mississippi towns where Williams grew up before the family moved to St. Louis in 1918. It was a haven for him and a release from a very tense family situation in St. Louis."

He arrived in Columbia in 1929 at the age of 18, aiming for a degree in journalism. He pledged Alpha Tau Omega fraternity and moved into the fraternity house. One of his fraternity brothers was Elmer Lower, who would later become president of ABC News and dean of the School of Journalism.

"The boys made fun of him because he didn't fit in," Lower told the *Missouri Alumnus* in 1986.

Williams wrote several plays and short stories during his time at Mizzou, but he wasn't an academic standout. His family withdrew him from school in 1932, primarily for economic reasons, Devlin says. He returned to St. Louis to work in a shoe factory, a miserable time in his life. He later graduated from the University of Iowa.



He returned to MU in 1969 to accept an honorary degree. This was during the time he called his "stoned age," and, according to the *Alumnus*, he arrived at the podium "something of a shambles."

Williams's writings include frequent references to people and places the writer knew at Mizzou.

The short story "The Field of Blue Children," for example, introduces us to Myra and Homer, two young "State University" students. Myra is restless and vivacious; Homer is intellectual, short and shy. They meet in poetry class and develop a deeply felt but ultimately sad friendship that haunts her in later years.

One evening, Myra sits alone in her sorority room and she feels the parts of a poem coming to her, as she sometimes does, in a moment of almost-religious exaltation.

"At such times, she would turn out the light in her bedroom and go quickly to the window. When she looked out across the purple-dark town and the snowy white dome above the quadrangle, or when she sat as in a spell, listening to the voices that floated down the quiet streets, singers of blues songs or laughing couples in roadsters, the beauty of it no longer tormented her, she felt instead a mysterious quietness as though some disturbing question had been answered and life had accordingly become a much simpler and more pleasurable experience."

The quadrangle is Francis Quadrangle, the snowy white dome is Jesse Hall and the State University is MU. Homer is almost certainly Williams and Myra may be Esmeralda Mayes, an Alpha Chi Omega Little Sister to whom Williams would read poetry as they sat on the steps of her sorority.

Devlin expects *The Selected Letters of Tennessee Williams* to be at least five years in the making. He and Tischler will examine the major collections, such as those at Harvard, the Humanities Research Center in Austin, Texas, as well as those in smaller libraries and private collections.

They were fortunate — judicious may be a better word — in timing their request to the Williams estate. The Lady Maria St. Just, a friend of the playwright's and co-trustee of the Rose Williams Trust, had blocked much scholarly access to the writer's papers, including his letters, journals and unpublished works. She died in 1994; Devlin and Tischler were given permission to edit Williams's letters shortly thereafter.

Says Devlin: "A selected edition of the letters is the missing piece of evidence of Tennessee Williams's artistic majority, and something that will be savored by lay and academic readers alike."

*Excerpts from Williams's letters are printed with permission of New Directions Books, New York City.*

*Tennessee Williams, circled, enjoys a hayride with his Alpha Tau Omega brothers. Sitting to his left is Esmeralda Mayes, a close friend from Williams's MU days. This photo was first published in the 1931 Savitar.*

## Final enrollment figures reveal increase in quality, quantity of freshman class

Official enrollment figures released Sept. 20 indicate that the MU has one of its biggest and best freshman classes ever.

Across the board, MU is witnessing increases in a number of categories, including number of freshmen and indicators of quality, such as ACT score and class rank. The University also has more Bright Flight and Curator Scholar students in the fall 1995 freshman class than at any time in its history. Of added significance is the African-American student retention rate, which is almost 6 percent higher than last year and almost one-and-a-half percentage points higher than the retention rate of students overall.

"The word is getting out that MU offers an academically rigorous and affordable education," Vice Chancellor for Student Affairs Charles Schroeder said. "Our focus on undergraduate teaching, improved advising, personal attention and academically oriented residential learning communities make MU one of the best educational values in the nation. This focus on student success enables us to attract the best and brightest freshmen."

