

MIZZOU

WEEKLY

University of Missouri-Columbia March 27, 1997

INSIDE THE WEEKLY

Page 4: A new program lets faculty and staff donate to specific campus programs.

Pages 5-8: Mizzou Weekly publishes the full text of the report of MU's strategic planning advisory council.

Planning for MU's future

Over recent weeks, a broad-based group of faculty, staff, students and administrators has spent long hours exploring the future of MU. That group — the strategic planning advisory council — was appointed in February by interim Chancellor Richard Wallace.

Their charge is to help develop the goals and objectives that will allow MU to make better decisions about how to use its resources.

"This is a strategic planning process which if continued — and I certainly hope that it will be — should provide the foundation for budget building and budget decision making," Wallace says.

Members of the strategic planning council represent every segment of the campus community, from faculty, staff and students to top administrators. Inclusion, Wallace says, is an important part of the planning process.

"Particularly within an academic environment, I believe planning is going to work and really provide the foundation for making budget decisions over an extended period of time only if the community as a whole understands it, has

been a part of it and supports it," Wallace says. "That's exactly why we have such a wide variety of folks around the table."

Shortly after he was named interim chancellor in July, Wallace began an ongoing process of identifying goals for MU. The first step was to circulate a set of goals and objectives to administrators, academic units and faculty and staff organizations; comments and criticisms were incorporated into the document. The latest step was to call together a campuswide group to scrutinize those goals and add their comments.

"We need to get as far as we reasonably can with the planning process this semester, although it will be far from complete," Wallace says. He notes that the planning document will play a part in several budget recommendations that must be made in May: To develop the operating budget for the coming year as well as appropriation requests for general operating funds and capital improvements for fiscal year 1999.

This strategic plan also will be used as a tool in MU's mission enhancement planning. This fall the UM System will

present a mission enhancement request to the state Coordinating Board for Higher Education. The University is in the last group of public higher education institutions around the state to go through the process. An approved mission enhancement plan generally has resulted in increased state funding.

"What we're trying to do in this document is to establish for this campus, as best we can, the answers to several very straightforward questions," Wallace says. "What is out there in the external environment that represents opportunities and threats for us? What are our internal strengths and weaknesses? What is our mission? Then, in light of the answers to those three questions, we ask ourselves what are our highest priorities as a campus for the next three to five years."

"You have to have that foundation to know what to propose for mission enhancement and for budget requests, because the answers to those questions ought to drive all the rest."

For instance, in exploring the outside environment's influence on Mizzou, council members factored in the state's

economic standing, government support, national competition for grant dollars, and public concern about the cost of higher education.

The report also notes MU's many successes: its overhaul of undergraduate education, the Campus Writing Program, residential learning communities, and its nationally recognized outreach and extension programs.

Mizzou is one of only five universities in the nation that is a Carnegie Research I, AAU, land-grant university, with all of its colleges and professional schools on a single campus.

The strategic plan also notes such internal challenges as increasing the diversity of the campus community, improving the national ranking of some graduate programs, shoring up federal research funding, and developing a comprehensive enrollment management plan.

The report now will be widely circulated around campus. A complete text of the document and a list of planning council members appears on pages 5-8. "For the next month we are inviting comments, suggestions and criticisms from anyone who will take the time to read it and get reactions to us," Wallace says. Those suggestions then will be considered as the strategic plan evolves.

One of the nifty fifty

CDS director is profiled in national publication.

Recently the food service industry uncovered information that MU has known for a decade; namely, Julaine Kiehn is one of the industry's movers and shakers.

In January, Kiehn, director of Campus Dining Services, was featured in *Nation's Restaurant News'* special issue that named the top 50 "new players" in the restaurant and food service industry.

Out of the three years editors at this weekly publication have selected such professionals, this is the first time they have chosen anyone in university or college dining services. Sharing the honor with Kiehn are Emeril Lagasse, the popular New Orleans chef featured on the TV Food Network, and executives from Walt Disney, McDonald's, Ritz Carlton and Marriott.

Nation's Restaurant News says this next generation of power players are "individuals who hold important positions today, but by the year 2000 and beyond they will, in all likelihood, have moved to the upper echelons of real power and position."

In the 10 years Kiehn has been on campus, she and her Campus Dining Services staff have positioned MU's food operations as the model for other colleges and universities to emulate — an honor held because of Mizzou's commitment to treating students as customers and providing

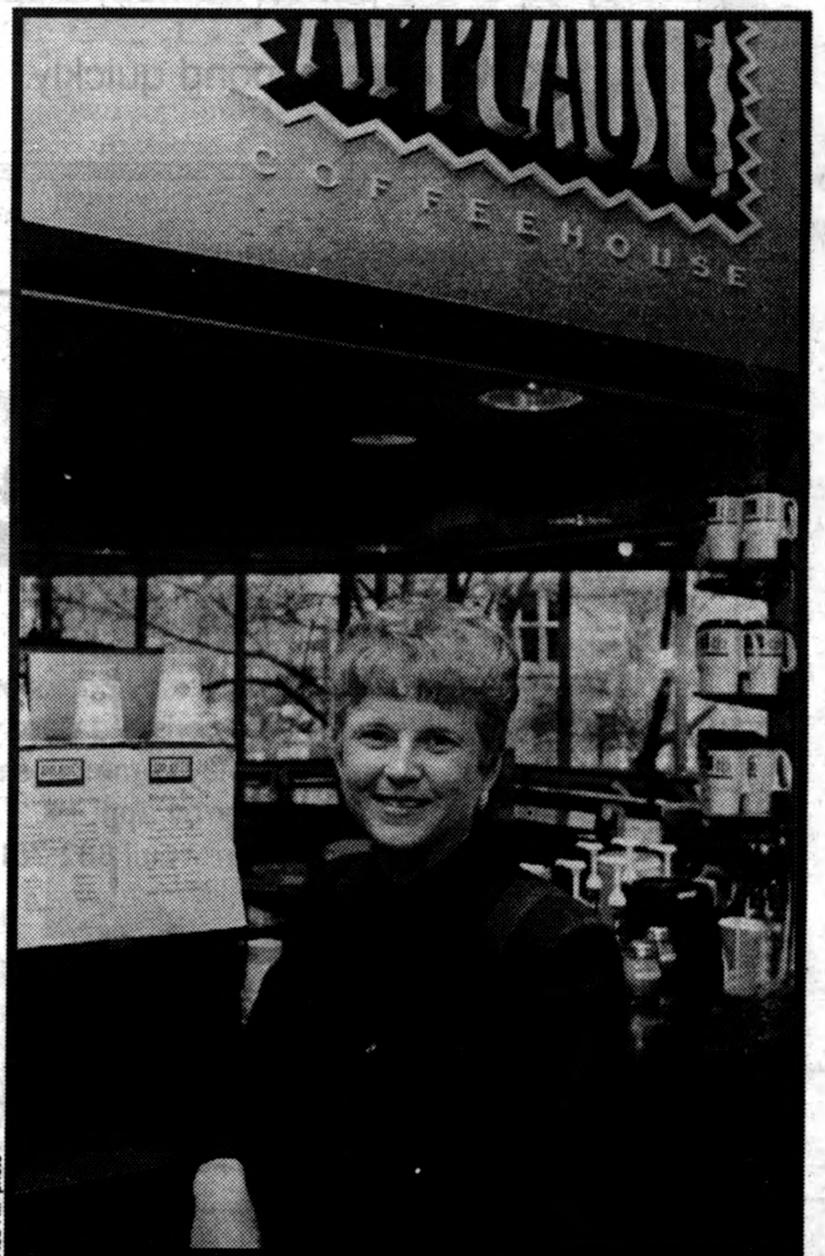
them with a positive living environment that enhances their educational experience. Food service plays an important part in this effort, Kiehn says, "from the flexible use of the meal plans to the variety of services available. Throughout the day and night, campus dining services focuses on customer satisfaction."

Kiehn came to Mizzou in 1987 as assistant director of operations for the dining services. After serving as interim director for a year, she was appointed to the permanent position in 1993.

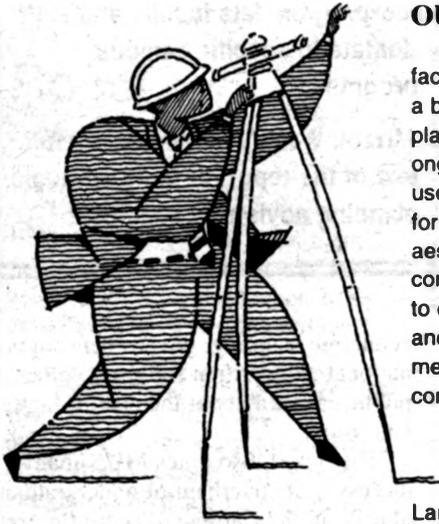
Since that time, food service campuswide has undergone a number of progressive, cutting-edge improvements that have caught the food industry's eye, including the renovation of several dining halls and Brady Food Court, as well as the recent addition of the Union Square food court and Applause! coffee house in Memorial Union.

CDS wants to project a positive image, and *Nation's Restaurant News'* recognition contributes to that, Kiehn says. "We are excited to bring this national recognition to Mizzou. To be recognized as one of the best is a wonderful tribute to all of our staff who work so hard to make it happen. We are here for our customers, and we are going to continue to strive to satisfy our customers."

Newly opened Union Square and Applause! coffee house in Memorial Union are examples of why Julaine Kiehn is highly touted throughout the food service industry.



Rob Hill photo



COME AND WATCH OUR CAMPUS GROW

Over the years, comments from faculty, staff and students have had a big impact on Mizzou's master plan. The master plan is an ongoing process that studies the use of campus land and buildings for optimum efficiency and aesthetic appeal. Each year, the committee sponsors an open forum to explain how the process works and to ask campus community members to share their ideas and comments.