Total enrollment for fall 1995 is 22,313, up from 22,136 in 1994. The total number of undergraduates is 16,784,

compared with 16,439 for fall 1994. Professional and graduate school enrollment is down slightly from 1994. Professional school enrollment is 1,088, down from 1,113 in 1994; and graduate school enrollment is 4,441, down from 4,584 a year ago.

Freshman enrollment is 3,845, up 5.8 percent from 3,635 in 1994. African-American freshman enrollment is 282, down 15.6 percent from 1994 but up 191 percent from 1993, when an intensified effort to increase diversity at MU began.

Significantly, African-American student retention is higher than it has been in the past three years and is higher than overall student retention. African-American student retention, measuring sophomores who return to MU following their freshman year, is 83.4 percent, up from 77.5 percent in 1994. Overall, student retention is 82 percent.

The average ACT score for the fall 1995 freshman class is 25.1, marking the first time in MU's history when this average rose to 25 or more. Approximately one-third of fall 1995 freshman students were ranked in the top 10 percent of their high school graduating class.

Also up are the numbers of Bright Flight and Curator Scholar students in the fall 1995 freshman class. The number of Bright Flight scholars is 575, up 10.6 percent from fall 1994; and the number of Curator Scholars is 508, up almost 30 percent from a year ago. To be Bright Flight eligible, students must score a 30 or better on the ACT. Under new criteria passed by the UM Board of Curators, which went into effect this year, incoming freshmen must score 28 or better on the ACT and be ranked in the top 5 percent of their high school graduating class to be eligible for a Curators Scholarship.



## Meet a winning writer

The Missouri Review will sponsor a meet-the-author question-and-answer session with writer Andrea Barrett from 3 - 4 p.m. on Monday, Oct. 16, in the Hillcrest Hall lounge. Barrett is this year's winner of the William Peden Prize in fiction, an annual award given to the best story to appear in the previous volume year of *The Missouri Review*, MU's literary magazine. Her story, "The Behavior of the Hawkweeds," also has been selected to appear in the next edition of *Best American Short Stories*.

The session is free and open to anyone interested. Hillcrest Hall is on the Stephens College campus at the corner of Broadway and William streets. For directions, call 882-4474.

This event is made possible in part by the University Lectures Committee.

## focus on cancer

### "When your mother has breast cancer"

A free public forum at  
Ellis Fischel Cancer Center  
7 p.m. to 8:30 p.m.  
Thursday, Oct. 19

Finding out your mother has breast cancer can be a frightening experience.

Join KMIZ-TV's Teresa Snow as she talks with a panel of adults whose mothers have been diagnosed with breast cancer. The group also will include a social worker experienced in helping families through times of illness. They will explore how to cope when breast cancer happens within your family.

You'll learn why it's important to give and receive support during this difficult time. And you'll have the opportunity to share an evening with others who understand.

Come and just listen, or come and participate in the discussion. After the forum you are invited to join us for dessert.

### In honor of Breast Cancer Awareness Month, we've extended our hours.

During October, Ellis Fischel Cancer Screening Services is offering evening hours for women to schedule breast cancer screenings. Screenings include breast exams, mammography and education.

4 to 7 p.m.  
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115 Business Loop 70 West

Screenings cost \$75 and Medicare and Medicaid are accepted. Appointments are needed. Limited spaces are available. Call 882-8511 to make an appointment.



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House Sitting Experienced professional services by MU faculty member. Occupancy, property supervision and maintenance, and management of routine personal responsibilities or obligations available. Contact Bill at 445-2052.

### FOR RENT

Going on sabbatical? Canadian doctor pursuing further education wanting to rent full furnished home from January - June 1996. With wife and two preschool children. Non-smokers. Phone 446-4379.

### FOR SALE

Train Show/Swap Meet Oct. 21, 10 a.m. to 3 p.m., Knights of Columbus Hall, 2525 N. Stadium. Operating layouts. \$3 admission. Selling table available for \$5. Call Ed 874-0752, evenings.

The Classified Advertising Section is open only to faculty and staff members and retirees. A home phone number is required in all classified ads. No refunds will be given for cancelled ads.

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Oct. 13 deadline for Oct. 19 issue  
Oct. 20 deadline for Oct. 26 issue  
Oct. 27 deadline for Nov. 2 issue

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# CALENDAR

Send calendar items in Campus Mail to *Mizzou Weekly Calendar*, 407 Reynolds Center, by noon Thursday the week before publication. Events are free and open to the public unless otherwise noted.

## Concerts & Plays

### Thursday, Oct. 12

**UNIVERSITY CONCERT SERIES:** Philip Glass and his ensemble will perform and Jean Cocteau's film *La Belle et La Bête* will be shown at 8 p.m. in Jesse Auditorium. For ticket information, call 882-3781.

### Friday, Oct. 13

**STUDENT ENSEMBLE SERIES:** Edward Dolbashian will conduct the University Philharmonic at 8 p.m. in the Missouri Theatre. Cost is \$3.

### Thursday, Oct. 19

**FINE ARTS SERIES:** The Department of Theatre will present William Shakespeare's *A Midsummer Night's Dream* Oct. 19 and 20 at 8 p.m. in the Corner Playhouse. Cost: \$5 all seats. For ticket information, call 882-PLAY.

## Conferences

### Monday, Oct. 16

**WORLD FOOD DAY VIDEO TELECONFERENCE:** "Looking Back,

Looking Ahead" will be offered from 11 a.m. - 2 p.m. in Memorial Union Auditorium. For information, contact Melinda Hemmelgarn at 882-2428.

## Courses

**CONTINUING PROFESSIONAL EDUCATION:** F301 Seminar: "Computer Networking" will be offered Oct. 14 and 21, from 9 a.m. - 1 p.m. in Room 314 Hill Hall. Cost: \$140.50 per graduate semester hour, and \$111 per undergraduate semester hour. For more information, call 882-7403.

## Exhibits

**BINGHAM GALLERY:** "French Suite," the work of William A. Berry, professor of art, will be on display from Oct. 16 - Nov. 3. A reception will be held from 3 - 5 p.m. Oct. 22 in the gallery. The gallery, located in the Fine Arts Building, is open from 10 a.m. - 4 p.m. weekdays.

## Films

### Friday, Oct. 13

**MSA/GPC FILM:** *Enter the Dragon* will be shown at 7 p.m. and 9:30 p.m. in Ellis

Auditorium. Cost: \$2 advance, \$2.50 at the door.

### Saturday, Oct. 14

**MSA/GPC FILM:** *Enter the Dragon*. See Oct. 13.

### Monday, Oct. 16

**MSA/GPC FILM:** *Faces of Women* will be shown at 7 p.m. and 9:30 p.m. in Ellis Auditorium. Cost: \$1.50.

### Wednesday, Oct. 18

**MSA/GPC FILM:** *Who's Afraid of Virginia Woolf?* will be shown at 8 p.m. in Ellis Auditorium. Free with MU ID, \$1 public.

### Friday, Oct. 20

**MSA/GPC FILM:** *Olivier, Olivier* will be shown at 7 p.m. and 9:30 p.m. in Ellis Auditorium. Cost: \$2 advance, \$2.50 at the door.

## Lectures & Seminars

### Thursday, Oct. 12

**CHEMICAL ENGINEERING SEMINAR:** Larry Erickson, professor of chemical engineering, Kansas State University, will present "Bioremediation of Soils Contaminated with Non-Aqueous Phase Organic Compounds" at 3:40 p.m. in Room W0009 Engineering Building East.

**ENVIRONMENTAL ENGINEERING SEMINAR:** Larry Erickson, director of Hazardous Substances Research Center, will present "Beneficial Effects of Vegetation in Contaminated Soil" from 7:30-9 p.m. in Room S203 Memorial Union.

### Friday, Oct. 13

**CHEMISTRY SEMINAR:** Andrew Borovik, professor of chemistry at Kansas State University, will present, "Helices and Cavities About Metal Ions" at 3:40 p.m. in Room 103 Schlundt.