The open forum will be held from noon to 1 p.m. today in N214 Memorial Union.
Larry Edwards, associate director

of Campus Facilities, will present more than 75 slides of old and current photographs, maps and drawings that document the evolution of the campus.

IT'S BETTER TO BE EGGS-TRA CAREFUL

If you're planning an outdoor Easter egg hunt for kids this year, think about using plastic eggs rather than hard boiled ones, suggests MU food and nutrition specialist Melinda Hemmelgarn. "To be safe, serve real hard boiled eggs on your table but use plastic eggs for the hunt," she says. Hard boiled egg shells are porous, making it easier for bacteria to

enter. Cracks in the shell are another way for bacteria to enter. The moist, protein-rich medium that lies beneath the shell can support bacterial growth, Hemmelgarn says, and cautions that hard boiled eggs should not be left unrefrigerated for more than two hours.

And to control the excess of jelly beans, marshmallows and chocolate eggs that can come with the spring holiday, she recommends you fill plastic eggs with

surprises for the kids. "I put in little notes saying things like 'good for one movie pass' or 'good for one ice cream cone.'"

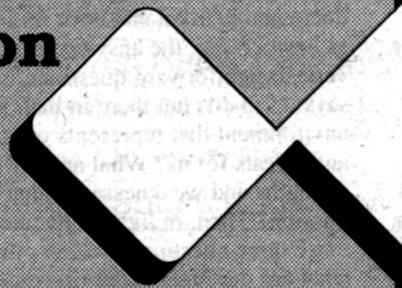
A few more words of advice: When coloring eggs, Hemmelgarn says, use only food grade dyes. Hard boiled eggs should be eaten within one week.

One final tip. Easter is a good time to introduce kids to carrots. As Hemmelgarn points out: "What do bunnies eat?"



Parking & Transportation Services

Turner Avenue Garage
Level 2
882-4568



We will be happy to contact the drivers of vehicles when headlights are on. Notify us of the permit number displayed so we may respond quickly.

RETIREES ASSOCIATION

The board of directors of the MU Retirees Association will meet at 2 p.m. April 2 in S110 Memorial Union.



STK #6716
9 oz.
waxed paper
\$2.99/Tube of 100

STK #6717
12 oz.
waxed paper
\$3.58/Tube of 100



general Stores: 882-6906



Commencement Regalia Deadline April 1st

Stop by University Bookstore in Brady Commons and place your order for May commencement on or by April 1st.
Questions? Call 882-7611

UNIVERSITY BOOKSTORE



University owned and operated since 1899.



Main Level Brady Commons
882-7611 TDD: 882-3985
Open: Mon-Thurs: 8-7, Fri: 8-5, Sat: 10-5

UNIV. STORES ON THE WEB:
www.ustores.missouri.edu



MU Faculty/Staff/Retirees save 10% on almost everything sold at UBSI

Don't Miss Our Spring Clearance Sidewalk Sale!

Take 30% off selected



MU products including:
• Jackets • Polos
• Sweaters
• T-shirts • Shorts
• Sweatshirts
• and more!

MARCH 31st - APRIL 4th
in Brady Walkway
Every purchase includes a FREE Gear hat!

MIZZOU WEEKLY

Volume 18 Number 25

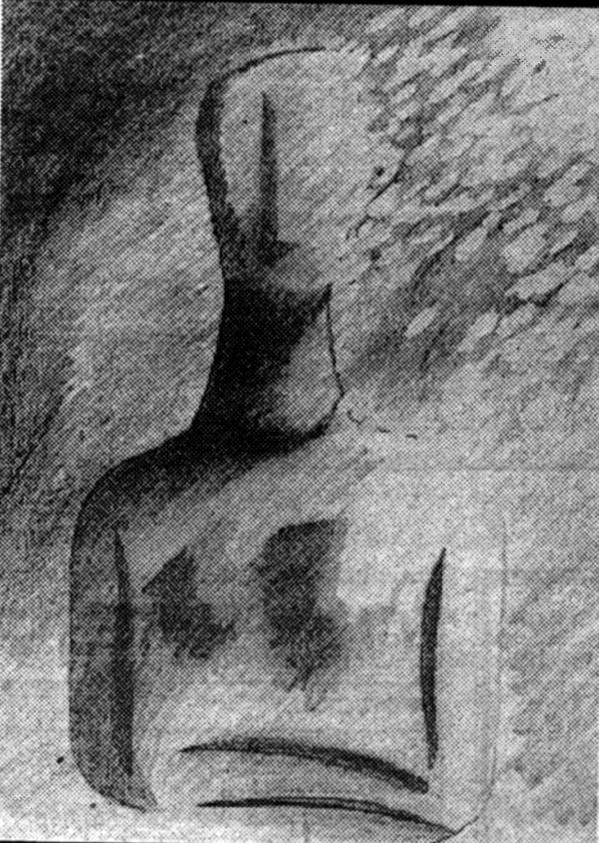
A publication for University of Missouri-Columbia faculty and staff, published every Thursday during the academic year and twice a month during the summer by Publications and Alumni Communication, a department of University Affairs, 407 Reynolds Alumni and Visitor Center, 882-7357. News deadline is noon Thursday the week before publication. Annual subscriptions are available for \$20.

Interim editor John Beahler
Interim graphic editor Sue Richardson
Director of advertising Tanya Stitt
Writers Sara Grier, Sue Richardson
Photographers Rob Hill, Nancy O'Connor
Assistant Amy Elsner



Printed with soy ink on recycled newsprint containing 90 percent to 100 percent post-consumer waste.

WOMEN IN THE ARTS EXHIBITION 1997



MARCH 24-APRIL 3

RECEPTION:

THURSDAY

MARCH 27

4:30-6:30 P.M.

GALLERY HOURS:

M-F 10 A.M.-5 P.M.

SAT. 10 A.M.-4 P.M.

SUN. 1-5 P.M.

SPONSORED BY THE MU
WOMEN'S CENTER AND THE
MSA/GPC CRAFT STUDIO

882-2889



BRADY COMMONS GALLERY-MU

**Working the
late shift?**

Come visit Hitt Street Market, open 24 hours a day to serve your late-night needs. Or stop in for a sub at Subway™, also open around the clock.



Down Under Diner is open too, until 11:00 p.m. for a warm homestyle late night meal.



in Pershing Commons
Open 11 a.m. - 11 p.m.
7 days a week



SUBWAY
Pershing Commons
24 Hours
7 days a week



UPfront

PAY WITH YOUR MIZZOU I.D.

Nutrition Emphasis Week 1997

The University of Missouri F21C Nutritional Sciences Group cordially invites the Columbia community to attend three special lectures related to the

Roles of Insulin and Leptin in Metabolism, Diabetes and Obesity.

These talks will highlight Nutrition Emphasis Week 1997.

Monday, March 31, 11:40 a.m.

Columns 208C, Reynolds Alumni Center

Dr. Neil Ruderman, M.D.,

Professor of Medicine and Physiology, Boston University School of Medicine, and Director of the Diabetes and Metabolism Unit at Boston University Hospital will present:

The Boyd O'Dell Lecture, entitled

"Malonyl CoA Fuel Sensing and Signaling Mechanism"

Tuesday, April 1, 2 p.m.

Acuff Auditorium, MA 217, Medical Center

Dr. Ruth Harris,

Assistant Professor, Department of Neuroscience, Pennington Biomedical Research Center, Baton Rouge, LA will present

"New Thinking about Obesity-The Importance of Leptin as a Metabolic Signal"

Tuesday, April 1, 3:40 p.m.

Acuff Auditorium, MA 217, Medical Center

Dr. Henry Ginsberg, M.D.,

Irving Professor of Medicine, Director, Irving Center for Clinical Research, College of Physicians and Surgeons, Columbia University, New York

will present The Albert Hogan Memorial Lecture, entitled,

"Diabetes and Atherosclerosis-A Model of Multiple Risk Factor Interactions and Disease"

All lectures are free and open to the public.

Sponsored by Food for the 21st Century Nutrition Cluster, College of Human Environmental Sciences, College of Agriculture, Food and Natural Resources, and MU School of Medicine.

**BARCLAY
LECTURE SERIES**

THE 1997 THOMAS S. BARCLAY LECTURE IN
AMERICAN CIVILIZATION PRESENTS:

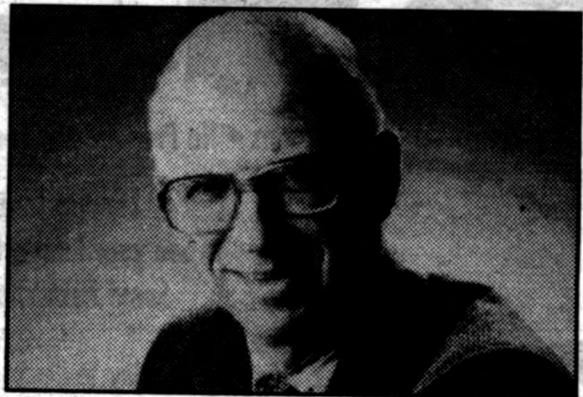
**"REPORTERS AND POLITICIANS:
DOING OUR JOBS
(AND LETTING THEM DO THEIRS)"**

DAVID BRODER,

COLUMNIST & CORRESPONDENT FOR *The Washington Post*

THURSDAY, APRIL 10, 1997

8 P.M., JESSE AUDITORIUM



Mr. Broder will give the inaugural lecture for the Thomas S. Barclay Lecture series in American Civilization. This series has been generously endowed by the late Thomas S. Barclay, a native Missourian, a graduate of the University of Missouri in 1915 and subsequently a member of the faculty for five years.

Free and open to the public.

Giving back to Mizzou

Faculty and staff members will have an opportunity to contribute to the University through the Mizzou Enrichment Program.

MU's development office will launch a brand new fund-raising effort March 31 called Mizzou Enrichment. It will be the first program to give faculty and staff members a chance to donate money to any area, program, school or college they desire.