**DEPARTMENT OF ENTOMOLOGY:** Karen Zanol, assistant professor of internal medicine, will present "Delusions of Parasitosis" at 2:40 p.m. in Room 2-7 Agriculture Building.

### Monday, Oct. 16

**ART AND ARCHAEOLOGY LECTURE:** Martha Joukowsky, professor, Brown University, will present "Excavations of the Southern Temple at Petra, Jordan" at 5:30 p.m. in Pickard Auditorium.

**BIOCHEMISTRY LECTURE:** Peter Geiduschek, Phi Beta Kappa lecturer from the University of California-San Diego, will present "Proteins That Track Along DNA and Activate Transcription" at 3:40 p.m. in Room 18 Tucker Hall.

**SOIL AND WATER RESOURCES SEMINAR:** Caryl Radats, of USDA-NRCS, will present "Soils Information and the SSURGO Project" from 3:40 - 4:30 p.m. in Room 133 Mumford Hall.

### Tuesday, Oct. 17

**BIOLOGICAL SCIENCES SEMINAR:** Joe Dixon, assistant professor of food science and human nutrition, will present "Transport of Apolipoprotein B in the Secretory Pathway: Immunocytochemical Studies of An Intracellular Chameleon," at 3:40 p.m. in Room 18 Tucker Hall.

**DIVERSITY AND MU WORKSHOP:** Mable J. Grimes, faculty associate and coordinator of the MU To the Future human relations program, will lead a "Let's Talk

## Campus Computing

# Short Courses

The following non-credit short courses are free of charge and open to MU faculty, staff and graduate students unless otherwise noted. Participants may be enrolled in no more than two courses at one time. Registration is required and is done on a first-come, first-served basis. To enroll, please call 882-2000. NOTE: When an ID is required for a class, participants should obtain the ID prior to registering for that class (call the Help Desk at 882-5000 for ID information). For the complete Fall Semester Short Course schedule, see Uniform Resource Locator (URL) [http://www.missouri.edu/cc/cc\\_classes/cc\\_courses/](http://www.missouri.edu/cc/cc_classes/cc_courses/).

### INTRODUCTION TO MICROSOFT WORD 6.0

4: OCTOBER 16 (MONDAY), 9:00 AM - NOON

Participants will learn basic functions such as creating, saving, renaming and relocating documents, entering and editing text (cut, copy and paste), formatting text (margins, tabs, line spacing, page breaks, columns and tables), choosing font options and creating headers, footers and footnotes. Other topics covered include the spell-check feature, finding and changing text, and inserting graphics. A question and answer session will be held at the end of class. Prerequisite(s): Foundation of Computers or basic experience with the Macintosh or Windows platform.

### INTRODUCTION TO MICROSOFT EXCEL 5.0

4: OCTOBER 18 (WEDNESDAY), 9:00 AM - NOON

This is a hands-on class in which participants will open, save and retrieve a spreadsheet workbook, learn the meanings of grid addresses, rows and columns, and learn how to navigate the cell grid and distinguish cells, sheets and workbooks. Participants will also enter data into a workbook, build basic formulas, manage data, create a

chart and learn to customize the appearance of their workbook. The print and help facilities will also be discussed. Prerequisite(s): Foundations of Computers or knowledge of file management with Macintosh or Windows, and mouse skills.

### ACCESSING RESEARCH AND GRANTS INFORMATION ON THE INTERNET: EMPHASIS ON ARTS AND HUMANITIES AREAS

OCTOBER 19 (THURSDAY), 1:30 - 4:30 PM

Dola Haessig of the Office of Research will demonstrate means of accessing information about grants and research opportunities on-line. Prerequisite(s): Hands-On Internet: Client Access or Hands-On Internet: MIZZOU1 or SHOWME IDs and a SHOWME or MIZZOU1 ID is required prior to attending class.

### ☆☆☆☆ FOCUS ON FACULTY ☆☆☆☆

Computers are playing an increasing role in academics. In response to the growth in the use of computing resources

at MU, Campus Computing has added the following seminars for faculty members to our regular short course series. All classes are held on Fridays from 1:00 to 4:00 pm unless otherwise noted. Note: Faculty might be interested in registering for the Grants and Research Information on the Internet: Focus on Arts and Humanities short course, hosted by the Office of Research, on Thursday, October 19. Call 882-2000 to register.

### WORLD-WIDE WEB WORKSHOP: INTRODUCTION TO WEB PAGE AUTHORING

FRIDAY, OCTOBER 20, 1:00 - 4:00 PM

This hands-on workshop will give an overview of how to plan a World Wide Web page effectively; how to use basic Hypertext Markup Language codes; and how to take text and build it into a World Wide Web Home page. Please bring a text outline of what you'd like on your home page to class. Prerequisite(s): A SHOWME ID is required prior to registering for the class; plus experience with Web browsers.

About Diversity and MU" conversation and workshop from 11:30 a.m.-1:30 p.m. in Room 84 McReynolds Hall. Bring your own lunch. Register by FAX at 884-4353 or through e:mail/cc:mail at

Mable\_Grimes@muccmail.missouri.edu  
**PHYSIOLOGY SEMINAR:** Victor J. Dzau, Falk Cardiovascular Research Center and Stanford University School of Medicine, will present "In Vivo Gene Transfer for Vascular Remodeling and Gene Therapy" at 9:40 a.m. in Room M105, School of Medicine Auditorium.

**TELECOMMUNICATIONS:** "Using the VoiceMemo System Effectively" will be offered from 1:30 - 3:30 p.m. in the basement conference room of the Telecom Building. To register, call 882-2177.

**WAKONSE COLLOQUIUM:** Betsy Garrett, associate professor of family and community medicine, and Ezio Moscatelli, professor emeritus of biochemistry, will present "Medical School— Applications and Programs" at 5:15 p.m. in Hatch Hall.

**Wednesday, Oct. 18**

**BIOLOGICAL SCIENCES SEMINAR:** Kaoru Kitajima, UMSL, will present "Evolutionary Trade-offs in Allocation Patterns and Seedling Regeneration Strategies" at 7:30 p.m. in Room 106 Lefevre Hall.

**MIDDAY GALLERY EVENT:** Kathleen Warner Slane, professor of art history and archaeology, will present "Molded, Thrown and Stamped: Ancient Pottery in the Museum of Art and Archaeology" at 12:15 p.m. in the upstairs European and American Gallery at the Museum of Art and Archaeology in Pickard Hall.

**TELECOMMUNICATIONS:** "Telephone Etiquette and the Effective Use of Phone/Voice Mail Features" will be offered from 1:30 - 3:30 p.m. in the basement conference room of the Telecom Building. To register, call 882-2177.

**Thursday, Oct. 19**

**CHEMICAL ENGINEERING SEMINAR:** Jawed Asrar, Monsanto Company, will present "Cycloolefins: Structure — Property Relationship" at 3:40 p.m. in W0009 Engineering Building East.

**LUNCHTIME CONVERSATIONS ABOUT WRITING:** Jo Ann Vogt and Chris Semansky of the Campus Writing Program will present "Writing As a Second Language: Tips and Tricks for Working with International Students" from 11:45 a.m.-12:45 p.m. in 325 GCB. For information, call 882-4881.

**Friday, Oct. 20**

**BIOMEDICAL SEMINAR:** Addison A. Taylor, Baylor College of Medicine, will present "Vascular Response to Injury: Role of Adhesion Molecules" at 10:40 a.m. in Room 133 Dalton Cardiovascular Research Center.

**DEPARTMENT OF ENTOMOLOGY SEMINARS:** James Carrel, professor of

biological sciences, will present "Ecology of Rare Spiders in Florida" at 2:40 p.m. in Room 2-7 Agriculture Building.

**GEOLOGY LECTURE:** Jed Day, Illinois State University, will present "Devonian Brachiopod Biostratigraphy" at 3:40 p.m. in Room 108 Geological Sciences Building.

**RELIGIOUS STUDIES LECTURE:** Wendy Doniger, University of Chicago Divinity School, will present "Myths of Transsexual Masquerade in Ancient India" at 4:30 p.m. in Room 7 Hulston Hall. Reception begins at 4 p.m.