The No. 1 reason people do not give

is because they have not been asked, says Kristine Duncan, supervisor of the Mizzou Annual Fund. MU's nearly 11,000 faculty and staff members are like an untapped resource for improving MU, she says.

During the 1995-1996 fiscal year, nearly 1,300 faculty and staff members contributed \$700,000 to MU. "Those people donated without being asked. We hope to get an even better turnout with the program," Duncan says. That money donated last year was designated for several different areas, including almost every academic unit, scholarship funds, cultural enrichment programs and athletics.

While donors are free to contribute to

any area they wish, the development office has outlined some specific programs. One is the Staff Advisory Council Endowment Fund. This scholarship, established by the council, helps MU employees pay for college classes and other professional development. "This is a great opportunity for faculty and staff to help each other in the name of MU," says Todd Coleman, assistant vice chancellor of alumni relations.

A unique aspect of the Mizzou Enrichment Program is that 100 percent of the amount donated will go to the beneficiary. Also, faculty and staff can contribute through payroll deduction plans.

In order to personalize the program, the campus is broken down into 15 different areas by school, college or division, each of which will have a chair to coordinate the fund-raising efforts. Faculty and staff will receive a brochure about the program and a contribution form through campus mail in early April.

Although, the development office has not set any specific monetary goals, the top priority is to get people to participate, Duncan says. "It looks good to other universities and prospective students to have this kind of support from the faculty and staff. But most important, the money will be used to improve MU."



MIZZOU
CREDIT
UNION®



All cars & trucks look new to us!

7.50%

New or used, Same low rate
(with approved credit)

Same day decision
(apps in by 2:00-current members only)



Pre-Approved Vehicle Loans • No Prepayment Penalties • Easy Payments with Payroll Deposit

Limited Time Offer
See your loan officer today!
Some Restrictions Apply.



MIZZOU
CREDIT
UNION®

Monday - Thursday
Friday
Saturday

7:30 a.m. - 5:30 p.m.
7:30 a.m. - 6:00 p.m.
9:00 a.m. - 12:30 p.m.

NCUA

First & Broadway • PO Box 1795 • Columbia, MO 65205-1795
Phone: 874-1477 • (800)451-1477 • FAX: 874-1300

Faculty, Staff, Retirees, Students, Alumni and their families are eligible to join. Call for membership eligibility requirements today.

CLASSIFIEDS

FOR SALE

Dry skin problems? Try hand/body lotion with emu oil. Also have analgesic cream with emu, tea tree, eucalyptus oils for joint/muscle pain. Can deliver on campus. 445-6118.

4 bedroom, 3 bath fin LL ranch. Approximately 2400 sq. ft. fin. Newer AC, carpeting, windows, roof, siding, fnc, deck. Hardwood floor. Close to school/hospitals/downtown. \$105,000. 874-0354.

FOR RENT

2 bedroom, 2 bath condo. Available June 1. Fireplace, screened-in porch, vaulted ceilings, w/d hookups. \$560. 446-0453.

SERVICES

COMPUTER TAX PREPARATION. Your taxes prepared professionally using Laser Forms. Over 12 years experience. Electronic filing available. Reasonable rates, confidentiality assured. Please call 445-7557.

TAX RETURN PREPARATION. Federal, state, MULTISTATE. Clients in 29 states and overseas; 28 years experience with higher education returns. Call 445-6530 for confidential appointment. New clients—first hour free with this ad.

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.

Ads must be typed.
Rates: 30-word maximum \$5.

Publication deadlines: noon on Thursday of week prior to publication.

Mizzou Weekly Classifieds: Make your check payable to University of Missouri and send to: Mizzou Weekly, 407 Reynolds Center, Attention: Tanya Stitt.

Mission, goals, objectives

University of Missouri-Columbia Report on the strategic planning process

The University of Missouri-Columbia (MU) is the state's premier public graduate and research institution and is recognized nationally and internationally for its unique and high quality undergraduate program. Since its founding in 1839 as the state's land-grant institution, MU has remained committed to the pursuit of excellence in teaching, research, and outreach programs for the citizens of Missouri. Because of that commitment to excellence, MU is attracting record numbers of quality applicants for admission from Missouri and from potential students throughout the world. MU has become a national asset, and such stature serves Missouri well through the attraction of federal research funding, national foundation grants, increasing private donations, and much well-deserved publicity for our state throughout the country.

Faithful to the land-grant tradition, MU's ultimate purpose is to provide an exciting and competitive scholarly environment for high ability students and outstanding faculty members, supported by a staff dedicated to quality and service.

The University has many notable accomplishments: Many programs are recognized worldwide for their exemplary accomplishments in the discovery and application of knowledge for the benefit of Missouri residents and others; research, outreach and extension programs developed by MU's faculty and staff have affected directly the quality of life and economic development of the state, while simultaneously enhancing the educational experiences of students; and an educated and technologically competent workforce has been prepared for both the private sector and public service through delivery of state-of-the-art educational programs. In short, the research, teaching and outreach programs at MU have served as economic and cultural drivers locally for Missouri, while also contributing importantly to a broader national and international presence for the state. MU is Missouri's direct route to a global presence, and the future success of the state depends on the continued development of an institution of international renown.

The strategic plan presented in this document outlines the tasks which must be accomplished in order to continue MU's development as an institution of renown and to fulfill its obligations to the state of Missouri. The plan's foundation is MU's formally approved mission statement, presented in the next section. Following the mission statement is an overview of the key external forces and trends which will help shape MU's future, as well as the strengths and challenges internally which are of strategic importance.

The remainder of the document focuses on MU's strategic goals and objectives for the next three to five years—the action agenda which, once accomplished, will result in even higher levels of achievement by the institution. It is a bold and exciting agenda and worthy of strong support by the public it is designed to serve.

The official mission statement for the University of Missouri-Columbia was approved by the Board of Curators on March 20, 1992.

Mission Statement

The University of Missouri-Columbia (MU) is the largest and oldest campus of the state's major public research institutions. MU's primary mission in research and doctoral education provides enhanced opportunities and challenges in the undergraduate areas of humanities, arts, and sciences and in selected professional fields and provides the basis for service to the people of the state via outreach programs.

A predominantly residential campus, MU serves select and diverse undergraduate and professional students from all parts of the state. Its graduate students are recruited nationally and internationally. Through its outreach programs, MU meets selected educational and informational needs of Missouri citizens throughout the state.

MU aspires to achieve national and international prominence for its research and educational contributions. It will build on its research strengths in basic and applied biological and biomedical sciences; nuclear and related physical and engineering sciences; and selected social and behavioral sciences. It will strengthen its leadership roles in agriculture and journalism. Because of its large enrollment of undergraduates, MU will enhance the core disciplines required of all those seeking baccalaureate degrees, giving special attention to areas, such as languages and mathematical sciences, that provide the necessary foundation for truly educated citizens.

Mission statements, by their nature, do not include specific goals and objectives. Rather, the statement presented above suggests a general aspiration level for institutional programs and activities and provides the foundation for decisions about goals and priorities for the future.

The following sections present an overview of the major external and internal forces which also were important in determining MU's specific goals and objectives.

External Trends and Forces

FORMATION OF STRATEGIC goals and objectives must take proper cognizance of the external environment within which we exist and to which we must be responsive. The following trends and forces were especially important in shaping focal points for action:

The competitive environment for attracting high ability undergraduate and graduate students will remain intense. The number of high school graduates will continue to increase in Missouri over the next 10 years but less so than in many other parts of the country.

Increasing demands on state budgets throughout the nation make it unlikely that funding for higher education will increase significantly as a percentage of those budgets. While the governor and legislators (or state government) in Missouri remain very supportive of higher education, other funding requirements may constrain their efforts to provide the needed budgetary support. When

compared with other states, Missouri ranks 39th in the portion of public expenditures devoted to higher education and 46th in per capita spending on higher education.

The state economy is strong, but spending caps make it unlikely that revenue will be greatly enhanced for the University.

Competition for federal and state funds for research will become even more intense and undergo even greater scrutiny as pressures mount for balanced budgets at both levels.

There will continue to be opportunities for increasing the level of private giving to higher education from individuals, corporations, foundations, and others in those instances where there are creative joinings of institutional need and donor interest.

Various constituents are expressing concern about the high costs of education, particularly in relation to perceived benefits. There also is a significant amount of public misunderstanding about the mission and purposes of research universities. As a result, there is an increasing loss of confidence and trust on the part of key constituents.

As a corollary to the above, institutions are expected to be more accountable than ever before for both results (outcomes) achieved and the efficiency of operations.

The academic achievements of students in elementary and secondary education remain of concern throughout the nation and present special challenges for colleges and universities. Those challenges are heightened in the case of those who are not prepared properly for university-level work. Opportunities for K-12/community colleges and university collaborations will continue to increase for economic, educational, social, and political reasons.

Rapid advances in technology continue to present great opportunities for enrichment of student learning and enhanced access to higher education through distance learning. The relatively high cost of much of the advanced technology requires careful planning and selective investment.

Transition from the "industrial age" to the "information age" requires that MU graduates possess the skills necessary for frequent career transition during periods of rapid change. Lifelong learning skills and access to continuing education programs will be of even greater importance in order to adapt to new and different conditions.

The emerging world economy and the blurring of cultural and social boundaries necessitates a stronger global orientation in learning experiences of all types. Because of its strong international involvement (e.g., exchange programs) and the presence of many international programs and students, MU can offer a unique learning environment for Missouri residents and others.

Corporations, communities, and other agencies/organizations external to the University increasingly propose the formation of partnerships and alliances to accomplish mutually beneficial goals while sharing

Continued on Page 6

resources in the pursuit of those goals. Such ventures often offer opportunities for research and teaching enhancement while also furthering the public service mission of the campus.

Similar to the above, there is increasing recognition throughout the nation of the value to students of "service learning," i.e., the academically rigorous experience of applying newly acquired knowledge and skills in a variety of public service situations. Such experiences also contribute to character development, development of citizenship, and commitment to community.

Major changes projected for health care policies and practices, particularly the growth of managed care, create unique opportunities and challenges for institutions with teaching hospitals. Many of these changes are driven by shifts in federal policies. MU's strong presence in the health sciences provides a significant opportunity for developing innovative responses to these external forces.

The expectations (and hence opportunities) will continue to grow for increased involvement of universities in meeting the economic, social, and cultural needs of their communities, regions, and states. Such expectations take a variety of forms but share the common desire for institutions to be more actively engaged in responding to specific needs of the state.

Changes in the ethnic composition of society present significant opportunities for MU to respond affirmatively to the needs of historically disadvantaged groups. Public policy conflicts in this area pose continuing challenges to the University.

Changing regulatory requirements for health, safety, and other factors require constant scrutiny and may necessitate additional expenditures by MU to ensure compliance with those requirements.

MU faces the challenge of communicating to others its uniqueness among the four campuses of the University of Missouri System. MU has distinct historical, alumni and mission differences which require sharp focus in order to appropriately enhance the campus and, ultimately, the UM System.

MU is a Division I-A member of the NCAA and Big Twelve Conference. It is the only institution in the state which operates at this, the nation's highest level of intercollegiate athletics. In order to maintain a viable and successful program at this level, MU must be able to attract, retain, and graduate scholar-athletes. While Division I athletic programs are costly, MU has the opportunity to attract the external resources necessary to compete effectively at the national level.

Strengths and Capabilities

THE UNIVERSITY OF MISSOURI-COLUMBIA has accomplished much throughout its years of service to the citizens of Missouri and, more broadly, to the citizens of the nation and the world. The extraordinary efforts of many individuals and groups, on and off the campus, have made possible such accomplishments, and there is much in which to take great pride. Chief among the accumulated and developing strengths of the institution are:

MU is the only public Carnegie Research I University in Missouri. Membership in this elite group (there are approximately 60 public in the United States) is limited to those universities who grant more than 50 doctoral degrees annually and who generate at least \$40 million annually in federal funding.

MU is one of only 60 universities (29 public) in the nation included in the Association of American Universities (AAU). Membership in this group of universities is by invitation which requires the assent of three-fourths of current members. AAU was founded in 1900 by 14 universities; MU was invited to join in 1908.

MU is one of only five institutions in the nation that is a Carnegie Research I, AAU, land-grant university, with all of its colleges and professional schools on a single campus. Graduates of this comprehensive University benefit from exposure to a broad range of undergraduate, master's and doctoral programs. The extraordinary variety of offerings provides a rich

learning environment for undergraduate and graduate students, a fertile environment for interdisciplinary research, and unique opportunities for Missouri residents and others to be exposed to an intellectually rewarding experience. Such an experience is not without cost, as many disciplines offered at MU (e.g., medicine, veterinary medicine, the sciences, agriculture, engineering) require significant dollar outlays to maintain high levels of quality.

Among land-grant universities, MU is recognized as a national leader for its outreach and extension programs. The majority of the System's regional specialists have direct ties with departments of the Columbia campus. MU faculty are leaders in developing innovative extension programs which support the overall mission of the University.

The University is widely recognized for the quality of its undergraduate education as indicated by:

- the presence of a Phi Beta Kappa chapter
- a ranking near the top of the nation's public universities in enrolling national merit and achievement scholars
- an award winning, and widely emulated, general education program
- an Honors College generally recognized as one of the best in the country
- the presence of highly regarded residential learning communities
- a Campus Writing Program that has produced significant improvements in student performance.

MU offers to its students a rich learning environment unequaled in Missouri as a result of its international presence (e.g., high international enrollments, study abroad programs), high quality research programs which directly involve many students, and career oriented programs with a strong liberal arts foundation.

The University has a selected number of programs at the graduate/professional level which enjoy outstanding national reputations for research and scholarly productivity.

A significant number of interdisciplinary research thrusts have been developed (e.g., Food for the 21st Century, molecular biology) and these programs provide the foundation for expansion of joint activity and collaboration throughout the campus.

MU has excellent faculty members who are dedicated to student success and to the advancement of knowledge for the benefit of Missouri residents and society as a whole.

The University has the largest nuclear research reactor of any university in the nation, a magnificent resource for both specialized and interdisciplinary research. This facility permits advanced research on complex scientific problems involving faculty from a variety of disciplines.

Strategic planning by colleges, schools and departments has served to identify and develop several unique strengths which focus resources in areas of special need and importance. For example, the College of Business and Public Administration is addressing the phenomenon of organizational change in a rapidly changing business environment, while the Ph.D. in creative writing in the Department of English has been recognized as one of the top programs in the nation.

Faculty salaries have increased significantly and are now regionally and nationally competitive in most disciplines and fields of study.

While facing ongoing challenges of repair and rehabilitation of facilities, MU is one of the most attractive and well-maintained campuses in the nation. Several historic landmarks grace the campus and add rich tradition to the learning environment.

The University has been successful in responding to the rural health care needs of the state, thus providing increased access and quality of care to all residents of Missouri.

Strong alumni and community support are significant assets and provide the base for further development.

While additional gains in efficiency and effectiveness should be sought, MU's administrative costs are very low compared to other universities of similar mission and size.

MU is located in a community with a high quality of

life that is nationally recognized as being one of the best places to live in America.

Internal Challenges

THE FORMULATION OF strategic goals and objectives must also take into consideration the challenges facing the institution in its varied areas of operation. MU, like any other university of great accomplishment, must face squarely the fact that it has weaknesses to be remedied if it is to continue to develop to higher levels. Challenges must be confronted successfully in these areas:

While some graduate and professional programs have excelled, the University's programs at this level generally do not rank as highly as desired in various national rankings.

Federal research funding is low when compared to other comprehensive research universities.

Recent gains have been made in undergraduate retention and graduation rates, but significant improvements are needed to ensure greater student success.

Improvements are needed in the assessment programs of the University to better gauge student accomplishment and the outcomes of the educational process, both short- and long-term.

MU does not have a comprehensive enrollment management plan which establishes the overall desired size for the campus, colleges, and schools.

Increasing the diversity of the faculty, staff, administration, and students remains a challenge in order to ensure, for both social and educational reasons, that MU is a leader in responding to societal needs.

Program responsiveness to the increasingly global nature of our society has been uneven, and faculty and student development in this area remains a concern.

The campus does not offer foreign language instruction commensurate with the current range and depth of its international involvement. In view of global interactions, the requirements of citizenship in the 21st century, and the need for cross-cultural understanding, more effective approaches to foreign language instruction should be developed and implemented. New technologies and new approaches should be considered to provide intensive language training, individualized instruction, and cross-cultural learning environments. Accomplishing this mission will require consideration of non-traditional approaches, such as sub-contracting the instruction, satellite communications, etc., and offering languages that have not previously been emphasized by the campus.

Significant innovations have occurred in instructional technology at MU, but the institution currently has no comprehensive plan for technology development and enhancement to benefit students on campus and throughout the state. Selective technology investments can be made wisely only when such decisions reflect University-wide priorities.

MU suffers, as do most universities, from functional obsolescence of many of its essential teaching and research laboratories and other facilities. Significant investments are needed to (a) modernize selected parts of the physical plant, (b) add the facilities necessary to accommodate current and projected enrollments and maintain appropriate class sizes, and (c) provide appropriate infrastructure and operating support (staff, technology and professional development opportunities) for all faculty.

Library support at MU remains a challenge, as the overall cost of materials, equipment, facilities, and staffing continues to increase.

The University will continue to face the twin challenges of cost control and revenue generation in order to promote educational experiences of high quality at affordable prices. Creativity of the highest order is needed here, as is the will to sharpen the focus and programmatic priorities of the institution. Resource reallocations will be necessary to further strengthen quality in selected fields of high priority.

Institutional values are always a topic of great importance as faculty, administrators, and staff struggle to emphasize, and communicate, those "conceptions of

the desirable" to students and to one another. We must work together to enhance the presence of civility, collegiality, caring, honesty, quality improvement, professionalism, and other desirable elements of the learning environment.

Finally, while MU has strong support among key constituent groups, it should be acknowledged that the University's strengths often are not communicated effectively to the public. Further attention to external communications is needed in order to better educate the citizenry about one of the state's greatest assets: the University of Missouri-Columbia.

Strategic Goals and Objectives

The strategic goals and specific objectives set forth below represent MU's priorities for action for the next three to five years. These action areas have been selected after careful consideration of the external trends outlined above and MU's internal strengths and challenges. Additionally, it was recognized from the outset that resource constraints require priority setting if MU is to continue unwaveringly in its quest for even higher levels of quality and service.

Strategic Goal 1:

STRENGTHEN RESEARCH, GRADUATE, AND professional programs and improve MU's stature among public AAU Research Institutions. The broadened planning and priority-setting process proposed below (Strategic Goal 4) will identify those programs to be given greatest emphasis as the University moves toward more focus and selectivity in resource allocation. In addition to those selective enhancements, however, campus-wide efforts need to be undertaken affecting all research, graduate, and professional programs. Specific objectives include:

- Implement new strategies across campus, by Spring 1998, to strengthen MU's competitive position in attracting graduate students, including more attractive remuneration, formal mentoring programs, and increased research opportunities in selected programs of the University.
- In order to enhance MU's overall research mission, increase the amount of sponsored research support per faculty to the median of AAU public universities by Fall 2002, including the setting of objectives at the college, school, and department levels.
- Review the current Research Incentive Fund and other incentive programs and make needed changes by late Fall 1997 to ensure that faculty receive appropriate encouragement to obtain external research support.
- By late Fall 1997 develop a strategy to increase external research funding through the development of partnerships with national laboratories, corporations, and other organizations and agencies with whom MU shares common goals and values.
- Encourage disciplinary strengths and the formation of additional interdisciplinary research teams to address problems of societal concern (with special emphasis on the needs of Missouri), utilizing unique MU resources and programs which offer a competitive advantage (e.g., Food for the 21st Century, Molecular Biology, the Nuclear Research Reactor, the Rural Policy Research Institute).
- Devise a strategy which continues the development of a model Health Sciences Center which will meet the challenge of the changing economic environment in health care. Programs with recognized excellence in education, health care delivery to rural areas, efficient use of health care resources, and in research achievements (particularly those which are interdisciplinary) will be emphasized.