**Meetings**

**Thursday, Oct. 12**

**STAFF COUNCIL** will meet at 1:15 p.m. in Room S203 Memorial Union.

**Thursday, Oct. 19**

**FACULTY COUNCIL** will meet at 3:40 p.m. in Room S110 Memorial Union.

**TOASTMASTERS** will meet from 4 - 5 p.m. in Room 1W19 University Hospital.

**Special Events**

**Thursday, Oct. 12**

**ALCOHOL AWARENESS MONTH:** "Brady Tables" displays on the main level of Brady Commons.

**ARTHRITIS FORUM:** "A Look At Arthritis-Related Surgeries," 6:30 p.m., Columbia Mall Community Room.

**HOMECOMING BLOOD DRIVE** will be held from noon - 6 p.m. in the Hearnes Center Fieldhouse.

**Friday, Oct. 13**

**ALCOHOL AWARENESS MONTH:** Brady Tables will display "Natural Highs & Stress Reduction."

•ADAPT will host an open house from 10 a.m.- 2 p.m. in Room 205 Brady Commons.

**Saturday, Oct. 14**

**ENVIRONMENTAL LIVING FESTIVAL:** "Living Creatively Not Commercially" will be held from 9:30 a.m.- 6 p.m. at the Hearnes Center Field House. For information, call 875-0539.

**HEART TRANSPLANT SOFTBALL GAME:** Will be held at 2 p.m. at the softball field near the Old Alumni Center off Stadium Boulevard.

**Monday, Oct. 16**

**HOMECOMING TALENT COMPETITION** will be held at 6:30 p.m. Oct. 16 and 17 in Jesse Auditorium. Cost: \$5.

**Tuesday, Oct. 17**

**ALCOHOL AWARENESS MONTH:** "Legal Issues" will be presented at the Brady Tables on the main Level of Brady Commons.

**GLUCOSE SCREENING:** Walk-in screenings will be offered from 1-5:30 p.m. at the Health Information Center in Columbia Mall.

**Thursday, Oct. 19**

**ALCOHOL AWARENESS MONTH:** "Peer Fair" will be presented at the Brady Tables on the main level of Brady Commons.

**ELLIS FISCHER CANCER CENTER FORUM:** "When Your Mother Has Breast Cancer" will be held from 7 - 8:30 p.m. in the Ellis Fischel Cancer Center main lobby.

**HOMECOMING MULTICULTURAL EXTRAVAGANZA** will be held at 6:30 p.m. in Jesse Auditorium. Cost: \$5.

**Parking & Transportation Services**

Turner Ave. Garage, Level 2  
882-4568

The first meeting of the 1995-96 Parking Policy Committee will be held at 3:40 p.m. on Oct. 17, 1995 in Room 206, Turner Avenue Garage. All interested persons are welcome to attend.

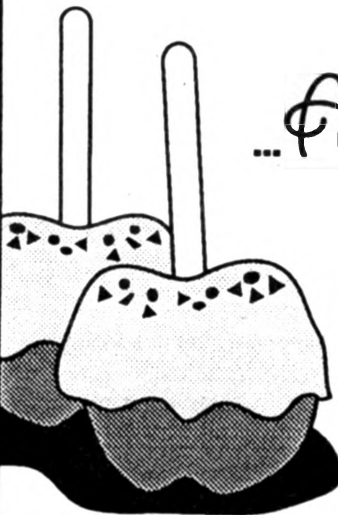
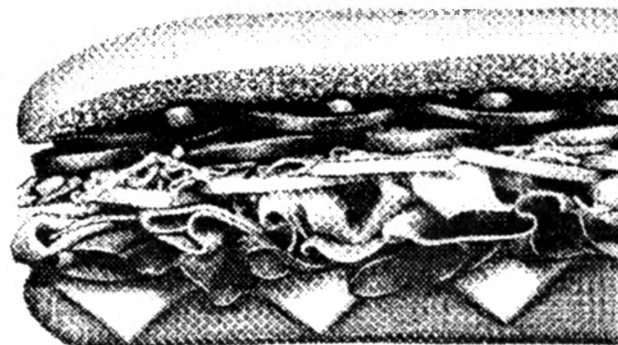
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## Kiesler