Strategic Goal 2:

MAINTAIN A STRONG FOCUS on student learning that continues to achieve a national reputation for undergraduate education. High quality undergraduate education is hereby affirmed as a major priority. MU's status as a major graduate and research institution affords significant opportunities for undergraduate students to be exposed to advanced education and research endeavors and, indeed, to be directly involved in such activities. The success of MU to date suggests a high probability of continuing to receive national recognition as a research university for achievements at the undergraduate level. Specific objectives include:

- Continue to implement MU's model general education program, recognizing that additional revisions to the general architecture of the program may be needed. The core features of MU's general education program have been widely emulated, and several prestigious national awards serve as evidence that much already has been accomplished. General education review is an ongoing process at any progressive university and will continue to be of high priority at MU.
- Expand opportunities for undergraduate students to conduct research and scholarly activities with faculty. Already a hallmark of the undergraduate program, these experiences should be made available to as many undergraduates as possible, with particular emphasis on the freshman and sophomore years.
- Strengthen significantly the advising programs at MU, particularly for undecided students, and develop appropriate incentives for increased faculty involvement in advising, mentoring, and developing students.
- Develop by Spring 1998 an innovative technology education program which arms all students with the skills necessary to access and interpret the information necessary for career success and effective citizenship. All graduates of MU should be technologically literate in their respective fields of study.
- Increase the graduation rates for MU students by increasing the number of learning communities (on and off campus), developing an early warning system for quick response to students experiencing difficulty, creating a Student Success Center to consolidate existing retention and support services, implementing strategies to develop a strong sense of community on campus, and removing all barriers (e.g., class scheduling difficulties) to students' ability to graduate in a timely manner.
- Implement any necessary curricula changes and extra curricula programs to ensure appropriate emphasis on leadership and professional development, international and cross-cultural experiences, and learning through service to others.
- Increase the emphasis on recruitment of National Merit, Curators, Brooks, and Bright Flight scholars while providing continued access to an increasing number of qualified Missouri residents.
- Further enhance the Honors Program by accepting ten to twenty percent more students who qualify and by introducing freshman research scholarships for very high ability students.
- Continue to enhance the quality of undergraduate instruction through appropriate development and training programs for faculty and graduate teaching assistants.

Strategic Goal 3:

DEVELOP AND MANAGE resources appropriately so that (a) Strategic Goal 1 (to strengthen research, graduate, and professional programs) and Strategic Goal 2 (to develop a focus on undergraduate student learning that achieves a national reputation) can be accomplished, (b) MU is a responsible steward of public resources, (c) academic programs are of the high quality needed to meet state, national, and international needs, and (d) the total cost to students is kept at affordable levels.

As indicated earlier, external trends suggest limitations on the amount of both federal and state financial support. Those trends, coupled with increasing

public concern about costs and accountability, require institutional initiatives to become more efficient and effective in all that is undertaken. To address these matters, MU's specific objectives include:

- Continue to develop all possible sources of scholarship support and other forms of financial aid for MU students, recognizing the ongoing commitment to make high quality educational opportunities available to all qualified Missouri residents and others. Explore the feasibility of a tuition guarantee program for students who succeed in their studies at MU.
- Continue to reward outstanding faculty and staff performance by achieving salary levels fully competitive with other public AAU Research I institutions by Fall 2000.
- Begin immediately to expand the number of partnerships with institutions and communities in Missouri and elsewhere to conserve resources and, simultaneously, increase the accessibility and quality of MU's instructional, research, and outreach programs.
- Increase private giving to \$40 million annually by the year 2000, an amount that is approximately double the annual giving in 1995. By early Fall 1997, test the feasibility of conducting a major capital gifts campaign.
- Strengthen the quality improvement program designed to streamline administrative support services, increase internal collaboration and teamwork, and continue to enhance a strong user orientation in all areas.

Strategic Goal 4:

WHILE CONTINUING STRATEGIC planning at the departmental level, broaden MU's planning efforts to establish institution-wide priorities for program development and enhancement. This broadened planning strategy will encourage multi- and interdisciplinary approaches and establish priorities for selected academic program development and enhancement, support services, auxiliaries, libraries, computing services, and athletics. Specific objectives include:

- Through the mission enhancement program of the Missouri Coordinating Board for Higher Education, consider proposals for increased funding for the unique contributions of MU to higher education in the state. This calls for general strengthening of graduate education and research programs which will enhance the economic and social well-being of the state, nation, and global society of the next century.
- Develop a comprehensive enrollment management plan to take effect in Fall 1998 that focuses on recruiting, retaining, and graduating students and that carefully analyzes the effects of alternative enrollment patterns on the quality of the learning environment at MU. Such plan should attempt to identify the optimum enrollment levels for MU and its schools and colleges.
- By Spring 1998, develop a technology master plan to guide strategic investment decisions to enhance research, teaching, and outreach programs.
- Develop and implement a funding strategy by late Fall 1997 to renovate appropriate campus facilities, including identification of specific projects and timetables.
- Enhance MU's effectiveness in distance education by reaching more non-traditional students, disseminating information from applied research, and serving as a partner in community-based problem solving. By Spring 1998, develop a comprehensive distance education plan to accomplish this objective.
- Increase the campus support for thorough assessment of programs and student learning outcomes to assist in curriculum design, advising, and overall enhancement of program effectiveness and relevancy.

Strategic Goal 5:

STRENGTHEN THE UNIVERSITY'S commitment to institutional values that reaffirm common goals of collegiality, shared decision making, consensus building, integrity, public responsibility, and respect for the dignity and rights of others. MU seeks to prepare its students for the world of work to be sure, but preparation for responsible citizenship and quality of life is of equal concern. Building a civil society internally serves as modeling behavior for students while also creating a more satisfying and productive work environment. Specific objectives are:

- Build on current achievements by increasing the diversity of students, faculty, and staff for the benefit of the campus community, Missouri's economic future, and students' ability to learn, live, and work in a global environment. By late Fall 1997 begin implementing an enhanced campus diversity plan which includes (a) specific goals for the ethnic, gender, and geographic composition of the University, and, most importantly, (b) innovative strategies for enhancing interactions among diverse individuals and groups.

- By Spring 1998 develop a formal institutional statement of the values cherished in a learning community and, importantly, the means for infusing those values in daily actions and recognizing notable accomplishments.

- Through a variety of means, actively engage the campus community in open discussions of the relationship between individual and departmental accomplishments on the one hand, and institutional objectives on the other.

- Encourage colleges and departments to consider the development of courses focusing on ethical standards and behavior in the various professions.

- Explore the creation of a new interdisciplinary

center to stimulate faculty teaching, research, service and dialogue on issues and practices related to professional ethics and civic responsibility.

Strategic Goal 6:

STRENGTHEN COMMUNICATION THROUGHOUT the campus and with key external publics positioning MU as one of the nation's great land-grant universities known for the achievements of selected graduate and professional programs, for the unique quality of the undergraduate experience, and for nationally competitive athletic programs.

Previous sections of this plan have presented bold challenges and opportunities which, when accomplished, need to be communicated simply and forcefully to MU's many constituents. Specific objectives include:

- Enhance communication with targeted audiences to achieve increased support for the University.

- Design the methodology for evaluating the success of this strategic plan and for communicating the results to key audiences.

- Increase the involvement of MU constituents in the ongoing life of the University in order to generate stronger, personal identification with the University.

- Continue to emphasize the role of University Extension and Outreach in communicating ongoing MU scholarship and research results to Missouri citizens, and continue to utilize University Extension in identifying state problems for which University scientists can offer potential solutions.

- Continue the institutional support necessary for a competitive intercollegiate athletic program, which brings positive national recognition to the University

and the state and provides a catalyst to unify students, faculty, staff, alumni and other friends of MU.

Utilize the services of the MU Alumni Association, as a network of informed and committed volunteers, to communicate the interests and needs of MU to various constituencies.

Toward Implementation

THE AMBITIOUS AGENDA presented in this plan will require significant energy, appropriate organization, and follow-through. With support from the Chancellor and his staff, the SPAC will monitor the results produced during the months ahead.

The methods and time lines for reporting periodically to the President, the Board of Curators, the Coordinating Board for Higher Education, the Missouri General Assembly, the Governor and other members of the executive branch, alumni, and other key constituents must be determined by the Chancellor in consultation with the SPAC. Attention also must be given to effective communication of progress and results throughout the campus on a regular basis.

Concluding Remarks

THE UNIVERSITY OF Missouri-Columbia is planning from a position of strength. Much has been accomplished, but more can (and must) be done to enlarge MU's achievements in instruction, research, and outreach programs of all types. This strategic vision and action agenda provides the blueprint for further progress and development as an institution of the first class, a leader among public AAU Research I institutions. For the citizens of Missouri, and for the campus community, MU should settle for nothing less.

Strategic Planning Advisory Council

TOM DOUGHERTY, SPAC chair, professor of management

WANDA BARNES, administrative associate II
Campus Facilities

ADAM BROWN, president
Missouri Students Association

JENNY BROWN, president
Graduate Professional Council

LESTER BRYANT, dean of medicine

JOE CASTIGUONE, director of intercollegiate athletics

BRADY DEATON, chief of staff

BARBARA FROKE, associate dean of human environmental sciences extension

KEE GROSHONG, vice chancellor for administrative services

PETER HALL, professor of sociology

BROCK HESSING, president of the MU Alumni Association

HILDEGARDE HEYMANN, professor of food science and human nutrition

ED HUNVALD, professor of law

HAL JEFFCOAT, vice chancellor for development and alumni relations

BRUCE JONES, associate professor of educational leadership and policy analysis

JACKIE JONES, associate vice chancellor, business services

NIGEL KALTON, Curators' professor of mathematics

JOE KORNEGAY, professor of veterinary medicine and surgery

CHRIS KOUKOLA, assistant to the chancellor for university affairs

ED LAMBETH, professor of journalism

KAI-FONG LEE, professor and chair of electrical engineering

PRISCILLA LEMONE, assistant professor of nursing

SUZANNE LIPPARD, library assistant II, Ellis Library

RICHARD LOEPPKY, professor of chemistry

MIKE MIDDLETON, professor of law

DEAN MILLS, dean of journalism

KC MORRISON, vice provost for minority affairs and faculty development

PATRICK MORTON, chief planning and budget officer

CHARLES SCHROEDER, vice chancellor for student affairs

CARL SETTERGREN, professor of natural resources

ED SHERIDAN, provost

DON SIEVERT, professor of philosophy

ARNOLD SMITH, professor of molecular microbiology and immunology

ROGER SUNDE, professor of food science and human nutrition

ROBERT WEAGLEY, associate professor of consumer and family economics

CALENDAR

Send calendar items by 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

Saturday, March 29

UNIVERSITY CONCERT SERIES: The Montana Rep will perform *To Kill a Mockingbird* at 8 p.m. in Jesse Auditorium. For ticket information, call 882-3875.

Wednesday, April 2

UNIVERSITY CONCERT SERIES: The St. Louis Symphony, conducted by Hans Vonk, will perform at 8 p.m. in Jesse Auditorium. For ticket information, call 882-3875.

Thursday, April 3

POETRY READING: Distinguished poet and critic Grace Schulman, author of three volumes of poetry and poetry editor of the *Nation*, will read from her work at 7 p.m. in the Green Chapel at the Memorial Union.

THEATER SERIES: The one-act plays "The Actor's Nightmare" and "It's All About You" will be presented tonight and April 4, 5, 10, 11, 12 and 13 in the Corner Playhouse in the Fine Arts Annex. All performances

begin at 8 p.m. except the matinee performance at 2 p.m. April 13. For ticket information, call 882-PLAYS (882-7529).

Conferences & Courses

Friday, March 28

CQI COURSE: Joleen Finders, training and development coordinator, will present "CQI Facilitation Skills" from 8 a.m.-4 p.m. in S206 Memorial Union. To register, call 882-2603.

Tuesday, April 1

ARTHRITIS EXERCISE CLASS: A low-impact exercise class to help those with arthritis increase muscle strength and range of motion begins from noon-1 p.m. today in the Health Connection on the lower level of Parkade Center. The class continues each Tuesday and Thursday through May 8. Cost: \$15 for 12 sessions. With questions, call the Multipurpose Arthritis Center at 882-8097.

EMPLOYEE ASSISTANCE WORKSHOP: "Dealing With the Death of a Loved One" will be presented from 5:30-7:30 p.m. in

Parker Hall. Open to all MU employees. For reservations or with questions, call 882-6701.

Wednesday, April 2

NEW EMPLOYEE ORIENTATION: Course will be offered 8:30 a.m.-noon in S203 Memorial Union. Open to all new benefit-eligible employees.

HRD TRAINING AND DEVELOPMENT COURSE:

Psychologist David Wallace will present "Success With Stress" from 9 a.m.-3:30 p.m. in S204 Memorial Union. Registration is required, call Human Resource Development at 882-2603.

Thursday, April 3

CQI COURSE: "Getting Started in CQI" will be presented from 8 a.m.-4 p.m. in S206 Memorial Union. To register, call 882-2603.

HRD TRAINING AND DEVELOPMENT COURSE:

Consultant Robin Lundstrum will present "Managing Conflict" from 9 a.m.-4 p.m. in N208 Memorial Union. Registration is required, call Human Resource Development at 882-2603.

Exhibits

ART FOR LIFE: Still life and colored pencil drawings by William Berry, professor and chair of fine arts, and blown glass pieces by Illinois artist Caroline Bottom Anderson will be on display through March 31 in the lobbies of University Hospital and Clinics and Ellis Fischel Cancer Center.

BINGHAM GALLERY: Graduating Seniors Exhibition will on display through April 18. A reception will be held 4-6 p.m. March 28. The gallery, located in A126 Fine Arts Building, is open weekdays from 10:00 a.m. to 4:00 p.m.

BRADY COMMONS GALLERY: "Women in the Arts" will be on display March 24-April 3. A reception will be held from 4:30-6:30 p.m. March 27.

The gallery, located in 203 Brady Commons, is open 10 a.m.-5 p.m. Monday-Friday.

MUSEUM OF ANTHROPOLOGY:

"Photographs by Eldon Leiter: Ancient Maya Art and Architecture" is on display. The museum's exhibits focus on Native American cultures and the history and prehistory of Missouri. The museum, located in 100 Swallow Hall, is open from 9 a.m.-4 p.m. weekdays and 10 a.m.-3 p.m. Saturday.

MUSEUM OF ART AND ARCHAEOLOGY:

"A Graphic Odyssey: Romare Bearden as Printmaker" will be on display from Feb. 6-March 30.

Ongoing exhibits:

- "The Mark Rothko Loan"
- "The Kress Study Collection"
- "Isms and Others in the Twentieth Century"
- "The Saul and Gladys Weinberg Gallery of Ancient Art"
- "Early Christian and Byzantine Gallery"
- "European and American Gallery"
- "Expressions of Africa"

The museum, located in Pickard Hall, is open from 9 a.m.-5 p.m. Tuesday through Friday, 6 p.m.-9 p.m. Thursday, noon-5 p.m. Saturday and Sunday. Closed Mondays and national holidays.

STATE HISTORICAL SOCIETY:

"The Colored Engravings of Karl Bodmer" are on display in the gallery through April. The gallery is open 8:30 a.m.-4 p.m. weekdays. "The L. Mitchell White Collection Selected Editorial Cartoons" is on display through April in the north-south corridor. "Decades: 1887 to 1977 Editorial Cartoons" is on display in the east-west corridor.

The corridors are open from 8 a.m.-4:30 p.m. weekdays and 9 a.m.-4:30 p.m. Saturday.

WESTERN HISTORICAL MANUSCRIPTS COLLECTION:

"She Lived With All Her Might": Mary Paxton Keeley's Century of Celebration" an exhibit that honors the first female graduate of the School of Journalism will be on display March 3-30 on the lower level of Brady Commons and in the the manuscripts collection reading room in 23 Ellis Library.

Films

Friday and Saturday, March 28&29

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

Friday and Saturday, April 4&5

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

Lectures & Seminars

Thursday, March 27

INSTRUCTIONAL TECHNOLOGY COLLOQUIUM: Eric Crump, learning resource specialist with the the Learning Center; and Inder Khurana, associate professor of accountancy; will present "Classroom Discussions: Learning About Listproc" from 9-10 a.m. in N214-215 Memorial Union.

NOEL GIST INTERNATIONAL AFFAIRS SEMINAR:

Sharmani Rogers, a physician who practiced in Malaysia, will present "Public Health in Malaysia" at the brown-bag seminar held at noon in S204 Memorial Union.

Friday, March 28

FORESTRY SEMINAR: Shelby Jones from the Missouri Department of Conservation will present "Alternative Products From Missouri Forests" at 2:40 p.m. in Room 2-3 Agriculture Building.

ART HISTORY LECTURE: Andrew Hemingway, reader in art history from University College in London and editorial group member of the *Oxford Art Journal*, will present "Anti-Communism and the Decline of the Left Tradition in American Painting" at 5 p.m. in 106 Pickard Hall.

Monday, March 31

NUTRITIONAL SCIENCES LECTURE: As part of Nutrition Emphasis Week, Neil Ruderman, professor of medicine and physiology at Boston University School of Medicine, will present the Boyd O'Dell Lecture "Malonyl CoA Fuel Sensing and Signaling Mechanism" at 11:40 a.m. in Columns Room III at the Reynolds Alumni Center.

BIOCHEMISTRY SEMINAR: Marc Wold from the University of Iowa will present "Structure and Function of Replication Protein A" at 3:40 p.m. in M437 Medical Sciences Building.

SOIL SCIENCES SEMINAR: Paul Blanchard, senior research scientist in biological and agricultural engineering, will present "Soils, Hydrology and Land-Use: What Controls Water Quality Degradation" at 3:40 p.m. in 133 Mumford Hall.

WOMEN'S CENTER PROGRAM: Lisa Stout, co-coordinator of the Gay/Lesbian/Bisexual Resource Center, will present "Lesbian Issues" at 7 p.m. in 229 Brady Commons.