From page 1

Even though the process is slowed, it's only the first stage. Stage two is very detailed and takes a long time. There's no way we could telescope the second stage, with all its details, into any of these time frames we have been talking about. And the first stage would only be ballpark figures, that we agree roughly on the dimensions of an ultimate agreement. It wouldn't mean that a deal was made, because a lot of the details in a teaching hospital are critical and they can't be compromised.

### What makes us different from other university hospitals that are considering potential partnership or sales?

**Kiesler:** We're in a position of real strength, financially and because we've adapted very well to the revolution in health care. We broadened our spectrum of delivery of services early on and we emphasized primary care, as we have for some time. That sets us apart from other universities and university hospitals. Our Department of Family and Community Medicine is ranked No. 2 in the country (by *U.S. News and World Report*) and our School of Medicine is ranked No. 10 among those schools emphasizing primary care. Our emphasis on rural health care also helps provide us with the flow of patients a teaching hospital needs. The regionalization of trauma care, the program involving our helicopter bringing patients in from around the state for specialty care, has been very successful and makes us different. It has served the region and state very well.

And we've had rather spectacular performance in establishing the HMO. We came up with it as an all-at-once phenomenon. We established patient satisfaction measures and received patient satisfaction results at the end of the first month that were really extremely good, almost all above 92 percent.

We bid successfully on the mid-Missouri state employees HMO contract as well, which shows we are able to stand back from our own experience and extrapolate from it. It says we really understand what's going into this whole system of care in a way that makes this chancellor very proud of the Health Sciences Center. I think that's unique in the country.

### Where do we want to end up with this?

**Kiesler:** We have to protect medical education. That means we need the proper patient flow of different specialty care to fuel the teaching that goes on at a university hospital. We require very high-quality care. We're teaching the physicians of the future. We also want to protect the biomedical sciences. Our Health Sciences Center is strongly connected to

veterinary medicine, to arts and science, to agriculture (particularly in genetics research) and to the College of Engineering. We have to protect the quality of the research that's going on. The real comparative advantage for us is the inter-relationship of research in the Health Sciences Center and elsewhere at the University. One of our strongest research areas at the University is the biomedical sciences. All these colleges and schools work together.

### Is Tenet the best company with whom to negotiate?

**Kiesler:** We issued a request for proposals. A number of companies submitted preliminary proposals and a small subset were invited to offer more detailed ones. I haven't seen the numbers, but I think it's fair to say Tenet's were the best financial numbers.

**Morton:** The hospital and Health Sciences Center as a whole will be best served in a managed care atmosphere if the company we do business with is a big player, big enough so the insurance companies and so forth can't just brush it aside. Certainly that fact causes you to look at somebody with whom we could consolidate in the local marketplace.

**Kiesler:** That's a major advantage for Tenet. They have a local hospital. There are economies of scale and Columbia Regional has unused intensive care space and other things that would be useful to combine. Those are some of the positive things about Tenet.

**Morton:** The first obvious positive about Tenet is that our Health Sciences Center is always going to need more patients for teaching purposes. This arrangement would bring more patients quickly and from our community. That alone gives them a tremendous advantage.

**Kiesler:** Remember, too, we don't know if the deal with Tenet is going to work out. If it doesn't, we might proceed with somebody else. But it's probably accurate to say that if we had a partner other than Tenet, they would look around this community and want to buy something else. They'd probably want to have a second hospital in this marketplace for the very reasons that having a partnership with Columbia Regional is advantageous.