Tuesday, April 1

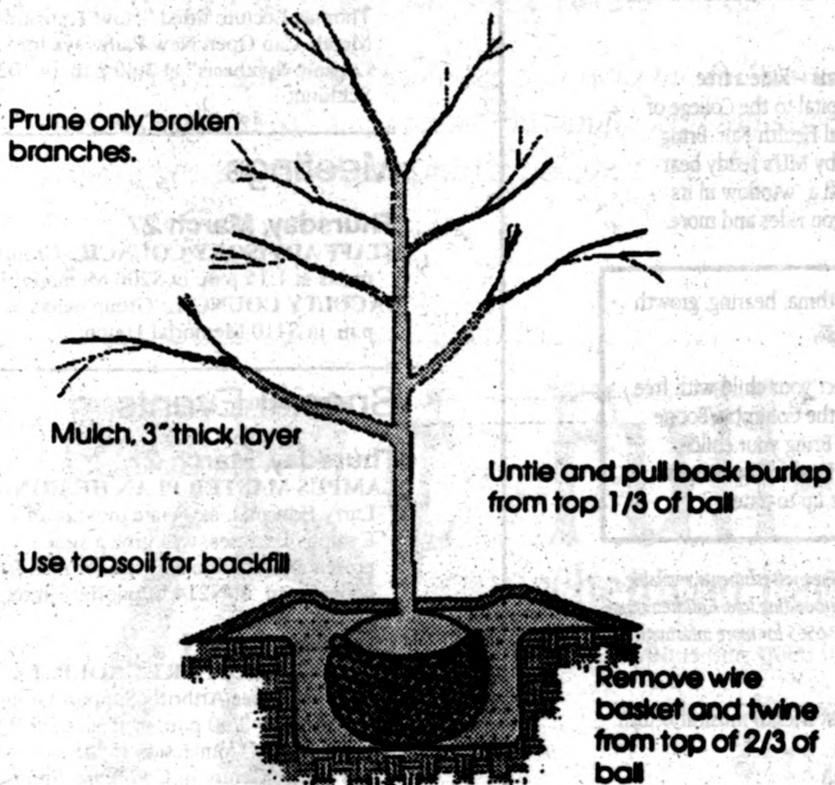
PHARMACOLOGY SEMINAR: Richard Garrad, post-doctoral fellow in biochemistry, will present "What Do We Know About Nucleotide/Receptor Desensitization?" at 11:40 a.m. in M558 Medical Sciences Building.

INTEGRATED TECHNOLOGY SERVICES SEMINAR: MaryEllen Sievert, professor of library and information science, will present "Libraries, Medical Informatics and Health Care: An Experimental Course using Distance Education" at noon in 631 Lewis Hall.

NUTRITIONAL SCIENCE LECTURES:
• Ruth Harris, assistant professor of neuroscience at Pennington Biomedical

ARBOR DAY IS APRIL 4TH

CELEBRATE ARBOR DAY... PLANT A TREE.



Dig hole twice the diameter of ball/pot

Campus Facilities Grounds will plant 174 trees on campus this spring. Plant your own tree at home and watch it grow. By following a few simple rules from the experts at Grounds, you can grow beautiful healthy trees - to help you breath easier, save energy and keep cool.



Creating new opportunities

A new school within the College of Education will offer students more opportunities to create and use the latest computer technologies in the fields of education and informational science. John Wedman, associate professor of education and head of the college's educational technology program, is serving as director of the new School of Information Science and Learning Technologies.

The new school combines the college's existing educational technology program with the MU School of Library and Informational Science. Faculty from the former School of Library and Informational Science and the College of Education will teach and conduct research in the new school.

"After the School of Library and

Informational Science merged with the college last year, we began to see natural linkages between the school's academic and research programs and those of the college's educational technology program," Wedman said. "The new school will provide students with the best of both existing programs by focusing on the invention, innovative application and dissemination of new technologies to improve learning, information organization and retrieval, and human performance."

The new school will offer three graduate degrees.

The master's degree in library science will prepare beginning professionals to function effectively in a variety of library and information environments. The master's degree of educational technology

will prepare professionals to design, develop and implement technology in educational settings. The doctorate in instructional theory and practice will prepare professionals to understand and influence learning, information organization and retrieval, and performance in diverse settings, especially through the use of interactive technologies.

In addition, the school will be the home of an already established research and development team that focuses on technology innovations in education. Students and faculty working in the center will use The Reflector, the college's experiential learning support environment, to conduct research and development projects on new types of educational technology.

Calendar

From Page 9

Research Center in Baton Rouge, La., will present "New Thinking About Obesity: The Importance of Leptin as a Metabolic Signal" at 2 p.m.

•Henry Ginsberg, professor of medicine at Columbia University, will present the Albert Hogan Memorial Lecture "Diabetes and Atherosclerosis: A Model of Multiple Risk Factor Interactions and Disease" at 3:40 p.m.

Both lectures will be held in Acuff Auditorium, MA217 Medical Sciences Building.

CLASSICS LECTURE: Judith deLuce, professor of classics at Miami (Ohio) University, will present "Helpful Women and Ungrateful Men: Reconsidering a Folktale Ethic of Care" at 5 p.m. in Pickard Hall. A reception will follow.

Wednesday, April 2

MIDDAY GALLERY EVENT: John Zemke, assistant professor of Romance languages, will present "The Romancero: An Hispanic Oral Tradition" at 12:15 p.m. in the Museum of Art and Archaeology in Pickard Hall.

PHYSIOLOGY SEMINAR: Kevin Gillis, assistant professor of electrical engineering and physiology, will present "Modulation of Exocytosis From Adrenal Chromaffin Cells by Protein Kinase C" at 2:40 p.m. in M437 Medical Sciences Building.

Thursday, April 3

WOMEN'S CENTER PROGRAM: A panel discussion of "Cross Cultural Perspectives on Rape" will be held from 3:40-5 p.m. in 220 Brady Commons.

Friday, April 4

FORESTRY SEMINAR: Laura Herbeck, graduate research assistant, will present "Plethodontid Salamander Response to Forest Management Treatments in Missouri Ozark Forests" at 2:40 p.m. in Room 2-3 Agriculture Building.

CHEMISTRY COLLOQUIUM: Stephen Buchwald of MIT will present the Lloyd B. Thomas Lecture titled "How Transition Metals Can Open New Pathways for Organic Synthesis" at 3:40 p.m. in 103 Schlundt.

Meetings

Thursday, March 27

STAFF ADVISORY COUNCIL: Group meets at 1:15 p.m. in S206 Memorial Union.
FACULTY COUNCIL: Group meets at 3:40 p.m. in S110 Memorial Union.

Special Events

Thursday, March 27

CAMPUS MASTER PLAN HEARING: Larry Edwards, associate director of Campus Facilities, will give a slide presentation on the MU master plan from noon-1 p.m. in N214 Memorial Union.

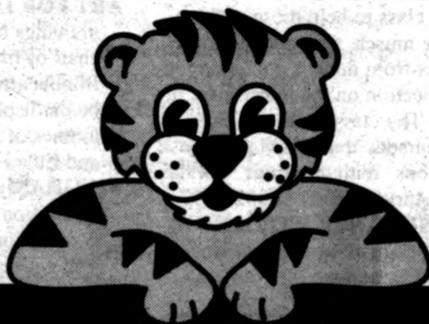
Tuesday, April 1

ARTHRITIS SUPPORT GROUP: The Columbia Area Arthritis Support Group will meet from 1-2:30 p.m. or from 6:30-8 p.m. in the Health Connection in the lower level of Parkade Center in Columbia. Sponsored by the MU Arthritis Center, the program topic will be joint protection and reducing fatigue. Will questions, call 882-8097.

Thursday, April 3

MAMMOGRAM MOBILE: Ellis Fischel Cancer Center will provide routine breast cancer screenings on campus from 10 a.m.-6 p.m. today and from 7:30 a.m.-2:30 p.m. April 4. For cost information and to schedule an appointment, call the Women's Center at 882-6621.

Kids' Day



10 a.m. to 2 p.m., Saturday, April 12
University Hospital's Main Lobby

Tours - Operating room, helicopter, ambulance and fire trucks.

Mini news set - Videotape your child with KOMU TV-8 personalities (bring your tape) on the Kids' Day news set.

Activities - Rescue choking; nutrition activities; sun safety; poison safety; good hygiene; dental health; operating room dress up (free surgical attire); duck pond and more.

Prize registration - Bicycles or tricycles, plus a safety-approved bike helmet; Truman Club memberships and swimming passes from Columbia Parks and Recreation (need not be present to win). All kids will receive a free sports bottle.

Characters - Mingle with you favorite mascots and characters.

Shuttle to Animal Health Fair - Ride a free shuttle from University Hospital to the College of Veterinary Medicine's Animal Health Fair. Bring your ruffled bears for repair by MU's teddy bear surgeons. Enjoy the cow with a "window in its stomach," a petting zoo, wagon rides and more.

Free screenings - Vision, asthma, hearing, growth and blood pressure screenings.

Free immunizations - Protect your child with free immunizations provided by the Columbia/Boone County Health Department. Bring your child's immunization card, and the Health Department can help you determine if it's up to date.

Kids' Day will be held rain or shine. Free refreshments available. Free parking in hospital garage or surrounding lots. Children must be accompanied by an adult. Call 882-6565 for more information.

Center Stage

- 10:15 a.m. Bill Strong (Slim Goodbody's best friend) musical health presentation
- 11 a.m. Gus and Goldie, water safety fish
- 11:45 a.m. Bill Strong musical health presentation
- 12:30 p.m. Fire safety demonstration by Columbia Fire Department
- 1:15 p.m. Bill Strong musical health presentation



Children's Hospital
at University Hospital and Clinics Columbia, Missouri



Ellis Library Copy Service Salutes

THE PRIDE OF MU

Scholar-Athlete of the Week

RANDY SWIFT

3.4 GPA

Sport: Swimming

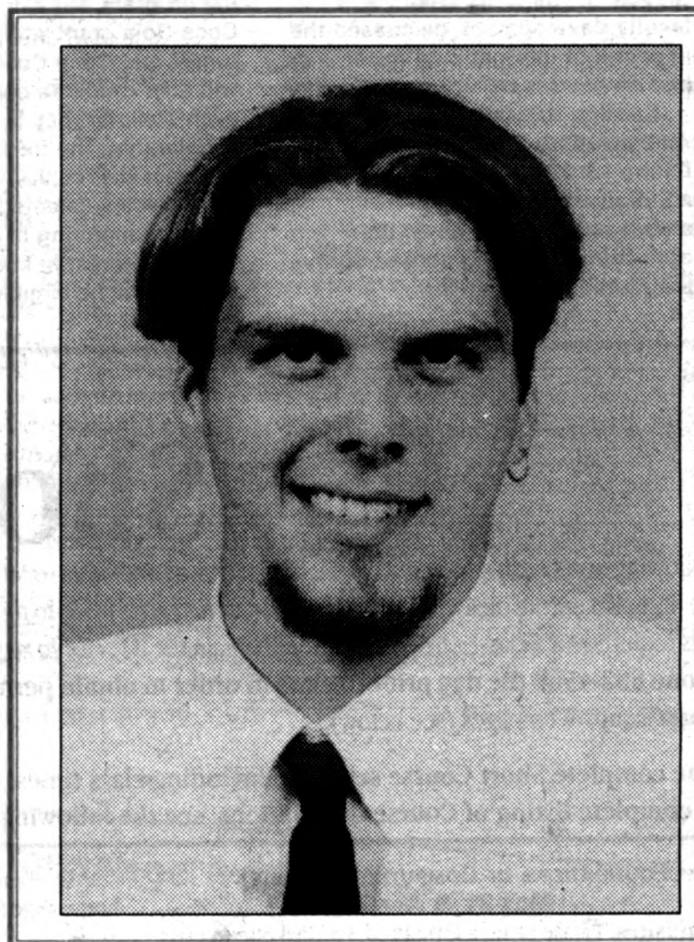
Event: Individual Medley
Backstroke

Major: Education

Hometown: Citrus Heights, CA

Special Honors:

- Dean's List
- Top 8 in Conference in the 400 Individual Medley



WHAT HAVE YOU LEARNED ABOUT SPORTSMANSHIP WHILE PARTICIPATING IN ATHLETICS AT MU?

“ I have learned that being a better athlete than others doesn't always make you a better person than others. ”

HOW DO YOU THINK THE ACADEMIC KNOWLEDGE AND SPORTS EXPERIENCE YOU HAVE GAINED AT MU WILL HELP YOU IN PURSUING YOUR FUTURE GOALS?

“ The academic knowledge will help me fulfill my goal of getting a good job to support my family and my sports experience has made me into a person I like. ”

75¢ Full-Color Copies
 when you have 5 or more copies made!
 This coupon is only good for 8 1/2" x 11" color copies.

Present this coupon before March 31 to:
ELLIS LIBRARY COPY SERVICE

115 Ellis Library • Columbia, Mo. 65201-5149

Phone: (573) 882-7262 • Fax: (573) 884-5004 • <http://copy-service.ps.missouri.edu>

Mon. thru Thurs. 7:30 a.m. to midnight • Friday 7:30 a.m. to 11 p.m. • Saturday 9 a.m. to 9 p.m. • Sunday noon to midnight

Full Color Copies • Book Retrieval • 18 Colored Paper Choices

MAKING A WORLD OF DIFFERENCE

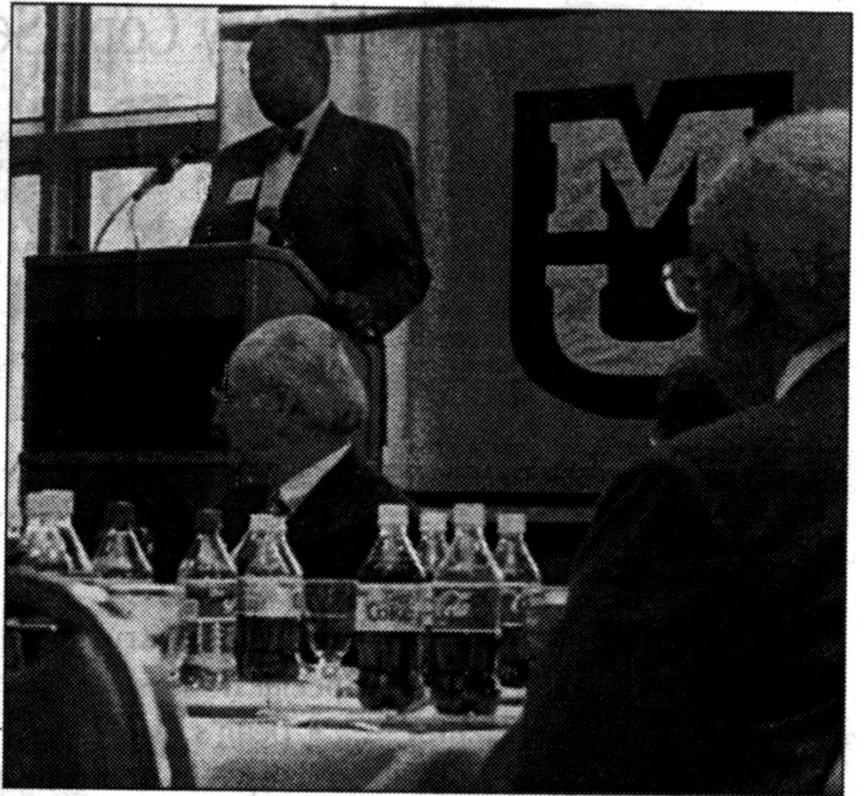
MU minority students soon will benefit from a new scholarship program that provides them with the skills to succeed in a global marketplace. The new program, funded by a \$300,000 grant from The Coca-Cola Foundation, will offer students scholarship support, real-life experience and study abroad to prepare them for the international work place.

At a special celebration luncheon March 17, KC Morrison, right, vice provost for minority affairs and faculty development, discussed the impact that international experience had on his undergraduate education.

Starting this fall, the Coca-Cola Ambassadors Program will pay full tuition for 20 to 25 students. In addition, each Coca-Cola ambassador will be given the opportunity to study abroad during their junior year.

"The Coca-Cola Ambassadors Program will offer one of the most well-rounded scholarships available in the nation and will help MU recruit top minority students from across the United States," interim Chancellor Richard Wallace said. "This program speaks to the fundamental need to prepare our students with the skills they need to be competitive in an increasingly global economy."

As part of the partnership behind the program, MU will match the Coca-Cola grant with University funds, and Coca-Cola Enterprises will offer students paid internships each summer they hold the scholarship. The total funding for the program is \$700,000, and academically talented minority students majoring in any discipline with an interest in international matters will be eligible.



Rob Hill photo

Campus Computing

Short Courses

The following non-credit short courses are free of charge and open to MU faculty, staff and students unless otherwise noted. Registration is required and is done on a first-come, first-served basis. To enroll, please call 882-6006 *at least two days prior to the beginning of class*. Participants may be enrolled in no more than two courses in one month. 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). **Registrants should remember to phone 882-4568 the day prior to class in order to obtain permission to park in lot RC20.** More information about these classes is included in the Campus Computing Training Groups Web pages (see below).

For the complete Short Course schedule including class times, see the following URL: <http://www.missouri.edu/~cctrain/cccalendar.html>
For a complete listing of Course descriptions, see the following URL: <http://www.missouri.edu/~cctrain/course.html>

FOUNDATIONS OF COMPUTERS (2 PARTS) MAR 31 & APR 7

Prerequisites: Please bring a formatted 3.5" diskette to class.

INTERNET FUNDAMENTALS INCLUDING NETSCAPE BASICS MAR 28 OR 31

Prerequisites: Foundations of Computers course or knowledge of file management with Macintosh or Windows, and mouse skills. Please bring a formatted 3.5" diskette to class.

SHOWME: UNIX BASICS MAR 31, APR 3 OR 4

Prerequisites: A SHOWME ID is required prior to registering for the class.

INTRODUCTION TO SHOWME: PINE APR 1

Prerequisites: A SHOWME ID is required prior to registering for the class, plus Internet Fundamentals including Netscape Basics course. Please bring a formatted 3.5" diskette to class.

WWW WORKSHOP: INTRODUCTION TO WEB PAGE AUTHORING MAR 28 OR APR 1

Prerequisites: A SHOWME ID is required prior to registering for the class, plus Internet Fundamentals with Netscape Basics

course. Please bring a text outline of what you'd like on your home page and a formatted 3.5" diskette to class.

WEB TOPICS: LISTS, TABLES, AND GRAPHICS APR 2

Prerequisites: WWW Workshop: Introduction to Web Page Authoring course.

INTRODUCTION TO MICROSOFT WORD 6.0 APR 4

Prerequisites: Foundations of Computers course or knowledge of file management with Macintosh or Windows, and mouse skills.

MICROSOFT WORD 6.0 TOPICS: COLUMNS, TABLES, AND MAIL-MERGE APR 2

Prerequisites: Introduction to Microsoft Word 6.0 course or experience with the application.

INTRODUCTION TO MICROSOFT EXCEL 5.0 MAR 28 OR APR 2

Prerequisites: Foundations of Computers course or knowledge of file management with Macintosh or Windows, and mouse skills.

MICROSOFT EXCEL 5.0 TOPICS: GRAPHING APR 3

Prerequisites: Introduction to Excel course or experience with Excel spreadsheets.

INTRODUCTION TO ADOBE PERSUASION 3.0 (2 PARTS) APR 3 & 10

Prerequisites: Foundations of Computers course or knowledge of file management and mouse skills. Please bring an outline or a document you would like to transform into a presentation.

FOCUS ON FACULTY

WEB TOPICS: LISTS, TABLES, AND GRAPHICS APR 4

Prerequisites: WWW Workshop: Introduction to Web Page Authoring course.

ELECTRONIC DISCUSSIONS WITH NEWSGROUPS MAR 28

Prerequisites: A SHOWME account is preferred, or Netscape experience.

University Libraries
University of Missouri

Digitization Information Page

Local identifier MizzouWeekly(print)

Source information

Format Newspaper
Content type Text with images
Source ID Duplicate copies University Archives weeded out
Notes

Capture information

Date captured July-December, 2022
Scanner manufacturer Plustek OpticBook
Scanner model A300 Plus
Scanning system software Book Pavilion
Optical resolution 600 dpi
Color settings 8 bit grayscale for majority of pages;
 24 bit color for color illustrations/portraits/photographs
File types tiff
Notes

Derivatives - Access copy

Compression Tiff: LZW compression
Editing software Adobe Photoshop 2022
Resolution 600 dpi
Color same as captured
File types pdf created from tiffs
Notes Images cropped, straightened, and brightened.