### Anything else you would like to say?

**Kiesler:** I want to reassure people. We were brought to this point because we took \$71 million worth of capital expense (for an intensive care tower and the ambulatory care center) to the Board of Curators. The board wanted to be sure we were marching along the right course and asked for further review. I think the board, in the process of educating themselves on the subject, became very impressed with our Health Sciences Center and our hospital. I think they're impressed with the leadership of the Health Sciences Center as a whole

and the hospital. I think they've learned that we really are on the cutting edge, and that we're a national leader in swift adaptation to strong, swirling pressures in the medical marketplace. These are all pluses. This process has led to some very positive outcomes for the Health Sciences Center and the hospital, independently of what happens after this.

I think the board understands that any hospital, certainly a teaching hospital like ours, has capital needs that are strong and constant. The fact that we had a big capital need at the hospital and anticipated other substantial capital needs is not in any sense discouraging to us. We have a very well-run hospital with a good bottom line. It is very well set up for the future and any alternatives for the future must compare with that strong position.

Most university hospitals, and other kinds of hospitals, that have agreed to these kinds of partnership arrangements do it out of a sense of weakness or a sense of fear about their ability to handle the future. We, on the other hand, are very strong and very confident of our ability to handle the future. Having a partner with deep pockets, as the local phrase goes, would be reassuring in terms of the ability to handle unpredictable events effectively.

### What is your response to the Faculty Council's request that MU administrators be included in the negotiations?

**Kiesler:** We have a history of very involved faculty leadership, so it is not at all surprising that the council is asking some hard questions of all of us right now. We all, the president certainly included, know that the bottom line is to protect the quality of medical education and health sciences teaching and research at MU. Dean (Lester) Bryant has become my representative at the negotiations table on a day-to-day basis, and I understand that I, the provost, and Pat Morton will be involved with any final proposals that would be prepared for submission to the Board of Curators.

**Morton:** This is a pretty complex process. The reason you do it in two stages is because it's too complicated to do otherwise. The discussions are necessarily general, even between the parties at first. You have to get through that first part before you get to the detail. A lot of the questions people are asking — why don't we know this, why don't we know that — can only come in the second part. Negotiators aren't talking about things like, what would the pension plan be in the new company? It's so complicated they won't talk about that unless they have to. You could easily get a list of a couple hundred things you want to negotiate in that second phase, any one of which could be a deal killer. Those are the things everyone wants to know about, because they affect individuals, but they're probably not being talked

about yet.

**Kiesler:** The interests and futures of our hospital employees, independent of anything else, could be a deal killer.

Getting back to your question, I don't mind the Faculty Council expressing its concern about this or any other topic, but I think it serves a positive purpose here in the sense that it helps Tenet understand the very special nature of a university hospital and that issues of research, teaching faculty and doctoral-level education are vital for us. At one level, the council action may complicate negotiations. At another level, it makes them better because those concerns must be part of the negotiations.

I have a real advantage in having Pat Morton as director of budget and planning and institutional research. He was the chief financial officer at the hospital when (Bob) Smith is given credit for really turning it around. Pat was his principal person. He has a long career in consulting in health care delivery and hospitals, and he's been involved in running several. Between us, Pat and I probably have very good insight into what's going on without necessarily knowing any details.

The 51 percent - 49 percent ownership proposition involving Tenet, for example, is not unusual in these types of negotiations. In this case, it's about whether Tenet can put our revenue figures in their corporate figures, whether any profits out of this can be reported in their bottom line. It really has to do with the effect on the value of their stock. Even though we don't know the details of the negotiations, we're not surprised Tenet would put this on the table. It's typical.

### What happens to our state appropriation if we surrender 51 percent ownership of the hospital to a private company?

**Kiesler:** There are really two reasons for that state appropriation. One is that we're a medical school. Essentially every one of our medical students is a Missouri resident because they're more likely to stay here when they graduate. The state should contribute to their medical education. But they also give it to us for indigent care. If all the money they give us were devoted to indigent care, it would be still less than it costs us. The state is getting a good bargain for its money.

**Morton:** There is a general indigent care formula that applies to all other hospitals in the state. So part of the analysis that would have to occur if we reach a stage-one agreement would be to apply that formula as if we were no longer a state-related hospital and see how we come out of it. The state appropriation may well be replaced by the general formula and it may not make a lot of difference to us. It's one of those details we'll have to examine.

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